Role Description
Cluster Manager

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	DPI/ Research and Business Excellence/Research Services
Location	Tocal Paterson
Classification/Grade/Band	Professional Officer Grade 7
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	18 August 2016 (updated January 2021)
Agency Website	www.drnsw.nsw.gov.au

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, Research & Business Excellence supports DPI's innovation and risk management goals by driving scientific excellence and strategy through our research institutes and stations and building strong scientific capability across DPI. The group also provides support and advice to drive business excellence across DPI through the Business Strategy and Performance team.

Primary purpose of the role

The role manages the physical, financial and human resources at the Tocal site to meet the service delivery requirements of the department's programs: to maximise the efficiency of, and return on, Departmental resources.

Key accountabilities

- Manages the physical resources at the Tocal site to meet the business objectives of the education and training, industry development and research programs.
- Ensures the formulation of operating budgets and manages the administration related to overheads, maintenance, capital development and income received from the sale of produce and livestock.
- Ensures all income and expenditure is accounted for and processed in line with Departmental policy.

- Manages office and farm staff including performance assessments, identification of staffing requirements, identification and provision of training and management of staff welfare issues in accordance with statutory requirements and Departmental policy.
- Ensures Departmental facilities, including buildings, infrastructure, land, operational plant and equipment and livestock are managed, maintained and utilised efficiently to meet the needs of the respective divisions and the Department.
- Undertakes action necessary for the protection of the site, the property and the assets. Leads and manages a team of staff and contractors to work in accordance with Departmental standards.
- Provides expert advice, reports and analysis of operations and activities.
- Interact with the principal and teaching staff at the Tocal site to support teaching programs, resolve matters relating to resource allocation and to ensure that the sites policies and procedures are adhered to.

Key challenges

- Ensuring the local contact, liaison, day to day meetings and site operations are coordinated to ensure a seamless delivery of Research Services on a mixed business site (education, research and commercial farming).
- Ensuring appropriate and efficient maintenance and allocation of resources given conflicting demands and requirements of customers and stakeholders.
- Establishing and connecting with the relevant key personnel to ensure management at the site is efficiently conducted.

Key relationships

Who	Why
Internal	
Principal Tocal College	• Receive guidance and discuss issues of strategic importance, provide regular updates on operational and safety issues on the farm.
Research Services staff	• Provide leadership, supervision and development of staff to enable the delivery of efficient, timely and coordinated services
Managers from other Divisions	• Meet with, inform, discuss and coordinate site services, education priorities, farm plans and activities, farm income and expenditure
Tocal Field days	• Communicate with Tocal field day staff to support the coordination of the event as an identified priority within NSW DPI.
External	
Contractors	• Engage, supervise and direct contractors to complete specified duties
Suppliers, Customers and Agents	• Negotiate and supervise the supply, purchase and sale of goods, livestock and produce
Hunter Local Land Services	• Liaise with the local LLS on key infrastructure services and strategic development issues as a key stakeholder located on the site.

Role dimensions

Decision making

Responsible for day-to-day management of farm enterprises and site infrastructure within approved business and educational plans and priorities. Plan, lead and organise work teams on the site to achieve agreed business objectives and tasks in addition to making decisions regarding enterprise business development, financial management, contract management, budget development and site safety.

Reporting line

Director, Research Services

Direct reports

The role has 5 direct reports and 9 ongoing and 4 casual employees.

Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

Essential requirements

- Degree qualification in Agriculture, or a related field, as relevant to the role
- Ability to manage and lead a diverse team
- Knowledge of compliance requirements related to facilities management
- Current driver's licence
- Current Working with Children Check or the ability to obtain prior to or on appointment

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	• 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	• 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	Advanced
	Work Collaboratively Collaborate with others and value their contribution	• 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
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		• Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	
	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 • 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	Advanced
	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	Adept
Business Enablers	**Project Management** Understand and apply effective planning, coordination and control methods	• 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	Advanced

		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	
People Management	**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
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning • When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes	Adept

I work
FOR
NSW

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	Intermediate
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

I work FOR NSW