

Role Description

Executive Director

Soil Conservation Service



Regional
NSW

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Soil Conservation Service
Location	Negotiable in an office in the relevant region
Classification/Grade/Band	Senior Executive Band 2
Role Family	Work Contribution Stream: Agency Head
ANZSCO Code	139912
PCAT Code	1119192
Date of Approval	September 2023 (updated from October 2020)
Agency Website	www.scs.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.

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 Executive Director Soil Conservation Service drives the strategic direction, viability and success of a commercial consulting business which provides services in environmental consulting, conservation earthworks, program management and project delivery. The role leads corporate and marketing strategy development and implementation, business development and client engagement activity and assists in the delivery of strategic projects. The role must ensure a strong focus on delivering best in class quality, safety and environment practices and people management functions for the Service.

Key accountabilities

- Provide strategic leadership and guidance for SCS and contribute to leadership and effective governance as a participant in key and crucial planning and decision-making processes ensuring that operational and service delivery influences and impacts are considered.
- Ensure that SCS is commercially viable, delivers sustainable profits for DRNSW, and contributes to Regional Precincts Group strategic objectives.
- Work with the Regional Precincts Group Senior Executive Team to develop commercial opportunities that leverage and attract internal partnerships and external funding.
- Drive the achievement of commercial and organisational goals for SCS through strategic and business planning, growing business and consultancy opportunities, embedding effective systems, monitoring and reporting.
- Develop and implement industry best practice quality, safety, environment, project, procurement, governance and risk arrangements to ensure the delivery of consultancy projects that assist customers achieve desired outcomes; encouraging a culture which values and rewards continuous improvement.
- Lead quality, safety and environment culture change, strategy and policy development and implementation across SCS which continually improves performance for customers, stakeholders and SCS.
- Build and maintain a wide knowledge and understanding of key technical dimensions of erosion and sediment control, soil and water testing, land assessment, farm water supply, rehabilitation and re-vegetation techniques to assist clients in developing their business.
- Build business partnerships and networks with industry, government and other stakeholders to grow the business and secure their involvement and build the reputation of the SCS as a premier provider of soils, environmental and natural resource consultancy services.

Key challenges

- Operating as a commercial entity to deliver ambitious corporate targets and quality, safety and environment outcomes across SCS and DRNSW. This includes sustainable revenue and profit growth within a Government environment, and in challenging and variable market conditions. This demands a high level of efficiency, flexibility, monitoring and adjustment to optimise income, contain costs and ensure projects and programs are delivered on time, on budget and to specification.

Key relationships

Who	Why
Internal	
Deputy Secretary	<ul style="list-style-type: none"> • Provide financial and business performance advice on Soil Conservation Service that influences decisions made. • Collaborate on strategic plans and business development for DRNSW (including SCS) and to monitor organisational performance. • Contribution to industry best practice safety and wellbeing across DRNSW. • Promote shared values and alignment of purpose within DRNSW.
DRNSW Executive Team	<ul style="list-style-type: none"> • Collaborate on partnership and strategic development and business planning and to deliver efficiencies in service delivery. • Provide expert policy advice and liaise to formulate advice/policy. • Drive WHS culture change and best practice delivery across DRNSW and SCS.

Who	Why
	<ul style="list-style-type: none"> • Cost savings and revenue generation from best practice operations and business development. • Contribute to business leadership within the DRNSW Executive Team.
External	
Industry, clients, service providers, and other stakeholders	<ul style="list-style-type: none"> • Build strong and sustainable business partnerships and networks with key industry and government stakeholders and customers to promote commercial services and compete for new business. • Review / analyse and negotiate partnerships, contracts and agreements. • Negotiate and partner with new and existing customers to understand their needs and build relationships and business. • Coordinate with other State Government Departments and share information to resolve problems.

Role dimensions

Decision making

- Operates with a high level of autonomy and is fully and directly accountable for advice provided to the Deputy Secretary, government and customers, requiring sound judgment.
- Develops programs to drive the delivery of services and can re-prioritise and reallocate human, financial and physical resources under the control of self to meet changed circumstances and key outcomes without referral.
- Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.
- Leads strategic WHS, procurement and business development across DRNSW in a collaborative and consultative manner.
- Refers to the Deputy Secretary decisions that involves a significant change to strategy or policy, changes in the organisational structure of the Branch, or which require a higher delegation or approval.

Reporting line

Deputy Secretary, Regional Precincts Group.

Direct reports

6 direct reports (TBC)

Budget/Expenditure

Responsible for generating revenue of \$70-85M Expenditure \$65-75M.

Essential requirements

- Tertiary qualifications in resource management, engineering and/or business management or equivalent industry experience, with an understanding of natural resource management, ideally related to soil and water conservation.
- Extensive background in successfully managing a commercial operation in the public, private or NFP sector, including the management of substantial projects and contracts with an appreciation of issues relating to rural and regional NSW.
- This role requires regular travel to Sydney and regional areas.

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.

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	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

Capability group/sets	Capability name	Behavioural indicators	Level
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes 	Highly Advanced
 Results	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning 	Advanced



Capability group/sets	Capability name	Behavioural indicators	Level
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> • Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning. 	Advanced
	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner. 	Advanced
	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects. 	Highly Advanced









Capability group/sets	Capability name	Behavioural indicators	Level
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> 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
 People Management	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges. 	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.

Capability group/sets	Capability name	Description	Level
 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

Capability group/sets	Capability name	Description	Level
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Highly Advanced
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept