

Role Description

Portfolio Manager



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Place, Design and Public Spaces/Office of Strategic Lands, Asset Portfolio
Role number	Various
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	511112
PCAT Code	1127292
Date of Approval	July 2018 (updated September 2020)
Agency Website	www.dpie.nsw.gov.au

Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

The Place, Design and Public Spaces (PDPS) Group creates great places and public spaces for people and communities across New South Wales (NSW). The Group has responsibility for planning delivery functions for Greater Sydney and the Hunter and Central Coast, environmental infrastructure, biodiversity, and integrating design quality into all areas of our work.

PDPS is also responsible for parklands and gardens in Greater Sydney and Sydney's key state significant heritage and cultural precincts.

Primary purpose of the role

The Portfolio Manager is responsible for the strategic management of an allocated property and asset portfolio as determined by the Senior Manager, Asset Portfolio Management within the overall property and asset portfolio held by the Planning Ministerial Corporation. The role oversees, manages and undertakes activities and projects which relate to the day-to-day management of the Portfolio Manager's allocated property and asset portfolio.

Key accountabilities

- Contribute to the development and maintenance of an overall asset portfolio strategy for all property and assets held by the Planning Ministerial Corporation; develop an asset portfolio strategy for all properties and assets within the role's allocated portfolio to ensure they are being effectively and appropriately

managed and maintained in accordance with relevant legislation and Departmental and Government property and asset management policies and standards.

- Complete necessary due diligence activities in consultation with the Transactions Team prior to any new properties and assets being acquired and transferred to the Planning Ministerial Corporation within the role's allocated asset portfolio.
- Maximise the income generating potential of all property and assets within the role's allocated portfolio and range of permissible uses under relevant planning instruments and policies and any restrictions on permissible land uses which other government agencies may require for assets which the Office of Strategic Lands is managing on their behalf.
- Develop, implement, monitor and maintain ongoing property and asset management plans and strategies, communicate expectations and obligations through to the Senior Manager and other stakeholders as relevant, and monitor and report on the condition, utilisation and performance of the role's allocated asset portfolio.
- Contribute to the maintenance of a central property and asset management system by keeping data current as it relates to the end-to-end property and asset management cycle including asset planning, inspection, condition assessment, minor and major capitals works, leasing, licensing, maintenance, security, environmental management, occupational health and safety and asset compliance.
- Ensure adherence to asset management policies, systems and procedures including management and maintenance of property and asset management data in core GIS and SAP systems.
- Ensure that all property and assets within the role's allocated asset portfolio are revalued on a periodic basis in accordance with applicable industry and accounting standards and Departmental and Government policies.
- Work closely with the Senior Manager, Asset Portfolio Management to develop and implement fee-for-service proposals and commercial arrangements for the interim management of properties and assets on behalf of other government agencies.

Key challenges

- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Overseeing the management of a diverse, distributed and complex portfolio of properties and assets.

Key relationships

Who	Why
Internal	
Senior Manager	<ul style="list-style-type: none"> • Receive guidance and provide regular updates on portfolio issues and priorities • Provide advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Asset Portfolio Team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members • Work collaboratively to contribute to achieving team outcomes
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on portfolio related issues • Report and provide updates on portfolio progress • Consult and collaborate to resolve portfolio related issues, define mutual interests and determine strategies to achieve their realisation

Who	Why
External	
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on portfolio related matters • Report and provide updates on portfolio progress • Engage and consult in the resolution of project issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements • Consult, provide and obtain information, negotiate required outcomes and timeframes • Resolve and provide solutions to issues

Role dimensions

Decision making

The Portfolio Manager:

- makes operational decisions regarding the planning and organisation of their work and/or the team to achieve agreed business objectives and performance criteria, within approved work plans.
- operates with some degree of autonomy in respect to providing information and advice and liaising, consulting and working collaboratively with internal and external stakeholders.
- consults with the supervisor on significant issues or conflicts arising during work performed
- refers to the supervisor all matters which require a higher delegated authority such as approval/sign-off of briefings and papers for matters requiring submission to the Executive or Minister's Office and approval to incur expenditure
- works within a framework of sector and department legislative and regulatory frameworks, delegations, strategic and operational priorities, policies and procedures, and budget and resource parameters

Reporting line

The role reports to the Senior Manager, Asset Portfolio Management

Direct reports

TBA

Budget/Expenditure

TBA

Essential requirements

- Relevant qualification and/or relevant experience

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"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback and advice Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately Raise and work through challenging issues and seek alternatives Remain composed and calm under pressure and in challenging situations 	Adept
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> Tailor communication to diverse audiences Clearly explain complex concepts and arguments to individuals and groups Create opportunities for others to be heard, listen attentively and encourage them to express their views Share information across teams and units to enable informed decision making Write fluently in plain English and in a range of styles and formats Use contemporary communication channels to share information, engage and interact with diverse audiences 	Adept
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> 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 	Adept



Results

Deliver Results

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

- Anticipate and minimise conflict
- 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

Adept

Think and Solve Problems

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

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness

Adept




Business Enablers

Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance

- Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management
- Develop well-written, well-structured procurement documentation that clearly sets out the business requirements
- Monitor procurement and contract management processes to ensure they are open, transparent and competitive
- Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance
- Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles
- Escalate procurement and contract management issues, where required

Adept



Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • 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
 People Management Engage and motivate staff, and develop capability and potential in others	Manage and Develop People <ul style="list-style-type: none"> • Collaborate to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely and actionable feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolving issues • Effectively support and manage team members who are working flexibly and in various locations • Create a safe environment where team members' diverse backgrounds and cultures are considered and respected • Consider feedback on own management style and reflect on potential areas to improve 	Intermediate

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	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
 Relationships	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
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate