

INFRASTRUCTURE MANAGER/SPECIALIST ELIGIBILITY CRITERIA AND TRANSITION ARRANGEMENTS

Purpose

1. This advice sets out the eligibility criteria and arrangements for the transition of eligible employees to the Infrastructure Manager/Specialist (IM/S) classification.

Application

2. The IM/S classification applies to the most senior roles wholly or predominantly engaged in the development, delivery, management, operations and/or maintenance of major/significant infrastructure projects (excluding ICT infrastructure).

Background

3. The IM/S classification was introduced as part of the negotiations for a new enterprise agreement to recognise the skills, competencies and expertise required by certain positions in the ACT Public Service in the delivery of infrastructure and associated works and to put in place mechanisms to attract and retain these employees.
4. 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/S 3 classification will exhibit technical expertise alongside executive-like capabilities.

Eligibility Requirements

Pre-requisite Qualifications and/or Experience

5. Positions classified as Infrastructure Manager/Specialist require the occupant to hold recognised qualifications and/or experience in one or more of the following fields:
 - a) 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
 - b) 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

- c) Project Management – either:
- i) 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
 - ii) certification by a professional body, such as the Australian Institute of Project Management (AIPM), to the level of Certified Practising Project Director (CPPD) or Certified Practising 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
 - iii) have a least 10 years relevant experience in Project Management, as prescribed in the attached work level descriptors.

Work Levels

- 6. The three IM/S work levels are set out in the attached descriptors. To be classified as an IM/S a position must satisfy one of these work levels.
- 7. 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. A 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.
- 8. Separate work level standards cover the Infrastructure Officer 1 – 5 classifications.

Transition Arrangements

- 9. The transitional arrangements are in place to facilitate the movement of existing officers into the new structure. These operate for six months from the date of this advice and are set out at clause T6 of the *ACT Public Sector Technical and Other Professional Enterprise Agreement 2013–2017* as summarised in the following steps:

Step 1

- 10. Eligibility Requirements for access to the IM/S classification are developed, and are as specified in this advice.

Step 2

11. Directorates are to identify and establish Infrastructure Manager/Specialist positions within the operational requirements of the Directorate that satisfy the Eligibility Requirements. This will involve consideration of:
 - existing roles at the time of assessing eligibility for transition;
 - ongoing operational and service delivery requirements; and
 - organisational structure requirements.
12. Where an employee requests, the Directorate will have their position assessed for eligibility for transition as an Infrastructure Manager/Specialist.
13. It should be noted that it is the work requirements of the position, not the occupant of the position, being assessed at this Step.
14. If the outcome of the assessment is that the role meets the Eligibility Requirements, the occupant is to be assessed for eligibility for transition to the new structure. Alternatively, the Directorate may decide to adjust the duties of the role to ensure the requirements of the substantive role are met.

Step 3

15. In accordance with subclause T6.2 of the enterprise agreement, no later than six months after the date of this advice substantive occupants of positions identified by Directorates at Step 2 will be assessed against the Eligibility Requirements, and if found eligible, will be placed in an Infrastructure Manager/Specialist position at the appropriate level.
16. It should be noted that the new rate of pay will have effect from the date of transition, and any existing Attraction and Retention Incentive (ARIn) will be absorbed by the new IM/S rate of pay to the extent possible.
17. Where an existing ARIn exceeds the increase in pay on transition to the IM/S classification, the employee's total salary package will be maintained subject to any future review. The current ARIn should be immediately ceased and a new ARIn with a revised amount arranged with effect from the date of transition.
18. Directorates must fully document their decisions at Steps 2 and 3.

Step 4

19. Vacancies that subsequently arise in IM/S positions after the initial transitions at Step 3 will be advertised and filled on merit in accordance with subclause T6.3 of the enterprise agreement.

Reference



20. The key reference for this advice is:

- The *ACT Public Sector Technical and Other Professional Enterprise Agreement 2013 – 2017*.

Bronwen Overton-Clarke
Commissioner for Public Administration
on behalf of Kathy Leigh, Head of Service

25 November 2015

Overview

Infrastructure Officer 1 – 5 and Infrastructure Manager/Specialist 1 – 3				
Core Focus	Classification	Description	Equivalent Work Level	Deliverables
Technical / Professional 	IO1	- Entry level practitioner	(PO1, ASO5, TO3, GSO9)	Delivery of <u>outputs</u>
	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)	
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 <u>outcomes</u>
	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 Levels

Sub-Factor	IM/S 3	IM/S 2	IM/S 1
<p>Knowledge and Skills</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

Sub-Factor	IM/S 3	IM/S 2	IM/S 1
Breadth	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.
Interpersonal Skills	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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, professionals and the community, promoting the Directorate’s business objectives. • Promotes collaboration across Directorates. • Represents and advocates the Directorate’s position in relevant forums.

Sub-Factor	IM/S 3	IM/S 2	IM/S 1
Job Environment	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.
Reasoning	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.
Involvement	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

Sub-Factor	IM/S 3	IM/S 2	IM/S 1
Impact	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.
Independence and Influence	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - 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.