



Job Role Profile

Policy Officer

The Policy Officer job role is broad and covers a range of duties and activities across the policy lifecycle. This Job Role Profile provides a detailed summary of the typical duties, capabilities and requirements of a Policy Officer to support staff and managers. It clarifies role requirements and responsibilities and identifies the role-specific skills, knowledge and attributes supporting successful performance. This information can also be used to identify training requirements, and to support career planning through the identification of common and transferable skills across roles of interest.

Please note that **Job Role Profiles are not representative of individual positions**, however position descriptions should be consistent with the Job Role Profile.

Job Role Profiles should be considered in conjunction with the [Capability Framework](#), and the APS-wide [Integrated Leadership System \(ILS\)](#) and [Work Level Standards](#), which articulate the work requirements and broad duties required to effectively perform at each classification level.

If you have feedback about this job role profile, please email competency@border.gov.au.

Job Family:	Policy
Job Function:	Policy
Job Role:	Policy Officer
Typical Classification Levels for this Role:	APS3 – EL2
Other related roles within this job family:	NIL

Policy Officer

A Policy Officer provides timely, accurate and persuasive advice, underpinned by analysis, contextual awareness and stakeholder consultation.

The Department undertakes policy work in a range of different environments. This Job Role Profile reflects the common skillset required of any successful Policy Officer. The application of particular skills may be more prevalent depending on the particular work focus on the Policy spectrum (as outlined below).

Policy Toolbox

- Advanced and persuasive written and verbal communication skills
- Comprehensive research, interpretation and critical analysis skills
- Ability to successfully coordinate, advocate and negotiate
- Ability to establish and maintain strong and broad stakeholder relationships
- Deep understanding of, and ability to apply environmental context, data and legislation

Strategic Policy

Strategic Policy drives the Department's strategy and capability development in support of the Department's mission and whole-of-government direction. They contribute a research and statistical evidence base to inform policy development and operational decision making. They work closely with internal stakeholders and external partners to ensure that the Department's policy capability and capacity to influence is responsive to the current and future needs.

International Policy

International Policy manages the Department's bilateral and multilateral relationships with international partners and provides policy advice to support the Department's mission and business objectives. The Division also manages international capacity building and training activities for the Department, focussed on countering the irregular and illegal movement of people and goods.

Other Information

Mandatory requirements

- A minimum of Baseline (Protected) level security clearance (Negative Vetting Level 1 preferred)
- Employment Suitability Clearance (ESC)

Policy roles may also include:

- work outside of the standard core hours
- domestic and international travel
- representation of the Department at external events and forums

APS3 Policy Officer

APS3 Policy Officers work under general supervision to support policy development and implementation. They also support the provision of policy advice in alignment with clearly established strategic priorities and procedures. They may contribute to policy research activities, support stakeholder engagement processes and provide administrative support to committees and working parties.

Competency	Example tasks and duties
Support policy development	<ul style="list-style-type: none"> • Source and retrieve data to support policy research and development. • Contribute to policy research and analysis activities by collating and summarising information. • Coordinate stakeholder engagement and communications throughout the policy consultation, design and implementation phases. • Provide administrative support to committees and working parties. • Draft basic policy documentation under specific direction. • Store, maintain and manage records related to policy initiatives using the Department’s records management system and in accordance with relevant policies.
Provide policy advice and support on straightforward matters	<ul style="list-style-type: none"> • Respond to straightforward requests for policy advice in accordance with established procedures. • Conduct basic research and analysis in assigned areas to support the provision of policy advice. • Interrogate Departmental systems to source required information to support the provision of advice. • Contribute to the preparation of correspondence, minutes, briefs, submissions, reports, updates or statements. • Maintain accurate records of policy advice, including key discussions, decisions, handwritten and electronic notes. • Escalate or refer complex policy advice or requests. • Provide administrative assistance to support the provision of policy advice.

APS4 Policy Officer

APS4 Policy Officers work under general direction to support and contribute to the policy development process. They also support the provision of policy advice in alignment with clearly established strategic priorities and procedures. They support stakeholder engagement processes and may provide administrative support to committees and working parties. APS4 Policy Officers undertake research and analysis to provide evidence-based recommendations. This may include drafting less complex policy documentation and maintaining accurate records of policy advice and decisions.

Competency	Example tasks and duties
Support and contribute to policy development	<ul style="list-style-type: none"> • Conduct research and analysis to assist issue identification, analysis and policy development activities. • Coordinate and support stakeholder engagement processes. • Respond to, and direct, stakeholder enquiries and communications throughout the policy consultation, design and implementation phases. • Prepare draft policy documentation for review. • Conduct analysis using established processes to support and inform policy evaluation activities. • Provide administrative and secretariat support to committees and working parties. • Draft and produce a range of documentation relating to policy initiatives including updates, reports and correspondence. • Identify appropriate information sources and compile an evidence base to support policy development activities.
Provide policy advice and support on less complex matters	<ul style="list-style-type: none"> • Respond to straightforward requests for policy advice. • Gather relevant policy evaluation data. • Conduct research and analysis to support the provision of policy advice. • Interrogate Departmental systems to source required information to support the provision of advice. • Draft correspondence or contribute information to minutes, briefs, submissions, reports, updates or statements. • Maintain accurate records of policy advice, including key discussions, decisions, handwritten and electronic notes. • Escalate or refer complex policy advice or requests.

APS5 Policy Officer

APS5 Policy Officers work under limited direction to support the development and implementation of policies within specific programmes or technical areas. They contribute to the identification of issues, undertake research and analysis, support stakeholder engagement, and contribute to the development of solutions and the implementation of policy. They also contribute to the measurement and monitoring of policy effectiveness.

Officers in this role work under limited direction to provide specialised advice and support on moderately complex policy matters in alignment with clearly established strategic priorities and procedures. They draft briefs and submissions and maintain accurate records of policy advice and decisions.

Competency	Example tasks and duties
Support identification and research of policy issues	<ul style="list-style-type: none"> • Contribute to the identification of relevant policy issues within area of technical expertise. • Assist to define and document policy issues, and provide potential solutions. • Perform research and identify policy issues and potential solutions. • Use a range of research methods, ensuring credibility of information and evidence sourced. • Maintain awareness of local and global policy developments within area of expertise.
Coordinate stakeholder consultation	<ul style="list-style-type: none"> • Recommend appropriate stakeholder engagement methods. • Ensure objectives for stakeholder consultation are clearly defined prior to engaging stakeholders. • Assist the identification of interested or affected stakeholder groups. • Coordinate consultation with interested or affected stakeholders across all stages of the policy development process. • Contribute to and develop Ministerial briefings and submissions on policy matters. • Manage stakeholder feedback mechanisms.
Contribute to policy analysis and development	<ul style="list-style-type: none"> • Draft policy and associated documents within specific areas of technical expertise. • Assess and interpret a range of information and identify gaps in data or sources. • Assess policy options using a range of techniques including cost benefit analysis, and social impact analysis. • Incorporate feedback from stakeholder engagement processes into the development of policy solutions. • Support development of policy within a range of legislative and administrative frameworks. • Draft or contribute to the development of a range of policy documentation.
Support policy implementation, monitoring and evaluation	<ul style="list-style-type: none"> • Contribute to the development of supporting infrastructure and processes for policy implementation. • Contribute to the development of appropriate policy evaluation criteria and monitoring approach. • Evaluate and review policy effectiveness using a range of techniques and tools, including monitoring and analysis of performance indicators. • Identify and recommend possible improvements to policy.

Policy Officer – Vocational Competencies

Provide advice on moderately complex policy matters	<ul style="list-style-type: none">• Respond to moderately complex requests for policy advice.• Maintain an understanding of broader Departmental, political, social and economic environments in the development of policy advice.• Undertake research and analysis to support policy advice.• Summarise information and evidence via minutes, briefs, submissions, reports, updates or statements.• Coordinate with stakeholders and ensuring effective communication.• Maintain accurate records of policy advice, including key discussions, decisions, handwritten and electronic notes.• Escalate or refer complex policy advice or requests.• Apply broader strategic direction in policy advice.
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APS6 Policy Officer

APS6 Policy Officers work under limited direction to develop and implement complex policies within specific programme or technical areas. They identify issues, undertake research and analysis, and consult with a range of stakeholders to develop and implement policy programs. They also measure and monitor policy effectiveness.

Officers in this role support the provision of complex policy advice in alignment with clearly established strategic priorities and procedures. They contribute to complex requests for advice and emerging issues, with thoroughly researched evidence-based recommendations. They support policy advice systems improvement and the development and implementation of processes, procedures and tools that support the delivery of high quality policy advice.

Competency	Example tasks and duties
Identify and research policy issues	<ul style="list-style-type: none"> Identify, define and document policy issues within area of technical expertise. Conduct detailed research and analysis to determine whether policy intervention is justified. Develop evidence-based rationale to support any required changes to current policies. Maintain awareness of local and global policy developments within area of expertise to identify emerging issues/risks and their implications for policy direction.
Analyse policy options and devise potential solutions to critical problems	<ul style="list-style-type: none"> Conduct research and analysis across a range of sources to inform policy development. Identify solution options based on analysis of relevant political, environmental, social and technical factors. Evaluate the costs, benefits, risk and opportunities associated with various policy options. Make recommendations on policy instruments, frameworks, content and options to address the Department's preferred policy position.
Engage and collaborate with a range of policy stakeholders	<ul style="list-style-type: none"> Identify and engage with relevant stakeholders, technical experts, industry representatives and community members during the policy research, development and implementation process. Define objectives and appropriate communication materials for effective consultation. Develop and manage stakeholder feedback mechanisms. Contribute to and develop Ministerial briefings and submissions on policy matters. Coordinate consultation processes and engage with interested or affected stakeholders across all phases of the policy lifecycle.
Draft and develop policy	<ul style="list-style-type: none"> Draft and develop policy and associated documents within areas of technical expertise. Contribute to the development and finalisation of policy documents for review and submission. Draft policy within a range of legislative and administrative frameworks. Incorporate feedback from stakeholder consultation into the development of policy instruments and solutions.
Support policy implementation, monitoring and evaluation	<ul style="list-style-type: none"> Develop supporting infrastructure and processes to implement policy instruments and solutions. Contribute to and develop appropriate monitoring approach and evaluation criteria across the policy cycle. Analyse and interpret policy performance indicators to evaluate policy effectiveness and make recommendations for ongoing improvement. Monitor policy and regulatory framework outcomes to ensure they align with and deliver on Departmental objectives.

Provide advice on complex policy matters	<ul style="list-style-type: none">• Respond to requests for complex policy advice.• Understand the specific Departmental, political, social and economic environments in the development of policy advice.• Contribute to strategic policy advice on emerging domestic and international issues within own area of speciality.• Undertake research and analysis to support policy advice.• Prepare information and evidence via minutes, briefs, submissions, reports, updates or statements.• Consult with stakeholders to ensure effective communication of policy advice.• Maintain accurate records of policy advice, including key discussions, decisions, handwritten and electronic notes.• Assess and decide when it is necessary to escalate or refer policy advice or requests.
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EL1 Policy Officer

EL1 Policy Officers operate under broad direction to develop and implement complex policies, which are aligned to Government and Department strategic priorities. They anticipate and identify policy issues, undertake research, analysis and modelling, and consult with stakeholders to develop and implement policies and programs. EL1 Policy Officers design criteria to monitor and evaluate policy effectiveness for the Department. They are also responsible for identifying and mitigating risks to the development and implementation of effective policy.

Policy Officers at this level undertake complex research and analysis in specialty areas to provide evidence-based recommendations. They prepare highly complex correspondence and documentation and maintain accurate records of discussions and decisions. They also develop and implement processes, procedures and tools that support the delivery of high quality policy advice and provide advice on highly complex and sensitive policy matters.

Competency	Example tasks and duties
<p>Lead identification and research of policy issues</p>	<ul style="list-style-type: none"> • Apply sector and subject knowledge to identify emerging issues and risks, including their implications for policy direction. • Maintain and apply awareness of local and global developments, current affairs and policy development to inform issue identification. • Identify, define and document policy issues within area of technical expertise. • Evaluate broad environmental factors to ensure appropriate research is undertaken. • Conduct detailed research and analysis to determine whether policy intervention is justified. • Develop robust and evidence-based rationale to support development of and changes to policy. • Integrate and interpret information gathered from a wide variety of sources, including Departmental data, to distil key policy issues. • Undertake high level policy research and analysis from multiple sources, identifying trends to develop policy solutions.
<p>Lead the analysis of policy options to recommend and develop solutions to critical problems</p>	<ul style="list-style-type: none"> • Undertake analysis and modelling of policy issues using a variety of techniques and tools such as impact modelling to inform development and recommendation of policy solutions. • Determine appropriate policy development methodology to guide consultation and policy development. • Evaluate and identify potential solution options. • Determine and recommend appropriate policy instruments, frameworks and options to address the Department's preferred policy position. • Evaluate costs, benefits, risks and opportunities associated with policy options to recommend suitable solutions.
<p>Engage and collaborate with a range of policy stakeholders</p>	<ul style="list-style-type: none"> • Design and develop communication and stakeholder engagement processes, systems and structures. • Engage with interested and affected stakeholders across all stages of the policy development process. • Develop and manage stakeholder feedback mechanisms to ensure consultation informs policy development. • Identify and engage with senior stakeholders across industry and external agencies to negotiate and influence the design and implementation of complex policy instruments. • Advise the Senior Executive on the appropriate policy levers and instruments to apply in order to achieve Departmental objectives.

Policy Officer – Vocational Competencies

	<ul style="list-style-type: none"> • Lead the development of Ministerial briefings and submissions on policy matters. • Facilitate and lead cross-Business Unit planning to support policy development and implementation.
<p>Review existing policy and develop new policy to align with Government priorities</p>	<ul style="list-style-type: none"> • Draft and develop policy documents within a range of legislative and administrative frameworks. • Contribute to the drafting of legal specifications for changes to policies and programmes. • Design and review policy frameworks in new or complex policy areas requiring detailed analysis and coordination across agencies. • Incorporate feedback from stakeholder consultation into the development of policy instruments and solutions.
<p>Monitor implementation of existing programmes/policies and initiate reviews and/or evaluation as to inform future policy development</p>	<ul style="list-style-type: none"> • Identify and define appropriate policy evaluation criteria and monitoring approach across the policy lifecycle. • Develop and implement supporting infrastructure and processes to ensure effective policy implementation. • Advise on ongoing policy and regulatory framework implementation to ensure overall alignment with Department and Government objectives. • Analyse and interpret policy performance indicators in complex areas of policy to evaluate policy effectiveness and make recommendations for ongoing improvement.
<p>Provide specialised advice on complex and sensitive policy matters, including advocating for policy positions and driving resolutions/solutions when problems are identified</p>	<ul style="list-style-type: none"> • Respond to complex and sensitive requests for policy advice. • Undertake complex research and analysis on relevant specialised policy matters. • Project-manage large policy advice projects, establishing priorities and timelines. • Comprehend the specific Departmental, political, social and economic environments in the development of policy advice. • Prepare complex and sensitive information and evidence via minutes, briefs, submissions, reports, updates or statements. • Develop and manage relationships with stakeholders to facilitate consultation and effective communication. • Maintain accurate records of policy advice, including key discussions, decisions, handwritten and electronic notes. • Provide specialised policy advice as an input into the strategic agenda of the Department. • Advocate for policy positions within the Department and to a broad range of stakeholders on behalf of the Department. • Secure appropriately qualified external resources (e.g. consultants) to support the delivery of large or complex policy advice projects.

EL2 Policy Officer

EL2 Policy Officers lead a team to develop policy that meets Departmental objectives. They shape, develop and implement strategic policies in highly complex areas that address the Department and whole-of-government border protection and trade agenda. They also strategically evaluate policy effectiveness in the whole-of-government context.

Officers in this role provide advice on highly complex and sensitive policy matters that contribute to the Department and stakeholder's strategic policy direction. They undertake highly complex research and analysis in specialty areas to provide evidence-based recommendations. They oversee the provision of highly complex correspondence and documentation for the Minister and other stakeholders and maintain accurate records of discussions and decisions. They also lead and advance the development and implementation of processes, procedures and tools that support the delivery of high quality policy advice.

Competency	Example tasks and duties
<p>Lead identification and research of policy issues</p>	<ul style="list-style-type: none"> • Anticipate changes in government policy and objectives and lead Departmental response. • Maintain and apply awareness of local and global developments, current affairs and policy development to inform issue identification. • Identify, define and document policy issues within area of technical expertise. • Evaluate broad environmental factors to ensure appropriate research is undertaken. • Progress detailed research and analysis to determine whether policy intervention is justified. • Develop robust and evidence-based rationale to support development of and changes to policy. • Integrate and interpret information gathered from a wide variety of sources to distil key policy issues. • Undertake high-level policy research and analysis from multiple sources, identifying trends and developing policy solutions. • Keep abreast of available data sources to inform policy development and guide analysis.
<p>Lead analysis and positioning of policy options to decide and develop solutions</p>	<ul style="list-style-type: none"> • Lead analysis and modelling of policy issues using a variety of techniques and tools such as impact modelling to inform development and recommendation of policy solutions. • Determine an appropriate public policy development methodology to guide policy development. • Evaluate and identify preferred solution options through research, analysis, consultation and review of political, environmental, social and technical factors. • Determine and implement appropriate policy instruments, frameworks and options to address the Department's preferred policy position. • Evaluate costs, benefits, risks and opportunities associated with policy options and lead development of suitable solutions.
<p>Lead policy consultation and negotiation on complex stakeholder issues</p>	<ul style="list-style-type: none"> • Negotiate with internal and external stakeholders to reconcile policy objectives and develop shared positions on policy issues. • Respond to emergent issues by identifying and engaging internal and external stakeholders. • Lead consultation to drive risk and impact analyses of policy changes on the Department and other stakeholders. • Engage with interested and affected stakeholders across all stages of the policy development process. • Develop and implement appropriate stakeholder engagement and consultation mechanisms to achieve policy outcomes.

	<ul style="list-style-type: none"> • Develop and manage stakeholder feedback mechanisms to ensure consultation informs policy development. • Identify and engage with senior stakeholders across industry and external agencies to negotiate and influence the design and implementation of complex policy instruments. • Advise the Senior Executive on the appropriate policy levers and instruments to apply in order to achieve Department objectives. • Contribute to and develop Ministerial briefings and submissions on policy matters. • Facilitate and lead cross-Business Unit planning to support policy development and implementation.
<p>Act as a conduit between policy areas and senior management to identify policy-related links between areas</p>	<ul style="list-style-type: none"> • Lead and adopt best practice in policy development. • Incorporate risk and implementation considerations into policy development. • Shape the development of robust policy consistent with whole of government context that meets current and future needs. • Provide leadership in implementing and promoting a climate of change and continuous improvement. • Interpret legislation and apply policy development processes and methodologies. • Provide over-arching strategic direction on policy development with a Department wide focus and consideration of potential impacts. • Oversee and guide the drafting of legal specifications for changes to policies and programmes. • Oversee design and review policy frameworks in new or complex policy areas requiring detailed analysis and coordination across agencies. • Incorporate feedback from stakeholder consultation into the development of policy instruments and solutions. • Review policy within a range of legislative and administrative frameworks.
<p>Monitor implementation of existing programmes/policies and initiate review and/or evaluation as to inform future policy development</p>	<ul style="list-style-type: none"> • Determine methodology to support evidence-based evaluation. • Develop and implement best practice methodologies to evaluate policy effectiveness with regard to significance, and risk. • Use governance processes to ensure oversight of evaluation design, implementation and reporting. • Ensure effective monitoring and evaluation of policy performance against agreed objectives and success criteria. • Identify and define appropriate policy evaluation criteria and monitoring approach across the policy lifecycle. • Develop and implement supporting infrastructure and processes to ensure effective policy implementation. • Advise on ongoing policy and regulatory framework implementation to ensure overall alignment with Department and Government objectives. • Develop and implement appropriate monitoring approach and evaluation criteria across the policy cycle. • Analyse and interpret policy performance indicators in complex areas of policy to evaluate policy effectiveness and make recommendations for ongoing improvement.

<p>Lead the provision of specialised advice on highly complex and sensitive policy matters, and advocate for policy positions</p>	<ul style="list-style-type: none">• Respond to highly complex requests for specialised policy advice.• Develop and provide high quality policy advice that reflects the specific Departmental, political, social and economic environments in the development of policy advice.• Prepare minutes, briefs, submissions, reports, updates or statements on highly complex policy matters.• Oversee the delivery of highly complex specialised policy, legislation and regulation advice to stakeholders.• Consult directly with the Minister’s Office to provide accurate information and interpretation of issues relevant to sensitive, highly complex or contentious issues.• Oversee the organisation of correspondence in the form of minutes, briefs, submissions, reports, updates or statements.• Oversee maintenance of accurate records of policy advice, including key discussions, decisions, handwritten and electronic notes.• Provide specialised policy advice as an input into the strategic agenda of the Department.• Advocate for policy positions within the Department and to a broad range of stakeholders on behalf of the Department.• Develop and progress specialised strategies for the management of policy risks and quality assurance frameworks.
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