

## ASSISTANT PROGRAM MANAGER ASSET REPLACEMENT PROGRAM

|                           |  |           |         |
|---------------------------|--|-----------|---------|
| BRANCH/UNIT               | TAFE Infrastructure  |           |         |
| TEAM                      | Investment & Capital Delivery                              |           |         |
| LOCATION                  | TBA  |           |         |
| CLASSIFICATION/GRADE/BAND | TAFE Manager Level 1                                       |           |         |
| POSITION NO.              | TBA  |           |         |
| ANZSCO CODE               | 511112   | PCAT CODE | 1229192 |
| TAFE Website              | <a href="http://www.tafensw.edu.au">www.tafensw.edu.au</a> |           |         |

### 1. ORGANISATIONAL ENVIRONMENT

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

### 2. POSITION PURPOSE

The Assistant Program Manager ARP is responsible for leading the delivery of a program of minor capital works to meet strategic planning objectives and specified project outcomes.

### 3. KEY ACCOUNTABILITIES

1. Direct and oversee the delivery of an assigned program of Minor Capital Works and/or related projects, in collaboration with external project managers and design consultants, ensuring outcomes align with the originating brief and meet stakeholder expectations and customer requirements.
2. Develop project plans and budgets in consultation with stakeholders, manage the implementation of project briefs and changes that arise during the project delivery phase.
3. Assist in the procurement of private sector consultants and contractors and manage contracts ensuring performance meets agreed outcomes including compliance, governance processes, quality, time and cost.
4. Implement strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, project impact and quality measures to identify and address issues.
5. Identify and manage project risks and ensure mitigation where practicable.
6. Assess and report on project progress and financial status within assigned portfolio against agreed performance measures and evaluate effectiveness.
7. Proactively identify opportunities for continuous improvement in projects management and delivery and implement strategies in collaboration with the Investment Program Manager and Investment Delivery Manager.
8. Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met.
9. Reflect TAFE NSW's values in the way you work and abide by policies and procedures to ensure a safe, healthy and inclusive work environment.
10. Place the customer at the centre of all decision making.
11. Work with the Line Manager to develop meaningful performance development and review plans.

### 4. KEY CHALLENGES

- Managing complex and sensitive consultations and negotiations with diverse stakeholders within agreed timelines.
- Developing and executing program deliverables and improvements that are practical, effective and sustainable in the context of diverse and changing internal and external stakeholder needs.
- Achieving multiple project objectives through external providers given limited resources, tight deadlines and balance competing demands and priorities.

## 5. KEY RELATIONSHIPS

| WHO  | WHY   |
|--|---|
| <b>Internal</b>  |   |
| Head of Investment and Capital Delivery  | <ul style="list-style-type: none"> <li>Provide advice and expertise as required and gain relevant approvals.</li> </ul>   |
| Investment Delivery Manager/Program Director   | <ul style="list-style-type: none"> <li>Liaise and collaborate on project governance, processes and interdependencies</li> </ul>   |
| Investment Program Manager   | <ul style="list-style-type: none"> <li>Provide leadership, direction and support</li> <li>Report on project status, outcomes and individual performance.</li> </ul>             |
| Other Program Managers   | <ul style="list-style-type: none"> <li>Liaise and collaborate on project interdependencies.</li> </ul>  |
| Regional TAFE staff  | <ul style="list-style-type: none"> <li>Maintain effective customer relationships and facilitate issues resolution</li> </ul>  |
| Other business branches of TAFE NSW corporate office including legal, finance, procurement | <ul style="list-style-type: none"> <li>For consultation, collaboration and advice.</li> </ul>   |
| <b>External</b>  |   |
| Vendors/Service providers  | <ul style="list-style-type: none"> <li>Oversee and supervise project management and implementation services as required, contracts management and issues resolution.</li> </ul> |
| Industry and community groups  | <ul style="list-style-type: none"> <li>Professional development in relation to program/project management.</li> </ul>   |
| Local and State Government bodies  | <ul style="list-style-type: none"> <li>Keep abreast of regulatory matters affecting capital works programs.</li> </ul>  |

## 6. POSITION DIMENSIONS

**Reporting Line:** Regional Investment Program Manager

**Direct Reports:** Nil

**Indirect Reports:** Nil

**Financial delegation:** TBA

**Budget/Expenditure:** TBA

**Decision Making:**

- Makes decisions on complex and sensitive issues through the detailed analysis of alternative courses of action and their implications on achieving organisational objectives and strategies.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

**7. ESSENTIAL REQUIREMENTS**

1. Degree qualifications in Engineering, Architecture, Construction Management or Program Management or relevant significant experience in a related field with at least 3-5 years' experience in the delivery of Minor Capital Works programs and/or related projects.
2. Strong experience in all phases of project management from design to evaluation and implementation within a complex service delivery environment.
3. Demonstrated capability to manage complex stakeholder issues during projects planning and/or delivery phases.
4. Ability to address and meet focus capabilities as stated in the position.

