Role Description
Manager Operations

Cluster	Department of Regional NSW
Agency	Local Land Services
Division/Branch/Unit	Region
Classification/Grade/Band	Advisory & Technical Stream LLS Grade 8
Role Family	Projects & Programs
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	September 2017 (March 2021)
Agency Website	www.lls.nsw.gov.au

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department has responsibility 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 in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Local Land Services (LLS) is an Executive Agency related to the cluster. It provides quality, customer-focused services to landholders and the community across New South Wales. This regionally-based organisation brings together a wide range of service and advisory functions including agriculture, biosecurity, natural resource management, land management, biodiversity, emergency services, private native forestry and the Soil Conservation Service.

Primary purpose of the role

Lead and manage the planning, development and delivery of LLS' key strategic and operational initiatives across the biosecurity, emergency services, natural resource management and agricultural advisory functions of LLS through management of multidisciplinary teams, budgets and resources. Ensure efficiencies in service delivery, facilitation of high level partnerships and networks with stakeholders and industry, negotiate and facilitate stakeholder contributions, consultation and decision making to achieve identified strategic initiatives in the Local Land Services Action Plan. High level oversight of biosecurity projects and lead teams who undertake activities to prevent, prepare for respond to and recover from emergencies and natural disasters.

Key accountabilities

- Scope and deal with project and program budgets and resources and establish and implement work plans as well as develop and deploy multi-disciplinary project groups to ensure potential is optimised, time constraints are met and work undertaken is commensurate with priorities and standards.
- Lead and manage the Biosecurity and Emergency Services function and develop and implement strategies and plans for engagement with the community and other key stakeholders to effectively market, foster commitment to, and enhance understanding of the biosecurity functions of the LLS.

- Manage, monitor and evaluate the effectiveness of the operations of the LLS Biosecurity and Emergency function to deliver on strategic and business plans and report biosecurity outcomes and progress to the local board through the General Manager.
- Research and analyse a range of complex information to provide advice to the LLS General Manager, Board and employees and prepare advice and briefings (including ministerial briefings) to support effective management of issues and sound decision making.
- Mentor the development of officers in understanding the objectives of the LLS and ensure mechanisms are in place to allow staff to rapidly become productive and performance management of staff.
- Enhance the LLS's reputation through proactive client service and negotiation with senior representatives of internal and external stakeholders and represent the LLS at high level professional/industry forums, workshops and meetings.
- Take steps to ensure the General Manager is apprised of significant issues on a timely basis and provide high level expert technical advice and recommendations to the Chair, Board, General Manager, staff and stakeholders on strategic projects and LLS activities.
- Undertake program and project reporting, monitoring and key evaluations and provide regular reports to senior management.

Key challenges

- Leading a diverse team, solving complex problems and prioritising projects and initiatives to maximise the impact of LLS programs
- Developing and maintaining collaborative engagement with the community, organisations and key stakeholders and managing strong partnerships with external organisations and clients in an operating environment which is constantly changing and where risks and issues are constantly arising
- Maintaining alignment and keeping an appropriate balance between LLS activity and the other policies affecting NSW primary industries and communities

Key relationships

Who	Why
Internal	
General Manager	• Deliver advice and support in the management and development of regional strategic initiatives and projects implementing LLS programs • Provide input into operational policies, plans and procedures
Team Leaders and other staff	• Provide direction and advice in the management and implementation of initiatives and projects that are consistent with the strategic objectives of the LLS.
External	
Rural Landholders/Industry Clients/ Community Groups/Government Agencies	• Seek information and provide specialist advice in the development and implementation and delivery of LLS projects and initiatives

Role dimensions

Decision making

In association with the General Manager and other Managers, lead and manage the planning, development and operational delivery of regional programs and projects and lead multidisciplinary teams consistent with LLS objectives.

Reporting line

General Manager

Direct reports

Team Leaders (Land Services, Biosecurity, Agriculture)

Budget/Expenditure

In accordance with departmental financial delegations

Essential requirements

- Tertiary qualifications in Agriculture/Environment/Natural Resource Management or Biosecurity and Emergency Management or equivalent relevant knowledge and experience
- Current NSW Manual Driver Licence, and the ability and willingness to travel and work away from home on a regular basis
- Willingness to undergo a police and health evaluation

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
	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour	Adept
	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs	Advanced
	Work Collaboratively Collaborate with others and value their contribution	• Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services	Adept
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others	Advanced

		• Determine how outcomes will be measured and guide others on evaluation methods • 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 business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Assess work outcomes and identify and share learnings to inform future actions • Ensure that own actions and those of 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 own and others' health and safety • Conduct and report on quality control audits • Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks	Adept
	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk	• Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures • Understand the impacts of funding allocations on business planning and budgets • Identify discrepancies or variances in financial and budget reports, and take corrective action • Know when to seek specialist advice and support and establish the relevant relationships • Make decisions and prepare business cases, paying due regard to financial considerations	Adept
	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 transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups	
	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• 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**
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	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
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	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	Adept