

Role Description

Principal Project Manager - ICT



Regional
NSW

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| Cluster | Regional NSW |
| Agency | Department of Regional NSW |
| Division/Branch/Unit | Corporate Services/ ICT |
| Location | Parramatta |
| Classification/Grade/Band | Clerk Grade 11/12 |
| Role Family (<i>internal use only</i>) | Bespoke/Information & Communication Technology/Lead |
| ANZSCO Code | 135112 |
| PCAT Code | 1226892 |
| Date of Approval | August 2020 |
| Agency Website | www.nsw.gov.au/regional-nsw |

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.

Primary purpose of the role

The Principal Project Manager - ICT is responsible for analysing, preparing and supporting the business readiness for change taking into account IT deployment, data migration, training and engagement activities, and any business activities required to integrate ICT. The role considers the people, process and technology changes and creates an integrated management plan so that the intention of an initiative is matched to the outcomes.

Key accountabilities

- Prepare impact assessments on the organisational change affected by the introduction of ICT enabled solutions and identify and advise on the mitigation of potential risks.
- Prepare training and user adoption plans to facilitate the transition of ICT enabled solutions into business as usual activities.
- Schedule and manage the implementation of IT programs with minimal adverse impact upon service delivery to meet client satisfaction and end-user Service Level Agreements.
- Analyse proposed change programs and timelines to identify and resolve conflicts between independent change initiatives with stakeholders.
- Advise and support key stakeholders to ensure organisational impact is considered with all change requests to minimise and eliminate systems conflicts affecting delivery capability including risk, strategic direction and cost implications.
- Provide and advise, Business Information & Service (BIS) senior management with organisational messaging within the BIS division with regard to process, role and behavioural change expectations.

Key challenges

- Ensure that resources (staff, contractors and third party providers) undertaking change programs are aware of and comply with the organisations' change management policy, processes and procedures



- Identify and manage schedule conflicts across multi-platform and/or multi-technology change programs with respect to change impact
- Resolve conflicting change programs initiated by independent customers based upon common platforms

Key relationships

| Who | Why |
|-------------------|---|
| Internal | |
| Manager | <ul style="list-style-type: none"> ▪ Escalate issues, keep informed, advise and receive instructions |
| Work team | <ul style="list-style-type: none"> ▪ Support team, work collaboratively to contribute to achieving the teams' business outcomes ▪ Inspire and motivate team, provide direction and manage performance |
| Clients/customers | <ul style="list-style-type: none"> ▪ Manage expectations, facilitate the delivery of change messages, resolve issues and provide solutions to problems |

Role dimensions

Decision making

The role sets own priorities within the parameters and directions of the work program, maintaining a degree of independence in developing a suitable approach in managing allocated projects and providing regular progress reports to the Director.

Reporting line

Reports to Director, ICT

Direct reports

Project teams as allocated.

Budget/Expenditure

As per project allocations

Essential requirements

- Experience in managing organisational wide project managing ICT projects within a large organisation particularly due to changes to information systems.
- Experience in facilitating process change within an ICT department or similar.

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 |
|--|---|---|----------|
|  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 |
|  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 | <ul style="list-style-type: none"> • 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 |
|  Results | Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances | <ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, | Advanced |

including government policy and economic conditions, on 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 help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning



Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- Identify opportunities to use a broad range of technologies to collaborate
- Monitor compliance with cyber security and the use of technology policies
- Identify ways to maximise the value of available technology to achieve business strategies and outcomes
- Monitor compliance with the organisation's records, information and knowledge management requirements

Adept



Optimise Business Outcomes

Manage people and resources effectively to achieve public value

- 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

Manage Reform and Change

Support, promote and champion change, and assist others to engage with change

- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
- Assist others to address emerging challenges and risks and generate support for change initiatives
- Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them
- Implement structured change management processes to identify and develop responses to cultural barriers






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.

COMPLEMENTARY CAPABILITIES

| Capability group/sets | Capability name | Description | Level |
|--|-------------------------------------|--|--------------|
|  Personal Attributes | 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 |
|  Relationships | 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 |
|  Results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| | 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 | Intermediate |
| | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project Management | Understand and apply effective planning, coordination and control methods | Adept |
|  People Management | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |

Occupation / profession specific capabilities

| Capability Set | Category, Sub-category and Skill | Level and Code |
|---|--|-----------------------|
|  | Business Change, Business Change Management, Change implementation and management | Level 5 – CIPM |
| | Business Change, Business Change Management, Benefits management | Level 5 – BENM |
| | Business Change, Business Change Management, Organisation | Level 5 – ORDI |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|----------------------|--|--|
| | design and implementation | |
| | Service Management. Service Transition. Change management | Level 5 – CHGM |
| | | and develop responses to cultural barriers |

| Category and Sub-Category | Level and Code | Level Descriptions |
|---|-----------------|---|
| Business Change Business Change Management Change implementation planning and management | Level 5 CIPM | Creates the business readiness plan, taking into consideration IT deployment, data migration, capability deployment (training and engagement activities) and any business activities required to integrate new processes or jobs into the "business as usual" environment. Determines the readiness levels of business users with regard to upcoming changes; uncovers readiness gaps and creates and implements action plans to close the gaps prior to going live. Assists the user community in the provision of transition support and change planning, and liaises with the project team. Monitors and reports progress on business readiness targets, business engagement activity, training design and deployment activities, key operational metrics and return to productivity measures. Defines the series and sequence of activities to bring stakeholders to the required level of commitment, prior to going live. |
| Business Change Business Change Management Benefits management | Level 5 BENM | Identifies specific measures and mechanisms by which benefits can be measured, and plans to activate these mechanisms at the required time. Monitors benefits against what was predicted in the business case and ensures that all participants are informed and involved throughout the change programme and fully prepared to exploit the new operational business environment once it is in place. Supports senior management to ensure that all plans, work packages and deliverables are aligned to the expected benefits and leads activities required in the realisation of the benefits of each part of the change programme. |
| Business Change Business Change Management Organisation design and implementation | Level 5 ORDI | Conducts business impact assessment to identify how the changes from the "as-is" processes, systems, and structures to the "to-be" processes, systems and structures impact specific organisations and roles. Outlines how the organisation structure, jobs, teams and roles need to change to enable the future business processes. Aligns existing jobs/organisational structures to new processes. |
| Service Management Service Transition Change management | Level 5 CHGM | Develops implementation plans for dealing with more complex requests for change, evaluates risks to integrity of infrastructure inherent in proposed implementations, seeks authority for those activities, reviews the effectiveness of change implementation, suggests improvement to organisational procedures governing change management. Leads the assessment, analysis, development, documentation and implementation of changes based on requests for change. |