

# Role Description

## Team Leader Rangers



Planning,  
Industry &  
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning Industry & Environment
Division/Branch/Unit	Environment, Energy & Science / National Parks & Wildlife Service / Park Operations
Location	Various
Classification/Grade/Band	Clerk Grade 9/10
Role Number	Generic
ANZSCO Code	132411
PCAT Code	1217292
Date of Approval	September 2017 (updated 15 February 2021)
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### 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.

The Environment, Energy and Science (EES) Group within DPIE brings together a range of functions including national park management, biodiversity and conservation, climate change, sustainability, resilience and adaptation, renewable energy and energy security, waste management and resource recovery, and environmental and mine safety regulation. The work of the Group is supported by centres of excellence in science; policy and strategy; and data analytics and insights.

### National Parks & Wildlife Service overview

National Parks & Wildlife Service (NPWS) is one of the world's oldest and most respected national parks agencies. We manage more than 880 national parks and reserves, covering over 7.4 million hectares or 9.3% of the landmass of NSW ranging from rainforests and towering eucalypt forests to rich woodlands, spectacular deserts and precious alpine systems. We deliver effective conservation for our biodiversity and cultural heritage and provide world class visitor experiences for the whole community to enjoy. We carry out fire management, threatened species conservation, land and infrastructure management, sustainable tourism and visitation, and research and education programs. We work together with Aboriginal communities to manage and protect our parks on behalf of the people of NSW.

## Primary purpose of the role

The Team Leader Rangers is responsible for managing the day to day operational works within the area to ensure the delivery of quality integrated frontline services through leadership of the team and the fostering a culture of professionalism and high performance. The role facilitates the management of natural, historic and Aboriginal heritage on and off reserve.

## Key accountabilities

- Lead, motivate and develop the team's professional and technical capabilities and meet agreed performance outcomes as defined in corporate, strategic and business plans. Support development of a positive working culture through providing guidance on priorities and goals and promoting learning and development opportunities, to ensure staff are capable of achieving high levels of service delivery and meet the demands of a dynamic, changing environment.
- Lead the development of Area Operational Plans and implementation of park management programs across pest and weed control, threatened species and environmental restoration, visitor and recreation, interpretation and education and community engagement and joint management. Ensure the application of relevant legislation and environmental standards across all areas of work.
- Lead the strategic management of park assets and delivery of natural, cultural heritage and visitor experience programs in a changing environment including seeking out opportunities to enhance program delivery through community engagement and partnerships.
- Manage and build collaborative relationships with key stakeholders, identify opportunities and partnerships to increase community participation and engagement and to promote the products, services and programs of Environment, Energy and Science and partner entities.
- Provide expert advice on the delivery and implementation of park management programs including identifying operational issues, risks and opportunities to inform high level decision making and planning activities within the organisation.
- Contribute and participate in incident planning and control on a needs basis, including fire fighting and other emergency situations.
- Assist in managing emerging contentious issues, incidents and risks including resource coordination, proactive engagement and consultation with key stakeholders, and the provision of timely, accurate advice to senior management on the application of appropriate response and risk mitigation strategies.

## Key challenges

- Identifying and pursuing appropriate cultural change support to drive in team performance, service delivery, resource and priority allocation in a complex, geographically and functionally diverse and changing environment.
- Ensuring that service delivery aligns with complex and diverse strategic and business priorities through effective working relationships and engagement with key internal and external stakeholders.
- Producing programs, project plans, presentations and substantial written reports, submissions and recommendations that comply with natural and cultural values and priorities.

## Key relationships

Who	Why
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Internal	
Area Manager	<ul style="list-style-type: none"> <li>Receive broad guidance, provide expert advice, consult and negotiate on key operational priorities and exchange information</li> </ul>
Staff	<ul style="list-style-type: none"> <li>Provide guidance and leadership, exchange information and promote their ongoing professional development</li> </ul>
Branch/Divisions	<ul style="list-style-type: none"> <li>Collaborate and consult on cross branch/divisional programs and projects, exchange information</li> </ul>
External	
Stakeholders/Clients	<ul style="list-style-type: none"> <li>Develop and maintain effective relationships and explore collaborative opportunities and other partnerships to increase volunteer and community participation and engagement and promote the products, services and programs of Environment, Energy and Science and partner entities</li> </ul>

## Role dimensions

### Decision making

The Team Leader Rangers operates independently on a day to day basis but has an agreed work program using established policies and procedures. The role is required to provide advice to the Area Manager, other section managers and officers within the Branch and senior management on environmental matters, prepare briefing notes and make recommendations. The role makes day to day decisions required to supervise multi-disciplinary staff and is responsible for developing and negotiating performance agreements with the Section's staff.

### Reporting line

Area Manager

### Direct reports

Up to 8 direct reports

### Budget/Expenditure

Relevant operational project budget

## Key knowledge and experience

- Knowledge of and experience in the implementation of current relevant environmental legislation, with demonstrated ability to interpret and apply relevant environmental legislation.
- Demonstrated experience in managing diverse, dispersed and/or multi-disciplinary teams in a changing environment.
- Current NSW Driver's Licence

## 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.

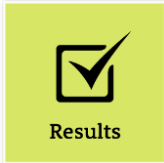
The capabilities are separated into **focus capabilities** and **complementary capabilities**.



## 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	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Act professionally and support a culture of integrity</li> <li>• Identify and explain ethical issues and set an example for others to follow</li> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li> </ul>	Adept
	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> <li>• Keep up to date with relevant contemporary knowledge and practices</li> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Seek and respond positively to constructive feedback and guidance</li> <li>• Demonstrate and maintain a high level of personal motivation</li> </ul>	Adept
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> </ul>	Advanced

		<ul style="list-style-type: none"> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>	Adept
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	Adept
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>	Adept

 <p>Business Enablers</p>	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>	<p>Adept</p>
 <p>People Management</p>	<p><b>Manage and Develop People</b></p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on team performance in line with established performance development frameworks</li> </ul>	<p>Adept</p>
	<p><b>Optimise Business Outcomes</b></p> <p>Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> <li>• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives</li> <li>• Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning</li> <li>• When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences</li> <li>• Ensure that team members base their decisions on a sound understanding of business and risk</li> </ul>	<p>Adept</p>






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

## 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
	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
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	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
 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