

Role Description

Project Manager

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	As assigned
Position Description no	10057-01
Classification/Grade/Band	TAFE Manager Level 2
Senior executive work level standards	Not Applicable
ANZSCO Code	511112
PCAT Code	1229192
Date of Approval	March 2023
Agency Website	www.tafensw.edu.au

Agency overview

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.

Primary purpose of the role

This position is responsible for leading the planning, organisation and control of significant complex projects and sub projects spanning the full continuum of initiation/design and implementation in relation to designated business strategies to meet project objectives, and enable TAFE NSW to achieve its strategic goals, business benefits and outcomes.

Key accountabilities

1. Working in collaboration with relevant specialists, program management office and business stakeholders, lead the development and implementation of significant designated project plans and sub plans as the primary strategy or part of a broader organisation program to achieve project objectives.
2. Manage and oversee the organisation and control of all aspects of project/s implementation across the design, delivery and change continuum, including identifying interdependencies, coordinating smooth project phase transitions and leveraging resources to maximise efficiencies and quality outcomes.
3. Apply appropriate project governance and guidance to others utilising project management tools and documentation including schedules, tracking logs, escalation processes and reporting to ensure outcomes are achieved on time, on budget, to quality standards and in line with the established project management methodology.
4. Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and deliverables are met with minimal disruption to business services.
5. Lead and guide relevant program related specialists and other team members on a matrix or direct basis to support coordinated delivery of project activities and issues resolution enabling delivery on key project milestones.
6. Monitor and evaluate all aspects of project implementation, including risk and contingency management, project impacts and quality measures to assess project progress and effectiveness, identify and address issues, and embed learnings to improve processes and outcomes.
7. Provide expert project management advice and information to stakeholders on emerging issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, program objectives and other project priorities.
8. Contribute flexibly as a senior project management specialist and member of the broader portfolio/program team to a range of program activities as required such as briefings, workshops, communications, meetings, stakeholder liaison and preparation of documents and other products.
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 and review meaningful performance management and development plans.

Key challenges

- Driving the project phases through complex challenges, whilst managing stakeholder relationships with potentially competing objectives.
- Maintaining scope and results focus within a business environment operating within a context of broader change without compromising delivery of business as usual.
- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Maintaining project momentum in an environment where resistance and competing priorities exist.

Key relationships

Internal

Who	Why
Line Manager	<ul style="list-style-type: none">• Receive leadership, advice and support.• Provide reports as required.• Alert where delivery timeframes may be in jeopardy.• Consult appropriately and collaborate on project approaches, risk management, mitigation strategies and issues resolution.
Direct or matrix reports – if applicable	<ul style="list-style-type: none">• Provide leadership, advice and support.• Review project/sub project status reports, risks and contingencies and guide on requirements for more complex corrective actions.• Guide and mentor on project management approaches and methodology.
Program stream leads, specialists and team members	<ul style="list-style-type: none">• Share information.• Provide guidance and support on project management matters and issues.• Lead meetings, discussions and decisions regarding project management activities including planning, scheduling, reporting and issues management.• Collaborate on project implementation and stakeholder relationship strategies.
Project and other business / functional stakeholders	<ul style="list-style-type: none">• Gather and exchange information on the project.• Facilitate engagement and collaboration on project planning, implementation and management activities.• Manage expectations and resolve issues.

External

Who	Why
Other public and private sector specialists relevant to the project activity	<ul style="list-style-type: none">• Liaise on research and information gathering to inform project approaches, options and recommendations.• Maintain contemporary project management expertise.
Contracted services providers	<ul style="list-style-type: none">• Liaise with and manage contracted relationships and performance as required.

Role dimensions

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. (dependent on project)
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

Reporting line

Relevant Head, Program Manager or Senior Project Manager

Direct reports

Dependent on scope of specific program/project

Budget/Expenditure

TBA

Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree qualification in project management/ related field or equivalent significant experience.
3. Strong experience in all phases of project management from design to implementation and evaluation within a complex service delivery environment.
4. Significant record of achievement delivering complex business focused (non-technology based) projects to achieve business or operational related objectives.
5. Demonstrated high level stakeholder management skills to positively engage and collaborate on project activities.

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.


The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none">• Be flexible, show initiative and respond quickly when situations change• Give frank and honest feedback and advice• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately• Raise and work through challenging issues and seek alternatives• Remain composed and calm under pressure and in challenging situations	Adept

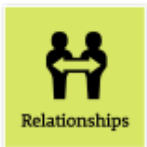


Communicate Effectively

Communicate clearly, actively listen to others, and respond with understanding and respect

- Present with credibility, engage diverse audiences and test levels of understanding
- Translate technical and complex information clearly and concisely for diverse audiences
- Create opportunities for others to contribute to discussion and debate
- Contribute to and promote information sharing across the organisation
- Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
- Explore creative ways to engage diverse audiences and communicate information
- Adjust style and approach to optimise outcomes
- Write fluently and persuasively in plain English and in a range of styles and formats

Advanced

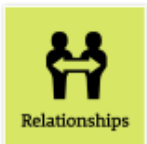


Work Collaboratively

Collaborate with others and value their contribution

- Encourage a culture that recognises the value of collaboration
- Build cooperation and overcome barriers to information sharing and communication across teams and units
- Share lessons learned across teams and units
- Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work
- Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services

Adept



Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- 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 diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

Adept



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes
- Make sure staff understand expected goals and acknowledge staff success in achieving these
- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement
- Identify priorities that need to change and ensure the allocation of resources meets new business needs
- Ensure that the financial implications of changed priorities are explicit and budgeted for

Adept



Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- 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 in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

Advanced



Project Management

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

Advanced



Optimise Business Outcomes

Manage people and resources effectively to achieve public value


- Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
- Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
- When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
- Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
- Monitor performance against standards and take timely corrective actions
- Keep others informed about progress and performance outcomes












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Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept

	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept