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| **Cluster** | Planning & Environment |
| **Agency** | Department of Planning & Environment |
| **Division/Branch/Unit** | Water/NRAR |
| **Location** | Various |
| **Classification/Grade/Band** | Clerk Grade 9/10 |
| **Role Family** *internal use only* | Bespoke/Communication and Engagement/ Delivery |
| **ANZSCO Code** | 511112 |
| **PCAT Code** | 1128292 |
| **Date of Approval** | May 2023 (updated from February 2021; and July 2019) |
| **Agency Website** | www.dpie.nsw.gov.au |

Regulation & Compliance/Deliver

**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**

The Practice Lead supports the ongoing professional development of NRAR staff by analysing organisational capability needs and leading the development and implementation of learning and development programs that build capability, support professional development and wellbeing and enhance environmental regulatory outcomes.

# Key Accountabilities

* Partner with executives, managers and staff to deliver strategies and programs to build and support individual, team and organisational capability, drive cultural change and increase staff engagement.
* Provide stakeholders with expert professional advice and support in the identification and implementation of learning and development strategies to support business performance.
* Lead the development and implementation of Branch and Team projects and programs that support enhanced regulatory outcomes. Ensure that all Branch and Team projects and program practices are compliant with legislative provisions and NRAR policies, processes and procedures.
* Lead the gathering, review, analysis and presentation of project data to effectively meet reporting and project evaluation requirements and outcomes.
* Represent NRAR on a range of internal and external forums to build capability, foster engagement and enhance performance of staff. Develop and deliver bespoke capability development programs to NRAR staff to achieve improvements in organisational capability.
* Provide technical expertise to support the capability improvement program for regulatory staff to perform their functions in accordance with legislation and NRAR policies and procedure, including assessing individual staff capabilities and identifying development priorities.
* Provide support, coaching and deliver training to NRAR staff to improve compliance outcomes, recommend appropriate regulatory responses and undertake approved enforcement action in accordance with NRAR policies and procedures.
* Liaise with internal and external learning and development service providers to provide effective and targeted delivery of appropriate technical training and develop staff capability, staff engagement and culture.

**Key Challenges**

* Supporting teams and individual team members to continuously improve their knowledge and skills where technical and regulatory knowledge applicable to NRAR is varied.
* Managing consultations with diverse stakeholders and influencing change in process and policy given that key stakeholders often have strong and opposing expectations and views.
* Achieving project deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple projects which are often complex and interconnected.

**Key relationships**

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| **Who** | **Why** |
| **Internal** |  |
| Chief Regulatory Officer; Director Regulatory Excellence | * Provide briefings and expert advice and recommendations on the progress and delivery of NRAR’s capability improvement program, as well as policy, strategy and regulatory reform.
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| Managers  | * Seek advice and approvals and provide briefings and expert advice and information on performance and current issues.
* Provide input into regular compliance reporting.
* Receive guidance and provide regular updates and reports on assigned tasks to line manager.
* Work with Managers to formulate courses of action to resolve emerging issues and build and mentor teams to enhance water regulatory and natural resource management expertise.
* Report to NRAR management about progress and delivery of capability improvement across NRAR.
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| Program Leads | * Develop and maintain effective networks to provide and/or seek expert advice, support and assistance in water regulation services.
* Assist and mentor teams and program leads to ensure teams have the regulatory and technical knowledge needed to effectively undertake investigations, regulatory and compliance activities.
* Support the design, planning and delivery of strategic enforcement campaigns.
* Contribute to the continued improvement of compliance procedures and policies in line with current water legislation, policies and guidelines.
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| Staff | * Provide guidance, support, exchange information and facilitate their professional development.
* Work collaboratively to contribute to achieving business outcomes.
* Foster effective working relationships to facilitate opportunities for engagement, consultation, issue resolution and information sharing.
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| **External** |  |
| Stakeholder Groups  | * Provide relevant information and help resolve issues and concerns regarding compliance and enforcement activities related to water in NSW.
* Manage contracts and monitor provisions of service to ensure compliance with contract and service agreements.
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# Role dimensions

## Decision making

* Operates with some level of autonomy, makes day to day decisions relating to work priorities and workload management for themselves. The role is accountable for the quality, integrity and accuracy of content of advice provided.
* Consults relevant NRAR leaders on potential issues and recommends initiatives to improve team technical competencies and culture.
* Escalates issues that are complex and/or may have sensitive or other organisation-wide implications.

## Reporting line

Manager Capability

## Direct reports

Nil.

## Budget/Expenditure

Nil

**Key knowledge and experience**

* Demonstrated experience developing and facilitating adult learning, preferably training and supporting regulatory officers to improve compliance outcomes and undertaking enforcement action.
* Understanding and experience in managing complex compliance and enforcement activities, preferably in Government regulation of natural resources or the environment.

**Essential requirements**

* Tertiary qualifications (or equivalent) in one or more relevant fields such as learning and development, natural resource management, science, investigations or law.
* Certificate IV in Training and Assessment is preferable and a knowledge of current learning theories, as well as an ability to apply adult learning methodology for maximum audience engagement.
* Current NSW Driver’s Licence and ability to travel throughout the state.

**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.

| FOCUS CAPABILITIES |
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| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| **Manage Self**Show drive and motivation, an ability to self-reflect and a commitment to learning | Act as a professional role model for colleagues, set high personal goals and take pride in their achievementActively seek, reflect and act on feedback on own performanceTranslate negative feedback into an opportunity to improveTake the initiative and act in a decisive wayDemonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | Advanced |
|  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | Take responsibility for delivering high-quality customer-focused servicesDesign processes and policies based on the customer’s point of view and needsUnderstand and measure what is important to customersUse data and information to monitor and improve customer service deliveryFind opportunities to cooperate with internal and external stakeholders to improve outcomes for customersMaintain relationships with key customers in area of expertiseConnect and collaborate with relevant customers within the community | Adept |
| **Work Collaboratively**Collaborate with others and value their contribution | Encourage a culture that recognises the value of collaborationBuild cooperation and overcome barriers to information sharing and communication across teams and unitsShare lessons learned across teams and unitsIdentify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to workActively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Negotiate from an informed and credible positionLead and facilitate productive discussions with staff and stakeholdersEncourage others to talk, share and debate ideas to achieve a consensusRecognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomesInfluence others with a fair and considered approach and sound argumentsShow sensitivity and understanding in resolving conflicts and differencesManage challenging relationships with internal and external stakeholdersAnticipate and minimise conflict | Adept |
|  | **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Assess work outcomes and identify and share learnings to inform future actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **Project Management**Understand and apply effective planning, coordination and control methods | Understand all components of the project management process, including the need to consider change management to realise business benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |

# 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.

| COMPLEMENTARY CAPABILITIES |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Intermediate |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
|  | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | 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 |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
|  | 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 |