

Role Description Manager (Area)



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Group/Division/Branch/Unit	Environment, Energy & Science / National Parks and Wildlife Service/Park Operations Division
Location	Various
Classification/Grade/Band	Clerk Grade 11/12
Role Number	Generic
ANZSCO Code	139912
PCAT Code	1119192
Date of Approval	September 2017 (updated April 2021)
Agency Website	www.dpie.nsw.gov.au

Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

National Parks & Wildlife Service overview

National Parks & Wildlife Service (NPWS) manages more than 870 national parks and reserves, covering over 7 million hectares or 9% of the landmass of NSW. We conserve and celebrate our biodiversity and cultural heritage and provide wonderful natural visitor experiences for the whole community to enjoy. We carry out plant and animal conservation, sustainable tourism and visitation, research, education, volunteering programs, and fire and asset management. We work together with Aboriginal communities to manage and protect our parks on behalf of the people of NSW.

Primary purpose of the role

Lead and manage a team to implement and deliver park management programs and translate strategies into operational outcomes within a geographical area to support the achievement of NSW Government and Environment, Energy & Science (ESS) Corporate outcomes.

Key accountabilities

- Lead and manage a multidisciplinary team to implement park management programs across pest and weed control, threatened species and environmental restoration, visitor and recreation, interpretation and education and community engagement and joint management.
- Lead the Area's delivery of natural, cultural heritage and visitor experience programs in a changing environment including seeking out opportunities to enhance program delivery through community engagement and partnerships.
- Lead the Area's strategic management of park assets including prioritising investment in assets in accordance with asset condition, business relevance and staff and public safety considerations.
- Plan for a workforce with optimal capability and flexibility to safely and effectively undertake incident planning, coordination and response functions in order to protect life, property and the natural, cultural and recreational values of parks and reserves.
- Manage and build collaborative relationships with key stakeholders, identify opportunities and partnerships to increase community participation and engagement and to promote the products, services and programs of ESS and partner entities.
- Provide expert advice on the delivery and implementation of park management programs including identify operational issues, risks and opportunities to inform high level decision making and planning activities within the organisation.
- Manage emerging contentious issues, incidents and risks including proactive engagement and consultation with key stakeholders, and the provision of timely, accurate advice to senior management on the application of appropriate response and risk mitigation strategies to contribute to the environmental, social and economic needs of the people of NSW.

Key challenges

- Build confidence within the community by proactively communicating with all key stakeholders and effectively deliver business and operational plan actions and priorities within the context of local challenges.
- Make effective and relevant program management decisions that consider local conditions, available resources, approval requirements and competing priorities, whilst responding appropriately to the media and public scrutiny and ensuring respect for cultural sensitivities.
- Maintain contemporary knowledge of natural and cultural heritage conservation and the delivery of visitor experiences and effectively applying this consistent with relevant policies, and procedures, while managing stakeholder opinions and increased expectations.

Key relationships

Who	Why
Internal	
Director/Supervisor	<ul style="list-style-type: none">• Receive broad guidance, provide expert advice, consult and negotiate on key operational priorities and exchange information.
Team	<ul style="list-style-type: none">• Provide guidance and leadership, exchange information and promote their ongoing professional development.
NPWS Divisions/Branches	<ul style="list-style-type: none">• Collaborate and consult with staff on cross branch/divisional programs and projects, exchange information.• Maintain and develop relationships with geographically dispersed

Who	Why
	<p>staff.</p> <ul style="list-style-type: none"> Share knowledge and resources to ensure a consistent approach to managing and delivering work.
External	
Stakeholders/clients	<ul style="list-style-type: none"> Develop and maintain effective relationships with stakeholders and explore collaborative opportunities and other partnerships to increase community participation and engagement and promote the products, services and programs of NPWS.
Local community	<ul style="list-style-type: none"> Consult and collaborate on local environmental and related issues, provide advice and exchange information.

Role dimensions

Decision making

The Manager (Area) operates with a high level of autonomy and is expected to determine key operational objectives in consultation with the Director. It is responsible for the day to day management of staff, including assigning work and reviewing performance objectives.

The role is required to exercise authority and make independent decisions, whilst ensuring it collaborates with stakeholders to gather a diverse range of information and views prior to making decisions. The role is fully and individually accountable for the quality, integrity and validity of advice provided, and for the successful delivery of projects/programs on time and within budget.

The Manager (Area) consults with the Director on issues that are controversial, sensitive, may have adverse ramifications or cause significant variations to projects and programs.

Reporting line

The role reports to the allocated Branch Director.

Direct reports

There are between four (4) to seven (7) direct reports.

Budget/Expenditure

TBC

Essential requirements

- Extensive experience managing diverse, dispersed and multi-disciplinary teams in a dynamic and changing environment.
- Demonstrated ability to plan and deliver a diverse range of park management operations and visitor services aligned to strategic organisational outcomes and competence in incident management planning and control.
- Extensive experience and proven ability to exercise sound judgement in working in a senior function including the provision of advice on management of various issues and provision of high level support.
- Proven ability to work in collaboration with local communities and key stakeholders.

- Demonstrated ability to work with Aboriginal communities to deliver cultural and environmental outcomes; and/or demonstrated ability in working with Aboriginal boards and committees under joint management arrangements.
- Current NSW Driver's Licence

Capabilities for the role


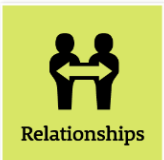
The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for 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"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
 Relationships	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for 	Advanced

		<ul style="list-style-type: none"> compromise Anticipate and minimise conflict within the organisation and with external stakeholders 	
 Results	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
 Business Enablers	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> 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
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> 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

Manage Reform and Change

Support, promote and champion change, and assist others to engage with change






- Promote change processes and communicate change initiatives across the team or unit
- Accommodate changing priorities and respond flexibly to uncertainty and ambiguity
- Support others in managing uncertainty and change

Intermediate

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	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	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
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept