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| **Cluster** | Planning, Industry & Environment |
| **Agency** | Department of Planning, Industry & Environment |
| **Division/Branch/Unit** | Water / Water Infrastructure NSW |
| **Location** | Negotiable |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Job Family** | Adapted/Information, Knowledge &Analytics/Lead |
| **ANZSCO Code** | 531111 |
| **PCAT Code** | 1227292 |
| **Date of Approval** | 2016 (updated July 2019) |
| **Agency Website** | [www.dpie.nsw.gov.au/water](http://www.dpie.nsw.gov.au/water) |

About the Department of Planning, Industry and Environment

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 Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

Primary purpose of the role

Lead the implementation of assurance frameworks and performance monitoring processes that support performance improvement through innovation and best practice. Lead collaboration with delivery and business partners to ensure preparation of high-quality reports and advice on the status and performance of projects and programs in the Water Group Infrastructure projects portfolio. Develop in-depth knowledge of infrastructure project planning and delivery activities as a basis of providing project and portfolio insights to inform decision-making, and support delivery teams in the continuous improvement of project management services.

Key accountabilities

* Lead the development and implementation of the Division’s assurance framework for infrastructure projects, consistent with NSW Government frameworks, including the infrastructure projects Assurance Framework and the Infrastructure Investor Assurance Framework.
* Lead the monitoring and reporting on the implementation and outcomes of assurance activities across infrastructure projects.
* Lead the development and delivery of specific assurance related services and tools to support the delivery of divisional infrastructure priorities.
* Lead the coordination of internal assurance functions for infrastructure projects, including liaison with Infrastructure NSW for projects subject to the Infrastructure Investor Assurance Framework.
* Lead a collaborative approach across project delivery and functional teams to prepare high-quality performance reporting and advice on delivery performance across the portfolio.
* Manage priorities for and lead preparation of periodic in-depth reviews of projects and programs by maintaining a comprehensive knowledge base of project status and priorities.
* Prepare detailed and timely reports, submissions and correspondence suitable for a senior government audience, including Ministerial briefing papers.
* Develop team capabilities, share lessons learnt and support skill development and training initiatives to ensure staff have the breadth and depth of technical knowledge, skills and support to undertake their responsibilities effectively.

Key challenges

* Operating in a dynamic and high-pressure environment, often managing competing priorities.
* Leading change to improve and streamline project delivery through improved assurance practices.
* Promoting awareness and knowledge of assurance frameworks and associated performance monitoring in a geographically dispersed organization
* Maintaining a thorough and current understanding of issues and changes that may impact policy, assurance frameworks and processes.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director Commercial and Project Management Services | * Escalate issues, provide advice and receive direction. * Ensure work is aligned with current priorities. * Provide advice to guide the development and implementation of fit for purpose assurance frameworks. * Identify, discuss and plan for emerging issues and negotiate outcomes |
| Team members | * Collaborate to build project management capability across the portfolio via the development and/or implementation of the Infrastructure Portfolio Management Framework, including the development of relevant tools, resources and training in applying the Framework. * Manage, guide, support, coach and mentor team members * Lead discussions and decisions regarding key aspects on risk and assurance frameworks |
| Senior staff in Water Group and senior managers across the Department | * Foster effective working relationships to collaborate, consult and engage to deliver targeted infrastructure portfolio advice. |
| **External** |  |
| Stakeholders, Government agencies, industry groups and professional associations | * Develop and maintain effective and strategic working relationships and open channels of communication to facilitate engagement, liaison, consultation and/or participation in the development and application of assurance frameworks. * Convene as required, lead working groups and advisory committees to ensure a cohesive approach is undertaken in project assurance. * Identify best practice in business analysis and the use of reporting and metrics to support decision making. |
| Contract services | * Induct and support contract staff in delivering reporting and analytical services, including to project teams. |

# Role dimensions

## Decision making

This role:

* Has autonomy in the delivery of business projects and activities and makes day to day decisions regarding the deployment of assigned resources.
* Consults with the Director in relation to decisions that have wide reaching implications, exceed the role’s financial delegations, are contentious and /or are likely to have an impact on stakeholders, and in relation to decisions that require significant change to project outcomes or timeframes.

## Reporting line

Director Commercial and Project Management Services

## Direct reports

Up to 2 direct reports

## Budget/Expenditure

Nil

# 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** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Remain composed and calm and act constructively in highly pressured and unpredictable environments  Give frank, honest advice in response to strong contrary views  Accept criticism of own ideas and respond in a thoughtful and considered way  Welcome new challenges and persist in raising and working through novel and difficult issues  Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced |
|  | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Present with credibility, engage diverse audiences and test levels of understanding  Translate technical and complex information clearly and concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Contribute to and promote information sharing across the organisation  Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  Explore creative ways to engage diverse audiences and communicate information  Adjust style and approach to optimise outcomes  Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Take responsibility for delivering high-quality customer-focused services  Design processes and policies based on the customer’s point of view and needs  Understand and measure what is important to customers  Use data and information to monitor and improve customer service delivery  Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers  Maintain relationships with key customers in area of expertise  Connect and collaborate with relevant customers within the community | Adept |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Seek and apply the expertise of key individuals to achieve organisational outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| **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 evidence  Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience  Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience  Seek contributions and ideas from people with diverse backgrounds and experience  Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness  Identify and share business process improvements to enhance effectiveness | Adept |
|  | **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 measures  Understand the impacts of funding allocations on business planning and budgets  Identify discrepancies or variances in financial and budget reports, and take corrective action  Know when to seek specialist advice and support and establish the relevant relationships  Make decisions and prepare business cases, paying due regard to financial considerations | Adept |
| **Project Management**  Understand and apply effective planning, coordination and control methods | | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
|  | **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 outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor 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.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
|  | Act with Integrity | | Be ethical and professional, and uphold and promote the public sector values | Adept |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
|  | Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | 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 | Adept |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| 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 | Intermediate |