

# Role Description

## Senior Project Officer (Infrastructure Delivery)

<b>Cluster</b>	Education
<b>Agency</b>	NSW Department of Education
<b>Division/Branch/Unit</b>	School Infrastructure NSW/Infrastructure Delivery
<b>Role number</b>	Various
<b>Classification/Grade/Band</b>	Clerk Grade 9/10
<b>ANZSCO Code</b>	511112
<b>PCAT Code</b>	2111492
<b>Date of Approval</b>	4 August 2022
<b>Agency Website</b>	<a href="http://education.nsw.gov.au">education.nsw.gov.au</a> <a href="http://schoolinfrastructure.nsw.gov.au">schoolinfrastructure.nsw.gov.au</a>

### 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

Manage and coordinate the development, implementation and evaluation of assigned infrastructure projects, with medium to high complexity, to achieve agreed project plans and objectives and support the delivery of new and upgraded schools across NSW.

### Key accountabilities

- Manage and oversee all aspects of project planning, development and implementation for a range of infrastructure projects, including developing project plans, coordinating resources, managing budgets, meeting reporting requirements, and supporting project-related activities, to ensure project outcomes

are achieved on time, within budget, to quality standards and within agreed scope in line with established agency project management methodology.

- Establish and maintain stakeholder relationships through effective communication, negotiation and issues management to engage stakeholders and ensure project deliverables are met.
- Provide sound advice and recommendations to project teams and other stakeholders on innovative, best practice project methodologies and standards to inform evidence-based decision making.
- Monitor and evaluate all aspects of project implementation, risk and contingency management, benefits realisation, project impact and quality measures, to identify and address issues, assess project progress and effectiveness, and achieve project outcomes.
- Manage a project team/s, ensuring compliance with governance and quality requirements, to successfully deliver all key project/s milestones and outcomes.
- Undertake research and formulate recommendations to support evidence-based project planning and decision making.
- Provide advice and information to stakeholders on emerging project issues, and support project development and delivery in line with established plans, budgets, timeframes, policy objectives and other business priorities.
- Prepare evidence-based reports, briefings and regular project-status updates to facilitate timely and professional project communications and ensure all relevant stakeholders are kept informed on project progress and completion.

## Key challenges

- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Achieving project deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple projects which are often complex and interconnected.
- Maintaining currency with project management methodologies and best practice standards and applying these in a dynamic, complex educational environment.

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Receive guidance, and provide regular updates on key projects, issues and priorities.</li> <li>• Provide sound advice and contribute to decision making.</li> <li>• Identify emerging issues/risks and their implications and propose solutions.</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Coach, mentor, guide and support to achieve agreed priorities and project outcomes.</li> <li>• Set performance expectations and manage performance and development.</li> </ul>
Project team	<ul style="list-style-type: none"> <li>• Guide, support, coach and mentor team members.</li> <li>• Work collaboratively to contribute to achieving team outcomes.</li> </ul>
Customers/Stakeholders	<ul style="list-style-type: none"> <li>• Provide sound advice on project related matters.</li> <li>• Report and provide updates on project progress.</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Consult and collaborate to resolve project related issues, define mutual interests and determine strategies to achieve their resolution.</li> </ul>
<b>External</b>	
Customers/Stakeholders	<ul style="list-style-type: none"> <li>Provide sound advice on project related matters.</li> <li>Report and provide updates on project progress.</li> <li>Engage and consult in the resolution of project issues.</li> </ul>
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li>Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements.</li> <li>Consult, provide and obtain information, negotiate required outcomes and timeframes.</li> <li>Resolve and provide solutions to issues.</li> </ul>

## 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. 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

Nil

Financial delegation – in accordance with the Department's policy as prescribed for a Clerk Grade 9/10.

## Key knowledge and experience

- 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 professional experience.
- Current general construction card (White card), or attainment of one within a reasonable timeframe.

## 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

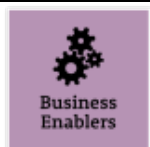
*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

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>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when situations change</li> <li>Give frank and honest feedback and advice</li> <li>Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>Raise and work through challenging issues and seek alternatives</li> <li>Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>Tailor communication to diverse audiences</li> <li>Clearly explain complex concepts and arguments to individuals and groups</li> <li>Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>Share information across teams and units to enable informed decision making</li> <li>Write fluently in plain English and in a range of styles and formats</li> <li>Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
 Relationships	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>Negotiate from an informed and credible position</li> <li>Lead and facilitate productive discussions with staff and stakeholders</li> <li>Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>Influence others with a fair and considered approach and sound arguments</li> <li>Show sensitivity and understanding in resolving conflicts and differences</li> <li>Manage challenging relationships with internal and external stakeholders</li> <li>Anticipate and minimise conflict</li> </ul>	Adept

	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	Adept
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>	Adept

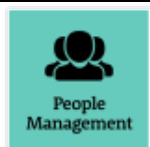


### **Project Management**

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



### **Manage and Develop People**

Engage and motivate staff, and develop capability and potential in others

- 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

## **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.

- Recognise ambiguous situations and adapt decision-making, behaviour and management methods.
- Make decisions that are consistent with business strategy, value management and program management<sup>4</sup>, without access to complete information.
- Reduce ambiguity by breaking down actions into low-ambiguity and high-uncertainty activities.<sup>5</sup>
- Recognise and manage demand for additional information – which in a simple environment would improve understanding of a problem – that could create complexity and ambiguity.
- Review and adjust decisions and decision-making strategies as new information comes to light in projects.
- Manage the effects on people and teams of working in an environment of uncertainty and continual change on moderately complex projects.

Established



### **Execute business solutions (technical)**

Drive implementation of the project or program plan, monitoring performance and compliance, and intervening to address risks and opportunities as they emerge.














- Ensure that others have a working understanding of the legislation and policy framework within which they operate, and that they comply with the framework.
- Manage the construction methodology relating to safe delivery, design configuration, engineering integrity, manufacturing and assembly on site, assessing impacts and escalating as appropriate.
- Execute strategies for the delivery of commercial, contractual, procurement and supply chain management to deliver value for money as documented in the business case.
- Manage the development of implementation plans for moderately complex projects and/ or programs, and provide value-added input relating to time, cost and quality.
- Identify emerging risks, hold stakeholder meetings to gain buy-in from all, and agree on mitigation strategies.
- Create an environment where accurate reporting (including 'red flag' status) is considered mature. Use data to interpret trends and develop 'what if' scenarios.
- Identify and analyse root causes of project performance issues and present possible solutions.
- Manage the phased redeployment of resources and assets leading up to handover, maintaining optimum use of resources to close out the project.

Established




## 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
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Personal Attributes	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
 Relationships	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
 Results	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
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
 People Management	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
 Infrastructure & Construction	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.	Established



	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.	Established
	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.	Established
	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	Established