Role Description

**Manager Outreach Programs**

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| **Cluster** | Planning & Environment |
| **Agency** | Department of Planning & Environment |
| **Division/Branch/Unit** | Water / Natural Resource Access Regulator |
| **Location** | Various |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Family** *(internal use only)* | Bespoke/Regulation and Compliance/ Lead |
| **ANZSCO Code** | 23611 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | February 2023 (updated from May 2022) |
| **Agency Website** | [http://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.

Water brings communities together; keeps industries moving and sustains life. It has significant cultural and environmental value with an estimated market value of more than $29 billion in NSW. When it's taken unlawfully, we lose more than just the water.

NRAR enforces the NSW water laws and offers guidance and education to help water users comply. We strive to be an efficient and effective regulator that celebrates and reflects the diversity of the community we serve.

Working with NRAR provides a chance to make sure water is used lawfully so that all communities and the environment get a fair share.

# Primary purpose of the role

Lead and manage the Outreach team to achieve quality and high volume property inspections and undertake desktop monitoring and audit processes to enhance our proactive, evidence based, intelligence led approach to regulation.

# Key accountabilities

* Lead and manage the Outreach program and support and oversee a team of field officers responsible for building understanding of water compliance in NSW and promoting responsible water management practices to achieve outcomes aligned to community and government expectations.
* Conduct independent and objective appraisals of compliance and licensing operations and collect high-quality data that can be used to inform future strategic compliance priorities and operations.
* Develop and nurture a culture of collaboration, high performance and continuous improvement to ensure the team operates efficiently and effectively.
* Prepare and manage inspection schedules and operational plans for the team to ensure delivery of the high volume of property inspections that are required to achieve program outcomes.
* Work collaboratively with staff within NRAR, and the Water division to ensure information gathered by field officers is circulated appropriately to inform and provide advice around a broad range of planning, legacy and assessment issues.
* Ensure workplace health and safety rules are followed by the team to ensure the safety of the team. Provide regular briefings to the NRAR executive and Board on program delivery and outcomes, including any potential issues related to effective, efficient, transparent and accountable compliance and enforcement measures for water management regulations and issues that may impact public confidence in the enforcement of the water management regulations.
* Manage the provision of information and educational material to landholders, the agricultural industry, stakeholders and the broader community.
* Manage the program budget, identifying opportunities to increase the reach and visibility of the program to increase awareness of and understanding of the NSW water laws.

# Key challenges

* Leading and motivating a team in the delivery of high-volume property inspections without compromising quality, whilst ensuring safe work practices are followed
* Preparing and managing inspection schedules and operational plans to achieve program outcomes, whilst remaining flexible to adapt to changing circumstances.
* Managing the protection of water resources by ensuring compliance with consent conditions and legislation, and using enforcement action when appropriate.

# Key relationships

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| --- | --- | --- |
| **Who** | | **Why** |
| **Internal** | |  |
| Director Education & Engagement | | * Receive guidance from direct line manager * Provide regular updates and reports on assigned tasks to line manager * Escalate issues, inform of emerging issues * Ensure work is aligned with current priorities |
| Field Safety Supervisors | | * Direct reports * Provide guidance, support and advice * Ensure safety practices are met and outcomes delivered in line with expectations |
| NRAR Executive | | * Receive overall direction on the Water Regulation strategy and agency priorities * Identify, discuss and plan for emerging issues and negotiate outcomes, present reports and briefings * Ensure integrated organisational approach to allocated work to reflect   best practice and current Departmental policy, Government priorities and State Plan targets |
| Other NRAR and Water division staff | | * Substantive support provided to a collaborative approach in meeting Government’s objectives * Role of water regulation for evidence-based decision-making is promoted |
| **External** |  | |
| State and Commonwealth Agencies, peak bodies, and stakeholder groups | * Develop and maintain effective working relationships and open channels of communication to facilitate liaison, consultation, engagement and/or participation initiatives * Engage with peak groups to gain support for program objectives and delivery | |

**Role dimensions**

## Decision making

* Plan, lead and organise the work of teams
* Manage resources through appropriate procurement processes.
* Determine compliance, education, promotional and operations plans to maintain public confidence in the enforcement of the water management regulations.
* Refer to Director those decisions that involves potential risk to NRAR, or which require higher delegation or approval including approval from the Chief Regulatory Officer and the NRAR Board.

## Reporting line

Director Education & Engagement

## Direct reports

* 4x Field Safety Supervisors

## Budget/Expenditure

As per Department delegations

**Essential requirements**

* Intra-state travel requiring periods of being away from home.
* NSW Class C Drivers’ licence.

## 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

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| **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 | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | Focus on key points and speak in plain English  Clearly explain and present ideas and arguments  Listen to others to gain an understanding and ask appropriate, respectful questions  Promote the use of inclusive language and assist others to adjust where necessary  Monitor own and others’ non-verbal cues and adapt where necessary  Write and prepare material that is well structured and easy to follow  Communicate routine technical information clearly | Intermediate |
| 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 | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| 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  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 |
| results | **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 | Perform basic research and analysis to inform and support the achievement of project deliverables  Contribute to developing project documentation and resource estimates  Contribute to reviews of progress, outcomes and future improvements  Identify and escalate possible variances from project plans | Intermediate |
| people-management | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | Refine roles and responsibilities over time to achieve better business outcomes  Recognise talent, develop team capability and undertake succession planning  Coach and mentor staff and encourage professional development and continuous learning  Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation  Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | Advanced |
| people-management | **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.

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| **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 |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| 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 | Intermediate |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |