

# Role Description

## Site Manager, Operations



Department of  
Primary Industries

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	DPI / Infrastructure Investment and Business Excellence / Research Services
Location	Various
Classification/Grade/Band	Clerk Grade 9 / 10
Role Family <i>(internal use only)</i>	Adapted / Project and Programs / Delivery
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	May 2022
Agency Website	<a href="http://www.dpi.nsw.gov.au">www.dpi.nsw.gov.au</a>

### Agency Overview

The Department of Regional NSW 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) 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.

DPI Infrastructure, Investment & Business Excellence works across the breadth of DPI and is focused on maximising the utilisation and productivity of the Department's infrastructure portfolio. Through strong partnerships (internal and external) we also identify commercialisation pathways and help shape DPI's future investments, drive innovation and promote world class scientific and research excellence. Our programs focus transforming our connections with customers through data and excellence in customer service and delivery of assistance programs through the Rural Assistance Authority.

### Primary purpose of the role

The Site Manager – Operations provides critical support to the Manager North Coast to assist specifically with the operation of the Wollongbar Primary Industries Institute and generally with the operations of the broader North Coast region.

This involves assistance with the development and implementation of operational strategies, asset management advisory and the development, implementation and evaluation of projects that build and maintain DPI research institutes, increase agricultural innovation, productivity and profitability, enhance connectivity with local industry and community, and lead innovative policy solutions across primary industries.

## Key accountabilities

- Provide senior level support and advice to the North Coast Cluster Manager to help guide the productive operations of the Wollongbar Primary Industries Institute and broader North Coast cluster
- Contribute, at a senior level, to the management and oversight of North Coast team operations, including farm production and research support activities, maintenance program execution and Research Station administration and customer service delivery
- Manage and oversee project planning, development and implementation activities for a range of site improvement and business development projects, including developing project plans, coordinating resources, managing budgets, meeting reporting requirements, and supporting project-related activities, to ensure project outcomes are achieved on time, on budget, and to quality standards
- Establish and maintain internal and external stakeholder relationships through effective communication, negotiation and issues management to engage stakeholders and ensure project deliverables are met
- Undertake business strategy research and formulate recommendations to support evidence-based asset management, project planning and decision making
- Provide advice and information to stakeholders on emerging regional issues and to support service delivery in line with established plans, budgets, timeframes, policy objectives
- Support the Manager North Coast to deliver on the strategic goals of the North Coast cluster.

## Key challenges

- Developing and executing a strategy and asset utilisation approach that sustainably balances traditional DPI program needs with a new business and innovation agenda involving external industry participants
- Managing consultations and negotiations with diverse internal and external stakeholders, within agreed timelines, given their varying expectations, viewpoints, and interests
- Achieving project deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple projects which are often complex and interconnected

## Key relationships

Who	Why
<b>Internal</b>	
Manager – North Coast	<ul style="list-style-type: none"> <li>• Receive guidance and provide regular updates on business strategy, key projects, issues and priorities</li> <li>• Provide advice and contribute to decision making</li> <li>• Identify emerging issues/risks and their implications and propose solutions</li> <li>• Providing expert briefings on new and emerging issues, and to report on Project performance</li> </ul>
North Coast Team	<ul style="list-style-type: none"> <li>• Guide, support, coach and mentor team members</li> <li>• Work collaboratively to contribute to achieving team outcomes</li> <li>• Ensure an integrated organisational approach to the development of policies and procedures to reflect best practice and current Departmental policy, Government priorities and State Plan targets</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Guide and manage performance and development</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice on site and regional related issues</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Report and provide updates on business progress</li> <li>Consult and collaborate to resolve project related issues, define mutual interests and determine strategies to achieve their realisation</li> </ul>
<b>External</b>	
Stakeholders	<ul style="list-style-type: none"> <li>Provide expert advice on business related matters</li> <li>Report and provide updates on project progress</li> <li>Engage and consult in the resolution of project issues</li> </ul>
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li>Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements</li> <li>Consult, provide and obtain information, negotiate required outcomes and timeframes</li> <li>Resolve and provide solutions to issues</li> </ul>

## Role dimensions

### Decision making

- Make day to day decisions on his/her own work, and on project work involving multi-disciplinary teams, including advice, guidance and feedback.
- Make decisions on the allocation of requests, integration and preparation of responses, quality of responses prepared by others and determination of appropriate timeframes and priority of responses
- Provides advice with authoritative recommendations on a range of issues including system and process improvement, standards and policies for the Branch.
- Refer to the Manager any issues which may have political implications across the Division or Department and any issues or political sensitivities that may need to be brought to the attention of the Divisional Management Team or to the Minister.

### Reporting line

Manager North Coast

### Direct reports

2 Direct reports

### Budget/Expenditure

Nil

### Essential requirements

- Evidence of the COVID-19 vaccination must be provided upon commencement of employment. This is a condition of engagement should you be successfully appointed to a position within the Department of Regional NSW (which includes Local Land Services and the Soil Conservation Service).

## 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


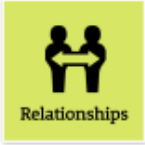
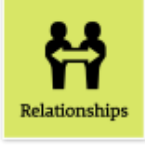
### Focus capabilities



*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

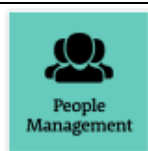
The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

### Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"><li>• Be flexible, show initiative and respond quickly when situations change</li><li>• Give frank and honest feedback and advice</li><li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li><li>• Raise and work through challenging issues and seek alternatives</li><li>• Remain composed and calm under pressure and in challenging situations</li></ul>	Adept
 Personal Attributes	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"><li>• Represent the organisation in an honest, ethical and professional way</li><li>• Support a culture of integrity and professionalism</li><li>• Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct</li><li>• Recognise and report misconduct and illegal and inappropriate behaviour</li><li>• Report and manage apparent conflicts of interest and encourage others to do so</li></ul>	Intermediate

	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
	<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>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>	Adept
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relationships with internal and external stakeholders</li> <li>• Anticipate and minimise conflict</li> </ul>	Adept

	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	Adept
	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept



## 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

Adept

## 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	Intermediate
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
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	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate