Role Description

Manager Floodplain Coordination

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| **Cluster** | Planning and Environment |
| **Agency** | Department of Planning and Environment |
| **Division/Branch/Unit** | Water |
| **Location** | Negotiable |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Job Family** | Standard/Policy/Lead |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | April 2022 |
| **Agency Website** | [www.dpie.nsw.gov.au](http://www.dpie.nsw.gov.au/) |

# Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

The Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

# Primary purpose of the role

Lead a team in the coordination and implementation of evidence-based strategic policy and legislative frameworks for floodplain management. The role liaises extensively with other teams within the Division and state government agencies.

# Key accountabilities

* Coordinate the delivery of quality, evidence-based analysis including problem identification, economic and environmental options analysis, evaluation strategies and public consultation.
* Assist the stewarding of documents through cabinet and parliamentary processes to successfully manage the end to end process.
* Manage the delivery of program implementation, including monitoring and reporting to senior management to ensure that floodplain management projects are delivered to meet funding, contractual and strategic business requirements.
* Provide thoughtful, consistent and pragmatic management of scope change and scope creep, advising users and senior management on potential governance, compliance and risk issues.
* Maintain systems to ensure robust comprehensive reports and documents, that withstand expert external scrutiny for all recommended policies and proposed intervention measures.
* Maintain awareness of emerging policy issues, nationally and internationally, and the approaches of other jurisdictions.
* Foster strong links with key central agencies, stakeholders, academic institutions and other jurisdictions to ensure the Division is developing best practice and relevant policy solutions, leveraging a whole of government approach and reducing red tape, costs and other industry impediments.

# Key challenges

* Effectively using current knowledge of the extensive range of information, legislation and policy settings affecting NSW and making recommendations on a range of complex and/or politically sensitive alternatives.
* Undertaking relationship management at a senior level with government agencies and negotiating whole-of-Government positions in association with other Government agencies and stakeholders.
* Establishing rigorous project management and policy development, managing multiple policy issues, implementing and reviewing systems and methodologies.

# Key relationships

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| **Who** | **Why** |
| **Internal** |  |
| Manager/Director | * Advising on robust processes to drive strategic and system reforms * Providing objective, evidence-based advice and analysis on policy issues and the coordination of responses * Coordinates subject matter experts to provide strategic program and policy advice and recommendations to support organisational decisions and initiatives * Providing advice on issues management and responses |
| Executive Director, Regional Water Strategies; Executive Director, Water Planning | * Manage projects and prepare reports, briefs and recommendations that inform development of high level policy advice and program implementation. * Provide advice and guidance pertaining to the analysis and management of strategies, policies and legislative frameworks for land and water management, advising on emergent or contentious issues and presenting solutions * Collaborating closely on strategy development, business planning, submission of briefs and advice, and management of significant   projects and/or issues |
| **External** |  |
| Treasury, Department of Premier and Cabinet and other State and federal government agencies; local government | * Build relationships and facilitate the identification of opportunities and risks, to develop concepts and negotiate research and program priorities * Test proposed policy positions, deliver advice and advocate policy settings and strategies |

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| **Who** | **Why** |
| Business leaders, academics, industry analysts | * Identifying new and emerging initiatives, issues and markets,   identifying key sectors of the NSW economy to develop supporting policies and concepts |

**Role dimensions**

## Decision making

* Determines implementation priorities and direction on floodplain management issues across DPE Water.
* Contributes to key decisions with regard to provision of policy advice.
* Ensures all documents, reports, ministerial correspondence, policy proposals and submissions are completed within required timeframes and to a high standard.

## Reporting line

Director

## Direct reports

Team of 6 – 10 staff.

