

Position Description

Position Title:	Group Executive Networks Strategy		
Position Number:	tbd	Division:	Networks NSW
Reports to:	Chief Executive Officer, Networks NSW		
Date Created:	June 2012	Date Updated:	
Job Analyst Name:	Andrew Pitman		
CEO Signature:	(signed)		

ORGANISATIONAL CONTEXT

Networks NSW is the group of companies comprising Ausgrid, Endeavour Energy and Essential Energy. Although they remain separate legal entities with separate network operations, these companies are managed together under common governance arrangements effective from 1 July 2012, to implement the Government's reform of the NSW electricity distribution industry.

Each network company will be managed by a Chief Operating Officer who has the overall responsibility to build and maintain their electricity distribution network in line with strategy and policy frameworks set by Networks NSW. The management of network strategy, development, operations and health, safety and the environment within each network company is guided by the strategic frameworks and policies from a Group Network Strategy function. This same function monitors the performance of each Network Company and ensures their compliance with policy and network governance requirements.

While considerable changes are likely to occur in the operating environment of the business, Networks NSW and each network business will remain focused on:

- Achieving the objectives set out in the State Owned Corporations Act 1989, including
 - Operating at least as efficiently as any comparable privately owned business;
 - Maximising the value of the business to the State;
 - Operating a safe, reliable and sustainable network; and
 - Balancing commercial, social, environmental and customer expectations;
- Implementing initiatives identified under the Network Reform Program; and
- Fully harnessing the skills and capabilities of our people through a clear focus on leadership and cultural transformation, underpinned by our corporate values.

POSITION PURPOSE

The Group Executive Network Strategy leads and coordinates Network NSW's overall asset management strategy and management framework to guide and optimise investment in asset replacement, augmentation and maintenance in the networks consistent with required safety, risk and service standards, and monitors the overall performance of network assets and monitors compliance with Network NSW's policies and directives. This includes the development of network architecture/configuration policies and smart grid/intelligent network strategies and programs.

The Group Executive Network Strategy also ensures maximum value is generated for Networks NSW through a single approach to the management of fleet, property and logistics.

The Group Executive Network Strategy also leads and coordinates Networks NSW's overall approach to the management of health, safety and the environment.

KEY ACCOUNTABILITIES

Asset Strategy and Policy

- Develop and implement Network NSW's overall asset management framework, strategies, and policies to establish common network planning and maintenance standards that drive the capital and maintenance programs, guide network planning and service delivery activities within the Network businesses and establishes investment prioritisation and allocation criteria to optimise the effectiveness of group investments.

Asset Performance and Compliance

- Implement asset management data and information strategies to drive asset condition and performance reporting and to support network investment planning and optimisation.
- Establish programs to assess Networks NSW group companies' compliance with agreed frameworks, strategies and policies.
- Manage consolidation of group portfolio and program reporting including cost, schedule and compliance

Investment Prioritisation and Allocation

- Establish the investment governance framework and overall investment prioritisation and allocation for Networks NSW.
- Monitor the network portfolio of work and program management at an enterprise-level to ensure effective prioritisation, allocation, approval and oversight of capital and maintenance investments across the portfolio.

Network Technology and Innovation

- Develop smart grid/intelligent network strategies. This includes review, consolidation and coordination of existing and new smart grid/intelligent network programs.
- Establish and maintain governance and oversight of major network technology initiatives including business case development.
- Establish a Centre of Excellence for business analysis, supporting major productivity

initiatives across Networks NSW

Property, Fleet and Logistics

- Coordinate shared property, fleet, logistics, and inventory arrangements across Networks NSW.
- Align procurement program for property and fleet with procurement, inventory and logistics and enable network focused development of policy and strategy in line with needs of predominant user of assets.

Health, Safety and Environment

- Monitor and improve the Network NSW's safety and environmental management systems. This includes the development and implementation of Safety and Environment Risk Management Plans and the direction and strategy for key process, cultural and behavioural change initiatives to embed safety as the number one priority and to drive continuous improvement in safety performance.
- Deliver and improve core HSE services including workers compensation, rehabilitation and return to work and environmental services.

POSITION DIMENSIONS

Staff

Number of direct reports: 4

Overall Enterprise Networks Budget (annual)

CAPEX	\$3.3b
OPEX	\$1.7b

(Based on 2012/13 budget targets)

Value of enterprise electricity assets:\$24 billion

CHALLENGES

- Building the organisational culture and systems that keep employees, the community and the environment safe and free from injury and keeps safety at the forefront of the way in which we perform our jobs
- Ensuring clarity of roles and responsibilities for strategic asset management across network companies
- Developing a strategic asset management framework and lifting the performance of network companies through optimised asset management strategies
- Optimising investment decision making and prioritisation
- Implementing robust asset information and performance monitoring processes and systems
- Determining the smart network strategy for Networks NSW and ensuring appropriate future returns in investment in smart technologies

- Ensuring maximum values is generated through improved management of property, fleet and logistics across the Networks NSW

KEY RELATIONSHIPS

- Chief Executive Officer, Chief Operating Officers, Group Executives and Board - advising and reporting on asset strategies and investments, policies, plans, performance and compliance.
- Managers and key professional staff – advising and directing in respect of asset policies and governance requirements, technical issues and smart technologies
- Technical regulators and industry associations – advising in respect of asset technologies and technical standards and influencing appropriate technical outcomes for the industry.

WORK HEALTH AND SAFETY

Demonstrate personal leadership in the implementation of the Safety Management Systems of Networks NSW and facilitate its effectiveness by ensuring adequate resources are available, that all employees are aware of their Work Health and Safety obligations and that one's personal behaviour models the organisation's commitment to Work Health and Safety.

ETHICS, EEO, ENVIRONMENT AND QUALITY

All employees within Networks NSW are required to have an awareness of, and a commitment to:

- The Networks NSW values and code of ethics
- Equal Employment Opportunity
- Environmental Management Protection

This is in addition to the specific job details described in this document and in conjunction with the appropriate policies and procedures as amended from time to time.

KNOWLEDGE, SKILLS AND EXPERIENCE

Required Qualifications

- Tertiary qualifications in engineering, or other relevant discipline supported by relevant experience.
- Post graduate management qualification is desirable.

Experience

- A senior executive with demonstrated experience in strategy development, strategic asset management, large scale infrastructure operations with significant weighting of experience in the electricity distribution industry.
- Depth of experience in the development and management of engineering standards and capex and opex optimisation.

LEADERSHIP COMPETENCIES

COMPETENCY	EXECUTIVE BEHAVIOURS
<p>Strategic thinking Sees the bigger picture. Applies experience and knowledge to bring fresh insights and new ideas to the business.</p>	<ul style="list-style-type: none"> ▪ Conceptualises and delivers something new or significant for the business ▪ Breaks the mould, realises opportunities that others cannot see ▪ Can create innovative, breakthrough strategies and plans.
<p>Initiative Anticipates and takes action to create opportunities, overcome challenges and avoid future problems.</p>	<ul style="list-style-type: none"> ▪ Anticipates and takes action to create an opportunity or avoid a future problem, looking ahead within a three to five year time frame ▪ Creates a framework which enables others to consider and/or anticipate the potential for future problems ▪ Proactively seeks out strategic opportunities to grow the business ▪ Re-shapes the organisation to take advantage of long term growth opportunities ▪ Thinks of and takes action which will benefit the whole organisation.
<p>Developing others Recognise's others' potential and their development needs. Supports their capability and long term.</p>	<ul style="list-style-type: none"> ▪ Provides (or assigns others to provide) in depth coaching or mentoring and ongoing developmental support ▪ Carefully selects development assignments in order to build long term capability.
<p>Leading people Energises and aligns employees around a shared vision. Creates a climate in which our employees want to do their best.</p>	<ul style="list-style-type: none"> ▪ Provides a clear vision of future success which is compelling and engaging ▪ Believes in the vision and inspires confidence in the vision ▪ Generates excitement, enthusiasm and commitment to the vision ▪ Talks about possibilities; is optimistic about the future.
<p>Communicating and influencing Gains the support of key stakeholders in courses of action that benefit the business.</p>	<ul style="list-style-type: none"> ▪ Thinks through how they will influence over time and develops deliberate influencing strategies ▪ Builds support for ideas through informal stakeholders ▪ Uses an in depth understanding of the interactions within a group to move towards a specific outcome.
<p>Mobilising change Displays openness to change, inspires others to change and acts to make change happen.</p>	<ul style="list-style-type: none"> ▪ Creates a sense of urgency for change ▪ Challenges the status quo when appropriate by comparing it to an ideal or vision of change ▪ Anticipates and take actions to address the emotional impact of change ▪ Recognises and reinforces the behaviours of those who embrace the change ▪ Encourages others to recognise that change is the norm.
<p>Customer focus Creates customer value by understanding and acting in the best interests of the customer.</p>	<ul style="list-style-type: none"> ▪ Looks for long term benefits that create value for the customer ▪ Becomes involved in the customer's decision making process as appropriate ▪ Builds an independent opinion on customers' needs and problems; recommends approaches which are ▪ new and different from those requested by the customer ▪ Anticipates the customer's future needs.
<p>Drive for results Takes personal accountability for delivering results. Displays an inner drive to improve performance and achieve a standard of excellence.</p>	<ul style="list-style-type: none"> ▪ Takes calculated risks to achieve long term improvement ▪ Conducts detailed cost-benefit analyses, being mindful of the corporate values ▪ Persistently drives through obstacles ▪ Puts commercial results ahead of personal credibility; is courageous in decision making.
<p>Holding to account Takes personal accountability for delivering results. Displays an inner drive to improve performance and achieve a standard of excellence.</p>	<ul style="list-style-type: none"> ▪ Rigorously manages performance against demanding targets ▪ Consistently challenges individuals openly and constructively about performance problems; takes action ▪ if performance does not improve ▪ Creates a 'performance culture' where effective performance and continuous improvement are valued.