

Role Description

Manager Land Services

| | |
|---------------------------|---|
| Cluster | Department of Regional NSW |
| Agency | Local Land Services |
| Location | Negotiable within Region |
| Classification/Grade/Band | Advisory and Technical Stream LLS Level 8 |
| Role Family | Projects & Programs |
| ANZSCO Code | 234399 |
| PCAT Code | 1119192 |
| Date of Approval | May 2018 (updated June 2020) |
| Agency Website | http://www.lls.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.

Local Land Services (LLS) is an Executive Agency related to the cluster. It provides quality, customer-focused services to landholders and the community across New South Wales. This regionally-based organisation brings together a wide range of service and advisory functions including agriculture, biosecurity, natural resource management, land management, biodiversity, emergency services, private native forestry and the Soil Conservation Service.

Primary purpose of the role

The role manages complex high level Local Land Services programs and projects and multidisciplinary teams, budgets and resources to achieve LLS objectives, efficiencies in service delivery and facilitation of high level partnerships and networks with stakeholders and industry and assists with biosecurity projects as well as undertakes activities to prevent, prepare for, respond to and recover from emergencies.

Key accountabilities

- Accountable for the operational decisions required for the LLS Business Plan
- Mentor the development of officers in understanding the objectives of the LLS and ensure mechanisms are in place to allow staff to rapidly become productive and performance management of staff
- Manage the delivery of financial and non-financial targets according to the LLS Business Plan
- Effective management of complex and detailed LLS programs and projects
- Provide expert and balanced advice, analysis and recommendations to the General Manager, staff and stakeholders on all LLS programs

- Provide proactive customer services and negotiation with senior representation of internal and external stakeholders

Key challenges

- Developing and implementing LLS wide programs and initiatives including the management of project teams to achieve efficiency, equity, and accountability in the delivery of customer services and LLS Business Plan outcomes
- Provide expert advice and analysis to the Chair, Board, General Manager, staff and stakeholders on specific projects and LLS activities and increase the ability of land managers, groups, partner organisations and industry groups to manage and deal with agricultural land issues for environmental, production and biosecurity outcomes
- Building and maintaining strong relationships and networks with key stakeholders to ensure maximum value add and best practice delivery of LLS outcomes

Key relationships

| Who | Why |
|--|---|
| Internal | |
| General Manager | <ul style="list-style-type: none"> • Receive advice and report on progress towards business objectives and discuss future directions • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions |
| Team Leader | <ul style="list-style-type: none"> • Provide support in the management and implementation of strategic initiatives and projects impacting on the LLS • Deliver accurate and timely advice in relation to natural resource management and agricultural issues |
| Senior Management | <ul style="list-style-type: none"> • Provide support in the management and implementation of strategic initiatives and projects impacting on the LLS • Deliver accurate and timely advice in relation to natural resource management and agricultural issues |
| Other staff | <ul style="list-style-type: none"> • Provide technical advice and expertise as required |
| External | |
| Rural landholders/community groups and organisations | <ul style="list-style-type: none"> • Deliver advice and support in the implementation of projects and initiatives aligned with LLS outcomes |

Role dimensions

Decision making

In consultation with the General Manager and other Managers, makes decisions to manage and implement programs and projects and lead multidisciplinary teams consistent with LLS objectives.

Reporting line

General Manager

Direct reports

Team Leaders (varies by region)

Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

Essential requirements

- Degree in Agricultural, Environmental, Natural Resource Management, Biosecurity and Emergency Management or related field, or equivalent knowledge and experience
- 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 |
|--|---|---|--|
|  Personal Attributes | Act with Integrity Be ethical and professional, and uphold and promote the public sector values | <ul style="list-style-type: none">• Represent the organisation in an honest, ethical and professional way and encourage others to do so• Act professionally and support a culture of integrity• Identify and explain ethical issues and set an example for others to follow• Ensure that others are aware of and understand the legislation and policy framework within which they operate• Act to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| |  Relationships | Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives | <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 |
| | Work Collaboratively Collaborate with others and value their contribution | <ul style="list-style-type: none">• Encourage a culture that recognises the value of collaboration• Build cooperation and overcome barriers to information sharing and communication across teams and units• Share lessons learned across teams and units• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |

FOCUS CAPABILITIES

| Capability group/sets | Capability name | Behavioural indicators | Level |
|--|---|--|----------|
|  Results | Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes | <ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| | Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | <ul style="list-style-type: none"> • 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 |
|  Business Enablers | Finance Understand and apply financial processes to achieve value for money and minimise financial risk | <ul style="list-style-type: none"> • Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures • Understand the impacts of funding allocations on business planning and budgets • Identify discrepancies or variances in financial and budget reports, and take corrective action • Know when to seek specialist advice and support and establish the relevant relationships • Make decisions and prepare business cases, paying due regard to financial considerations | Adept |






FOCUS CAPABILITIES

| Capability group/sets | Capability name | Behavioural indicators | Level |
|--|---|---|----------|
| | Project Management Understand and apply effective planning, coordination and control methods | <ul style="list-style-type: none"> • 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 |
|  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 |
| | 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.

| 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 | 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 | Adept |
|  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 |
| | 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 | Intermediate |
| | 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 |