# Role Description
# Manager Animal Traceability and Biosecurity Programs

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| **Cluster** | Regional NSW |
| **Agency** | Department of Regional NSW |
| **Group/Division/Branch** | Department of Primary Industries / Biosecurity and Food Safety / Animal Biosecurity and Welfare |
| **Location** | Orange / Negotiable |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 2129192 |
| **Date of Approval** | 10 December 2020 |
| **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 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.

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 Biosecurity & Food Safety Division is responsible for effective management and risk minimisation of biosecurity threats to NSW as well as the through-chain regulation of food safety. It delivers a risk-based approach to policy and compliance and provides regional engagement and coordination in response to emergency incidents and natural disasters impacting primary industries and the food sector.

## Primary purpose of the role

Lead a team to deliver animal traceability and biosecurity programs, policy and projects in accordance with relevant biosecurity legislation and NSW Biosecurity Strategy. The role is responsible for leading the development and implementation of contemporary animal biosecurity programs and policies in NSW by integrating scientific information, commercial requirements and biosecurity strategy.

## Key accountabilities

- Lead the creation and operational management of flexible and agile project teams in the development, review and analysis of comprehensive animal biosecurity policy and policy proposals, informing program development, giving consideration of a range of stakeholder views, and reflecting government and ministerial policy directions

- Lead the project teams in collaborating with internal subject matter experts on programs and policy development and implementation to improve knowledge sharing and promote continuous improvement by sharing learnings within the teams and across the Division
- Prepare and coordinate timely and accurate strategic advice, research, information and reports on a diverse and complex range of policy, planning and legislative matters, cabinet minutes and submissions, briefing notes and correspondence
- Build and maintain strategic and effective relationships with key internal and external stakeholders, industry groups and peak advisory bodies to facilitate the development and delivery of the program
- Promote and maintain a safe work culture by ensuring staff comply with work health and safety procedures and the NSW Department of Industry, Safety and Wellbeing Strategy
- Represent NSW and the Department of Primary Industries in state and national forums to promote whole of government positions on animal biosecurity
- Build and maintain an in depth knowledge and understanding of the technical dimensions of animal biosecurity to inform animal pest and disease prevention and management programs that protect the economy, in particular industry productivity and access to markets, environment and the community
- May act as DCVO, assisting the Group Director Animal Biosecurity, in their capacity as CVO, to coordinate and lead the prevention, preparation for, response to and recovery from emergency animal pest and disease outbreaks and provide the Executive and Minister's Office with advice and briefings on the potential impact of these on the NSW economy, environment and community

## Key challenges

- Utilising contemporary project management principles and emerging national and international trends in biosecurity to provide innovative policy and program solutions
- Providing expert animal biosecurity strategy, policy and program advice within short time frames where the situational environment may be fluid and subject to change
- Negotiating acceptable outcomes when dealing with government authorities, stakeholders, community groups on issues which may be complex, contentious and of considerable social and political significance

## Key relationships

| Who | Why |
| --- | --- |
| **Internal** | |
| Group Director Animal Biosecurity/NSW Chief Veterinary Officer | • Provide expert advice and collaborate with regard to policy and program development and implementation <br> • Provide insight regarding emergency animal biosecurity issues <br> • Collaborate on strategic development and business planning to monitor organisational performance |
| Senior Executive | • Provide advice and support to the Group Director Animal Biosecurity, Deputy Director General DPI Biosecurity and Food Safety and other members of the senior executive or board of management as required |
| Team Leaders | • Collaborate on strategic development and business planning and to monitor organisational performance <br> • Contribute to the formulation of advice/policy |

