

Role Description

Project Practice Management

Cluster	Transport and Infrastructure
Agency	Transport for NSW
Division/Branch/Unit	People and Corporate Services/Group Information Technology
Location	Macquarie Park NSW
Classification/Grade/Band	TSSE 1A
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	135112
PCAT Code	2323392
Date of Approval	12 November 2018

Agency overview

Transport for NSW (TfNSW) is the lead agency of the NSW Transport cluster. At Transport, we're passionate about making NSW a better place to live, work and visit. Our vision is of a connected roads and public transport network that has higher capacity and gives people the freedom to choose how and when they get around, no matter where they live and work. Right now, we're delivering a \$41.5bn program – the largest this nation has ever seen – to keep people and goods moving, connect communities and shape the future of our cities, centres and regions. At Transport, we're also committed to creating a diverse, inclusive and flexible workforce which reflects the community and the customers we serve.

Primary purpose of the role

The purpose of the Project Practice Manager role is to lead and grow a team of project professionals including Project Managers, Business Analysts, and Testing Specialists to deliver the IT Infrastructure Services Portfolio of projects and enable the realisation of business benefits and outcomes.

Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change.
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers.
- Lead team to deliver a portfolio of high quality, on time and on budget projects, ensuring compliance with framework and processes. Provide input to develop and improve framework.
- Drive the embedding of best practice into team, provide training, mentoring and coaching to support capability uplift and development of individuals.
- Maximise the value of resources through effective resource utilisation and sourcing practices. Work with IT Portfolio Manager to manage pipeline for portfolio and allocation of resources to projects.
- Build strong collaborative relationships across IT Infrastructure Services and sponsorship group.
- Provide leadership and support for troubled projects.
- Embed a culture of customer service and continuous improvement.

Key challenges

- Working across a multi-supplier, multi-agency IT ecosystem that has not yet reached operating model maturity.
- Managing and motivating team to deliver high quality output and service in a constantly changing environment.
- Managing stakeholder expectations and deliver quality outcomes to agreed targets and time frames.

Key relationships

Who	Why
Internal	
Director Project Management	<ul style="list-style-type: none">• Escalate issues, keep informed, advise and receive instruction.• Provide regular updates on key issues and priorities.• Contribute to strategic planning and decision making.
Broader IT Infrastructure Services Team	<ul style="list-style-type: none">• Build collaborative working relationships.• Participate in meetings to represent work group perspective and share information.• Share insights and recommendations with the team.• Participate in discussions and decisions regarding implementation of innovation and best practice.
Agencies	<ul style="list-style-type: none">• Build collaborative working relationships.• Provide and received feedback on resources and deliver.
Enterprise PMO	<ul style="list-style-type: none">• Build collaborative working relationships.• Support the use of enterprise framework, process and tools.
External	
Vendor Partners	<ul style="list-style-type: none">• Build collaborative working relationships.• Escalate issues relating to project delivery.

Role dimensions

Decision making

As per delegations for the role.

Reporting line

This role reports to Director Project Management.

Direct reports

This role will have an estimated 20 direct reports.

Budget/Expenditure

The budget/expenditure for this role will vary each year based on the approved capital budget for IT Infrastructure Services.

Essential requirements

- Tertiary qualifications in a relevant field.
- Project Management certification or equivalent experience.
- Extensive experience managing delivery teams in a complex environment.
- Demonstrated ability to build a high performance team, uplifting capability and deliver success.
- Experience working in Information Technology.
- Strong stakeholder skills with the ability to effectively listen, communicate, challenge and influence team members.
- Ability to work additional hours outside of normal working hours.

Capabilities for the role






The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an [occupation specific capability set](#).


Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	High Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Highly Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

Occupation / profession specific capabilities

Capability Set	Category and Sub-category	Level and Code
 SFIA	Change and transformation, Business Change Implementation, Project Management	Level 6 - PRMG
	Change and transformation, Business Change Implementation, Programme Management	Level 6 - PGMG
	Strategy and Architecture, Business Strategy and Planning, Business Process Improvement	Level 5 - BPPE

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial win/win outcomes Show sensitivity and understanding in resolving acute and complex conflicts Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Pre-empt and minimise conflict within the organisation and

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Advanced	<p>with external stakeholders</p> <ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> • Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk • Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>issues, including serious unsatisfactory performance, in a timely and effective way</p> <ul style="list-style-type: none"> Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty Assist others to address emerging challenges and risks and generate support for change initiatives Translate change initiatives into practical strategies and explain these to staff and their role in implementing them Implement structured change management processes to identify and develop responses to cultural barriers

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category and Sub-category	Level and Code	Level Descriptions
Change and transformation, Business Change Implementation, Project Management	Level 6 - PRMG	Takes full responsibility for the definition, documentation and successful completion of complex projects (typically with significant business, political, or high-profile impact, and high-risk dependencies). Adopts and adapts project management methods and tools, selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches. Ensures that effective project control, change control, risk management and testing processes are maintained. Monitors and controls resources, revenue and capital costs against the project budget and manages expectations of all project stakeholders.
Change and transformation, Business Change Implementation, Programme Management	Level 6 - PGMG	Plans, directs, and co-ordinates activities to manage and implement a programme from contract /proposal initiation to final operational stage including the transition into “business-as-usual”; plans, schedules, monitors, and reports on activities related to the programme. Ensures that programmes are managed to realise business benefits and that programme management is informed by an awareness of current technical developments.
Strategy and Architecture, Business Strategy and Planning, Business Process Improvement	Level 5 - BPRE	Analyses and designs business processes; identifies alternative solutions to exploit new technologies and automation. Develops graphical representations of business processes to facilitate understanding and decision making. Assesses the feasibility of business process changes and recommends new approaches. Manages the execution of business process improvements. Selects, tailors and implements business process improvement methods and tools at programme, project and team level in line with agreed standards. Contributes to the definition of organisational policies, standards, and guidelines for business process improvement.