

Role Description

Project Lead (Infrastructure Planning)

Cluster	Education
Agency	NSW Department of Education
Division/Branch/Unit	School Infrastructure NSW/Infrastructure Planning
Role number	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	511112
PCAT Code	1221192
Date of Approval	6 June 2023
Agency Website	education.nsw.gov.au schoolinfrastructure.nsw.gov.au

Agency overview

The NSW Department of Education serves the community by providing world-class education for students of all ages.

We ensure young children get the best start in life by supporting and regulating the early childhood education sector. We are the largest provider of public education in Australia with responsibility for delivering high-quality public education to two-thirds of the NSW student population. We are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

We are responsible for enacting NSW Government policy, driving improvement in education, and overseeing policy, funding and compliance issues relating to non-government schools. We respect and value Aboriginal and Torres Strait Islander people as First Peoples of Australia.

School Infrastructure NSW (SINSW) is delivering new school buildings, major upgrades and maintenance strategies to ensure every school-aged child has access to high quality education facilities at their local public school. This encompasses the largest investment in public education infrastructure in the history of NSW.

Primary purpose of the role

Lead and manage project teams in infrastructure planning to meet a range of identified service needs for new and upgraded school infrastructure and enable successful project delivery in alignment with core strategic directions and priorities.

Key accountabilities

- Lead and oversee the development of infrastructure projects, from initial project planning through to construction phase delivery, to ensure the use and application of best practice project management methodologies in accordance with agreed governance, assurance and funding processes.

- Lead the design and development of complex infrastructure business cases for NSW Treasury approval, including service need identification; cost/benefit analysis; and the preparation of education rationales and technical assessments, to maximise resource efficiencies and support current and future school infrastructure needs.
- Provide expert technical advice and analysis, and prepare and develop recommendations on a range of complex infrastructure planning issues and priorities to inform evidence-based decision making.
- Develop and implement strategies and tools for the continuous monitoring and evaluation of projects., including risk and contingency management; benefits realisation; and project impact and quality measures; to identify and address complex issues and assess project progress and overall effectiveness.
- Promote a strong culture of responsibility for safety and sustainability across all projects, and ensure controls are implemented to address work, health, safety and environmental risks, in accordance with relevant legislative and compliance requirements.
- Lead and manage project team/s, including internal and external project staff, to deliver all key project/s milestones and outcomes.
- Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged and supported throughout all stages of the infrastructure planning lifecycle.
- Oversee research and formulate recommendations to support evidence-based project planning and decision making.

Key challenges

- Managing complex infrastructure planning proposals and business cases, while anticipating, responding to, and mitigating risks to achieve successful project delivery and exceptional customer-centric outcomes.
- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Achieving multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities

Key relationships

Who	Why
Internal	
Director/Manager	<ul style="list-style-type: none"> • Receive direction, advice, guidance and performance feedback. • Report on progress towards business objectives and discuss future directions. • Provide expert advice and contribute to decision making. • Identify emerging issues/risks and their implications and propose solutions.
Direct reports	<ul style="list-style-type: none"> • Lead, direct, manage and support performance and development. • Guide, support, coach and mentor.
Project team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members. • Lead discussions and decisions regarding key projects and deliverables.
Customers/Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of project related issues and strategies.

Who	Why
	<ul style="list-style-type: none"> • Optimise engagement to achieve defined outcomes. • Manage expectations and resolve issues.
External	
Customers/Stakeholders	<ul style="list-style-type: none"> • Engage in, consult and negotiate the development, delivery and evaluation of projects. • Manage expectations and resolve issues.
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Communicate needs, facilitate routine business transactions and resolve issues. • Negotiate and approve contracts and service agreements. • Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements.

Role dimensions

Decision making

This role acts independently in performing its core work functions and applies specialised knowledge, skills and professional judgement to achieve outcomes. Has autonomy in the delivery of projects and activities and makes day-to-day decisions in relation to scheduling and prioritising activities and maximising the use of assigned resources. In matters that are sensitive, high-risk or business critical, the role consults with the relevant manager to agree on a suitable course of action.

Reporting line

Refer to the relevant business unit organisation chart.

Direct reports

Refer to the relevant business unit organisation chart.

Budget/Expenditure

Budget - Nil

Financial delegation – in accordance with the Department’s policy as prescribed for a Clerk Grade 11/12.

Key knowledge and experience

- Extensive project management experience to plan, manage and deliver multiple projects on time and within resources.
- Knowledge of, and commitment to implementing the Department’s [Aboriginal Education Policy](#) and upholding the [Department’s Partnership Agreement with the NSW AECG](#) and to ensure quality outcomes for Aboriginal people.

Essential requirements

- Relevant tertiary qualifications and/or demonstrated equivalent, relevant professional experience.
- Current general construction card (White card), or attainment of one within a reasonable timeframe.
- Demonstrated understanding of, and commitment to, the value of public education.

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
	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none">• Remain composed and calm and act constructively in highly pressured and unpredictable environments• Give frank, honest advice in response to strong contrary views• Accept criticism of own ideas and respond in a thoughtful and considered way• Welcome new challenges and persist in raising and working through novel and difficult issues• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues	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 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



Influence and Negotiate
Gain consensus and commitment from others, and resolve issues and conflicts

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

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Deliver Results
Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes
- Make sure staff understand expected goals and acknowledge staff success in achieving these
- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement
- Identify priorities that need to change and ensure the allocation of resources meets new business needs
- Ensure that the financial implications of changed priorities are explicit and budgeted for

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Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- 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

Advanced



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

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Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
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Manage complexity and ambiguity

Diagnose project complexities, and apply appropriate tools, processes and techniques to mitigate and manage the challenges of complexity.

Expert

- Recognise ambiguous situations and adapt decision making, behaviour and management methods.
 - Work in an environment of uncertainty and continual change. Comfortably make decisions and set direction without having the full picture, refocusing as details emerge. Apply knowledge and techniques to reduce ambiguity.
 - Understand issues involved in each alternative action and apply project learnings to resolve them.
 - Assess ambiguity against corporate objectives and the planned actions.
 - Manage the impacts of complexity and ambiguity on the integration of elements in complex projects, or on integration between projects in a portfolio of projects.
 - In complex environments, use decision-making models and fully understand the consequences of those decisions. This is typical of the sense-making and decision-making aspect of agile management at the project level, and program and value management at the strategic level.
 - Constantly make decisions that address the project's complexity and contribute to reaching outcomes-based objectives.
 - Anticipate the impacts of new information and proactively re-examine decisions and decision-making strategies to mitigate the impacts of complexity and ambiguity on complex projects or a portfolio of projects.
 - Anticipate the effect on the organisation's culture of working in an environment of uncertainty and continual change. Lead the development of resilience and change management strategies in complex projects or a portfolio of projects.
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Plan and develop business solutions (technical)

Develop business cases to justify projects, focusing on benefits, value for money, risk and opportunity. Take the project from inception to a deliverable solution, selecting strategies that address the complexity of the project and its organisational, stakeholder, market and compliance situation.

- Show extensive experience of relevant processes, including the NSW Government Business Case Guidelines, INSW Gateway Assurance process and corporate approval processes. Expert
- Show extensive knowledge of sector service delivery requirements, and corporate and state priorities, and ability to identify and analyse gaps in actual delivery standards.
- Develop complex program objectives for proposed interventions and communicate them effectively.
- Manage agency interfaces in developing the business case for cross-agency projects and programs.
- Be accountable for integrating an understanding of the interests and needs of clients in business case design process.
- Translate strategic business requirements into project options.
- Manage cost-benefit analysis and be able to critically examine key assumptions and input data.
- Specify the scope for complex programs, based on rigorous financial analysis for the business cases for a variety of programs, across a range of sectors, disciplines and stakeholders.
- Use quantitative and qualitative evaluation methods for the business case.
- Identify and select partners through the preferred procurement frameworks that add value to the business case.
- Show advanced understanding of project controls across multiple programs.
- Identify effective financing mechanisms for programs and be aware of the financial impacts of the project against the project's contracts (investment/financing).
- Challenge assumptions to reduce commercial risk and maximise opportunities.




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.

Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	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	Intermediate
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
	Lead in the public sector environment	Deliver infrastructure that promotes the public good. Meet statutory obligations and community expectations regarding public sector transparency, probity and social responsibility.	Expert
	Maintain project governance	Determine the framework of policies, regulations, functions, processes, procedures and responsibilities by which the project or program will be established, managed and controlled.	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.	Expert



Oversee work health, safety, quality and environmental sustainability

Promote a strong culture of responsibility for safety and sustainability, and ensure controls are in place to address health, safety and environmental risks associated with the project

Expert