**8. CAPABILITIES****NSW Public Sector Capability Framework**

Below is the full list of capabilities and the level required for this role as per the [NSW Public Sector Capability Framework](#). The capabilities in **bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational > Intermediate > Adept > Advanced > Highly Advanced

| CAPABILITY GROUP   | NAME                                       | LEVEL           |
|--|--|-----------------|
| <br>Personal Attributes | Display Resilience & Courage               | Adept           |
|  | Act with Integrity                         | Advanced        |
|  | <b>Manage Self</b>                         | <b>Advanced</b> |
|  | Value Diversity and Inclusion              | Intermediate    |
| <br>Relationships       | Communicate Effectively                    | Adept           |
|  | <b>Commit to Customer Service</b>          | <b>Advanced</b> |
|  | <b>Work Collaboratively</b>                | <b>Advanced</b> |
|  | Influence and Negotiate                    | Adept           |
| <br>Results             | Deliver Results                            | Adept           |
|  | <b>Plan And Prioritise</b>                 | <b>Adept</b>    |
|  | <b>Think and Solve Problems</b>            | <b>Advanced</b> |
|  | Demonstrate Accountability                 | Adept           |
| <br>Business Enablers   | Finance                                    | Adept           |
|  | Technology                                 | Adept           |
|  | <b>Procurement and Contract Management</b> | <b>Adept</b>    |
|  | <b>Project Management</b>                  | <b>Advanced</b> |

**FOCUS CAPABILITIES**

The focus capabilities for the Assistant Program Manager ARP 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 position's key accountabilities.

**NSW Public Sector Focus Capabilities**

| NSW Public Sector Capability Framework             |          |   |
|--|----------|---|
| Group and Capability                               | Level    | Behavioural Indicators  |
| <b>Personal Attributes</b><br>Manage Self          | Advanced | <ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement.</li> <li>Actively seek, reflect and act on feedback on own performance.</li> <li>Translate negative feedback into an opportunity to improve.</li> <li>Take the initiative and act in a decisive way.</li> <li>Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation.</li> </ul>   |
| <b>Relationships</b><br>Commit to Customer Service | Advanced | <ul style="list-style-type: none"> <li>Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience.</li> <li>Ensure systems are in place to capture customer service insights to improve services.</li> <li>Initiate and develop partnerships with customers to define and evaluate service performance outcomes.</li> <li>Promote and manage alliances within the organisation and across the public, private and community sectors.</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice.</li> <li>Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches.</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs.</li> </ul> |
| <b>Relationships</b><br>Work Collaboratively       | Advanced | <ul style="list-style-type: none"> <li>Recognise outcomes achieved through effective collaboration between teams.</li> <li>Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government.</li> <li>Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions.</li> <li>Network extensively across government and organisations to increase collaboration.</li> <li>Encourage others to use appropriate collaboration approaches and tools, including digital technologies.</li> </ul>   |
| <b>Results</b><br>Plan and Prioritise              | Adept    | <ul style="list-style-type: none"> <li>Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work.</li> <li>Initiate, prioritise, consult on and develop team and unit goals, strategies and plans.</li> <li>Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses.</li> </ul>   |

## NSW Public Sector Capability Framework

| Group and Capability  | Level    | Behavioural Indicators   |
|---|----------|--|
| <b>Results</b><br>Think and Solve Problems                      | Advanced | <ul style="list-style-type: none"> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives.</li> <li>• Evaluate outcomes and adjust future plans accordingly.</li> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues.</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others.</li> <li>• Take account of the wider business context when considering options to resolve issues.</li> <li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements.</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis.</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands.</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria.</li> </ul> |
| <b>Business Enablers</b><br>Procurement and Contract Management | Adept    | <ul style="list-style-type: none"> <li>• Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management.</li> <li>• Develop well-written, well-structured procurement documentation that clearly sets out the business requirements.</li> <li>• Monitor procurement and contract management processes to ensure they are open, transparent and competitive.</li> <li>• Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance.</li> <li>• Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles.</li> <li>• Escalate procurement and contract management issues, where required.</li> </ul>   |
| <b>Business Enablers</b><br>Project Management                  | Advanced | <ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies.</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions.</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages.</li> <li>• Monitor project completion 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 impact.</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals.</li> <li>• Participate in governance processes such as project steering groups.</li> </ul>   |