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| **Cluster** | Regional NSW |
| **Agency** | Department of Regional NSW |
| **Division/Branch/Unit** | DPI/ Agriculture  |
| **Location** | EMAI, Menangle |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | 50026114 |
| **ANZSCO Code** | 149913 |
| **PCAT Code** | 1152292 |
| **Date of Approval** | 10 April 2017 (updated April 2021) |
| **Agency Website** | www.dpi.nsw.gov.au |

Agency overview

The Department of Regional NSW (DRNSW) 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.

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 Divisions of Biosecurity and Food Safety (BFS) and Agriculture (DPI Ag) lead agricultural industry development through extension, science and research, industry policy and regulatory compliance functions to foster sustainable, biosecure and economic agricultural industries; and provides access to financial loans and grants through the Rural Assistance Authority (RAA).

Primary purpose of the role

This role leads a group of internal and external professional maintenance personnel to effectively maintain the site's biosecurity and other facilities to required levels to ensure ongoing accreditation. This role will initiate and manage facility management operating systems and programs to ensure continued reliable and compliant operation.

This role is responsible for the management and engagement of maintenance contractors to ensure agreed program targets and standards are met and manages all site maintenance contracts through the maintenance team, ensuring effective and efficient maintenance of plant and equipment occurs in a timely and financially responsible manner.

# Key accountabilities

* Prepare, implement and monitor building and site infrastructure maintenance plans
* Manage the maintenance budget to ensure operation is within allocations and any discrepancies are identified and addressed in a timely manner
* Design, implement and manage a contractor management system to ensure effective service delivery, quality control and timeliness of work performed
* Lead a small maintenance team, and train, monitor and mentor staff to ensure all staff are informed of legislative changes, building codes, Department of Agriculture, Water and Environment (DAWE) compliance codes related to biological containment (e.g. BC2, BC3), and relevant Standards
* Prepare and manage site administrative/maintenance contracts in consultation with Manager EMAI
* Manage assets and process financial data, including preparation of tender documents and undertake procurement actions in compliance with prescribed NSW Government Procurement and Tendering guidelines for maintenance and capital works programs
* Manage relocations and refurbishments in conjunction with the Manager EMAI, to maximise allocation and utilisation of available space
* Develop long term maintenance strategies and guidelines for the ongoing maintenance and maintenance management at EMAI.

Key challenges

* Managing expectations and balancing competing demands for resource allocation to ensure all maintenance objectives are met
* Communicating effectively with a diverse range of stakeholders including senior Departmental management, research management, contractors and maintenance staff and responding to any requests in a timely fashion.
* Developing a culture of rigorous financial and maintenance management planning by support staff and clients across the site.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Manager  | * Provide support, information, reports and analysis on all aspects of preventative, corrective and major periodic maintenance programs.
* In consultation, develop budgets, and monitor contracts and maintenance expenditure.
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| Maintenance staff | * Provide advice and guidance and plan and monitor work programs to ensure activities are undertaken as planned.
* Motivate maintenance team, provide direction and manage performance.
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| Business and Research Operations Branch staff and other Departmental staff | * Build a successful maintenance team that is competent and responsive in a highly regulated, high pressure environment.
* Focus on the financial and business planning aspects of the maintenance team.
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| Researchers, tenants and other key staff on site | * Meet with, inform, discuss and coordinate site maintenance activities to maximise service performance with minimal disruption to other site activities.
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| **External** |  |
| Contractors | * Consult with, engage and manage contractors to complete specified duties in required timeframes and under required conditions.
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| Local council and other statutory authority representatives | * Ensure maintenance programs comply with legislation and accreditation standards.
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# Role dimensions

## Decision making

Authorised, in consultation with the Manager EMAI, to make all decisions relating to infrastructure maintenance and maintenance management systems, within agreed parameters. Allocates work to maintenance team members and contractors and monitors progress.

Manage all aspects of site maintenance personnel, including external contractors to ensure compliance with WHS and other related legislation and regulations.

## Reporting line

Manager

## Direct reports

This role leads a small team of maintenance personnel, including Maintenance Manager and Operational Staff.

## Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 |
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| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
|  | **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 experienceEnsure systems are in place to capture customer service insights to improve servicesInitiate and develop partnerships with customers to define and evaluate service performance outcomesPromote and manage alliances within the organisation and across the public, private and community sectorsLiaise with senior stakeholders on key issues and provide expert and influential adviceIdentify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approachesEnsure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
| **Work Collaboratively**Collaborate with others and value their contribution | Encourage a culture that recognises the value of collaborationBuild cooperation and overcome barriers to information sharing and communication across teams and unitsShare lessons learned across teams and unitsIdentify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to workActively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|  | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomesMake sure staff understand expected goals and acknowledge staff success in achieving theseIdentify resource needs and ensure goals are achieved within set budgets and deadlinesUse business data to evaluate outcomes and inform continuous improvementIdentify priorities that need to change and ensure the allocation of resources meets new business needsEnsure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| **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 actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **Project Management**Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependenciesAccess key subject-matter experts’ knowledge to inform project plans and directionsDesign and implement effective stakeholder engagement and communications strategies for all project stagesMonitor project completion and implement effective and rigorous project evaluation methodologies to inform future planningDevelop effective strategies to remedy variances from project plans and minimise impactManage transitions between project stages and ensure that changes are consistent with organisational goalsParticipate in governance processes such as project steering groups | Advanced |
|  | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | Collaborate to set clear performance standards and deadlines in line with established performance development frameworksLook for ways to develop team capability and recognise and develop individual potentialBe constructive and build on strengths by giving timely and actionable feedbackIdentify and act on opportunities to provide coaching and mentoringRecognise performance issues that need to be addressed and work towards resolving issuesEffectively support and manage team members who are working flexibly and in various locationsCreate a safe environment where team members’ diverse backgrounds and cultures are considered and respectedConsider feedback on own management style and reflect on potential areas to improve | Intermediate |
| **Optimise Business Outcomes**Manage people and resources effectively to achieve public value | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectivesAllocate resources to ensure the achievement of business outcomes and contribute to wider workforce planningWhen planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiencesEnsure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector contextMonitor performance against standards and take timely corrective actionsKeep others informed about progress and performance outcomes | 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | 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 |
|  | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
|  | 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 | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |