

# Role Description

## Leader Research Ethics & OGTR Compliance



Department of  
Primary Industries

|                           |  |
|---------------------------|--|
| Cluster                   | Regional NSW   |
| Agency                    | Department of Regional NSW                                 |
| Division/Branch/Unit      | DPI / Strategy & Engagement / Chief Scientist's Unit       |
| Location                  | Location Negotiable  |
| Classification/Grade/Band | Professional Officer Grade 6                               |
| Role Family               | TBA  |
| ANZSCO Code               | 234511   |
| PCAT Code                 | 1119192  |
| Date of Approval          | September 2018 (updated April 2020; updated October 2021)  |
| 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.

Within NSW DPI, Strategy & Engagement develops strategic priorities including cabinet and legislation, corporate affairs and parliament, market intelligence and forecasting, science risks and opportunities, and stakeholder and international engagement. The Chief Scientist's Unit (CSU) ensures DPI's capacity to deliver strategic and defensible science for the community now and into the future.

### Primary purpose of the role

Lead a large portfolio across multiple government areas to deliver policy and operational reform, and to meet complex regulatory requirements associated with research ethics and biosafety, in particular dealings involving the use of genetically modified organisms. The role liaises extensively across all Branches within DPI, stakeholders in other government agencies, and where required, with academia and industry.

### Key accountabilities

- Lead the delivery of effective policies, guidelines, and frameworks to establish best practice policy and institutional reform relating to human and animal research for DPI and the Regional NSW cluster, as well as DPI biosafety and laboratory performance.

- Lead the provision of expert policy and technical advice to staff, stakeholders and line management on the standards, protocols, policies, processes, and procedures governing research ethics and biosafety, and the critical importance of statutory compliance and institutional performance.
- Work closely with the Manager Research Integrity & Data to ensure institutional compliance with the Animal Research Act and the National Statement on Ethical Conduct in Human Research by managing accreditation and coordinating the activities of the DPI's research ethics committees.
- Ensure compliance of DPI's institutes by managing accreditation and reporting under the Office of the Gene Technology Regulator (OGTR), coordinating the activities of DPI's Institutional Biosafety Committee(s) (IBC), and providing specialist secretariat support where required.
- Deliver internal and external briefings, papers, submission, investigations and reports regarding research ethics business and performance, DPI animal research activities, and Departmental laboratory performance and biosafety arrangements, such that those briefings and documents withstand expert internal and external scrutiny.
- Lead internal processes to facilitate monitoring of DPI research activities and external audits for assessment of institutional performance and compliance with relevant legislation.
- Maintain awareness and expert knowledge of relevant and related issues, nationally and internationally, and approaches of other jurisdictions to shape best practice outcomes.
- Represent the Department in negotiations, and foster links, with key central agencies, partners, stakeholders, academic institutions, welfare organisations and other state jurisdictions to ensure DPI is continuously improving and developing best practice solutions.
- Manage reporting staff including the allocation of work, appraising and providing feedback on performance.

## Key challenges

- Dealing with complex and highly sensitive policy and operational issues in research ethics, animal welfare and biosafety, and providing considered, strategic and technical expert advice and solutions often within short timeframes where there may be competing interests and different priorities.
- Undertaking relationship management at a senior level with internal and external stakeholders in an environment of evolving government and community expectation and emerging research technologies.
- Establishing rigorous portfolio management and policy development and delivery frameworks and tools; managing multiple issues, implementing, and reviewing systems and methodologies.
- Driving a timely and defensible risk-based approach to managing issues in biosafety and research ethics, including situations where details may initially be opaque and/or policy may be evolving

## Key relationships

| Who   | Why  |
|---|--|
| <b>Internal</b>   |  |
| Manager Research Integrity & Data,<br>Chief Scientist, other senior CSU staff | <ul style="list-style-type: none"> <li>• As a member of the leadership team, receive advice and report on progress and discuss future objectives</li> <li>• Provide expert advice and contribute to decision making</li> <li>• Identify emerging risks and issues, their implications and propose solutions</li> </ul> |

| Who   | Why  |
|---|--|
| Research Ethics Team  | <ul style="list-style-type: none"> <li>Guide, support, coach, and mentor team members; lead discussion regarding key projects, expectations, deliverables, risk, and issues</li> <li>Ensure co-ordination of resource and expertise</li> </ul>   |
| Animal Welfare Branch, and Biosecurity & Food Safety Compliance Branch                                    | <ul style="list-style-type: none"> <li>Ensure compliance and performance of DPI as an accredited research establishment; lodging of DPI-wide documents, management of external audits and resolution of issues.</li> <li>Optimise engagement to achieve defined outcomes, manage expectations and resolve issues.</li> </ul>   |
| Research Ethics Committees, Institute Biosafety Committee(s) and their members                            | <ul style="list-style-type: none"> <li>Ensure compliance and performance of DPI as an accredited organisation; lodging of DPI-wide documents, management of external audits and resolution of issues.</li> <li>Ensure co-ordination of resource and expertise</li> <li>Optimise engagement to achieve defined outcomes, manage expectations and resolve issues.</li> </ul>                                 |
| Research Leaders, Research Scientists, Professional Officers, Technical Officers                          | <ul style="list-style-type: none"> <li>Collaborate with to design, plan and deliver project objectives.</li> <li>Optimise engagement to achieve outcomes, manage expectations and resolve issues and conflict.</li> </ul>  |
| <b>External</b>   |  |
| Other government agencies, universities, research institutions, other industry and community stakeholders | <ul style="list-style-type: none"> <li>In collaboration with MRI&amp;D where required, provide expert advice on range of technical and compliance issues and strategies.</li> <li>Optimise engagement to achieve defined outcomes.</li> <li>Consult and negotiate on key issues and strategies.</li> <li>Represent the Department and liaise to ensure compliance under interstate legislation.</li> </ul> |
| Members of the public   | <ul style="list-style-type: none"> <li>Provide advice on research ethics issues.</li> <li>Negotiate and resolve and grievances that arise.</li> </ul>  |

## Role dimensions

### Decision making

- There is a high level of independence in carrying out the role as well as frequent liaison with internal and external stakeholders.
- Determines policy and project advice, priorities, and direction on a wide range of research ethics issues.
- Ensures all documents, reports, correspondence, projects, and submissions are completed within required timeframes and to a high standard.
- Provides technical and policy advice to the Manager, Director and Executive to inform decision making.

### Reporting line

Manager Research Integrity & Data

## Direct reports

3 direct reports

## Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation.

## Essential requirements

- Degree qualifications in animal/agricultural science, biological science or similar.
- Extensive experience in risk identification, and management, problem solving and policy solution development.
- Experience in managing and/or coordinating projects and resources
- Experience in managing diverse and geographically dispersed teams and ability to positively influence and negotiate effective solutions in the absence of line management.
- Demonstrated understanding of legislative frameworks that apply to research ethics and regulated biological materials.

## 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 |
| <br>Personal Attributes | <b>Act with Integrity</b><br>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 and encourage others to do so</li><li>• Act professionally and support a culture of integrity</li><li>• Identify and explain ethical issues and set an example for others to follow</li></ul> | Adept |

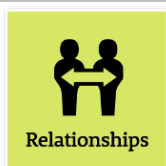
- Ensure that others are aware of and understand the legislation and policy framework within which they operate
- Act to prevent and report misconduct and illegal and inappropriate behaviour

### **Manage Self**

Show drive and motivation, an ability to self-reflect and a commitment to learning

- Act as a professional role model for colleagues, set high personal goals and take pride in their achievement
- Actively seek, reflect and act on feedback on own performance
- Translate negative feedback into an opportunity to improve
- Take the initiative and act in a decisive way
- Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation

Advanced



Relationships

### **Commit to Customer Service**

Provide customer-focused services in line with public sector and organisational objectives

- Take responsibility for delivering high-quality customer-focused services
- Design processes and policies based on the customer's point of view and needs
- Understand and measure what is important to customers
- Use data and information to monitor and improve customer service delivery
- Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
- Maintain relationships with key customers in area of expertise
- Connect and collaborate with relevant customers within the community

Adept



Results

### **Think and Solve Problems**

Think, analyse and consider the broader context to develop practical solutions

- 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 in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis

Advanced

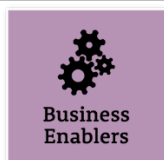
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

### **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
- 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

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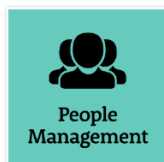


### **Project Management**

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

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### **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

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- 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
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**Inspire Direction and Purpose**

Communicate goals, priorities and vision, and recognise achievements






- 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
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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

| Capability group/sets   | Capability name                     | Description  | Level        |
|---|-------------------------------------|--|--------------|
| <br><b>Personal Attributes</b> | Display Resilience and Courage      | Be open and honest, prepared to express your views, and willing to accept and commit to change         | Adept        |
|   | Value Diversity and Inclusion       | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept        |
| <br><b>Relationships</b>       | 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     |
|   | Influence and Negotiate             | Gain consensus and commitment from others, and resolve issues and conflicts                            | Adept        |
| <br><b>Results</b>             | Deliver Results                     | Achieve results through the efficient use of resources and a commitment to quality outcomes            | Adept        |
|   | Plan and Prioritise                 | Plan to achieve priority outcomes and respond flexibly to changing circumstances                       | Adept        |
| <br><b>Business Enablers</b>   | Finance                             | Understand and apply financial processes to achieve value for money and minimise financial risk        | Intermediate |
|   | 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 |
| <br><b>People Management</b> | 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 |