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| **Network** | **Climate Change, Energy, the Environment and Water** |
| **Agency** | **Department of Climate Change, Energy, the Environment and Water** |
| **Division/Branch/Unit** | **Water / Infrastructure Delivery** |
| **Location** | **Negotiable** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **Role Family** *(internal use only)* | **Bespoke/Projects & Programs/ Lead** |
| **ANZSCO Code** | **TBC** |
| **PCAT Code** | **TBC** |
| **Date of Approval** | **September 2024** |
| **Agency Website** | **http://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.

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

The Manager Construction Services is responsible for the management of infrastructure project construction and related services in the delivery of one or a number of water infrastructure projects.

They do this by leading all construction management activities aligning to the Departments responsibilities, including managing and coordinating resources, leading department and contracted staff, monitoring budgets, schedules and risks, procurement, contract management and construction deliverables within required timeframes. The Manager Construction Services will ensure the project construction is managed in line with DCCEEW Water’s Workplace Health and Safety, Environment & Heritage, Risk, Assurance and Governance Frameworks, and all Government, stakeholder and community objectives and expectations are met by adopting construction industry and water sector requirements.

# Key accountabilities

* Ensure that infrastructure project(s) are constructed safely by proactively managing the projects technical, environmental, cultural heritage, stakeholder engagement, procurement and commercial aspects of construction, identifying and escalating critical risks and issues, and tracking key project construction milestones and performance measures during the construction phase.
* Manage and coordinate the day-to-day activities of the Construction Services team(s) ensuring resources, contracted staff and consultants are engaged and scheduled to support project construction appropriately to achieve key project milestones and performance measures.
* Review and evaluate construction deliverables, utilising best practice construction management methodologies, to ensure budget, timeframe and risk requirements are met while also embedding safety management, environmental management, risk assessment compliance, audit and assessment frameworks.
* Assign construction management tasks and engage with project team members to manage and lead the construction services of project activities, as required.
* Represent DCCEEW Water at cross-government, local government, industry stakeholder, private sector and contractor meetings, working parties and related forums to help resolve critical construction related issues, and ensure project outcomes are achieved while maintaining community and stakeholder relationships.
* Prepare reports, presentations, &/or Briefing Notes for and participate in relevant project governance bodies and reporting lines, including but not limited to DCCEEW Water executives, Government agencies, project owners and stakeholders.
* Prepare and submit project reports, Ministerial responses, briefings and other documentation which give governance bodies and decision makers accurate, up to date project information to ensure risks are escalated where required and key decisions are made at the appropriate level, at the right time.
* Lead the construction services teams in ensuring projects are fully compliant with all legislative, regulatory and policy requirements.

Key challenges

* Construction of Water Infrastructure projects with challenging timeframes and complex environmental, heritage, landholder and stakeholder environments.
* Leading the construction services team, contributing to technical, environmental, heritage, stakeholder engagement, landholder, procurement and commercial aspects of the project, escalating key critical construction issues, and monitoring progress to key project milestones and performance measures.
* Managing competing pressures between project scope (including quality outcomes), cost, schedule and risk, while meeting stakeholder and landholder expectations and longer-term community needs in an environment of intense public scrutiny. Managing competing pressures where external inputs (e.g. other agencies are required to enable project delivery, particularly where objectives may not align.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director Infrastructure Projects  | * Provide expert briefings on new and emerging issues, and to report on project performance
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| Other Water Project Managers and colleagues across Water Group | * Provide advice and information; seek information for reporting and coordination
* Work closely to share knowledge on project construction requirements and obtain data and information to required standard and timeframes
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| **External** |  |
| Government agencies and local government stakeholders | * Consistently and appropriately partnering and providing advice with regard to the project for consistent messaging, stakeholder engagement and program implementation, to engender support and provide clear information to stakeholders
* Advise partnering state agencies to sustain a consistent approach to project deliverables and timeframes
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| Industry partners | * Work collaboratively to achieve project outcomes with industry partners including engineering service companies and contractors
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| Community | * Ensure the entire community is engaged and properly consulted on the Project and its delivery impacts and timelines
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| Industry stakeholders, community advocacy groups and other non-government stakeholders | * Build and maintain effective and supportive relationships and engage dialogue to develop shared long term goals, provide thorough and meaningful information to educate stakeholders and the general public
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# Role dimensions

* Accountable for aspects of the project construction requirements as agreed with the Director Infrastructure Projects
* A member of the Project Leadership team
* Has autonomy to ensure project construction development and deliverables are within required timeframes and budget
* Plans, organizes and leads the work of the construction services team
* Liaises and represents DCCEEW Water with regard to project construction outcomes
* Refers to the Director those decisions that involve significant change to the project construction or which require higher delegation or approval

## Reporting line

Director Infrastructure Projects

## Direct reports

Varies depending on the stage, size and complexity of the Project(s).

## Budget/Expenditure

Project budgets in the range $5m to $400m outturn cost

Key knowledge and experience

* Significant experience in construction management for major infrastructure projects and/or capital works programs.
* Experience in all stages of a complex infrastructure construction management lifecycle, particularly project development, constructability assessment, safety management, environmental approvals and compliance, procurement and contract management, community and stakeholder engagement, delivery and completion processes, and handover to operations and/or asset owner.
* Ability to understand high level technical and commercial issues and demonstrated experience in resolving these issues.
* Understanding of the NSW water sector and construction industry.

Essential requirements

* Appropriate tertiary qualifications and/or equivalent relevant working experience in project management, construction management, engineering, building or construction acceptable for membership in the Institute of Engineers Australia or the Australian Institute of Project Management.
* A valid NSW Driver’s Licence and willingness to drive and work in remote locations.

# 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.

| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| --- | --- | --- | --- | --- |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
|  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite 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 servicesDesign processes and policies based on the customer’s point of view and needsUnderstand and measure what is important to customersUse data and information to monitor and improve customer service deliveryFind opportunities to cooperate with internal and external stakeholders to improve outcomes for customersMaintain relationships with key customers in area of expertiseConnect 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 teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
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|  | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
|  | **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Assess work outcomes and identify and share learnings to inform future actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **Project Management**Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependenciesAccess key subject-matter experts’ knowledge to inform project plans and directionsDesign and implement effective stakeholder engagement and communications strategies for all project stagesMonitor project completion and implement effective and rigorous project evaluation methodologies to inform future planningDevelop effective strategies to remedy variances from project plans and minimise impactManage transitions between project stages and ensure that changes are consistent with organisational goalsParticipate in governance processes such as project steering groups | Advanced |
|  | **Procurement and Contract Management**Understand and apply procurement processes to ensure effective purchasing and contract performance | Ensure that employees and contractors apply government and organisational procurement and contract management policiesMonitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisionsPromote effective risk management in procurementImplement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomesRepresent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors | 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 outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor 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.

| **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 | Intermediate |
|  | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
|  | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
|  | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
|  | 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 | Intermediate |
|  | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |