

# Role Description

## Leader Water Policy and Planning



Department of  
Primary Industries

Cluster	Regional NSW
Agency	Department of Regional NSW
Group/Division/Branch	DPI Agriculture / Agricultural Resources / Water Planning and Policy
Location	Orange Agricultural Institute
Classification/Grade/Band	PO Grade 6
Role Number	TBA
ANZSCO Code	132511
PCAT Code	2119192
Date of Approval	November 2020
Agency Website	<a href="http://www.dpi.nsw.gov.au">www.dpi.nsw.gov.au</a>

### Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department has 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.

Within NSW DPI, DPI Agriculture leads agricultural industry development through extension, science and research, industry policy and regulatory compliance functions to foster sustainable and economic agricultural industries.

### Primary purpose of the role

The Leader Water Planning and Policy is responsible for leading a statewide research and development team of land management practices regarding water management issues and providing strategic guidance to support sustainable and profitable agricultural industries and the achievement of DPI Agriculture's corporate objectives. The role is also responsible for representing DPI at State and National forums and providing a NSW policy position on a range of water planning and policy committees and working groups.

### Key accountabilities

- Lead a team of Senior Water Planning Officers and research staff to support sustainable and profitable agricultural industries and the achievement of DPI Agriculture's corporate objectives

- Provide strategic technical advice on matters regarding water policy and planning that support the sustainable and productive use of water in NSW agricultural industries and inform decision making
- Represent DPI Agriculture on a range of water planning and policy committees and working groups to ensure sustainable and productive use of water in NSW agricultural industries
- Lead and coordinate work with government, industry and RD&E organizations to: build relationships and processes to respond to water resource management issues; and report on the impact of water policy and legislation on industry profitability and sustainability
- Maintain and provide expertise in agricultural hydrology relevant to the needs of DPI Agriculture, focusing on both rain fed and irrigated farming systems
- Oversight and lead research to evaluate the effect of land use on the changes to water quantity and quality across NSW
- Design, plan, negotiate funding and implement strategic and applied research projects to address priority issues relating to water management
- Prepare and publish research reports and scientific publications regularly in peer reviewed journals to ensure high scientific standards

## Key challenges

- Ensuring the interests of NSW DPI Agriculture, and its clients in government, industry and the community are adequately considered in the development and implementation of national, state, regional and local water resource management programs and policies
- Lead a diverse scientific and geographic team to successfully deliver on key Corporate Plan outcomes
- Establishing relationships and partnerships with key regional organisations and other jurisdictions on priority issues to facilitate informed decisions and responses regarding the sustainable development of the State's resources.

## Key relationships

Who	Why
<b>Internal</b>	
Group Director, Agricultural Resources	<ul style="list-style-type: none"> <li>• Receives guidance from and provide updates on key policy and planning issues and R&amp;D projects</li> <li>• Discuss key policy and planning issues</li> <li>• Discuss research proposal development, progress and outcomes</li> <li>• Escalates issues as appropriate</li> </ul>
Director Soil Wand Water	<ul style="list-style-type: none"> <li>• Discuss R&amp;D priorities, research proposal development, provide updates on key R&amp;D projects, progress and outcomes</li> <li>• Coordinate input from R&amp;D officers into policy and planning advice</li> </ul>
Manager Agricultural Landuse Planning Agricultural Resources	<ul style="list-style-type: none"> <li>• Provide updates on key R&amp;D projects and water policy and planning issues</li> </ul>
Water Policy and Planning Officers	<ul style="list-style-type: none"> <li>• Coordinate and supervise work activities</li> <li>• Planning priority R&amp;D, developing key messages from R&amp;D projects</li> </ul>
Agricultural Resources Branch management team	<ul style="list-style-type: none"> <li>• Attend meetings and contribute to strategic and operational issues within the management team forum</li> </ul>

Who	Why
<b>External</b>	
Colleagues in public sector policy and planning organisations	<ul style="list-style-type: none"> <li>Maintain relationships to ensure collaboration and consideration to the development and implementation of national, state, regional and local water resource management programs, policies and plans</li> </ul>
Colleagues in other research bodies	<ul style="list-style-type: none"> <li>Develop and coordinate new collaborative R&amp;D projects and develop new technologies</li> </ul>
Research Investors	<ul style="list-style-type: none"> <li>Communicate progress, milestones and results and develop new projects that meet industry and DPI Agriculture needs</li> </ul>

## Role dimensions

### Decision making

- Works with a high degree of autonomy
- Develops their work priorities in partnership with Group Director Agricultural Resources
- Prepares position papers on agricultural water policy to inform the Executive and State & National forums
- Leads the Water and Irrigation Unit team and policy and planning activities
- Independently conducts industry activities, coordinates relevant activities with other staff and units
- Initiates, designs and delivers research and development projects and provides technical briefings and recommendations
- Consults on initiatives across units, branches or divisions

### Reporting line

Group Director Agricultural Resources

### Direct reports

The position supervises two (2) Policy and Planning Officers and may supervise technical and casual staff as required.

### Budget/Expenditure

Authorization for expenditure of allocated project budget resources under applicable Departmental delegation.

### Essential requirements

- Degree in agricultural science or other relevant discipline in accordance with the Crown Employees (Department of Trade & Investment) Professional Officers Award
- Valid driver's license

### 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.

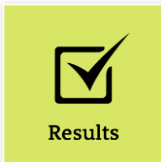
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## 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
 <b>Personal Attributes</b>	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>Monitor ethical practices, standards and systems and reinforce their use</li> <li>Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
	 <b>Relationships</b>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>Take responsibility for delivering high-quality customer-focused services</li> <li>Design processes and policies based on the customer's point of view and needs</li> <li>Understand and measure what is important to customers</li> <li>Use data and information to monitor and improve customer service delivery</li> <li>Find opportunities to cooperate with internal and</li> </ul>	Adept

		external stakeholders to improve outcomes for customers	
		<ul style="list-style-type: none"><li>• Maintain relationships with key customers in area of expertise</li><li>• Connect and collaborate with relevant customers within the community</li></ul>	
	<b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"><li>• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li><li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li><li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li><li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li><li>• Evaluate outcomes and adjust future plans accordingly</li></ul>	Adept
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"><li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li><li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li><li>• Take account of the wider business context when considering options to resolve issues</li><li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li><li>• Implement systems and processes that are underpinned by high-quality research and analysis</li><li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li><li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li></ul>	Advanced
	<b>Demonstrate Accountability</b> Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"><li>• Assess work outcomes and identify and share learnings to inform future actions</li><li>• Ensure that own actions and those of others are focused on achieving organisational outcomes</li><li>• Exercise delegations responsibly</li><li>• Understand and apply high standards of financial probity with public monies and other resources</li><li>• Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety</li></ul>	Adept






		<ul style="list-style-type: none"> <li>• Conduct and report on quality control audits</li> <li>• Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks</li> </ul>	
	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion 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 impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</li> </ul>	Advanced
	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on team performance in line with established performance development frameworks</li> </ul>	Adept

## 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
 <b>Personal Attributes</b>	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 <b>Relationships</b>	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 <b>Results</b>	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	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
 <b>People Management</b>	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