

# Role Description

## Director Aquaculture



Department of Primary Industries  
and Regional Development

<b>Portfolio</b>	Primary Industries & Regional Development
<b>Agency</b>	Department Primary Industries & Regional Development
<b>Group/Division/Branch</b>	Fisheries & Forestry / Fisheries/Aquaculture
<b>Classification/Grade/Band</b>	Band 1
<b>Senior Executive Work Level Standards</b>	Work Contribution Stream: Professional / Technical / Specialist
<b>ANZSCO Code</b>	139912
<b>PCAT Code</b>	1119192
<b>PSC Date of Approval</b>	November 2024
<b>Agency Website</b>	<a href="http://www.dpird.nsw.gov.au">www.dpird.nsw.gov.au</a>

### Agency overview

The Department of Primary Industries and Regional Development (DPIRD) is the department dedicated to growing primary industries and supporting regional economic development to deliver long term benefits to the state. Our focus is to protect, support and develop our primary industries, mining sector, and regions.

DPIRD brings together Agriculture and Biosecurity; Fisheries and Forestry; Local Land Services; NSW Resources; Regional Development and Delivery; the Regional Growth NSW Development Corporation; NSW Public Works and Soil Conservation Service.

We have nearly 5,000 employees, with almost 80 per cent of us living and working in regional NSW.

The Fisheries & Forestry Division is responsible for the sustainable management of fisheries, aquatic and forestry resources in NSW, delivery of regulatory services, extension and advice, along with research and policy and legislative reforms.

### Primary purpose of the role

Lead the Aquaculture Branch in delivering management, regulatory, policy and research programs to support and inform aquaculture to promote the ecologically sustainable development and equitable distribution and allocation of the state's publicly owned aquaculture resources. Lead the development of ecologically sustainable and economically viable commercial land based and marine aquaculture.

### Key accountabilities

- Lead the Department's input and advice to significant regulatory reforms impacting aquaculture, and the development and implementation of aquaculture farming reform projects
- Lead the development of policies and strategies to support the sustainable growth of marine and land based aquaculture and to foster investment in the NSW aquaculture industry.
- Drive innovation in research and development activities to support the growth of aquaculture, in alignment with the priorities of Government, industry and community.
- Participate in strategic business planning, identifying policy review and development priorities and resources to support and direct program and Fisheries objectives and outcomes

- Lead the development and maintenance of strong productive relationships with relevant community and stakeholder groups, peak stakeholder bodies and other industry stakeholders to ensure a clear understanding of government direction
- Brief the Executive team to ensure that the Government is aware of developments and issues in relation to aquaculture
- Manage financial resources to operate within budget and participate in interjurisdictional and national forums and advisory committees on aquaculture to contribute to the development of national policy and to obtain intelligence on the changing needs of stakeholders

## Key challenges

- Proactively identifying and developing responses to politically sensitive issues within the context of diverse stakeholder and internal views and an aquaculture environment which is often unpredictable and with conflicting priorities
- Driving the cost-effective implementation of management and resource sharing frameworks, to ensure all key user groups have fair and equitable access to the community owned fisheries resources of NSW, in the context of a wide range of expectations and stakeholder views that need to be managed
- Building and maintaining positive and productive relationships with aquaculture farmers and community groups, embedding new policy and legislative frameworks into daily business as a tool to ensure effective engagement

## Key relationships

Who	Why
<b>Internal</b>	
Deputy Secretary	<ul style="list-style-type: none"> <li>• Provide advice on progress and issues that arise with delivery of strategies, plans, policies and services</li> </ul>
Executive Director	<ul style="list-style-type: none"> <li>• Confirm strategic policy direction and raise current or potential issues</li> <li>• Participate as a member of the leadership team to develop the Branch's business plan and strategies and help develop the priorities and direction to resolve current and unforeseen issues</li> </ul>
Executive team	<ul style="list-style-type: none"> <li>• Provide strategic advice and support to formulate policy and processes as part of a collaborative multi-disciplinary team</li> <li>• Provide advice on emerging and contentious issues</li> <li>• Work collaboratively to ensure an integrated approach to fisheries management</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Exchange information</li> <li>• Provide guidance, motivation and professional support</li> </ul>
<b>External</b>	
Aquaculture industry	<ul style="list-style-type: none"> <li>• Inform, consult and seek advice on strategies, plans, policies and programs</li> <li>• Develop stakeholder relationships</li> </ul>
Other NSW government agencies and authorities	<ul style="list-style-type: none"> <li>• Represent the Department and develop a whole of Government approach on key issues, including reducing red tape</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>• Consult, seek advice and negotiate on strategies, plans, policies and programs</li> <li>• Build strong collaborative working relationships</li> </ul>
Other jurisdictions	<ul style="list-style-type: none"> <li>• Represent NSW policies and interests and to promote, support and coordinate activities</li> <li>• Negotiate harmonised operations and resource sharing</li> </ul>
Commonwealth government and Authority agencies	<ul style="list-style-type: none"> <li>• Collaborate with commonwealth agencies and other funding agencies to obtain grant funding</li> <li>• Inform, consult and seek advice from representative or expert based groups on strategies, plans, policies and programs and build stakeholder relationships</li> </ul>

## Role dimensions

### Decision making

The role operates with a high level of autonomy to:

- develop programs, establish partnerships and change priorities within approved business plans;
- provide expert advice regarding regulatory, policy and strategy reforms
- re-allocate human, financial and physical resources under the control of the Director;
- plan, lead and organise the work of teams and manage resources through appropriate procurement processes;
- make decisions or determinations under appropriate delegation or legislative authority; and
- refer to Executive Director only those decisions that involve a significant level of sensitivity or change to government policy, changes in the organisational structure of the Branch, or which require a higher delegation or approval.

### Reporting line

Executive Director Fisheries

### Direct reports

4 Direct reports

### Budget/Expenditure

TBC

### Essential requirements

Extensive experience in the development and implementation of policy and regulatory frameworks for aquaculture management

### 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>	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
	<b>Value Diversity and Inclusion</b> Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li> <li>• Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li> <li>• Implement practices and systems to ensure that individuals can participate to their fullest ability</li> <li>• Recognise the value of individual differences to support broader organisational strategies</li> <li>• Address non-inclusive behaviours, practices and attitudes within the organisation</li> <li>• Champion the business benefits generated by workforce diversity and inclusive practices</li> </ul>	Advanced
 <p>Relationships</p>	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>• Ensure systems are in place to capture customer service insights to improve services</li> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Advanced



## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Influence and Negotiate</b></p> <p>Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional</li> <li>Achieve effective solutions when dealing with ambiguous or conflicting positions</li> <li>Anticipate and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>	Highly Advanced
	<p><b>Deliver Results</b></p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>Drive a culture of achievement and acknowledge input from others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control business unit output to ensure government outcomes are achieved within budgets</li> <li>Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Think and Solve Problems</b></p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced
	<p><b>Demonstrate Accountability</b></p> <p>Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines</p>	<ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>	Advanced

## FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> <li>• Ensure there are systems and effective governance processes in place for project management</li> <li>• Make decisions on accepting projects based on business cases</li> <li>• Use the historical, political and broader context to inform project directions and mitigate risk</li> <li>• Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication</li> <li>• Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances</li> <li>• Drive the changes required to realise the business benefits of the project</li> <li>• Ensure that project management decisions consider interdependencies between projects</li> </ul>	Highly Advanced
 <p>People Management</p>	<p><b>Manage and Develop People</b></p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced
	<p><b>Inspire Direction and Purpose</b></p> <p>Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value</li> <li>• Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges</li> </ul>	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.

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	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
 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	Advanced
 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	Advanced