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| **Cluster** | Premier and Cabinet |
| **Agency** | Infrastructure NSW |
| **Division/Branch/Unit** | Projects NSW – Project Management Office (PMO) |
| **Classification/Grade/Band** | Band 1 |
| **ANZSCO Code** | 133111 |
| **PCAT Code** | 3132272 |
| **Date of Approval** | 01 April 2020 |
| **Agency Website** | www.infrastructure.nsw.gov.au |

Agency overview

Infrastructure NSW provides specialist advice to the NSW Government on infrastructure investment and prioritisation. We are an independent statutory agency, established under the Infrastructure NSW Act 2011. Infrastructure NSW’s core functions include providing independent and strategic advice to ensure infrastructure investment decisions are underpinned by robust assessment and long term planning; monitoring NSW’s infrastructure program through independent reviews and expert analysis; recommending infrastructure projects to the NSW Treasurer for funding from the Restart NSW fund; and managing the procurement and delivery of nominated priority projects.

Projects NSW overview

#### Projects NSW (PNSW) is a specialist division within INSW that was established in late 2015 to manage the procurement and delivery of nominated priority infrastructure projects. PNSW has the commercial acumen needed to engage with the private sector and negotiate value for money outcomes for the community and work in partnership with nominated NSW Government agencies. The number of projects nominated for management by the specialist division change depending on how many are in the delivery phase.

PNSW, as part of INSW, has established a Project Management Office (PMO) to improve the development and delivery of the projects that are part of the PNSW portfolio. The PMO’s role is to:

* Deliver projects with predictable consistency, efficiency and success
* Provide transparent status and reporting to executive leadership
* Establish a foundation for managing the organisational portfolio effectively
* Ensure alignment of investment to strategic project outcomes
* Improve stakeholder confidence through effective communication
* Continuously improve delivery capabilities across projects
* Apply disciplined risk and resource management to achieve value for money

Primary purpose of the role

The Commercial Director manages contract packages within a portfolio of infrastructure projects, ensuring the implementation of the commercial framework and procedures, and monitoring performance against key performance indicators.

Key accountabilities

* Implement infrastructure contract management framework and dispute resolution requirements that comply with government guidelines, policies and align with industry best practice
* Lead project delivery teams with commercial and delivery strategy and management across various contract packages and contract types.
* Lead the negotiations with construction contractors to resolve contractual claims and disputes on major infrastructure projects.
* Lead the Project Management Office with the implementation of commercial and contract management frameworks across various infrastructure construction packages.
* Provide specialist advice on commercial matters, and in relation to contract negotiations, providing assurance relative to the consistency of project tender documentation and contribute to the evaluation of tenders
* Lead the management of the activities of specialist advisors in regard to monitoring of process and performance outcomes for contract management
* Develop, implement and maintain all project variation and claims positions including the management of project insurance requirements and claims

Key challenges

* Keeping abreast of matters affecting Projects NSW from both internal and external sources from a strategic perspective
* Working in an environment of constantly competing priorities and managing these priorities to enable completion of projects while delivering day to day tasks in the required timeframes

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive Director PMO | * Escalate issues, keep informed, advise and receive instructions * Provide regular updates on key projects, issues and priorities * Day to day task allocation and reporting * Collaborating on project success measures, reporting status and setting delivery channels * Contribute to strategic planning, policy development and decision making |
| Integrated Project teams and wider INSW | * Build collaborative working relationships * Provide advice and respond to requests for information * Participate in meetings to represent work group perspective and share information * Participate in discussions and decisions regarding implementation of innovation and best practice |
| Procurement and Legal teams | * Lead preparation of advice to Project teams as they navigate and progress through the relevant procurement and legal activities, including the establishment of new contractual arrangements and managing contractual disputes * Provide input and guidance on how to manage claims and resolve disputes |
| **External** |  |
| External Agencies | * Build collaborative working relationships |
| Service providers, providers of specialist contracting and consultancy services, other government agency (State and Commonwealth); private sector groups; corporate and industry associations | * Provide advice and respond to requests for information * Participate in forums, groups to represent agency and share information * Participate in discussions regarding innovation and best practice |
| Market and industry partners | * Ensure that contracts are delivering value for money and to understand and stay informed of competitiveness within the market |

# Role dimensions

## Decision making

The role operates with a high level of autonomy within the requirements of the agreed work plan and establishes their strategic operational priorities in consultation with the Executive Director PMO. The position holder is expected to deliver assigned projects on time and at or below budget and is fully accountable for the quality, integrity and accuracy of expert advice provided.

## Reporting line

PMO operates under a matrix reporting model across functional and implementation groups, or project workstreams  
This role reports directly to the Executive Director PMO.

## Direct reports

This role will manage contractors and consultants

## Budget/Expenditure

Commercial oversight of major infrastructure projects with a combined value of $3.5 billion

Oversight of expenditure on projects with budgets of $200-500M

Essential requirements

* Tertiary qualifications in finance, project management, procurement, business or equivalent experience
* Detailed knowledge and understanding of NSW Government Procurement policies and guidelines
* Demonstrated delivery of negotiating commercial outcomes on a large program or project of works, with an expenditure of over $500 Million.
* Sound knowledge of contract law for contract interpretation and drafting purposes
* Demonstrated experience in the management of vendors with proven ability to assess the capability of suppliers and commercial proposals
* The ability to successfully deal with sensitive commercial negotiations, developing, interpreting and managing complex high value contracts and relationships
* Experienced in working in an environment of constantly competing priorities and managing these priorities to enable completion of projects while delivering day to day tasks in the required timeframes
* Experience in managing tendering processes, contract variation and management of change control procedures for procuring works and services from industry.

# 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** |
|  | **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 |
|  | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Take responsibility for delivering high-quality customer-focused services  Design processes and policies based on the customer’s point of view and needs  Understand and measure what is important to customers  Use data and information to monitor and improve customer service delivery  Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers  Maintain relationships with key customers in area of expertise  Connect and collaborate with relevant customers within the community | Adept |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Encourage a culture that recognises the value of collaboration  Build cooperation and overcome barriers to information sharing and communication across teams and units  Share lessons learned across teams and units  Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work  Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
| **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 |
| **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 | | Ensure that employees and contractors apply government and organisational procurement and contract management policies  Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions  Promote effective risk management in procurement  Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes  Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors | Advanced |
| **Occupation specific capability set** | | | | |
|  | **Apply commercial acumen and management**  Determine and manage contractual, commercial and procurement dimensions of the project – including supply and partnering arrangements, business relationships and spending against project budgets – to achieve value for money. | | Establish and provide expert advice on establishing effective contractual arrangements, including reviews, incentives and management, to achieve strategic outcomes and continuing improvements for complex projects or across a portfolio of projects.  Design and implement effective commercial, contractual, procurement and supply chain management strategies, and manage these throughout the project life cycle.  Monitor the market for the viability of supply chains.  Champion government priorities for local investment, and diversity and inclusion, in procurement practices.  Lead the appraisal of proposed investment and transaction strategies.  Synthesise options during decision making, taking into account financial and funding models for clients and the supply chain.  Work with the supply chain, continuously improving processes and proactively managing risks and opportunities, to shape and deliver the project.  Design and deliver a commercial program review that accurately reflects the performance of the project or program and present the information at contract review meetings.  Monitor and manage costs to ensure the fnal costs are controlled in accordance with processes set down to achieve the program parameters.  Understand and appreciate different cultures and partner governance requirements when setting the project’s commercial goals. | Expert |
| **Manage clients and stakeholders**  Systematically identify, analyse and engage with clients and stakeholders to determine project requirements. Ensure continuing communication throughout the life of the project to monitor, manage and improve stakeholder relationships and achieve customer-centric project outcomes. | | Lead the development and evolution of stakeholder engagement and management strategies and plans across multiple projects and through critical project transitions.  Determine the approach to relationship management for the project – including governance, policies and processes – and assign responsibilities.  Build a strategic relationship with senior stakeholders and influencers.  Lead initiatives to establish effective communications with key stakeholders and facilitate the relationships between them.  Professionally network within and beyond the project and draw on these contacts to support their role.  Proactively reach out to understand the client context, needs and requirements, and be aware of the current market. Use this information to help shape the delivery of outcomes.  Develop trust by building shared agendas with others, using these to anticipate and resolve potential conflict.  Initiate valuable business relationships with diverse individuals and stakeholder groups and work to effectively develop the relationships over time.  Communicate a detailed knowledge of the project, including the delivery model, innovations, processes, systems and control measures,  and the value it will deliver to clients and key stakeholders. | Expert |

# 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** |
|  | 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 |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
|  | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | 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 |
| Project Management | | Understand and apply effective planning, coordination and control methods | Advanced |