## Budget/Expenditure

In-line with financial delegations

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

# Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

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| **FOCUS CAPABILITIES** | | | |
| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | * Remain composed and calm and act constructively in highly pressured and unpredictable environments * Give frank, honest advice in response to strong   contrary views   * Accept criticism of own ideas and respond in a thoughtful and considered way * Welcome new challenges and persist in raising and working through novel and difficult issues * Develop effective strategies and show decisiveness in dealing with emotionally charged   situations and difficult or controversial issues | Advanced |
|  | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values |  | Adept |
| * Represent the organisation in an honest, ethical and professional way and encourage others to do so * Act professionally and support a culture of   integrity   * Identify and explain ethical issues and set an example for others to follow * Ensure that others are aware of and understand the legislation and policy framework within which they operate * Act to prevent and report misconduct and illegal   and inappropriate behaviour |  |
|  | **Communicate Effectively** Communicate clearly, actively listen to others, and respond  with understanding and respect | * Present with credibility, engage diverse audiences and test levels of understanding * Translate technical and complex information clearly and concisely for diverse audiences * Create opportunities for others to contribute to discussion and debate * Contribute to and promote information sharing across the organisation * Manage complex communications that involve understanding and responding to multiple and divergent viewpoints * Explore creative ways to engage diverse   audiences and communicate information   * Adjust style and approach to optimise outcomes * Write fluently and persuasively in plain English   and in a range of styles and formats | Advanced |
|  | **Commit to Customer Service** | * Take responsibility for delivering high-quality customer-focused services * Design processes and policies based on the   customer’s point of view and needs | Adept |

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|  | Provide customer-focused services in line with public sector and organisational objectives | * Understand and measure what is important to customers * Use data and information to monitor and improve customer service delivery * Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers * Maintain relationships with key customers in   area of expertise   * Connect and collaborate with relevant customers   within the community |  |
|  | **Influence and Negotiate** Gain consensus and commitment from others, and  resolve issues and conflicts |  | Advanced |
| * Influence others with a fair and considered approach and present persuasive counter- arguments * Work towards mutually beneficial ‘win-win’   outcomes   * Show sensitivity and understanding in resolving acute and complex conflicts and differences * Identify key stakeholders and gain their support in advance * Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise * Anticipate and minimise conflict within the   organisation and with external stakeholders |  |
|  | **Think and Solve Problems** Think, analyse and consider the broader context to develop  practical solutions | * Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues * Work through issues, weigh up alternatives and   identify the most effective solutions in collaboration with others   * Take account of the wider business context   when considering options to resolve issues   * Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements * Implement systems and processes that are   underpinned by high-quality research and analysis   * Look for opportunities to design innovative solutions to meet user needs and service demands * Evaluate the performance and effectiveness of   services, policies and programs against clear  criteria | Advanced |
|  | **Demonstrate Accountability** |  | Adept |
|  |  | * Assess work outcomes and identify and share   learnings to inform future actions |  |

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|  | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | * Ensure that own actions and those of others are focused on achieving organisational outcomes * Exercise delegations responsibly * Understand and apply high standards of financial probity with public monies and other resources * Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safety * Conduct and report on quality control audits * Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks |  |
|  | **Project Management**  Engage and motivate staff, and develop capability and potential in others | * Understand all components of the project management process, including the need to consider change management to realise business benefits * Prepare clear project proposals and accurate estimates of required costs and resources * Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements * Identify and evaluate risks associated with the   project and develop mitigation strategies   * Identify and consult stakeholders to inform the project strategy * Communicate the project’s objectives and its expected benefits * Monitor the completion of project milestones against goals and take necessary action * Evaluate progress and identify improvements to   inform future projects | Adept |
|  | **Manage and Develop People** Engage and motivate staff, and develop capability and potential  in others | * Refine roles and responsibilities over time to achieve better business outcomes * Recognise talent, develop team capability and undertake succession planning * Coach and mentor staff and encourage professional development and continuous learning * Prioritise addressing and resolving team and   individual performance issues and ensure that this approach is cascaded throughout the organisation   * Implement performance development frameworks   to align workforce capability with the organisation’s current and future priorities and  objective | Advanced |

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as ‘not essential’ for this role are not relevant for recruitment purposes however may be relevant for future career development.

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| **COMPLEMENTARY CAPABILITIES** | | | |
| **Capability group/sets** | **Capability name** | **Description** | **Level** |
|  | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Work Collaboratively | Collaborate with others and value their contribution | Adept |
|  | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Optimise Business Outcomes | Manage people and resources effectively to achieve  public value | Adept |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |