

# ROLE DESCRIPTION

## Program Management Office (PMO) Manager

<b>Cluster</b>	Stronger Communities	
<b>Department</b>	Department of Communities and Justice	
<b>Division/Branch/Unit</b>	Corporate Services/Infrastructure & Assets/Major Program Delivery	
<b>Location</b>	Parramatta/Sydney	
<b>Classification/Grade/Band</b>	Clerk Grade 9/10	
<b>Role Number</b>	Please insert position number/s	
<b>ANZSCO Code</b>	HR to complete	
<b>PCAT Code</b>	HR to complete	
<b>Date of Approval</b>	HR to complete	<b>Ref:</b>
<b>Agency Website</b>	www.dcj.nsw.gov.au	

### Agency overview

The Department of Communities and Justice (DCJ) is the lead agency under the Stronger Communities Cluster. DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community. Stronger Communities is focussed on achieving safe, just, inclusive and resilient communities by providing services that are effective and responsive to community needs. For the first time, the creation of DCJ and Stronger Communities provides an opportunity to focus on prevention and early intervention across both the social welfare and justice systems.

### Primary purpose of the role

The PMO Manager (Infrastructure & Assets (I&A) - Major Program Delivery) manages and coordinates the development, implementation and evaluation of complex projects to achieve project outcomes and support the achievement of organisational objectives.

### Key accountabilities

- Leads the design and implementation of a common project management methodology, standards and tools to drive and facilitate the successful delivery of projects
- Coordinates the Program Management Office responsibilities for the I&A Major Program Delivery unit, including governance, reporting and project review framework to provide a holistic view of all I&A project activity
- Manages interdependencies and coordination across projects to ensure that information relating to project deliverables, risks and issues are effectively communicated between stakeholders and that key performance indicators are monitored and evaluated

- Liaises with the Enterprise PMO and other Corporate Services branches and business units to align governance and assurance, project delivery and reporting frameworks with Departmental requirements.
- Coordinate and oversee all aspects of project planning, scheduling, finance management and reporting, working with Project Managers and Project Support Officers to develop project plans, allocate resources, manage and track project spend and financial performance, risk and contingency management, benefits realisation, project impact and quality measures, to identify and address issues, assess project progress and effectiveness, and achieve project outcomes
- Coordinate Gateway Review processes as required for major project delivery.
- Undertake research and formulate recommendations to support evidence based project planning and decision making
- Provide advice and information to stakeholders on emerging project issues and to support project development and delivery in line with established plans, budgets, timeframes, policy objectives and other project and priorities
- Coordinate and deliver briefing notes and regular reporting to the DCJ Board, Board Sub-Committees and Ministers, including Budget Estimates Briefings and Annual Reporting requirements.

## Key challenges

- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
- Achieving project deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple projects which are often complex and interconnected

## Key relationships

Who	Why
<b>Internal</b>	
Senior Program Manager / Project Directors / Executive Director Major Delivery Programs	<ul style="list-style-type: none"> <li>• Receive guidance and provide regular updates on key projects, issues and priorities</li> <li>• Provide advice and contribute to decision making</li> <li>• Identify emerging issues/risks and their implications and propose solutions</li> </ul>
Project Team	<ul style="list-style-type: none"> <li>• Guide, support, coach and mentor team members</li> <li>• Work collaboratively to contribute to achieving team outcomes</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Guide and manage performance and development</li> </ul>
Enterprise PMO	<ul style="list-style-type: none"> <li>• Alignment of PMO processes and reporting requirements</li> <li>• Work collaboratively to contribute to broader Corporate Services and DCJ outcomes</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice on project related issues</li> <li>• Report and provide updates on project progress</li> <li>• Consult and collaborate to resolve project related issues, define</li> </ul>

Who	Why
mutual interests and determine strategies to achieve their realisation	
<b>External</b>	
Stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice on project related matters</li> <li>• Report and provide updates on project progress</li> <li>• Engage and consult in the resolution of project issues</li> </ul>
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li>• Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements</li> <li>• Consult, provide and obtain information, negotiate required outcomes and timeframes</li> <li>• Resolve and provide solutions to issues</li> </ul>

## Role dimensions

### Decision making

The role has autonomy in coordinating and managing the work of the program/project team and makes decisions on matters under their direct control. The PMO Manager will negotiate project objectives, outcomes, timeframes and resources with the project sponsor and stakeholders.

The role has discretion in deciding how projects will be conducted, including decisions on who to consult, both within and outside the organisation. The occupant of the role may consult with the project sponsor on more complex matters.

### Reporting line

This role reports to the Executive Director Major Program Delivery.

### Direct reports

1 direct report and may manage a team of Project Officers/ contractors.

### Budget/Expenditure

Nil

### **Essential requirements**

- Relevant tertiary qualifications or equivalent experience.
- High level of experience in strategic and innovative project management, and superior understanding of project methodologies, processes and procedures.

Appointments are subject to reference checks. Some roles may also require the following checks/clearances:

- National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
- Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012






## 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
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Adept</b>
	Act with Integrity	Intermediate
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	<b>Influence and Negotiate</b>	<b>Adept</b>
 Results	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Intermediate
	<b>Think and Solve Problems</b>	<b>Adept</b>
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Advanced</b>
	<b>Manage and Develop People</b>	<b>Intermediate</b>
 People Management	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	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	Adept	<ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Display Resilience and Courage		<p>situations change</p> <ul style="list-style-type: none"> <li>• Give frank and honest feedback/advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Keep control of own emotions and stay calm under pressure and in challenging situations</li> </ul>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"> <li>• Tailor communication to the audience</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Monitor own and others' non-verbal cues and adapt where necessary</li> <li>• Create opportunities for others to be heard</li> <li>• Actively listen to others and clarify own understanding</li> <li>• Write fluently in a range of styles and formats</li> </ul>
<b>Relationships</b> Influence and Negotiate	Adept	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise and explain the need for compromise</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relations with internal and external stakeholders</li> <li>• Pre-empt and minimise conflict</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering on intended outcomes</li> <li>• Make sure team/unit staff understand expected goals and acknowledge success</li> <li>• Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>• Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>• Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>• Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <li>• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems and select the most effective solutions from a</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>range of option</p> <ul style="list-style-type: none"> <li>• Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>
<b>People Management</b> Manage and Develop People	Intermediate	<ul style="list-style-type: none"> <li>• Ensure that roles and responsibilities are clearly communicated</li> <li>• Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks</li> <li>• Develop team capability and recognise and develop potential in people</li> <li>• Be constructive and build on strengths when giving feedback</li> <li>• Identify and act on opportunities to provide coaching and mentoring</li> <li>• Recognise performance issues that need to be addressed and work towards resolution of issues</li> </ul>