

# Role Description

## Director, Project Delivery

Cluster	Premier and Cabinet
Agency	Infrastructure NSW
Division/Branch/Unit	Strategic Programs Office
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	132411
PCAT Code	TBD
Date of Approval	December 2020
Agency Website	<a href="http://www.infrastructure.nsw.gov.au">www.infrastructure.nsw.gov.au</a>

### 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.

### Strategic Programs Office overview

The Strategic Programs Office (SPO) is a specialist unit within Infrastructure NSW that was established in December 2020 to provide coordinated oversight of the Government's Stimulus infrastructure program, as well as, track and mitigate infrastructure project underspends across government. The SPO will partner with agencies and local government in offering assistance and facilitation to accelerate pre-investment approvals, planning approval pathways, procurement and delivery mobilisation. The SPO has a key role in ensuring the timely delivery of stimulus infrastructure works. The focus of the SPO will be projects with a construction value under \$50 million.

### Primary purpose of the role

Working across government, the Director, Project Delivery leads the development and implementation of SPO identified infrastructure project and program's delivery mobilisation monitoring, facilitation, advice and assistance. The role may also be required to provide advice on project/program scoping, agency resourcing and estimating in the pre-contract stage, prior to the award.

## Key accountabilities

- Lead the design and implementation of frameworks, documentation, methodologies, tools and standards to assist project delivery stakeholders with project scoping, design management, project resourcing, site mobilisation and facilitation of third party agreements (including utilities) to accelerate the progress of individual projects or programs
- Establish and sustain constructive relationships with NSW Government Agencies and Local Councils by offering practical scoping and delivery mobilisation assistance, advice and review of SPO projects.
- Provide expert advice to delivery agencies in preparing for and conducting third party negotiations (including utilities) where this is causing a delay or potential delay on a SPO identified project.
- Establish and maintain a list/panel of suppliers and service providers that are appropriately qualified to perform roles in the scoping and delivery mobilisation of SPO identified projects
- Plan and manage a pipeline of project assistance/facilitations that meet the aims and objectives of the SPO
- Identify interdependencies and opportunities for coordination across projects and regions to identify and implement strategies to accelerate procurement and delivery of SPO projects
- Identify, evaluate and critically analyse procurement and delivery project team capability within delivery stakeholders in order to provide coaching, training and support to enhance the stakeholder's capability and capacity to improve project development, procurement and delivery.
- Participate in and contribute to the delivery of high quality, Cabinet level reporting on SPO projects and activities and foster collaborative and mutually supportive relationships within the SPO

## Key challenges

- Identifying new and innovative project management approaches and value-add contribution to agency and local government stakeholders.
- Establishing the SPO and managing its ongoing reputation as a value-add function closely aligned with the desired outcomes of NSW Government delivery agencies and Local Government stakeholders.
- Influencing a broad range of projects and stakeholders to demonstrate project acceleration.

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director, SPO	<ul style="list-style-type: none"><li>• Management</li><li>• Prioritisation of activity pipeline</li><li>• Escalation of issues</li></ul>
Director, Planning and Approvals	<ul style="list-style-type: none"><li>• Consultation and advice on delivery issues relating to planning approvals and delays</li></ul>
Associate Director, Procurement	<ul style="list-style-type: none"><li>• Consultation and advice on delivery issues relating to project scoping and procurement</li></ul>
Manager, Data and Reporting	<ul style="list-style-type: none"><li>• Key inputs and validation of reporting of SPO projects that are in the delivery mobilisation phase</li></ul>
SPO Team	<ul style="list-style-type: none"><li>• Collaboratively work with to meet SPO objectives</li></ul>

Who	Why
INSW Restart NSW Team	<ul style="list-style-type: none"> <li>• Exchange of information on project status and activity</li> <li>• Coordination and communication with Local Councils</li> </ul>
Direct Reports (if any)	<ul style="list-style-type: none"> <li>• Lead, guide and support</li> <li>• Set performance expectations and manage performance and development</li> </ul>
<b>External</b>	
Public Works Advisory (PWA)	<ul style="list-style-type: none"> <li>• Promote strong working relationships and effective communication of project information</li> <li>• Identify efficiencies in project assistance, advice and delivery</li> <li>• Consult on knowledge library of project scoping and delivery tools and processes</li> </ul>
Delivery Agency Stakeholders	<ul style="list-style-type: none"> <li>• Establish strong working relationships to facilitate assistance and advice in the scoping and delivery mobilisation of projects</li> </ul>
Local Government Stakeholders	<ul style="list-style-type: none"> <li>• Establish strong working relationships to facilitate assistance and advice in the scoping and delivery mobilisation of projects</li> </ul>
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li>• Assess suitability (capability and capacity) to be deployed on SPO identified projects</li> <li>• Assist project delivery stakeholders to negotiate and approve contracts and service level agreements</li> <li>• Provide advice on the management and monitoring of contracts/provision of service</li> </ul>

## Role dimensions

### Decision making

The Director, Project Delivery is responsible for the provision of expert project and delivery mobilisation and scoping advice, review, documentation and innovation across the SPO's project portfolio. The role makes decisions regarding frameworks, methodologies, tools and standards that would suit the individual needs of a project or program, with the aim of accelerating progress. The role is expected to influence NSW Government agencies and local government (councils) on best practice activities and tools to achieve meaningful project outcomes.

The role is fully accountable for the quality and integrity of advice provided, however, defers to the Executive Director SPO on matters of significant sensitivity or complexity which may impact broader operations of the SPO, government or matters requiring a high level of authority.

### Reporting line

Executive Director, SPO

### Direct reports

As required may manage contractors and consultants in-line with project and program needs.

## Budget/Expenditure

In-line with Infrastructure NSW delegations in accordance with the needs of the role.

## Essential requirements

- Tertiary Qualifications in project management or related and/or extensive demonstrated relevant experience.
- Extensive project management experience combined with knowledge of relevant program and project management methodologies, tools and frameworks.

## 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>• Model the highest standards of ethical and professional behaviour and reinforce their use</li><li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li><li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li><li>• Monitor ethical practices, standards and systems and reinforce their use</li><li>• Act promptly on reported breaches of legislation, policies and guidelines</li></ul>	Advanced
 Relationships	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"><li>• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li><li>• Ensure systems are in place to capture customer service insights to improve services</li></ul>	Advanced

- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

### **Influence and Negotiate**

Highly Advanced

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

- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
- Use sound arguments, strong evidence and expert opinion to influence outcomes
- Determine and communicate the organisation's position and bargaining strategy
- Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution




Results

### **Plan and Prioritise**

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Understand the links between the business unit, organisation and the whole-of-government agenda
- Ensure business plan goals are clear and appropriate and include contingency provisions
- Monitor the progress of initiatives and make necessary adjustments
- Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately
- Consider the implications of a wide range of complex issues and shift business priorities when necessary

	<ul style="list-style-type: none"> <li>Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> </ul>	
	<p><b>Deliver Results</b></p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>Drive a culture of achievement and acknowledge input from others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control business unit output to ensure government outcomes are achieved within budgets</li> <li>Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul> <p>Advanced</p>
	<p><b>Plan and Prioritise</b></p> <p>Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> <li>Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>Monitor the progress of initiatives and make necessary adjustments</li> <li>Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> <li>Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> </ul> <p>Highly Advanced</p>
	<p><b>Think and Solve Problems</b></p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<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 in collaboration with others</li> <li>Take account of the wider business context when considering options to resolve issues</li> </ul> <p>Advanced</p>

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- 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
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### **Project Management**

Understand and apply effective planning, coordination and control methods

- Ensure there are systems and effective governance processes in place for project management
  - Make decisions on accepting projects based on business cases
  - Use the historical, political and broader context to inform project directions and mitigate risk
  - Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication
  - Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances
  - Drive the changes required to realise the business benefits of the project
  - Ensure that project management decisions consider interdependencies between projects
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Highly Advanced

## Occupation specific capability set



### Manage complexity and ambiguity

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

- 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.

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
 <b>Personal Attributes</b>	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
 <b>Relationships</b>	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
 <b>Results</b>	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced