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| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Operational Delivery |
| **Classification/Grade/Band** | Band 1 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | 01 July 2020 |

Primary purpose of the role

The Director, Infrastructure Projects leads and directs a significant portfolio of infrastructure projects, implementing appropriate project management frameworks, tools and protocols to improve the consistency and effectiveness of the Agency’s project delivery capability and project outcomes.

Key accountabilities

* Lead the management, coordination and delivery of high value and complex capital works projects in accordance with NSW Public Service frameworks, industry best practices and compliant with statutory requirements to fully deliver the Agency's capital works plan
* Oversee capital construction activities to ensure that all phases of construction projects are completed within specifications and with minimal disruption to normal business activity
* Engage with senior stakeholders and external providers and consultants to develop and agree project scope, budgets, timelines and deliverables
* Provide advice to Agency Head/Secretary and Senior Executives on strategic project management issues, including innovative and sustainable building practices and operational strategies to enhance the built form and minimise ongoing capital maintenance investment requirements
* Identify and define the major strategic issues for the organisation and integrate diverse stakeholder interests with the Government’s broader agenda to inform the development and prioritisation of project initiatives and to proactively understand and mitigate risks
* Define business strategies and organisational policies to enable the strategic coordination of multiple major projects and initiatives to improve efficiency and effectiveness of projects

Key challenges

* Controlling potential for project scope creep, and implementing robust protocols which minimise the financial implications of any unavoidable and/or agreed scope changes, in order to optimise return on investment of infrastructure capital dollars
* Identifying innovative project management approaches and tools which can be effectively embedded in mainstream project management practice on existing and future projects

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice and contribute to decision making * Report on progress towards business objectives and discuss future directions |
| Executive | * Provide expert advice, counsel and recommendations on infrastructure project management and delivery to influence strategic organisational investment decisions and initiatives |
| Project Team | * Provide expert project management advice to impact decisions, support initiatives, clarify accountability and communicate customer service performance * Minimise disruption to normal business operations |
| Direct Reports | * Lead, guide and support * Set performance expectations and manage performance and development * Review project status reports, financial status and identify requirements for corrective actions |
| **External** |  |
| Other NSW Government Directors, Infrastructure Projects | * Establish professional networks and relationships with Directors of other NSW Government agencies, and with similar roles across other jurisdictions to maintain currency, share ideas and learnings, and collaborate on common responses to project issues |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts and service level agreements * Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements |

# Role dimensions

## Decision making

NA

## Reporting line

NA

## Direct reports

NA

## Budget/Expenditure

NA

# 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** |
| Personal Attributes | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | **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 |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Results | **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 |
| **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 agenda  Ensure business plan goals are clear and appropriate and include contingency provisions  Monitor the progress of initiatives and make necessary adjustments  Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately  Consider the implications of a wide range of complex issues and shift business priorities when necessary  Undertake 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 | | Design and develop systems to establish and measure accountabilities  Ensure accountabilities are exercised in line with government and business goals  Exercise due diligence to ensure work health and safety risks are addressed  Oversee quality assurance practices  Model the highest standards of financial probity, demonstrating respect for public monies and other resources  Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks  Incorporate sound risk management principles and strategies into business planning | Advanced |
| Business Enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation’s policies and practices  Ensure that effective governance processes are in place for the organisation’s provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes  Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation | Highly Advanced |
| **Project Management**  Understand and apply effective planning, coordination and control methods | | Ensure there are systems and effective governance processes in place for project management  Make decisions on accepting projects based on business cases  Use the historical, political and broader context to inform project directions and mitigate risk  Obtain key stakeholders’ commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication  Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances  Drive the changes required to realise the business benefits of the project  Ensure that project management decisions consider interdependencies between projects | Highly Advanced |
| People Management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives  Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning  When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences  Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context  Monitor performance against standards and take timely corrective actions  Keep others informed about progress and performance outcomes | 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** |
| Personal Attributes | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | 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 |
| Relationships | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Work Collaboratively | | Collaborate with others and value their contribution | Advanced |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Results | Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| Business Enablers | 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 | Adept |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Adept |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Adept |