

## INVESTMENT PROGRAM MANAGER

BRANCH/UNIT	TAFE Infrastructure NSW		
TEAM	Investment & Capital Delivery		
LOCATION	TBA		
CLASSIFICATION/GRADE/BAND	TM4		
POSITION NO.	TBA		
ANZSCO CODE	139999	PCAT CODE	TBA
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 Investment Program Manager is responsible for leading the overarching coordination and successful delivery of a number of high impact complex capital works projects for major Greenfield and Brownfield infrastructure developments. This position renews existing infrastructure to enable contemporary and flexible learning across the state, creating new, modern and state-of the art infrastructure to accommodate future enrolment growth and improve the student learning experience.

### 3. KEY ACCOUNTABILITIES

1. Provide leadership and specialised expert advice to manage and oversee all aspects of project planning, development and implementation across the program of major capital works infrastructure projects to achieve objectives within required time and costs constraints.
2. Lead and guide external project managers providing project management, control, governance and high level coordination support to the TAFE Infrastructure NSW team in delivering major Greenfield and Brownfield infrastructure developments.
3. Lead and oversee program management components across work streams, including project plans, tracking, and progress reporting to ensure project outcomes are achieved on time, on budget, to quality standards and in line with TAFE NSW project governance and management methodology.
4. Provide input into the development of infrastructure business cases by providing cost and program information and assessing infrastructure related risks.
5. Oversee effective application of strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, budget and cashflow targets, program milestone commitments, commitments to the TAFE executive, the Minister and NSW Treasury.
6. Effectively plan and manage resourcing of program projects within financial parameters including the procurement of private sector consultants and construction contractors in consultation with TAFE NSW Procurement team and Government Procurement Guidelines, ensuring performance targets relating to compliance, governance processes, quality, time and cost are met.
7. Provide reporting to inform key senior and executive stakeholders and governance forums such as Steering Committees, Executive Committees, the Minister's Office and provide input into Ministerial Reports.
8. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures.
9. Place the customer at the centre of all decision making.
10. Manage and develop a high performance team, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.
11. Collaborate with staff to ensure the development and regular review of meaningful individual performance management and development plans that are clearly aligned to strategic objectives and focused to develop the individual.

### 4. KEY CHALLENGES

- Managing complex and sensitive consultations and negotiations across project teams 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.
- Controlling potential for project scope creep, and implementing robust protocols, which minimise the financial implications of any unavoidable and/or agreed scope changes, in order to optimise return on investment.

## 5. KEY RELATIONSHIPS

WHO	WHY
<b>Internal</b>	
Head of Investment & Capital Delivery	<ul style="list-style-type: none"> <li>• Provide advice and expertise as required and gain relevant approvals.</li> </ul>
Relevant Investment Program Director, Investment Delivery Manager or Executive (Direct Manager)	<ul style="list-style-type: none"> <li>• Line manager</li> <li>• Receive leadership, advice and support.</li> <li>• Consult and seek guidance on program management direction and strategies.</li> <li>• Regularly report on program status, provide high level advice on issues and resolutions.</li> <li>• Escalate risks and opportunities, providing advice on options in a timely manner.</li> <li>• Seek confirmation on project milestones and significant changes to strategies.</li> </ul>
Direct reports (predominantly external project managers and consultants)	<ul style="list-style-type: none"> <li>• Provide leadership, advice and support.</li> <li>• Review project status reports, risks and contingencies and guide on requirements for more complex corrective actions.</li> <li>• Guide and mentor on project management approaches and methodology.</li> </ul>
TAFE NSW governance and projects management committees and stakeholders	<ul style="list-style-type: none"> <li>• Report as required on status and progress of projects across the program.</li> <li>• Consult on and seek guidance on program management direction and governance requirements.</li> </ul>
Other Investment Program Managers and Investment Project Directors	<ul style="list-style-type: none"> <li>• Liaise and collaborate on project interdependencies</li> </ul>
Other key stakeholders including Executive Leadership Team, Board, union representatives, business leads, staff	<ul style="list-style-type: none"> <li>• Engage and exchange information on program purpose and strategies.</li> <li>• Consult and collaborate on program planning and issues impacting on deliverables.</li> <li>• Provide reporting and updates on program activities as appropriate.</li> <li>• Identify and address arising issues.</li> </ul>
Senior business stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice on a range of project related issues and strategies.</li> <li>• Optimise engagement to achieve defined outcomes.</li> <li>• Manage expectations and resolve issues.</li> </ul>
Program workstream/ specialist managers and leads(if applicable)	<ul style="list-style-type: none"> <li>• Provide senior level advice and expertise to assist with complex project planning and interdependencies management.</li> <li>• Facilitate across projects issues resolutions.</li> <li>• Liaise on and provide input to TAFE Infrastructure NSW program governance and reporting matters.</li> </ul>

**External**

Central government agencies	<ul style="list-style-type: none"> <li>Establish and maintain relationships as appropriate, particularly on matters of common interest to the government sector.</li> <li>Support Program Director/Executive on program/ projects delivery status reports and briefings.</li> </ul>
Contracted services providers	<ul style="list-style-type: none"> <li>Liaise with and manage contracted relationships and performance as required.</li> <li>Oversee and supervise project management and implementation services as required, contracts management and issues resolution.</li> </ul>
Industry Groups and Networks	<ul style="list-style-type: none"> <li>Professional development in relation to program management</li> </ul>
Local and State Government	<ul style="list-style-type: none"> <li>Keep abreast of regulatory matters affecting capital works program</li> </ul>

**6. POSITION DIMENSIONS**

**Reporting Line:** Relevant Investment Program Director, Investment Delivery Manager or Head of Investment & Capital Delivery

**Direct Reports:** ~ 5-10 external consultants (guide only, external Project Managers, Head Design Consultants and Quantity Surveyors)

**Indirect Reports:** (varies dependent on projects)

**Financial delegation:** TBA

**Budget/Expenditure:** Program budget TBA (varies between approximately \$20 million to \$120 million over 5 years)

**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.
- Manage functional expenditure and resourcing within relevant policy and delegation frameworks.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

**7. ESSENTIAL REQUIREMENTS**

- Degree qualification in Engineering, Architecture, Construction Management or Program Management, Project Management or a related field with significant experience.
- At least 5-7 years of experience leading and managing multiple projects at portfolio or program level in the delivery of complex major capital works programs in an infrastructure related field.
- Demonstrated high level stakeholder management skills to positively engage and collaborate on program/project management strategies.
- Strong track record of proactively resolving complex project planning issues to successfully achieve integrated and coordinated delivery.
- Ability to address and meet focus capabilities as stated in the Position Description.






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

### FOCUS CAPABILITIES

The focus capabilities for the Investment Program Manager 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
Personal Attributes	Advanced	<ul style="list-style-type: none"> <li>Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> </ul>
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## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Display Resilience and Courage		<ul style="list-style-type: none"> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats.</li> </ul>
<b>Relationships</b> 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>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>
<b>Results</b>		
Plan and Prioritise	Advanced	<ul style="list-style-type: none"> <li>• Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>• Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>• Monitor the progress of initiatives and make necessary adjustments</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>• Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> <li>• Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning.</li> </ul>
<b>Business Enablers</b>		
Project Management	Highly Advanced	<ul style="list-style-type: none"> <li>• Ensure there are systems and effective governance processes in place for project management</li> <li>• Make decisions on accepting projects based on business cases</li> <li>• Use the historical, political and broader context to inform project directions and mitigate risk</li> <li>• Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication</li> <li>• Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances</li> <li>• Drive the changes required to realise the business benefits of the project</li> <li>• Ensure that project management decisions consider interdependencies between projects.</li> </ul>
<b>People Management</b>		
Manage Reform and Change	Advanced	<ul style="list-style-type: none"> <li>• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"><li>• Implement structured change management processes to identify and develop responses to cultural barriers</li></ul>