Role Description

Senior Team Leader, Environmental Water Planning

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| **Cluster** | Planning and Environment |
| **Agency** | Department Planning and Environment |
| **Division/Branch/Unit** | Environment & Heritage Group / Biodiversity and Conservation |
| **Role number** | 31644 |
| **Classification/Grade/Band** | Environment Officer Grade 12 |
| **ANZSCO Code** | 234311 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | February 2016 (updated May 2021; June 2022) |
| **Agency Website** | [www.dpie.nsw.gov.au](http://www.dpie.nsw.gov.au/) |

# Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

# Primary purpose of the role

Lead a team to ensure quality performance and outputs of environmental water management planning programs to develop, deliver, promote and evaluate quality long-term environmental watering plans and information.

# Key accountabilities

* Lead a multidisciplinary team focussed on delivery, review and reporting of environmental water management planning and associated Basin Plan requirements.
* Develop, deliver, promote and evaluate long-term environmental water management plans and provide high level technical support within and across agencies to ensure strategic assessment of project risks and environmental water planning operations.
* Contribute to the development of performance targets through team planning, coordination and monitoring of productivity and performance of environmental water planning.
* Lead in the implementation of operational policies, guidelines, compliance, and best practice pertaining to environmental water management planning and evaluation.
* Lead the delivery of the externally funded Environmental water planning project under the Basin Plan

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implementation program and ongoing Basin Plan requirements. Prepare high level written reports, submissions, briefing notes and ministerial correspondence on a range of issues including contentious or politically sensitive issues often involving significant financial implications and government credibility.

* Negotiate with, and provide expert advice to senior management on issues related to the coordinated delivery of state-wide, high quality environmental, community engagement and compliance programs.
* Represent the Department on a range of forums to influence and provide expert advice on operational activities ensuring consistency with government policy and legislative requirements.
* Lead multidisciplinary project teams in successful project management to facilitate, review and analyse program and project effectiveness, appropriate resource allocation and timely action.

# Key challenges

* Operating in a multi-disciplinary geographically dispersed team whilst being accountable for the coordinated delivery of state-wide and high quality programs within their area of responsibility.
* Dealing with community and business impact as well as a range of stakeholders whilst ensuring positive outcomes. Understanding the complexities of impacting issues in the operating context and developing and recommending innovative and conceptual solutions.
* Displaying initiative to conduct analysis and apply consistent and collective methodologies in addressing complex issues in an environment of rapid and unpredictable change and to support evidence-based decision making.

# Key relationships

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| **Who** | **Why** |
| **Internal** |  |
| Manager | * Receive guidance and support, provide advice and exchange information. |
| Staff | * Provide guidance, support, exchange information and facilitate their professional development. |
| Work team/other staff | * Work collaboratively to contribute to achieving business outcomes. * Foster effective working relationships to facilitate opportunities for engagement, consultation, issue resolution and information sharing. |
| **External** |  |
| Stakeholders | * Negotiate and liaise with a variety of stakeholders to enable the timely delivery of business initiatives. |

**Role dimensions**

## Decision making

The role is expected to operate with some level of autonomy, makes day to day decisions relating to work priorities and workload management, for themselves and any staff supervised. The position is accountable for the quality, integrity and accuracy of content of advice provided.

## Reporting line

Reports to the Manager

## Direct reports

Direct reports range from 10-12 staff.

## Budget/Expenditure

TBC

# Key knowledge and experience

* Knowledge of the operational and strategic requirements for the successful delivery of environmental water planning programs in the context of current policy and legislative frameworks.
* Experience developing, implementing and monitoring strategic and operational plans for the delivery of complex programs, with a demonstrated track record of providing direction and achieving results through multidisciplinary and geographically dispersed teams.

# 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.

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| **FOCUS CAPABILITIES** | | | |
| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
|  | **Display Resilience and** | * 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 |
| **Courage** |  |
| Be open and honest, prepared |  |
| to express your views, and |  |
| willing to accept and commit to |  |
| change |  |
|  | **Act with Integrity** | * Represent the organisation in an honest, ethical | Adept |
| Be ethical and professional, and uphold and promote the public sector values | 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

**Manage Self**

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

**Communicate Effectively** Communicate clearly, actively listen to others, and respond

with understanding and respect

* 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



* Present with credibility, engage diverse audiences and test levels of understanding
* Translate technical and complex information clearly and concisely for diverse audiences
* Create opportunities for others to contribute to discussion and debate
* Contribute to and promote information sharing across the organisation
* Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
* Explore creative ways to engage diverse

audiences and communicate information

* Adjust style and approach to optimise outcomes
* Write fluently and persuasively in plain English

Advanced

Advanced

and in a range of styles and formats

**Work Collaboratively** Collaborate with others and value their contribution

**Plan and Prioritise**

Plan to achieve priority outcomes and respond flexibly

 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



 Consider the future aims and goals of the team, unit and organisation when prioritising own and others’ work

 Initiate, prioritise, consult on and develop team

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to changing circumstances and unit goals, strategies and plans

 Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses

 Ensure current work plans and activities support and are consistent with organisational change initiatives

 Evaluate outcomes and adjust future plans

accordingly

**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

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improvements to enhance effectiveness

**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

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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   * 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 |



# 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.



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| **COMPLEMENTARY CAPABILITIES** | | | |
| **Capability group/sets** | **Capability name** | **Description** | **Level** |
|  | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and | Adept |
|  |  | perspectives |  |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
|  | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
|  | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
|  | 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 | Adept |

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|  | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | 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 |

