Role Description
Manager Policy & Legislation

Creative Industries, Tourism, Hospitality and Sport

Cluster	Enterprise, Investment & Trade
Agency	Department of Enterprise, Investment & Trade
Division/Branch/Unit	Hospitality & Racing \ Regulatory, Operations & Enforcement \ Policy & Programs
Location	Sydney/Regional NSW
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132411
PCAT Code	2119192
Date of Approval	October 2024
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.

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Primary purpose of the role

The Manager Policy & Legislation leads and manages a team in the development, delivery and implementation of a portfolio of policy initiatives and reforms that support organisational objectives and Government commitments.

Key accountabilities

- Lead and undertake research, analysis and review of complex policy issues, identifying emerging issues, and developing evidence-based options and strategies, to ensure problems are resolved and risks are mitigated.
- Provide expert advice and information to inform relevant stakeholders and support policy directions.
- Lead and manage team/s to support the Agency in meeting policy commitments and/or roll-out of significant policy initiatives.

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- Develop and implement strategies for the monitoring and evaluation of all policy initiatives to identify risks and issues and ensure the achievement of desired outcomes.
- Lead and facilitate stakeholder engagement, consultation and negotiation on policy issues to identify and develop solutions and make recommendations that account for relevant factors and support sound policy decisions and approaches.
- Oversee the preparation of reports, briefs and correspondence to inform or respond to Agency and/or Government requests.

Key challenges

- Managing consultations and negotiations with diverse stakeholders, given the need to balance competing interests and demands which are often changing and unpredictable.
- Providing accurate policy advice and recommendations on a range of complex issues, given the need to understand the problem and formulate responses within short-time frames, often without prior notice.

Key relationships

Internal

Who	Why
Manager	• Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions • Receive advice and report on progress towards business objectives and discuss future directions
Direct Reports	• Lead, direct, manage and support performance and development
Stakeholders	• Provide expert advice on a range of policy issues and strategies • Optimise engagement to achieve defined outcomes

External

Who	Why
Stakeholders	• Provide expert advice on a range of policy issues and strategies • Optimise engagement to achieve defined outcomes • Consult and negotiate on key policy issues
Vendors/Service Providers and Consultants	• Communicate service needs and facilitate routine business transactions • Monitor service delivery in line with agency requirements

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. 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 submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

The role reports to the Director Policy

Direct reports

Up to 5 direct reports

Budget/Expenditure

Budget and expenditure will be in line with DCITHS delegations.

Key knowledge and experience

- Extensive knowledge of the machinery of Government, including Cabinet and legislative processes and ability to understand and interpret a wide variety of legislation and expertise in policy development, implementation and review.
- Demonstrated experience working at a senior or executive level in a complex organisation delivering specialist and authoritative advice to executive leadership.

Essential requirements

- Tertiary qualifications in a relevant discipline or demonstrated equivalent relevant professional experience.
- Appointment and ongoing assignment are 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.
- The person/s assigned to this position will be appointed as a key official and subject to the associated restrictions under section 16(1) of the *Gaming and Liquor Administration Act 2007 and section 86 of the Casino Control Act 1992.*

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
	**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	• 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	Adept
	**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

	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	Adept
	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	Adept

	**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
	**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 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	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	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.

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
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	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	Intermediate
	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	Intermediate