

Role Description

Director, Facilities Services



Regional
NSW

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Public Works Advisory and Regional Development
Location	Sydney
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	September 2019 (updated April 2020; June 2021)
Agency Website	https://www.drnsw.nsw.gov.au/

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.

In its central agency role, Public Works Advisory (PWA) supports local and state government agencies to deliver critical infrastructure initiatives by providing expert advisory, planning, delivery and support services. Every day we help shape the ambitious projects that bring progress to more people in NSW. From forging a more sustainable relationship with the land around us to engineering the big ideas of the future. In every challenge, we see the chance to build stronger and more connected communities. We do this by developing solutions that show creativity and grassroots ingenuity, providing impartial advice and support at all government and the private sector, and partnering with experts to maximise the benefits of our knowledge and experience.

Primary purpose of the role

Responsible for the NSW Government's Whole of Government (WofG) facilities maintenance, cleaning and security contracts, which span more than 4,500 sites and deliver \$2.2B of critical asset maintenance and service delivery activities. The role is accountable for delivering targeted procurement savings through innovative WofG contract design, operational efficiencies, vendor negotiation, and delivering significant social procurement outcomes, including increased Aboriginal participation. This role is accountable for the successful delivery of NSW's COVID school cleaning and hotel quarantine security guard program (>3.5M security hours). The largest of its kind in Australia, the program will increase and rapidly evolve in the coming years as the government looks to open its borders further.

Key accountabilities

- Responsible for tendering and managing \$2.2B worth of infrastructure and service delivery activities across NSW through WofG contracts, championing the continued take-up of these contracts in line with Treasury's expectations.
- Lead the redesign of the whole-of-government contracts and ICT system to deliver cost savings, improved service levels and better data integration across NSW Government's web of disparate facility and asset management platforms.
- Lead the COVID security guard hotel quarantine program in partnership with NSW Health and NSW Police, continuously adapting to the changing requirements of the NSW and Federal Government under extremely tight timeframes in a highly political and high-pressure environment
- Implement appropriate governance, risk and communication frameworks to ensure operational continuity of the COVID quarantine security guard program, regularly reporting to the Secretary of DRNSW, Deputy Premier's Office and Premier's Office on critical developments, risks and associated strategies
- Drive the research, formulation and assessment of strategic plans to improve service delivery to external clients, both operational improvement initiatives as well as potential step-change service redesign opportunities
- Ensure high levels of customer satisfaction with external service-provider performance through negotiated KPIs and SLAs, ongoing reviews and commissioned audits by leveraging stakeholder relationships to achieve outcomes
- Develop, review, and update all relevant policies and procedures to the Facilities Management function, providing specialist knowledge and demonstrated best practice to support the service levels provided by the business unit.

Key challenges

- Thinking innovatively under tight timeframes, deadlines and political pressures to adapt to environmental shifts resulting from government announcements and shifting priorities; successfully implementing necessary change through re-evaluation and assessment of options, risks and opportunities
- Drive improved WofG facilities management practices and innovation linked to emerging and developing asset management practices across government, in a devolved environment with competing agency agendas and strategies
- Prove the value of a whole-of-government approach as a mechanism to deliver on Treasury's fiscal repair objectives to strengthen the State's budget through procurement reform

Key relationships

Who	Why
Internal NSW Government	
Client/Customer: Agency Heads, Treasury	<ul style="list-style-type: none">• By developing and maintaining positive working relationships with agency representatives, the Director of Facilities Services will be able to deliver work efficiently and effectively, in line with organisational and government strategy
PWA Executive & Department	<ul style="list-style-type: none">• To work collaboratively to ensure excellent service and innovation from PWA in line with agency expectations• To prioritise and deliver work efficiently and effectively, in line with

Who	Why
	organisational strategy
Work Team	<ul style="list-style-type: none"> To encourage team members to work collaboratively to achieve business outcomes To review work and proposals of team members To inspire, motivate, provide direction and manage the Facilities Services team
External	
Industry Professionals/Consultants	<ul style="list-style-type: none"> To seek/maintain specialist knowledge/advice around innovative approaches pertinent to Facilities Management, WHS & Compliance and Procurement
Vendors/Service Providers	<ul style="list-style-type: none"> By developing and maintaining positive working relationships with the service providers, the Director, Facilities Services, will ensure the customers of PWA receive excellent customer service, in accordance with the organisational strategy and service level agreements

Role dimensions

Decision making

The role has decision making responsibilities surrounding the facilities management contracts, including onboarding of additional clients, inputting into the setting of WofG facilities management and procurement policy, and social procurement targets

Reporting line

This role reports to the Executive Director, Public Works Advisory

Direct reports

Approx 25 staff with 5 x 11/12 reports

Budget/Expenditure

Budget figures to demonstrate responsibility level below. However, this is a whole of government role, so the team's direct budget doesn't reflect the responsibility and accountability of the broader \$2b contract and 4500 sites :

- \$2.2 billion contract value under direct management/accountability
- Approx \$20m in fee revenue (~25% of PWA)
- \$3M LEC budget
- \$1M opex budget

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	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"> • Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations 	Highly Advanced
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance 	Highly Advanced
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes 	Highly Advanced

		<ul style="list-style-type: none"> Identify and remove potential barriers or hurdles to achieving outcomes Initiate and communicate high-level priorities for the organisation to achieve government outcomes 	
	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures Understand the impacts of funding allocations on business planning and budgets Identify discrepancies or variances in financial and budget reports, and take corrective action Know when to seek specialist advice and support and establish the relevant relationships Make decisions and prepare business cases, paying due regard to financial considerations 	Adept
	Procurement and Contract Management Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> 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
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	Advanced

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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	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	Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	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	Advanced
	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	Advanced