

Role Description

Cluster Manager



Department of
Primary Industries

Cluster	Regional NSW
Agency	Department of Primary Industries
Division/Branch/Unit	Research and Business Excellence
Location	Various
Classification/Grade/Band	Professional Officer Grade 7
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	18 August 2016 (updated August 2020)
Agency Website	www.dpi.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.

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

Within NSW DPI, Research and Business Excellence provides world class scientific leadership, drives innovation and partners with other research and government entities to promote scientific and research excellence that maximises the NSW Government's return on investment for all primary industries sectors.

Primary purpose of the role

The role manages the physical, financial and human resources at multiple sites within a cluster to meet the service delivery needs of the department's programs and to maximise the efficiency of, and return on, Departmental resources.

The Branch manages the assets including buildings and farming operations for DPI Research and Field Stations and provides office accommodation and resources for Agriculture, Biosecurity, Fisheries and other co-located units.

Key accountabilities

- Ensures the formulation of operating budgets, manages the administration related to overheads, maintenance, capital development and income received from the sale of produce and livestock.
- Ensures all income and expenditure is accounted for and processed in line with Departmental policy.

- Manages office and farm staff including performance assessments, identification of staffing requirements, identification and provision of training and management of staff welfare issues in accordance with statutory requirements and Departmental policy.
- Ensures Departmental facilities, including buildings, infrastructure, land, operational plant and equipment and livestock are managed, maintained and utilised efficiently to meet the needs of the respective divisions and the Department.
- Undertakes action necessary for the protection of the site, the property and the assets. Leads and manages a team of staff and contractors to work in accordance with Departmental standards.
- Provides expert advice, reports and analysis of operations and activities.

Key challenges

- Ensuring the local contact, liaison, day to day meetings and site operations are coordinated to ensure a seamless delivery of Research Services operations.
- Ensuring appropriate and efficient maintenance and allocation of resources given conflicting demands and requirements of customers and stakeholders.
- Establishing and connecting with the relevant key personnel to ensure management at the site is efficiently conducted.

Key relationships

Who	Why
Internal	
Senior staff	<ul style="list-style-type: none"> • Centre Director and Branch Director to ensure service needs are assessed, coordinated and met within resources.
Farm, administrative and maintenance staff	<ul style="list-style-type: none"> • First reports, including Farm Supervisor, Office Supervisor and Maintenance Supervisor to assist decision making by discussing resource priorities, technical agricultural issues and work schedules.
On-site manager	<ul style="list-style-type: none"> • Relevant Manager and Supervisor at the site to plan, report and review on all facilities and corporate management issues.
Cluster site staff	<ul style="list-style-type: none"> • Regular communication with the Local Office Coordinators who are in charge of offices within the Cluster to ensure consistent administration of facilities.
Head Office staff	<ul style="list-style-type: none"> • Regular communication with the Director, Research Services to seek advice and to exchange information regarding management issues, budget issues, formal approvals, one off initiatives and special projects.
WHS Committee	<ul style="list-style-type: none"> • Meet regularly with the WHS Committee to resolve workplace WHS issues, conduct audits and identify workplace risks.
External	
Contractors	<ul style="list-style-type: none"> • Employ and manage contractors to complete specified duties.
Suppliers, customers, agents	<ul style="list-style-type: none"> • Negotiate the supply, purchase and sale of goods, livestock and produce.

Role dimensions

Decision making

Daily decisions need to be made to facilitate site operations, access and staff safety. Daily decisions regarding the overall management of the physical, financial and human resources at Cluster sites. Planning for the current and future service needs of Departmental research programs including requirements for office and laboratory space, agricultural allotments and equipment as well as the associated budget requirements and daily decisions relevant to this activity. Longer term decision making is required for planning agricultural programs to ensure the long-term sustainability of agricultural resources.

Reporting line

Director Research Services

Direct reports

This role leads a team of ongoing Farm, Administrative and Maintenance Supervisors and their staff.

Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

Essential requirements

- Tertiary qualifications in business, agriculture or science or other relevant field
- Thorough knowledge and understanding of public sector financial management practices, policies and statutory requirements
- Valid driver's licence and ability & willingness to travel

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
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes 	Adept






commitment to quality outcomes	<ul style="list-style-type: none"> • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for 	
Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria 	Advanced
Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> • 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
 Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • 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 	Advanced

		engagement and communications strategies for all project stages	
		<ul style="list-style-type: none">• 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• 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	<ul style="list-style-type: none">• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams• Develop work plans that consider capability, strengths and opportunities for development• Be aware of the influences of bias when managing team members• Seek feedback on own management capabilities and develop strategies to address any gaps• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way• Monitor and report on team performance in line with established performance development frameworks	Adept
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none">• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives• Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning• When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences• Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context• Monitor performance against standards and take timely corrective actions• Keep others informed about progress and performance outcomes	Adept

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
 Personal Attributes	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	Intermediate
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate