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| **Cluster** | Climate Change Energy Environment and Water |
| **Agency** | Department of Climate Change, Energy, the environment and Water |
| **Division/Branch/Unit** | Lord Howe Island Board / Infrastructure and Engineering Services Unit |
| **Location** | Lord Howe Island |
| **Classification/Grade/Band** | LHI Senior Officer Grade 1 |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | February 2022 (updated from October 2021) |
| **Agency Website** | www.lhib.nsw.gov.au |

Agency overview

The Lord Howe Island Board is a statutory authority established under the provisions of the Lord Howe Island Act. The Board is responsible to the NSW Minister for the Environment and comprises four Islanders elected by the local community and three members appointed by the Minister. It is charged with the care, control and management of the Island and the affairs and trade of the Island. It is also responsible for the care, improvement and welfare of the Island and residents. “Island” as defined by the Act includes Lord Howe Island and all adjacent islands and coral reefs within one marine league of the Island. Ball’s Pyramid and adjacent islands are also included in this definition.

The Lord Howe Island Board is part of the Climate Change, Energy, the Environment and Water cluster. Lord Howe Island Board members of staff are employed under section 21 of the Government Sector Employment and Management Act by the Department of Climate Change, Energy, the Environment and Water (DCCEEW). Ensuring a sustainable NSW through climate change and energy action, water management, environment and heritage protection.

Primary purpose of the role

The Senior Manager Infrastructure and Engineering Services (SMIES) provides leadership, management and direction for the development and implementation of projects and oversight of operational programs to provide safe, efficient and effective services and infrastructure.

The SMIES provides strategic advice and support to the Chief Executive Officer and the Lord Howe Island Board to ensure the Board fulfils its responsibilities under the Lord Howe Island Act and other legislation.

# Key accountabilities

* Lead the Infrastructure and Engineering Services unit by providing strategic, operational and financial direction, workplace health and safety, performance management, appropriate training and development, and policy and legislative advice to deliver key Board services, projects and initiatives.
* Lead, direct and manage the functions and resources of the Unit to deliver the Board’s operational, project and asset management responsibilities and service delivery contracts including the airport, electricity supply and distribution, roads, waste management, public buildings, shipping and wharf, wastewater systems and water supplies.
* Coordinate the Board’s emergency incident response planning, training and management and participate in incident control.
* Prepare a range of strategic and operational documents including briefing papers, discussion papers, management plans, project briefs and plans, reports, submissions, and responses to information requests including those of a contentious or politically sensitive nature, to support knowledge sharing and sound decision-making.
* Provide accurate and timely information, expert advice and reports on diverse and complex issues, and develop policy and proposal recommendations to the Chief Executive Officer and Board to support decision making on project and operational matters
* Establish and maintain appropriate working relationships with Government and non-government agencies, the community and other stakeholders to ensure high quality advice and to promote awareness, understanding and support for the Board’s operational programs.

Key challenges

* Making decisions and managing competing demands, a complex and diverse range of responsibilities and issues, and coordinating the limited resources of the Unit to provide effective and efficient integrated services, which are magnified by the Island's remoteness and limited availability of particular skills and expertise.
* Managing relationships with community members and local interest groups through proactive communication strategies to bring credibility to the organisation’s activities in a small and remote community.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Chief Executive Officer | * Escalate issues, keep informed, advise and receive instructions.
* Provide regular updates on issues and priorities.
* Provide advice, correspondence, reports and recommendations on procurement, asset management and project delivery.
* Inform of major, new or emerging issues, provide policy advice and recommend innovative strategies, practices, solutions and responses to address issues.
* Seek prior guidance and advice on actions to manage potentially contentious issues.
* Represent on committees and other forums as required.
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| Lord Howe Island Board | * Develop sustainable, productive and collaborative working relationships.
* Share information and seek advice on strategic directions and operational programs.
* Provide advice and recommendations on review and outcomes of programs and services to enable service improvement and implementation of innovative solutions.
* Coordinate Board meetings, prepare reports and ensure Board recommendations are implemented.
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| Unit and operational supervisors | * Provide supervision, direction, guidance and support to direct reports to deliver work programs.
* Set and manage performance and development requirements.
* Meet regularly to share information and encourage ideas to improve service delivery and contribution to the decision making process.
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| **External** |  |
| NSW, Commonwealth and Local Government stakeholders, including EPA, Environmental Trust, Transport for NSW, Department of Climate Change, Energy, the Environment and Water and CASA | * Build sustainable, productive and collaborative working relationships
* Liaise to provide and seek information and advice on responsibilities, infrastructure, assets, initiatives, projects and funding.
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| Island community, and other individuals and interest groups | * Foster effective, collaborative and sustainable working relationships.
* Provide advice and promote awareness, understanding and support for Board programs and services, commercial activities and policy changes.
* Defend contentious recommendations made to the Board.
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| Providers/Vendors | * Negotiate service provision arrangements and contracts.
* Monitor performance to ensure high quality, targeted and effective outcomes
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# Role dimensions

## Decision making

The Senior Manager Infrastructure and Engineering Services:

• operates with a high degree of independence in making decisions, providing direction in delivery of infrastructure and engineering services, and providing advice related to financial, human resource and administrative issues and implementation of approved business plans

• is responsible for decisions related to the strategic direction, budget administration, day to day unit operations, and management of the Board’s assets and provision of services

• is accountable and responsible for the effective management and use of human, financial and other resources within strategic directions, and budget and resource parameters approved by the Board

• negotiates matters related to area of responsibility and makes decisions and acts within strategic plans and priorities, Lord Howe Island and Public Finance and Audit legislative and regulatory frameworks, employment awards, financial and administrative delegations, Department and Lord Howe Island Board policies, quality management systems and procedural frameworks and guidelines

## Reporting line

Chief Executive Officer

## Direct reports

Up to 5 direct reports, managing a team of up to 20

## Budget/Expenditure

Financial delegation for authority to incur expenditure by the position is $250,000.

The role manages a typical annual budget of $4 million.

Key knowledge and experience

* Demonstrated extensive experience in a range of operational and infrastructure service delivery functions in local or state government, or a related field, asset management and the planning and delivery of infrastructure projects.

Essential requirements

* Tertiary qualifications in engineering, asset management or a related relevant discipline.
* Meet medical and ASIC security clearances.
* Meet the requirements of the Civil Aviation Safety Regulations 1998 responsibilities of an accountable manager for a certified aerodrome 139.110(5)

# 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**  |
|  | **Manage Self**Show drive and motivation, an ability to self-reflect and a commitment to learning | Act as a professional role model for colleagues, set high personal goals and take pride in their achievementActively seek, reflect and act on feedback on own performanceTranslate negative feedback into an opportunity to improveTake the initiative and act in a decisive wayDemonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | Advanced |
|  | **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 |
| **Work Collaboratively**Collaborate with others and value their contribution | Encourage a culture that recognises the value of collaborationBuild cooperation and overcome barriers to information sharing and communication across teams and unitsShare lessons learned across teams and unitsIdentify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to workActively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|  | **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 outcomesDrive a culture of achievement and acknowledge input from othersDetermine how outcomes will be measured and guide others on evaluation methodsInvestigate and create opportunities to enhance the achievement of organisational objectivesMake sure others understand that on-time and on-budget results are required and how overall success is definedControl business unit output to ensure government outcomes are achieved within budgetsProgress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
|  | **Procurement and Contract Management**Understand and apply procurement processes to ensure effective purchasing and contract performance | Ensure that employees and contractors apply government and organisational procurement and contract management policiesMonitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisionsPromote effective risk management in procurementImplement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomesRepresent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors | Advanced |
| **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 |
|  | **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.

| COMPLEMENTARY CAPABILITIES |
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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 |
| Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | 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 | Intermediate |
|  | 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 |