

# Role Description

## Manager Strategic Assets



<b>Cluster</b>	Stronger Communities
<b>Agency</b>	Fire and Rescue NSW (FRNSW)
<b>Directorate/Branch/Unit</b>	Finance/ Asset Management
<b>Classification/Grade/Band</b>	Clerk Grade 11/12
<b>Role Number</b>	52020335
<b>ANZSCO Code</b>	139999
<b>PCAT Code</b>	1222292
<b>Agency Website</b>	<a href="http://www.fire.nsw.gov.au">www.fire.nsw.gov.au</a>

### Agency overview

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and on the economy of NSW. Our capabilities extend far beyond fighting fires. FRNSW firefighters are among the most highly trained in the world. Our teams provide fire prevention, they respond to hazardous materials incidents, natural disasters and medical emergencies. Our teams also undertake counter terrorism and urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

### Primary purpose of the role

The role is responsible for the development, implementation and ongoing management and improvement of strategic asset management frameworks, policies, processes, plans and the associated Asset Management Information Systems and tools to support department infrastructure strategies – long and short term, and the development of programs of works. The role provides advice to facilitate informed asset lifecycle decision making.

### Key accountabilities

- Manage the development of a whole of lifecycle framework that aligns with ISO 55000 series standards, including performance measures, for asset planning, acquisition operation, maintenance and disposal that delivers fit for purpose, sustainable and reliable assets with liability on risks, costs and customer service.
- Implement agency asset management governance and risk management frameworks to identify, prioritise and mitigate asset performance and risk, ensuring robust and objective analysis, effective stakeholder consultation, and a collaborative, constructive approach addressing improvement opportunities across the agency.
- Coordinate the development of agency Strategic Asset Management Plan (SAMP), and Asset Management Plan/s (AMP), consulting with stakeholders across the agency, to ensure current and future asset requirements are met while achieving organisational/government objectives
- Establish and drive continuous efforts to improve agency asset management capabilities in strategy and planning, processes and practices, and data and information.
- Actively promote asset management vision and direction across the agency.
- Manage, report and coordinate changes to plans and budget variations.
- Provide liaison/support to other NSW Government Departments across asset management services.

## Key challenges

- Providing support in complex consultations and negotiations, strategic advice and offering solutions, often within short timeframes, to ensure program delivery targets are met or exceeded.
- Maintaining current knowledge of trends and developments including legislation and changes to policy and funding initiatives.
- Providing support to delivery teams to ensure stakeholder needs are met in an environment of finite resources and time pressures.

## Key relationships

Who	Why
<b>Internal</b>	
Senior Executives and Managers	<ul style="list-style-type: none"><li>• Provide support and advice to guide the development of strategies and planning. Contribute to business planning, briefings and advice on projects and/or issues. Escalate issues and seek guidance.</li></ul>
Direct reports/ Asset Management Function	<ul style="list-style-type: none"><li>• Lead, coach and guide to build asset management expertise and capability and achieve agreed priorities.</li><li>• Work collaboratively to support the team in achieving business objectives.</li><li>• Participate in meetings, share information and provide input on issues.</li></ul>
Agency Staff	<ul style="list-style-type: none"><li>• Promote the agency asset management vision, direction and plans across the agency to build buy-in and provide advice and support for implementation.</li></ul>
<b>External</b>	
NSW Treasury and Other NSW Government Agencies	<ul style="list-style-type: none"><li>• Establish networks to enable performance benchmarking and identify and exchange best practice in asset management in NSW Government.</li><li>• Interact with regularly in relation to broader public sector policy, practice and legislative requirements and their applications</li></ul>
Vendors	<ul style="list-style-type: none"><li>• Engage with the Asset Management supply base to inform procurement decisions.</li></ul>
External technical / industry agencies	<ul style="list-style-type: none"><li>• Liaison to maintain knowledge of building standards and best practice principles in the development and implementation of projects.</li></ul>
Consultants and Contractors	<ul style="list-style-type: none"><li>• Lead, manage and motivate consultant teams to develop realistic project delivery models and design solutions and liaise with external project managers regarding progress and delivery of projects.</li></ul>

## Role dimensions

### Decision making

- Operates with a level of autonomy in respect to the area of expertise and is fully accountable for the quality, integrity and accuracy of the content of the advice provided on matters relating to asset management

**Reporting line:** Director Financial Strategy

**Direct reports:** To be confirmed

**Budget/Expenditure:** As per FRNSW Delegations Manual

## Key knowledge and experience

1. Appropriate tertiary qualifications or demonstrated relevant, equivalent professional experience.

## 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
 <p>Personal Attributes</p>	<p><b>Act with Integrity</b></p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 <p>Relationships</p>	<p><b>Influence and Negotiate</b></p> <p>Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced
 <p>Results</p>	<p><b>Deliver Results</b></p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced


## FOCUS CAPABILITIES



Capability group/sets	Capability name	Behavioural Indicators	Level
 <p>Relationships</p>	<p><b>Communicate Effectively</b></p> <p>Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<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> <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>	Advanced
 <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>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 <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>	Adept
 <p>Business Enablers</p>	<p><b>Finance</b></p> <p>Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> <li>Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures</li> <li>Understand the impacts of funding allocations on business planning and budgets</li> <li>Identify discrepancies or variances in financial and budget reports, and take corrective action</li> <li>Know when to seek specialist advice and support and establish the relevant relationships</li> <li>Make decisions and prepare business cases, paying due regard to financial considerations</li> </ul>	Adept

## Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Asset Management</p>	<p><b>Asset Management Strategy and Planning</b></p> <p>Align asset management policy, strategy and planning to deliver government objectives.</p>	<ul style="list-style-type: none"> <li>Implement the organisation's asset management policy and evaluate its effectiveness in delivering government objectives</li> <li>Develop and evaluate components of the organisation's asset management framework and integrate it with other frameworks and systems</li> <li>Coordinate the production of the strategic asset management plan and asset management plans</li> <li>Implement asset- and non-asset strategies that address and manage service demand</li> <li>Evaluate investment options based on government objectives and areas of greatest service need</li> </ul>	3






	<p><b>Asset Management Processes and Practices</b></p> <p>Manage and integrate asset lifecycle activities by balancing cost, risk and performance to meet government objectives.</p>	<ul style="list-style-type: none"> <li>• Evaluate and integrate management approaches to particular phases of the asset lifecycle, for example asset planning, delivery/acquisition, decommissioning or divestment activities</li> <li>• Implement operational and maintenance models for assets and evaluate them for effectiveness in delivering government objectives</li> <li>• Implement and continually improve cost analysis methods that consider costs across the asset lifecycle, including capital and recurrent costs</li> <li>• Manage cost, risk and performance considerations resulting from assessment of the asset portfolio, using defined decision-making criteria</li> <li>• Evaluate and mitigate asset-related risk in alignment with the organisation’s risk management framework</li> <li>• Maintain continual improvement and organisational capability building frameworks for asset management and monitor their effectiveness</li> <li>• Procure and manage resources and services required to deliver asset management plans</li> </ul>	3
	<p><b>Asset Management Data and Information</b></p> <p>Produce asset data and information that supports decision-making and continual improvement.</p>	<ul style="list-style-type: none"> <li>• Evaluate and improve asset information and data management strategies that support decision-making and continual improvement</li> <li>• Develop the organisation’s asset information and data standards and processes to improve the quality of analytics and insights</li> <li>• Appraise asset information technologies to ensure they are fit for purpose and integrate them with other systems and technologies</li> <li>• Design and implement asset management knowledge sharing frameworks and activities</li> </ul>	3

## 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
	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
 Relationships	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	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept