

# Role Description

## Manager, Communications and Engagement, Capital Support Programs

Role Description Fields	Details
Cluster	Health
Department/Agency	Health Infrastructure
Division/Branch/Unit	Strategy & Operations/Communications & Engagement
Classification/Grade/Band	Health Manager Level 5/Contractor
ANZSCO Code	131114
PCAT Code	9231113
Date of Approval	November 2023
Agency Website	<a href="http://www.hinfra.health.nsw.gov.au">www.hinfra.health.nsw.gov.au</a> and <a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a>

### Agency overview

Health Infrastructure was established in 2007 as the capital delivery agency of NSW Health for projects over \$10 million. Today, Health Infrastructure plans and delivers sustainable and innovative infrastructure and asset management solutions to meet the health care needs of NSW communities now and into the future. We are leading the largest health capital works program in Australia, collaborating with our Local Health District/Network customers, with government more broadly and with industry to transform public health facilities across NSW. In doing so, we contribute long term economic and social benefits to NSW communities.

Our people are united by our CORE values of Collaboration, Openness, Respect and Empowerment. We behave with integrity, treat others how we would like to be treated and are trusted advisors to our customers in the Local Health Districts and Networks across NSW. We pride ourselves on our positive organisational culture and are committed to building a diverse, inclusive and flexible workforce.

### Primary purpose of the role

The Manager, Communications and Engagement, Capital Support Programs leads a small team in the provision of strategic communication and engagement expertise, advice and services to Health Infrastructure's capital program assurance, advisory and support functions. The role works collaboratively with internal stakeholders to deliver an integrated, strategic approach to communication and engagement, consistent with Health Infrastructure strategic priorities and program objectives. The role guides direct reports to encourage collaboration, best practice and achieve high quality deliverables.

### Key accountabilities

- Manage a small team in the development, implementation and evaluation of communication and stakeholder strategies and initiatives, ensuring alignment with agency and program priorities.
- Manage effective working relationships with internal stakeholders to understand business needs and successfully influence and achieve a consistent, coordinated communication approach.
- Manage the development of engaging, high quality and strategically aligned messaging, content and materials for a range of internal and external channels.
- Proactively identify stakeholder and reputation risks and issues and manage the development of appropriate mitigation strategies and controls, ensuring timely escalation to internal stakeholders.

- Lead the development and implementation of communication governance frameworks, processes, reporting and evaluation for the work program to drive consistency, best practice and improvement.
- Collaborate with the wider Communication and Engagement team and internal stakeholders to ensure a coordinated and consistent approach to communication with stakeholders, share learning and facilitate the delivery of best practice communication and engagement initiatives.
- Manage team resourcing, professional development and performance against agreed timelines and budgets to drive efficient and effective delivery of services and achieve deliverables and outcomes.

## Key challenges

- Interpret complex information and maintain up-to-date knowledge of contemporary communication and engagement practices to provide strategic, proactive advice and solutions.
- Expertly balance competing stakeholder needs, inputs and deadlines while providing high levels of customer service to achieve desired program, agency and stakeholder outcomes.
- Navigate the sensitivities of operating in a matrix organisation and a complex, high profile and fast paced environment while being flexible to changing priorities and maintaining high quality outputs.

## Key relationships

### Internal

Who	Why
Senior Manager, Corporate and Digital Communications	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed and receive instructions</li> <li>• Provide regular updates on initiatives and issues, and propose solutions to inform decision making</li> <li>• Work collaboratively on strategies and initiatives, ensuring input and approvals are appropriately sought.</li> </ul>
Direct reports and Communications and Engagement Team	<ul style="list-style-type: none"> <li>• Encourage, inspire and motivate the team, provide direction and manage deliverables</li> <li>• Work collaboratively with the team, exchange information and assist other team members to drive best practice and achieve team deliverables.</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Build collaborative working relationships to understand business needs and achieve outcomes</li> <li>• Ensure accurate and timely advice on communication issues, opportunities and activities</li> <li>• Ensure all approvals for materials are appropriately sought</li> </ul>

### External

Who	Why
Consultants and service providers	<ul style="list-style-type: none"> <li>• Build collaborative relationships to achieve outcomes</li> <li>• Monitor provision of services for compliance with service arrangements and requirements.</li> </ul>
Stakeholders including Ministry of Health	<ul style="list-style-type: none"> <li>• Ensure Health Infrastructure's strategic interests are advanced by maintaining effective and collaborative relationships</li> <li>• Work in partnership to ensure timely, accurate and coordinated communication advice and activities</li> <li>• Liaise to maintain currency of issues and share information and learnings.</li> </ul>

## Role dimensions

### Decision making

The Health Infrastructure Vision, CORE Values, and Corporate Plan and Business Priorities provide the context for the role. The role makes decisions and acts within Government and NSW Health legislative and regulatory frameworks, delegations, policy and procedural frameworks and guidelines.

Works with a high level of autonomy to establish and manage work priorities in consultation with the supervisor. Coordinates information and issues from across some or all areas of the organisation and directs common approaches across business units. Determines content of advice and materials. Provides leadership and guidance to direct reports to motivate and manage performance.

### Reporting line

The role reports to the Senior Manager, Corporate and Digital Communications.

### Direct reports

1+

### Budget/Expenditure

As per budget allocation.

## Key knowledge and experience

- Extensive ability to develop, deliver and evaluate communication and engagement strategies and apply analytical and critical thinking to innovate, adapt and provide creative and timely solutions.
- Significant communication skills and ability to build and maintain strategic stakeholder relationships both internal and external to the organisation, and experience
- Significant team management and organisation skills including a high degree of initiative and flexibility, and the ability to manage resources to meet competing priorities.

## Essential requirements

- Qualifications and senior level experience in communication and stakeholder engagement with significant experience working in the infrastructure sector and a government or large corporate organisation.

## 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
 Personal Attributes	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> <li>• Keep up to date with relevant contemporary knowledge and practices</li> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Seek and respond positively to constructive feedback and guidance</li> <li>• Demonstrate and maintain a high level of personal motivation</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>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</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>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</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
 Relationships	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced



### 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
- Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning

Advanced



### Think and Solve Problems

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

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- 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

Advanced

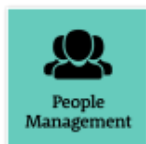


### Project Management

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










- 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.

Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	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    Adept