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| **Cluster** | Climate Change, Energy, the Environment and Water |
| **Agency** | Department of Climate Change, Energy, the Environment and Water |
| **Division/Branch/Unit** | Biodiversity Conservation and Science / Conservation Policy and Programs / Compliance & Licensing Branch / Audit and Strategic Projects |
| **Location** | Various |
| **Classification/Grade/Band** | Environment Officer Class 10 |
| **Role Number** | 52890 |
| **ANZSCO Code** | 234311 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | June 2020 (updated October2024) |
| **Agency Website** | https://www.nsw.gov.au/departments-and-agencies/dccew |

*Ensuring a sustainable NSW through climate change and energy action, water management, environment and heritage conservation and protection.*

Who we are

The NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) works to protect the state's environment and heritage. It leads the way on climate change, driving the sustainable transition to a net zero economy, powered by affordable, reliable and clean energy.

DCCEEW conserves and protects the state's natural environment. It manages the NSW national park estate, including its rich and diverse biodiversity and Aboriginal cultural heritage for future generations.

DCCEEW also ensures sustainable management of water resources across the state, to support the environment, communities.

We acknowledge the ongoing custodial responsibilities of the Aboriginal peoples of NSW to care for Country and water and are committed to establishing meaningful partnerships with Aboriginal peoples in management of the environment.

Primary purpose of the role

The Team Leader, Early Change Monitoring, is responsible for leading the Early Change Monitoring Program (ECM), an early intervention program aimed at protecting biodiversity on a property scale. The ECM Program uses satellite imagery for rapid identification of land clearing activities followed by early outreach to promote voluntary compliance and support landholders to manage their land in accordance with the land management framework.

The Team Leader, Early Change Monitoring, manages a team to implement continuous program improvements and ensure key performance indicators are met.

# Key accountabilities

* Lead a small team to deliver the Early Change Monitoring Program by assessing satellite detections of potential land clearing activities and engaging directly with landholders
* Plan, lead and deliver continual improvement projects for the Early Change Monitoring Program
* Work collaboratively with regional compliance teams to ensure best practice, effective and innovative compliance approaches to deliver conservation outcomes
* Support the Senior Team Leader Audit & Strategic Projects to build and maintain collaborative relationships with partner agencies and key stakeholders
* Provide input into the development of and ongoing review and management of core systems, processes and procedures that support a state-wide framework promoting a transparent approach to audits and investigations, risk minimisation, prevention programs and good governance, and is consistent with contemporary principles of effective regulation.
* Work with partner organisations in the development of strategies that promote and facilitate support for voluntary compliance and advance the Departments reputation as a fair and credible regulator.
* Detect changes in the operational context and take the initiative to address issues that impact on the effectiveness of compliance programs.
* Implement a consistent and efficient reporting framework for compliance activities.

Key challenges

* Operating in and offering support to 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 an operational context and developing, recommending and gaining support for innovative solutions.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Receive guidance and support, provide advice and exchange information.
 |
| Other DCCEEW staff | * Work collaboratively and foster effective working relationships
* Provide direction, guidance, support, exchange information and facilitate their professional development.
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| **External** |  |
| Stakeholders | * Negotiate and liaise with a variety of stakeholders to enable the timely delivery of business initiatives.
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# Role dimensions

## Decision making

The role operates with some level of autonomy within the context of agreed work plans and makes day to day decisions relating to work priorities and workload management, for themselves and any staff supervised, within limits of delegated authority. The role is accountable for the delivery of assigned work and is directed by its supervisor/manager on work priorities, complex issues and all matters requiring a higher authority to determine and resolve issues.

## Reporting line

## The role reports to the Senior Team Leader Audit and Strategic Projects

## Direct reports

The role may be responsible for managing up to 6 direct reports

## Budget/Expenditure

Nil.

Key knowledge and experience

* Superior knowledge of the operational and strategic requirements for the successful design, undertaking and evaluation of complex compliance and governance programs, monitoring, audits and investigations in the context of dynamic policy and legislative frameworks.
* Demonstrated experience in strategic analysis and program design and delivery including project management, stakeholder collaboration and negotiation to facilitate effective engagement and outcomes.
* Knowledge of relevant legislation and policy.
* Experience in Environmental assessment, including use of satellite imagery

## 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** |
| --- | --- | --- | --- |
| 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 soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct 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 | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| relationships | **Work Collaboratively**Collaborate with others and value their contribution | Encourage a culture that recognises the value of collaborationBuild cooperation and overcome barriers to information sharing and communication across teams and unitsShare lessons learned across teams and unitsIdentify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to workActively 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 outcomesMake sure staff understand expected goals and acknowledge staff success in achieving theseIdentify resource needs and ensure goals are achieved within set budgets and deadlinesUse business data to evaluate outcomes and inform continuous improvementIdentify priorities that need to change and ensure the allocation of resources meets new business needsEnsure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| results | **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 evidenceAnticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experienceApply creative-thinking techniques to generate new ideas and options to address issues and improve the user experienceSeek contributions and ideas from people with diverse backgrounds and experienceParticipate in and contribute to team or unit initiatives to resolve common issues or barriers to effectivenessIdentify and share business process improvements to enhance effectiveness | Adept |
| business-enablers | **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 benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |
| 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 outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor 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.

| **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 | Intermediate |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
| 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 |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| 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 | Intermediate |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | 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 |