



Papua New Guinea Public Service Position Description



1. IDENTIFICATION

AGENCY: Department of Works & Highways		SYSTEM POSITION NO:		REF NO: 60FOP01	
OFFICE: Works		DESIGNATION/CLASSIFICATION: Deputy Secretary (Operations) – Grade 19			
DIVISION: Field Operations		LOCAL DESIGNATION: Executive Director – Field Operations			
BRANCH: Office of the Executive Director (OPS)		REPORTING TO: Secretary	SYS. POS. NO: DOW0000000	REF: 60EX01	
SECTION:		LOCATION: Headquarters, Boroko			

History of position

File ref:	Date of variation	Details
TBC	18 February 2021	Amended position

2. PURPOSE

Reporting to the Secretary, the position of **Executive Director Field Operations** provides strategic leadership to the Department's execution of the **National Road Network Strategy**, the **Subnational Road Strategy**, the **Regional Infrastructure Strategy**, and roads forming part of the **Connect PNG Development Plan**, ensuring the delivery of the NRN targets specified in the Five-Year Works Program and the **DOWH 2020-2024 Corporate Plan**.

In addition, the role is responsible for providing ongoing technical and coordination support to the provincial and district authorities in collaboration with other key Government reform initiatives in the development and delivery of rural based infrastructure in the provinces and districts.

3. DIMENSION

The Executive Director, Operations, is the key role to deliver the Department's core mandate to of on-going technical, coordination and management support to ensure PNG's national road network is strategically managed and that support is provided to Provincial and District Authorities in the management of their road networks and regional infrastructure. This includes allocated roads under the National Road Network Strategy and other specified roads under Connect PNG.

The dimension of the position is broad, impacting the whole of the Department's strategies, programs and policies relating to delivery of services to the provinces and districts of Papua New Guinea. The position has direct impact on the preparation, negotiations, and allocation of the works program budget. In this regard, the Executive Director is expected to exercise independent judgement on professional adequacy of work plans, investments, designs, submissions, and documents in respect to design, depth, consistency, and value to the Secretary's performance obligations with the Minister and the government's policy on the infrastructure service delivery to provincial and district authorities.

4. PRINCIPAL ACCOUNTABILITIES

1. Advance the achievement of strategic objectives of DOW Corporate Plan, National Road Network Strategy, the Regional Infrastructure Strategy, the Subnational Road Strategy, and Connect PNG.
2. Lead and provide strategic oversight for the efficient, effective, and sustainable management of the Plant & Transport Division (PTD) to enable achievement of provincial and district road performance targets .
3. Lead and provide strategic oversight for the establishment and implementation of a regional (non-road) infrastructure development and maintenance strategy consistent with the government commitment to build capacity at provincial and district level.
4. Lead and provide strategic oversight for the establishment and implementation of a **National Contractor Capacity Development strategy and program** to enhance local content and participation of local contractors in the road construction and maintenance programs and develop and implement the **DOW Contractor Performance Management System** to ensure that contractors are fully meeting their contractual obligations, addressing to project specifications, and adhering DOW Design Standards.
5. Ensure implementation & monitoring the department's governance strategies to ensure highest level of governance practice and culture is maintained throughout the department.
6. Implement key DOW organizational responsibilities to improve the department's performance.

5. MAJOR DUTIES

- I. **Advance the achievement of strategic objectives of DOW Corporate Plan, National Road Network Strategy, the Regional Infrastructure Strategy, the Subnational Road Strategy, and Connect PNG.**
 1. In collaboration with **Executive Director Network Planning, Design & Standards**, ensure sound assessment, scoping, design estimation and documentation support is available for Regional and Provincial Works Managers to effectively execute, coordinate and monitor work programs on the National Road Network and the Subnational Road Network.
 2. Under the direction of the Secretary, oversight and facilitate the development and implementation of a comprehensive **Subnational Road Strategy** that aligns with the with government policies to build capacity in each province and district.
 3. In collaboration with the **Executive Director, Road Infrastructure Financing and Procurement**, undertake high level engagement with strategic partners and the PNG Road Fund to secure funding for the maintenance, rehabilitation, and development of the National Road Network.
 4. With the **Executive Management Team**, ensure that the Department, in collaboration with Provincial and District administrations, achieves sustainable funding for the delivery of road and rural infrastructure to enable arrangement for a sustainable Subnational road network through multi-year financing strategy and timely produce and implementation of an efficient and effective multi-year procurement plan.
 5. In collaboration with **Executive Management Team**, lead the development of the annual and five-year work programs and the related financing and budgetary plans and implement Long-term Performance Contracts in accordance with National Road Network Strategy.
 6. Implement the **DOW Contractor Performance Management System** to ensure full adherence to contractual conditions and adherence to DOW Design Standards, implement customised local measures to improve contractor performance, and provide regular reports to the Secretary on the performance of road contractors.
 7. Provide technical advice on and oversight the implementation of the Connect PNG Strategy and the National Road Network Strategy, including the adoption of new road construction technology.
 8. Regularly consult with the Provincial Administrations and the District Development Authorities in relation to the implementation of Connect PNG and the National Road Network Strategy in areas that impact on their scope of road management.
 9. Consolidate future direction initiatives and prepare concept and policy papers to achieve an affordable and sustainable performance of the NRN and the PNG road network.

II. Lead and provide strategic oversight for the efficient, effective, and sustainable management of the Plant & Transport Division (PTD) to enable achievement of provincial and district road performance targets

1. In collaboration with senior management, provide the strategic framework and approved deployment policy for the use of PTD assets.
2. Ensure effective coordination and efficient flow of PTD services designated under the Provincial & District MOA for supporting management and improvement of maintenance of provincial and district road infrastructure.
3. Ensure there is sufficient dedicated plant and equipment and adequate technical and management resources in the province for the efficient and timely execution of works projects.
4. Ensure transparent and sustainable hire rates for DOW-PTS assets to enable timely execution of works projects.

III. Lead and provide strategic oversight for the establishment and implementation of a regional (non-road) infrastructure development and maintenance strategy consistent with the government commitment to build capacity at provincial and district level

1. To lead and provide strategic oversight for the development, review, and implementation of the non-road (offices, schools hospitals, staff housing, wharves, jetties, water supply, sanitation, electricity supply, ICT etc) infrastructure strategy that maximize available DOWH capacity.
2. To ensure adequate technical support in relation to design, documentation and technical and supervisory services is provided to the relevant provincial and district authorities when requested to do so.
3. To lead and provide strategic oversight for the investigation and establishment of asset register in the province and each district.
4. To lead and provide strategic oversight for the establishment, upgrade and accreditation of all material testing laboratories and to ensure all construction works are of high standards in compliance to ISO 900.
5. To lead and provide strategic oversight for the development, alignment, and compliance to the DOWH Safeguard Policy objectives, to ensure environmental and social responsibility of programs and projects are integrated into the entire project lifecycle.
6. Assist districts and provinces establish a data base for contractor performance and capacity development.

IV. Lead and provide strategic oversight for the establishment and implementation of a National Contractor Capacity Development strategy and program to enhance local content and participation of local contractors in the road construction and maintenance programs and develop and implement the DOW Contractor Performance Management System to ensure that contractors are fully meeting their contractual obligations, addressing to project specifications, and adhering DOW Design Standards.

1. Ensure the establishment and implementation of an effective **Road Contractor Capacity Development Programme** to contribute to the growth of local participation in the road sector.
2. Institute a systematic process whereby road maintenance and construction contractors participate in a joint government and industry growth strategy to build local capacity.
3. Develop and implement the **DOW Contractor Performance Management System**, implement measures to improve contractor performance, and provide regular reports to the Secretary on the performance of road contractors, to ensure full compliance with design standards and contractual conditions and specifications.
4. Implement policy strategies to achieve and sustain a balanced state of play with a developed local capacity to enter the competitive bidding environment at all respective levels and type of contracts.
5. Use contractor registration and classification data to monitor and evaluate; and apply where appropriate, specific, and general to interventions to support and enhance local contractor capacity in the road construction industry.

6. In consultation with the Department of Commerce and Industry (DCI) Implement develop a competency assessment system utilizing the available data in respect to the General Engineering (GE-1) classification which covers prospective contractor registration information for roads, highways, pavements, and bridges.
7. Institute a systematic and consistent monitoring of available capacity especially to help determine appropriate intervention strategy in implementing the government policy to support and strengthen local capacity.

V. In collaboration with Executive Director, Governance & Compliance, implement & monitor the department's Governance Strategy to ensure highest level of governance practice and culture is maintained throughout the department

1. In collaboration with the Executive Director, Governance and Compliance, develop and implement governance and risk frameworks to identify, manage and minimise financial, reputational, and service delivery risks, including the development and implementation of a **DOW Risk Management Framework, DOW Code of Conduct and DOW Leadership Contract Agreement**
2. In collaboration with Divisional & Senior Managers, implement the Department's **Governance Policy Framework** and consistent with best governance practice principles and the Government approved governance and ethics framework.
3. Ensure the **Leadership Contract Agreement** is fully implemented across the Division to ensure best governance practice principles are establish outcome measures for all programs contributing to the achievement of the strategic outputs of the Department.
4. Comply fully, and ensure staff comply fully, with the Public Service Code of Conduct, all applicable legislation, standards, policies, DPM General Orders, Finance Regulations, and lawful managerial directions in the conduct of the Division's work and workplace behaviour.

VI. Implement key organisational responsibilities

1. In partnership with the Secretary and Executive Directors, support and implement the organisational transformation program in DOW to enable it to become a successful road network manager and fulfil mandate.
2. Consistent with the **DOW Staff Performance Management System and DPM General Order 5**, ensure that each employee in the wing has their own **Performance and Development Plan** that provides them with clear work direction and development goals.
3. Develop the capacity of each employee in the Division by providing targeted training and developmental opportunities directly relevant to their role and the needs of the Division.
4. Provide the Secretary with regular reports on key issues in the Division and recommendations for any required action.
5. Conduct regular staff meetings weekly to discuss work related issues, identify problems, and develop solutions to enable the effective delivery of functions and services.
6. Undertake efficient, effective, and timely procurement within the Government's requirements that enables the delivery of the Division's services on time and within budget.
7. Under the direction of Secretary, maintain effective communication with key stakeholders about the strategies and operations of the Department to secure policy and strategic support for the Department and its role in the whole of government planning and execution of policies.

6. NATURE AND SCOPE

6.1 Working relationships

Who	Why
<i>Internal</i>	
Secretary	Providing high level advice consistent with the role and responsibilities of the position
Directors and Senior Managers	Consult, inform, and coordinate the implementation of the corporate strategy, plans and programs
<i>External</i>	
Secretaries & Deputy Secretaries (DPM, Treasury, Planning, Local Government & Provincial Affairs, Transport)	<ul style="list-style-type: none"> • Department's Policies and Strategies • Work Plans and Budgets • Departments corporate performance issues
Provincial & District Administrators	<ul style="list-style-type: none"> • Department's Policies and Strategies • Work Plans and Budgets
Development Partners	<ul style="list-style-type: none"> • Relevant development issues

6.2 Working environment

The position operates within a highly dynamic and fluid policy and legislative environment, in an organisation that is transforming from a conventional public service environment to a more commercially focused and dynamic business environment.

6.3 Reporting arrangements

(a) Reporting Line

Secretary

(b) Direct Reports

- Regional Managers
- FAS (Plant and Transport)
- FAS (Rural Infrastructure Programs)

(c) Indirect reports

- Provincial Works Managers

6.4 Budget & Expenditure

Budget: In accordance with the approved annual budget appropriation.

Financial Delegation: In accordance with current instrument of financial delegation

7. CONSTRAINTS, FRAMEWORKS, AND BOUNDARIES

The position operates with a high degree of autonomy under the direction of the Secretary within the constraints, frameworks, and boundaries set by high-level Government policy and applicable legislation, in particular, the **Public (Services and Management) Act and its regulations**, the **Department of Personnel Management General Orders**, the **Public Finances (Management) Act**, the **National Public Service Code of Conduct**, the **DOWH Leadership Agreement**, the **National Procurement Commission Act**, the **Road (Management and Fund) Act 2020**, the **PNG National Road Network Strategy**, and other legislation and policy relevant to the role.

8. CHALLENGES

1. Gaining cooperation, compliance, and engagement to manage and inform Department strategy, portfolio, and governance in an environment of conflicting interests and opinions.
2. Foster and manage internal and external relationships to maximize commitment to, and participation in, the **National Road Network Strategy**, the **Subnational Road Strategy**, the **Regional Infrastructure Strategy**, **Connect PNG**, and the road sector institutional reform program.
3. Manage transformational change to achieve organizational objectives with minimum disruption to operational services delivered by the department.

9. REQUIRED COMPETENCIES

- Demonstrated executive level experience in road and other infrastructure maintenance, rehabilitation, and construction, to specified road technical standards, including developing associated implementation strategies, programs, work plans, programs, and projects.
- Demonstrated senior level experience in providing high level strategic and technical advice on road and other infrastructure maintenance, rehabilitation, and construction, to executive level management in government agencies and public sector organisations, including on projected costings, economic implications, social equity considerations, and environmental impacts.
- Thorough understanding of road and other infrastructure maintenance, rehabilitation, and construction principles and practices, road sector policy issues in PNG and government road sector reform initiatives, including detailed knowledge of the **Road (Management and Fund) Act 2020**, the **PNG National Road Network Strategy**, the **PNG National Transport Plan**, or the capacity to quickly obtain that knowledge.
- Demonstrated senior level experience working with relevant government agencies in PNG in the development of road networks and other public infrastructure.
- Highly developed interpersonal skills and a demonstrated ability to communicate and negotiate effectively with a diverse range of groups and prepare high quality reports.
- Demonstrated capacity to work independently as well as contribute positively to a team environment.
- Competence with a range of computer software programs, including Word, Excel, and PowerPoint and any applicable specialist programs.
- **Compulsory: Bachelor level degree in civil engineering from a recognized institution.** Additional postgraduate qualifications in transport policy, business studies, public administration, environmental studies, or related field will be highly regarded.
- High standards of integrity, professionalism and accountability and the ability to uphold the credibility of the Department.

Core competencies required to be effective in the role:

Capability	Level
Strategic Management & Leadership Practice	Highly advanced
Effective Communication	Highly advanced
Knowledge of Strategic Issues in Transport & Road Sector Infrastructure Development	Highly advanced
Knowledge of Whole of Government Planning Framework	Highly advanced
Business Acumen	Highly advanced