# Role Description

# Executive 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** | **Senior Executive Band 2** |
| **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 Executive Director, Asset Management is accountable for the development and implementation of asset management strategies, policies, processes, practices and systems that deliver high quality services and optimise 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.]

* Lead, direct and manage the agency’s strategic and operational asset management function through the provision of authoritative and expert advice, leading the development of significant reform and innovative programs for future capital works and maintenance priorities.
* Lead strategic planning and management of the agency’s financial and asset resources and review and develop the agency’s asset management policy, the Strategic Asset Management Plan (SAMP), and Asset Management Plan/s (AMP), processes and systems to ensure that the agency’s performance management and reporting are aligned to the agency’s objectives and are within internal and external policy constraints.
* Shape the agency’s strategic framework to clearly align direction and purpose with the agency’s objectives, initiatives and other critical priorities, and ensuring transparent, on-time, on-budget quality delivery of planned measures.
* Create an environment which fosters an emphasis on accountability for performance and outcomes that enable and optimise agile, evidence-based solutions through critical analysis and collaboration across divisions and the agency.
* Influence sector policy and reform to drive mindsets focused on excellence in service delivery and strategies though continuous improvement and transformation.
* Champion the values of the agency to guide the delivery of strategic commitments with a focus on a culture of accountability, transparency, collaboration, and professionalism with courage to commit to action; while embedding a strong risk culture throughout the asset management function in line with the agency’s risk management and governance frameworks.
* Oversee the robust and objective assessment of asset performance and risk, and lead the agency response to major performance and risk opportunities in a constructive, collaborative, and determined manner.
* Direct and lead research and analysis to identify innovative and sustainable solutions for the resolution of significant asset management issues to minimise and address the impact on the delivery of agency services.

## Key challenges

* Achieving alignment and integration of organisational functions and activities to achieve an effective asset management framework within the agency
* Achieving a culture that embraces change and innovation, continuous development and improvement aligned to Government objectives whilst maintaining commitment to high levels of efficacy and outcomes.
* Enabling the organisation to realise value from its asset portfolio to achieve objectives.

## Key relationships

**Internal**

|  |  |
| --- | --- |
| Who | Why |
| Deputy Secretary / Secretary | * Provide authoritative and expert strategic advice across a range of strategic priorities that influence government policy and impact on the provision and attainment of the agency’s performance objectives. |
| Agency Executive | * Provide authoritative and expert advice across a range of strategic priorities, and constructive, collaborative support for addressing major asset performance and risk opportunities. |
| Asset Management Function | * Provide strategic direction, support, and oversight of the asset management function |
| Agency Staff | * Promote a 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 | * Ensure that the Agency’s strategic interests are advanced by maintaining effective, collaborative relationships and partnerships, and contribute to cross agency or whole of government projects/programs. |

## 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 55000.
* At least 5 years’ experience in leadership roles involving substantial asset portfolios.

## 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 | Create a culture that encourages and supports openness, persistence and genuine debate around critical issues  Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change  Raise critical issues and make tough decisions  Respond to significant, complex and novel challenges with a high level of resilience and persistence  Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations | Highly 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 | Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy  Use sound arguments, strong evidence and expert opinion to influence outcomes  Determine and communicate the organisation’s position and bargaining strategy  Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional  Achieve effective solutions when dealing with ambiguous or conflicting positions  Anticipate and avoid conflict across organisations and with senior internal and external stakeholders  Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution | Highly Advanced |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own professional knowledge and the expertise of others to drive forward organisational and government objectives  Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation  Identify, recognise and celebrate success  Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes  Identify and remove potential barriers or hurdles to achieving outcomes  Initiate and communicate high-level priorities for the organisation to achieve government outcomes | Highly 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 |
|  | **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value  Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these  Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes  Create opportunities for recognising and celebrating high performance at the individual and team level  Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges | 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. | Design the organisation’s asset management policy to enable delivery of government objectives  Design the organisation’s asset management framework and related governance to enable delivery of government objectives  Direct the production of the strategic asset management plan and asset management plans  Generate asset- and non-asset strategies that address and manage service demand, and champion their implementation across the organisation  Determine the priority of investment options based on government objectives and areas of greatest service need | 4 |
|  | **Asset Management Processes and Practices**  Manage and integrate asset lifecycle activities by balancing cost, risk and performance to meet government objectives. | Establish and continually improve management approaches to all phases of the asset lifecycle  Devise operating and maintenance models for assets that support delivery of government objectives and obtain stakeholder support for their implementation  Establish and maintain organisational support for cost analysis methods that consider costs across the asset lifecycle, including capital and recurrent costs  Develop measures and decision-making criteria for managing cost, risk and performance considerations involving the asset portfolio  Ensure asset-related risk is evaluated and mitigated at all levels of the organisation  Establish frameworks for continual improvement and organisational capability building in asset management  Evaluate resources and services for delivering the asset management plans and mitigate supply chain risks | 4 |
|  | **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 | Advanced |
|  | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | 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 |
|  | 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 | Advanced |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Highly Advanced |
|  | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Advanced |
|  | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Advanced |
|  | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |
|  | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Advanced |