

Cluster	NSW Health
Agency	Health Infrastructure
Division/Branch/Unit	Asset & Project Advisory / Various
Location	St Leonards / Various locations
Classification/Grade/Band	Health Manager Level 4
Date of Approval Updated	May 2020 May 2021 / Sept 2021 / Nov 2021 / Sept 2022
Agency Website	www.hinfra.health.nsw.gov.au and www.health.nsw.gov.au

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 role manages and coordinates the development, implementation and evaluation of complex projects to achieve project outcomes and support the achievement of organisational objectives including the improvement of asset management capability across NSW Health.

Key Accountabilities

- Lead the development and delivery of projects, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required organisation outcomes in co-ordination with the line manager.
- Lead and support all aspects of project development and implementation of complex projects, including preparing business cases and project plans, establishing appropriate governance, identifying, allocating and managing resources, and meeting reporting requirements, to ensure project outcomes are achieved on time, on budget, to quality standards and in line with the Agency project management methodology.
- Utilise tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess project progress and overall effectiveness.
- Lead and manage project team/s, including internal and external project staff, to deliver all key project/s milestones and outcomes.
- Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met.
- Provide expert advice and information to stakeholders on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities.
- Oversee research and formulate recommendations to support evidence-based project planning and decision making.

Key Challenges

- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints, interests across dispersed geographic locations.
- Achieving multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities.
- Navigating a complex regulatory compliance environment with a life-critical asset portfolio.

Key Relationships

Who	Why
Internal	
Line Manager	<ul style="list-style-type: none"> Receive advice and report on progress towards business objectives and discuss future directions Provide expert advice and contribute to decision making Identify emerging issues/risks and their implications and propose solutions
Project Team	<ul style="list-style-type: none"> Guide, support, coach and mentor team members on subject matter Lead discussions and decisions regarding key projects and deliverables Collaborate within integrated project teams to implement complex projects ensuring performance and project completion within agreed timeframes, quality standards and budget.
Stakeholders	<ul style="list-style-type: none"> Provide expert advice on a range of project related issues and strategies Optimise engagement to achieve defined outcomes Manage expectations and resolve issues
External	
Ministry of Health	<ul style="list-style-type: none"> Ensure the effectiveness of budget planning, decision making and financial governance frameworks within the HI and alignment with Ministry of Health determinations
Other NSW Health Entities	<ul style="list-style-type: none"> Ensure that the HI's strategic interests are advanced by maintaining effective, collaborative relationships and partnerships with other NSW Health Organisations
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> Communicate needs, facilitate routine business transactions and resolve issues Negotiate and approve contracts and service agreements Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements

Role Dimensions

Decision making

The Project Manager makes decisions and acts within Government and NSW Health legislative and regulatory frameworks, delegations, policy and procedural frameworks and guidelines.

The role is fully responsible for the content, accuracy, validity and integrity of advice provided and consults with the line manager on the more complex, sensitive, and contentious issues and that may have a significant impact on the organisation's functions.

The role is also responsible for the achievement of overall agreed work program commitments and has autonomy and independence to determine day to day work priorities, deploy resources and allocate duties. The role collaborates effectively with cross functional business units.

Reporting line

Relevant line manager / Program Director / Director

Direct reports

Nil

Budget/Expenditure

Oversight and/or Management of projects from \$100,000 to \$5 million in value.

Essential Requirements

- Tertiary qualification relevant to area of experience i.e. management, project management, engineering, sustainability and / or equivalent relevant experience.
- A detailed understanding of either asset and maintenance management processes and standards including ISO 5500x and / or the requirements of ISO14001
- Current valid driver license recognised in NSW, including capacity and willingness to travel throughout NSW, which may include overnight stay in regional / remote areas.

Key knowledge and experience

- Understanding of either Asset and Facility management principles and / or sustainability practices
- Influencing key stakeholders at all levels of Health Organisations in both strategic and operational requirements.
- Analyse and understand complex information, business processes, and concepts, including experience from either an ICT and/or operational perspective.

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

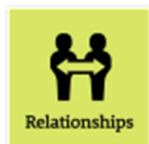
Focus capabilities

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	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	Adept

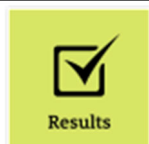


Work Collaboratively

Collaborate with others and value their contribution

- Encourage a culture that recognises the value of collaboration
- Build cooperation and overcome barriers to information sharing and communication across teams and units
- Share lessons learned across teams and units
- Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work
- Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services

Adept

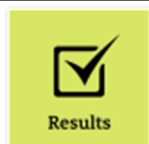


Plan and Prioritise

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

- 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



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



Optimise Business Outcomes
Manage people and resources effectively to achieve public value













- Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals
- Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences
- Encourage team members to take calculated risks to support innovation and improvement
- Align systems and processes to encourage improved performance and outcomes

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
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	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	Adept
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

'Together we will deliver future focused outcomes for the health system.'

Collaboration	Openness
<ul style="list-style-type: none">• We share knowledge, information and lessons learnt.• Spend time to reflect and support others.• Engagement with our external stakeholders and suppliers.• Work as one team to achieve desired outcomes.• Induct and welcome all.	<ul style="list-style-type: none">• Communicate clearly and transparently.• Act in a way to encourage alternative views and opinions.• Provide constructive feedback in an appropriate manner.• Actively listen to others in all meetings and communication.• Engage with others and be courteous.
Respect	Empowerment
<ul style="list-style-type: none">• Acknowledge and respect all stakeholders - internal and external.• Respect other points of view and allow others to speak.• Demonstrate awareness and equity for all.• Consider the impact of behaviour on others – “it’s not ok”.• Celebrate success, provide recognition and appreciation.	<ul style="list-style-type: none">• Demonstrate leadership and encourage people to grow.• Encourage decision making and delegation to support.• Provide clarity of role and feedback on performance.• Trust and support to follow agreed processes.• Recognise skills and knowledge of staff.

Acknowledgements

Incumbent

*I confirm that I have read, understand and agree to the expectations and requirements for the **Project Manager** position.*

Name:

Signed:

Date:

Line Manager

Name:

Signed:

Date:
