# Role Description

# Principal Officer, 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** | **Clerk Grade 11/12** |
| **Senior executive work level standards** | **Not Applicable** |
| **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 Principal Officer, Asset Management implements and continuously improves asset management strategies, policies, processes, practices and systems to deliver high quality services and drive value from the agency’s asset portfolio.

[Agency to add further detail as required]

## Key accountabilities

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

* Support the development of agency Strategic Asset Management Plan (SAMP), and Asset Management Plan/s (AMP), consulting with stakeholders across the agency, to achieve organisational/government objectives.
* Lead implementation of agency asset management governance and risk management frameworks to identify, prioritise and mitigate asset performance and risk, ensuring robust and objective analysis, effective stakeholder consultation, and a collaborative, constructive approach addressing improvement opportunities across the agency.
* Establish and drive continuous efforts to improve agency asset management capabilities in strategy and planning, processes and practices, and data and information.
* Implement project management methodologies and measure and monitor the effectiveness of these.
* Manage, report and coordinate changes to plans and budget variations.
* Provide exemplary leadership for the asset management function, creating a team that is respected across the agency for its culture of accountability, transparency, collaboration, and professionalism.
* Actively promote asset management vision and direction across the agency.

## Key challenges

* Leading complex consultations and negotiations, providing strategic advice and offering solutions, often within short timeframes, to ensure program delivery targets are met or exceeded.
* Maintaining current knowledge of trends and developments including legislation and changes to policy and funding initiatives.
* Providing leadership to delivery teams to ensure stakeholder needs are met in an environment of finite resources and time pressures.

## Key relationships

**Internal**

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| Who | Why |
| Line Manager | * Provide expert advice to contribute to strategic planning, policy development and decision making. * Escalate issues, keep informed, provide advice and receive instruction. * Provide regular updates on key projects, issues and priorities. |
| Direct reports/ Asset Management Function | * Lead, coach and guide to build asset management expertise and capability and achieve agreed priorities. * Work collaboratively to support the team in achieving business objectives. * Participate in meetings, share information and provide input on issues. |
| Agency Staff | * Promote the agency asset management vision, direction and plans across the agency to build buy-in, and provide advice and support for implementation. |

**External**

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| Who | Why |
| Other NSW Government agencies | * Establish networks to enable performance benchmarking and identify and exchange best practice in asset management in NSW Government. |
| Vendors | * Engage with the Asset Management supply base to inform procurement decisions. |

## 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.

## 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** |
|  | **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 |
|  | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
|  | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |
|  | **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 | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor and report on team performance in line with established performance development frameworks | Adept |

## 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. | Apply the organisation’s asset management policy to enable delivery of government objectives  Implement components of the organisation’s asset management framework  Produce components of the strategic asset management plan and asset management plans  Analyse and test asset- and non-asset strategies that address service demand | 2 |
|  | **Asset Management Processes and Practices**  Manage and integrate asset lifecycle activities by balancing cost, risk and performance to meet government objectives. | Evaluate and integrate management approaches to particular phases of the asset lifecycle, for example asset planning, delivery/acquisition, decommissioning or divestment activities  Implement operational and maintenance models for assets and evaluate them for effectiveness in delivering government objectives  Implement and continually improve cost analysis methods that consider costs across the asset lifecycle, including capital and recurrent costs  Manage cost, risk and performance considerations resulting from assessment of the asset portfolio, using defined decision-making criteria  Evaluate and mitigate asset-related risk in alignment with the organisation’s risk management framework  Maintain continual improvement and organisational capability building frameworks for asset management and monitor their effectiveness  Procure and manage resources and services required to deliver asset management plans | 3 |
|  | **Asset Management Data and Information**  Produce asset data and information that supports decision-making and continual improvement. | Evaluate and improve asset information and data management strategies that support decision-making and continual improvement  Develop the organisation’s asset information and data standards and processes to improve the quality of analytics and insights  Appraise asset information technologies to ensure they are fit for purpose and integrate them with other systems and technologies  Design and implement asset management knowledge sharing frameworks and activities | 3 |

## 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** |
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
|  | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
|  | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | 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 | Adept |
|  | Work Collaboratively | Collaborate with others and value their contribution | Advanced |
|  | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
|  | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
|  | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
|  | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
|  | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
|  | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |