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| **Cluster / Network** | **Planning, Housing and Infrastructure** |
| **Department/Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Corporate Services** |
| **Role ID** | **50030147** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **ANZSCO Code** | **511112** |
| **PCAT Code** | **1127292** |
| **Date of Approval** | **November 2022 (updated February 2024)** |
| **Agency Website** | **www.dphi.nsw.gov.au** |

## Agency overview

The Department of Planning, Housing and Infrastructure is building the future of NSW through delivering diverse planning, housing solutions and infrastructure across the 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.

## Primary purpose of the role

Lead and manage the development, implementation, monitoring and evaluation of a range of strategic projects to achieve project outcomes.

## Key accountabilities

* Lead strategic project delivery, including the development and delivery of a portfolio of projects, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required outcomes.
* Lead and oversee all aspects of project development and implementation across a portfolio of complex projects, including preparing business cases and project plans, establishing appropriate governance, identifying, allocating and managing resources, and meeting reporting requirements, to ensure project outcomes are achieved on time, on budget, and to quality standards.
* Develop and implement strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess project progress and overall effectiveness.
* Lead and manage project team/s, including internal and external project staff, to deliver all key project/s milestones and outcomes.
* Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met.
* Provide expert advice and information to stakeholders on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities.
* Oversee research and formulate recommendations to support evidence based project planning and decision making.

## Key challenges

* Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
* Achieving multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities

## Key relationships

**Internal**

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| --- | --- |
| Who | Why |
| Executive Director / Director | * Receive advice and report on progress of projects
* Discuss future directions and scope projects
* Provide expert advice and contribute to decision making
* Identify emerging issues/risks and their implications and propose solutions
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| Project Team | * Guide, support, coach and mentor team members
* Lead discussions and decisions regarding key projects and deliverables
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| Departmental Stakeholders | * Provide expert advice on a range of project related issues and strategies
* Optimise engagement to achieve defined outcomes
* Manage expectations and resolve issues
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**External**

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| --- | --- |
| Who | Why |
| Stakeholders | * Engage in, consult and negotiate the development, delivery and evaluation of projects
* Manage expectations and resolve issues
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## Role dimensions

### Decision making

This role:

* sets the priorities and deadlines for delivery of projects in consultation with the Director
* makes operational decisions to support the development and implementation of projects, strategies and initiatives
* provides project advice, priorities and direction to the project team/s

### Reporting line

Director Major Projects (Path)

### Direct reports

1-6

### Budget/expenditure

TBC

## Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

## Focus capabilities

| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- |
| personal-attributes | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| relationships | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| relationships | **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 experienceEnsure systems are in place to capture customer service insights to improve servicesInitiate and develop partnerships with customers to define and evaluate service performance outcomesPromote and manage alliances within the organisation and across the public, private and community sectorsLiaise with senior stakeholders on key issues and provide expert and influential adviceIdentify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approachesEnsure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
| relationships | **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Negotiate from an informed and credible positionLead and facilitate productive discussions with staff and stakeholdersEncourage others to talk, share and debate ideas to achieve a consensusRecognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomesInfluence others with a fair and considered approach and sound argumentsShow sensitivity and understanding in resolving conflicts and differencesManage challenging relationships with internal and external stakeholdersAnticipate and minimise conflict | Adept |
| results | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomesMake sure staff understand expected goals and acknowledge staff success in achieving theseIdentify resource needs and ensure goals are achieved within set budgets and deadlinesUse business data to evaluate outcomes and inform continuous improvementIdentify priorities that need to change and ensure the allocation of resources meets new business needsEnsure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| results | **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 actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
| business-enablers | **Project Management**Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependenciesAccess key subject-matter experts’ knowledge to inform project plans and directionsDesign and implement effective stakeholder engagement and communications strategies for all project stagesMonitor project completion and implement effective and rigorous project evaluation methodologies to inform future planningDevelop effective strategies to remedy variances from project plans and minimise impactManage transitions between project stages and ensure that changes are consistent with organisational goalsParticipate in governance processes such as project steering groups | Advanced |
| people-management | **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 outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor and report on team performance in line with established performance development frameworks | 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.

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| personal-attributes | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| relationships | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| results | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |