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| **Cluster** | Regional NSW |
| **Agency** | Department of Primary Industries |
| **Division/Branch/Unit** | Infrastructure Investment & Business Excellence/Research Services |
| **Location** | Elizabeth Macarthur Agricultural Institute - Menangle |
| **Classification/Grade/Band** | Professional Officer Grade 7 |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | 18 August 2016 (updated May 2023) |
| **Agency Website** | www.drnsw.nsw.gov.au |

Agency overview

The Department of Regional NSW (DRNSW) was formed in 2020 as a central agency for regional issues. The Department is responsible 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.

The NSW Department of 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 Infrastructure, Investment & Business Excellence works across the breadth of DPI and is focused on maximising the utilisation and productivity of the Department’s infrastructure portfolio. Through strong partnerships (internal and external) we also identify commercialisation pathways and help shape DPI’s future investments, drive innovation and promote world class scientific and research excellence. Our programs focus transforming our connections with customers through data and excellence in customer service and delivery of assistance programs through the Rural Assistance Authority.

Additional information about EMAI

EMAI is a highly complex laboratory facility, undertaking critical research and diagnostic work in plant and animal diseases. As such, the site requires robust and strategic maintenance plans and operations. The laboratories operate under various accreditations (NATA and DAWE) as the NSW premier biosecurity facility for plant and animal diseases. EMAI’s biosecurity functions require the site to operate 24hr 7 days a week for 52 weeks. EMAI is a core site in the NSW emergency response capability and will take a leadership role in the management of a biosecurity incursion.

EMAI is also one of the 5 NSW DPI research stations participating in the Southern Multibreed (SMB) Project, a large-scale genetic evaluation project with significant future industry application involving 5 common beef cattle breeds of Southern Australia. EMAI currently holds the largest proportion of breeding females, at approximately 27.5% of total females, as well as having additional potential capacity to background weaner steers from other sites for the project.

EMAI holds a unique position within the DPI Research Station portfolio of having access to 1600ML of licenced irrigation water from the Nepean River, and access to recycled sewage effluent from Sydney Water. This water access enables EMAI to irrigate valuable fodder crops for conserving as hay or baled silage, the surplus of which is then available for transfer to other DPI sites involved in the Southern Multibreed Project should poor seasonal conditions return.

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 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 and 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 all relevant site accreditations and approvals are maintained to support the operational requirements of the EMAI site as a biosecurity response hub.
* Oversee asset management and facilities maintenance at the assigned site to ensure that all works, and services are delivered efficiently and in accordance with contractual obligations, statements of work and all relevant Commonwealth and State Legislation, policies, and safe work practices.
* 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.
* Coordinates and oversees the implementation of WHS systems, emergency response plans and biosecurity preparedness plans.
* 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 on a mixed business site (biosecurity, research, and commercial farming).
* 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 EMAI staff (including EMAI Director and Biosecurity staff) | * Receive guidance, exchange information and advice. * Ensure biosecurity and emergency response service needs are assessed, coordinated and met within resources. * Provide constant support to animal and plant biosecurity diagnostic and emergency response teams. |
| Farm, administrative and maintenance staff and direct reports, including Farm Supervisor, Administration Coordinator and Maintenance Supervisor | * Assist decision making by discussing resource priorities, technical agricultural issues and work schedules. |
| On-site manager, relevant Managers and Supervisors | * Plan, report and review on all facilities and corporate management issues. |
| Cluster site staff | * Regular communication with the Office Coordinators who are in charge of offices within the Cluster to ensure consistent administration of facilities. |
| Director Research Services | * Regular communication to seek advice and exchange information regarding management issues, budget issues, formal approvals, one off initiatives and special projects. |
| WHS Committee | * Meet regularly with to resolve workplace WHS issues, conduct audits and identify workplace risks. |
| **External** |  |
| Contractors | * Engage, supervise and direct contractors to complete specified duties |
| Suppliers, Customers and Agents | * Negotiate and supervise the supply, purchase and sale of goods, livestock and produce |

# Role dimensions

## Decision making

Responsible for day-to-day management of farm enterprises and site infrastructure within approved business and educational plans and priorities. Plan, lead and organise work teams on the site to achieve agreed business objectives and tasks in addition to making decisions regarding enterprise business development, financial management, contract management, budget development and site safety.

## 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

Key knowledge and experience

* Thorough knowledge and understanding of public sector financial management practices, policies and statutory requirements.

Essential requirements

* Tertiary qualifications in business, agriculture or science or other relevant field
* Valid driver’s licence and ability & willingness to travel.

## Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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

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| **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 | 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 |
| relationships | **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 |
| relationships | **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 |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes  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 | Adept |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | 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 |
| business-enablers | **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  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
| people-management | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | 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 |
| people-management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | 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.

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| **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 |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | 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 |
| relationships | 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 |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | 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 |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |