

Role Description

Deputy Director General Forestry and Land Reform



Cluster	Regional NSW
Agency	Department of Primary Industries
Division/Division/Unit	DPI Forestry
Location	Orange/Regional NSW
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	111211
PCAT Code	3119192
PSC Date of Approval	July 2020
Agency Website	http://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.

NSW Primary Industries (NSW DPI) within NSW DPIE supports the development of stronger primary industries that create a more prosperous NSW and contributes to a better environment through the sustainable use of natural resources.

The Branch has oversight of DPI Forestry, responsible for the *Plantations and Reafforestation Act 1999*. This Unit is responsible for forestry policy development under the NSW Forestry Industry Roadmap, guided by recognised expertise on forestry science, and provides regulatory services.

Primary purpose of the role

The Deputy Director General Forestry and Land Reform leads the development of policy and legislative programs for DPI Forestry; stewards policies and legislative reforms through government and parliamentary processes and protocols. The role also oversees the delivery of immediate and critical initiatives for forestry and public land management in NSW, and ensures the timely delivery of the Forestry Industry Roadmap and policy to achieve a sustainable forestry industry and regional development outcomes.

Key accountabilities

- Lead forestry and land reforms that will see integration of native forestry practices in NSW across

public and private lands, increase Aboriginal participation in forestry and land management, and develop a framework for a tenure neutral approach to public land management.

- Lead the DPI Forestry Division by directing human and physical resources and assets, implementing organisational change, embedding policy development and review frameworks, and risk management and governance processes
- Oversee the development of strategic evidence-based regulatory policy, planning, economic and stakeholder management advice. Support the Ministers, forest industry advisory groups, the Director General and Secretary to manage the forestry industry forward business strategy and programs.
- Oversee and direct the formulation and implementation of the forestry regulatory framework and promote best practice regulatory capability environments
- Lead the development, review and analysis of comprehensive industry policy and policy proposals, giving consideration to a range of stakeholder views, and reflecting government and ministerial policy directions
- Steward Forestry policy and legislative changes through cabinet and parliamentary processes, influencing and guiding ministerial and executive staff to facilitate the implementation of policy proposals and legislative change, and position the branch as a centre for business case excellence.
- Represent DPI, including DPI Forestry, at industry and government committees and forums on strategic policy and the forestry industry, and take a lead role in developing program content
- Forge and maintain strategic long-term partnerships with key internal and external stakeholders, to engage their support, influence decision making and ensure all perspectives are considered.

Key challenges

- Leading a broad scale and challenging reform program across areas with high levels of community and industry interest and significant economic impact for the state and formulating outcomes based regulatory frameworks for the Ministers' office and NSW Government where the availability of information is limited, there are legislative and legal constraints, and the views of industry and community stakeholders are highly variable and changing.
- Effectively integrating ecological, economic and social data to develop evidence-based policy, landscape level approaches to the development of strategies and programs and ensuring the alignment of policy positions across the Cluster, DPI, and Forestry, as well as reflecting legislative reforms that impact multiple agencies and Clusters.
- Supporting the Minister and Director General while managing matters with high levels of political interest and public visibility, including highly sensitive issues that impact on the community, industry, the economy and the environment.

Key relationships

Who	Why
Ministerial	
Deputy Premier	<ul style="list-style-type: none"> Provide expert briefings on new and emerging issues, negotiate approaches and preferred outcomes and to report on the performance of government policy reform
Minister for Forestry	<ul style="list-style-type: none"> Provide expert briefings on new and emerging issues, negotiate approaches and preferred outcomes and to report on the performance of government policy reform
Internal	
Director General Primary Industry	<ul style="list-style-type: none"> Providing strategic policy, program and legislative advice and information on a wide range of industry issues
Executive within Regional NSW Cluster and DPI	<ul style="list-style-type: none"> Work cohesively as part of the executive management team, coordinate activities and ensure mutual needs are met.
Direct reports	<ul style="list-style-type: none"> Promote shared values and alignment of purpose Act as subject matter expert on policy frameworks and reform, providing strategic policy advice and recommendations to support organisational decisions and initiatives 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
External	
State and Federal government agencies, peak industry bodies, key industry stakeholders	<ul style="list-style-type: none"> Represent the Department in inter-governmental fora. Participate in the coordination of whole-of-government initiatives between key NSW government agencies. Manage effective relationships and establish strategic partnerships and networks with key government agencies. Develop whole-of-government approaches on key issues, negotiate consistent policies and promote the efficient utilisation of resources
National Committees, intergovernmental and international committees and policy forums	<ul style="list-style-type: none"> Represent NSW interests, providing expert strategic advice and coordinate activities
Commercial organisations, industry peak bodies	<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.

Role dimensions

Decision making

- The role operates with a high level of autonomy to develop cross-organizational policy solutions and initiatives and drive the delivery of planning and economic evidenced based advice.
- Human, financial and physical resources under the control of the Group Director can be re-allocated without referral.
- Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.
- Refers to Director General only those decisions that involves a significant change to government policy, changes in the organisational structure of the Division, or which require a higher delegation or approval.

Reporting line

Director General Primary Industry

Direct reports

X Direct reports

Budget/Expenditure

Staff: 40

Budget: \$20m

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
 <p>Personal Attributes</p>	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> Create a culture that encourages and supports openness, persistence and genuine debate around critical issues Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change Raise critical issues and make tough decisions Respond to significant, complex and novel challenges with a high level of resilience and persistence Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations 	Highly Advanced
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> 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
 <p>Relationships</p>	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> 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, 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		processes, policies and programs respond to customer needs	


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business-unit knowledge of 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning 	

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • 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	<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
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> and team level • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> • Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level 	Highly 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.

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept