# Role Description

# Director, Asset Management

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| **Role Description Fields** | **Details** |
| **Cluster** |  |
| **Department/Agency** | **Agency to complete** |
| **Division/Branch/Unit** | **Agency to complete** |
| **Role number** |  |
| **Classification/Grade/Band** | **Executive Level 1** |
| **Senior executive work level standards** | **Work Contribution Stream: Professional/Specialist** |
| **ANZSCO Code** | **Agency to assess** |
| **PCAT Code** |  |
| **Date of Approval** | **Agency to complete** |
| **Agency Website** | **Agency to complete** |

## Agency overview

Agency to complete.

## Primary purpose of the role

The Director, Asset Management leads the development and implementation of asset management strategies, policies, processes, practices and systems to deliver high quality services and drive value from the agency’s asset portfolio, in line with government objectives.

[Agency to add further detail as required]

## Key accountabilities

[Agency to complete. The below accountabilities are provided for guidance.]

* Provide executive input into the development of agency wide asset management policy, strategic plans, frameworks, and key programs.
* Lead implementation of asset management and maintenance programs, providing professional oversight to asset management team activities to protect the agency's investment and financial interests.
* Drive continuous development of agency asset management capabilities in strategy and planning, processes and practices, and data and information.
* Recommend the asset management resources needed to successfully drive implementation of the asset management policy and plans across the agency.
* Monitor, manage, and communicate the development of agency asset management capability, identifying interventions as required to ensure the agency remains on track.
* Act as an agency champion for asset management and the asset management function, effectively promoting the vision, direction, and team to create broad-based awareness and support for the goals and plans, and continuous development of the agency's asset management capabilities.
* Provide executive leadership across the agency in response to identified asset performance and risk opportunities, ensuring robust and objective analysis, effective stakeholder consultation and communication, and a constructive and committed response to addressing improvement opportunities.

## Key challenges

* Creating a consistent and high level of compliance with asset management policy across all areas of the organisation as a key mainstream management obligation and performance expectation.
* Creating a consistent and high level of risk mitigating practice across asset management as a key mainstream management obligation and performance expectation.
* Keeping staff within the agency abreast of current and emerging best practice relevant to asset management, including government policy and statutory requirements.

## Key relationships

**Internal**

|  |  |
| --- | --- |
| Who | Why |
| Agency Executive | * Provide expert advice, counsel and recommendations to influence decision making and initiatives. * Report on progress towards business objectives and future directions. |
| Asset Management Function | * Provide executive direction, support, and oversight of the asset management function. * Collaborate to continually improve knowledge, build capability, and improve consistency and service quality. |
| Agency Staff | * Promote the clear and compelling vision and direction for asset management across the agency, and the role of the asset management function in supporting the realisation of this vision. |

**External**

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| --- | --- |
| Who | Why |
| Other NSW Government agencies | * Contribute to cross agency or whole of government projects/programs. * Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues |

## Role dimensions

### Decision making

Agency to complete

### Reporting line

Agency to complete

### Direct reports

Agency to complete

### Budget/Expenditure

Agency to complete

## **Key knowledge and experience**

* Appropriate tertiary qualifications or demonstrated relevant, equivalent professional experience.
* Working knowledge of ISO 55001

## 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** |
|  | **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 | Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences  Speak in a highly articulate and influential manner  State the facts and explain their implications for the organisation and key stakeholders  Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations  Anticipate and address key areas of interest for the audience and adapt style under pressure | Highly 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-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | 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 |
|  | **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 | Refine roles and responsibilities over time to achieve better business outcomes  Recognise talent, develop team capability and undertake succession planning  Coach and mentor staff and encourage professional development and continuous learning  Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation  Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | Advanced |

## Occupational Specific Focus Capabilities

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| --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
|  | **Asset Management Strategy and Planning**  Align asset management policy, strategy and planning to deliver government objectives. | Implement the organisation’s asset management policy and evaluate its effectiveness in delivering government objectives  Develop and evaluate components of the organisation’s asset management framework and integrate it with other frameworks and systems  Coordinate the production of the strategic asset management plan and asset management plans  Implement asset- and non-asset strategies that address and manage service demand  Evaluate investment options based on government objectives and areas of greatest service need | 3 |
|  | **Asset Management Processes and Practices**  Manage and integrate asset lifecycle activities by balancing cost, risk and performance to meet government objectives. | Evaluate and integrate management approaches to particular phases of the asset lifecycle, for example asset planning, delivery/acquisition, decommissioning or divestment activities  Implement operational and maintenance models for assets and evaluate them for effectiveness in delivering government objectives  Implement and continually improve cost analysis methods that consider costs across the asset lifecycle, including capital and recurrent costs  Manage cost, risk and performance considerations resulting from assessment of the asset portfolio, using defined decision-making criteria  Evaluate and mitigate asset-related risk in alignment with the organisation’s risk management framework  Maintain continual improvement and organisational capability building frameworks for asset management and monitor their effectiveness  Procure and manage resources and services required to deliver asset management plans | 3 |
|  | **Asset Management Data and Information**  Produce asset data and information that supports decision-making and continual improvement. | Derive asset information and data management strategies that support decision-making and continual improvement  Drive the adoption of information and data analytics to generate advanced insights and optimise decision making  Drive the adoption of technologies to create efficiencies in the management of asset information  Drive a culture of knowledge sharing in asset management | 4 |

## 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.

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
|  | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Advanced |
|  | 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 |
|  | 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 |
|  | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
|  | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
|  | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
|  | 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 | Advanced |
|  | 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 |