

## Principal/Senior Policy Advisor

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<b>Reports to:</b>	Chief Executive
<b>Direct reports:</b>	2
<b>Finance</b>	Nil
<b>Location:</b>	Wellington

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### Our purpose

The Social Workers Registration Board (SWRB) is the regulatory authority responsible for the registration of social workers.

The SWRB's primary function is to protect the safety of members of the public by ensuring that social workers are competent, fit to practise, and accountable for the way in which they practise. A further purpose is to enhance the professionalism of social workers.

### Our principles

**Be safe:** an uncompromising commitment to public safety

**Be fair:** Consistent, fair, reasonable and transparent processes

**Be accountable:** Accountable to the public, the Minister of Social Development, staff and the profession

**Be effective:** best practice governance/regulatory role

**Be collaborative:** Collaborate and communicate through strong respectful relationships so the best outcomes are achieved

**We learn and improve:** Excellence and continually challenging ourselves to keep getting better

### Our values

**Kaitiakitanga** is the responsibility of the SWRB for safe stewardship, guardianship and protection

**Rangatiratanga** is the responsibility of the SWRB to lead, advocate for, facilitate and act with integrity

**Manaakitanga** is the responsibility of the SWRB to engage in mana-enhancing relationships through the demonstration of care, mutual respect, hospitality, generosity and aroha

**Whanaungatanga** is the responsibility of the SWRB to purposefully connect and strengthen mutual and sustainable relationships

### Purpose of the position

The position is primarily responsible for leading the operational policy development for the Social Workers Registration Board. The Social Workers Registration Legislation 2019 changes went into effect in February 2019 and there is a significant volume of operational policy development work to be undertaken to turn the legislation changes to the professionalism framework into.

The Principal Policy Advisor:

- Undertakes complex policy analysis,
- Leads development of innovative, practical and durable policy options (including through engagement with stakeholders, the Board and reference groups),
- Provides authoritative policy advice in defining the scope of practice, competence and education of social workers.

### Key accountabilities and deliverables

Key accountability or deliverable	Indicators of success
<p><b>Policy activities and tasks</b></p> <ul style="list-style-type: none"> <li>• Develop high quality, robust policy using thorough research and analysis</li> <li>• Develop, produce and review policy advice</li> <li>• Identify and assess factors in the external environment that impact on policy advice and development, including providing recommendations for appropriate response</li> <li>• Leads policy projects, maintains effective working relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Leads, scopes, shapes, plans and manages the policy projects in risky, complex, ambiguous or sensitive areas</li> <li>• Applies advanced frameworks and methods of analysis to identify policy problems, analyse the issues, and identify and assess the policy options</li> <li>• Applies advanced system, strategic and critical thinking, clear and logical reasoning and sound judgement to analyse policy issues</li> <li>• Critically synthesises information from a wide variety of domains and uses in-depth knowledge of the policy area to draw sound conclusions based on the judicious use of the available evidence</li> <li>• Has established some areas of subject matter or domain depth</li> <li>• Leads engagement with stakeholders and government agencies to ensure the advice provided is practical and effective</li> <li>• Develops innovative, practical, effective and durable options that will help to achieve the desired outcomes</li> <li>• Provides clear, accurate and well-reasoned policy products.</li> </ul>
<p><b>Work management</b> Plans and manages work, leads the policy team, develops and maintains relationships with colleagues and stakeholders</p>	<ul style="list-style-type: none"> <li>• Uses project planning and management techniques to effectively carry out the agreed policy work, using initiative to resolve most conflicts, manage risks and coordinate work with others</li> <li>• Leads multiple pieces of work concurrently and actively and independently plans and manages workload</li> <li>• Chairs and contributes to meetings, including where matters are complex or sensitive, require negotiation or working towards solutions</li> </ul>
<p><b>People leadership</b> Coaches and mentors, supports team capability development</p>	<ul style="list-style-type: none"> <li>• Leads a small dynamic policy team using their capability to deliver high quality outputs</li> <li>• Provides intellectual leadership by bringing new ideas and knowledge to policy discussions and leads strategic conversations in the policy area</li> <li>• Provides supervision, guidance, coaching and mentoring and on-the-job training to team members</li> <li>• Contributes to the performance of the team through providing peer review and quality control</li> </ul>

<p><b>Relationship Management</b></p>	<ul style="list-style-type: none"> <li>• Maintains relationships across a variety of functions and locations. Draws upon multiple relationships to exchange ideas, resources, and know how. Actively seeks to build and maintain a network of contacts and manage the relationships in the context of the programme of work.</li> </ul>
<p><b>Cultivates Innovation</b> Shapes the agenda, creating new and better ways for the organisation to be successful</p>	<ul style="list-style-type: none"> <li>• Including by:             <ul style="list-style-type: none"> <li>○ Coming up with useful ideas that are new, better or unique</li> <li>○ Challenging the status quo</li> <li>○ Introducing new ways of looking at problems</li> <li>○ Generating and adopting new and creative ideas, and putting them into practice</li> <li>○ Encouraging diverse thinking to promote and nurture innovation</li> </ul> </li> </ul>
<p><b>Collaboration</b> Builds strong customer relationships and delivering customer-centric solutions</p>	<ul style="list-style-type: none"> <li>• Understands the Board’s priorities and perspectives of the sector, including the end user</li> <li>• Delivers high quality, accurate, timely service and customer-focussed policy advice</li> <li>• Establishes and maintains effective relationships with the Board and Monitoring agency/Minister’s office as required</li> <li>• Pro-actively partnering in pursuit of shared goals</li> <li>• Actively seeking and responding to Board’s feedback</li> </ul>

### Being part of the Social Workers Registration Board Team:

- Actively and positively participate as a member of the team
- Proactively look for opportunities to improve SWRB’s operations
- From time to time, you may be required to perform other reasonable duties as requested by your manager
- Comply with and support all health and safety policies, guidelines and initiatives
- Ensure all incidents, injuries and near misses are reported into our H&S reporting log
- Comply with all legislative and regulatory requirements, and report any breaches as soon as they become known
- Adhere to all SWRB procedures, policies, guidelines, and standards of integrity and conduct
- Commitment to the Treaty of Waitangi and respect and incorporate these into your work.

### Key relationships

#### Internal relationships

- Chief Executive – Social Work Registration Board
- Registrar – Social Work Registration Board
- Principal Advisor (social work practice)
- Chief Advisor [education, research and policy]
- Programme Manager

- SWRB Staff
- Members of the Social Work Registration Board

### External relationships

- Social Work Education providers
- Social Workers and students
- NGO's
- DHB's
- Ministry of Social Development including Policy development and Monitoring
- Oranga Tamariki
- Kahui Māori/Critical Friends
- SWRB Reference Group
- Social Work Alliance
- Others as required

### Skills and experience

- Significant policy development experience
- A relevant tertiary qualification, preferably to postgraduate level, or suitable senior level experience.
- Experience working with or in the public sector with a proven ability to achieve results in a political environment.
- Experience of regulatory sector is useful
- Understanding of the machinery of government processes

### Core competencies

Competencies	Descriptors
<p><b>1. Policy knowledge and skills</b></p> <p>Understands the policy area and issues and the wider strategic context</p> <p>Uses appropriate analytical methods and evidence</p> <p>Manages complexity, and builds networks</p>	<ul style="list-style-type: none"> <li>• Is able to use strategic thinking to identify what is important for the policy area in the medium and long term and system thinking to see policy issues in the wider context</li> <li>• Understands and is able to select, adapt and use a range of up-to-date frameworks, principles, tools and methods and can draw on experience in different policy domains to apply them appropriately to given policy issues</li> <li>• Is able to use advanced critical thinking, reasoning and judgement to identify policy issues; shape an ambiguous, complex or unclear policy issue into a tractable policy problem; identify its root causes; explore and evaluate relevant information and integrate it into the development of policy options</li> <li>• Is able to build requisite knowledge for different policy issues quickly, draw on in-depth knowledge of the policy area as well as broad knowledge from other policy domains, and critically use evidence and information from multiple and diverse sources to draw inferences and come to conclusions based on available evidence</li> </ul>

Competencies	Descriptors
	<ul style="list-style-type: none"> <li>• Is able to apply an outward-looking approach to building relationships with external stakeholders, delivery agencies and government agencies, understands their different perspectives, and is able to manage differences of views and reflect them in advice</li> <li>• Is able to use judgement to identify and assess policy options against the desired outcomes, identify their cost-effectiveness and impact, identify risk and effective mitigation strategies, deal comfortably with uncertainty and make innovative, practical and durable recommendations without the total picture</li> <li>• Is able to use policy project management processes to lead and manage projects effectively</li> <li>• Is able to navigate effectively and flexibly through standard policy advisory processes</li> <li>• Is able to use a range of oral, written and visual mediums to communicate effectively in diverse situations</li> </ul>
<p><b>2. Impact &amp; Influence</b></p> <p>The ability to seek and gain mutual understanding in a variety of situations in order to develop effective relationships and to influence favourable outcomes for the organisation.</p>	<ul style="list-style-type: none"> <li>• Uses a variety of approaches for influencing others; shows an ability to recognise the dynamics of different situations</li> <li>• Quickly establishes positive communication links with external parties</li> <li>• Anticipates how others will react to different situations and attempts to tailor the approach effectively</li> <li>• Can convince others and gain agreement</li> <li>• The ability to apply an objective, logical and systematic approach to understand an issue or problem and to make a decision or to develop a recommendation or solution</li> <li>• Can convince others and gain agreement.</li> </ul>
<p><b>3. Leadership</b></p> <p>The ability to inspire and communicate a compelling vision which generates enthusiasm and commitment to the organisation's goals.</p>	<ul style="list-style-type: none"> <li>• Communicates the organisation's vision, values and principles</li> <li>• Models the behaviours required to achieve the vision</li> <li>• Develops, energises and motivates others to work towards the vision</li> <li>• Supports a culture that is consistent with the organisation's strategic goals.</li> </ul>
<p><b>4. Team Work</b></p> <p>Teamwork is working collaboratively with others and actively committing to be part of the team.</p> <p>The ability and willingness to work with others co-operatively and productively in order to achieve group objectives. This may include informal work groups, advisory groups or committees and project teams.</p>	<ul style="list-style-type: none"> <li>• Values and acknowledges the input and expertise which others in the organisation can provide; facilitates collaboration across different teams</li> <li>• Seeks to actively promote a positive team atmosphere by understanding issues from other people's perspectives.</li> <li>• Contributes positively by actively sharing information, listening and accepting other's points of view.</li> <li>• Shares the workload with others and contributes by being prepared and completing assigned tasks.</li> <li>• Maintains a positive outlook and shows flexibility to new approaches and ideas.</li> <li>• Is willing to learn from others at all levels.</li> <li>• Promotes team co-operation.</li> </ul>

Competencies	Descriptors
<p><b>5. Integrity</b></p> <p>The ability to maintain confidences and trust, and to act in an honest, ethical and professional manner. This also includes operating with credibility in any situation.</p>	<ul style="list-style-type: none"> <li>• Displays high personal ethics and acts as a role model for the organisation</li> <li>• Consistently demonstrates the desired behaviours and has a reputation for trustworthiness</li> <li>• Able to handle situations that involve major ethical dilemmas.</li> <li>• Is widely trusted</li> <li>• Is seen as a direct, truthful individual</li> <li>• Can present the unvarnished truth in an appropriate and helpful manner</li> <li>• Keeps confidences</li> <li>• Admits mistakes</li> <li>• Doesn't misrepresent him/herself for personal gain.</li> </ul>
<p><b>6. Stakeholder engagement</b></p> <p>The ability to build and maintain effective working relationships with key stakeholders in order to enhance understanding and co-operation to achieve desired results</p>	<ul style="list-style-type: none"> <li>• Proactively builds networks and positive working relationships with key stakeholders and service providers in order to maximise the effectiveness of services, promote synergy in and across service provision, and to eliminate any duplication of services</li> <li>• Identifies and acts on opportunities to partner with stakeholders and other parties to champion initiatives that achieve positive outcomes</li> </ul>
<p><b>7. Cultural Responsiveness</b></p> <p>The ability and desire to show cultural sensitivity, awareness and understanding of diversity. This includes reinforcing culturally sensitive behaviour, being responsive to Māori and other cultural groups, effectively relating to clients from diverse cultural backgrounds, fostering a culturally safe working environment for staff.</p>	<ul style="list-style-type: none"> <li>• Knows how to address issues that impact on clients, employees, stakeholders and communities from different cultural backgrounds.</li> <li>• Provides services to clients with sensitivity, understanding, and respect for the client's culture.</li> <li>• Works in ways that enhance consultative relationships with different cultural groups and acts on opportunities to engage with them. Takes opportunities to grow knowledge and understanding including understanding of matauranga Māori, tikanga, and te ao Māori</li> </ul>
<p><b>8. State Sector Context</b></p> <p>Understands the principles and conventions of government and the constitutional, legal and politically neutral framework in which one works in the State Sector. This includes recognising the impact of future environmental, economic, and social developments and trends on state sector policies, processes and methods.</p>	<ul style="list-style-type: none"> <li>• Is sensitive to and understands the political environment, culture and sensitivities of SWRB</li> <li>• Is aware of contextual issues of change and their impact and implications for the regulatory authority</li> <li>• Understands the big picture beyond one's Entity</li> <li>• Is aware of political and organisational realities, including environmental, economic and social factors</li> <li>• Accepts and communicates political realities.</li> </ul>

**9. Relationship Management**

The ability to interact with and develop effective working relationships with a wide range of people of different types and in different situations.

- Builds good rapport with people at all levels.
- Actively seeks opportunities to contribute to positive outcomes for clients, stakeholders, staff and colleagues.
- Approaches issues or disagreements with the objective of reaching win/win solutions.
- Develops relationship with the intent of achieving effective delivery or relevant services.