Role Description
Senior Program Manager

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Public Works Advisory and Regional Development
Location	Various across NSW
Classification/Grade/Band	Clerk Grade 7/8
Kind of Employment	Temporary or Ongoing
Role Number	Generic role
ANZSCO Code	133111
PCAT Code	1132292
Date of Approval	23/08/2010 (updated 16/12/2021)
Agency Website	www.drnsw.nsw.gov.au or www.publicworks.nsw.gov.au

Agency overview

The Department of Regional NSW is the central agency 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.

Public Works Advisory (PWA) 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. There's nothing abstract about what we do. Just look around. 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. We do this by developing solutions that show creativity and grassroots ingenuity, providing impartial advice and support at all levels of government and the private sector, and partnering with experts to maximise the benefits of our knowledge and experience.

In PWA offices all over the state, you'll find local expertise for local issues. We uncover the best talent, scrutinise cost and risk, and bridge the gap between private sector and government. By managing these nuances, projects we work on don't just get done, they become benchmarks others aspire to.

Primary purpose of the role

The Senior Program Manager leads and manages assigned zones/categories to ensure consistent, quality client service and program/project delivery performance incorporating high quality procurement and contract administration leadership and service.

The role also complements other zone/category Senior Program Managers and Public Works Advisory Specialists to offer multi-dimensional advice to clients about the most optimal way of meeting their asset needs to enable them to deliver their services. The Senior Program Manager is a member of the senior management team and assists the Director in the management of the business unit.

Key accountabilities

- Manage and lead teams responsible for the planning and delivery of a range of projects including complex strategic projects and programs.
- Lead project procurement planning and contract management risks, dispute resolution by providing advisory coaching, mentoring and training support to regional project personnel and clients overseeing performance of project contract personnel.
- Maintain probity in the purchase of contract services by ensuring compliance of regional project personnel with organisational policies, practices and procedures, the NSW Code of tendering and the Code of practice and applicable statutes.
- Be a trusted advisor to agencies across government on practical and innovative solutions to their asset needs and further develop the knowledge of Government/Client assets.
- Contribute to the development of business cases, assurance approaches and implementation, project management approaches, deal concepts and lead client liaison before and during provision of advice.
- Develop and foster close liaison and effective relationships with clients as well as Public Works Advisory Specialists to ensure asset strategies support the delivery of optimal business outcomes.
- Proactively act to identify and mitigate risks to the business and clients.
- Assist the Director in the management of the business unit by actively participating in business activities as a member of the senior management team/service improvement team, including such matters as project management practices and procedures, client relationships and satisfaction, business planning, bid management, continuous improvement, business development and regional, resource planning.

Key challenges

- Maintain and apply a thorough and up-to-date knowledge of current industry trends and practices and Government policies, regulations and requirements so that proposed solutions and project works are cost and resource efficient.
- Drive client satisfaction through the delivery of quality services within mutually agreed parameters to ensure that clients receive the best possible advisory, procurement and contract services.
- Use personal influence, negotiation and leadership skills to facilitate and drive client responsiveness and engagement.

Key relationships

Who	Why
Internal	
Manager/Director	- Escalate issues, keep informed, advice and receive instructions; - Inspire and motivate team, provide direction and manage performance; - Actively participate in business activities as a member of the senior management team;

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Who	Why
	• Assist in the management of the business unit project management practices, procurement, client relationships and business development.
Work Team	• Provide advisory, coaching, mentoring and training support to regional project managers in procurement and contract management; • Lead and support team members to provide high quality and consistent project management services in the business unit; • Lead and participate in meetings and represent work group perspective and share information; • Support team members and work collaboratively to contribute to achieving the teams' business outcomes.
External	
Client/Stakeholders	• Develop and maintain effective working relationships and open channels of communication to ensure that project delivery complies with current organisational practices and procedures are at a high level of client satisfaction; • Negotiate outcomes and timeframes; • Contribute to a client-focused approach to service delivery; • Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues.
Vendors/Service Providers	• Negotiate and approve contracts and service agreements • Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements • Contact to provide and gather information and resolve routine issues.

Role dimensions

Decision making

This position exercises significant autonomy and makes decisions in terms of delegated authority relating to the day-to-day operations of the team(s) allocated for the purpose of project management coordination, including procurement and pricing methods of projects and resolution of client related problems in relation to a range of projects. The Senior Program Manager's direction or advice is sought on the overall direction of projects with regard to resourcing, programming, budgets, client communication and community liaison. Decisions relating to the day-to-day allocation and management of resources are made, however where resource rotation and development opportunities are needed, they are made in consultation and agreement with the Director.

Reporting Line

Director Capital Projects

Direct reports

The number of direct reports to the role may be include:

- Project Manager Staff Grade 3/4
- Project Manager Staff Grade 5/6
- Project Manager Staff Grade 7/8
- Senior Project Manager Staff Grade 9/10

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The revenue targets for this role are set on an annual basis and will part of this role's Performance and Development Plan.

Key knowledge and experience

- Demonstrated high level performance in procurement management, contract management, and/or project management of the planning and/or construction of large complex infrastructure projects

Essential requirements

- Appropriate trade, post-trade or tertiary qualifications and/or equivalent relevant working experience in Project Management, Engineering, Architecture and Building or Construction.
- NSW driver's license, or equivalent, and a willingness and ability to travel to regional areas, including overnight stays as necessary.
- Evidence of the COVID-19 vaccination must be provided upon commencement of employment. This is a condition of engagement should you be successfully appointed to a position within the Department of Regional NSW (which includes Local Land Services and the Soil Conservation Service).

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.

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FOCUS CAPABILITIES

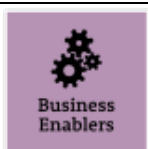| Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • 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	• 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

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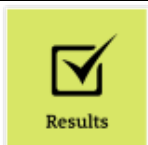
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will 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	
Business Enablers	**Procurement and Contract Management** Understand and apply procurement processes to ensure effective purchasing and contract performance	• Ensure that employees and contractors apply government and organisational procurement and contract management policies • Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions • Promote effective risk management in procurement • Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes • Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors	Advanced	

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	Project Management Understand and apply effective planning, coordination and control methods	• Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment 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 variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects	Highly Advanced
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	Adept

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.

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Capability group/sets	Capability name	Description	Level
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

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