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| **Cluster** | Communities & Justice |
| **Department/Agency** | Department Communities & Justice / Homes NSW |
| **Division/Branch/Unit** | Housing Portfolio / Portfolio Management (Assets) |
| **Classification/Grade/Band** | Administration & Clerical Grade 9/10 |
| **ANZSCO Code** | 511112 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | 17 October 2023 |
| **Agency Website** | https:// www.nsw.gov.au/departments-and-agencies/homes-nsw |

## Agency overview

The NSW Government is determined to make NSW a place where everyone has access to safe and secure housing, and where experiences of homelessness are rare, brief and non-recurring.

Homes NSW is a division of the Department of Communities and Justice. It brings together the housing and homelessness functions of the Department of Communities and Justice, the NSW Land and Housing Corporation, Aboriginal Housing Office and key worker housing functions from across government all under one roof.

Homes NSW leads work to deliver more social and affordable housing, end the cycle of homelessness, and deliver quality public housing to our 262,000 tenants across NSW.

As a single division, we are streamlining services to ensure we meet the needs of the people we support, with empathy, efficiency and effectiveness. We are elevating the voice of people with lived experience of social housing, housing services and homelessness.

We strive for excellence in service delivery and partner with all levels of government, sector and communities to address the housing crisis.

Most importantly, Homes NSW puts people at the heart – including our staff. Working for us means you are joining a division where your expertise and skills will be valued.

## Primary purpose of the role

Manage and coordinate the development, implementation and evaluation of complex projects and manage and report on field inspection activities/outcomes to scope and monitor the delivery of work, as well as managing the verification of contractor compliance with maintenance contract requirements.

## Key accountabilities

* Manage and oversee all aspects of planning, development, implementation, inspection and performance for a range of projects, including developing project plans, coordinating resources, managing budgets, meeting reporting requirements, supporting project-related activities and undertaking compliance to ensure project outcomes are achieved on time, on budget, to quality standards and within agreed scope in line with established agency project management methodology.
* Establish and maintain positive relationships with the contractors and other stakeholders and work collaboratively to resolve service delivery issues and adjudicate fairly and consistently.
* Monitor and evaluate all aspects of project implementation, including risk and contingency management, benefits realisation, project impact and quality measures, and identify, respond to and address compliance issues of contractors, ensuring the quality of work is sufficient to achieve successful project outcomes.
* Manage team/s, ensuring compliance with governance and quality requirements to successfully deliver all key services and outcomes.
* Coordinate the issue of non-compliance notices (CINs) and other contractor performance measures to contractors for substandard work that will initiate abatement action where necessary through the Housing Portfolio payment system.
* Provide advice for determining scoping and variation claims on contracts.
* Provide timely, high-level and specialist advice to the Regional Manager Programs and Director, Contract Region on all aspects of the inspection, verification and programs activities in relation to the maintenance contract.

## 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.
* Establishing optimal, professional relationships with contractors so that contract compliance is achieved.
* Managing staff effectively across a variety of remote locations, ensuring consistency in the application of inspection standards.
* Planning inspection schedules in order to optimise staff time and meet inspection requirements.

## Key relationships

**Internal**

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| Who | Why |
| Asset Performance Officer | * Deliver broad guidance and supervision, exchange information and provide advice |
| Asset Performance Supervisor | * Deliver broad guidance and supervision, exchange information and provide advice |
| Regional Manager Programs | * Receive guidance and provide regular updates on key projects, issues and priorities. * Provide advice and contribute to decision-making. * Identify emerging issues/risks and their implications and propose solutions. |

**External**

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| Who | Why |
| Contractors | * Build and maintain effective professional relationships, work collaboratively |
| Tenants | * Positive customer experience and clear communication |

## Role dimensions

### Decision making

Expected to operate with autonomy within the context of agreed work assignments and is fully accountable for the quality, integrity and accuracy of advice provided.

The ability to exercise delegations are subject to:

• restrictions outlined in the delegation schedule and/or guidelines,  
• any direction, policy or procedure provided from your reporting officer (or higher)  
 restricting your use of delegations.

### Reporting line

Regional Manager Programs.

### Direct reports

Up to eight.

### Budget/Expenditure

This is a general financial limit and does not apply to every delegation. Refer to the Financial Delegations on the Housing Portfolio intranet.

## Key knowledge and experience

* Management of people or project teams.

## Essential requirements

* Understanding of the Australian Building Codes, Australian Standards, Government, or commercial probity and contracting standards.
* Relevant qualification and/or sound construction building maintenance and/or building construction experience/exposure, together with field inspection experience and measurement of performance against standards.
* Current driver’s license.

## Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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

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| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| personal-attributes | **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | Keep up to date with relevant contemporary knowledge and practices  Look for and take advantage of opportunities to learn new skills and develop strengths  Show commitment to achieving challenging goals  Examine and reflect on own performance  Seek and respond positively to constructive feedback and guidance  Demonstrate and maintain a high level of personal motivation | Adept |
| relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | 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 |
| relationships | **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 |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | 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  Anticipate and minimise conflict | Adept |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | 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 |
| results | **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 | **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 |
| people-management | **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 |

## 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.

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| personal-attributes | Display Courage and Resilience | Be open and honest, prepared to express your views, and willing to accept and commit to change | Intermediate |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | 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 |
| 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 | Adept |
| 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 | Adept |
| 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 |