

Role Description

Senior Program Manager (CAPEX Delivery)



Regional
NSW

Cluster	Planning, Industry and Environment
Agency	Department of Regional NSW
Division/Branch/Unit	Public Works
Role number	Various roles across NSW
Classification/Grade/Band	Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	133111
PCAT Code	1112202
Date of Approval	
Agency Website	www.drns.w.nsw.gov.au or www.publicworks.nsw.gov.au

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

NSW Public Works is part of the Department of Regional NSW and supports local and state government agencies to deliver critical infrastructure initiatives by providing expert advisory, planning, design, delivery, and support services. Our work is in the hospitals, dams, water treatment plants and high schools – the real foundations of prosperous communities. Every day we help shape the ambitious projects that bring progress to more people in NSW. From forging a more sustainable relationship with the land around us, to engineering the big ideas of the future. In every challenge we see the chance to build stronger and more connected communities.

Primary purpose of the role

The Senior Program Manager, CAPEX Delivery is responsible for developing, delivering, monitoring and evaluating a portfolio of strategic projects related to Capital Programs. The Senior Program Manager manages the associated team to create, allocate and manage Capital Programs for the Property NSW owned portfolio.

Key accountabilities

- Lead the development and delivery of Capital Programs, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required organisation outcomes
- Lead and oversee all aspects of Capital Programs 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 outcomes are achieved on time, on budget, and to quality standards

- Develop and implement strategies and tools for the continuous monitoring and evaluation of Capital Programs, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess progress and overall effectiveness
- Lead with vision and strategically 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 and 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 projects and planning and decision making in the context of Capital Programs

Key challenges

- Implementation is essential for the Senior Manager, however the ability to think outside the square and to challenge recommendations is equally relevant
- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
- Achieving multiple 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	
Manager	<ul style="list-style-type: none"> • 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
Capital Programs Team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members • Lead discussions and decisions regarding key projects and deliverables
Direct Reports	<ul style="list-style-type: none"> • Lead, direct, manage and support performance and development • Guide, support, coach and mentor
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of issues relating to Capital Programs and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues
External	
Stakeholders	<ul style="list-style-type: none"> • Engage in, consult and negotiate the development, delivery and evaluation of projects • Manage expectations and resolve issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • 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

Will make decisions regarding projects which have been signed off for delivery

Reporting line

Director Capital Projects

Direct reports

Various direct reports

Budget/Expenditure

The role does not have a delegated budget; however it must operate within the confines of financial delegations set by the Department and Government.

Essential requirements

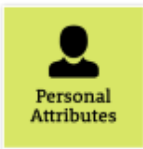
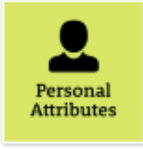

- Appropriate trade, post-trade or tertiary qualifications and/or equivalent relevant working experience in project management, engineering, architecture, and building or construction.
- Demonstrable experience in property project management and/or program management
- 5+ years' experience as a Project/Program Manager delivering construction based projects and programs
- Strong client management skills and ability to lead teams in a fast paced environment
- Extensive experience working with Heritage assets
- An in-depth understanding of relevant legislation codes and practices
- Current NSW Driver Licence and willingness to drive to and work in remote locations which may include overnight stays.

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

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	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
 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • 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



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

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced



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






- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects







Adept

	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	Advanced
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> • Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes 	Advanced

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
	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
	Work Collaboratively	Collaborate with others and value their contribution	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	Advanced
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	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