Role Description
Program Manager

Agency overview

Roads & Maritime Services (RMS) was formed on 1 November 2011 with key accountabilities:

- Delivery of new roads and maritime infrastructure to optimise safety and effective & efficient use
- Effective & efficient traffic management and use of the road and maritime network
- Execution of road and maritime safety policies and regulations
- Maintenance of the road and maritime infrastructure to optimise safety, traffic management and asset life

RMS is part of a new integrated transport authority led by Transport for NSW (TfNSW) that aims to create a better transport system, one that is fundamentally designed around the needs and expectations of customers, communities and the economy.

The other delivery focused Transport Agencies include Sydney Trains, NSW Trains and the State Transit Authority. The Private Transport Operators include Private Ferry operators and Private Bus operators.

Primary purpose of the role

The Program Manager is responsible for representing North West Precinct as the key interface for nominated programs. The role will be accountable for program performance reporting, including managing of budget, forecasts, schedule and risk/issue management. The Program Manager will collaborate closely with the team, delivery partners and program sponsors to ensure that projects are on time, on budget, and that risk and mitigation strategies are identified early on. The role will also provide expert advice and information to senior managers on emerging issues, identified risks to support with their decision making.

Key accountabilities

- Ensure that the nominated infrastructure programs and associated projects are developed and completed to the required time, cost, scope and quality outcomes, including the project management of specific projects where required.

- Undertake a lead role representing North West Precinct, leading discussions addressing infrastructure programs and sub-programs requirements to senior management, key stakeholders and program sponsors.
- Monitor and coordinate nominated programs to ensure that they are within budget allocation and conduct regular follow up with project managers.
- Analyse program data and report on project status, identify issues, provide advice, support and recommend solutions to support precinct teams and project managers.
- Develop forecasting plans for nominated programs for submission for funding allocations.
- Develop a NSW-wide view of the different programs and the interactions/overlaps with programs you oversee.
- Provide information and reporting regarding prioritisation of programs and data at a detailed level on program expenditure for status reporting to senior management and program sponsors.
- Adopt the position of subject matter expert for nominated programs and ensure consistency of practice across precincts, take ownership of policies, guidelines and training, as well as be the point of escalation for program-related matters.

Key challenges

- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Embedding a holistic approach to program coordination and reporting to enable timely and accurate reporting of precinct program performance to the Sydney Division Directors.
- Developing sustainable processes that can improve RMS collaboration with funding sponsors and steering committees in the delivery of programs.

Key relationships

Who	Why
Internal	
Team	- Build and maintain constructive and collaborative relationships - Share and exchange information
HAF Program Director / Director Network Integration	- Guidance, direction and organisational objectives - Determine high level and strategic priorities - Escalate complex issues and problems
Internal teams and partners across RMS	- Collaborate and share information - Discuss risks and issues to develop solutions
Direct report(s)	- Engage, motivate staff and develop capability - Give support and regular constructive feedback
External	
NSW Government Departments & Councils	Build and maintain strong internal and external networks and influence people from multiple Government agencies and private organisations for effective outcomes
Private Developers and External Professional and Service Providers	- Build effective relationships and share information - Maintain good relationships for effective outcomes - Keep abreast of the latest trends in the discipline

Decision making

The Program Manager is responsible for managing, monitoring and coordinating all programs across the North West Precinct. The role is fully accountable for the quality and integrity of advice provided.

The role defers to HAF Program Director and Director Network Integration on complex issues of a technical, legislative or political nature or decisions that will substantially alter the outcome or timeframes, major issues or conflicts arising in the course duties or matters requiring a higher delegated authority including approval for expenditure or sensitive issues.

Reporting line

This role reports to the HAF Program Director

Direct reports

This role will may have a variable number of Direct and Indirect Reports depending on project requirements

Budget/Expenditure

Nil

Essential requirements

- Tertiary qualifications or equivalent experience in financial/or program and project management reporting.
- Demonstrated experience and high level skills in risk management practice including identifying and risk mitigation.
- Demonstrated extensive experience and high level skills in managing and reporting of infrastructure programs and projects.
- Demonstrated record of success initiating and overseeing research and analysis, and collaboratively lead the development of consistent solutions

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	Adept
	Manage Self	Adept
	Value Diversity	Adept

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	Adept
	Work Collaboratively	**Advanced**
	Influence and Negotiate	**Advanced**
Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	**Advanced**
People Management	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	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 Display Resilience and Courage	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
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

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Group and Capability	Level	Behavioural Indicators
		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 Work Collaboratively	Advanced	• Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
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 Think and Solve Problems	Advanced	• 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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Project Management	Advanced	• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
People Management Manage and Develop People	Adept	• Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks

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