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| **Cluster** | Department of Regional NSW |
| **Agency** | Local Land Services |
| **Location** | Negotiable |
| **Classification/Grade/Band** | Administrative and Clerical Stream LLS Grade 7 |
| **Role Family** | Projects & Programs |
| **ANZSCO Code** | 511112 |
| **PCAT Code** | 1227292 |
| **Date of Approval** | July 2018 (updated Sept 2021) |
| **Agency Website** | http://www.lls.nsw.gov.au |

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 and private native forestry.

Primary purpose of the role

Lead the development, management and implementation of a range of strategic programs and projects including planning and stakeholder engagement to support and achieve the overall objectives and initiatives of Local Land Services.

Key accountabilities

* Oversight project and program budgets and resources and establish and implement work plans as well as develop and deploy multi-disciplinary program and project groups to ensure potential is optimised, time constraints are met, and work undertaken is commensurate with priorities and standards
* Organise program and project implementation including the preparation and implementation of plans, identifying and coordinating resources, developing and managing budgets and determining reporting requirements
* Develop and retain working relationships with internal and external clients to support the delivery of programs and projects
* Negotiate contracts and co-ordinate the work performed by stakeholders, at a senior level, to ensure that services are provided in accordance with agreed program and project requirements, standards, budget and timeframe and corporate objectives
* Deliver high-level advice in the development and management of programs and projects and ensure Executive and senior management are fully briefed on the progress
* Work closely with program and project team members and enhance the professional development of team members by providing leadership, management and coaching
* Contribute to the development of program and project management methodologies, guidelines and process across LLS

Key challenges

* Developing and managing productive internal and external partnerships and networks, and combining the views and interests of groups with different priorities for the delivery and implementation of programs and projects to meet the corporate objectives of LLS
* Determining and achieving program and project deadlines and milestones and taking steps to ensure that program and project outcomes are consistent with agreed priorities, plans and standards and corporate objectives
* Managing complex and sensitive consultations, negotiations and arrangements with a wide range of internal and external stakeholders and clients in the development and implementation of LLS programs and projects

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director, Manager or Business Partner | * Receive guidance and provide advice and consult on development and implementation of programs and projects and coordination of related activities * Deliver reports and make recommendations on program and project planning and implementation to meet the objectives of LLS |
| Team and project colleagues | * Work collaboratively to achieve required outcomes |
| LLS staff | * Provide information and data for a range of programs and projects across LLS |
| **External** |  |
| • Stakeholders, representatives of government and industry groups | * Research material and provide advice and support to ensure the development, implementation, management and reporting of programs and projects meet guidelines and budgetary requirements. * Build and maintain strong working relationships |

# Role dimensions

## Decision making

In association with their manager, responsible for making decisions on the implementation and delivery of programs and projects that support the directions and objectives of LLS

## Reporting line

Director, Manager or Business Partner (varies by business unit)

## Direct reports

Varies across business unit.

## Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

Essential requirements

* NSW Drivers Licence and willingness and ability to travel.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Be flexible, show initiative and respond quickly when situations change  Give frank and honest feedback and advice  Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately  Raise and work through challenging issues and seek alternatives  Remain composed and calm under pressure and in challenging situations | Adept |
| **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 |
|  | **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 |
| **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 |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Use facts, knowledge and experience to support recommendations  Work towards positive and mutually satisfactory outcomes  Identify and resolve issues in discussion with other staff and stakeholders  Identify others’ concerns and expectations  Respond constructively to conflict and disagreements and be open to compromise  Keep discussions focused on the key issues | Intermediate |
|  | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence  Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience  Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience  Seek contributions and ideas from people with diverse backgrounds and experience  Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness  Identify and share business process improvements to enhance effectiveness | Adept |
| **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 |
|  | **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 | 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 |
| **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | | Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders  Translate broad organisational strategy and goals into tangible team goals and explain the links for the team  Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders  Work to remove barriers to achieving goals | 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** |
|  | 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 |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
|  | 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 | Intermediate |
|  | 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 |
|  | 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 |