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| **Cluster** | Planning & Environment |
| **Agency** | Department of Planning & Environment |
| **Division/Branch/Unit** | Water / Water Infrastructure NSW / Infrastructure Development and Delivery |
| **Location** | Orange or other major DPIE regional office |
| **Classification/Grade/Band** | Band 1 |
| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 3119192  |
| **Date of Approval** | December 2020 (updated March 2022) |

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| **Agency Website** | [www.dpie.nsw.gov.au/water](http://www.dpie.nsw.gov.au/water) |

**About the Department of Planning, Industry and Environment**

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

The Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

Primary purpose of the role

Lead and manage the NSW Sustainable Diversion Limit (SDL) Constraints Measures Program and activities to support sustainable water management and water saving for the Murray Darling Basin to enhance the NSW economy, environment, and communities. The role also provides operational leadership in the development and implementation of sound, evidence based programs.

# Key accountabilities

* Oversee the development and delivery of the program of NSW SDLAM Constraints Measures Program across the Murray Darling and Murrumbidgee basins to effectively manage the flow of water, including identifying opportunities to fast track elements of the program, and developing a prioritisation process to inform the staging and phasing of delivery of elements of the program.
* Develop and implement sound governance arrangements in relation to the Constraints Measures Program to ensure the program can be effectively developed and delivered.
* Ensure approved scope, time, cost and quality parameters are met across the overarching Constraints Measures Program
* Contribute to the development and approval of complex funding proposals to the Australian Government on behalf of the NSW Government, as well as reporting on milestone to the Australian Government.
* Developing, in collaboration with the community, agreed flow regimes as the cornerstone of the Constraints Measures Program.
* Developing, in consultation with the community, and implementing key policies to enable effective implementation of the Constraints Measures Program, including those around landowner negotiations and managing and mitigating impacts.
* Develop and implement appropriate resourcing and contracting strategies for the Constraints Measures Program, including the engagement and management of contractors and consultants
* Contribute to the achievement of organisational goals through business and strategic planning, embedding of effective systems, building a high performing team (including staff in partner agencies), and motivating and developing staff.

Key challenges

* Providing expert advice on complex and politically sensitive issues to the Executive Director Project Interfaces and Program Management and CEO that is contextually appropriate and informative.
* Managing the expectations of a wide range of community, government and industry stakeholders where there are conflicting priorities and expectations and resolving contentious issues within tight timeframes
* Leading change to improve and streamline service delivery for water management programs including human resource management, physical resources, risk management and governance, and reporting.

Key relationships

| Who |  Why |
| --- | --- |
| **Ministerial** |  |
| Minister’s office | * Provide briefings on new and emerging issues, negotiate approaches and preferred outcomes and to report on the performance of government programs
 |
| **Internal** |  |
| CEO WINSW | * Provide advice on the Constraints Measures Program program and associated projects and seek strategic advice regarding program implementation
* Contribute to an integrated organisational approach to corporate strategy, cross-portfolio initiatives and issues
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| Executive Director Project Interfaces and Program Management  | * Confer and provide expert advice regarding program progress and outcomes
* Seek guidance regarding program initiatives and management
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| Functional Areas | * Work collaboratively with functional areas, proactively seeking advice and guidance (such as PMO and Technical Services)
 |
| Directors | * Work collaboratively on complex stakeholder negotiations drawing on technical expertise of other Directors
* Collaborate on strategic development and business planning and to monitor organisational performance
* Advise of emerging and or contentious issues and solutions
 |
| Staff and work teams | * Inspire and motivate team, provide leadership and clear direction and build staff performance
* Provide information and advice about organisational objectives, policies and procedures
 |
| **External** |  |
| Other NSW government agencies | * Represent the Department in the business of government.
* Develop whole of government approaches on key Constraints Measures Program issues and promote the efficient utilisation of resources.
* Mitigate risk of duplication and increased red tape
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| Other jurisdictions (MDBA, Commonwealth Department of Agriculture & Water Resources, Commonwealth Environmental Water Holder) | * Represent the Department in the business of government.
* Contribute to the development of whole of government approaches on key issues, negotiate consistent approach to water management and SDL; and promote the efficient utilisation of natural resources.
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| Industry, community and other stakeholders | * Complex negotiations and consultations with key stakeholders for the Constraints Measures Program
* Maintain networks and beneficial partnerships
* Present and test proposals; build ownership and capacity; and to better understand different perspectives on critical issues.
* Capitalise on commercial opportunities, building a network within industry and public sector funding bodies by negotiating projects and funding, and collaborating with industry partners
* Liaise with Universities and others on key science programs and outcomes
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# Role dimensions

## Decision making

The role has autonomy to deliver programs, and to change priorities within approved business plans. Human, financial and physical resources under the control of the Director can be re-allocated without referral within the Unit. Plans, leads and organises the work of teams and manages resources through appropriate procurement processes. Refers to the Executive Director Project Interfaces and Program Management only those decisions that involve~~s~~ a significant impact, or which require a higher delegation or approval.

## Reporting line

Executive Director Project Interfaces and Program Management

## Direct reports

The role has 4 direct reports

## Budget/Expenditure

TBC

Key knowledge and experience

* Extensive knowledge and understanding of program and project management, and the current challenges and opportunities.
* Proven executive level skills in leadership, innovation and complex program development and delivery.
* A good understanding of government policies and processes as they relate to business case development, as well as infrastructure development and delivery.

# 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.

| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| --- | --- | --- | --- | --- |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | * Represent the organisation in an honest, ethical and professional way and encourage others to do so
* Act professionally and support a culture of integrity
* Identify and explain ethical issues and set an example for others to follow
* Ensure that others are aware of and understand the legislation and policy framework within which they operate
* Act to prevent and report misconduct and illegal and inappropriate behaviour
 | Adept |
|  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | * Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
* Ensure systems are in place to capture customer service insights to improve services
* Initiate and develop partnerships with customers to define and evaluate service performance outcomes
* Promote and manage alliances within the organisation and across the public, private and community sectors
* Liaise with senior stakeholders on key issues and provide expert and influential advice
* Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
* Ensure that the organisation’s systems, processes, policies and programs respond to customer needs
 | Advanced |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | * Negotiate from an informed and credible position
* Lead and facilitate productive discussions with staff and stakeholders
* Encourage others to talk, share and debate ideas to achieve a consensus
* Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
* Influence others with a fair and considered approach and sound arguments
* Show sensitivity and understanding in resolving conflicts and differences
* Manage challenging relationships with internal and external stakeholders
* Anticipate and minimise conflict
 | Adept |
|  | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | * Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff
* Influence the organisation’s current and potential future role within government and the community, and plan appropriately
* Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning
* Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes
* Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government
 | Highly Advanced |
| **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | * Assess work outcomes and identify and share learnings to inform future actions
* Ensure that own actions and those of others are focused on achieving organisational outcomes
* Exercise delegations responsibly
* Understand and apply high standards of financial probity with public monies and other resources
* Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safety
* Conduct and report on quality control audits
* Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks
 | 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 |
| **Inspire Direction and Purpose**Communicate goals, priorities and vision, and recognise achievements | * Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders
* Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
* Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders
* Work to remove barriers to achieving goals
 | Adept |

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as ‘not essential’ for this role are not relevant for recruitment purposes however may be relevant for future career development.

| **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 | 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 | Adept |
|  | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Work Collaboratively | Collaborate with others and value their contribution | Adept |
|  | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
|  | 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 |
| 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 | Adept |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |