

# Role Description

## Deputy Director General Fisheries



Department of  
Primary Industries

|                                       |   |
|---------------------------------------|---|
| Cluster                               | Planning, Industry & Environment                                    |
| Agency                                | Department of Primary Industries                                    |
| Division/Branch/Unit                  | DPI Fisheries   |
| Location                              | Negotiable location   |
| Classification/Grade/Band             | Band 2  |
| Senior Executive Work Level Standards | Work Contribution Stream: Agency Head                               |
| ANZSCO Code                           | 111211  |
| PCAT Code                             | 3119192   |
| Date of Approval                      | 29 October 2014 (updated July 2019)                                 |
| Agency Website                        | <a href="http://www.dpi.nsw.gov.au/">http://www.dpi.nsw.gov.au/</a> |

### Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

DPI Fisheries, a Branch of NSW DPI, is responsible for the *Fisheries Management Act 1994* and the *Marine Estate Management Act 2014*. The primary objective of the Fisheries branch 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 fishing and aquaculture. The Branch manages the protection of key fish habitats, threatened species, oversees fish stock conservation and aboriginal fishing.

### Primary purpose of the role

The role leads the development of policy, compliance and education programs to promote the sustainable growth of commercial and recreational fishing, and aquaculture while ensuring the protection and enhancement of NSW aquatic resources and environment

### Key accountabilities

- Lead Fisheries, directing human and physical resources and assets, leading organisational change, and embedding risk management and governance practices and frameworks
- Oversee strategies to support the conservation of fish stocks, threatened species and endangered ecological communities, protecting key fish habitats and restore degraded habitats where practicable
- Manage marine parks and administer the Marine Parks Act, 1997 through the Marine Parks Authority, jointly with the Office of Environment & Heritage

- Lead the development, implementation of compliance frameworks and provide technical advice, developing new processes and procedures to improve policy and regulatory effectiveness
- Forge strategic long term partnerships with key internal and external stakeholders, to engage their support , influence decision making and ensure all perspectives are considered
- Lead and guide direct reports to achieve organisational objectives and focus on delivering timely quality outcomes within budget

## Key challenges

- Developing strategies for the conservation of Marine Parks, conserve and restore fish stocks and habitats, manage threatened species and endangered ecological communities, while supporting a sustainable commercial and recreational fishing industry.
- Supporting the Minister and Director General while managing matters with high levels of political interest and public visibility, including highly sensitive issues, including indigenous fishing and aquaculture issues, that impact on the community, industry, the economy and the environment

## Key relationships

| Who  | Why  |
|--|--|
| <b>Ministerial</b>   |  |
| Minister Primary Industry  | <ul style="list-style-type: none"> <li>• Advice and information on legislative, policy and sensitive fish industry issues</li> </ul>   |
| <b>Internal</b>  |  |
| Director General Primary Industry  | <ul style="list-style-type: none"> <li>• Providing strategic policy, program and legislative advice and information on a wide range of fishing industry and game industry issues</li> <li>• Develop and contribute to corporate strategy, provide briefings and advise on issues management</li> </ul>                                 |
| DPI Executive  | <ul style="list-style-type: none"> <li>• Work cohesively as part of the executive management team, coordinate activities and ensure mutual needs are met.</li> </ul>   |
| Direct reports   | <ul style="list-style-type: none"> <li>• Ensure a constructive and collegiate leadership approach and exchange of views and information to contribute to an effective leadership group with a corporate and departmental-wide perspective</li> </ul>   |
| <b>External</b>  |  |
| State and Federal government agencies, peak industry bodies, key industry stakeholders   | <ul style="list-style-type: none"> <li>• Driving policy and legislative changes and compliance within the industry, representing DPI interests</li> </ul>  |
| National Committees (specifically AFMF, the marine and Coastal Committee and the National Research Priorities Forum), Game Board | <ul style="list-style-type: none"> <li>• Represent NSW interests, providing expert strategic advice and coordinate activities</li> </ul>   |
| Commercial fisheries, fishing industry groups, game industry groups  | <ul style="list-style-type: none"> <li>• Providing educative programs informing industry producers on their roles and responsibilities regarding legislative and regulatory compliance.</li> <li>• Providing advice and support with regard to industry development, regional programs, best practice science and research.</li> </ul> |

## **Role dimensions**

### **Decision making**

Operates with a high level of autonomy and is fully and directly accountable for advice provided to the Director General and Government on proposed courses of action for key fisheries and game management, licensing and industry programs and issues requiring sound judgment within a politically and socially sensitive environment

Making key decisions on compliance strategies, programs and effective implementation to ensure compliance frameworks reflect relevant policy, procedures, legislation and regulations

### **Reporting line**

Director General Primary Industry

### **Direct reports**

7 Direct Reports

### **Budget/Expenditure**

Staff: 450



## **Budget/Expenditure \$100million 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](http://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.

## NSW Public Sector Capability Framework

| Capability Group   | Capability Name                      | Level                  |
|--|--------------------------------------|------------------------|
| <br>Personal Attributes | Display Resilience and Courage       | Highly Advanced        |
|  | <b>Act with Integrity</b>            | <b>Highly Advanced</b> |
|  | Manage Self                          | Advanced               |
|  | Value Diversity                      | Advanced               |
| <br>Relationships       | Communicate Effectively              | Highly Advanced        |
|  | <b>Commit to Customer Service</b>    | <b>Highly Advanced</b> |
|  | Work Collaboratively                 | Advanced               |
|  | Influence and Negotiate              | Advanced               |
| <br>Results             | Deliver Results                      | Advanced               |
|  | Plan and Prioritise                  | Advanced               |
|  | Think and Solve Problems             | Advanced               |
|  | <b>Demonstrate Accountability</b>    | <b>Advanced</b>        |
| <br>Business Enablers   | Finance                              | Advanced               |
|  | Technology                           | Advanced               |
|  | Procurement and Contract Management  | Advanced               |
|  | <b>Project Management</b>            | <b>Advanced</b>        |
| <br>People Management | <b>Manage and Develop People</b>     | <b>Advanced</b>        |
|  | <b>Inspire Direction and Purpose</b> | <b>Advanced</b>        |
|  | 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   |
|--|-----------------|--|
| <b>Personal Attributes</b><br>Act with Integrity | Highly Advanced | <ul style="list-style-type: none"> <li>Champion and act as an advocate for the highest standards of ethical and professional behaviour</li> <li>Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government</li> <li>Define, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> </ul> |

## NSW Public Sector Capability Framework

| Group and Capability                                  | Level           | Behavioural Indicators   |
|---|-----------------|--|
| <b>Relationships</b><br>Commit to Customer Service    | Highly Advanced | <ul style="list-style-type: none"> <li>• Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports</li> <li>• Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</li> <li>• Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice</li> <li>• Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes</li> <li>• Set overall performance standards for service delivery across the organisation and monitor compliance</li> </ul> |
| <b>Results</b><br>Demonstrate Accountability          | Advanced        | <ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>   |
| <b>Business Enablers</b><br>Project Management        | Advanced        | <ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>   |
| <b>People Management</b><br>Manage and Develop People | Advanced        | <ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> </ul>  |

## NSW Public Sector Capability Framework

| Group and Capability                                      | Level    | Behavioural Indicators  |
|---|----------|---|
| <b>People Management</b><br>Inspire Direction and Purpose | Advanced | <ul style="list-style-type: none"><li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li><li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li><li>• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals</li><li>• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them</li><li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes</li><li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li><li>• Work to remove barriers to achievement of goals</li></ul> |