# Role Description
# Director Research Services

| Cluster | Regional NSW |
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| Agency | Department of Regional NSW |
| Group/Division/Branch | DPI / Infrastructure, Investment & Business Development |
| Location | Orange |
| Classification/Grade/Band | Band 1 |
| Senior Executive Work Level Standards | Work Contribution Stream: Service/Operational Delivery |
| ANZSCO Code | 139999 |
| PCAT Code | 2119192 |
| PSC Date of Approval | November 2020 (Updated May 2021) |
| 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 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, as Department of Primary Industries (DPI), supports the development of profitable primary industries that create a more prosperous NSW and contribute to a better environment through sustainable use of natural resources.

DPI Infrastructure, Investment & Business Development Branch is focused on maximising the Department's portfolio of commercial activities and infrastructure, as well as building new commercialisation pathways and opportunities for DPI, its people and projects by focusing on the Department's external interface with customers and communities, alignment of strategic priorities and investment and formation of strong business partnerships.

## Primary purpose of the role

The role leads and manages research facilities, laboratories and farm operations to support the delivery of DPI programs including Research and Development services. The role embeds effective business principles that maximise the government's investment in infrastructure and delivers quality services to clients.

## Key accountabilities

- Lead and manage the operations, assets and the human resources of DPI research facilities, laboratories, research stations and farm operations to ensure they meet core objectives of WHS, customer service, efficiency.
- Align the dpi Research Services Government resources Efficiency Policy (GREP) and effectively manage physical assets in accordance with property Asset Utilisation Taskforce (PAUT) requirements

- Lead and direct operational business analysis and system improvements including planning, costings, revenue generation and
- Develop and implement sound governance arrangements in relation to business systems and the delivery of commercial services to clients both internally and externally.
- Build and maintain a wide knowledge and understanding of the DPI business environment and apply commercial expertise including concepts, processes and strategies to achieve business objectives and contribute to the success of DPI including strong engagement with rural and regional communities
- Build strategic level partnerships within DPI and Regional NSW and where required industry and other stakeholders to secure their involvement and support in the development and delivery of DPI programs
- Analyse threats and opportunities, briefing the DDG Infrastructure, Investment & Business Development and the DG DPI and on occasion the Minister on current and developing issues, and the operational readiness research station operations across NSW
- In collaboration with the Office of the Director General, ensure consistency in DPI wide WHS operational plans and targeted WHS improvements.

## Key challenges

- Managing the expectations of a wide range of industry clients where there are conflicting priorities and expectations and resolving contentious issues within tight timeframes
- Maintain high levels of service delivery and sound commercial performance from assts to support long-term economic sustainability.
- Leading diverse remote teams through DPI changes and improvements, to improve and streamline service delivery, including human resource management, physical resources, risk management and governance and reporting.

## Key relationships

| Who | Why |
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| **Ministerial** | |
| Minister and Ministerial Office | • To provide expert briefings on new and emerging issues, negotiate approaches and preferred outcomes and report on the performance of government programs |
| **Internal** | |
| Director General, Deputy Director General | • Ensure an integrated organisational approach to corporate strategy, initiatives and issues<br>• Provide briefings and seek direction with regard to emergency management situations |
| Group Directors & Directors | • Collaborate on strategic development and business planning and to monitor organisational performance.<br>• Advise of emerging and or contentious issues and solutions |
| Staff and work teams | • Inspire and motivate team, provide leadership and clear direction and build manager performance<br>• Provide information and advice about organisational objectives, policies and procedures |

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| | • Drive effective and efficient service delivery and client engagement |
| **External** | |
| Other NSW government agencies | • Represent the Department in the business of government. |
| Other jurisdictions | • Represent DPI and interests and to promote, support and coordinate activities.<br>• Negotiate harmonised operations between states and resource sharing |
| Industry and other stakeholders | • Maintain networks and partnerships; present and test policy proposals; build ownership and capacity; and to better understand different perspectives on critical issues. |

## Role dimensions

### Decision making

The role operates with autonomy to deliver services and to change priorities within approved business plans. Human, financial and physical resources under the control of the Director can be re-allocated without referral. Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.

### Reporting line

Deputy Director General Infrastructure, Investment & Business Development

### Direct reports

8 Direct reports

200 indirect reports

### Budget/Expenditure

Opex: $24m
Revenue: $20m
Asset - $290m

## Essential requirements

Tertiary qualifications or equivalent experience in leading a large operational agency with a strong commercial and client focused culture.

## 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**.

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## 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** |
| Personal Attributes | **Act with Integrity**<br>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 so<br>• Act professionally and support a culture of integrity<br>• Identify and explain ethical issues and set an example for others to follow<br>• Ensure that others are aware of and understand the legislation and policy framework within which they operate<br>• Act to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| Relationships | **Communicate Effectively**<br>Communicate clearly, actively listen to others, and respond with understanding and respect | • Present with credibility, engage diverse audiences and test levels of understanding<br>• Translate technical and complex information clearly and concisely for diverse audiences<br>• Create opportunities for others to contribute to discussion and debate<br>• Contribute to and promote information sharing across the organisation<br>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints<br>• Explore creative ways to engage diverse audiences and communicate information<br>• Adjust style and approach to optimise outcomes<br>• Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| | **Influence and Negotiate**<br>Gain consensus and commitment from others, and resolve issues and conflicts | • Influence others with a fair and considered approach and present persuasive counter-arguments<br>• Work towards mutually beneficial 'win-win' outcomes<br>• Show sensitivity and understanding in resolving acute and complex conflicts and differences<br>• Identify key stakeholders and gain their support in advance | Advanced |

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| | | • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise<br>• Anticipate and minimise conflict within the organisation and with external stakeholders | |
| **Results** | **Plan and Prioritise**<br>Plan to achieve priority outcomes and respond flexibly to changing circumstances | • Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff<br>• Influence the organisation's current and potential future role within government and the community, and plan appropriately<br>• Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning<br>• Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes<br>• Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government | Highly Advanced |
| | **Think and Solve Problems**<br>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<br>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others<br>• Take account of the wider business context when considering options to resolve issues<br>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements<br>• Implement systems and processes that are underpinned by high-quality research and analysis<br>• Look for opportunities to design innovative solutions to meet user needs and service demands<br>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| **Business Enablers** | **Project Management**<br>Understand and apply effective planning, coordination and control methods | • Ensure there are systems and effective governance processes in place for project management<br>• Make decisions on accepting projects based on business cases | Highly Advanced |

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| | | • Use the historical, political and broader context to inform project directions and mitigate risk<br>• Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication<br>• Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances<br>• Drive the changes required to realise the business benefits of the project<br>• Ensure that project management decisions consider interdependencies between projects | |
| People Management | **Manage and Develop People**<br>Engage and motivate staff, and develop capability and potential in others | • Refine roles and responsibilities over time to achieve better business outcomes<br>• Recognise talent, develop team capability and undertake succession planning<br>• Coach and mentor staff and encourage professional development and continuous learning<br>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation<br>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives | Advanced |
| | **Inspire Direction and Purpose**<br>Communicate goals, priorities and vision, and recognise achievements | Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value<br>• Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these<br>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes<br>• Create opportunities for recognising and celebrating high performance at the individual and team level<br>• Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges | Advanced |
| Finance | **Management Accounting**<br>Provide high quality analysis and evaluation of financial and operational performance to | • Identify internal and relevant external data sources, providing appropriate inputs, financial and non-financial, to assist strategy formation | Level 4 |

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| | inform management decisions, and to underpin effective budget formulation, forecasting and projections | • Assess the impact of funding allocations on budget management and organisational capability<br>• Monitor, analyse and evaluate trends and financial implications of alternative business strategies, and cash flow, working capital and financing implications of specific projects<br>• Monitor, evaluate and report on environmental factors that impact corporate decision making processes<br>• Analyse overall organisational financial information, deviations from plan and trends to inform strategic business planning activities<br>• Guide budget formation and use strategic financial information and analysis to test and support internal and external stakeholders |
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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.

| COMPLEMENTARY CAPABILITIES | | | |
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| **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 | Advanced |
| | 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 | Adept |
| Relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| | 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 | Advanced |
| | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| | 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 |

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| **Business Enablers** | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| **People Management** | 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 | Adept |