BRIEF - PROJECT SPECIALIST SERVICES

[*Remove prior to release - Project Specialist Services provides for the use of co-located Consultant personnel to supplement Branch resourcing*]

1. **Background**

**[*COMMONWEALTH TO INSERT A HIGH-LEVEL OVERVIEW OF THE BACKGROUND TO THE ENGAGEMENT OF THE CONSULTANT. THIS SHOULD INCLUDE DETAILS OF THE DIRECTORATE AND PROJECT TEAM, THE KEY PROJECTS AND PRIORITIES***]

1. **The Services**
	1. The Commonwealth, as represented by Defence, engages the Consultant to provide:
		1. ***[INSERT NUMBER/FTE/OTHER BASIS]*** personnelwho possess minimum qualifications and experience necessary to perform duties in the APS 4 band;
		2. ***[INSERT NUMBER/FTE/OTHER BASIS]*** personnelwho possess minimum qualifications and experience necessary to perform duties in the APS 5 band;
		3. ***[INSERT NUMBER/FTE/OTHER BASIS]*** personnelwho possess minimum qualifications and experience necessary to perform duties in the APS 6 band; and
		4. ***[INSERT NUMBER/FTE/OTHER BASIS]*** personnelwho possess minimum qualifications and experience necessary to perform duties in the EL1 band,

in each case, to perform those activities or functions which are required or which may be performed by an APS employee in the relevant band on a co-located basis with Commonwealth personnel.

* 1. These personnel will be additional resources to support the planning and delivery of the Commonwealth's capital facilities and infrastructure projects nationally and to meet the Commonwealth's objectives in section 4 for a period of ***[INSERT TERM]***.
	2. The provision of these personnel, and the services provided by these personnel as described in this Brief, are the **Services**.
1. **Specific Anticipated Tasks**

Without limiting section 2, as at the Award Date it is envisaged that Consultant personnel will be engaged in the following tasks and activities:

* + 1. ***[COMMONWEALTH TO INSERT ANY OTHER SERVICE REQUIREMENTS. EXAMPLE TASKS COULD BE THE FOLLOWING: MANAGE [INSERT] PROJECT ACTIVITIES TO ACHIEVE AGREED OBJECTIVES; DEVELOP MINISTERIAL SUBMISSIONS AND CORRESPONDENCE RELATED TO [INSERT] PROJECT; PREPARE POLICY, PROCEDURE, BUSINESS CASES AND CONTRACTS ASSOCIATED WITH THE DEVELOPMENT AND DELIVERY OF [INSERT] PROJECT];***
		2. **[*##*]**.
1. **Objectives**

The Commonwealth's objectives in engaging the Consultant to provide the Services are to:

* + 1. maintain the Commonwealth's ability to efficiently plan and deliver capital facilities and infrastructure projects to a high standard, on time and to budget;
		2. ensure that the Commonwealth's capital facilities and infrastructure projects are delivered, and the objectives of each project are achieved, with the efficient use of internal Commonwealth resources;
		3. ensure that the Commonwealth is provided with consistent and accurate advice on its capital facilities and infrastructure projects;
		4. efficiently deliver the Commonwealth's capital facilities and infrastructure projects within applicable regulatory, administrative and policy frameworks;
		5. incorporate industry expertise, industry best practice, industry innovation and industry "smarts" into the development and delivery of the Commonwealth's capital facilities and infrastructure projects; and
		6. [***COMMONWEALTH TO INSERT ANY OTHER RELEVANT OBJECTIVES***].
1. **General Service Requirements**

The Consultant must ensure that all personnel engaged in providing the Services:

* + 1. are able to, and have the skills and experience required to, perform the duties of an APS employee in their applicable nominated APS band (the relevant duties as indicatively set out in Attachment 1 to this Brief and as updated from time to time);
		2. understand the framework for the planning, development and delivery of the Commonwealth's capital facilities and infrastructure projects, including as applicable to the proposed APS band, the following Commonwealth legislation, policies and requirements (as amended or replaced from time to time):
			1. *Public Governance, Performance and Accountability Act 2013* (Cth);
			2. Commonwealth Procurement Rules (December 2020);
			3. the APS Code of Conduct;
			4. *Code for the Tendering and Performance of Building Work* *2016* (Cth) (Building Code 2016);
			5. *Building and Construction Industry (Improving Productivity) Act 2016* (Cth);
			6. *Building and Construction Industry (Improving Productivity) (Accreditation Scheme) Rules 2019* (Cth) (Work Health and Safety Accreditation Scheme);
			7. *Workplace Gender Equality Act 2012* (Cth);
			8. Commonwealth Property Management Framework;
			9. Estimates Memoranda as published by the Department of Finance;
			10. Indigenous Procurement Policy;
			11. Australian Industry Participation Policy;
			12. Procurement Connected Policies;
			13. the *Defence Act 1903* (Cth);
			14. the Protective Security Policy Framework;
			15. the Defence Capability Life Cycle;
			16. the Australian Defence Force Writing Manual;
			17. the Defence website including all elements relating to:
				1. Governance, Risk And Compliance;
				2. Estate & Infrastructure Life Cycle Phases; and
				3. all Supporting Tools;
			18. key Defence facilities and infrastructure requirements including:
				1. Estate Governance Integrity System (EGIS);
				2. Garrison Estate Management System (GEMS);
				3. Handover/Takeover (HOTO); and
				4. Defence financial management and reporting; and
			19. [***INSERT ANY OTHERS AS RELEVANT***];
		3. understand the funding, Approvals, procurement, contracting and design requirements for Commonwealth capital facilities and infrastructure projects and the documents, policies and procedures published on Defence website;
		4. understand the unique drivers and commercial, strategic and operational challenges associated with the development and delivery of Commonwealth projects;
		5. have the skills, experience and expertise necessary to administer the Commonwealth's capital facilities and infrastructure projects;
		6. establish and maintain a collaborative, seamless, integrated, co-operative and professional relationship with the Commonwealth personnel with whom they work;
		7. take an active role in contributing to and managing the development and achievement of the objectives in section 3;
		8. ensure that all recommendations made to the Commonwealth in the course of providing the Services are made in good faith and in the best interests of the Commonwealth, including by having regard to:
			1. value for money; and
			2. the Commonwealth's objectives in section 3,

including where this may involve the engagement of other consultants to perform services;

* + 1. to the extent practicable, avoid and otherwise identify and appropriately manage any actual or perceived conflicts of interest which may arise in performing the Services; and
		2. incorporate industry expertise, industry best practice, industry innovation and industry "smarts" into the performance of the Services;
1. **Co-location of Consultant personnel**
	1. For the purposes of this Brief, the word "co-located" is synonymous with "embedded". All personnel engaged in providing the Services must be located within the ***[INSERT DEFENCE LOCATION]*** region and, unless otherwise directed by the Commonwealth's Representative, capable of working from the Commonwealth's offices in the ***[INSERT DEFENCE LOCATION]*** region.
	2. In order to appropriately protect confidential information and manage actual and potential conflicts of interest, the Consultant must ensure that the personnel engaged in providing the Services:
		1. only attend the Consultant's offices with the prior approval of the Commonwealth's Representative and on the basis approved by the Commonwealth's Representative; and
		2. do not remove any information or documents (in any form) from the Commonwealth's offices, or take such information to the Consultant's offices, without the prior approval of the Commonwealth's Representative.
	3. The Consultant must:
		1. ensure any co-located personnel engaged in providing the Services comply at all times with the Commonwealth's work health and safety policies and procedures (as advised to the Consultant or its personnel from time to time);
		2. ensure the co-located personnel promptly notify the Consultant and the Commonwealth of any work health or safety incidents occurring or arising from the co-location of the personnel (including at any premises managed or controlled by the Commonwealth at which they are co-located);
		3. comply with all reasonable directions of the Commonwealth's Representative regarding work health and safety whilst co-located at any premises managed or controlled by the Commonwealth; and
		4. ensure it consults, co-operates and co-ordinates with the Commonwealth regarding the work health and safety management of any co-located personnel.
	4. Without limiting clause 4 of the Terms of Engagement, except to the extent otherwise agreed by the Commonwealth's Representative, if the Consultant proposes to replace any of its personnel who are engaged in providing the Services and the proposed replacement person is not located within the ***[INSERT DEFENCE LOCATION]*** region, the Consultant must procure the relocation of the relevant person to the ***[INSERT DEFENCE LOCATION]*** region at the Consultant's cost before the relevant person engages in the provision of the Services.
2. **Confidentiality and management of conflicts of interest**

Without limiting clauses 6 and 15 of the Panel Conditions and clauses 2.8 and 15 of the Terms of Engagement:

* + 1. the Consultant must ensure that all personnel engaged in the provision of the Services behave consistently with the APS Code of Conduct;
		2. to the extent the Consultant is given access to the Commonwealth's information technology environments, comply with all requirements advised by the Commonwealth in relation to that access;
		3. the Consultant must implement and maintain arrangements to ensure that any information gained by the Consultant and its personnel in the provision of the Services is maintained as confidential and is quarantined from the Consultant's broader business activities, including so as not to be inappropriately acquired or used by the Consultant to obtain an unfair advantage when tendering for other Commonwealth work;
		4. without limiting paragraph (c), the Consultant acknowledges that:
			1. in the course of providing the Services its personnel may have access to AusTender and as a result have access to information that is not generally available, including Confidential Information;
			2. all information accessed by its personnel on AusTender in the course of providing the Services:
				1. constitutes Confidential Information for the purposes of the Panel Agreement and the Terms of Engagement;
				2. must be treated as confidential by the Consultant and its personnel in accordance with clause 15 of the Panel Conditions and clause 15 of the Terms of Engagement; and
				3. is information to which paragraph (c) applies; and
			3. it must ensure that its personnel:
				1. comply with all Commonwealth and AusTender requirements in relation to access to, and use of, information obtained from AusTender;
				2. only access AusTender for purposes strictly and directly necessary in connection with the project in respect of which the person is working, and not access areas of AusTender or review information unrelated to their particular project; and
				3. maintain a written log of all instances of access to AusTender in the course of providing the Services including the time of, and reason for, such access; and
		5. [***INSERT ANY OTHER CONFIDENTIALITY OR CONFLICT OF INTEREST MANAGEMENT REQUIREMENTS***]
1. **AGSVA Clearances**

The Consultant must ensure that all personnel engaged in the provision of the Services:

* + 1. hold [Baseline or ***INSERT OTHER RELEVANT CLEARANCE***] clearance under the Australian Government Security Vetting Agency criteria (as a minimum);
		2. have been issued prior to the Award Date with a Contractor Defence Common Access Card sponsored by the Consultant; and
		3. [***INSERT ANY OTHER SECURITY REQUIREMENTS***].

Attachment 1 - Indicative Duty Statements

Estate Project Manager EL1

Occupation Description

Within the Capital Facilities and Infrastructure Branch an EL1 Estate Project Manager is accountable under broad direction to perform and achieve complex to very complex development and delivery activities and tasks for facilities and infrastructure project work within an integrated workforce. They will require an in-depth knowledge of and compliance with legislative frameworks, government decision-making and Defence’s mission and policy requirements.

An EL1 Estate Project Manager will exercise a considerable degree of independence and perform a leadership role. They will exercise sound decision making and judgement to provide expert policy advice. They will have in-depth knowledge of the Capital Facilities and Infrastructure Branch functions and are responsible for the development, implementation, compliance and review of policies and procedures relevant to their work within that function. They will engage in complex to very complex problem solving and issues management and may coordinate and perform detailed or sensitive projects that impact on strategic, political or operational outcomes for Defence.

An EL1 Estate Project Manager is accountable to plan, lead and manage a range of human and physical resources and exercise the associated responsibilities to achieve business outcomes. They will develop and implement work plans, set performance indicators, and review individual, team and business performance, focusing on identifying opportunities for building team capability and continuous improvement. They will set work that align with the strategic objectives and communicate expected outcomes.

An EL1 Estate Project Manager will be responsible for actively managing key stakeholder relationships and will be required to identify relevant stakeholders’ expectations and concerns to develop and communicate methodologies and practices to achieve outcomes. They will be accountable to contribute towards ongoing self-improvement and professional development of their work area.

This position has people management responsibility and as such they will be required to exercise their people management skills and knowledge to lead a high performing and cohesive team.

Duty Statement

The duties of an EL1 Estate Project Manager occupation in Defence include the following:

1. Accountable for leading a team, managing allocated resources, setting work area priorities, managing workflows, developing strategies and evaluating business outcomes.

2. Accountable for managing and leading a team, including providing clear and consistent communication, setting clear performance and behavioural standards, managing performance, delegating responsibility and guiding and developing people.

3. Accountable for accurate completion of work within timeframes and quality requirements, share own expertise with others and guide and mentor less experienced employees.

4. Manage the development and delivery of infrastructure projects for Defence.

5. Ensure that estate and infrastructure projects meet both departmental and sponsor requirements.

6. Understand current and emerging Defence estate related issues and apply to Defence infrastructure projects.

7. Identify and implement innovative strategies and solutions for facilities and infrastructure projects that align and achieve Defence objectives.

8. Represent Defence on infrastructure project management matters.

9. Build and sustain strong and effective working relationships with internal and external stakeholders.

10. Analyse Defence and government policy and objectives and provide timely, sound and well developed advice for infrastructure projects.

11. Evaluate infrastructure projects to understand critical factors for success and engage in activities to achieve continuous improvement.

Estate Project Administrator APS6

Occupation Description

Within the Capital Facilities and Infrastructure Branch an APS6 Estate Project Administrator is accountable under broad direction to perform and achieve complex development and delivery activities and tasks for facilities and infrastructure project work within an integrated workforce. They are accountable to ensure they have knowledge of and compliance with legislative frameworks, government decision-making and Defence’s mission and policy requirements.

An APS6 Estate Project Administrator will work independently with the opportunity for reasonable autonomy and accountability for the achievement of outcomes of their work. They will exercise both initiative and judgement in the interpretation of policy and in the application of practices and procedures. They will provide detailed estate project administrator technical, professional and policy advice in relation to complex work and contribute to strategic planning, program and project management and policy development.

An APS6 Estate Project Administrator may be a team coach or lead a team and be accountable to set work priorities and manage workflows. They are expected to be capable of building team capability through coaching, feedback and developing the quality of work undertaken by others within a work unit. They will exercise the associated people and financial responsibilities to achieve work unit outcomes.

An APS6 Estate Project Administrator will have considerable level of stakeholder engagement and will liaise with stakeholders in relation to complex issues. They will be required to identify, anticipate and respond to stakeholders’ needs and expectations to achieve work unit and Defence outcomes. They will be accountable to contribute towards ongoing self-improvement and professional development.

Duty Statement

The duties of an APS6 Estate Project Administrator occupation in Defence include the following:

1. Manage assigned infrastructure project activities to achieve agreed objectives.

2. Responsible for implementing and maintaining policy, procedures, business cases and contracts associated with development and delivery of infrastructure projects.

3. Demonstrate and ensure compliance with organisational directives and government and industry regulatory requirements.

4. Develop ministerial submissions and correspondence related to assigned projects.

5. Build and sustain strong working relationships with internal and external stakeholders.

6. Engage with industry in order to achieve project objectives for Defence.

7. Resolve problems using expertise, taking the initiative to identify alternative courses of action.

8. Investigate, develop and implement continuous improvement to projects.

Estate Project Administrator APS5

Occupation Description

Within the Capital Facilities and Infrastructure Branch an APS5 Estate Project Administrator is accountable under limited direction to perform and achieve complex development and delivery activities and tasks for facilities and infrastructure project work within an integrated workforce. They are accountable to have and maintain a well-developed understanding of and compliance to relevant legislative frameworks, government decision-making and Defence’s mission and policy requirements.

An APS5 Estate Project Administrator will be accountable for organising their workflow and making independent decisions relating to their area of responsibility. They will interpret and provide advice based on legislation, policy and procedures. They will undertake specialist research and analysis, conduct reviews and perform procedural, clerical, administrative support work to achieve results.

The APS5 Estate Project Administrator will coordinate and contribute to the work of a team consistent to a work plan and provide advice and assistance on methods of task completion to team members. They may be a team coach or supervise a team and be accountable to set work priorities, allocate work, and manage workflows and performance. They are expected to be capable of reviewing and developing the quality of work undertaken by others and identifying opportunities for on-the-job training within a work unit.

The APS5 Estate Project Administrator will be required to engage and communicate with stakeholders to identify, respond and provide advice on issues to achieve work unit and Defence outcomes. They will be accountable to contribute towards ongoing self-improvement and professional development.

Duty Statement

The duties of an APS5 Estate Project Administrator occupation in Defence include the following:

1. Perform and contribute to the development and delivery of assigned infrastructure project activities.

2. Prepare policy, procedure, business cases and contracts associated with the development and delivery of infrastructure projects.

3. Apply an understanding of policy and procedures associated with the development and delivery of assigned infrastructure project activities.

4. Understand and apply organisation directives, government and industry regulatory to work.

5. Build and sustain effective working relationships with internal and external stakeholders.

6. Work collaboratively and operate as an effective team member.

7. Take the initiative to provide input to continuous improvement activities.

8. Recommend solutions to issues impacting on the achievement of desired outcomes.

9. Draft ministerial submissions and correspondence related to assigned projects.

Estate Project Administrator APS4

Occupation Description

Within the Capital Facilities and Infrastructure Branch an APS4 Estate Project Administrator is accountable under limited direction to perform and achieve moderately complex development and delivery activities and tasks for facilities and infrastructure project work within an integrated workforce. They are accountable to have a good understanding of and compliance to relevant legislative frameworks, government decision-making and Defence’s mission and policy requirements.

An APS4 Estate Project Administrator will be accountable for organising their workflow, making decisions within their defined parameters relating to area of responsibility and will seek guidance when required. They may exercise some discretion with respect to how legislation, procedures and guidelines are interpreted and applied to their work. They will provide administrative support that is informed and directed by their knowledge of Defence. They may undertake some research and analysis activities.

The APS4 Estate Project Administrator will be required to share information, monitor work practices, set work priorities and develop local procedures. They may supervise and provide leadership to a team, providing coaching and on-the-job training for newer and less experienced team members.

The APS4 Estate Project Administrator may be required to communicate with, respond and provide advice to a range of stakeholders on moderately complex operational and administrative issues to achieve work unit and Defence outcomes. They will be accountable to contribute towards ongoing self-improvement and professional development.

Duty Statement

The duties of an APS4 Estate Project Administrator occupation in Defence include the following:

1. Participate in the development and delivery of assigned infrastructure project activities.

2. Contribute to the development of policy, procedures, business cases and contracts associated with the development and delivery of infrastructure projects.

3. Understand and apply policy and procedures associated with the development and delivery of assigned infrastructure project activities.

4. Utilise approved project and financial management systems to process relevant project documentation.

5. Build and sustain effective working relationships with internal and external stakeholders.

6. Work collaboratively and operate as an effective team member.

7. Take the initiative to provide input to continuous improvement activities.

8. Seek advice and guidance on more complex issues.