Role Description
Director Enterprise Project Management Office & Program

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	Corporate Services/Office of the Deputy Secretary
Location	Sydney
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	132411
PCAT Code	2121392
Date of Approval	September 2019
Agency Website	http://www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster (DPIE) was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW

Primary purpose of the role

Lead and direct the Enterprise Project Management and Program function for DPIE including delivering project/ program oversight, process, system and service transformation across the Department. The role facilitates and leads business project delivery.

The role:
- leads the PMO project/portfolio governance and reporting,
- leads the enterprise project reporting service in line with whole of organisation strategy and plans,
- provides high level program advice for a range of new and emerging enterprise project issues, in particular those requiring coordination across the Division, and
- provides hands on program management of high profile cluster initiatives.

Key accountabilities

- Build, and lead a high performance Enterprise Project Management project delivery and organisational change management team of project managers with a strong level of engagement, retention and cross discipline and business collaboration
- Drive program and project management on priority areas within the Department, providing hands on program management leadership of high profile cross-jurisdictional cluster programs to achieve DPIE objectives

- Direct and oversee the delivery of a project management function and facilitate project delivery to ensure projects and project outcomes are tracked, reported and evaluated. This includes the design and implementation of a common project management methodology, standards and tools to drive the successful delivery of project outcomes across the Department
- Foster collaborative and mutually supportive relationships with Divisional project leaders and senior stakeholders, assess cross-functional project team capability, provide coaching, training and support to enhance DPIE's project/program management capability, and improve collaborative development and project results
- Manage the procurement services contracts associates with program and projects to ensure they are conducted in accordance with the highest standards of probity, transparency and fairness and that processes are compliant
- Contribute to the achievement of DPIE business financial objectives for the development of projects including project cost plans, benefits value management, master planning/ programming, vendor management and risk management

Key challenges

- Achieve organisational change and business program governance, delivery and planning priorities across a large, complex organisation
- Working closely with and understanding Divisional and Group businesses sufficiently to properly analyse, document and develop programs and projects which meet business and government requirements and support the change process while keeping up to date with current and emerging best practice, Government policy and statutory requirements

Key relationships

Who	Why
Internal	
Deputy Secretary	• Seek advice and provide expert input into enterprise planning and PMO functions under this role's control
Executive Director, Portfolio Management & Performance	• Seeks direction with regards to issues management; provides advice regarding EPMO; provides recommendations to influence organisational decisions and initiatives
Executive Leadership Team across DPIE and within Corporate Services	• Provide expert advice and regular updates on enterprise project management, reporting and program management functions, priorities and deliverables • Advise and guide strategic business project delivery and governance, portfolio management and reporting • Contribute and lead organisational change across the Department
Team	• Inspire, motivate and provide direction and manage the performance of the team, providing mechanisms to identify talent and mediums to develop people and their careers • Lead discussions and decisions regarding EPMO key tasks • Promote collaboration and contribute to the team's business outcomes

Who	Why
External	
Vendors/ service providers	• Negotiate and approve contracts and service agreements • Manage contracts and monitor the provision of services to ensure compliance with contracts and service arrangements • Maintain productive relationships between vendors, business divisions and shared service providers throughout the programs and change management life cycles to ensure business outcomes are achieved to agreed KPIs
Industry professionals/ Consultants	• Determine the engagement of external management consultants to leverage expertise and supplement internal resources and skills • Seek and maintain specialist knowledge and advice, collaborating on business planning trends and stay up to date with best practice PMO governance, organisational change, project delivery and business planning and reporting • Participate in forums and groups to represent DPIE, share information and implement best practice
Other government agencies	• Engage with key stakeholders, including Treasury and external agencies, forming relationships to ensure coordination on cross-agency programs of existing and planned business investments and enhancements to ensure alignment

Role dimensions

Decision making

- The role has autonomy to deliver Departmental and divisional strategic corporate planning, program management and evaluation, provide advice and change priorities within approved business plans.
- Human, financial and physical resources under the control of the Director can be re-allocated without referral.
- Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.
- Refers to Executive Director those decisions that involve a significant change; management of sensitive issues, or which require a higher delegation or approval.

Reporting line

Executive Director, Portfolio Management & Performance

Direct reports

TBA

Budget/Expenditure

TBA

Essential requirements

- Extensive experience leading large scale business transformation and change initiatives

- Experience and strong understanding in at least one widely used program/ project management or change management methodology or framework

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

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

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 Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Advanced	• Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Advanced	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	• Drive a culture of achievement and acknowledge input of others • 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 output of business unit to ensure government outcomes are achieved within budget

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Advanced	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Demonstrate Accountability	Advanced	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
Business Enablers Procurement and Contract Management	Highly Advanced	• Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices • Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes • Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation
Business Enablers Project Management	Highly Advanced	• Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk

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Group and Capability	Level	Behavioural Indicators
		• Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals
People Management Optimise Business Outcomes	Advanced	• Develop workforce plans that effectively distribute organisational resources to achieve business goals • Plan for strategic use of human resources that links to wider organisational aims and goals • Encourage others to strive for ongoing performance improvement • Align systems and processes to encourage improved performance and outcomes
People Management Manage Reform and Change	Adept	• Actively promote change processes to staff and participate in the communication of change initiatives across the organisation • Provide guidance, coaching and direction to others managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these