Role Description
Research Leader Freshwater Ecosystems

Cluster	Industry
Agency	Department of Primary Industries
Division/Branch/Unit	DPI Fisheries / Fisheries Research
Location	Southern NSW preferably Narrandera
Classification/Grade/Band	Clerk 11/12
Role Family (*internal use only*)	Adapted/Science and Engineering/Lead
ANZSCO Code	132511
PCAT Code	111 91 92
Date of Approval	6 June 2018 (updated 7 March 2019)
Agency Website	http://www.industry.nsw.gov.au

Agency overview

The NSW Department of Industry leads the state government's contribution to making NSW a place where people want to live and work and businesses choose to invest and grow.

We support all areas of economic activity where NSW has competitive strengths. We also have responsibilities for:
- skill formation and development to match industry demand
- partnering with stakeholders in stewardship and sustainable use of the state's natural resources; and
- supporting economic growth in the regions.

Our strategies are built on close relationships to understand industry's needs. We deliver a wide range of training and specialist advisory services; and we help to secure efficient and dependable government decision making that contributes to business confidence.

We measure our success by the:
- growth in quantity of employment and the value of output; and the
- competitiveness and sustainability of industries in NSW.

We focus on four cultural attributes to deliver our outcomes: Ownership, Customer Experience, Innovation and Collaboration. These attributes are the pillars of our Corporate Plan.

NSW Primary Industries (NSW DPI) supports the development of profitable primary industries that create a more prosperous NSW and contributes to a better environment through the sustainable use of natural resources.

DPI Fisheries, a Branch of NSW DPI, is responsible for the *Fisheries Management Act 1994,* the M*arine Estate Management Act. 2014,* and the *Rock Fishing Safety Act 2016.* The primary objective of the Fisheries branch is to deliver effective, science-based management to meet the NSW Government's goals and community expectations relating to both economic growth and careful stewardship of our aquatic resources. The Branch leads fisheries industry development through research, policy and regulatory compliance to foster sustainable and economic commercial, recreational and aboriginal fishing and aquaculture. The Branch manages the protection of key fish habitats, threatened species and oversees fish stock conservation.

The Branch has oversight of the Game Licensing Unit, responsible for the *Game and Feral Animal Act 2002* and Game and Feral Animal Control Regulation 2012. This Unit regulates hunting in NSW to ensure it is conducted safely and ethically, that access is managed sustainably and contributes positively to economic development in accordance with community expectations.

The Branch has oversight of DPI Forestry, responsible for the *Plantations and Reafforestation Act 1999.* This Unit is responsible for forestry policy development under the NSW Forestry Industry Roadmap, guided by recognised expertise on forestry science, and provides regulatory services.

Primary purpose of the role

Provides leadership in freshwater ecosystems research; coordinates and manages high quality research; provides expert guidance and scientific advice on freshwater ecosystems and related issues to the Director Fisheries Research and other Fisheries Directors; supports the delivery of world's best practice research and scientific advice about the sustainable management and use of freshwater ecosystems.

Key accountabilities

- Direct the operations of the sub-unit including the physical, financial and human resources, operational priorities and policies ensuring agreed outcomes are achieved, are relevant and well aligned with the needs of key stakeholders.
- Establish processes and an operating environment to ensure all research and scientific activities occur at the highest quality, at world's best-practice standards, including the regular publication of work in peer-reviewed journals and at national or international conferences.
- Lead and manage reporting staff including implementing performance management processes, analysing training needs and providing relevant training and professional development program, preparing and implementing work plans that are quality assured and risk based.
- Contribute to the overall performance of DPI Fisheries through active participation in the Fisheries Research Unit Management Team and by monitoring and reporting on performance against key deliverables.
- Mentor research scientists and facilitate their ongoing professional development and provide leadership through research programs, direction and support to ensure Research and Development (R&D) targets are met.
- Provide timely, expert advice to the Director of Fisheries Research and other relevant Fisheries Directors on the research needed to ensure policies and regulation in freshwater ecosystems of NSW are based on sound evidence and analysis.

- Build and maintain effective relationships with key internal and external stakeholders including industry groups, tertiary education establishments and other research providers to advise on relevant scientific policy, provide information about the sub-unit operations and to increase investment in freshwater research and NSW DPI science and research generally.
- Promote the activities of the sub-unit to appropriate media outlets to ensure the public are informed of the research and scientific activities achieved; regularly interact with the media, particularly on issues related to freshwater ecosystems and represent DPI Fisheries at relevant forums to ensure intra-state and national research is targeting priority R&D activities in freshwater ecosystem research.

Key challenges

- Contributing to the development of research priorities for the sub-unit given that there may be conflicting priorities across DPI Fisheries and DPI and that decisions require input from various sources such as the Community, Government, Executive, Industry and Funding bodies.
- Ensuring all research and other scientific activities within the sub-unit are of the highest quality and to world's best-practice standards.
- Pursuing a high level of external income consistent with priorities for DPI Fisheries.

Key relationships

Who	Why
Internal	
Director Fisheries Research	- Receive broad guidance, support the development and implementation of research priorities for DPI Fisheries , - Provide expert advice and exchanges information
Direct and Indirect Reports	Provide general guidance, manage employees effectively and encourage a positive culture of strong performance
Senior Executives	Advise and support the Deputy Director General DPI Fisheries and other members of the senior executive management team as required
Fisheries Managers	Advise on freshwater ecosystems and related science as required
External	
Key Stakeholders	Communicate to relevant agencies about sub-unit outcomes to help contribute to the objectives of the Fisheries Research unit
Funding Providers	Liaise with and contribute to decision making for external alliances with the sub-unit and Branch and deal with budgetary issues that may arise
Media	Explain and deliver scientific information
Committees	Provide advice to committees

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Role dimensions

Decision making

The Research Leader Freshwater Ecosystems has authority to make the following decisions, within the Department's financial and non-financial delegations, without referral to its manager: prioritising the sub-unit's activities; allocating human, financial and physical resources within the sub-unit; assisting with development of strategic alliances between the sub-unit and other units or organisations; approving staff work-plans; developing operational structures, projects and budgets and all Board and Committee responses.

Reporting line

The Research Leader Freshwater Ecosystems reports to the Director Fisheries Research

Direct reports

10 Direct reports (Scientists and Technicians) and greater than 16 indirect reports

Budget/Expenditure

Approximate CR Budget of $1,500,000

Essential requirements

• PhD level qualification in a relevant field or equivalent relevant skills, with experience in driving high quality, innovative fisheries research projects.

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.

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NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	**Adept**
	Manage Self	Adept
	Value Diversity	Intermediate
Relationships	**Communicate Effectively**	**Adept**
	Commit to Customer Service	**Adept**
	Work Collaboratively	Adept
	Influence and Negotiate	**Adept**
Results	**Deliver Results**	**Advanced**
	Plan and Prioritise	**Adept**
	Think and Solve Problems	Adept
	Demonstrate Accountability	**Adept**
Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Adept
	Project Management	**Advanced**
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Adept
	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 Act with Integrity	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Relationships Communicate Effectively	Adept	• Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently in a range of styles and formats
Relationships Commit to Customer Service	Adept	• Take responsibility for delivering high quality customer-focused services • Understand customer perspectives and ensure responsiveness to their needs • Identify customer service needs and implement solutions • Find opportunities to co-operate with internal and external parties to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant stakeholders within the community
Relationships Influence and Negotiate	Adept	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results Deliver Results	Advanced	• Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Adept	• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work

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Group and Capability	Level	Behavioural Indicators
		• Initiate, prioritise, consult on and develop team/unit goals, strategies and plans • Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate achievements and adjust future plans accordingly
Results Demonstrate Accountability	Adept	• 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 • 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	• 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	Advanced	• 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 • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives