



## Papua New Guinea Public Service

### Position Description



#### 1. IDENTIFICATION

AGENCY: Department of Works & Highways		SYSTEM POSITION NO:		REF NO: 60NPDS01	
OFFICE: Works		DESIGNATION/CLASSIFICATION: Deputy Secretary (Network Planning, Design & Standards) – Grade 19			
DIVISION: Network Planning, Design & Standards		LOCAL DESIGNATION: Executive Director – Network Planning, Design & Standards			
BRANCH: Office of the Executive Director (NPD&S)		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 **Executive Director, Network Planning, Design & Standards** contributes to the implementation of the **National Road Strategy (NRNS)**, **Connect PNG**, the **DOWH Corporate Plan**, and other key Government reform initiatives in the road sector by providing strategic leadership to the Department's network planning, design, and technical standard-setting functions; providing strategic leadership and oversight for the development and **performance monitoring** of the Department's network planning, design and standards activities; and by providing strategic and policy leadership for the development and implementation of a strong governance culture in the Department.

#### 3. DIMENSION

Network Planning, design and standard-setting constitutes a core mandate of the Department to ensure Papua New Guinea's road network is strategically managed. As such, the dimension of the position is very broad, impacting the whole of the Department's strategies, programs, and policies. Along with the Executive Director, Road Infrastructure Financing and the Executive Director, Highways Management, the position has direct impact on the preparation of the department's works program.

The Executive Director is expected to exercise independent judgement on professional adequacy of network strategy and planning 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 National Road Network Strategy and Connect PNG.



#### 4. PRINCIPAL ACCOUNTABILITIES

1. Advance the achievement of strategic objectives of National Road Network Strategy (NRNS), the Sub-National Strategy, and PNG Connect objectives
2. Lead and provide strategic oversight for the strategic approach in managing the road network to ensure a robust and resilient road network planning and management environment that will enhance the Departments strategic, tactical, and operational planning.
3. Oversight and monitor the development of the annual and five-year work programs and the related financing and budgetary plans, for submission to the PNG Road Fund and other agencies.
4. Lead and provide strategic oversight for the establishment and implementation of a contemporary road and bridge design and engineering standards and compliance to approved environmental and social safeguards codes and obligations consistent with the NRNS and Sub-national road strategic objectives.
5. Lead and provide strategic oversight for the establishment and implementation of contemporary buildings and architecture design standards consistent with building industry legislation, policy, and best practice.
6. Ensure implementation & monitoring the department's governance strategies to ensure highest level of governance practice and culture is maintained throughout the department.
7. Implement key DOW organizational responsibilities to improve the department's performance.

#### 5. MAJOR DUTIES

##### I. Advance the achievement and sustainability of the National Road Network Strategy (NRNS), the Sub-National Strategy, and PNG Connect objectives

Under the direction of the Secretary, oversight and facilitate the development and implementation of the following key activities:

1. Provide high level advice in relation to network planning matters, including road asset management, to the Secretary and the Executive Directors.
2. Conduct economic analysis of projects to develop business cases to justify expenditure on new roads under the National Road Network Strategy and Connect PNG.
3. Conduct strategic road network planning and ensure with compliance to existing road strategy (NRNS) and operational and maintenance plans.
4. Through the provision of accurate, timely and strategic road network information contribute to the development and formulation of road development programs and project.
5. Develop and implement the required network planning documentation required to implement the National Road Network Strategy and Connect PNG.
6. Provide network planning advice and information to the PNG Road Fund, as required.
7. Contribute to the development of Annual Road Maintenance Work Plans for submission to the PNG Road Fund, in accordance with the **Road (Management and Fund) Act 2020**.
8. Lead and co-ordinate the development of the capital development budget to support the Department Annual and Five-Year Years Works Programs.
9. Provide technical advice on and oversight the implementation of the National Road Network Strategy, including the adoption of new road construction technology.
10. Consolidate future direction initiatives and draft concept or policy papers to achieve an affordable and sustainable performance of the NRN and the PNG road network.
11. Regularly consult with the Provincial Administrations and the District Development Authorities in relation to the maintenance and development of the National Road Network and network planning matters that impact on their scope of road management.



**II. Lead and provide strategic oversight for the strategic approach in managing the road network to ensure a robust and resilient road network planning and management environment that will enhance the Departments strategic, tactical, and operational planning.**

1. Facilitate the conduct of feasibility studies in relation to the National Road Network, in line with the National Road Network Strategy and PNG Connect
2. Provide significant improved and expanded nation-wide access to RAMS/BAMS including enhancing RAMs/BAMS capability to cover sub-national roads
3. Develop comprehensive GIS capability, including building link with RTA, re accident data and vehicle registration data and with Lands Department on cadastral data.
4. Develop and maintain an accurate online Register of Public Roads and ensure the Department and the public have access to the Register at all times.
5. Develop and manage road hierarchy classification to provide advice on the declaration, classification, and de-commissioning of roads to the **Road Advisory Committee**.
6. Ensure comprehensive evidenced-based asset management process that aligns the road management and investment strategy with strategic government policies and the national and transport sector integrated budget.
7. Drive and articulate change in integrating asset management into business processes and organizational culture.

**III. Oversight and monitor the development of the annual and five-year work programs and the related financing and budgetary plans, for submission to the PNG Road Fund and other agencies.**

1. Oversight programming and budget preparation is consistent with the **Public Finances (Management) Act** and the **Road (Management and Fund) Act 2020**.
2. Ensure that **Annual National Roads Maintenance Plans** prepared by the Department for submission to the PNG Road Fund meet the legislative requirements of the **Road (Management and Fund) Act 2020** and funding approval requirements set by the PNG Road Fund.
3. In collaboration with senior management, provide the strategic framework for the monitoring and evaluation of Donor, Loans, Road Fund and GoPNG financing of all the funded projects for effectiveness in meeting targets and intended socio-economic goals of the respective projects.
4. Oversight and monitor the development and implementation of the multi-year financing strategy and the effectiveness of the Long-Term Management Contracts.
5. In collaboration with Senior Management identify, develop, and deliver strategies that create and support an efficient funding and delivery of approved projects on time and within budget.
6. Develop and institute project and program performance tracking and reporting process that engender high performing culture.

**IV. Lead and provide strategic oversight for the establishment and implementation of contemporary road and bridge design and engineering standards and compliance to approved environmental and social safeguards codes and obligations consistent with the NRNS and Sub-national road strategic objectives**

1. To lead and provide strategic oversight for the development, review, and implementation of the standards for total road network.
2. To lead and provide strategic oversight for the development and implementation of minimum Road and Bridge Design Standards for provincial and district roads and other infrastructure.
3. 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 9001.
4. To lead and provide strategic oversight for the development, alignment, and compliance to the DOW Safeguard Policy objectives, to ensure environmental and social responsibility of programs and projects are integrated into the entire project lifecycle.



**V. Lead and provide strategic oversight for the establishment and implementation of contemporary buildings and architecture design standards consistent with building industry legislation, policy, and best practice**

1. Lead and provide strategic oversight for the development and implementation of minimum buildings and architecture design standards
2. Provide building and architecture project management services to provincial and district authorities in the development of non-road rural infrastructure
3. Provide strategic oversight for the development, alignment, and compliance to the DOW Safeguard Policy objectives, to ensure environmental and social responsibility of programs and projects are integrated into the entire project lifecycle.
4. Provide support to Building Boards and ensure they operate effectively.

**VI. 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.

**VII. 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 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"> <li>• Department's Policies and Strategies</li> <li>• Work Plans and Budgets</li> <li>• Departments corporate performance issues</li> </ul>
Provincial & District Administrators	<ul style="list-style-type: none"> <li>• Department's Policies and Strategies</li> <li>• Work Plans and Budgets</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Relevant development issues.</li> </ul>

### 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

FAS (Engineering Services and Standards)

FAS (Network Planning and Programming)

FAS (Architecture and Buildings)

### 6.4 Budget & Expenditure

Budget: In accordance 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 particularly, 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 2018**, the **Road (Management and Fund) Act 2020**, the **PNG National Road Network Strategy**, and other associated 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 Strategy (NRNS)**, **Connect PNG**, the **DOW Corporate Plan**, 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 strategic road network planning and road technical standards review and development, including developing associated implementation strategies, programs, work plans, programs, and projects.
- Demonstrated senior level experience in providing policy advice on strategic road network planning and road technical standards to executive level management in government agencies and public sector organisations.
- Thorough understanding of road network planning principles and practice, transport economics and road sector policy issues in PNG and government road sector reform initiatives, including detailed knowledge of the **Road (Management and Fund) Act 2020**, the **Protection of Transport Infrastructure Act 2010**, the **Public Finances (Management) Act**, **National Procurement Commission Act 2018**, 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 network policy (e.g. the Department of Finance, the Treasury, National Planning).
- 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.
- 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 (essential requirements) 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