

### Position Overview

<b>Position Title</b>	<b>District Manager North Queensland</b>		
<b>Position Number</b>	1182		
<b>Position Type</b>	Ongoing		
<b>Classification</b>	Level 3		
<b>Structure</b>	Forest Operations	Inland & North Queensland	North Queensland
<b>Location</b>	Ingham Office		
<b>Reports to</b>	Regional Manager, Inland & NQ (Operations)		
<b>Direct Reports</b>	2 x Lead Forester, 3 Senior Foresters 2 x Forester, (Indirect – 2 x Forest Technician)		
<b>Version</b>	4.0 as at 28 August 2025 <sup>1</sup>		

### Position Purpose

The purpose of this role is to:

- Lead a safe and healthy workplace;
- Provide value driven leadership for the North Queensland team (incorporating the Byfield, Cathu, Hinchinbrook, and Tablelands estates) to ensure the safe, efficient and sustainable delivery of silviculture, fire protection, custodial, harvesting and roading programs to achieve the strategic and operational goals;
- Lead business processes for the land and forest estates across the North Queensland estate;
- Provide authentic leadership with an absolute commitment to a safe work culture as well as socially responsible investing and sustainable forestry management;
- Motivate and lead a collaborative, cohesive and high performing operational workforce, attracting and retaining key talent, and providing mentoring to enhance the strength and capability of the North Queensland team;
- Align operational outcomes and practices with the company's stewardship and environmental values and standards; and
- Drive a high performing, safe, and inclusive work environment by being a proactive member of the North Queensland, regional and company teams.

### Corporate Responsibilities

You are responsible for ensuring your behaviour and performance are aligned to:

- Our commitment to achieving a *proactive and integrated Culture of Safety*;
- Our *Values* of:
  - Integrity Always – Do what's right and address issues;
  - Respect and Protect – Care for each other and the land;
  - Lead Change – Innovate to find a better way;
  - Succeed Together – Collaborate to achieve more; and
  - Own outcomes – Committed, accountable, and tenacious.
- The behaviour standards outlined in our Code of Business Conduct; and
- Our commitment to a diverse and inclusive workplace by being open to different ideas and cultures, committing to listening to each other, treating everyone fairly, and valuing different perspectives.

<sup>1</sup> This Position Description may be redesigned from time to time to meet business needs.

## Position Accountabilities

### 1. Ensure a safe and healthy workplace

- Ensure the safety of yourself, your team, and others by placing safety first in all work activities and decisions;
- All work activities are carried out in alignment with HQPlantations Health and Safety Policy and Standards as detailed in our HSMS;
- Risk assessments are carried out when hazards are identified, prior to all new work, and when change is introduced;
- Provide genuine safety leadership in all decisions you make, and work practices carried out; and
- Health & Safety events are reported and analysed.

### 2. Ensure sound business processes

- Design, document, implement and review Standard Operation Practices (SOP) to ensure consistent and efficient operational practices;
- Work with the regional team to identify relevant Key Performance Indicator's for various business functions and track performance against these metrics, with the intention of overachieving all Key Performance Indicator's and performance metrics;
- Analyse Key Performance Indicator's data to identify trends, opportunities for improvement, areas of concern, while also implementing change to improve the Key Performance Indicator's results;
- Develop annual budgets in alignment with organisational goals and strategic priorities;
- Plan, monitor and report actual expenditures against budget while having strategic foresight to adjust plans as necessary to deliver programs;
- Continuously evaluate business processes to identify inefficiencies and areas for improvement.
- Lead initiatives to implement process improvements and innovative solutions that enhance productivity and profitability;
- Set clear performance expectations for the North Queensland team and provide regular feedback including coaching development; and
- Support professional development and continuous learning to build a high-performing and adaptable workforce.

### 3. Apply sound business acumen

- Conduct regular risk assessments to identify potential threats to business operations and develop mitigation strategies;
- Ensure compliance with all relevant laws, regulations, and industry standards to minimize legal and financial risks;
- Communicate business performance, risks, and opportunities effectively to the regional team, senior management and other key stakeholders;
- Allocate resources, including personnel, technology, and capital, to maximise efficiency and achieve business goals;
- Evaluate and adjust resource allocation to respond to changing business needs and priorities;
- Participate in the development of long-term strategic plans and translate these into actionable business and operational plans;
- Ensure the effective execution of strategic initiatives to drive business growth and competitiveness; and
- Use market insights to inform business strategies and identify new opportunities for growth.

### 4. Provide authentic leadership

- Provide leadership to the North Queensland team that mirrors HQPlantations Growing Together Culture and delivers a OneHQP approach;
- Foster and promote individual behaviour that aligns with our Corporate Behaviour Standards;
- Encourage diversity by being open to different ideas and cultures, committing to listening to each other, treating everyone fairly, being inclusive, and valuing different perspectives;
- Develop professional relationships with all HQPlantations teams and contractors to ensure a safe and cooperative workplace; and

- Support your manager and broader Regional Management Team by actively and genuinely participating as an effective member of your Regional, and company teams.

## 5. Motive and lead a high performing team

- Ensure human resource practices, in line with the HQPlantations values and Human Resource Framework are consistently applied;
- Foster leadership to the North Queensland team that mirrors HQPlantations values and fosters cooperation, individual accountability and a high level of individual and team performance;
- Work collaboratively with the regional team, Regional Manager, Regional Planning Manager, Harvest Manager, Regional Business Support, your team members, contractors, customers and other external stakeholders to achieve HQPlantations business goals; and
- All team members have clearly communicated goals, defined roles/duties and responsibilities that align to HQPlantations One HQP approach that are regularly reviewed, monitored, and reassessed.

## 6. Provide value driven leadership

- Ensure all forest operations programs (including custodial, silviculture, roading, fire protection, harvesting and haulage) for the North Queensland district are carried out in accordance with HQPlantations management systems including human resources, health and safety and corporate fire;
- In consultation with the Regional Planning Manager develop and implement rolling tactical plans for silviculture, fire, harvesting and roading program;
- Maintain positive client/contractor relationships in conjunction with the Sales Manager and Harvest Manager while managing contracts to ensure supply agreement targets are met on time and within specification;
- Maintain and manager commercial and professional relationships with our contractor workforce;
- Ensure stewardship strategies are developed (in conjunction with the Regional Planning Manager and General Manager – Stewardship), implemented and monitored;
- Ensure custodial and environmental programs and stakeholder engagement activities within the District are implemented and;
- Ensure working relationships with our external stakeholders including neighbours, local authorities and government agencies are maintained and positively developed;

## 7. Maintain and deliver fire protection and wildfire suppression

- Ensure fire protection activities in accordance with our Corporate Fire Management System (CFMS);
- Development of District fire management plans and programs are developed and implemented;
- Monitor the plantation fire risk year-around and ensure appropriate actions to reduce risks; and
- As the senior member of the District team, provide leadership, manage incidents in wildfire preparedness and suppression activities as required and in the coordination and preparation of the Region's fire management plans.

## Position Requirements

### Behaviours & Commitments (Essential)

- Demonstrated commitment to **HQPlantations Values** of Integrity Always, Respect and Protect, Lead Change, Succeed Together, and Own Outcomes;
- Ability to demonstrate behaviours that are aligned to our **Code of Business Conduct**; and
- Demonstrated commitment to foster and develop **HQPlantations Growing Together Culture**.

### Knowledge & Skills

#### Health, Safety & Environmental Management

- Strategic and operational knowledge and understanding of the application of health, safety and environmental practices and systems required in a plantation forestry work environment; and
- Demonstrated practical understanding and ability to apply risk assessments tools in a hazardous work environment.

## ***Business Management***

- Demonstrated strategic and operational financial management, which includes a sound understanding of budgeting, financial analysis, and research skills;
- Highly developed written communication skills such as transactional, business case and report writing, and verbal communication skills such as presentation, coaching and effectively delivering difficult conversations with empathy and compassion while maintaining a business focus;
- The ability to carry out strategic and operational planning to effectively achieve business outcomes;
- Proven commercial leadership that is ambitious, enthusiastic and has the drive to ensure the district succeeds in delivering outstanding results; and
- Strategic decision-making skills underpinned by sound business acumen.

## ***Authentic Leadership***

- Possess mature, professional judgement, a disciplined approach, and strong standards whilst driving efficiencies and delivering results;
- Demonstration leadership skills with the ability to be resilient, engage, empower and influence others to align with our Growing Together Culture;
- Proven effective business negotiation skills;
- Effective interpersonal communication skills and the ability to foster inclusion; and
- Exhibited ability to listen to other and be genuinely empathetic.

## ***Plantation Forestry Operations Management***

- High level of knowledge of plantation forest management operations and practices in a commercial environment;
- High level knowledge of plantation asset protection including fire prevention, protection, and suppression;
- High level knowledge of best practice stewardship principles including third party certification, custodial management, and stakeholder engagement in a commercial plantation forest environment; and
- Practical knowledge of workforce planning and development as well as contractor engagement, performance management and relationship building.

## **Experience & Qualifications**

### Essential:

- Bachelor's degree in Forestry, Management, Finance, Planning or Civil Engineering (or other relevant qualification);
- At least 6 years in a senior leadership role in a rural setting, ideally in a rural primary industry (forestry, agriculture, horticulture etc).
- Unrestricted "C" class drivers' licence;

### Desirable:

- Experience in silviculture, roading, harvesting/haulage, fire management or general plantation management (e.g. stewardship, planning, resources) within a commercial operation;
- Previous experience in managing sales, negotiating sales agreements, developing export markets and liaising with customers; and
- Sector Commander fire accreditation and appropriate Incident Management Team accreditation in Incident Control and Operations, or willingness to gain the appropriate fire accreditation.