

Role Description

Executive Director Fisheries



Department of Primary Industries
and Regional Development

Portfolio	Primary Industries and Regional Development
Department	Department of Primary Industries and Regional Development
Group/Division/Branch	Fisheries and Forestry/Fisheries
Classification/Grade/Band	PSSE Band 2
Senior executive work level standards	Work Contribution Stream: Regulatory/Compliance
ANZSCO Code	111211
PCAT Code	3119192
Date of Approval	October 2024
Agency Website	www.dpird.nsw.gov.au

Agency overview

The Department of Primary Industries and Regional Development (DPIRD) is the department dedicated to growing primary industries and supporting regional economic development to deliver long-term benefits to the state. Our focus is to protect, support, and develop our primary industries, mining sector, and regions.

DPIRD brings together Agriculture and Biosecurity; Fisheries and Forestry; Local Land Services; NSW Resources; Regional Development and Delivery; the Regional Growth NSW Development Corporation; NSW Public Works and Soil Conservation Service. We have nearly 5,000 employees, with almost 80 per cent of us living and working in regional NSW.

The Fisheries Branch, within Fisheries and Forestry Division, is responsible for the sustainable management of fisheries and aquatic resources in NSW. The principal legislative responsibilities are set out in the Fisheries Management Act 1994 and regulations and the Marine Estate Management Act and regulations. The primary objective of the Fisheries Branch revolves around the ecologically sustainable management of our aquatic resources and the economic growth and careful stewardship of the fisheries and aquaculture sectors that are reliant on these naturally renewable resources. The Branch leads fisheries and aquaculture industry development through research, policy and regulatory compliance to foster sustainable and economic commercial, recreational fishing and aquaculture. The Branch also leads the management of Fisheries and inland aquatic environments including the protection of key fish habitats, threatened species, and oversees fish stock conservation. A key responsibility of the role will be to increase the economic benefits of fish and aquatic environments. The role also supports new and emerging markets including blue carbon capture and storage and aquatic biodiversity.

Primary purpose of the role

The Executive Director leads and directs the development and implementation of fisheries strategy, policy, management, education and compliance programs, initiatives and activities. The role leads the promotion and sustainable growth of cultural, commercial, and recreational fishing, and aquaculture while ensuring the protection and enhancement of NSW aquatic resources and environment.

The role is a member of the Fisheries and Forestry Executive Leadership team, participating and contributing to broader Group strategic planning and decision-making, and is also responsible for the

provision of policy, strategic and tactical advice on fishing and aquaculture issues to the Deputy Secretary, Fisheries and Forestry, and the Minister for Primary Industries.

Key accountabilities

- Lead and direct the effective delivery of a portfolio of research, development, advisory and education programs to ensure the sustainability of cultural, commercial and recreational fishing, and aquaculture in NSW.
- Direct the development and implementation of strategies which support the sustainable harvest of fish and conservation of fish stocks, threatened species and endangered ecological communities, protecting key fish habitats and restoration of degraded habitats.
- Lead the development and implementation of frameworks to maximise voluntary compliance and achieve effective deterrence and provide technical advice, developing new processes and procedures to improve policy and regulatory effectiveness
- Direct the effective planning, application, and ongoing evaluation of financial, human, and physical resources, and embed risk management and governance practices and frameworks to achieve effective returns on government's investments.
- Provide strategic direction, goal clarity and professional leadership across a senior executive team delivering programs and outcomes across specialised client and industry groups, achieving consistently appropriate and quality solutions and services; and create an organisational culture within the Fisheries Branch which embraces innovation, knowledge sharing, and continuous improvement, and provide leadership to implementation of strategic change initiatives.
- Act as a principal representative for the Department in engagements and negotiations with key industry stakeholders, community groups, fishing industry groups, and Commonwealth and State agencies, to ensure that the Department's and Government's goals and objectives are delivered.
- Establish and build a proactive network of strategic relationships across key stakeholder groups, other jurisdictions, and partners, to ensure that the Division is abreast of current and emerging issues and trends, including domestic and international best practice, innovative approaches and opportunities to support the achievement of the business objectives.
- Participate and contribute to Fisheries and Forestry Leadership Team planning and decision-making processes, ensuring that appropriate synergies and collaborations are implemented to achieve optimal supports to the Deputy Secretary Fisheries and Forestry.

Key challenges

- Operating in an environment subject to ongoing changes, and undertaking forward planning to ensure strategic decision making is integrated with broader and government objectives.
- Supporting the Minister and Deputy Secretary 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
- Designing and implementing robust change management strategies and an effective communications program to achieve high levels of employee engagement through a period of strategic change.

Key relationships

Internal

Who	Why
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Deputy Secretary Fisheries and Forestry	<ul style="list-style-type: none"> • Providing strategic policy, program and legislative advice and information on a wide range of fishing industry and game industry issues • Developing and contributing to corporate strategy, providing briefings and advice on issues management
Group Executive Leadership Team	<ul style="list-style-type: none"> • Work collaboratively as part of the executive management team, coordinate activities and ensure mutual needs are met
Direct Reports	<ul style="list-style-type: none"> • Ensuring 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

External

Who	Why
State and Federal government agencies, peak industry bodies, key industry stakeholders	<ul style="list-style-type: none"> • Driving policy and legislative changes and compliance within the industry, and representing Group and DPIRD interests
National Committees (specifically AFMF, the marine and Coastal Committee and the National Research Priorities Forum), Game Board	<ul style="list-style-type: none"> • Representing NSW interests, providing expert strategic advice and coordination of activities
Commercial fisheries, fishing industry groups, game industry groups	<ul style="list-style-type: none"> • Providing educative programs informing industry producers on their roles and responsibilities regarding legislative and regulatory compliance. • Providing advice and support with regard to industry development, regional programs, best practice science and research

Ministerial

Who	Why
Minister for Primary Industries	<ul style="list-style-type: none"> • Providing advice and information on legislative, policy and sensitive fish industry issues

Role dimensions

Decision making

- Operates with a high level of autonomy and is fully and directly accountable for advice provided to the Deputy Secretary 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.
- Providing key leadership in policy development, analysis and the development of strategic, regulatory compliance solutions.
- Accountable for advice provided to the Deputy Secretary and Government on proposed courses of action

- Providing high level strategic advice and contribute to complex issue resolution, as a member of the Deputy Secretary's Executive Leadership team, and supporting the provision of advice to the Secretary and to the Minister.
- Ensuring and promoting compliance with all relevant policy, procedures, legislation and regulations

Reporting line

Deputy Secretary Fisheries and Forestry

Direct reports

4 to 5 Direct Reports

Total workforce ~ 350 FTE

Budget/Expenditure

LEC/OPEX/GRANTS/CAPEX ~\$85m

Key knowledge and experience

- Extensive experience and demonstrated track record at senior executive level in the strategic management of a substantial program, programs or functions which involve regular and substantial client, industry and stakeholder engagement with a focus on education, regulation and compliance
- Demonstrated depth and breadth of knowledge and comprehension of current and emerging issues and risks which impact commercial and recreational fishing and aquaculture across NSW.

Essential requirements

- Tertiary qualifications in a public administration, commercial or business-related discipline, or related professional/technical qualification and/or substantial demonstrated equivalent experience

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
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Act with Integrity

Be ethical and professional, and uphold and promote the public sector values

- Champion and model the highest standards of ethical and professional behaviour
- Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations
- Set, communicate and evaluate ethical practices, standards and systems and reinforce their use
- Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports
- Act promptly and visibly to prevent and respond to unethical behaviour

Highly Advanced



Communicate Effectively

Communicate clearly, actively listen to others, and respond with understanding and respect

- Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences
- Speak in a highly articulate and influential manner
- State the facts and explain their implications for the organisation and key stakeholders
- Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations
- Anticipate and address key areas of interest for the audience and adapt style under pressure

Highly Advanced



Work Collaboratively

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

Advanced



Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
- Use sound arguments, strong evidence and expert opinion to influence outcomes
- Determine and communicate the organisation's position and bargaining strategy
- Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution

Highly Advanced



Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement
- Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues
- Identify and evaluate organisation-wide implications when considering proposed solutions to issues
- Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact
- Ensure effective governance systems are in place to guarantee quality analysis, research and reform

Highly Advanced



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



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- 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













- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
- Assist others to address emerging challenges and risks and generate support for change initiatives
- Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them
- Implement structured change management processes to identify and develop responses to cultural barriers

Advanced

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.

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	Highly Advanced
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
 Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
 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	Advanced
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept