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| **Cluster** | Climate Change, Energy, the Environment & Water |
| **Agency** | Department of Climate Change, Energy, the Environment & Water (DCCEEW) |
| **Group/Division/Branch/Unit** | National Parks and Wildlife Service/Park Operations Division |
| **Location** | Various |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | Generic |
| **ANZSCO Code** | 139912 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | July 2024 (updated from March 2022; April 2021; and September 2017, June 2023) |
| **Agency Website** | www.nationalparks.nsw.gov.au & www.dcceew.nsw.gov.au |

*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 and industry.

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 the management of the environment.

**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 890 national parks and reserves, covering over 7.5 million hectares or 9.5% 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

Lead and manage a team to implement and deliver park management programs and translate strategies into operational outcomes within a geographical area to support the achievement of NSW Government Corporate outcomes.

# Key accountabilities

* Lead and manage a multidisciplinary team to implement 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.
* Lead the Area’s 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.
* Lead the Area’s strategic management of park assets including prioritising investment in assets in accordance with asset condition, business relevance and staff and public safety considerations.
* Plan for a workforce with optimal capability and flexibility to safely and effectively undertake incident planning, coordination and response functions in order to protect life, property and the natural, cultural and recreational values of parks and reserves.
* 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 DCCEEW and partner entities.
* Provide expert advice on the delivery and implementation of park management programs including identify operational issues, risks and opportunities to inform high level decision making and planning activities within the organisation.
* Manage emerging contentious issues, incidents and risks including 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 to contribute to the environmental, social and economic needs of the people of NSW.

Key challenges

* Build confidence within the community by proactively communicating with all key stakeholders and effectively deliver business and operational plan actions and priorities within the context of local challenges.
* Make effective and relevant program management decisions that consider local conditions, available resources, approval requirements and competing priorities, whilst responding appropriately to the media and public scrutiny and ensuring respect for cultural sensitivities.
* Maintain contemporary knowledge of natural and cultural heritage conservation and the delivery of visitor experiences and effectively applying this consistent with relevant policies, and procedures, while managing stakeholder opinions and increased expectations.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Director/Supervisor | * Receive broad guidance, provide expert advice, consult and negotiate on key operational priorities and exchange information.
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| Team | * Provide guidance and leadership, exchange information and promote their ongoing professional development.
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| NPWS Divisions/Branches | * Collaborate and consult with staff on cross branch/divisional programs and projects, exchange information.
* Maintain and develop relationships with geographically dispersed staff.
* Share knowledge and resources to ensure a consistent approach to managing and delivering work.
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| **External** |  |
| Stakeholders/clients | * Develop and maintain effective relationships with stakeholders and explore collaborative opportunities and other partnerships to increase community participation and engagement and promote the products, services and programs of NPWS.
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| Local community | * Consult and collaborate on local environmental and related issues, provide advice and exchange information.
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# Role dimensions

## Decision making

The Manager (Area) operates with a high level of autonomy and is expected to determine key operational objectives in consultation with the Director. It is responsible for the day to day management of staff, including assigning work and reviewing performance objectives.

The role is required to exercise authority and make independent decisions, whilst ensuring it collaborates with stakeholders to gather a diverse range of information and views prior to making decisions. The role is fully and individually accountable for the quality, integrity and validity of advice provided, and for the successful delivery of projects/programs on time and within budget.

The Manager (Area) consults with the Director on issues that are controversial, sensitive, may have adverse ramifications or cause significant variations to projects and programs.

## Reporting line

The role reports to the allocated Branch Director.

## Direct reports

There are between four (4) to seven (7) direct reports.

## Budget/Expenditure

TBC

Essential requirements

* Extensive experience managing diverse, dispersed and multi-disciplinary teams in a dynamic and changing environment.
* Demonstrated ability to plan and deliver a diverse range of park management operations and visitor services aligned to strategic organisational outcomes and competence in incident management planning and control.
* Extensive experience and proven ability to exercise sound judgement in working in a senior function including the provision of advice on management of various issues and provision of high level support.
* Proven ability to work in collaboration with local communities and key stakeholders.
* Demonstrated ability to work with Aboriginal communities to deliver cultural and environmental outcomes; and/or demonstrated ability in working with Aboriginal boards and committees under joint management arrangements.
* Current NSW Driver’s 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**  |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Model the highest standards of ethical and professional behaviour and reinforce their useRepresent the organisation in an honest, ethical and professional way and set an example for others to followPromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct promptly on reported breaches of legislation, policies and guidelines | Advanced |
|  | **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Influence others with a fair and considered approach and present persuasive counter-argumentsWork towards mutually beneficial ‘win-win’ outcomesShow sensitivity and understanding in resolving acute and complex conflicts and differencesIdentify key stakeholders and gain their support in advanceEstablish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromiseAnticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
|  | **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 issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
|  | **Finance**Understand and apply financial processes to achieve value for money and minimise financial risk | Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measuresUnderstand the impacts of funding allocations on business planning and budgetsIdentify discrepancies or variances in financial and budget reports, and take corrective actionKnow when to seek specialist advice and support and establish the relevant relationshipsMake decisions and prepare business cases, paying due regard to financial considerations | Adept |
|  | **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 outcomesRecognise talent, develop team capability and undertake succession planningCoach and mentor staff and encourage professional development and continuous learningPrioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisationImplement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | Advanced |
| **Manage Reform and Change**Support, promote and champion change, and assist others to engage with change | Promote change processes and communicate change initiatives across the team or unitAccommodate changing priorities and respond flexibly to uncertainty and ambiguitySupport others in managing uncertainty and change | Intermediate |

# 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| 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 | Adept |
|  | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Work Collaboratively | Collaborate with others and value their contribution | 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 | Adept |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
|  | 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 | Adept |
| Project Management | Understand and apply effective planning, coordination and control methods | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Advanced |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |