**INFRASTRUCTURE MANAGER/SPECIALIST**

**Preamble**

The Infrastructure Manager/Specialist (IM/S) Classification was introduced to recognise the skills, competencies and expertise required by certain positions in the ACT Public Service in the delivery of infrastructure and associated works.

The IM/S classification is an extension of the existing classification framework, beyond the Senior Professional Officer Grade A (and equivalent) classification which extends to the entry of the Band 1 Executive salary level. Accordingly, roles in the IM/S3 classification will exhibit technical expertise alongside executive-like capabilities.

**Scope**

The Infrastructure Manager/Specialist classification applies to roles wholly or predominantly directly engaged in the development, delivery, management, operations and/or maintenance of major/significant infrastructure projects (excluding ICT infrastructure).

**Pre-requisite Qualifications and/or Experience**

Positions classified as an Infrastructure Manager/Specialist require the occupant to hold recognised qualifications and/or experience in one or more of the following fields:

1. Engineering – a four year degree or higher qualification accredited by Engineers Australia or Professionals Australia for recognition as a Professional Engineer (including recognition of equivalent overseas Engineering qualifications) and a minimum of ten years relevant experience in Engineering; or
2. Architecture – a three year degree or higher qualification accredited by an Australian State or Territory architecture authority for recognition as a Professional Architect (including recognition of equivalent overseas qualifications) and a minimum of ten years relevant experience in Architecture; or
3. Project Management – either:
	1. a diploma in Project Management accredited by an Australian State or Territory tertiary education institution or an equivalent overseas qualification that is eligible for reciprocal recognition in Australia and a minimum of ten years relevant experience in project management; or
	2. certification by a professional body, such as the Australian Institute of Project Management (AIPM), to the level of Certified Practicing Project Director (CPPD) or Certified Practicing Portfolio Executive (CPPE), in addition to a relevant degree or higher qualification issued by an Australian State or Territory tertiary education institution or an equivalent overseas qualification that is eligible for reciprocal recognition in Australia and a minimum of ten years relevant experience in project management; or
	3. have at least 10 years relevant experience in project management, as described in the work levels.

**Transitional Arrangements**

In accordance with subclause T6.1 of the *ACT Public Sector Technical and Other Professional Enterprise Agreement 2013-2017*, this document sets out the eligibility requirements for access to the Infrastructure Manager/Specialist classifications. Consistent with the enterprise agreement the transitional steps are as follows:

Step 1 Eligibility requirements for access to the Infrastructure Manager/Specialist classifications are developed.

Step 2 Directorates identify Infrastructure Manager/Specialist positions within the operational requirements of the Directorate. This will include consideration of existing roles at the time of assessing eligibility for transition, operational and service delivery requirements, and organisational structure requirements.

Step 3 Initial Transition – substantive occupants of positions identified by the Directorate at Step 2 will be assessed against the eligibility requirements, and if found eligible, will be placed in the Infrastructure Manager/Specialist positions, in accordance with subclause T6.2 of the enterprise agreement.

Step 4 Subsequently – vacant Infrastructure Manager/Specialist positions occurring after the initial transitions at Step 3 will be advertised and filled on merit, in accordance with subclause T6.3 of the enterprise agreement.

**Overview**

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| Infrastructure Officer 1 – 5 and Infrastructure Manager/Specialist 1 – 3, Overview |
| Classification | Description | Equivalent Work Level | Deliverables |
| **Core focus - Technical / Professional** |
| IO1 | Entry level practitioner  | (PO1, ASO5, TO3, GSO9) | **Delivery of outputs** |
| IO2 | Practitioner  | (PO2, ASO6, TO4, GSO10) |
| IO3 | Senior practitioner  | (SPOC, SOC, STOC) |
| IO4 | Supervising practitioner  | (SPOB, SOB, STOB) |
| IO5 | Senior supervising practitioner / technical manager  | (SPOA, SPOA (Eng), SOA) |
| **Core focus - Leadership / Management** |
| IM/S1 | Leadership / management / specialist role to assist in achieving specific outcomes (technical control expertise) in respect of one or more infrastructure projects. | **Influencing / directing of outcomes.** |
| IM/S2 | Leadership / management role to develop and achieve specific outcomes within a defined set of infrastructure programs or projects. |
| IM/S3 | Senior leadership / management role to develop, achieve, challenge and influence a range of outcomes within a portfolio of infrastructure programs or projects. |

**Work Requirements**

To be classified as an Infrastructure Manager/Specialist a position must satisfy one of the work levels set out below. It should be noted that not every component of the relevant work level needs to be satisfied, or that every component needs to align with a particular level. The position’s classification will be determined by where the preponderance of components reside when the work requirements of the position are assessed as a whole.

**Work Levels**

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| Sub-Factor | IM/S 3 | IM/S 2 | IM/S 1 |
| Knowledge and Skills | * Has a strong understanding of the key commercial, financial, legal, technical, social and environmental drivers.
* Understands how government and the Directorate operate. Maintains an awareness of internal and external political and environmental context within which the Directorate operates.
* Applies knowledge of legislation to ensure that the Directorate and the Territory comply with legislative requirements.
* Business, management or extensive project management experience;
* Detailed knowledge of project and program management principles, concepts and techniques, or certified at CPPD or above;
* Experience managing cross organisational or cross industry projects and programs that have a significant impact on an organisation, industry sector or the public;
* Senior management experience or work as a senior consultant working to senior executive in organisations;
* Experience in evaluating and reviewing high value and/or highly complex project or program performance;
* Demonstrated experience in organisational reviews, assessments, audits or analysis; and
* Demonstrated experience in contributing to and formulating the creation or project management capability, organisational strategies and priorities.
 | * Requires advanced knowledge of legislative frameworks, regulations and standards, government decision-making and Directorate guidelines and policies in the context of a particular field of engineering and/or project management.
* Requires significant expertise in planning and/or aligning systems and processes to improve performance and outcomes.
* Requires advanced leadership and management skills, including extensive experience in leading and managing complex professional and operationally based teams.
 | * Requires an extensive knowledge of, and compliance with, legislative frameworks, regulations and standards, government decision-making and Directorate guidelines and policies.
* May require a high level of expertise in a professional/technical discipline or across a number of disciplines, and extensive experience and the ability to resolve complex issues in the delivery of quality outcomes.
* Requires considerable leadership and management skills, including extensive experience in leading and managing professional and operationally based teams.
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| Sub-Factor | IM/S 3 | IM/S 2 | IM/S 1 |
| Breadth | * Ensures decisions, objectives, and plans, are aligned to the Directorate’s overall strategic direction.
* Ensures purpose, direction, policies, ethics and performance expectations are clearly articulated and understood by staff.
* Builds a culture of accountability, including performance monitoring and provides feedback relative to expectations.
* Identifies and prioritises all current and planned projects and programs and determines their alignment to the organisation’s overall strategic objectives.
* Ensures appropriate ownership of risk management is embedded across the portfolio.
 | * Provides strategic direction and leadership involving a diverse program or portfolio characterised by the highest levels of complexity, budget and/or risk.
* Translates Government objectives and priorities into organisational goals and ensures business plans incorporate sound risk management principles and strategies to support achievement of these goals.
* Develops contingency plans to mitigate risks to the achievement of Government priorities.
 | * Typically oversees a work unit engage in the delivery of a diverse range of infrastructure projects or programs characterised by a high level of complexity, budget and/or risk; including the provision of specialist professional and/or technical supervision where applicable.
* Oversees quality assurance practices and risk assessment and mitigation within area of responsibility.
* Oversees compliance processes and compliance intervention designed to ensure the integrity of programs.
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| Interpersonal Skills | * Demonstrates a focus on teamwork by collaborating in a team environment.
* Actively identifies, builds and maximises relationships with key stakeholders to achieve business objectives.
* Listens and communicates in a way that engages and persuades the intended audience.
* Understands stakeholders’ businesses and provides an efficient, timely, ethical and accurate response to stakeholder needs.
* Ensures the rationale for project portfolio management is understood at all levels in the project organisation.
 | * Identifies opportunities to work collaboratively to improve service outcomes and overcome barriers. Actively builds sustainable relationships with internal and external stakeholders.
* Represents and negotiates on behalf of the Directorate to advance the Directorate’s interests, including in cross-agency, inter-jurisdictional and other forums, and with business representatives and community groups.
 | * Develops and manages key strategic relationships with a broad range of internal and external stakeholders, including other government agencies and authorities, key private sector organisations, contractors, professionalsand the community, promoting the Directorate’s business objectives.
* Promotes collaboration across Directorates.
* Represents and advocates the Directorate’s position in relevant forums.
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| Sub-Factor | IM/S 3 | IM/S 2 | IM/S 1 |
| Job Environment | * Uses ‘bigger picture’ thinking to predict future trends in order to extract maximum benefits from opportunities and guard against potential threats.
* Provides tactical leadership of the portfolio management team and strategic leadership of the program and project managers operating within the portfolio.
 | * Duties are assigned in terms of broad direction and are reviewed for policy, soundness of approach, accomplishment and general effectiveness.
* Challenges/tests established guidelines in seeking business improvements.
* Identifies external factors affecting, or having the potential to affect the work of the area, including emerging political, social, environmental and stakeholder issues/trends.
 | * Under limited direction, and operating with a high degree of autonomy, undertakes work with a high level of complexity or sensitivity in a complex and dynamic environment; modifying or adapting guidelines where necessary.
* Applies and maintains an extensive understanding of the role and responsibilities of the Directorate, and of the Directorate’s impact on the wider political and community context in which it operates.
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| Reasoning | * Applies quantitative and qualitative research, tools and approaches to gather, distil, synthesise and evaluate data.
* Identifies key issues and contributing factors to inform government policy.
* Evaluates the performance of projects, individually and collectively, and the benefits they deliver to the organisation.
 | * Undertakes very complex analysis in identifying: strategic direction/actions for the business; alternative options to resolve complex problems; and innovative and effective solutions to complex matters which have substantial, strategic impact for Government.
 | * Undertakes complex analysis and interpretation of relevant matters, and applies significant judgement, common sense and intellect in choosing a course of action to manage highly complex and/or sensitive or novel issues which may necessitate new or unique approaches/ solutions.
* Provides reports to senior management on program objectives, outcomes and performance.
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| Involvement | * Builds and strengthens Directorate and own capabilities.
* Accurately identifies capability needs and utilises effective development approaches for bridging capability gaps.
* Demonstrates a focus on work quality and improvement by taking personal ownership of tasks, strives to improve quality and seeks better ways to consistently deliver quality outcomes.
* Ensures the right projects and programs are selected and prioritised, taking into account changing organisational strategies.
 | * Undertakes strategic planning and decision-making concerning long-term plans and priorities for the business.
* Provides effective leadership and direction of a range of programs to ensure a focused approach to achieving organisational outcomes linked to Government/Directorate goals, priorities and objectives.
* Ensures the allocation of resources optimises the efficiency and effectiveness of activities and functions under their control.
 | * Within a discipline or area of responsibility, sets strategic direction, including developing long-term plans and priorities; implements operational strategies aimed at achieving specific Directorate objectives; and monitors work flow and performance.
* Contributes to the strategic planning of Directorate-wide objectives.
* Co-ordinates and assumes responsibility for complex or sensitive projects or work programs that have strategic, political and/or operational significance.
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| Sub-Factor | IM/S 3 | IM/S 2 | IM/S 1 |
| Impact | * Facilitates the achievement of the Directorate’s strategic objectives.
* Maximises the functionality of the business management systems to help the Directorate achieve its business objectives.
* Ensures appropriate decision making processes and organisational controls are in place and functioning effectively and efficiently, including the establishment and maintenance of structures, procedures and methods in order to ensure appropriate governance of projects and programs within the portfolio.
 | * Decisions made at this level have a direct and significant impact on the strategic direction of the business.
* Provides high level advice to senior management and Ministers; contributes to and supports the strategic direction of the Directorate. Advice or recommendations provided is technically authoritative and has a significant influence within and outside the Directorate.
* Influences and develops strategy, policies, priorities and operational practices in support of Directorate objectives based on the exercise of high-level decision-making and judgement.
 | * Decisions made at this level have a significant impact on the day-to-day operation of the work area and other parts of the Directorate.
* Provides high-level advice to senior management and Ministers, including in an area of specialisation. Advice or recommendations provided at this level is technically authoritative and has a significant influence on the immediate work area and outside the Directorate.
* Oversees the development, or develops and supervises the implementation of, high-level policy/strategy, ensuring consistency with relevant legislation, regulations/standards, and with Government and Directorate objectives.
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| Independence and Influence | * Manages self and/or units, including people, financial and technological resources.
* Defines goals and ways to attain them.
* Assigns resources and responsibilities for task accomplishment.
* Monitors activities and initiates corrective action.
* Assesses existing resource pool and skill sets available, and balances the number and type of projects planned or currently undertaken with available resources.
* Examines resource forecasts and the allocation of resources to ensure business needs are met and organisational strategies are achieved.
 | * Exercises substantial independence in the effective leadership and management of a diverse program/portfolio.
* Is accountable for program development and planning, including resource negotiation, implementation, effectiveness review, and the application of professional standards and quality assurance practices.
* Performs an important leadership role in building organisational capability and resilience.
 | * Exercises a high degree of autonomy and independence in leading/managing a large and/or diverse team/work unit.
* Decisions made at this level involve the exercise of considerable delegated authority or significant accountability for the delivery of outcomes.
* Delegations exercised involve:
* being the final authority for the approval of expenditure;
* undertaking specific action in line with Directorate policy/strategy;
* reviewing actions or decisions in the work area.
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