

Role Description

Senior Manager, Strategy



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	Housing and Property Group / Property NSW / Strategy
Classification/Grade/Band	Clerk Grade 11/12
Location	Negotiable
Role Family (<i>internal use only</i>)	Bespoke/Planning Strategy Governance and Risk/Delivery
ANZSCO Code	511112
PCAT Code	1119192
Date of Approval	June 2020
Agency Website	https://www.dpie.nsw.gov.au/

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.

Primary purpose of the role

Lead project teams in providing market leading, specialist, multi-disciplinary advice to NSW Government on the management of its \$165 billion plus property portfolio, helping deliver improved economic, financial, social and environmental outcomes to the citizens of NSW through strategic land and property use option evaluation, portfolio planning, accommodation strategy, policy reform and data analytics and initiatives.

Key accountabilities

- Take a lead role in the management of projects and/or project components that will assist the Directors with the development and implementation of Whole of Government land and property initiatives and strategies, including those relating to better utilization and coordination of Government real property assets, maximizing community benefit from Government land and property and divesting under-utilized assets.
- Lead and manage capital planning projects and/or project components that will contribute to complete strategic recommendations and assist the Directors with the development and implementation of long term capital planning disciplines in conjunction with Treasury and other agencies.

- Work closely with the Directors in the development and implementation of Housing and Property Group strategies, including future funding requirements and securing a pipeline of future Whole of Government initiatives.
- Develop strategic insights and capture quality data and information related to agency property modelling, portfolio planning, wider business and service delivery modelling and longer whole of government capital requirements to inform decision making.
- Direct the coordination and management of internal and external resources including agency personnel, internal property specialists and external consultants to meet operational requirements.
- Build and maintain partnerships with key stakeholders, including industry peak bodies, industry participants and government stakeholders to inform and shape land and property use evaluation, portfolio planning, accommodation strategy, policy reform data analytics initiatives
- Undertake a wide range of complex project management tasks, including project scoping and risk monitoring and create and present visual and verbal presentations, cabinet minutes, business cases and briefing notes to achieve the intended outcomes of Property NSW strategy

Key challenges

- Managing projects that require a strong understanding of government process and political content
- Creating and presenting visual and verbal presentations, cabinet minutes, business cases and briefing notes to achieve intended outcomes of Property NSW Strategy
- Executing hypothesis led problem solving and strategy development when developing strategic and project frameworks as well as simplifying complex ideas in written and verbal communication.

Key relationships

Who	Why
Internal	
Director	<ul style="list-style-type: none"> • Seek guidance and provide advice and support in the delivery of specific projects and activities.
Executive	<ul style="list-style-type: none"> • Work closely with the divisions of Housing and Property Group to ensure a collaborative approach is delivered when considering portfolio and accommodation strategy.
Work Team	<ul style="list-style-type: none"> • Manage portfolio reviews and other significant strategic property related projects effectively and efficiently • Motivate, provide direction and mentor the performance of strategy team members for specific projects
External	
Client/Customer	<ul style="list-style-type: none"> • Develop stakeholder support with other agencies and clusters to ensure Housing and Property Group is able to provide market leading, multi-disciplines advice to achieve optimal results for the Group, in line with organisational strategy.
Service Providers / Industry Professionals / Consultants	<ul style="list-style-type: none"> • Manage external consultants so that they provide services that will allow the Strategy team to make informed decisions as to property strategy. • Contribute to a client-focused approach to decision making and service delivery

- Participate in discussions regarding innovation and best practice

Role dimensions

Decision making

The role:

- provides recommendations of significance that can impact the balance sheet and cash flow of Housing and Property Group and the NSW State Government.
- Contributes to key decisions on a wide range of portfolio planning, accommodation strategy, policy and collaborative initiatives and the provision of advice.
- Ensures all documents, reports, policy proposals and submissions are completed within required timeframes and to a high standard.

Reporting line

Director, Strategy

Direct reports

Nil, but management of numerous external consultants and internal project teams

Budget/Expenditure

TBC

Key knowledge and experience

Demonstrable experience in corporate development, investment banking, and/or strategy consulting

Essential requirements

Tertiary qualifications in a business or property related discipline or equivalent experience.

Capabilities for the role

The [NSW public sector 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
 <p>Personal Attributes</p>	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • 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
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Results		identify the most effective solutions in collaboration with others <ul style="list-style-type: none"> Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements Implement systems and processes that are underpinned by high-quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria 	
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> 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
 Business Enablers	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> 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 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
		project steering groups	
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> 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

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

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	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
 Relationships	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
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Business Enablers	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
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	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	Intermediate