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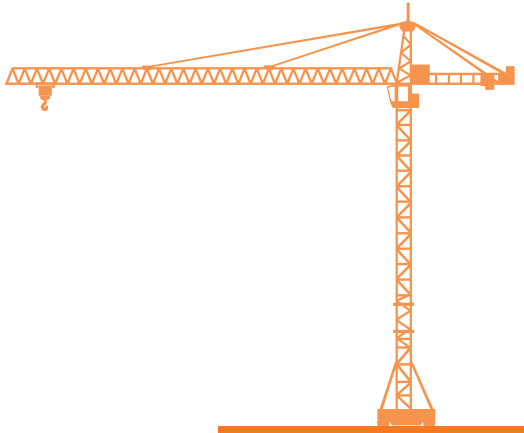

Infrastructure and Construction Project Leadership

Capability Set

Capability Framework

NSW Public Sector

Publication and contact details

Infrastructure and Construction Project Leadership Capability Set, 2019

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Further information

This publication can be accessed online at: www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets.

Further information about the Infrastructure and Construction Project Leadership Capability Set is available on the Public Service Commission website at www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets

Resources and information relating to the Capability Framework and other occupation-specific Capability Sets are also available.

For general enquiries about the Infrastructure and Construction Project Leadership Capability Set, please email capability.framework@psc.nsw.gov.au

Feedback

Please send queries, comments and feedback to:

NSW Public Service Commission
Level 4, 255 George Street
Sydney NSW 2000

Telephone: +61 2 9272 6000

Email: capabilityframework@psc.nsw.gov.au

Acknowledgements

The content of this Capability Set was co-designed with input from senior infrastructure professionals in the NSW public sector.

The Public Service Commission would like to acknowledge the following contributors:

Project Lead and Working Group Chair
Sally Anne Friedlander

Working Group
Tom Robson
Deirdre Barnes
Graham Thompson
Jim Lewis
Anna Kearsley
Robert Kane
Hugh Phemister
Leon Taylor
Karina Moon
Martin Mendes

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About the Infrastructure and Construction Project Leadership Capability Set

Introduction

The NSW Government is making unprecedented investments in major infrastructure projects, including in transport, health, social services, water, education and justice infrastructure, to accommodate the growing population.

Capable project leadership is required to achieve long-term goals, get the best value and realise the full benefits of this investment.

Infrastructure NSW and the Public Service Commission have partnered to develop the Infrastructure and Construction Project Leadership Capability Set (ICPL) as a resource for project leaders working in construction and infrastructure projects in the NSW public sector. It defines key capabilities required in this high-impact occupational group, with the overarching intention of supporting the assessment and development of these capabilities and building consistency and mobility across the sector.

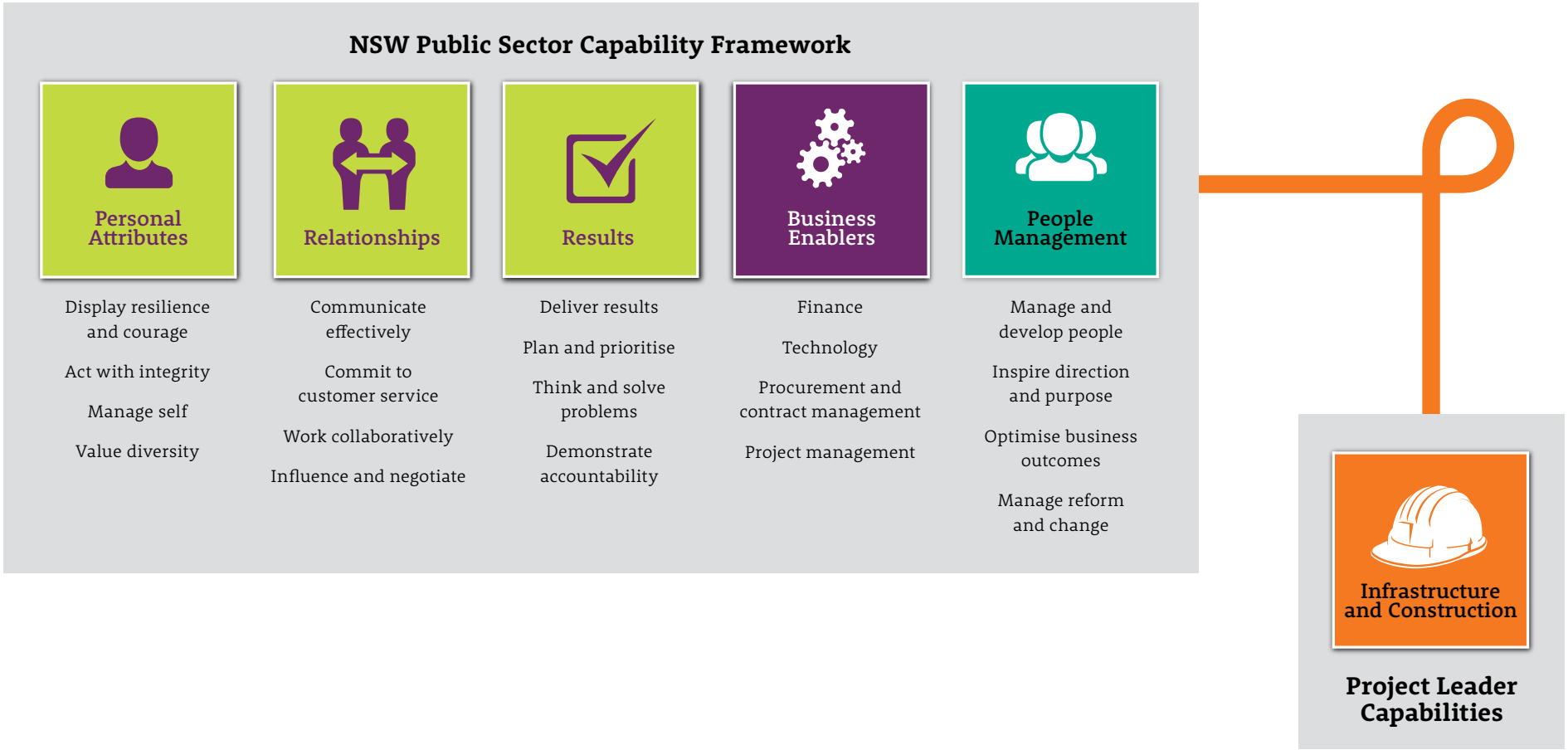
The ICPL was proposed by the Construction Leadership Group (CLG) which has also established the Project Leadership Academy to help develop a pipeline of talent for project leadership roles. The Academy is partnering with the Office of Projects Victoria to deliver a high-level project leadership development program.

Review

The Infrastructure and Construction Project Leadership Capability Set will be reviewed 12 months after its implementation date.

The NSW Public Sector Capability Framework, and the Infrastructure and Construction Project Leadership Capability Set

The ICPL Capability Set is intended to be used in conjunction with the NSW Public Sector Capability Framework. When used together, they provide a comprehensive description of the capabilities required for successful leadership in an infrastructure and construction project leadership role.



Understanding and applying the Infrastructure and Construction Project Leadership Capability Set

The ICPL Capability Set has been developed for project leaders who are usually at or near senior executive level. It consists of 12 capabilities and applies to all types of infrastructure projects.

Each capability progresses in expertise over four levels, and project complexity is key to the level of expertise required.

Each level comprises indicators of skill, knowledge and ability that together provide a picture of the capability required. These indicators should be interpreted and applied in the context of a specific project.

Applying the Capability Set

The Capability Set should be applied flexibly to identify the capability needs of the role, which may be varied. For example, a project of relatively low complexity may have stakeholder engagement or supply risks that demand more complex capabilities in these specific areas.

Similarly, the Capability Set can help determine an individual's capability and development needs for current and future roles. For example, a project leader may have substantial skill and experience in project execution with only emerging capability in project business case development. In this situation, the person may need guidance or might be offered the opportunity to expand their skills in the required capability.

Applying levels

The ICPL Capability Set should be used in conjunction with the Public Sector Capability Framework. It is important to note that the levels in these two resources do not directly correspond.

While the four levels of the ICPL Capability Set describe indicators of people working in roles that are at or near senior executive level, the Capability Framework has five levels of indicators that apply to roles from entry level to senior executive. Project Leaders would be expected to have core capabilities from the middle to upper range of levels of the Capability Framework.

Qualifications

The Capability Framework and the ICPL Capability Set do not specify qualifications. If a qualification or professional membership is essential for the role, this remains a prerequisite for employment and should be incorporated into the role description and recruitment process.

Capabilities

Capability	Definition
Lead in the public sector environment	Deliver infrastructure that promotes the public good. Meet statutory obligations and community expectations regarding public sector transparency, probity and social responsibility.
Apply strategic foresight	Anticipate and respond dynamically to changes in technology, markets, and the economic, political and social environment. Seek, support and implement innovative solutions to infrastructure needs.
Manage complexity and ambiguity	Diagnose project complexities, and apply appropriate tools, processes and techniques to mitigate and manage the challenges of complexity.
Lead project teams and temporary organisations	Create and lead innovative, multidisciplinary project teams. Set clear directions, and engage, motivate and empower team members to work collaboratively to deliver the project.
Apply commercial acumen and management	Determine and manage contractual, commercial and procurement dimensions of the project – including supply and partnering arrangements, business relationships and spending against project budgets – to achieve value for money.
Maintain project governance	Determine the framework of policies, regulations, functions, processes, procedures and responsibilities by which the project or program will be established, managed and controlled.
Manage clients and stakeholders	Systematically identify, analyse and engage with clients and stakeholders to determine project requirements. Ensure continuing communication throughout the life of the project to monitor, manage and improve stakeholder relationships and achieve customer-centric project outcomes.
Oversee work health, safety, quality and environmental sustainability	Promote a strong culture of responsibility for safety and sustainability, and ensure controls are in place to address health, safety and environmental risks associated with the project.
Manage risks and opportunities	Systematically identify risks and opportunities; and plan how to mitigate and manage risks and respond to opportunities.
Plan and develop business solutions (technical)	Develop business cases to justify projects, focusing on benefits, value for money, risk and opportunity. Take the project from inception to a deliverable solution, selecting strategies that address the complexity of the project and its organisational, stakeholder, market and compliance situation.
Execute business solutions (technical)	Drive implementation of the project or program plan, monitoring performance and compliance, and intervening to address risks and opportunities as they emerge.
Embed benefits realisation (technical)	Identify, track and measure project benefits to justify investment in the project and provide assurance that the benefits can be realised.

Levels

Emerging

Understand the capability and apply it when delivering low complexity projects.

Liaise with appropriate stakeholders and authorising bodies to develop direction for the project.

Established

Apply the capability when delivering moderately complex projects, and within standard processes, procedures and systems.

Consult with appropriate stakeholders and authorising bodies to develop direction for the project.

Expert

Expertly apply the capability when delivering complex projects and/or programs.

Lead, coach and mentor others to develop their capabilities.

Drive change with stakeholders and authorising bodies.

Leading Expert

Apply the capability strategically and creatively when delivering unique and highly complex projects or programs, across the project life cycle.

Provide transformational leadership in the relevant capability area, championing and promoting effective application of the capability.

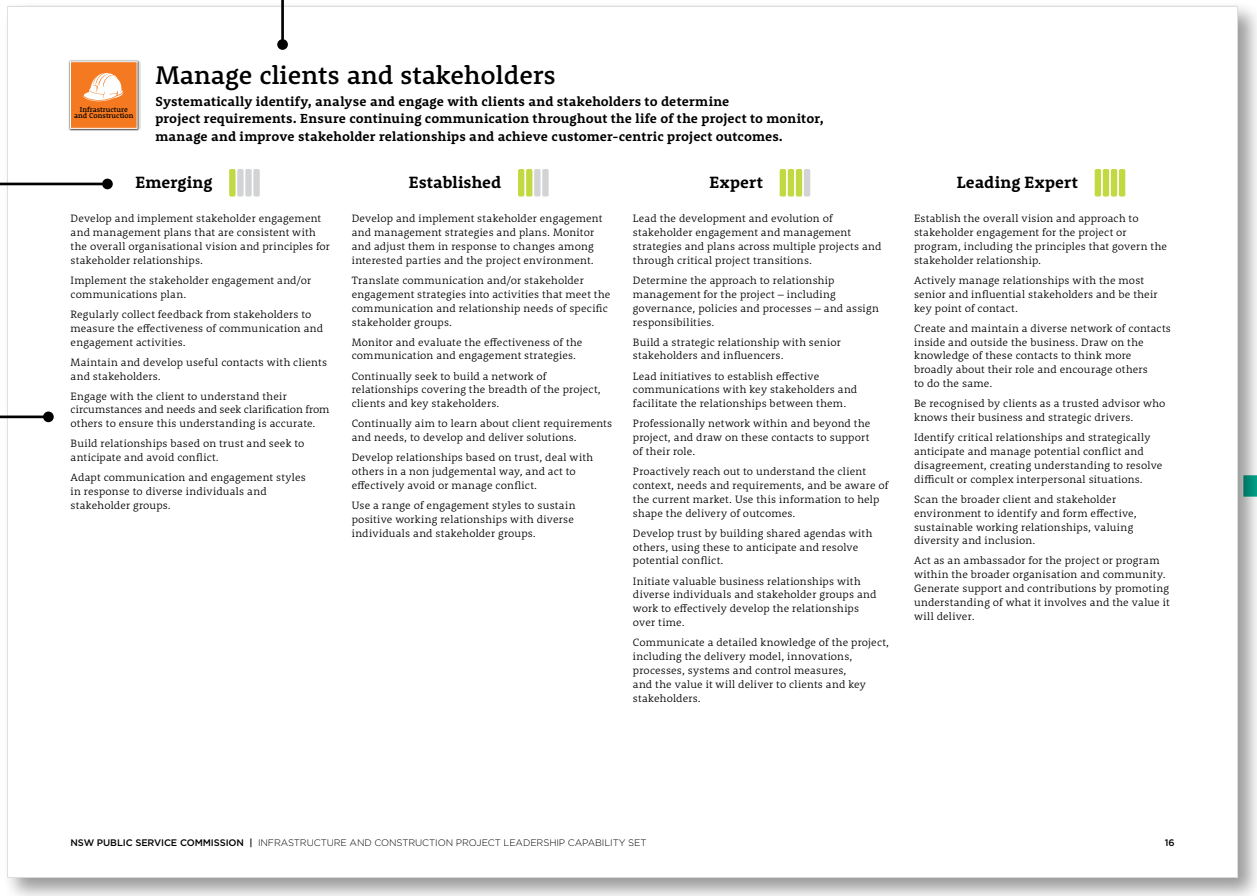
Be recognised as a thought leader by stakeholders and authorising bodies.

How to read the Infrastructure and Construction Project Leadership Capability Set

Capability name and descriptor
The name of the capability and a description of what it covers

Level
Reflect a progressive increase in complexity and skill

Behavioural indicators
A set of statements illustrating the type of behaviours expected at each level



Manage clients and stakeholders

Systematically identify, analyse and engage with clients and stakeholders to determine project requirements. Ensure continuing communication throughout the life of the project to monitor, manage and improve stakeholder relationships and achieve customer-centric project outcomes.

Emerging

Develop and implement stakeholder engagement and management plans that are consistent with the overall organisational vision and principles for stakeholder relationships.

Implement the stakeholder engagement and/or communications plan.

Regularly collect feedback from stakeholders to measure the effectiveness of communication and engagement activities.

Maintain and develop useful contacts with clients and stakeholders.

Engage with the client to understand their circumstances and needs and seek clarification from others to ensure this understanding is accurate.

Build relationships based on trust and seek to anticipate and avoid conflict.

Adapt communication and engagement styles in response to diverse individuals and stakeholder groups.

Established

Develop and implement stakeholder engagement and management strategies and plans. Monitor and adjust them in response to changes among interested parties and the project environment.

Translate communication and/or stakeholder engagement strategies into activities that meet the communication and relationship needs of specific stakeholder groups.

Monitor and evaluate the effectiveness of the communication and engagement strategies.

Continually seek to build a network of relationships covering the breadth of the project, clients and key stakeholders.

Continually aim to learn about client requirements and needs, to develop and deliver solutions.

Develop relationships based on trust, deal with others in a non judgemental way, and act to effectively avoid or manage conflict.

Use a range of engagement styles to sustain positive working relationships with diverse individuals and stakeholder groups.

Expert

Lead the development and evolution of stakeholder engagement and management strategies and plans across multiple projects and through critical project transitions.

Determine the approach to relationship management for the project – including governance, policies and processes – and assign responsibilities.

Build a strategic relationship with senior stakeholders and influencers.

Lead initiatives to establish effective communications with key stakeholders and facilitate the relationships between them.

Professionally network within and beyond the project, and draw on these contacts to support of their role.

Proactively reach out to understand the client context, needs and requirements, and be aware of the current market. Use this information to help shape the delivery of outcomes.

Develop trust by building shared agendas with others, using these to anticipate and resolve potential conflict.

Initiate valuable business relationships with diverse individuals and stakeholder groups and work to effectively develop the relationships over time.

Communicate a detailed knowledge of the project, including the delivery model, innovations, processes, systems and control measures, and the value it will deliver to clients and key stakeholders.

Leading Expert

Establish the overall vision and approach to stakeholder engagement for the project or program, including the principles that govern the stakeholder relationship.

Actively manage relationships with the most senior and influential stakeholders and be their key point of contact.

Create and maintain a diverse network of contacts inside and outside the business. Draw on the knowledge of these contacts to think more broadly about their role and encourage others to do the same.

Be recognised by clients as a trusted advisor who knows their business and strategic drivers.

Identify critical relationships and strategically anticipate and manage potential conflict and disagreement, creating understanding to resolve difficult or complex interpersonal situations.

Scan the broader client and stakeholder environment to identify and form effective, sustainable working relationships, valuing diversity and inclusion.

Act as an ambassador for the project or program within the broader organisation and community. Generate support and contributions by promoting understanding of what it involves and the value it will deliver.

Lead in the public sector environment

Deliver infrastructure that promotes the public good. Meet statutory obligations and community expectations regarding public sector transparency, probity and social responsibility.

Emerging

Understand and embed consideration of the public good into projects.

Identify, understand and escalate opportunities to maximise the public good within own sphere of influence.

Incorporate consideration of the public good when liaising with project stakeholders and authorising bodies.

Lead projects in an ethically, legally and socially acceptable manner.

Act with integrity to meet probity and accountability standards and follow processes required by the NSW public sector.

Commit to and display transparency in project leadership within their organisation.

Established

Seek and identify opportunities to increase the public good in projects.

Proactively identify, understand, navigate and implement opportunities to maximise the public good within own sphere of influence.

Proactively engage project stakeholders and authorising bodies where an opportunity to maximise the public good is identified.

Model ethical, legal and social leadership.

Act with integrity to meet probity and accountability standards and follow processes required by the NSW public sector.

Model and proactively seek opportunities to improve transparency in project leadership within their organisation and the wider public sector.

Expert

Advocate opportunities to maximise the public good in programs or across a project portfolio.

Recognise and implement solutions that maximise the public good across various layers of government.

Act as a trusted advisor to project stakeholders and authorising bodies on embedding consideration of the public good.

Model ethical, legal and social leadership, and actively mentor and/or coach other professionals to help develop their leadership behaviours.

Act with integrity to meet probity and accountability standards and follow processes required by the NSW public sector. Seek opportunities to help other project professionals to develop those capabilities.

Model, proactively seek and advise other project professionals about opportunities to improve transparency in project leadership within their organisation, the wider public sector and the broader project industry.

Support project professionals to help them better understand and implement project governance requirements, processes and systems within the public sector environment.

Identify, advise on and drive changes to project governance requirements, frameworks, processes and systems to improve the public sector environment.

Leading Expert

Champion the public good at organisation and industry levels.

Broker solutions that maximise the public good across all layers of government.

Be recognised as a thought leader by stakeholders and authorising bodies on issues relating to the public good.

Champion ethical, legal and social leadership across industry and actively mentor and/or coach other professionals to help develop their leadership behaviours.

Act with integrity to meet probity and accountability standards and follow processes required by the NSW public sector. Seek opportunities to enhance the accountability and probity standards.

Champion initiatives to improve the transparency, probity and accountability of projects, project organisations and the project industry.

Champion initiatives that help project professionals better understand and implement project governance requirements, processes and systems within the public sector environment.

Provide transformational leadership at division or organisation level to improve project governance culture, compliance and frameworks.

Apply strategic foresight

Anticipate and respond dynamically to changes in technology, markets, and the economic, political and social environment. Seek, support and implement innovative solutions to infrastructure needs.

Emerging

Articulate medium-term priorities for the project and understand their business in the context of the group and the industry.

Adapt short-term plans as priorities change or evolve for the project and understand and frame the right strategic questions for their area of the business within the project timeline.

Manage routine organisational changes and incorporate them into strategies to deliver low complexity projects.

Anticipate the likely impacts of changing economic and market conditions and incorporate them into project life cycle management strategies for projects of low complexity.

Identify and communicate the need to innovate within the project management framework to address the needs of low-complexity projects.

Maintain project management competencies by being up to date with trends in technology and systems. Incorporate innovation into project leadership practices on low-complexity projects.

Recognise and communicate limitations and opportunities to improve project management practices for low-complexity projects.

Established

Articulate evolving priorities for the project within a three- to five-year horizon and incorporate their understanding of other relevant industries. Define the strategy from PESTLE[1] analysis within own sphere of influence.

Assimilate information and broader corporate strategies into the project. Develop action-orientated plans by asking questions that encourage innovative ways of seeing the project or the industry.

Anticipate strategic organisational changes and incorporate them into strategies to deliver moderately complex projects.

Anticipate the likely impacts of changing economic and market conditions and incorporate them into project life cycle management strategies for projects of moderate complexity.

Proactively identify and drive opportunities to innovate, including recommending changes to project management frameworks, to address the needs of moderately complex projects.

Proactively identify new or emerging technologies and innovations and incorporate them into project leadership practice for moderately complex projects in response to strategic needs.

Anticipate and propose strategies to eliminate gaps,act on limitations and enhance opportunities to improve project management practices for moderately complex projects.

Expert

Demonstrate project and business awareness by shaping strategy for complex project delivery solutions at the program level. Integrate critical information to set a long-term agenda for their area of responsibility.

Identify business opportunities and innovations and implement strategy that challenges the business or industry by articulating a clear direction for the agency and its projects beyond a five-year time frame.

Anticipate non-routine and complex public sector changes and incorporate them into the delivery strategy for complex projects or a portfolio of projects.

Anticipate the likely impacts of changing economic and market conditions and incorporate them into project life cycle management strategies for complex projects or a portfolio of projects.

Routinely identify and capitalise on opportunities to innovate in project management and leadership practices.

Identify and capitalise on opportunities arising from technological innovation and align improvements with identified strategic needs. Incorporate new technologies and systems across complex projects or a portfolio of projects, and the project organisations.

Anticipate and implement strategies that address limitations and enhance opportunities to improve project management practices for complex projects or across a portfolio of projects and coach project professionals to develop this capability.

Leading Expert

Create high-impact strategies with a time horizon of 20 years and beyond. Can also draw a high-level insight from multiple industries and business situations.

Display tactical proficiency in considering global, national and organisational influences, recognising market opportunities and leveraging resources and innovation to capitalise on them.

Influence strategic, whole-of-agency or industry changes and incorporate them into project life cycle management.

Forecast the likely impacts of changing economic and market conditions on highly complex projects or a portfolio of projects at a whole-of-agency or divisional level.

Champion innovation across an agency or industry, including but not limited to the management of highly complex projects.

Be recognised as a thought leader and drive technological innovation and transformation in project management practices at a whole-of-division or agency level and across highly complex projects, in line with forecast strategic needs and industry trends.

1. 'PESTLE' stands for political, economic, social, technological, legal and environmental factors.

Infrastructure and Construction

Manage complexity and ambiguity

Diagnose project complexities, and apply appropriate tools, processes and techniques to mitigate and manage the challenges of complexity.

Emerging

Recognise ambiguous situations and adapt decision-making, behaviour and management methods for individual projects.

Recognise that methods typically used to reduce uncertainty cannot be used to reduce ambiguity.[2]

Recognise that standard project methodology[3] is sometimes not enough to reduce uncertainty and may not reduce ambiguity to a manageable level.

Recognise ambiguity and respond by escalating issues and collaborating in decision making.

Recognise that demand for additional information – which in a simple environment would improve understanding of a problem – could create complexity and ambiguity.

Adjust decisions and decision-making strategies as new information comes to light in projects.

Manage the effects on people and teams of working in an environment of uncertainty and continual change on low-complexity projects.

Established

Recognise ambiguous situations and adapt decision-making, behaviour and management methods.

Make decisions that are consistent with business strategy, value management and program management[4], without access to complete information.

Reduce ambiguity by breaking down actions into low-ambiguity and high-uncertainty activities.[5]

Recognise and manage demand for additional information – which in a simple environment would improve understanding of a problem – that could create complexity and ambiguity.

Review and adjust decisions and decision-making strategies as new information comes to light in projects.

Manage the effects on people and teams of working in an environment of uncertainty and continual change on moderately complex projects.

Expert

Recognise ambiguous situations and adapt decision making, behaviour and management methods.

Work in an environment of uncertainty and continual change. Comfortably make decisions and set direction without having the full picture, refocusing as details emerge. Apply knowledge and techniques to reduce ambiguity.

Understand issues involved in each alternative action and apply project learnings to resolve them.

Assess ambiguity against corporate objectives and the planned actions.

Manage the impacts of complexity and ambiguity on the integration of elements in complex projects, or on integration between projects in a portfolio of projects.

In complex environments, use decision-making models and fully understand the consequences of those decisions. This is typical of the sense-making and decision-making aspect of agile management at the project level, and program and value management at the strategic level.

Constantly make decisions that address the project's complexity and contribute to reaching outcomes- based objectives.

Anticipate the impacts of new information and proactively re-examine decisions and decision-making strategies to mitigate the impacts of complexity and ambiguity on complex projects or a portfolio of projects.

Anticipate the effect on the organisation's culture of working in an environment of uncertainty and continual change. Lead the development of resilience and change management strategies in complex projects or a portfolio of projects.

Leading Expert

Lead integrated project-based organisations to become more agile and responsive by dealing effectively with complexity, ambiguity and uncertainty.

Lead at the strategic level where complexity can increase, creating conflicting high-level information that requires critical and intuitive decision making.

Lead the division or agency in turbulent and complex environments to achieve better integration of the project, program and portfolio within the organisation, and the synergy between them, to deliver outcomes.

Make time-critical decisions based on available information.

Manage the implications of complexity and ambiguity on the integration between projects in a portfolio of very high complexity to achieve government priorities.

Lead a division or agency to build intuitive decision-making capacity to manage ambiguity and focus on learning (sense-making).

Anticipate, manage and monitor the effects of changing political, economic and infrastructure landscapes on decisions and decision-making strategies across a portfolio of highly complex projects.

Build a culture of confidently working with uncertainty and ambiguity.

Champion industry and division or agency initiatives to mitigate the effect on organisations of working in an environment of uncertainty and continual change, and improve the resilience of projects, project organisations and the project industry.

Balance people, performance and productivity to develop a sustainable organisation in the face of change and ambiguity.

2. Such as breaking down work using structure, planning and risk analysis.
3. Such as a project governance framework.
4. Such as applying a sense-making and value-based approach.
5. These can be defined in terms of scope, quality, time and cost.

Lead project teams and temporary organisations

Create and lead innovative, multidisciplinary project teams. Set clear directions, and engage, motivate and empower team members to work collaboratively to deliver the project.

Emerging

Implement the approved organisational structure for the project team, ensuring that delegated roles and responsibilities are clear, and resources are available to support effective performance.

Promote collaboration within the team and with other parties. Use cross-functional teams effectively.

Manage and lead high performing teams.

Guide and motivate project teams to produce outstanding results.

Use established team-building practices to create high performing teams that meet the project's deadlines.

Explore and apply proven people and team management practices that support outstanding performance and continuing improvement.

Provide clear role and performance expectations and create development opportunities where appropriate to build capability and performance.

Address underperformance by having critical and honest conversations, as appropriate.

Established

Assess the capacity of the organisational structure, processes and resources to deliver the agreed project outcomes, and advise on alternative business structures and models.

Establish practices to advance collaboration within the team and with other parties, including effective use of cross-functional teams.

Create, sustain and improve high performing teams to deliver exceptional results.

Inspire and motivate internal and external teams while ensuring effective delegation and accountability for work requirements.

Adapt and use team-building practices that suit the organisational context, to create high performing teams that meet the project's deadlines.

Foster the development of high performing, self-directed, self-organising teams by applying good management practices and delegating decision making and responsibility.

Provide clear role and performance expectations, and model high performance.

Plan and manage activities to develop the skills of the team to meet project needs and monitor and evaluate development outcomes.

Address underperformance by having well-timed, critical and honest conversations.

Expert

Establish the organisational structure and business processes for the project or program, monitor operational performance, and adapt structures and processes to meet changing needs.

Incorporate government employment priorities and commitments such as diversity, inclusion, cultural and workplace health and safety into project/program planning and contractual arrangements.

Create effective teams across functions, disciplines and organisations, using proven practices adapted to fit the context.

Develop new approaches to creating high performing, innovative teams that deliver results and respond to emerging situations.

Create and lead multidisciplinary and diverse internal and external teams that interact seamlessly with the organisation and other parties to produce the required results.

Nurture innovation and high achievement by empowering team members to do things differently, to take considered risks, and to accept and learn from failure.

Create development and performance frameworks to enhance the skills of the project staff.

Anticipate and monitor emerging capability needs of the project or program and develop strategies to meet these needs.

Model effective ways of addressing team and individual underperformance by having well-timed, critical and honest conversations.

Counsel staff who need help, challenging poor performance and enabling improvement.

Leading Expert

Design an integrated organisational structure to deliver the program or project, including formal and informal cross-functional and cross-sectoral collaboration and service arrangements; workplace environment and locations; team and role profiles; and capability requirements.

Lead from the front as a champion of diversity and inclusion, and a workplace health and safety culture, when designing, planning and implementing a project or program.

Provide strategic advice on applying collaborative practices and business arrangements, including joint ventures to improve overall outcomes for the client and the industry.

Provide strategic advice on creating and leading high-performing teams that innovate and respond to ongoing change and disruption.

Quickly create and change or reform the culture and environment to lay the foundation for project delivery.

Provide strategic advice on effective team-building approaches for many different project situations and the sector, including connection with the overall organisational context.

Provide best-practice guidance on establishing diverse and effective teams that produce exceptional results under all circumstances.

Build a clear and compelling vision of the project's benefits to individuals and stakeholders and create an organisational environment that supports and celebrates creativity, innovation and outstanding performance.

Provide innovative development and performance frameworks to build high performing teams and the organisation's capability. Help implement the frameworks.

Instil a sense of urgency around addressing team and individual performance issues, and ensure this cascades across the organisation.

Apply commercial acumen and management

Determine and manage contractual, commercial and procurement dimensions of the project – including supply and partnering arrangements, business relationships and spending against project budgets – to achieve value for money.

Emerging

Establish effective contractual arrangements, including reviews, incentives and management, to achieve strategic outcomes and continuing improvements for low-complexity projects.

Demonstrate knowledge and an understanding of commercial, procurement and supply chain management.

Work within a documented framework to deliver commercial strategies and outcomes.

Understand and consider the importance of government priorities for local investment, and diversity and inclusion, in procurement practices.

Deliver within the parameters of established investment and transaction strategies.

Use knowledge of project and investment drivers to make effective decisions about low-complexity projects.

Understand different financing routes and their implications for project solutions and approaches.

Understand the differences between standard forms of contracts and methods of measurement used in their chosen sector.

Established

Establish effective contractual arrangements, including reviews, incentives and management, to achieve strategic outcomes and continuing improvements for moderately complex projects.

Implement commercial, contractual, procurement and supply chain management strategies that deliver value for money.

Implement government priorities for local investment, and diversity and inclusion, in procurement practices.

Formulate and deliver investment and transaction strategies.

Identify what drives investment in projects and how to create and apply value in decision making for moderately complex projects.

Understand the return on investment options for stakeholders and how these interact with the client's investment drivers.

Lead and deliver a commercial project review that accurately reflects the performance of the project and present the information at contract review meetings.

Expert

Establish and provide expert advice on establishing effective contractual arrangements, including reviews, incentives and management, to achieve strategic outcomes and continuing improvements for complex projects or across a portfolio of projects.

Design and implement effective commercial, contractual, procurement and supply chain management strategies, and manage these throughout the project life cycle.

Monitor the market for the viability of supply chains.

Champion government priorities for local investment, and diversity and inclusion, in procurement practices.

Lead the appraisal of proposed investment and transaction strategies.

Synthesise options during decision making, taking into account financial and funding models for clients and the supply chain.

Work with the supply chain, continuously improving processes and proactively managing risks and opportunities, to shape and deliver the project.

Design and deliver a commercial program review that accurately reflects the performance of the project or program and present the information at contract review meetings.

Monitor and manage costs to ensure the final costs are controlled in accordance with processes set down to achieve the program parameters.

Understand and appreciate different cultures and partner governance requirements when setting the project's commercial goals.

Leading Expert

Anticipate contractual issues and changes, strategically review contractual frameworks and governance, and champion changes to contracting frameworks, systems and processes, as required by stakeholders and environmental or authorising bodies.

Enable an effective supply chain to drive project success for all parties.

Influence decisions to invest in, build and safeguard the capacity of the supply chain to deliver infrastructure and economic growth.

Invest in new partnerships to deliver innovation.

Champion and influence government priorities for local investment, and diversity and inclusion, in procurement practices.

Contribute to government policies and strategies relating to infrastructure transactions and investments.

Generate or devise options for effective decision making that take into account the government's program priorities for clients and the supply chain.

Maximise value for money by effectively managing procurement and the supply chain.

Evaluate and advise on the commercial viability and performance of the infrastructure portfolio.

Understand the implications or actions of reports and formulate and prioritise strategies to achieve government priorities.

Monitor and manage costs to ensure the final costs are controlled in accordance with processes set down to achieve portfolio outcomes.

Be recognised as an industry leader with experience in various commercial mechanisms and procurement routes, and an understanding of the drivers of success.

Maintain project governance

Determine the framework of policies, regulations, functions, processes, procedures and responsibilities by which the project or program will be established, managed and controlled.

Emerging

Adhere to organisational and project governance frameworks, leveraging established common systems.

For each project, identify statutory and organisational probity and governance requirements.

Understand, navigate and adhere to probity and governance systems, including life cycle, reporting, risk, performance and change management systems, for low-complexity projects.

Establish and execute a program of project audits and reviews, including gateway reviews for projects, and escalate issues as required.

Analyse performance issues and develop interventions or solutions to turn around underperforming projects.

Establish the appropriate level of project controls and measures.

Established

Adhere to organisational and project governance frameworks and established common systems.

Recognise early warning signs of governance issues.

Establish, navigate and support continuous improvement of organisational probity and governance requirements.

Anticipate routine or medium-term governance changes.

Establish project probity and governance systems, including systems for life cycle, reporting, risk, performance and change management.

Establish and execute a program of project audits and reviews, including gateway reviews, and forecast, recognise and escalate issues, as required.

Analyse complex performance issues to develop and implement interventions or solutions to turn around underperforming projects.

Establish the appropriate level of project controls and measures.

Expert

Approve, recommend and/or makes changes to project governance frameworks, as required.

Establish, amend and support continuous improvement of organisational probity and governance requirements.

Anticipate governance changes for complex projects and programs.

Establish project probity and governance systems, ensuring that life cycle, reporting, risk, performance and change management systems are efficient and fit for purpose.

Establish, execute and deconflict a program of audits and reviews, including gateway reviews.

Apply expert judgement and systems thinking to complex problems, to develop innovative solutions or interventions to turn around underperforming projects or a portfolio of projects.

Establish the appropriate level of project controls and measures.

Leading Expert

Be accountable for delivery in accordance with organisational and public sector project governance frameworks, systems and processes across a division or organisation.

Ensure effective project governance frameworks and systems are in place across the division or agency.

Influence and propose changes to governance, and strategically review and recommend adjustments to frameworks, as required by stakeholders and authorising bodies.

Recognise governance as an enabler, proactively influencing and proposing changes.

Use an agile mindset in decision making.

Be accountable for the division or agency program of audits and reviews, including gateway reviews. Anticipate and minimise the issues by providing and implementing solutions.

Be accountable for and champion whole-of-life-cycle solutions or interventions to address the division or organisation's performance issues.

Be accountable for defining the appropriate level(s) of project controls and measures.

Infrastructure and Construction

Manage clients and stakeholders

Systematically identify, analyse and engage with clients and stakeholders to determine project requirements. Ensure continuing communication throughout the life of the project to monitor, manage and improve stakeholder relationships and achieve customer-centric project outcomes.

Emerging

Develop and implement stakeholder engagement and management plans that are consistent with the overall organisational vision and principles for stakeholder relationships.

Implement the stakeholder engagement and/or communications plan.

Regularly collect feedback from stakeholders to measure the effectiveness of communication and engagement activities.

Maintain and develop useful contacts with clients and stakeholders.

Engage with the client to understand their circumstances and needs and seek clarification from others to ensure this understanding is accurate.

Build relationships based on trust and seek to anticipate and avoid conflict.

Adapt communication and engagement styles in response to diverse individuals and stakeholder groups.

Established

Develop and implement stakeholder engagement and management strategies and plans. Monitor and adjust them in response to changes among interested parties and the project environment.

Translate communication and/or stakeholder engagement strategies into activities that meet the communication and relationship needs of specific stakeholder groups.

Monitor and evaluate the effectiveness of the communication and engagement strategies.

Continually seek to build a network of relationships covering the breadth of the project, clients and key stakeholders.

Continually aim to learn about client requirements and needs, to develop and deliver solutions.

Develop relationships based on trust, deal with others in a non judgemental way, and act to effectively avoid or manage conflict.

Use a range of engagement styles to sustain positive working relationships with diverse individuals and stakeholder groups.

Expert

Lead the development and evolution of stakeholder engagement and management strategies and plans across multiple projects and through critical project transitions.

Determine the approach to relationship management for the project – including governance, policies and processes – and assign responsibilities.

Build a strategic relationship with senior stakeholders and influencers.

Lead initiatives to establish effective communications with key stakeholders and facilitate the relationships between them.

Professionally network within and beyond the project, and draw on these contacts to support their role.

Proactively reach out to understand the client context, needs and requirements, and be aware of the current market. Use this information to help shape the delivery of outcomes.

Develop trust by building shared agendas with others, using these to anticipate and resolve potential conflict.

Initiate valuable business relationships with diverse individuals and stakeholder groups and work to effectively develop the relationships over time.

Communicate a detailed knowledge of the project, including the delivery model, innovations, processes, systems and control measures, and the value it will deliver to clients and key stakeholders.

Leading Expert

Establish the overall vision and approach to stakeholder engagement for the project or program, including the principles that govern the stakeholder relationship.

Actively manage relationships with the most senior and influential stakeholders and be their key point of contact.

Create and maintain a diverse network of contacts inside and outside the business. Draw on the knowledge of these contacts to think more broadly about their role and encourage others to do the same.

Be recognised by clients as a trusted advisor who knows their business and strategic drivers.

Identify critical relationships and strategically anticipate and manage potential conflict and disagreement, creating understanding to resolve difficult or complex interpersonal situations.

Scan the broader client and stakeholder environment to identify and form effective, sustainable working relationships, valuing diversity and inclusion.

Act as an ambassador for the project or program within the broader organisation and community. Generate support and contributions by promoting understanding of what it involves and the value it will deliver.

Oversee work health, safety, quality and environmental sustainability

Promote a strong culture of responsibility for safety and sustainability, and ensure controls are in place to address health, safety and environmental risks associated with the project.

Emerging

Understand and contribute to a safety culture and model safe work and wellbeing behaviours and leadership on low-complexity projects and within own sphere of influence.

Always act to ensure own safety and that of others.

Understand and communicate environmental compliance requirements for low-complexity projects and within own sphere of influence. Implement a culture of minimal harm to the environment.

Understand and implement simple concepts of environmental sustainability.

Understand and comply with the requirements of work health, safety, environment and quality Acts, Regulations, Authorities and Organisations, and use industry best practices for low-complexity projects.

Established

Understand and implement a safety culture and model safe work and wellbeing behaviours and leadership on moderately complex projects and within own sphere of influence.

Always act to ensure own safety and that of others.

Understand and communicate environmental compliance requirements for moderately complex projects and within own sphere of influence. Implement a culture of minimal harm to the environment.

Understand, identify and implement broader environmental sustainability principles (economic, social, human and environment) for moderately complex projects.

Understand and comply with the requirements of work health, safety, environment and quality Acts, Regulations, Authorities and Organisations, and use industry best practices. Develop and implement project specific compliance and performance requirements for moderately complex projects.

Expert

Identify and implement initiatives for a safety culture, and model safe work and wellbeing behaviours and leadership for complex projects or programs and within own sphere of influence.

Always act to ensure own safety and that of others.

Understand and communicate environmental compliance requirements for complex projects and within own sphere of influence. Implement a culture of minimal harm to the environment.

Understand, identify and implement broader environmental sustainability principles for complex projects and programs over the short to medium term. Identify opportunities for value transfer between capital and operational expenditure.

Understand and comply with the requirements of work health, safety, environment and quality Acts, Regulations, Authorities and Organisations, and use industry best practices. Develop and implement project-specific compliance and performance requirements for complex projects or programs.

Leading Expert

Understand the dynamics and importance of a safety and wellbeing culture, and lead initiatives within organisations and the industry to improve safety and wellbeing outcomes. Drive organisational maturity across all aspects of health, safety, environment and quality (HSEQ).

Always act to ensure own safety and that of others.

Implement and lead the organisation's environmental compliance obligations, avoiding impacts and penalties.

Lead environmental sustainability initiatives across programs, departments and the industry. Develop and implement the organisation's performance requirements for both short- and long-term programs and optimise capital investments versus operational costs across the organisation.

Understand the organisation's work health, safety, environment and quality obligations under relevant Acts, Regulations, Authorities and Organisations, as well as industry best practices and project-specific requirements for highly complex projects and programs. Develop and implement organisation compliance and performance requirements.

Manage risks and opportunities

Systematically identify risks and opportunities; plan how to mitigate and manage risks and respond to opportunities.

Emerging

Select appropriate risk management frameworks to be incorporated into projects.

Identify gaps and alert the appropriate members of management.

Lead the research, identification and forecasting of risks, issues and opportunities for projects.

Move beyond a habitual risk-averse position to balance risk with the opportunity to achieve benefits.

Adhere to risk, issue and opportunity management processes in low-complexity projects.

Lead risk assessments of the viability of low complexity projects. Contribute to risk and opportunity management of projects of low to moderate complexity.

Understand how to integrate hazard identification and risk assessment methods early in the design process, to avoid the risk of injury throughout the life of the product.

Understand and comply with the regulatory framework and construction methodologies for safe design.

Identify appropriate strategies for managing risks and issues, including risk and issue avoidance, retention, transfer, reduction, prevention and insurance strategies for low-complexity projects.

Lead the implementation of risk and issue controls for low-complexity projects (including risk allocation and sharing, and contingencies).

Identify and liaise with internal and external risk, issue and opportunity owners and stakeholders, as required by risk and opportunity management strategies.

Established

Select and modify appropriate risk management frameworks, checking their workability.

Lead the research, identification and forecasting of risks, issues and opportunities arising from complex, systemic or structural elements in projects.

Model appropriate behaviour and support people to achieve better outcomes, to be willing to innovate and to learn from mistakes.

Lead management processes for risks, issues and opportunities, and propose routine variations in response to changing circumstances.

Lead risk assessments of the viability of moderately complex projects.

Ensure that hazard identification and risk assessment methods are integrated early in the design process, to avoid risk of injury throughout the life of the product.

Identify appropriate strategies for managing risks, issues and opportunities, including risk and issue avoidance, retention, transfer, reduction, prevention and insurance strategies for moderately complex projects.

Lead the implementation of risk and issue controls for moderately complex projects (including risk allocation and sharing, and contingencies).

Proactively reach out to risk, issue and opportunity owners, stakeholders and authorities to gather input into risk and opportunity management strategies.

Expert

Select or develop appropriate risk management framework(s) and apply a complex understanding of subsequent risk outcomes to projects and the business.

Provide expert advice on identifying and forecasting risks, issues and opportunities for projects or programs.

Embed risk and opportunity into all project decision making.

Develop a proactive and transparent risk culture that embraces risks and associated benefits and adopts innovative solutions.

Lead management processes for risks, issues and opportunities, and provide expert advice on non-routine variations for clients and stakeholders.

Optimise, lead and/or be accountable for risk assessments of the viability of complex projects.

Optimise the integration of hazard identification and risk assessment methods early in the design process, to avoid risk of injury throughout the life of the product.

Identify innovative and best-practice strategies for managing risks, issues and opportunities, including risk and issue avoidance, retention, transfer, reduction, prevention and insurance strategies in complex projects.

Identify and implement innovative and best-practice risk and issue controls (including risk allocation and sharing, and contingencies) for complex projects or programs.

Act as a trusted advisor to risk, issue and opportunity owners and as a mentor, guide and facilitator to other project leaders, identifying and liaising with project stakeholders and authorities.

Leading Expert

Develop risk management frameworks to be embedded in projects and programs, taking into account the different levels of project complexity and their impact on other workstreams.

Anticipate the impact of risk mitigation decisions on future stages of programs or projects, the organisation, and across government and the industry.

Be accountable for the process of identifying strategic risks or issues for highly complex projects.

Identify complex, systemic or structural risks and issues in highly complex programs.

Be accountable for implementation of risk or issue controls in projects of very high complexity or across a division or organisation.

Lead a shift in behaviour so that consideration of risks and opportunities is embedded in decision making at all stages and levels of projects.

Exercise expert knowledge and influence to make significant decisions, including to stop projects or programs, after a risk assessment.

Build a culture of innovation, where organisations are willing to learn from mistakes and proactively manage risks and opportunities.

Be responsible for risk, issue and opportunity management processes, variation of process and adherence to process.

Be accountable for risk assessments of project viability in highly complex projects.

Embed a culture that integrates hazard identification and risk assessment methods early in the design process, to avoid risk of injury throughout the life of the product.

Be recognised by stakeholders, industry bodies and project authorities as a thought leader in risk management and provide mentoring and guidance at organisational and industry levels.

Plan and develop business solutions (technical)

Develop business cases to justify projects, focusing on benefits, value for money, risk and opportunity. Take the project from inception to a deliverable solution, selecting strategies that address the complexity of the project and its organisational, stakeholder, market and compliance situation.

Emerging

Show knowledge of relevant processes, including the NSW Government Business Case Guidelines, Infrastructure NSW's (INSW) Gateway Assurance process and corporate approval processes.

Know how projects are conceived and developed, including their strategic alignment with corporate and state priorities.

Ensure an understanding of the interests and needs of clients informs the business case design process.

Apply the frameworks, systems and controls to initiate a project and establish a team, as required.

Ensure a realistic approach to the metrics required and how the process defines overall success.

Understand stakeholder management processes and the analysis and integration of feedback when developing options.

Show knowledge of the NSW Government Guide to Cost-Benefit Analysis.

Ensure the financial implications of identified priorities are explicit and included in the project budget.

Identify the resources and techniques needed to deliver low-complexity projects.

Understand project controls and demonstrate a working knowledge of how to develop a business case.

Understand the scope and estimates for low-complexity projects and know how to describe design parameters.

Established

Show detailed understanding of relevant processes, including the NSW Government Business Case Guidelines, INSW Gateway Assurance process and corporate approval processes.

Translate the sponsor's requirements, develop the scope of the project and manage the delivery of outcomes.

Link key project outcomes to corporate and state priorities and service targets.

Effectively move from the proposal phase to the implementation phase, by applying the frameworks and processes for initiating projects.

As part of a project team, validate a project's needs as it moves towards closure.

Understand and integrate the interests and needs of clients in the business case design process.

Manage stakeholder engagement and incorporate analysis of stakeholder feedback into the options assessment process.

Manage cost–benefit analysis.

Create the component financial elements of the business case that informs a submission and create the opportunity for a viable project by agreeing to trade-offs that are necessary to meet the client's constraints.

Prepare the scope and business cases for more ambiguous or moderately complex projects – including the cost and resource impacts – accessing key subject matter experts to inform project plans and directions.

Demonstrate an advanced understanding of project controls.

Plan the transitions between the whole of life stages of moderately complex projects and ensure that changes are consistent with organisational goals.

Expert

Show extensive experience of relevant processes, including the NSW Government Business Case Guidelines, INSW Gateway Assurance process and corporate approval processes.

Show extensive knowledge of sector service delivery requirements, and corporate and state priorities, and ability to identify and analyse gaps in actual delivery standards.

Develop complex program objectives for proposed interventions and communicate them effectively.

Manages agency interfaces in developing the business case for cross-agency projects and programs.

Be accountable for integrating an understanding of the interests and needs of clients in business case design process

Translate strategic business requirements into project options.

Manage cost–benefit analysis and be able to critically examine key assumptions and input data.

Specify the scope for complex programs, based on rigorous financial analysis of the business cases for a variety of programs, across a range of sectors, disciplines and stakeholders.

Use quantitative and qualitative evaluation methods for the business case.

Identify and select partners through the preferred procurement frameworks that add value to the business case.

Show advanced understanding of project controls across multiple programs.

Identify effective financing mechanisms for programs and be aware of the financial impacts of the project against the project's contracts (investment / financing).

Challenge assumptions to reduce commercial risk and maximise opportunities.

Leading Expert

Be recognised as a thought leader in the NSW Government Business Case Guidelines, able to work with key stakeholders on bespoke approval and analysis processes.

Show a detailed understanding of the INSW Gateway Assurance process and ability to self-assess against its criteria.

Demonstrate the ability to develop and work within bespoke project and corporate approval processes.

Be recognised for the ability to develop and analyse complex sector-specific strategic options against organisation and state priorities and service-level targets.

Develop complex objectives for proposed organisation-wide interventions and be able to effectively convey proposals to Ministers.

Promote and manage positive working relationships within the organisation and across the public, private and community sectors, to support the delivery of highly complex projects.

Be recognised for knowledge of large and complex construction techniques and processes, and ability to identify options to address service requirements and needs.

Create new value propositions and solutions for clients, working from their business.

Support enterprise value innovation across government and communicate the benefits this provides for its communities..

Be recognised by peers as an innovator in construction design and engineering.

Coach on the risks and viability of highly complex and/or high-value programs to ensure they are addressed in the business case.

Execute business solutions (technical)

Drive implementation of the project or program plan, monitoring performance and compliance, and intervening to address risks and opportunities as they emerge.

Emerging

Ensure the team understands the policy framework and legislation required to deliver the project.

Identify construction challenges and/or design changes and recognise when to escalate to management.

Apply knowledge and understanding of commercial, procurement and supply chain management, as documented in the business case.

Manage the development of implementation plans for low-complexity projects.

Implement relevant systems, frameworks and controls for low-complexity projects.

Organise project control meetings to evaluate project performance.

Ensure issues and risks are actively and effectively managed.

Formulate a competent program that meets organisational requirements and manage the transitions between project stages.

Understand and deliver operational accountabilities to successfully execute work packages day to day and manage resources to achieve this.

Understand effective project organisation, including accountabilities, structure and decision-making processes, to support delivery.

Successfully close out projects.

Established

Ensure that others have a working understanding of the legislation and policy framework within which they operate, and that they comply with the framework.

Manage the construction methodology relating to safe delivery, design configuration, engineering integrity, manufacturing and assembly on site, assessing impacts and escalating as appropriate.

Execute strategies for the delivery of commercial, contractual, procurement and supply chain management to deliver value for money as documented in the business case.

Manage the development of implementation plans for moderately complex projects and/or programs, and provide value-added input relating to time, cost and quality.

Identify emerging risks, hold stakeholder meetings to gain buy-in from all, and agree on mitigation strategies.

Create an environment where accurate reporting (including 'red flag' status) is considered mature. Use data to interpret trends and develop 'what if' scenarios.

Identify and analyse root causes of project performance issues and present possible solutions.

Manage the phased redeployment of resources and assets leading up to handover, maintaining optimum use of resources to close out the project.

Expert

Monitor and maintain business unit knowledge and compliance with legislative and regulatory frameworks.

Address major performance program issues, to improve performance.

Lead and influence effective strategies for the delivery of commercial, contractual, procurement and supply chain management.

Model the highest standards of financial probity, demonstrating respect for public monies and other resources.

Engage the organisation, stakeholders and clients in addressing procurement performance, to improve results.

Manage the development of implementation plans for complex projects and project team development.

Assist teams to identify and develop strategies to manage emerging challenges and risks, and enhance opportunities.

Take a strategic view of critical path programming and develop contingency plans to ensure programs are delivered on time.

Analyse and challenge plans for complex projects and programs, and lead delivery at strategic and operational levels.

Formally close out programs with clients and stakeholders, capturing lessons learnt and innovations that can be used in other programs.

Leading Expert

Seek out and monitor changes to legislation and policies that could affect the organisation.

Coach and advise others in construction methodologies, to deliver operational requirements.

Be aware of leading-edge procurement methodologies to deliver innovative cost-effective procurement strategies.

Lead the execution of all procurement instruments and be a trusted advisor to clients and stakeholders.

Apply effective project control methodology to highly complex and/or high-value (mega) projects and programs.

Demonstrate best practice in project leadership and management methods, converting risks and opportunities into value for the organisation.

Manage the dependencies and interdependencies of all related programs, including external political influences.

Deliver highly complex projects or programs at a strategic level for clients and government.

Step into large and highly complex programs that are underperforming and address performance issues.

Advocate across government, sharing lessons learnt and program innovations, and understand how they can be applied across government.

Embed benefits realisation (technical)

Identify, track and measure project benefits to justify investment in the project and provide assurance that the benefits can be realised.

Emerging

Lead the identification and alignment of project benefits to operational and/or strategic plans.

Work with stakeholders to realise project benefits, in accordance with a benefits realisation plan.

Lead the development, review and evaluation of benefit metrics and targets within a set framework.

Apply a set framework to evaluate the initial and continuing viability of low-complexity projects in relation to the benefits that can be realised from project delivery.

Lead the identification of unanticipated or emerging benefits.

Oversee the transition of benefits management to accountable operational business units within a set framework.

Established

Lead the identification or alignment of project benefits to strategic plans.

Collaborate with stakeholders to develop and implement an agreed benefits realisation strategy.

Lead the development, review and evaluation of benefit metrics and targets within a set framework.

Apply a set framework to evaluate the initial and continuing viability of moderately complex projects in relation to the benefits that can be realised from project delivery.

Lead the identification of unanticipated or emerging benefits.

Collaborate with client groups to transition the management of project benefits to client business units within a set framework.

Expert

Align the government's infrastructure strategy with the benefits targeted by the project or program.

Influence senior stakeholders and client groups in the development of strategic Benefits Realisation Plans.

Lead, standardise and act as a trusted advisor to senior stakeholders on the development, review and evaluation of complex or non-standard benefit metrics and targets.

Act as a trusted advisor on the proposal, evaluation and prioritisation of projects of high complexity or across a portfolio of projects in relation to the benefits that can be realised from delivery.

Proactively seek, identify and prioritise unanticipated or emerging benefits.

Lead the transition of benefits management to client business units.

Leading Expert

Drive the development and realisation of government infrastructure strategies through the alignment of benefits.

Lead, align and integrate government infrastructure strategies and priorities into a benefits realisation strategy.

Drive government infrastructure priorities by advising on non-standard and/or highly complex benefit metrics and quantifying the public good represented.

Drive government infrastructure strategy by prioritising a portfolio of highly complex and/or high-value projects, taking into account their potential benefits.

Drive the identification of additional or unanticipated benefits across industry, and work with government and industry stakeholders to capitalise on benefit opportunities.

Oversee the transition of benefits associated with highly complex projects or a portfolio of projects to industry partners, other governments or client groups.

NSW Public Service Commission

Level 4, 255 George Street
Sydney NSW 2000
GPO Box 3988, Sydney NSW 2001

Phone: +61 2 9272 6000

www.psc.nsw.gov.au

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