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| Who | Why |
|---|---|
| | • Advise of emerging and or contentious issues and solutions |
| Staff and work teams | • Inspire and motivate teams, provide leadership and clear direction and build manager performance |
| | • Provide information and advice about organisational objectives, policies and procedures and how these should be applied |
| **External** | |
| Other NSW government agencies, Commonwealth Government agencies | • Represent the Department in the business of government |
| | • Develop whole of government approaches on key issues, negotiate consistent positions, program objectives and strategy with regard to animal biosecurity issues, and promote the efficient utilisation of resources |
| | • Mitigate risk of duplication and increased red tape |
| Other jurisdictions | • Represent NSW policies and interests and to promote, support and coordinate activities |
| | • Negotiate harmonised operations and resource sharing between states |

## Role dimensions

### Decision making

The role has the authority to make the following decisions, within the Department's financial and non-financial delegations, without referral to the Director:

- the unit's activities, developing and implementing operational plans, projects and budgets
- allocating human, financial and physical resources
- approving staff work plans

The role assists with the development of strategic alliances between the unit and other units or organisations.

### Reporting line

Group Director Animal Biosecurity

### Direct reports

3 - 6 direct reports

### Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

## Key knowledge and experience

- Understanding of biosecurity procedures and practices
- Experience in high level policy analysis, formulation, interpretation and evaluation

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# Essential requirements

- Tertiary qualifications in Ag/Vet Science, Food Technology, Public Policy or other relevant discipline, or equivalent relevant experience
- Current NSW Class C Driver License

# 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** |
| 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 | Advanced |

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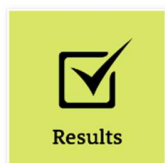| | | • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints<br>• Explore creative ways to engage diverse audiences and communicate information<br>• Adjust style and approach to optimise outcomes<br>• Write fluently and persuasively in plain English and in a range of styles and formats | |
|---|---|---|---|
| | **Commit to Customer Service**<br>Provide customer-focused services in line with public sector and organisational objectives | • Take responsibility for delivering high-quality customer-focused services<br>• Design processes and policies based on the customer's point of view and needs<br>• Understand and measure what is important to customers<br>• Use data and information to monitor and improve customer service delivery<br>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers<br>• Maintain relationships with key customers in area of expertise<br>• Connect and collaborate with relevant customers within the community | Adept |
| | **Work Collaboratively**<br>Collaborate with others and value their contribution | • Encourage a culture that recognises the value of collaboration<br>• Build cooperation and overcome barriers to information sharing and communication across teams and units<br>• Share lessons learned across teams and units<br>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work<br>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
| Results | **Plan and Prioritise**<br>Plan to achieve priority outcomes and respond flexibly to changing circumstances | • Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work<br>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans<br>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses<br>• Ensure current work plans and activities support and are consistent with organisational change initiatives | Adept |

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| | | • Evaluate outcomes and adjust future plans accordingly | |
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| | **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 <br> • Ensure that own actions and those of others are focused on achieving organisational outcomes <br> • Exercise delegations responsibly <br> • Understand and apply high standards of financial probity with public monies and other resources <br> • Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety <br> • Conduct and report on quality control audits <br> • Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
| Business Enablers | **Project Management** Understand and apply effective planning, coordination and control methods | • Prepare and review project scope and business cases for projects with multiple interdependencies <br> • Access key subject-matter experts' knowledge to inform project plans and directions <br> • Design and implement effective stakeholder engagement and communications strategies for all project stages <br> • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning <br> • Develop effective strategies to remedy variances from project plans and minimise impact <br> • Manage transitions between project stages and ensure that changes are consistent with organisational goals <br> • Participate in governance processes such as project steering groups | Advanced |
| People Management | **Manage and Develop People** 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 |

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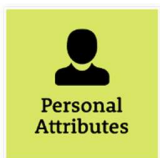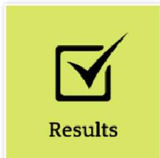| | Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements | • Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders <br>• Translate broad organisational strategy and goals into tangible team goals and explain the links for the team <br>• Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders <br>• Work to remove barriers to achieving goals | Adept |
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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 | 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 |
| Relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | 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 |
| | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |

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| | People Management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |
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