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| **Cluster** | **Climate Change, Energy, the Environment and Water** |
| **Agency** | **Department of Climate Change, Energy, the Environment and Water (DCCEEW)** |
| **Division/Branch/Unit** | **Heritage/ Program Delivery** |
| **Classification/Grade/Band** | **Environment Officer Class 14** |
| **Role number** | **TBC** |
| **ANZSCO Code** | **511112** |
| **PCAT Code** | **1119192** |
| **Date of Approval** | **August 2024** |
| **Agency Website** | **www.deeccw.nsw.gov.au** |

*Ensuring a sustainable NSW through climate change and energy action, water management, environment and heritage conservation and protection.*

**Who we are**

The NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) works to protect the state’s environment and heritage. It leads the way on climate change, driving the sustainable transition to a net zero economy, powered by affordable, reliable, and clean energy.

DCCEEW conserves and protects the state’s natural environment. It manages the NSW national park estate, including its rich and diverse biodiversity and Aboriginal cultural heritage for future generations.

DCCEEW also ensures sustainable management of water resources across the state, to support the environment, communities and industry.

We acknowledge the ongoing custodial responsibilities of the Aboriginal peoples of NSW to care for Country and water and are committed to establishing meaningful partnerships with Aboriginal peoples in the management of the environment.

Primary purpose of the role

Lead the delivery of proactive heritage programs and promote heritage awareness across the state to support and empower the community to value, celebrate and conserve their heritage and culture. The role directs the implementation and evaluation of programs ensuring that appropriate governance and project management meet customer expectations, achieve program outcomes and objectives and comply with guidelines.

# Key accountabilities

* Develop and deliver programs that promote, support and empower communities to identify, nominate and register potential places and sites on the State Heritage Register and promote compliance with legislative requirements, and conserve the state's cultural objects and heritage sites.
* Partner with community representatives, landholders, government agencies and key stakeholders to conserve and mitigate impact to heritage and cultural sites, to raise awareness of the importance of ongoing conservation and management of sites and compliance with regulatory requirements.
* Engage with local government and planning to embed environmental heritage as a fundamental aspect of strategic land use planning, contributing to a sense of place and community wellbeing. Provide specialised contributions to local strategic planning statements, regional plans and other planning documents and instruments.
* Drive successful project and program implementation through the development and implementation of plans, systems and processes and measure the effectiveness and efficiency of program delivery and alignment between targeted and actual outcomes.
* Provide statewide strategic advice and report on program development and outcomes, advising the executive leadership team on key emerging issues to effectively shape and deliver programs to support the conservation of heritage, cultural sites and artefacts.
* Lead operational business planning, performance monitoring, staff development, risk assessment and financial management to effectively direct the unit’s programs and the people, financial and physical resources to optimise outcomes and risk.

Key challenges

* Engaging with a wide range of stakeholders to understand and manage their different perspectives including the Heritage Council, State Heritage Register Committee, land owners, local and state government agencies, industry and peak bodies.
* Developing a culture and practice of working with communities that empowers and develops their skills and capacity to negotiate and manage their own heritage and culture.
* Prioritising projects and listings to meet targets balancing team workloads, achievability and the priorities set by government.

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister’s Office | * Provide heritage policy and site advice on complex, sensitive and/or controversial heritage issues. |
| **Internal** |  |
| Executive Director | * Act as subject matter expert on policy/program/service delivery matters * Provide advice, counsel and recommendations to influence organisational decisions and initiatives * Communicate information related to outcomes against budgets and performance measures * Identify and escalate major, new or emerging issues and recommend new approaches, strategies, practices, solutions, alternative options and responses. |
| Senior Executive | * Represent the Branch and provide advice to inform strategic decision making * Lead and provide input to the development of organisational wide policies and business planning. |
| Staff | * Provide leadership to inspire staff * Lead in accordance with government priorities and the strategic direction of Heritage NSW * Effectively manage, mentor, develop and deploy staff, consistent with statutory responsibilities. |
| **External** |  |
| Local Government and Other Authorities | * Encourage Local Government and other authorities to take a more active part in environment protection where they have a responsibility. * Represent the organisation on committees or other forums. |
| Heritage Council/ Aboriginal Cultural Heritage Advisory Committee | * Work with and provide advice to the Heritage Council and Aboriginal Cultural Heritage Committee in the preparation of relevant polices and guidelines, and work collaboratively with other agencies in the development and implementation of these polices and guidelines. |
| Industry, developers, asset owners community groups and the media | * Liaise, consult and negotiate to promote positive and constructive approaches to the celebration, conservation and management of heritage and cultural sites * Work constructively on regulation issues to explain and gain broad acceptance for the heritage management requirements of legislation * Represent the organisation externally on committees or other forums. |

# Role dimensions

## Decision making

* The role operates with autonomy; manages the unit and teams across a wide geographic area including the appropriate allocation of resources to ensure fiscal and resource management and is fully accountable for the quality, integrity and accuracy of advice provided.
* The role represents Heritage NSW on state government and inter-jurisdictional forums to influence and provide strategic advice on heritage matters.
* The role supervises a dispersed, multi-disciplinary team, and is responsible for developing and negotiating performance agreements with staff.

## Reporting line

Executive Director

## Direct reports

TBA

## Budget/Expenditure

TBA

Knowledge and Experience

* Tertiary qualifications and/or extensive experience in heritage, archaeological site conservation or relevant field.

Essential Requirements

• Drivers Licence and ability to travel

## 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** |
| personal-attributes | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | Be flexible, show initiative and respond quickly when situations change  Give frank and honest feedback and advice  Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately  Raise and work through challenging issues and seek alternatives  Remain composed and calm under pressure and in challenging situations | Adept |
| personal-attributes | **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 achievement  Actively seek, reflect and act on feedback on own performance  Translate negative feedback into an opportunity to improve  Take the initiative and act in a decisive way  Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | Advanced |
| relationships | **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 |
| relationships | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | Take responsibility for delivering high-quality customer-focused services  Design processes and policies based on the customer’s point of view and needs  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 | Adept |
| relationships | **Work Collaboratively**  Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| results | **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 |
| business-enablers | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures  Understand the impacts of funding allocations on business planning and budgets  Identify discrepancies or variances in financial and budget reports, and take corrective action  Know when to seek specialist advice and support and establish the relevant relationships  Make decisions and prepare business cases, paying due regard to financial considerations | Adept |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
| people-management | **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 objectives | 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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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |