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| **Cluster** | Regional NSW |
| **Agency** | Department of Regional NSW |
| **Division/Branch/Unit** | DPI / Infrastructure, Investment and Business Development / Research Services |
| **Location** | Various |
| **Classification/Grade/Band** | Technical Officer Grade 1-3 |
| **Role Number** | TBC |
| **ANZSCO Code** | 234111 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | June 2016 (updated April 2021) |
| **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 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 Development is focused on:

* Continuing to optimize our infrastructure portfolio across the State;
* Maximising testing activities (soil, water, feed and oil) labs;
* Delivery of high-quality, safe and efficient research services and further enhancing our research stations’ presence in local communities;
* Delivery of innovative investment and assistance programs that prepare the sector for the future and bolster innovation adoption; and
* Building new pathways and opportunities for DPI programs and products to deliver industry impact.

This branch is made up of the NSW Rural Assistance Authority, Business Development & Innovation, Research Services and Capital Works.

As a specialist administrator of government financial assistance programs including loans, rebates, grants and other ad hoc funding programs, the Rural Assistance Authority (RAA) plays an active role in contributing to farming and rural policies and provides advice to the Minister for Agriculture and Western NSW. The organisation is governed by the Rural Assistance Act 1989 and is a statutory body under the Government Sector Finance Act 2018 (NSW).

Primary purpose of the role

The Farm Manager is accountable for the operational farming activities undertaken across five key properties within the North Coast Cluster. The role involves the strategic management of farming activities so as to:

* demonstrate best practice management techniques,
* facilitate research projects and trials,
* deliver commercial production outcomes
* maintaining a strong connection with local industry partners

Agriculture Research Centre enterprises are diverse and include horticulture, dry land and irrigated cropping and livestock production. The Farm Manager provides an essential link between management, research staff, local office staff, commercial partners and farm operations

# Key accountabilities

* Plan and manage all farm operations including cropping and livestock programs and resource management
* Lead and manage a team of staff and contractors to work in accordance with Departmental standards
* Establish and maintain relationships with stakeholders for the purposes of development and implementation of operational plans
* Utilise farming expertise to guide and inform research and commercial activities
* Develop and oversee farm maintenance and security programs
* Develop and manage farm budgets and records relating to farming operations and provide reports and analysis of operations and activities
* Market farm produce to best advantage
* Comply with work standards according to the level of appointment in the Technical Officer Merit Progression Guidelines

Key challenges

* Balancing competing demands for resource allocation to ensure objectives are achieved
* Tailoring communication to diverse stakeholders
* Balancing the interests of researchers, best practice farming and commercial interests

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Cluster manager | Provide information, reports and analysis on farm operations and activities. In consultation, develop budgets and monitor farm income and expenditure |
| Farm staff | Allocate work and ensure activities are undertaken as planned. Motivate team, provide direction and manage performance |
| Business and Research Operations Branch staff and other Departmental staff | Work collaboratively to achieve business outcomes |
| Researchers | Discuss and coordinate farm plans and activities |
| **External** |  |
| Contractors | Employ and manage contractors to complete specified duties |
| Suppliers, customers, agents | Negotiate the supply, purchase and sale of goods, livestock and produce |

# Role dimensions

## Decision making

* Authorised to make all decisions relating to farm planning, resource allocation and emergency response, within agreed parameters
* Allocates work to farm staff and contractors and monitors progress
* Manages staff, contractor and visitor compliance with WHS legislation

## Reporting line

Manager North Coast

## Direct reports

This role leads a team of ongoing and casual staff

## Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

# Essential requirements

* Qualifications in accordance with Part 2 (xviii) of the Crown Employees (Department of Industry) Technical Staff Award
* Demonstrated experience in cropping and pasture management systems
* Valid driver’s licence

# 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 | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Behave in an honest, ethical and professional way  Build understanding of ethical behaviour  Follow legislation, policies, guidelines and codes of conduct that apply to your role and organisation  Speak out against misconduct and illegal and inappropriate behaviour  Report apparent conflicts of interest | Foundational |
|  | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Recognise the importance of customer service and understanding customer needs  Help customers understand the services that are available  Take responsibility for delivering services that meet customer requirements  Keep customers informed of progress and seek feedback to ensure their needs are met  Show respect, courtesy and fairness when interacting with customers  Recognise that customer service involves both external and internal customers | Foundational |
|  | **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | Take responsibility for own actions  Be aware of delegations and act within authority levels  Be aware of team goals and their impact on work tasks  Follow safe work practices and take reasonable care of own and others’ health and safety  Escalate issues when these are identified  Follow government and organisational record-keeping requirements | Foundational |
|  | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Display familiarity and confidence when applying technology used in role  Comply with records, communication and document control policies  Comply with policies on the acceptable use of technology, including cyber security | Foundational |
|  | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | | Collaborate to set clear performance standards and deadlines in line with established performance development frameworks  Look for ways to develop team capability and recognise and develop individual potential  Be constructive and build on strengths by giving timely and actionable feedback  Identify and act on opportunities to provide coaching and mentoring  Recognise performance issues that need to be addressed and work towards resolving issues  Effectively support and manage team members who are working flexibly and in various locations  Create a safe environment where team members’ diverse backgrounds and cultures are considered and respected  Consider feedback on own management style and reflect on potential areas to improve | 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** |
|  | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Foundational |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Intermediate |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Foundational |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Foundational |
| Work Collaboratively | | Collaborate with others and value their contribution | Foundational |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Foundational |
|  | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Foundational |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Foundational |
| Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Intermediate |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Foundational |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Foundational |
| Project Management | | Understand and apply effective planning, coordination and control methods | Foundational |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Foundational |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Foundational |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Foundational |