

**INQUIRY INTO THE APPOINTMENTS OF JOSH MURRAY TO THE POSITION OF SECRETARY OF
TRANSPORT FOR NSW AND EMMA WATTS AS NSW CROSS-BORDER ASSISTANT COMMISSIONER**

HEARING – FRIDAY 1 SEPTEMBER 2023

SUPPLEMENTARY QUESTIONS

Answers are to be returned to the Committee Secretariat by Friday 29 September 2023

Mr Steve Orr, Acting Secretary of the Department Regional NSW

and

Dr Julie-Anne Tooth, Chief People Officer, Department of Regional NSW

1. In the hearing we heard that Ms Watts was recruited from a talent pool for her ongoing role as Cross Border Assistant Commissioner. How many people were on the talent pool that she was selected from?

Answer

Two candidates were talent pooled.

2. Could you please provide any documentation or emails regarding Ms Watts commencement on 29 January; prior to the brief being submitted?

Answer

A copy of an email is provided.

Details have been redacted for privacy reasons.

Attachments

Attachment 1 - Supplementary Q2 - Re_ Online Profile_Redacted

3. Could you please provide a copy of the brief regarding Emma Watts appointment to the temporary Cross Border Assistant Commissioner role, as referred to in the hearing?

Answer

A copy of the brief is provided.

Details have been redacted for privacy reasons.

Attachments

Attachment 2 - Supplementary Q3 - Temporary Appointment Approval Brief_Redacted

4. Could you please provide any documentation that articulates the reason the temporary role of Cross Border Assistant Commissioner role was recruited through suitability assessment only, the process that was undertaken for the recruitment and who approved this?

Answer

No relevant documentation was located.

5. Could you please provide a copy of the position description for the role of Cross Border Assistant Commissioner for both the temporary role and the ongoing appointment (if different)?

Answer

Both role descriptions are provided.

Attachments

Attachment 3 - Supplementary Q5 - Role Description Temporary

Attachment 4 - Supplementary Q5 - Role Description Ongoing

6. In regards to the role that Ms Watts applied for and was talent-pooled for:

(a) What was the location of the role?

Answer

The role was advertised as based in Queanbeyan.

(b) Was anyone appointed to the role?

Answer

One candidate was recommended for appointment.

(c) How many people applied for the role?

Answer

59 applications were received.

(d) How many people were interviewed for the role?

Answer

7 candidates were interviewed.

(e) How many people were put on the talent pool from the recruitment process?

Answer

Two candidates were talent pooled.

7. Who sent Ms Watts' CV from the Department to the Commissioner and when, and can you provide any correspondence or emails related to this?

Answer

Email 1 – Email from Mark Connell, then Chief of Staff in the Office of the Deputy Premier, to James McTavish, Cross Border Commissioner, on 11 July 2019.

Email 2 - Email from Jeff McCormack then Chief of Staff in the Office of the Minister, Water Property and Housing to Gary Barnes in the Department of Planning Industry & Environment. Mr Barnes forwarded the email and attachment to James McTavish, Cross Border Commissioner, on 23 August 2019.

Attachments

Attachment 5 - Supplementary Q7 - Email 1

Attachment 6 - Supplementary Q7- Email 2

ATTACHMENTS

From: Emma Watts [REDACTED]
Sent: Monday, 24 February 2020 7:24 PM
To: [REDACTED]
Subject: Re: Online Profile

Thanks [REDACTED]

I appreciate your email and understand there has been some progress this evening.

I look forward to talking tomorrow.

Kind regards
Emma

Sent from my iPhone

On 24 Feb 2020, at 19:12, [REDACTED] [REDACTED]@dpiensw.gov.au> wrote:

Hi Emma,

Thank you for your email and I completely understand the frustration around this.

I am working on getting the paperwork through as soon as absolutely possible.

I will give you a call tomorrow to go through the details of your offer and contract so we can avoid any further delays in the process once signed.

Thanks again for your patience.

Kind regards

[REDACTED]

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From: Emma Watts [REDACTED]
Sent: Friday, February 21, 2020 5:03:02 PM
To: [REDACTED]@dpiensw.gov.au>
Subject: Re: Online Profile

Hi [REDACTED]

Just wanted to check in and see how this is progressing?

If I could get an update that would be great. I am keen to be on the system properly so I can engage properly with stakeholders and I have more travel next week and it would be able to be in a position to use pool cars rather than hire cars or my personal vehicle.

Thanks

Emma

On Mon, Feb 17, 2020 at 9:25 AM [REDACTED] <[REDACTED]@dpie.nsw.gov.au> wrote:

Hi,

Thanks for your understanding. Everything as in principle been approved by Jim Betts, just need his sign off on the final documents.

Kind regards

[REDACTED] Talent Acquisition Manager

People, Performance & Culture | NSW Department of Planning, Industry & Environment

M: [REDACTED] E: [REDACTED] <[REDACTED]@dpie.nsw.gov.au>

[Level 3 | 10 Valentine Ave | Parramatta NSW 2150](#)

Locked Bag 5123 | Parramatta NSW 2124
www.dpie.nsw.gov.au

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The Department of Planning, Industry and Environment acknowledges that it stands on Aboriginal land. We acknowledge the traditional custodians of the land and we show our respect for elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

From: Emma Watts [REDACTED]
Sent: Monday, 17 February 2020 9:17 AM
To: [REDACTED] <[REDACTED]@dpie.nsw.gov.au>
Subject: Re: Online Profile

Thanks [REDACTED]

It is what it is - thanks for getting it sorted and being responsive. I understand this has all gone through Jim Betts separately so hopefully the signing off process is relatively straightforward.

I am really mindful that I am limited in what I can do until I am onboarded so I appreciate your help.

Kind regards

Emma

On Mon, Feb 17, 2020 at 9:12 AM [REDACTED]@dpie.nsw.gov.au> wrote:

Hi Emma,

At this point we have everything we need from you and James. I would anticipate this could be finalised by the end of the week or early next week. There are quite a few pieces to the puzzle that still needs to be completed. Once the request to create the roles and units have been approved and signed off by the Secretary. It will all have to be created in the system before you can be fully onboarded and paid.

Sincere apologies for the delay this is causing to your pay etc, James never mentioned to us that you had already commenced in the role.

I will keep up informed on the progress along the way.

Kind regards

[REDACTED] Talent Acquisition Manager

People, Performance & Culture | NSW Department of Planning, Industry & Environment

M: [REDACTED] E: [REDACTED]@dpie.nsw.gov.au

[Level 3 | 10 Valentine Ave | Parramatta NSW 2150](#)

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From: Emma Watts [REDACTED]
Sent: Monday, 17 February 2020 9:06 AM
To: [REDACTED] <[\[REDACTED\]@dpie.nsw.gov.au](mailto:[REDACTED]@dpie.nsw.gov.au)>
Subject: Re: Online Profile

Hi [REDACTED]

Happy Monday!

Just wondering how this is progressing and if you need anything from James or I at the moment?

Thanks

Emma

Sent from my iPhone

On 13 Feb 2020, at 13:35, [REDACTED] <[\[REDACTED\]@dpie.nsw.gov.au](mailto:[REDACTED]@dpie.nsw.gov.au)> wrote:

Thanks Emma,

Really appreciate you patience, and will try get this sorted for you as soon as possible.

<image001.png>

This is what I get up when I search our system for your name and the personnel number you gave me. Really strange.

Kind regards

[REDACTED]

From: Emma Watts [REDACTED]
Sent: Thursday, 13 February 2020 1:30 PM
To: [REDACTED] <[\[REDACTED\]@dpiensw.gov.au](mailto:[REDACTED]@dpiensw.gov.au)>
Sub file

Hi [REDACTED]

No - that's definitely not me. I was employed by DPC for a few months last year when I was contracted to work in Minister Pavey's by I am definitely not a hydrogeologist.

Understand on the pay run - you'll appreciate I am keen for that to be resolved asap given the lag already but we can only do what we can do.

Give me a call if it is easier to sort out via phone.

Thanks

Emma

On Thu, Feb 13, 2020 at 1:22 PM [REDACTED] <[\[REDACTED\]@dpiensw.gov.au](mailto:[REDACTED]@dpiensw.gov.au)> wrote:

Thanks Emma,

Have you been consulting as Senior Hydrogeologist for the Water Group?

I doubt this will be sorted by the next pay run to be honest. I will keep you updated on the process.

I will also confirm the salary band with you and James before the paperwork is finalised so that we can ensure everything is set up correctly before it is signed off.

Kind regards

[REDACTED] Talent Acquisition Manager

People, Performance & Culture | NSW Department of Planning, Industry & Environment

M: [REDACTED] E: [REDACTED]@dpie.nsw.gov.au

[Level 3 | 10 Valentine Ave | Parramatta NSW 2150](#)

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From: Emma Watts [REDACTED]
Sent: Thursday, 13 February 2020 1:13 PM
To: [REDACTED]@dpie.nsw.gov.au>
Subject: Re: Online Profile

Thanks [REDACTED]

Appreciate you responding so quickly! The number James gave me is 93002548.

I'd be hopeful we can get organised in time for the next pay run but I appreciate there is a process so if you think that's not possible can you let me know?

Thanks

Emma

On Thu, Feb 13, 2020 at 1:06 PM [REDACTED]@dpie.nsw.gov.au> wrote:

Thanks Emma,

Sorry I haven't been able to call you today, my day has been a bit crazy.

We are trying to progress the paperwork as soon as possible, just got a few more details to iron out and then it will all need to go to the Secretary of DPIE for final sign off.

Could you please let me know the number James have give you as you generally would not have a personnel number until all the paperwork is completed.

Thanks

[REDACTED]

From: Emma Watts [REDACTED]
Sent: Thursday, 13 February 2020 12:53 PM
To: [REDACTED]@dpie.nsw.gov.au>
Subject: Re: Online Profile

Hi [REDACTED]

I have already started - on the 29th January and space has been made for me at the Queanbeyan offices already - but I haven't been provided any paperwork to progress my onboarding. I have been provided with a personnel number by James though if you need that?

I understand from James that I am to be employed at Band 1 - but you will need to confirm the range with him.

I am keen to get the paperwork progressed asap given the time that has passed already. If you can help with that, I would be very grateful.

Kind regards

Emma

On Thu, Feb 13, 2020 at 9:24 AM [REDACTED]@dpie.nsw.gov.au> wrote:

Thanks Emma,

I can see in your profile that you are located in Queanbeyan, have you had any conversations with James in regards to office location? We have an office in Queanbeyan and I can check whether there is space there for you.

Also have James had any conversations with you in regards to salary and commencement date?

Thanks

[REDACTED] Talent Acquisition Manager

People, Performance & Culture | NSW Department of Planning, Industry & Environment

M: [REDACTED] E: [REDACTED]@dpie.nsw.gov.au

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From: Emma Watts [REDACTED]
Sent: Thursday, 13 February 2020 9:12 AM
To: [REDACTED] <[\[REDACTED\]@dpie.nsw.gov.au](mailto:[REDACTED]@dpie.nsw.gov.au)>
Subject: file

Hi [REDACTED]

Here you go.

Thanks

Emma

On Thu, Feb 13, 2020 at 7:47 AM [REDACTED] <[\[REDACTED\]@dpie.nsw.gov.au](mailto:[REDACTED]@dpie.nsw.gov.au)> wrote:

Thanks Emma,

Could you please send me a copy of your resume as well?

Thanks

[REDACTED]

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From: Emma Watts [REDACTED]
Sent: Wednesday, February 12, 2020 7:01:48 PM
To: [REDACTED] [@dpienew.gov.au](mailto:[REDACTED]@dpienew.gov.au)>
Subject: Re: Online Profile

Thanks [REDACTED], I've completed the assessment.

Sent from my iPhone

On 12 Feb 2020, at 16:42, [REDACTED]
[REDACTED] [dpienew.gov.au](mailto:[REDACTED]@dpienew.gov.au)> wrote:

Hi Emma,

I have just reset your password and changed the email address to [REDACTED]

Let me know if this works for you now.

Kind regards

[REDACTED] Talent Acquisition Manager

People, Performance & Culture | NSW Department of
Planning, Industry & Environment

M: [REDACTED] E: [REDACTED] [@dpienew.gov.au](mailto:[REDACTED]@dpienew.gov.au)

[Level 3 | 10 Valentine Ave | Parramatta NSW 2150](#)

<image001.jpg>

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--

Emma Watts

[Redacted]

[Redacted]

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Emma Watts

[Redacted]

[Redacted]

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Emma Watts

[Redacted]

[Redacted]



**Planning,
Industry &
Environment**

BN20/1088

Executive Recruitment - Creation of the Office of the Cross Border Commission

Purpose: To seek the Secretary's approval of the proposed executive and non-executive structure for the Office of the Cross Border Commission and corresponding recruitment strategy.

Analysis: Creation of executive and non-executive structure, effective from 1 July 2019 until 30 June 2020, is required to give effect to the structure that has been operating since January 2019 informally. Due to the 2019 Machinery of Government changes, and the demanding travel schedule of the Town Water Supply Coordinator, these changes have not been able to be formally completed. The role of the Cross Border Commission has increased significantly, with all bordering jurisdictions engaging with NSW on cross border issues. Additional responsibilities have also been assigned to Mr James McTavish as the NSW Town Water Supply Coordinator, and it is now appropriate to split these functions and formally create the roles.

Recommendations

1. **Approve** the proposed executive and non-executive structure for the Office of the Cross Border Commission (Attachment H).
2. **Approve** the creation of a new temporary Senior Executive (SE) Band 2 role, NSW Regional Town Water Supply Coordinator, within Office of the Cross Border Commission (Attachment C).
3. **Approve** the creation of a new temporary Senior Executive (SE) Band 1 role, NSW Cross Border Assistant Commissioner, within Office of the Cross Border Commission (Attachment D).
4. **Approve** the creation of a new temporary Clerk Grade 11/12, Executive Officer, within Office of the Cross Border Commission (Attachment E).
5. **Approve** the creation of a new organizational unit, Regional Town Water, within the Office of the Cross Border Commission (Attachment H).
6. **Approve** the creation of a one new temporary Clerk Grade 9/10, Senior Policy Office, and one new temporary Clerk Grade 7/8, Policy Officer, within Regional Town Water (Attachment E).
7. **Approve** the proposed recruitment strategy for executive and non-executive roles.
8. **Sign** attached temporary Letter of Offer and Executive Employment Contracts for Mr James McTavish and Ms Emma Watts (Attachments A & B).

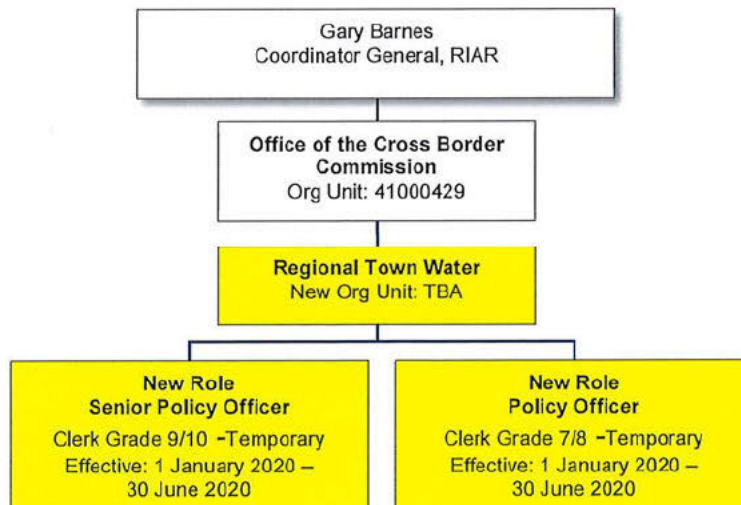
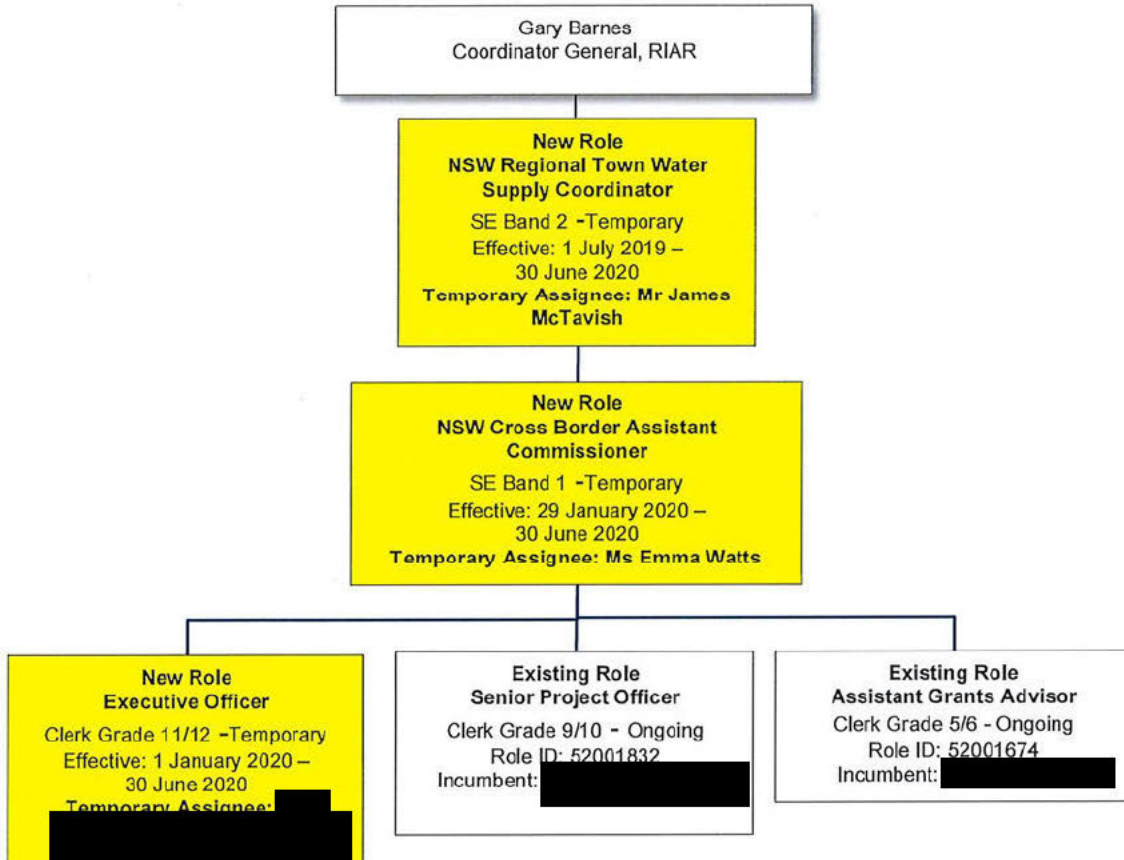
Secretary Approval

<p><i>Emma Watts</i> Name:</p> <p>Date: <i>27/2/20</i></p>	<p>Approved/Not Approved</p>
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Key reasons

Proposed Roles – executive and non-executive structure

The following is proposed by Mr Gary Barnes, Coordinator General, Regions, Industry, Agriculture & Resources (RIAR) and Mr James McTavish, NSW Cross Border Commissioner. New roles are highlighted in yellow and a detailed summary of proposed changes are outlined in the table on the following pages.



Rational

The role of the Office of the Cross-Border Commission has increased significantly, with all bordering jurisdictions engaging with NSW on cross border issues and entering in to Memorandum of Understandings with NSW Government. The breadth of issues and level of travel requires additional resources to be dedicated to this Office. Additional responsibilities have also been assigned to Mr James McTavish as the NSW Town Water Supply Coordinator, and it is now appropriate to divide these functions and formally create two distinct roles.

Mr James McTavish will within this role have a reporting line through to both Mr Gary Barnes, Coordinator General RIAR and Mr Jim Bentley, CEO/Deputy Secretary Water:

- Responsibilities of the Office of the Cross-Border Commission will fall under Mr Gary Barnes, Coordinator-General RIAR
- Responsibilities of the NSW Regional Town Water Supply Coordinator will fall under Mr Jim Bentley, CEO/Deputy Secretary Water

The roles have been evaluated by a qualified Mercer evaluator, including a peer review, taking into account both Internal and external (across-cluster) relatives. The proposed band for the roles and the evaluation outcomes are considered appropriate based on the proposed new role description and the description of the responsibilities of the new roles supplied to the evaluator (Attachments C, D & E).

Recruitment actions have been reviewed and approved by [REDACTED] Director Talent Acquisition, please see attachments F & G for further information.

Summary of Proposed New Roles

Proposed Temporary Role Creation		Proposed Temporary Assignee	
Proposed Role Type:	New Temporary Role – full time	Proposed Effective Dates:	1 July 2019 till 30 June 2020
Proposed New Role Title:	NSW Regional Town Water Supply Coordinator	Proposed Assignee:	Mr James McTavish
Proposed Reporting Line:	CEO/Deputy Secretary, Water	Current role:	Cross Border Commissioner, SE Band 1
TRP Range	Band 2 \$275,975 min - \$310,555 max Work value points 1-1007	Financial Impact:	[REDACTED] per annum – see Financial Impact Statement for further details
Proposed TRP:	[REDACTED]		
Role Purpose:	This role advocates on behalf of regional communities and is the public face of the NSW Government's response to the critical water shortages facing numerous Regional NSW towns. The role meets with local government, local community leaders, utilities and industries to broker solutions to the water issues to ensure every regional town in NSW has safe, clean drinking water. This role has a high media profile and accompanies Ministers visiting drought-affected communities. The role negotiates funding to support the provision of portable water and facilitates water supply solutions.		
Sourcing Strategy:	Mr James McTavish is currently the Cross-Border Commissioner, SE Band 1. The new role has been graded as an SE Band 2, Mr McTavish has been suitability assessed at SE Band 2 level and Mr Barnes, Coordinator General, RIAR, has confirmed his suitability for the role. The role will have to be externally advertised by April 2020 for Mr James McTavish to remain in the role past 30 June 2020.		

Proposed Temporary Role Creation		Proposed Temporary Assignee	
Proposed Role Type:	New Temporary Role – full time	Proposed Effective Dates:	29 January 2020 till 30 June 2020
Proposed New Role Title:	NSW Cross Border Assistant Commissioner	Proposed Assignee:	Ms Emma Watts
Proposed Reporting Line:	NSW Regional Town Water Supply Coordinator	Current role:	Consultant, Watts & Spark
TRP Range	Band 1 \$208,518 min - \$231,572 max Work value points 756	Financial Impact:	Pro rata for six months – see Financial Impact Statement for further details
Proposed TRP:	[REDACTED]		
Role Purpose:	This role advocates cross border concerns with other states and territory jurisdictions on behalf of NSW businesses, residents and communities. The role represents NSW interests at peak government level and cross border forums. The role works closely with the NSW Regional Town Water Supply Coordinator to gain an understanding of emerging cross border issues including sustainable water supply, and to develop a framework for management of cross border issues.		
Sourcing Strategy:	Ms Emma Watts is currently a consultant, a suitability assessment has been conducted for SE Band 1 level and Mr McTavish, Cross Border Commissioner, has confirmed her suitability for the role. The role will have to be externally advertised by October 2020 for Ms Emma Watts to remain in the role past 28 January 2021.		

Proposed Temporary Role Creation		Proposed Temporary Assignee	
Proposed Role Type:	New Temporary Role – full time – job-share	Proposed Effective Dates:	1 January 2020 till 30 June 2020
Proposed New Role Title:	Executive Officer – Office of the Commissioner	Proposed Assignee:	[REDACTED]
Proposed Reporting Line:	Assistant NSW Cross Border Commissioner	Current role:	Senior Project Officer
Grade:	Clerk Grade 11/12 \$128,089 - \$148,134	Financial Impact:	Pro rata per annum full time equivalent – see Financial Impact Statement for further details
Proposed Salary:	[REDACTED]		
Role Purpose:	This role provides strategic and operational advice to the Assistant NSW Cross Border Commissioner and the NSW Regional Town Water Supply Coordinator, from both an independent viewpoint and as a result of coordinating and evaluating information from a number of sources within the Cluster.		
Sourcing Strategy:	[REDACTED] is currently a Senior Project Officer, Clerk Grade 9/10 within Office of the Cross-border Commission, a suitability assessment has been conducted for Clerk Grade 11/12 and Mr McTavish, Cross Border Commissioner, has confirmed her suitability for the role. [REDACTED] is currently working part time, two days per week, it is proposed to run an internal expression of interest (EOI) across the Department to source a job share partner for the remaining three days. The role will have to be externally advertised by October 2020 for [REDACTED] to remain in the role past 31 December 2020.		

Proposed Temporary Role Creation

Proposed Role Type:	New Temporary Role – full time	Proposed Effective Dates:	1 January 2020 till 30 June 2020
Proposed New Role Title:	Senior Policy Officer	Proposed Reporting Line:	Assistant Cross Border Commissioner
Grade:	Clerk Grade 9/10 \$110,745 - \$122,038	Financial Impact:	\$122,038 per annum, based on Grade 10 Year 2 – see Financial Impact Statement for further details
Role Purpose:	This role provides strategic policy advice and coordination, and undertakes complex research and analysis for the development, coordination, implementation and review of policies and legislative frameworks to inform decision making relating to NSW's position on regional town water supply and border community issues.		
Sourcing Strategy:	It is proposed to run an internal expression of interest (EOI) across the Department to temporarily fill this role until 30 June 2020.		

Proposed Temporary Role Creation

Proposed Role Type:	New Temporary Role – full time	Proposed Effective Dates:	1 January 2020 till 30 June 2020
Proposed New Role Title:	Policy Officer	Proposed Reporting Line:	Assistant Cross Border Commissioner
Grade:	Clerk Grade 7/8 \$97,152 - \$107,541	Financial Impact:	\$107,541 per annum, based on Grade 8 Year 2 – see Financial Impact Statement for further details
Role Purpose:	This role provides analysis, advice and project coordination o support the development and delivery of divisional strategy and policy development responsibilities.		
Sourcing Strategy:	It is proposed to run an internal expression of interest (EOI) across the Department to temporarily fill this role until 30 June 2020.		

Financial Impact

The two new temporary SE roles and the one new temporary non-executive role within Office of the Cross Border Commission are funded from the Labour Expense Cap as per 2019-20 Budget allocation for Office of the Cross Border Commission.

The existing SE Band 1 role, Cross Border Commissioner, will remain in the structure as Mr James McTavish's substantive role and will not be backfilled for the period Mr McTavish is assigned to the SE Band 2 role, this will result in savings of \$268,207 [REDACTED]

The two new temporary non-executive roles within the Regional Town Water organisational unit will be costed back to the Water Group.







Consultation

This brief has been prepared by [REDACTED] Manager Talent Acquisition, in consultation with [REDACTED] Director People Partners.

Attachments

Attachment	Title
A	Letter of Temporary Assignment and Executive Employment Contract – Mr James McTavish
B	Letter of Temporary Appointment and Executive Employment Contract – Ms Emma Watts
C	Role Description and Evaluation – NSW Regional Town Water Supply Coordinator
D	Role Description and Evaluation – NSW Cross Border Assistant Commissioner
E	Role Description – non-executive roles
F	Suitability Assessment documentation – Mr James McTavish
G	Suitability Assessment documentation – Ms Emma Watts
H	Office of the Cross Border Commission proposed structure

Departmental approval and contact

Approver	Position	Date approved
Angus Begg	Executive Director, Business Advisory, Corporate Services	Via email – 24/02/2020
Mathew Paine	Executive Director, Culture & Inclusion, People, Performance & Culture	Via email – 45/02/2020
Final Approver	Position	Date approved
Gary Barnes	Coordinator General, Regions, Industry, Agriculture & Resources	26/2/2020
Signature		
Jim Bentley	Deputy Secretary (CEO) the Water Group	26/02/2020
Signature		
Contact Name		Phone number
	Manager Talent Acquisition	
	Senior Manager, Talent Acquisition	

Role Description

NSW Cross Border Assistant Commissioner



Planning,
Industry &
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	Regions, Industry, Agriculture and Resources/ Office of the Cross-Border Commissioner
Location	Sydney or Negotiable Location
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	111211
PCAT Code	3119192
Date of Approval	February 2020
Agency Website	http://www.dpie.nsw.gov.au

Agency Overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

The Office of the NSW Cross Border Commissioner identifies and helps resolve issues that occur by being located near a state border. The Office assists businesses, organisations and individuals, who live, work and operate in cross-border areas of NSW by helping to connect them to the most appropriate agency to ensure their issue is addressed.

Primary purpose of the role

Advocates cross border concerns with other state and territory jurisdictions on behalf of NSW businesses, residents and communities, representing NSW interests at peak government level and cross border forums. The role also works closely with the Regional Town Water Supply Coordinator (the Coordinator) to gain an understanding of emerging cross border issues including sustainable water supply, and to develop a framework for raising and resolution of cross border issues.

Key accountabilities

- Implement and provides expert advice to develop a strategy to consult with cross-border residents, businesses, and communities to identify priority cross-border anomalies that most disadvantage, divide or restrict cross-border communities and businesses
- Build close strategic working relationships with key community stakeholders to facilitate identification of and recommendations about priority cross-border issues and to keep those communities informed about the status of prioritised issues

- Contribute to and facilitate the development and implementation of cross-border MoUs between NSW and neighbouring states and territories for individual regional communities
- Monitor the political environment and external developments to identify emerging cross border issues making recommendations to the Coordinator and to relevant Ministerial Offices , providing practical steps to resolve or mitigate key or contentious cross-border issues
- Represent and present the Government's position on priority and emerging issues to the media, and in cross-border forums in consultation with the Coordinator
- Develop and implement business, administrative, governance and risk management systems to identify, analyse and resolve cross-border issues

Key challenges

- Advocating on behalf of border communities in NSW and negotiate solutions to resolve complex issues
- Working within tight deadlines due to the complex network of government and community stakeholders and prioritising activities which can provide tangible outcomes
- Developing and maintaining effective relationships with a wide variety of stakeholders, balancing the priorities of stakeholders and providing sound advice on complex and/or sensitive issues

Key relationships

Who	Why
Ministerial	
Ministerial Offices	<ul style="list-style-type: none"> • Represent the interests of cross-border communities and develop priorities
Internal	
Coordinator General and Executive cohort	<ul style="list-style-type: none"> • Provide advice and support to the, executive team and Departmental staff on cross-border issues and the provision of services to those communities
External	
NSW Department of Premier and Cabinet, Sector Performance and Coordination group	<ul style="list-style-type: none"> • Provide independent advice and information on stakeholder interests
NSW State Government agencies and non-government human service providers within adjoining jurisdictions' first minister departments and relevant agencies	<ul style="list-style-type: none"> • For the identification and resolution of cross-border issues and operation of MOUs between jurisdictions and service agencies. • Establish and maintain an effective external contact network with NSW Government agencies and stakeholders to identify and resolve cross-border issues
Relevant NSW Local Government Councils and Regional Organisations of Councils (ROCs)	<ul style="list-style-type: none"> • Develop strong stakeholder networks and maintain currency of knowledge
Adjoining jurisdictions' first minister departments and relevant agencies	<ul style="list-style-type: none"> • Facilitate communication and understand cross-border issues from their perspective
Relevant Regional Development Australia organisations	<ul style="list-style-type: none"> • Ensure appropriate information sharing on cross-border issues and stakeholder views

Role dimensions

Decision making

- Accountable for the operational and day-to-day direction, administration and financial management of the Office of the Cross Border Commissioner
- Sets and develops policy guidelines and processes for the delivery of initiatives agreed or directed by the Minister
- Facilitates negotiations regarding cross border issues with other State jurisdictions and represents NSW interests on cross border forums

Reporting line

Regional Town Water Supply Coordinator (the Coordinator)

Direct reports

TBA

Budget/Expenditure

TBA






Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and tin dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Use sound arguments, strong evidence, and expert opinion to influence outcomes Determine and communicate the organisation's position and bargaining strategy Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Demonstrate Accountability	Adept	<ul style="list-style-type: none"> Assess work outcomes and identify and share learnings to inform future actions Ensure that actions of self and others are focused on achieving organisational outcomes Exercise delegations responsibly

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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 health and safety of self and others • Conduct and report on quality control audits • Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcomes • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Work to remove barriers to achievement of goals



**Regional
NSW**

Role Description

NSW Cross Border Assistant Commissioner

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Office of the Cross-Border Commissioner
Location	Sydney or Negotiable Location
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	111211
PCAT Code	3119192
Date of Approval	August 2021 (updated from March 2021 and November 2020)
Agency Website	http://www.drnsw.nsw.gov.au

Agency overview

The Regional NSW cluster was formed in April 2020. The department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the State's mineral and mining resources and ensuring government investment is fair and delivers positive outcomes for local communities and businesses. 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 Office of the NSW Cross Border Commissioner identifies and helps resolve issues that occur by being located near a state border. The Office assists businesses, organisations and individuals, who live, work and operate in cross-border areas of NSW by helping to connect them to the most appropriate agency to ensure their issue is addressed.

Primary purpose of the role

Advocates cross border concerns with other state and territory jurisdictions and intergovernmental groups on behalf of NSW businesses, residents and communities, representing NSW interests at peak government level and cross border forums. The role also supervises a team to work closely with the Cross Border Commissioner (Commissioner) in gaining an understanding of emerging cross border issues including sustainable water supply, and to develop a framework for raising and resolution of cross border issues.

Key accountabilities

- Provide and implement expert, strategic advice to engage with cross-border residents, businesses, and communities to identify priority cross-border anomalies that most disadvantage, divide or restrict cross-border communities and businesses

- Establish and maintain partnerships with key community and government stakeholders to facilitate identification of, and recommendations about, priority cross-border issues and to keep those communities and agencies informed about the status of prioritised issues
- Contribute to and facilitate the development and implementation of cross-border MoUs between NSW and neighbouring states and territories for individual regional communities
- Provide trusted and strategic advice to the Minister, Secretary and Commissioner and monitor the political environment and external developments to identify emerging cross border issues and make recommendations to the Commissioner and relevant Ministerial Offices, providing practical steps to resolve or mitigate key or contentious cross-border issues
- Represent and present the Government's position on priority and emerging issues to the media, and in cross-border forums, in consultation with the Commissioner
- As part of the senior leadership, support a culture of collaboration and performance in line with the 2020-2025 Office of the Cross Border Commissioner Strategic Plan
- Develop and implement business, administrative, governance and risk management systems to identify, analyse and resolve cross- border issues
- Manage a team and ensure individual team members are working in an ethical and professional manner, and that interactions with external stakeholders are consistent and representing the commission accurately

Key challenges

- Advocating on behalf of border communities in NSW and negotiate solutions to resolve complex issues
- Working within tight deadlines due to the complex network of government and community stakeholders and prioritising activities which can provide tangible outcomes
- Developing and maintaining effective relationships with a wide variety of stakeholders, balancing the priorities of stakeholders and providing sound advice on complex and/or sensitive issues

Key relationships

Who			Why
Ministerial			
Ministerial Offices			<ul style="list-style-type: none"> • Represent the interests of cross-border communities and develop priorities
Internal			
Secretary, Commissioner and Executive cohort			<ul style="list-style-type: none"> • Provide advice and support to the, executive team and Departmental staff on cross-border issues and the provision of services to those communities
Work team			<ul style="list-style-type: none"> • Provide leadership and guidance and develop a supportive and collaborative culture
External			
Inter-state Government and government.	bodies and	both non-	<ul style="list-style-type: none"> • Provide independent advice and information on stakeholder interests • Ensure individual and team interactions are managed in a consistent and professional manner

NSW State Government agencies and non-government human service providers within adjoining jurisdictions' first minister departments and relevant agencies	<ul style="list-style-type: none"> For the identification and resolution of cross-border issues and operation of MOUs between jurisdictions and service agencies. Establish and maintain an effective external contact network with NSW Government agencies and stakeholders to identify and resolve cross-border issues
Relevant NSW Local Government Councils and Regional Organisations of Councils (ROCs)	<ul style="list-style-type: none"> Develop strong stakeholder networks and maintain currency of knowledge
Adjoining jurisdictions' first minister departments and relevant agencies	<ul style="list-style-type: none"> Facilitate communication and understand cross-border issues from their perspective
Relevant Regional Development Australia organisations	<ul style="list-style-type: none"> Ensure appropriate information sharing on cross-border issues and stakeholder views

Role dimensions

Decision making

- Accountable for the operational and day-to-day direction, administration and financial management of the Office of the Cross Border Commissioner
- Sets and develops policy guidelines and processes for the delivery of initiatives agreed or directed by the Minister
- Facilitates negotiations regarding cross border issues with other State jurisdictions and represents NSW interests on cross border forums
- Engage with key ministerial, community and government stakeholders in internal and external forums

Reporting line

NSW Cross Border Commissioner

Direct reports

Senior Project Officer

Budget/Expenditure

Oversight of \$20Mil Cross-Border Commissioners Infrastructure Fund

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Champion and model the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations Set, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports Act promptly and visibly to prevent and respond to unethical behaviour 	Highly Advanced
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector Publicly celebrate the successful outcomes of collaboration 	Highly Advanced

- Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
- Identify and overcome barriers to collaboration with internal and external stakeholders

Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- 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

Advanced



Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Design and develop systems to establish and measure accountabilities
- Ensure accountabilities are exercised in line with government and business goals
- Exercise due diligence to ensure work health and safety risks are addressed
- Oversee quality assurance practices
- Model the highest standards of financial probity, demonstrating respect for public monies and other resources
- Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks
- Incorporate sound risk management principles and strategies into business planning

Advanced



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

Advanced



Manage and Develop People
Engage and motivate staff, and develop capability and potential in others

- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

- 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

Inspire Direction and Purpose
Communicate goals, priorities and vision, and recognise achievements






- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

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.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	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
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	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	Advanced

From: Mark Connell [REDACTED]
Sent: Thursday, 11 July 2019 12:32 PM
To: [REDACTED] <James.McTavish@dpc.nsw.gov.au>
Subject: FW: CV

Hi James.

Here is the CV I discussed.

Feel free to call anytime.

Cheers
Mark

Mark Connell
Chief of Staff
Office of the Deputy Premier of NSW
Minister for Trade and Industry
Minister for Regional NSW

PH: 02 8574 5182

Mobile: [REDACTED]

Email: [REDACTED]



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From: Emma Watts <Emma.Watts@minister.nsw.gov.au>
Sent: Friday, 5 July 2019 7:46 PM
To: Mark Connell [REDACTED]
Subject: CV

Hi Mark,

As discussed – see attached

EW

Emma Watts

Office of the Hon. Melinda Pavey MP

Minister for Water, Property and Housing
GPO BOX 5341, Sydney NSW 2001
E: emma.watts@minister.nsw.gov.au
T: +61 2 8574 7344 M: [REDACTED]
E: www.nsw.gov.au/ministerpavey

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From: Gary Barnes <Gary.Barnes@dpc.nsw.gov.au>
Sent: Friday, 23 August 2019 3:50 PM
To: [REDACTED] <James.McTavish@dpc.nsw.gov.au>
Subject: Fwd: Emma Watts CV

For discussion.

Sent from my iPhone

Begin forwarded message:

Resent-From: <Gary.Barnes@dpie.nsw.gov.au>
From: Jeffrey McCormack [REDACTED]
Date: 23 August 2019 at 2:40:16 pm AEST
To: Gary Barnes <Gary.Barnes@dpie.nsw.gov.au>
Subject: Emma Watts CV

Hi Gary,

As discussed in regards to the cross border vacancy.

Kind regards

Jeff McCormack

Chief of Staff

Office of the Hon. Melinda Pavey MP

Minister for Water, Property and Housing

GPO BOX 5341, Sydney NSW 2001

T: +61 2 8574 7300 M: [REDACTED]

E: www.nsw.gov.au/ministerpavey

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