

# Role Description

## Manager, Business and Project Services



Planning,  
Industry &  
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Office of the Secretary / Planning Delivery Unit
Location	Parramatta
Role Family	Bespoke/ Finance & Economics/ Deliver
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132111
PCAT Code	1119192
Date of Approval	September 2020
Agency Website	<a href="http://www.dpie.nsw.gov.au">http://www.dpie.nsw.gov.au</a>

### 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 Planning Delivery Unit (PDU) works within the Office of the Secretary to progress delayed priority planning projects, by resolving issues and facilitating decision-making. The PDU works alongside other government agencies and in consultation with industry and councils to resolve any blockages, delays and issues in the planning framework.

### Primary purpose of the role

The Manager, Business and Project Support, coordinates finance and business services activities of the PDU including developing business and reporting systems and procedures relating to projects and administrative services. The Manager leads a small team providing research and project support services to senior staff across the unit.

### Key accountabilities

- Manage engagement with corporate service providers including on budget, human resources, procurement and other business support matters.
- Establish and maintain stakeholder relationships through effective communication, negotiation and issues management.

- Support management of the PDU's governance, audit and risk management accountabilities.
- Coordinate the preparation of correspondence, briefings and information.
- Develop, evaluate and evolve administrative support and financial systems, procedures, and processes to optimise efficiency and service standards.
- Prepare management reports, budgets, and forecasts and provide analytical support services to senior staff.
- Undertake research and form recommendations to support evidence-based project planning and decision making.

## Key challenges

- Respond to requests for advice and assistance in a timely manner while managing competing priorities and deadlines.
- Identifying and understanding issues, competing interests and rapidly changing priorities across a broad range of areas to ensure consistent and timely management of responses to issues.
- Maintain a sound understanding of current DPIE and NSW government corporate management and reporting requirements.

## Key relationships

Who	Why
<b>Internal</b>	
Director, Intergovernmental and Governance	<ul style="list-style-type: none"> <li>• Receive instructions and provide high level support.</li> <li>• Provide advice and guidance, and keep informed on public sector and agency administrative policies and procedures.</li> <li>• Provide timely and accurate operational and performance reports.</li> <li>• Escalate emerging issues of concern affecting the PDU's performance.</li> <li>• Performance management rests with the Director.</li> </ul>
Senior Executives and Team Members	<ul style="list-style-type: none"> <li>• Delivery and coordination of project and corporate operations support functions.</li> <li>• Manage procurement and the development of contracts.</li> <li>• Respond to requests for financial reports.</li> </ul>
Assistant Project Officers	<ul style="list-style-type: none"> <li>• Provide regular support and guidance.</li> <li>• Conduct performance reviews.</li> </ul>
<b>External</b>	
Service Providers	<ul style="list-style-type: none"> <li>• Facilitate engagement regarding service delivery.</li> <li>• Monitor performance against service agreements and contracts.</li> </ul>

## Role dimensions

### Decision making

This role acts independently in performing the core work functions and applies specialised knowledge, skills and professional judgement to achieve outcomes. The Manager, Business and Project Services is accountable for the quality and accuracy of the content of documents relating to corporate reporting, governance, financial management and business service delivery.

## Reporting line

The Manager, Business and Project Services, reports to the Director, Intergovernmental and Governance.

## Direct reports

Two clerks grade 5/6

## Budget/Expenditure

To the extent of delegation.

## Essential requirements

- Strong understanding of public sector corporate policies, systems, procedures and standards.
- Experience in monitoring financial end of month budget reports.

## 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

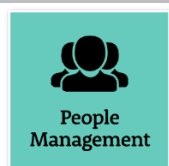
*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

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
 Personal Attributes	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"><li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li><li>• Act professionally and support a culture of integrity</li><li>• Identify and explain ethical issues and set an example for others to follow</li><li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li><li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li></ul>	Adept

	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> <li>Keep up to date with relevant contemporary knowledge and practices</li> <li>Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>Show commitment to achieving challenging goals</li> <li>Examine and reflect on own performance</li> <li>Seek and respond positively to constructive feedback and guidance</li> <li>Demonstrate and maintain a high level of personal motivation</li> </ul>	Adept
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>Focus on key points and speak in plain English</li> <li>Clearly explain and present ideas and arguments</li> <li>Listen to others to gain an understanding and ask appropriate, respectful questions</li> <li>Promote the use of inclusive language and assist others to adjust where necessary</li> <li>Monitor own and others' non-verbal cues and adapt where necessary</li> <li>Write and prepare material that is well structured and easy to follow</li> <li>Communicate routine technical information clearly</li> </ul>	Intermediate
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>Encourage a culture that recognises the value of collaboration</li> <li>Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>Share lessons learned across teams and units</li> <li>Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>	Adept
 Results	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>Use business data to evaluate outcomes and inform continuous improvement</li> </ul>	Adept

	<ul style="list-style-type: none"> <li>Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	
	<b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	<ul style="list-style-type: none"> <li>Understand the team and unit objectives and align operational activities accordingly</li> <li>Initiate and develop team goals and plans, and use feedback to inform future planning</li> <li>Respond proactively to changing circumstances and adjust plans and schedules when necessary</li> <li>Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals</li> <li>Accommodate and respond with initiative to changing priorities and operating environments</li> </ul>	
	<b>Finance</b> Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	<ul style="list-style-type: none"> <li>Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures</li> <li>Understand the impacts of funding allocations on business planning and budgets</li> <li>Identify discrepancies or variances in financial and budget reports, and take corrective action</li> <li>Know when to seek specialist advice and support and establish the relevant relationships</li> <li>Make decisions and prepare business cases, paying due regard to financial considerations</li> </ul>	
	<b>Procurement and Contract Management</b> Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	<ul style="list-style-type: none"> <li>Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management</li> <li>Develop well-written, well-structured procurement documentation that clearly sets out the business requirements</li> <li>Monitor procurement and contract management processes to ensure they are open, transparent and competitive</li> <li>Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance</li> <li>Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles</li> <li>Escalate procurement and contract management issues, where required</li> </ul>	



### 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

## 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	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	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
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate

 Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	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	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate