

# Role Description

## Contract Manager



Planning,  
Industry &  
Environment

Cluster	Department of Planning, Industry and Environment
Agency	NSW Land and Housing Corporation
Division/Branch/Unit	Assets – Asset Programs
Location	Ashfield
Classification/Grade/Band	Clerk Grade 11/12
Role Family	Bespoke/ Procurement & contract Administration/ Lead
ANZSCO Code	511111
PCAT Code	1119192
Date of Review	February 2020
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### Agency overview

The Department of Planning, Industry and Environment's (DPIE) mission is to enhance the lives of the people of NSW by driving priorities, brokering outcomes and delivering programs and services. The NSW Land and Housing Corporation (LAHC) is a Public Trading Enterprise within the DPIE cluster responsible for the public housing portfolio.

*Future Directions for Social Housing in NSW (Future Directions)* sets out the Government's vision to transform the social housing system, with LAHC playing a critical role through the Communities Plus program which is delivering 23,000 social housing dwellings, 500 affordable housing and 40,000 private housing dwellings over 10 years.

The Assets Division provides state-wide asset management through the provision of contract management, development and implementation of policy and standards, tenancy management and maintenance contract and program delivery.

### Primary purpose of the role

Leads a team of contract officers in the management of assigned contracts/contractors, ensure an effective working relationship with contractors, adjudicate consistently on contract interpretation issues, provide a comprehensive contract management service and oversee delivery to ensure it represents value for money. The role is the authorised person's representative under the maintenance contract.

### Key accountabilities

- Lead and monitor a team of contract officers in the management of LAHC's contracts
- Provides consistent and quality advice to LAHC's business units for the efficient and effective delivery of maintenance programs and contract management.
- Leads and monitors the maintenance contract program, resources and budget to ensure efficient and cost effective delivery of the housing maintenance program.

- Builds and maintains effective relationships with stakeholders by responsible administration of the contract terms and conditions in a timely and consistent manner supporting the successful delivery of maintenance services.
- Ensures and provides consistency in contract management and decision making across all contractors and contract areas and applies a commercial understanding to decision making and risk management.
- Ensures programs and all commercial relationships meet LAHC and NSW Government standards of probity and ethics.
- Monitors, manages, resolves and rectifies issues arising with contractors including escalated matters, contract performance, emerging issues and trends in consultation with stakeholders.
- Identifies project or local issues that may have impacts on the delivery of contracted services and is proactive in their approach to the effective and efficient management of LAHC interests.

## Key challenges

- Maintaining professional, firm and fair relationships with contractors to ensure optimal delivery of maintenance contract requirements.
- Collaborating effectively with LAHC colleagues to ensure emerging issues are identified and effectively addressed.
- Ensuring consistency of responses across all contracts within the position's responsibility and, through effective relationships and systems, with contracts administered by counterparts.

## Key relationships

Who	Why
<b>Internal</b>	
Manager Contracts Administration	<ul style="list-style-type: none"> <li>• Receive broad guidance, exchange information and provide expert advice</li> </ul>
Asset Programs Units and Regional Units	<ul style="list-style-type: none"> <li>• Exchange information and provide expert advice</li> </ul>
<b>External</b>	
Assigned Contractors	<ul style="list-style-type: none"> <li>• Build and maintain effective working relationships, develop rapport, exchange information and provide advice</li> </ul>

## Role dimensions

### Decision making

Expected to operate with autonomy within the context of agreed work assignments and is fully accountable for the quality, integrity and accuracy of advice provided.

The ability to exercise delegations are subject to:

- restrictions outlined in the delegation schedule and/or guidelines.
- any direction, policy or procedure provided from your reporting officer (or higher) restricting your use of delegations.

### Reporting line

Manager Compliance Inspection

## Direct reports

Varies

## Budget/Expenditure

This is a general financial limit and does not apply to every delegation. Refer to the Financial Delegations on the LAHC intranet.

## Essential requirements

- Tertiary qualifications in a contract management discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.
- Project management qualification or relevant, equivalent professional experience.
- Strong understanding and knowledge of the construction industry.

## Work Health and Safety Obligations

All managers have a responsibility to:

- Provide a safe and healthy workplace for staff, visitors, contractors and tenants
- Proactively manage work health and safety risks and carry out risk assessments to eliminate or control workplace hazards
- Provide resources to implement controls to eliminate risks in your area of control
- Ensure WHS hazards, incidents, injuries and near misses are investigated in a timely manner and appropriate controls implemented
- Promote WHS awareness and ensure WHS training is undertaken by staff
- Consult with WHS representatives on WHS issues

## Travel

The role may involve travel both locally and regionally, including overnight travel, as required by the business and/or directed.

## Important Information

All Departmental employees are required to comply with policies and guidelines for employment equity and diversity, ethical and fair workplace practices, work health and safety and, code of conduct to ensure professionalism in the workplace.

Appointments to the Department are subject to reference checks. Some positions may also be subject to a criminal record check and a working with children check.

Please visit the Department's website for further important information about the Department.





## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework).


## Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 <b>Personal Attributes</b>	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 <b>Relationships</b>	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	<b>Influence and Negotiate</b>	<b>Advanced</b>
 <b>Results</b>	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	<b>Demonstrate Accountability</b>	<b>Advanced</b>
 <b>Business Enablers</b>	Finance	Intermediate
	Technology	Intermediate
	<b>Procurement and Contract Management</b>	<b>Advanced</b>
	Project Management	Adept
 <b>People Management</b>	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

## NSW Public Sector Capability Framework

Capability Set	Category and Sub-category	Level and Code
 <b>Procurement</b>	<b>Procurement Risk Management</b>	<b>3</b>
	<b>Supplier Relationship Management</b>	<b>4</b>
	<b>Contract Management</b>	<b>4</b>
	Legislative and Policy Environment	3
	Contract Law	4

### Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>Work towards mutually beneficial win/win outcomes</li> <li>Show sensitivity and understanding in resolving acute and complex conflicts</li> <li>Identify key stakeholders and gain their support in advance</li> <li>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>Pre-empt and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering on intended outcomes</li> <li>Make sure team/unit staff understand expected goals and acknowledge success</li> <li>Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Results</b> Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> <li>Design and develop systems to establish and measure accountabilities</li> <li>Ensure accountabilities are exercised in line with government and business goals</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Exercise due diligence to ensure work health and safety risks are addressed</li> <li>Oversee quality assurance practices</li> <li>Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>Incorporate sound risk management principles and strategies into business planning</li> </ul>
<b>Business Enablers</b> Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> <li>Ensure that government and organisational policy in relation to procurement and contract management is implemented</li> <li>Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions</li> <li>Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures</li> <li>Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk</li> <li>Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes</li> <li>Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Provide timely, constructive and objective feedback to staff</li> <li>Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>

## Procurement Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
<b>Procurement Risk Management</b>	Level 3	<ul style="list-style-type: none"> <li>Develop risk mitigation strategies for complex procurement arrangements</li> <li>Proactively keep abreast of risk management processes and effectively use systems and practices to input to project risk</li> </ul>

## Procurement Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
<b>Supplier Relationship Management</b>	Level 4	<ul style="list-style-type: none"> <li>logs and opportunity assessment activities within own team</li> <li>Develop risk mitigation strategies for complex and large procurement projects, ensure appropriate ownership of risk between the organisation and the supplier (i.e. allocation of risk where it is best managed)</li> <li>Champion compliance as a key procurement risk mitigation strategy</li> </ul>
		<ul style="list-style-type: none"> <li>Consult throughout the organisation to support the development of strategic and high risk contracts and supplier relationships</li> <li>Establish strong supplier relationships with strategic suppliers at a strategic level</li> <li>Identify sources of value through the supplier relationship</li> <li>Take action to realise identified opportunities</li> <li>Lead supplier development activities for key suppliers and market segments to meet the needs of the organisation</li> <li>Develop frameworks to identify and track benefits through supplier relationships</li> <li>Establish mechanisms to ensure supplier relationships are effectively governed both within and outside of the procurement function</li> </ul>
<b>Contract Management</b>	Level 4	<ul style="list-style-type: none"> <li>Establish mechanisms to ensure contracts are effectively governed both within and outside of the procurement function</li> <li>Manage and adjust complex and strategic contracts to meet the intent of the business need and continue to add value</li> <li>Develop the overall plan for contract administration and set priorities and targets for renewal and extensions based on the business needs and market conditions</li> <li>Lead expert reference groups for key areas of spend and effectively work with business partners to support procurement programs and supply chain initiatives</li> <li>Lead the development and implementation of innovative performance and measurement metrics and incentive schemes</li> <li>Identify and mitigate variation and change claims which arise, and resolve conflict with suppliers</li> </ul>