

# Role Description

## Team Leader Operations

Cluster	Department of Regional NSW
Agency	Local Land Services
Division/Branch/Unit	Region
Classification/Grade/Band	Advisory and Technical Stream LLS Level 7
Role Family	Bespoke/Projects and Programs/Lead
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	May 2018 (updated June 2020)
Agency Website	<a href="http://www.lls.nsw.gov.au">www.lls.nsw.gov.au</a>

### 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

Lead a multi-disciplinary team to plan and deliver LLS operational activities, initiatives and functions, and provide high level stakeholder and customer engagement across the region.

### Key accountabilities

- Lead a multidisciplinary team, in collaboration with other LLS teams and external stakeholders to plan and deliver services and achieve outcomes in natural asset protection, sustainable agriculture and invasive species control
- Engage and negotiate with customers and internal and external stakeholders to understand and provide responses to needs and to propose solutions to critical issues of LLS responsibility
- Produce program and project reports to enable monitoring and evaluation of the operating environment and activities
- Manage assigned budgets and resources to deliver services and achieve outcomes efficiently and effectively and in compliance with defined financial, administration and procurement directions
- Support and implement NSW Government, Department of Regional NSW and LLS policies and procedures for supervising staff and managing the workplace and activities of the team

- Undertake research and analyse information to provide advice to the General Manager, local board and staff and prepare advice and briefings (including ministerial briefings) to support effective management of issues and sound decision making
- Attend professional and industry forums, workshops and meetings to represent LLS programs, products and services
- Contribute to emergency management and natural disaster preparedness and responses to comply with LLS operational requirements

## Key challenges

- Leading a diverse team, solving complex problems and prioritising projects and initiatives to maximise the impact of LLS programs
- Developing and maintaining collaborative engagement with the community, organisations and key stakeholders and managing strong partnerships with external organisations
- Engaging with and maintaining involvement and cooperation across a broad range of internal and external stakeholders

## Key relationships

Who	Why
<b>Internal</b>	
General Manager	<ul style="list-style-type: none"> <li>• Deliver advice and support in the management and development of regional strategic initiatives and projects implementing LLS programs</li> <li>• Provide input into operational policies, plans and procedures</li> </ul>
Team	<ul style="list-style-type: none"> <li>• Provide direction and advice in the management and implementation of initiatives and projects that are consistent with the strategic objectives of the LLS</li> </ul>
<b>External</b>	
Customers/Industry /Community Groups/Government Agencies	<ul style="list-style-type: none"> <li>• Seek information and provide specialist advice in the development and implementation and delivery of LLS projects and initiatives</li> </ul>

## Role dimensions

### Decision making

Under the direction of the General Manager and/or supervisor, lead and manage the planning, development and operational delivery of regional programs and projects and lead a multidisciplinary team consistent with LLS objectives.

### Reporting line

General Manager of Supervisor

### Direct reports

This role has up to six direct reports

### Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

## Essential requirements

- Tertiary qualifications in a discipline relevant to Agriculture, Environment, Natural Resource Management, Biosecurity or Emergency Management or equivalent relevant knowledge and leadership experience
- Current NSW Driver Licence 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
 <p>Personal Attributes</p>	<p><b>Act with Integrity</b></p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<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> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Commit to Customer Service</b></p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>• Focus on providing a positive customer experience</li> <li>• Support a customer-focused culture in the organisation</li> <li>• Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers</li> <li>• Identify and respond quickly to customer needs</li> <li>• Consider customer service requirements and develop solutions to meet needs</li> <li>• Resolve complex customer issues and needs</li> <li>• Cooperate across work areas to improve outcomes for customers</li> </ul>	Intermediate
	<p><b>Influence and Negotiate</b></p> <p>Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<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>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced
	<b>Demonstrate Accountability</b> Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> <li>• Assess work outcomes and identify and share learnings to inform future actions</li> <li>• Ensure that own actions and those of others are focused on achieving organisational outcomes</li> <li>• Exercise delegations responsibly</li> <li>• Understand and apply high standards of financial probity with public monies and other resources</li> <li>• Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety</li> <li>• Conduct and report on quality control audits</li> <li>• Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks</li> </ul>	Adept
	<b>Procurement and Contract Management</b> Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> <li>• Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management</li> <li>• Develop well-written, well-structured procurement documentation that clearly sets out the business requirements</li> <li>• Monitor procurement and contract management processes to ensure they are open, transparent and competitive</li> <li>• Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance</li> <li>• Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles</li> <li>• Escalate procurement and contract management issues, where required</li> </ul>	Adept

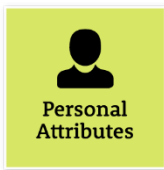
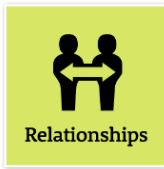



## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</p>	<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
 <p>People Management</p>	<p><b>Manage and Develop People</b></p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on team performance in line with established performance development frameworks</li> </ul>	Adept
	<p><b>Inspire Direction and Purpose</b></p> <p>Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> <li>• Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders</li> <li>• Translate broad organisational strategy and goals into tangible team goals and explain the links for the team</li> <li>• Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders</li> <li>• Work to remove barriers to achieving goals</li> </ul>	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.

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	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	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
	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	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
 People Management	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	Adept