Position Title	Manager, Policy
Department	Policy, Research and Partnerships
Capability Framework Level	Level 3 - Leading
Date Reviewed	September 2025

Incumbent Name	VACANT
Signature	

College Overview

The Australasian College for Emergency Medicine (ACEM) is a not-for-profit organisation responsible for the training, assessment and continuing professional development of emergency physicians as well as the advancement of professional standards in emergency medicine in Australia and Aotearoa New Zealand.

Our vision is to be the trusted authority for ensuring clinical professional and training standards in the provision of quality, patient-focused emergency care.

Our mission is to promote excellence in the delivery of quality emergency care to all our communities through our committed and expert members.

The ACEM Core Values which employees and members hold themselves and others accountable are:

· Equity
· Respect
· Integrity
· Collaboration

Department Overview

The Department of Policy, Research and Partnerships functions to enable the College to respond more effectively on behalf of members and trainees to challenges and opportunities within emergency medicine and the wider health sector. This is achieved by facilitating the overall coordination and implementation of policy, advocacy, research, workforce planning and inclusion, rural health strategy, partnerships, public affairs (including government and media relations) and associated strategic project initiatives. The Department enables ACEM's proactive and coordinated advocacy effort and extends the College's influence through internal and external relationships. These activities are governed by the ACEM Council of Advocacy, Practice and Partnerships (CAPP).

The Department also manages, oversees and progresses the activities of the Australian and Aotearoa New Zealand Faculties and ACEM Sections, the ACEM Foundation, the Global Emergency Care Unit and the College's activities relating to improving the provision of healthcare for Indigenous populations in both Australia and Aotearoa New Zealand.

Position Purpose

Reporting to the General Manager, Policy and Public Affairs, this position is a senior member of a Division that, through leading the development, dissemination and implementation of policy and projects, supports ACEM's strategic objectives to advance the practice of emergency medicine and drive health system reform in Australia and Aotearoa New Zealand.

The Manager, Policy provides leadership and direction to the staff in the Policy Unit, building capability, supporting professional development and creating a constructive team culture. Alongside overseeing the team's work, the role also contributes directly to the development of policy (including oversight of the College's standards, position statements and guidelines), engages with key stakeholders, and ensures that the College's positions are evidence-based and influential.

Key Responsibilities

The key responsibilities of the role shall include, but not be limited to:

- Management and leadership of the Policy Unit, including supporting and developing team members and conducting annual performance reviews.
- Develop and implement policy and research projects and campaigns in support of ACEM's Advocacy Strategy.
- Lead and participate in policy development, implementation and promotion on a range of issues related to the strategic interests of ACEM, providing timely expert policy and project advice to the ACEM Board, Council of Advocacy, Practice and Partnerships (CAPP) and their advisory committees, subcommittees and working groups.
- Monitor policy development in the health portfolio within Australia and Aotearoa New Zealand to ensure the team can provide rapid responses to health issues as they arise.
- Lead and participate in the preparation of submissions, reports, briefing notes, correspondence, presentations and other documents in response to government and other stakeholder consultations, inquiries and initiatives.
- Lead and participate in the development and updating of ACEM's Standards (policies, guidelines, position statements).
- Collaborate with staff across the Department and, where appropriate, the College to build policy and advocacy support to state and territory branches and the Aotearoa New Zealand National Branch of ACEM.
- Where appropriate, represent ACEM and/or support ACEM members at internal and external forums, seminars, roundtables, working groups and engagement activity events to consider policy issues and build beneficial relationships.
- Provide advice as required to the General Manager (Policy and Public Affairs), Executive Director (Policy Research and Partnerships), Senior Leadership Team and CEO on health policy and related issues.

Key Skills, Qualifications and Attributes

Essential

- Demonstrated experience in managing a small team, with an ability to lead and work in a team with a flexible approach to sharing tasks and working cooperatively.

- Demonstrated health policy experience with relevant tertiary qualifications in health or related disciplines.
- Excellent analytical skills and the ability to prepare policy and position statements, policy briefs and background analyses based on critical appraisal of information and published research from a diverse range of sources.
- Excellent interpersonal and communication skills and ability to work effectively across a broad range of internal and external stakeholders.
- Demonstrated excellence in a broad range of written communications.
- Knowledge of the Australian and/or Aotearoa New Zealand government and health system structures.
- Able to proactively initiate activities and prioritise and manage multiple deadlines in the context of a small team environment.
- Highly computer literate in Microsoft packages.
- High level verbal communication skills.
- Commitment to the principles of equal opportunity, workplace diversity and industrial democracy.

Desirable

- Tertiary qualifications in public policy or public health.
- Quantitative and/or qualitative analysis skills.
- Ability to produce documentation to a peer-review publication level.
- Knowledge of and development of polices within health sector.
- Knowledge of legislative and political processes.
- Understanding of and/or experience in membership/not for profit medical organisations.

Key Capabilities

ACEM has a Capability Framework that describes the technical and non-technical capabilities expected to be executed. For the role of Manager, Policy, the key capabilities include:

Effective communication:

- Able to communicate effectively in complex and unfamiliar environments.
- Produces clear written content to effectively communicate operational and strategic outcomes.
- Adapts and adjusts communication style for a range of audiences, situations and environments.
- Role models open, transparent communication by sharing relevant information, feedback and expectations at individual and team level.
- Creates regular opportunities to collaborate and consult with a wide range of internal stakeholders.

Stakeholder engagement and management:

- Drives communication and connectivity between key internal stakeholder groups; shares relevant information.
- Able to anticipate stakeholder behaviour and tailor response accordingly.
- Proactively maintains and enhances key stakeholder relationships.
- Able to repair damaged or difficult relationships.
- Shares information with leadership on decision making and team initiatives.
- Provides leadership and support to others in maintaining positive stakeholder relationships.

Decision making:

- Able to make informed, timely and effective decisions.
- Able to make decisions autonomously.
- Consults with internal stakeholders, subject matter experts, to gain input and insights relevant to decision making.
- Provides guidance / advice to team members to assist in decision making process.

Problem solving and advising:

- Able to anticipate problems and proactively identify potential solutions.
- Able to apply a logical, systematic approach to solving problems.
- Able to analyse and identify the root causes and impact of problems.
- Uses experience and judgement to assess which problems should be resolved by team or escalated.

Negotiation and influence:

- Negotiates complex matters with internal and/or external stakeholders.
- Proactively seeks support / cooperation from internal and/or external stakeholders.
- Aware of desired goals and objectives to work towards.
- Able to influence and steer interactions towards solutions and outcomes to the benefit of the organisation while maintaining constructive relationships.

Data gathering and analysis:

- Develops recommendations based on data analysed.
- Documents and presents recommendations on findings.
- Identifies applicability of findings to other areas of the organisation.
- Uses data to inform decision making at operational level.

Managing performance:

- Manages and monitors performance of individuals / team.
- Sets clear expectations for individual and team performance outcomes.
- Supports individuals to set goals aligned to operational and strategic goals.
- Provides coaching and guidance to support and maximise performance.
- Provides regular positive and constructive feedback on performance and delivery of outcomes.
- Identifies development and training needs for individuals and team.
- Identifies and addresses performance issues in a timely manner. Effectively deploys conflict resolution strategies.

Leadership and business acumen:

- Works collaboratively within own department / team and across the organisation.
- Operationalises business plans through delivery of projects and initiatives.
- Manages budget preparation process; implements and oversees budget management process.

Change management:

- Takes ownership for change process at project level.
- Contributes to the development of change plans.

- Provides subject matter expertise at key stages from concept to delivery.
- Proposes new approaches, process improvement, methods and technologies.
- Able to mobilise team to plan for and execute change process.
- Identifies potential resistance to change and develops mitigation strategies.
- Actively seeks opportunities to collaborate on change process across the organisation.

Organisation Responsibilities

As a member of ACEM staff, organisation responsibilities include, but are not limited to:

- Promulgation and demonstration the ACEM Core Values within the Department and across the College.
- Ensure any allocated deliverables outlined in the ACEM Business Plan, ACEM Reconciliation Action Plan and Te ACEM Rautaki Manaaki Mana: Excellence in Emergency Care for Māori are met to a high standard.
- Demonstration of leadership to develop and maintain a culturally competent and inclusive workplace and expected to undergo regular cultural competence training.
- Commitment to the principles of equal opportunity, workplace diversity and inclusion.

Workplace Health and Safety

All employees have a personal responsibility to work safely and to abide by health and safety legislation, policies, rules and established safe work practices. All employees are responsible for their own safety and that of fellow employees.

Organisational Sustainability

ACEM aims to promote sustainable practices in the workplace and reduce its environmental footprint through initiatives to reduce waste, energy and water use, and to increase recycling. All employees are encouraged to actively apply sustainability principles within their own teams

Organisational Relationships

Reports to	General Manager, Policy and Public Affairs
Supervision of	Policy Officers/Leads
Internal Liaison	All ACEM Employees Members and trainees of the College
Committee Liaison	Council of Advocacy, Practice and Partnerships (CAPP) and associated advisory committees ACEM Committee Administrators ACEM Branches and Branch Councils Relevant ACEM Board committees including the Indigenous Health Committee, Inclusion Committee and Workforce Committee
External Liaison	Health Professionals Government and Non-Government Organisations

Additional Information

- May involve work outside normal business hours to meet business objectives.
- Interstate and/or overseas travel may be required.