Role Description
Team Leader Veterinary Pathology Services

Cluster	Planning, Industry and Environment
Agency	Department of Industries
Division/Branch/Unit	DPI / Biosecurity and Food Safety / EMAI
Location	Menangle
Classification/Grade/Band	PO Grade 7
Role Family *internal use only*	Bespoke / Science and Engineering / Lead
ANZSCO Code	311413
PCAT Code	1119192
Date of Approval	February 2020
Agency Website	www.dpi.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

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 and manage the veterinary pathology team in the provision of diagnostic pathology and associated research services to government and primary industry sector clients across NSW and nationally. The role maintains a pathology caseload, acts as a subject matter expert and has oversight of training programs for staff within this section.

Key accountabilities

- Lead the team of veterinary professionals in the provision of diagnostic and research services to deliver high quality pathology services to primary industry, LLS and public sector clients within agreed timeframes

- Provide scientific leadership expertise and advice to professional and senior technical staff on animal diseases and pests across a broad range of species to ensure that decisions and project activities meet professional and client expectations
- Lead and mentor the professional development of the team, by enabling ongoing training, participation in research, continuing education and providing expert guidance to ensure continuance of current and future scientific and diagnostic expertise that provides excellent service to clients
- Maintaining a close working relationship between the pathology team, other EMAI scientific disciplines and other parts of DPI and Local Land Services on animal biosecurity issues to assist with the management of potential biosecurity threats
- Collaborate, as a member of the EMAI leadership team to achieve its business objectives by contributing to human, physical, business and strategic planning, and evaluating system effectiveness
- Develop and implement sound risk management and governance arrangements with regard to the operations of the veterinary pathology service, negotiating resources, funding and milestones to deliver high quality services to clients
- Develop and maintain networks with other EMAI sections, government and non-government client research organisations, Universities and other customers, to collaborate and share information, participate in national technical committees to advise on issues, and identify opportunities to increase service provision

Key challenges

- Balancing biosecurity responsibilities with a commercial focus in providing services to a wide range of clients
- Maintaining knowledge and scientific expertise of current and emerging trends within the specialty and ensuring continuing accreditation of the laboratory with regard to veterinary pathology
- Developing strong links between diagnostic and research functions and between diagnostic and research staff to ensure collaborative and productive partnerships are developed

Key relationships

Who	Why
Internal	
Director EMAI	• Provide authoritative professional and technical advice on endemic and exotic biosecurity issues • Contribute advice on new test opportunities and collaborative partnerships that will enhance the diagnostic functions of EMAI • Advise on the optimal use of laboratory resources (physical, financial and human) for diagnostic and research purposes • Coordinate prompt communication of diagnostic testing outcomes • Discuss work allocated, providing updates on key issues and progress, escalating issues as appropriate
Director Animal Biosecurity and Welfare/Chief Veterinary Officer (CVO).	• Provide authoritative professional and technical advice on endemic and exotic biosecurity issues • Coordinate prompt communication of diagnostic testing outcomes
Team Leads, Coordinators and Principal Scientists	• Collaborate during the investigation of pest and disease events to ensure efficient progress of investigations;

Who	Why
	• Provide advice on information and shared services that support whole-of-site diagnostic and research activities
Dept Biosecurity staff and District (LLS) Veterinarians	• Coordinate provision of advice on complex diagnostic investigations and identify needs for improved diagnostic support. • Build and maintain strong relationships with DPI animal and aquatic biosecurity staff and LLS District Veterinarians
Team	• Provide leadership and guidance to enhance team cohesiveness, morale and professionalism • Coordinate and allocate case management to meet diagnostic needs, and promote collaboration and integration • Facilitate opportunities for ongoing professional development Manage the workload of individual team members to balance diagnostic caseload, research involvement, and professional development
External	
Clients/Customers	• Ensure service delivery and advice provided meets client needs and expectations
Australian and state government agencies, industry peak bodies, primary producers	• Contribute to the identification of industry priorities and new business opportunities by promoting the resources and capabilities of the teams • Represent NSW DPI on technical committees as required

Role dimensions

Decision making

- Accountable for the delivery of accurate laboratory and/or research reports that meet agreed requirements of quality, deliverables and outcomes
- Refers to the Director decisions requiring significant deviation from agreed outcomes or timeframes, which may be contentious, or require administrative or financial delegation, or submission to a higher level of management

Reporting line

Director EMAI

Direct reports

9-10 Direct reports

Essential requirements

- Degree in Veterinary Science or equivalent
- Post graduate qualifications in Pathology or equivalent experience
- Has completed an approved graduate education program in veterinary pathology and/or completed a postgraduate examination process by an appropriate examining body, such as Membership of the Australian and New Zealand College of Veterinary Scientists, American College of Veterinary Pathologists or European College of Veterinary Pathologists
- Eligible for registration with the Veterinary Practitioners Board of NSW

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Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	**Display Resilience and Courage**	**Adept**
	Act with Integrity	**Advanced**
	Manage Self	Advanced
	Value Diversity	Adept
Relationships	Communicate Effectively	Adept
	Commit to Customer Service	**Advanced**
	Work Collaboratively	**Advanced**
	Influence and Negotiate	Adept
Results	Deliver Results	Adept
	Plan and Prioritise	**Adept**
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	**Adept**
Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	**Adept**
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	**Adept**
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Display Resilience and Courage	Adept	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Personal Attributes Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • 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 on reported breaches of rules, policies and guidelines
Relationships Commit to Customer Service	Advanced	• Promote a culture of quality customer service in the organisation • 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 • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Advanced	• Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Plan and Prioritise	Adept	• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team/unit goals, strategies and plans

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate achievements and adjust future plans accordingly
Results Think and Solve Problems	Advanced	• • 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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and create alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Results Demonstrate Accountability	Adept	• Assess work outcomes and identify and share learnings to inform future actions • Ensure that actions of self and 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 health and safety of self and others • Conduct and report on quality control audits • Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks
Business Enablers Project Management	Adept	• Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes

Group and Capability	Level	Behavioural Indicators
		• Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Inspire Direction and Purpose	Adept	• • Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Translate broad goals into operational needs and explain the links to team/unit goals to ensure implementation of government policy • Ensure team objectives and outcomes lead to implementation of government policy • Recognise and acknowledge high individual/team performance