

# Role Description

## Area Manager

Role Description Fields	Details
Cluster	Regional NSW
Department/Agency	Department of Regional NSW
Division/Branch/Unit	Soil Conservation Service
Classification/Grade/Band	Departmental Officer Grade 12
ANZSCO Code	139912
PCAT Code	1119192
Date of Approval	July 2019 (November 23)
Agency Website	<a href="http://www.scs.nsw.gov.au">www.scs.nsw.gov.au</a>

### 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 Soil Conservation Service is part of the Department of Regional NSW and supports local, state and commonwealth government agencies to build and rehabilitate the Australian environment by providing specialist end-to-end services in environmental consulting, conservation earthworks, program management, project delivery and support services.

### Primary purpose of the role

The Area Manager leads a team providing specialist environmental consulting and project delivery services in soil and natural resource management to a diverse range of clients across one of four areas. The role leads operational management, business development and client relationships and monitors business performance against identified key performance indicators. The role must ensure a strong focus on WHS and lead and develop staff to deliver high quality client services.

### Key accountabilities

- Lead operational management and oversee client service delivery to provide high quality consultancy and project management services to assist clients in effective soil and natural resource management
- Develop and implement high level WHS, governance and risk arrangements to support the delivery of projects
- Build and maintain relationships and negotiate contracts and partnerships with clients, industry, government and other stakeholders to implement SCS strategy, increase business opportunities and enhance the reputation of the SCS

- Embed the effective use of the SCS integrated management system to ensure the business has a high level of quality and probity around all activities
- Build and maintain a wide knowledge and technical understanding of the technical dimensions of a specialist environmental consulting business
- Lead and develop staff and provide direction to encourage continuing professional development and a culture where staff are committed to the commercial success of the business
- Collaborate with colleagues within the SCS to optimise the allocation of resources across all projects and advise the General Manager of significant issues on a timely basis

## Key challenges

- Ensuring sustained commercial viability and growth, which demands a high level of efficiency, flexibility, monitoring and adjustment to optimise income and contain costs
- Operating as a commercial consultancy within a government agency, including meeting reporting, accountability, governance and competitive neutrality requirements which impart challenges not usually experienced by commercial consultancy services
- The implementation and embedding of strategic objectives including positioning the business as a high quality, specialist integrated environmental consultancy operating under an accredited integrated management system

## Key relationships

### Internal

Who	Why
General Manager, SCS	<ul style="list-style-type: none"> <li>• Provide financial and business performance advice</li> <li>• Collaborate on strategy, business planning and commercial opportunities</li> <li>• Advise of business risks and solutions</li> </ul>
Managers & Coordinators	<ul style="list-style-type: none"> <li>• Collaborate on the allocation of resources to deliver efficiencies in service delivery</li> <li>• Provide technical advice, lessons learnt and solutions</li> <li>• Contribute to business leadership within the SCS leadership team</li> </ul>
Staff and work teams	<ul style="list-style-type: none"> <li>• Provide guidance on integrated management system and quality, monitor performance and assist in prioritising competing project delivery</li> <li>• Provide technical advice and guidance</li> <li>• Providing feedback to teams on progress against business targets and undertaking corrective actions as necessary</li> </ul>
Within Industry	<ul style="list-style-type: none"> <li>• The role has contact with a wide range of senior staff both as clients and as business enablers, there is a need to negotiate service agreements, budgets and delivery timeframes</li> </ul>

## External

Who	Why
Other NSW government agencies	<ul style="list-style-type: none"><li>• Provide technical input and advice in policy and industry standards development</li><li>• When engaged as a client, provide a high level of service</li><li>• Identify opportunities where collaboration and reduction of red tape can assist in the achievement of government targets</li></ul>
Commercial clients	<ul style="list-style-type: none"><li>• Delivery of projects on time, on budget and to a high quality</li><li>• Seek regular feedback from clients and use this to improve systems, processes and staff development</li><li>• Provision of specialist, industry leading commercial services that are cost effective and of environmental and social benefit</li></ul>
Industry, service providers and other stakeholders	<ul style="list-style-type: none"><li>• Build business partnerships and networks with key industry and government stakeholders and clients to promote SCS and industry best practice</li><li>• Ensure all engagements of contractors and service providers are in accordance with policy and subject to a high level of probity</li><li>• Maintain a watching brief on new technology and best practice to ensure that SCS is the leader in its field</li></ul>

## Role dimensions

### Decision making

- Operates with a high level of autonomy and is fully and directly accountable for meeting business planning targets and for advice provided to the General Manager
- Directs project delivery, re-prioritising human, financial and physical resources under the control of the manager to meet changed circumstances and key project deliverables without referral
- Refers to the General Manager decisions that involve significant commercial risk, changes to strategy, the integrated management system, organisational structure or require higher delegation

### Reporting line

General Manager, Soil Conservation Service.

### Direct reports

Varies across areas from 4 to 6 direct reports

### Budget/Expenditure

Financial delegation for expenditure of \$30,000.

## Essential requirements

- Tertiary qualifications in a relevant field and/or equivalent experience; with well-developed practical experience in soil conservation and natural resource management principles and practices
- Demonstrated history of successful natural resource management/environmental project management and delivery in a commercial environment
- Current NSW Driver Licence and willingness to travel

## 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>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"><li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li><li>• Act professionally and support a culture of integrity</li><li>• Identify and explain ethical issues and set an example for others to follow</li><li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li><li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li></ul>	Adept



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**Commit to Customer Service**

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

- 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, processes, policies and programs respond to customer needs

Advanced



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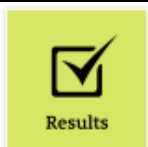
**Deliver Results**

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced

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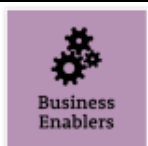
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**Demonstrate Accountability**

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

Adept



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**Procurement and Contract Management**

Understand and apply procurement processes to ensure effective purchasing and contract performance

- Ensure that employees and contractors apply government and organisational procurement and contract management policies
- Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions
- Promote effective risk management in procurement
- Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes
- Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors

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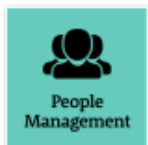
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**Project Management**  
Understand and apply effective planning, coordination and control methods

- 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

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**Manage and Develop People**  
Engage and motivate staff, and develop capability and potential in others














- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks

Adept

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## 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	Adept
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept