

Role Description

Program Leader Farms of the Future



Department of
Primary Industries

Cluster	Regional NSW
Agency	Department of Primary Industries
Division/Branch/Unit	DPI / Agriculture / Livestock Systems / Climate
Location	Armidale, Dubbo, Queanbeyan or Coffs Harbour
Classification/Grade/Band	Professional Officer Grade 6
ANZSCO Code	132511
PCAT Code	2119192
Date of Approval	July 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) is a division of DRNSW and 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, Agriculture (DPI Ag) 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

Reporting to the Director of Climate, the Program Leader and is responsible for managing and coordinating the implementation of the NSW Government \$46.926 million Farms of the Future (FoF2) program. This role will manage the implementation team of up to 10 staff and work collaboratively with the Department of Regional New South Wales as part of the Regional Digital Connectivity Program.

Key accountabilities

- Design and lead the successful delivery of the FoF2 program, providing expert advice on the current and emerging issues as they pertain to the agricultural industry
- Provide strategic leadership to accelerate development of the digital agriculture industry in NSW
- Develop and manage a high performing team to successfully deliver the FoF2 program

- Build and maintain collaborative relationships across NSW DPI, DRNSW, other government agencies and with key stakeholders to deliver program objectives
- Provide effective oversight of FoF2 program to ensure appropriate project, contract and financial management is achieved
- Develop and maintain key relationships with industry, including formal and informal partnerships, to ensure the successful implementation of the FoF2 program
- Measure and evaluate program and project effectiveness and provide regular detailed reports on its impact

Key challenges

- Building and managing a team to deliver a complex Government program
- Working collaboratively across Government agencies and managing industry stakeholders with conflicting demands and agendas
- Delivery of the program outcomes on time and within budget

Key relationships

Who	Why
Internal	
Director, Climate	<ul style="list-style-type: none"> • Collaborate on strategic prioritisation and monitor program performance • Contribute to the formulation of advice and policy • Advise of emerging and/or contentious issues and possible solutions
Directors and Leaders in DPI Agriculture	<ul style="list-style-type: none"> • Actively builds collaboration networks and cross department/ government linkages for new research and development opportunities • Provide expert advice on the impact of digital agriculture and FoF2 to other DPI programmes
Leader, Climate Applications	<ul style="list-style-type: none"> • Collaborate with the Leader Climate Applications to ensure effective program management • Collaborates with the Leader Climate Applications on the applications of research findings and the development of products that improve the management of climate variability and climate change in agriculture
Staff and work teams	<ul style="list-style-type: none"> • Inspire and motivate staff, provide leadership and clear direction and build team performance • Provide information and advice about organisational objectives, policies and procedures
DRNSW RDC (Farms) Program Lead	<ul style="list-style-type: none"> • Work collaboratively on program design, implementation and Governance. • Report project progress, outcomes and evaluations.
External	
Emerging Digital Agriculture Industry	<ul style="list-style-type: none"> • Development and maintenance of networks and partnerships • Development of collaborative and contracted projects • Liaise with universities and other providers

Role dimensions

Decision making

- Has autonomy to plan and organise own work and work plans and the resources of the team
- Approves operational expenditure within delegation and budget as assigned
- Consults with the unit Director on staff performance issues and welfare

Reporting line

Director Climate

Direct reports

The role leads a team of up to 10 direct reports, and additional project-based casual staff.

Budget/Expenditure

Authorisation for expenditure under applicable Departmental financial delegation.

Essential requirements

- Degree or post-graduate qualifications in climate, agriculture or science-based disciplines
- Current NSW Driver License and the ability 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
 <p>Personal Attributes</p>	<p>Act with Integrity</p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<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
 <p>Relationships</p>	<p>Commit to Customer Service</p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> • 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
	<p>Work Collaboratively</p> <p>Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced



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 outcomes
- Make sure staff understand expected goals and acknowledge staff success in achieving these
- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement
- Identify priorities that need to change and ensure the allocation of resources meets new business needs
- Ensure that the financial implications of changed priorities are explicit and budgeted for

Adept

Think and Solve Problems

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
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

Advanced

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



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



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

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Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements


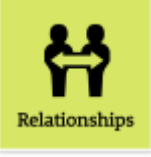



- Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders
- Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
- Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders
- Work to remove barriers to achieving goals

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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			
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	Intermediate
	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
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	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
 Business Enablers	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
 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	Intermediate