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| **Cluster** | Planning & Environment |
| **Agency** | Department of Planning and Environment |
| **Division/Branch/Unit** | Energy, Water & Portfolio Strategy / Energy Delivery & Coordination |
| **Location** | Various |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | Generic |
| **ANZSCO Code** | TBC |
| **PCAT Code** | TBC |
| **Date of Approval** | March 2018 |
| **Agency Website** | www.planning.nsw.gov.au |

Agency overview

The Department of Planning & Environment is the lead NSW Government agency in planning for a growing NSW. The Department is going through an exciting period of organisational and operational change.

The Department’s vision – Planning for growing NSW: inspiring strong communities, protecting our environment – provides the benchmark for our partnership and leadership approach to engaging and working collaboratively with key State and Local Government, community and industry stakeholders to deliver better outcomes in the areas of areas of planning, local government, resources, energy, water, arts and the environment.

The Department’s two related agencies - the Office of Environment & Heritage and the Office of Local Government - support the conservation and protection of the environment and an effective local government sector in NSW. Several other entities associated with the Department include the Environment Protection Authority, statutory trusts responsible for zoos, parks and gardens, independent assessment and planning bodies, and development corporations.

Primary purpose of the role

The Manager, Program Delivery leads and manages project teams to develop, deliver, monitor and evaluate a portfolio of Climate Change Fund related strategic projects, to achieve project outcomes, and support achievement of organisational objectives.

# Key accountabilities

* Lead the development and delivery of a portfolio of Climate Change Fund related projects, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required organisation outcomes
* Lead and oversee all aspects of project development and implementation across a portfolio of complex projects, including preparing business cases and project plans, establishing appropriate governance, identifying, allocating and managing resources, and meeting reporting requirements, to ensure project outcomes are achieved on time, on budget, to quality standards and in line with the Agency project management methodology
* Develop and implement strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess project progress and overall effectiveness
* Lead and manage project team/s, including internal and external project staff, to deliver all key project/s milestones and outcomes
* Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met
* Provide expert advice and information to stakeholders on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities
* Oversee research and formulate recommendations to support evidence based project planning and decision making

Key challenges

* Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
* Achieving multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director, Energy Programs | * Receive advice and report on progress towards business objectives and discuss future directions * Provide expert advice and contribute to decision making * Identify emerging issues/risks and their implications and propose solutions |
| Project Team | * Guide, support, coach and mentor team members * Lead discussions and decisions regarding key projects and deliverables |
| Direct Reports | * Lead, direct, manage and support performance and development * Guide, support, coach and mentor |
| Stakeholders | * Provide expert advice on a range of project related issues and strategies * Optimise engagement to achieve defined outcomes * Manage expectations and resolve issues |
| **External** |  |
| Stakeholders | * Engage in, consult and negotiate the development, delivery and evaluation of projects * Manage expectations and resolve issues |
| Vendors/Service Providers and Consultants | * Communicate needs, facilitate routine business transactions and resolve issues * Negotiate and approve contracts and service agreements * Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements |

# Role dimensions

## Decision making

The Manager, Program Delivery:

* Manages the day to day team operations and sets team direction and priorities in consultation with the Director
* Seeks advice from the Director or other Senior Managers in relation to matters that may have whole of Department or government implications
* Operates and makes decisions within legislative and regulatory provisions, public sector frameworks, strategic and business plans, applicable policies, delegations, budget and resource parameters
* Is accountable and responsible for the effective management and use of human and financial resources within set budget and resource parameters

## Reporting line

The Manager, Program Delivery reports to the Director, Energy Programs.

## Direct reports

3-5 direct reports and additional indirect reports.

## Budget/Expenditure

TBA

Essential requirements

* Demonstrated experience in leading the development and delivery of programs to achieve priority objectives in the context of energy market operations, including policies and community attitudes
* A degree in a relevant discipline

# 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](http://www.psc.nsw.gov.au/capabilityframework)

## 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** |
|  | **Display Resilience and Courage** | **Advanced** |
| Act with Integrity | Adept |
| Manage Self | Adept |
| Value Diversity | Intermediate |
|  | **Communicate Effectively** | **Advanced** |
| Commit to Customer Service | Adept |
| Work Collaboratively | Adept |
| **Influence and Negotiate** | **Adept** |
|  | **Deliver Results** | **Adept** |
| Plan and Prioritise | Adept |
| **Think and Solve Problems** | **Advanced** |
| Demonstrate Accountability | Adept |
|  | Finance | Adept |
| Technology | Intermediate |
| Procurement and Contract Management | Adept |
| **Project Management** | **Advanced** |
|  | Manage and Develop People | Adept |
| Inspire Direction and Purpose | Intermediate |
| **Optimise Business Outcomes** | **Adept** |
| Manage Reform and Change | Intermediate |

## 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 | 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 | 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**  Influence and Negotiate | Adept | Negotiate from an informed and credible position  Lead and facilitate productive discussions with staff and stakeholders  Encourage others to talk, share and debate ideas to achieve a consensus  Recognise and explain the need for compromise  Influence others with a fair and considered approach and sound arguments  Show sensitivity and understanding in resolving conflicts and differences  Manage challenging relations with internal and external stakeholders  Pre-empt and minimise conflict |
| **Results**  Deliver Results | Adept | Take responsibility for delivering on intended outcomes  Make sure team/unit staff understand expected goals and acknowledge success  Identify resource needs and ensure goals are achieved within budget and deadlines  Identify changed priorities and ensure allocation of resources meets new business needs  Ensure financial implications of changed priorities are explicit and budgeted for  Use own expertise and seek others’ expertise to achieve work outcomes |
| **Results**  Think and Solve Problems | Advanced | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues  Work through issues, weigh up alternatives and identify the most effective solutions  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements  Implement systems and processes that underpin high quality research and analysis |
| **Business Enablers**  Project Management | Advanced | Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts  Access key subject-matter experts’ knowledge to inform project plans and directions  Implement effective stakeholder engagement and communications strategy for all stages of projects  Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans, and minimise impacts  Manage transitions between project stages and ensure that changes are consistent with organisational goals |
| **People Management**  Optimise Business Outcomes | Adept | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives  Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning  Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context  Monitor performance against standards and take timely corrective actions  Keep others informed about progress and performance outcomes |