Role Description

Director - Water Resources Management

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| **Cluster** | Regional NSW |
| **Agency** | Department of Regional NSW |
| **Division/Branch/Unit** | Public Works Advisory and Regional Development |
| **Location** | Regional NSW/Sydney |
| **Classification/Grade/Band** | Senior Executive Band 1 |
| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Operational Delivery |
| **ANZSCO Code** | 234312 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | June 2022 |
| **Agency Website** | nsw.gov.au\regionalnsw |

# Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state’s mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Public Works Advisory (PWA) is part of the Department of Regional NSW. PWA supports local and state government agencies to deliver critical infrastructure initiatives by providing expert advisory, planning, delivery and support services. We bridge the gap between the government and the private sector, helping clients to maximise value, optimise costs and manage risks in their infrastructure programs and the lifecycle management of their assets.

# Primary purpose of the role

Lead the development, promotion and assure the technical quality of Public Works Advisory (PWA) services relating to water infrastructure and the development of associated service delivery capabilities within the organisation. The role is required to engage with existing and potential clients to lead the delivery of innovative and appropriate solutions, providing an advisory service in regard to the planning, design, procurement and operation of water resources specialist engineering areas. The role supports projects not only within Regional NSW but also across clusters, and other local and state government agencies.

# Key accountabilities

* Lead the development and technical quality of PWA services relating to water resources management including the development of associated service delivery capabilities within the organisation.
* Maintain a high professional profile within the water industry, and effectively market PWA services relating to water infrastructure to existing and prospective clients, helping to achieve approved revenue targets.
* Engage with clients and potential clients, at a senior level, to lead the delivery of innovative and best practice solutions which are cost effective, providing an advisory service to state government agencies and local water utilities in regard to the planning for, investigation, design, procurement and operation of water related infrastructure such as water and wastewater treatment plants, dams, pumps, pipelines, weirs, river structures and associated technologies to maximise value for money outcomes and private sector involvement.
* Develop and maintain effective stakeholder relationships and networks, promote the advisory function to clients and potential clients to improve its profile with all stakeholders, provide support services and advice to the community, in addition to providing guidance with respect to emergency engineering management.
* Identify and define the major strategic issues for client agencies and integrate diverse stakeholder interests with the Government's broader agenda to inform the development and prioritisation of project initiatives and to proactively understand and mitigate program and project risks.
* Support the effective planning, resourcing, delivery and management of advisory services and related professional and technical services to achieve approved revenue targets, together with the efficient provision of designated services programs to inter-government and/or external stakeholders.
* Engage with relevant industry and professional bodies to maintain and enhance the PWA presence at the forefront of water resources management.
* Achieve high level technical performance of the service delivery relating to provision of strategic advice and planning as well as the design and commissioning of contemporary water related infrastructure.

# Key challenges

* Contributing to the successful change and reform for PWA, driving innovation in all facets of the business and working to build the client base and business.
* Growing the business by creating and maintaining strong working relationships with clients and industry stakeholders.
* Ensuring advice and solutions provided to clients meet or exceed their expectations and that they are fit for purpose and cost effective.

# Key relationships

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| **Who** | **Why** |
| **Internal** |  |
| Executive Director | * Provide strategic and expert advice and guidance on technical issues and industry trends * Develop and communicate performance with regards to business development initiatives and desired outcomes |
| Group Director Advisory & Partnerships | * Provide strategic and expert advice and guidance on technical issues and industry trends * Communicate information related to performance against budgets, risks and opportunities and outcome measures |
| Clients/Customers | * Provide strategic and expert advice and guidance on technical expertise related issues |

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| **Who** | | **Why** | |
| **External** | |  | |
| Customers / Stakeholders | | * Develop and maintain effective working relationships and open channels of communication to improve the profile of Public Works Advisory * Contribute to a client focused approach to service delivery * Engage, at a senior level, and identify and develop business opportunities and innovative solution concepts across domains | |
| Vendors/Service Providers / Industry professionals/ consultants | | * Monitor the provision of service to ensure compliance with client needs and service arrangements * Seek/maintain specialist knowledge/advice and collaborate on issues and keep up with best practice in technical area of expertise * Participate in forums, groups to represent the agency and share information |

**Role dimensions**

## Decision making

Significant autonomy and authority to make decisions, set priorities and direction specific to the achievement of technical solutions and outcomes, for the portfolio of projects. Exercises professional and technical judgement with regards to the quality of technical solutions proposed and delivered. Formal delegations are in line with the Government and Departmental delegations.

## Reporting Line

The role reports to the Group Director, Advisory & Partnerships.

## Direct reports

12 direct reports (with approximately 90 indirect reports)

## Budget/Expenditure

As per the Department’s financial delegations

# Key knowledge and experience

* + - High level of business and commercial acumen complemented with a knowledge of contemporary trends in the water resources business environment and leadership experience
    - Extensive experience in end to end contract and project management, and client side project experience
    - Experience in contemporary business development.

# Essential requirements

* + - Qualifications in technical area of expertise (engineering, project management) and/or equivalent experience.
    - Employment screening checks, security or other clearances & health assessments.

# 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 | |
|  | **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 agenda * Ensure business plan goals are clear and appropriate and include contingency provisions * Monitor the progress of initiatives and make necessary adjustments * Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately * Consider the implications of a wide range of complex issues and shift business priorities when necessary * Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | | | Advanced |
|  | **Demonstrate Accountability** Be proactive and responsible for own actions, and adhere to  legislation, policy and guidelines | | | * Design and develop systems to establish and measure accountabilities * Ensure accountabilities are exercised in line with government and business goals * Exercise due diligence to ensure work health and safety risks are addressed * Oversee quality assurance practices * Model the highest standards of financial probity, demonstrating respect for public monies and other resources * Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks * Incorporate sound risk management principles and strategies into business planning | | | 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 | |
|  | | **Optimise Business Outcomes** Manage people and resources effectively to achieve public  value | * Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives * Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning * When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences * Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context * Monitor performance against standards and take timely corrective actions * Keep others informed about progress and performance outcomes | | 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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| **COMPLEMENTARY CAPABILITIES** | | | |
| **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 | 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 | Advanced |
| Work Collaboratively | Collaborate with others and value their contribution | Adept |
|  | 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 |
|  | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Advanced |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |