

Role Description

Manager - Border Compliance Operations



Department of
Primary Industries

Cluster	Regional NSW
Agency	Department of Primary Industries,
Division/Branch/Unit	Biosecurity and Food Safety /Compliance
Location	Wollongbar (or other approved location)
Classification/Grade/Band	Clerk Grade 11/12
Role Family <i>Internal use only</i>	Bespoke / Regulation and Compliance / Lead
ANZSCO Code	511112
PCAT Code	1127292
Date of Approval	January 2021 (updated November 2022)
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 has responsibility 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.

Within NSW DPI, the Biosecurity & Food Safety Division is responsible for effective management and risk minimisation of biosecurity threats to NSW as well as the through-chain regulation of food safety. It delivers a risk based approach to policy and compliance, and provides regional engagement and coordination in response to emergency incidents and natural disasters impacting primary industries and the food sector.

Primary purpose of the role

The Manager - Border Compliance Operations is responsible for the day to day management of specific border biosecurity compliance programs that require audit and inspection arrangements, certification services, targeted compliance operations, and complaint investigations, specific to this unit. The role manages a team responsible for administering compliance with the *Biosecurity Act 2015*, and associated Regulations. The role also has the responsibility for coordinating and undertaking general investigations of potential breaches of the Act.

Key accountabilities

- Lead and manage a broad program of compliance and investigation activities by adequate planning and ensuring that compliance activities meet best practice, achieve government objectives and meet stakeholder and client expectations.
- Develop and implement effective compliance action plans for businesses that are in breach of or likely to breach the regulatory requirements of the Act to educate and promote compliance
- Build and maintain effective relationships with key internal and external stakeholders to facilitate voluntary compliance in line with the legislation and the Biosecurity and Food Safety Compliance Regulatory Framework.
- Establish and promote a service focused culture within the team based on continuous improvement, shared values and teamwork.
- Provide accurate, timely advice, briefs, submissions, reports and recommendations to the Director, Compliance Integrity Systems and other Executive on statutory matters, reviews, complaints and compliance matters/issues to support informed and defensible decision making and minimise potential adverse impacts
- Monitor, manage and review work allocation, workload and workflow to ensure the team is operating efficiently and effectively, meeting their commitments, deadlines and service delivery standards
- Effectively contribute to the strategic direction, decision making processes and business planning activities for the BFS Compliance Unit to facilitate the achievement of its strategic objectives.
- Provide and coordinate team resources and support for emergency preparedness and incident response activities within NSW as required.
- Participate in emergency preparedness and response activities often at short notice. Participate in emergency management training and preparedness exercises as required.

Key challenges

- Balancing limited resources to meet competing stakeholder/client needs and expectations and deal with a high volume of daily issues while at the same time managing to achieve positive cultural change initiatives and effective, efficient process/service delivery.
- Maintaining a detailed and current knowledge of all policy and legislation relevant to the role and appropriately responding to compliance issues, displaying sound judgement, and accurately interpreting and providing detailed advice on these matters given that this information and issues management may be complex, and politically or economically sensitive.

Key relationships

Who	Why
Internal	
Director BFS Compliance Integrity Systems	<ul style="list-style-type: none">• Advise of emerging and or contentious issues and propose solutions• Contribute to developing the strategic direction for the unit.
BFS Compliance Integrity Systems Management team	<ul style="list-style-type: none">• Work as a cohesive team to ensure a rapid response to issues as they arise and to meet overall corporate objectives.

Who	Why
	<ul style="list-style-type: none"> Assist in the development and implementation of appropriate operational plans.
Staff and work teams	<ul style="list-style-type: none"> Inspire, develop and motivate team, provide leadership and clear direction. Provide information and advice about organisational objectives.
External	
Other NSW Government agencies	<ul style="list-style-type: none"> Represent the Compliance Integrity Systems Unit in the business of government.
Industry Stakeholders	<ul style="list-style-type: none"> Maintain networks and partnerships to better understand different perspectives on critical issues.

Role dimensions

Decision making

The role acts with considerable autonomy under the overall direction of the Director and within the constraints of relevant policies and procedures. This role is accountable for the quality of information, advice and services provided.

Reporting line

Reports to Director, Compliance Integrity Systems

Direct reports

TBC

Budget/Expenditure

TBA

Essential requirements

Proven experience in a regulatory environment and/or relevant tertiary qualifications.

Current Class C NSW Driver Licence.

Ability to travel throughout NSW and interstate as required; and work outside normal working hours to achieve outcomes including attending meetings at short notice to deal with a range of issues.

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
	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"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
	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
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced



Communicate Effectively

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

- Tailor communication to diverse audiences
- Clearly explain complex concepts and arguments to individuals and groups
- Create opportunities for others to be heard, listen attentively and encourage them to express their views
- Share information across teams and units to enable informed decision making
- Write fluently in plain English and in a range of styles and formats
- Use contemporary communication channels to share information, engage and interact with diverse audiences

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Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

- Take responsibility for delivering high-quality customer-focused services
- Design processes and policies based on the customer's point of view and needs
- Understand and measure what is important to customers
- Use data and information to monitor and improve customer service delivery
- Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
- Maintain relationships with key customers in area of expertise
- Connect and collaborate with relevant customers within the community

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Influence and Negotiate

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

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

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Think and Solve Problems

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

- 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

Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

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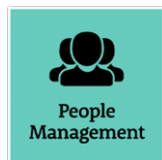
Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy

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- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects



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

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	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	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



Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
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	Intermediate



Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate