

Role Description

Culture and Capability Project Officer (Regulatory Environment)

OFFICIAL



Creative Industries, Tourism,
Hospitality and Sport

Portfolio	Creative Industries, Tourism, Hospitality and Sport
Agency	Department of Creative Industries, Tourism, Hospitality and Sport
Division/Branch/Unit	Hospitality & Racing
Location	Sydney
Classification/Grade/Band	Clerk Grade 7/8
ANZSCO Code	53186
PCAT Code	1119192
Date of Approval	February 2026
Agency Website	www.nsw.gov.au/dciths

Agency overview

At the Department of Creative Industries, Tourism, Hospitality and Sport we bring vibrancy to NSW by growing our creative industries and workforces, driving strong visitor and night-time economies, ensuring a responsible hospitality sector, and putting arts, culture and sport at the heart of our communities.

Together we:

- create social and economic opportunities for the state
- support the creation of jobs across the creative, visitor and night-time economies
- prioritise First Nations artists, stories and culture
- ensure arts, culture and sport are at the heart of every community to be enjoyed and accessed by all
- drive visitation through events, campaigns and visitor experience development
- activate our night-time and creative economies to unlock unique precincts and community spaces
- deliver a vibrant and responsible hospitality, liquor, racing and gaming environment
- support NSW's key Cultural Institutions to ensure access for all, enable community experiences and education and preserve the state's diverse cultural assets and history.

Primary purpose of the role

The role supports the design and delivery of culture, values and integrity initiatives, and supports the adoption and embedding of workforce capability priorities across a diverse regulatory environment.

It focuses on helping initiatives land effectively in practice, using engagement, change and workforce insight to strengthen behaviour, confidence and professional performance.

Key accountabilities

- Collaborate with internal stakeholders and support the design, delivery and evaluation of culture and values initiatives that support regulatory professionalism, ethical conduct and a connected, values-aligned workforce across diverse regulatory roles.
- Contribute to the development and delivery of a rolling staff engagement plan that supports workforce confidence, professionalism and regulatory effectiveness, ensuring alignment with broader capability, performance development and onboarding approaches.
- Apply an engagement and change perspective to regulatory capability initiatives, supporting their adoption and embedding through coordinated launches, engagement activities, leader-led conversations and workforce touchpoints.
- Use workforce insights, including engagement survey results, pulse surveys, feedback forums and post-initiative evaluation, to identify themes and risks, inform priorities, shape actions and support clear messages back to staff.
- Support culture and workforce initiatives by contributing to engagement and change activities that help staff understand expectations, adopt new ways of working, and embed behaviours over time.
- Work with leaders and subject matter experts to design practical engagement approaches, guidance materials and forums that support consistent expectations, confidence and capability across teams.
- Ensure engagement and change related communications and materials are accurate, accessible and fit for purpose, and comply with agency standards for branding, privacy, accessibility and records management.
- Manage vendors, suppliers and digital tools used to support engagement, insight or change activities, ensuring value for money, appropriate procurement practices and quality delivery.

Key challenges

- Engaging a diverse regulatory workforce with varied roles and contexts, ensuring engagement initiatives resonate across all occupational groups and support cultural cohesion.
- Translating regulatory and technical information into clear and accessible guidance and engagement approaches that support understanding, reinforce behavioural expectations and align with values-driven performance.
- Balancing competing priorities and delivering timely, high-quality engagement and change activities in a dynamic and evolving environment.

Key relationships

Who	Why
Internal	
Reporting Line Manager	<ul style="list-style-type: none"> • Receive guidance and instruction, seek clarification and advice, and report on progress against work plans • Escalate and discuss issues • Provide input and respond to requests for information and briefings
Work Team	<ul style="list-style-type: none"> • Participate in meetings, share information and provide input on issues • Support team members and work collaboratively to contribute to achieving team outcomes • Develop and maintain effective working relationships and open channels of communication

Internal Stakeholders	<ul style="list-style-type: none"> Respond to queries, identify needs, communicate services and redirect, escalate or resolve issues
Who	Why
External	
External Stakeholders	<ul style="list-style-type: none"> Respond to queries, identify needs, communicate services and escalate or resolve issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> Engage and communicate with suppliers to facilitate on-time delivery of projects, products and services

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to a Manager decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role is fully accountable for producing high-quality, accurate and timely deliverables.

Reporting line

The role accounts and reports to the Manager Regulatory Capability.

Direct reports

Nil.

Budget/Expenditure

Budget and expenditure will be in line with DCITHS delegations.

Key knowledge and experience

- Demonstrated experience supporting and contributing to the co-design and delivery of engagement initiatives, working with leaders and subject-matter experts to strengthen staff connection, regulatory professionalism and behavioural expectations.
- Strong ability to communicate clearly in plain English, including preparing written materials and supporting or facilitating engagement activities such as forums, workshops, onboarding sessions or workforce engagement activities.
- Ability to support the collection, interpretation and use of workforce insights (such as surveys, forums or feedback) to inform engagement approaches and improvements to culture and workforce experience.
- General understanding of regulatory, complex or public sector operational environments, and how engagement and change approaches support effective regulatory practice.

Essential requirements

- Tertiary qualification in a related discipline and/or equivalent professional experience.
- Appointment and ongoing assignment may be subject to satisfactorily meeting pre-employment and

ongoing probity screening to meet the integrity standards set out in section 14 of the Gaming and Liquor Administration Act 2007.

Capabilities for the role



The [NSW public sector 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			
Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Manage Self Be persistent, self-reflect and commit to learning	<ul style="list-style-type: none"> Keep up to date with contemporary knowledge and practices Seek and take advantage of opportunities to learn and apply new skills Commit to achieving challenging goals Seek and respond positively to constructive feedback and advice Examine and reflect on your performance 	Adept
 Relationships	Communicate Effectively Communicate clearly, pay attention to others and respond with understanding and respect	<ul style="list-style-type: none"> Tailor communication to suit the needs, backgrounds and perspectives of diverse audiences and address barriers to participation Clearly explain complex ideas and arguments to individuals and groups Create opportunities for others to contribute Share information with other teams and business units to enable informed decision-making Write clearly and concisely in a range of styles and formats Use contemporary communication 	Adept

		channels to share information, engage and interact with diverse audiences	
		<ul style="list-style-type: none"> • Pay attention and encourage others to express their views 	
 <p>Relationships</p>	<p>Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> • Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to share and debate ideas to help reach a consensus • Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes • Influence others with a fair and thoughtful approach and sound arguments • Be sensitive and show understanding when resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict 	Adept
 <p>Relationships</p>	<p>Work Collaboratively Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> • Encourage a workplace culture that values collaboration • Communicate with other teams to improve information sharing • Share lessons learned with other teams and business units • Identify opportunities to collaborate with stakeholders, including people with lived experience, to develop better processes and solutions • Actively use digital information platforms, collaboration tools and other digital technologies to share information and work with diverse audiences to solve problems and improve services • Consider diverse cultural perspectives to provide insights into collaborative work 	Adept
 <p>Results</p>	<p>Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> • Consider the future aims and goals of the team, business unit and your organisation when prioritising work • Set, prioritise, consult on and develop team and business unit goals, strategies and plans • Anticipate, assess and respond 	Adept

appropriately to the impact of changes, including changes to government policy and economic conditions, on team or business unit goals

- Ensure current work plans and activities support and are consistent with organisational change initiatives
- Evaluate outcomes and adjust plans accordingly



Think and Solve Problems

Think, analyse, and consider the broader context to develop practical solutions

- Make recommendations based on evidence by researching and critically analysing information and identifying interrelationships
- Anticipate, identify and deal with issues and potential problems that may impact organisational goals and the customer experience
- Think creatively to come up with new ideas to resolve issues and improve customer experience
- Seek input and ideas from people with different backgrounds and experiences
- Participate in and contribute to team or business unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness
- Analyse data and information to identify insights and communicate findings in a clear and meaningful way

Adept



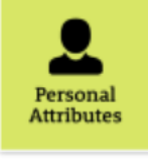



Project Management

Understand and use effective ways to plan, coordinate and control projects

- Research and analyse data at a basic level to inform and support the achievement of project deliverables
- Contribute to developing project documents and resource estimates
- Contribute to reviews of progress, outcomes and future improvements
- Identify when projects differ from their plans and tell your supervisor

Intermediate

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Intermediate
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Foundational
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
 Results	Deliver Results	Achieve results by using resources efficiently and committing to quality outcomes	Intermediate
	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational
	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate