

# Role Description

## Senior Manager Enterprise PMO



Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	Corporate Services
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	139999
Role Number	52013708
PCAT Code	1221192
Date of Approval	October 2019
Agency Website	<a href="http://www.ses.nsw.gov.au">www.ses.nsw.gov.au</a>

### Agency overview

Our Mission: NSW SES saving lives and creating safer communities.

Our Vision: A trusted volunteer-based emergency service, working together to deliver excellence in community preparedness and emergency response.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

### Primary Purpose of the role

Senior Manager Enterprise PMO leads a multi-disciplinary team of specialists to build organisational capability and enable delivery of strategic programs, changes and business improvement across the agency. The role partners with internal and external stakeholders to ensure a whole of organisation approach to strategy development, the delivery of outcomes, change, continuous improvement and strategic reporting.

### Key accountabilities

- Monitor and report on strategic, operational and project plans to inform decision making and support achievement of organisational objectives
- Develop strategic recommendations by identifying, reviewing and evaluating plans, systems and processes to optimize efficiency and increase effectiveness through supporting the achievement of quality outcomes
- Lead and oversee all aspects of project governance and program assurance to support project development and implementation across a portfolio of complex projects, including overseeing the

preparation of business cases and project plans to ensure outcomes are achieved and aligned with NSW SES project management methodology

- Facilitate strong working relationships with key stakeholders to support collaboration, the exchange of information and issues management to build organisational capability and influence outcomes
- Manage and develop a team in business analysis that supports the linkage of business objectives with strategic outcomes, defining business requirements and identifying opportunities and risks to strategic outcomes
- Provide strategic direction and guidance in the planning, development and implementation of effective change management strategies and portfolio, program and project management, policies and processes to ensure effective integration of change management strategies and project plans
- Provide strategic view and coordination of operational business modelling, process mapping, analysis and consultation to contribute to sound decision making and delivery strategic initiatives
- Lead, manage and plan to ensure effective and compliant utilisation of assets and resources (includes encouraging and supporting mobility, responsibility for budget/financial performance, and compliance with governance, work health & safety and other requirements)

## Key challenges

- Fostering a culture within the NSW SES in which ethical conduct and the effective change and project management and related responsibilities and accountabilities are clearly understood
- Keeping abreast of contemporary business intelligence initiatives and reporting to support business requirements
- Managing and influencing complex diverse stakeholder groups across a wide geographical location with competing interests and priorities to support business analysis and reporting

## Key relationships

Who			Why
<b>Internal</b>			
Deputy Commissioner Services	Commissioner	Corporate	<ul style="list-style-type: none"> <li>• Report on and provide advice on the delivery of various goals and projects to ensure best fit solutions</li> <li>• Liaise with in regards to strategic planning processes</li> </ul>
Directors/Zone Commanders/Managers/Project Team Leaders			<ul style="list-style-type: none"> <li>• Provide advisory and consultancy services</li> <li>• Work in collaboration to ensure understanding and direction of change management, projects and initiatives</li> </ul>
Work Team			<ul style="list-style-type: none"> <li>• Clearly communicate expectations and allocate work to ensure the timely provision of quality client service; monitor performance</li> <li>• Provide supervision, constructive feedback and support; facilitate teamwork and opportunities for development and information sharing</li> <li>• Ensure clear understanding of business objectives, reporting and business requirements</li> </ul>

Who	Why
<b>External</b>	
Other government agencies	<ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships to ensure the successful delivery of various projects</li> <li>• Represent the NSW SES on external committees and working parties</li> </ul>

## Role dimensions

### Decision making

The role has autonomy in determining day to day work priorities and resolving requirements to achieve deliverables. The role makes decisions on the content of reports, submissions, policies, correspondence and briefs.

The role consults with the Deputy Commissioner Corporate Services on any decision that will substantially alter the outcomes or timeframe of a goal, change management or project plans; any major policy issues or conflicts arising in the course of goals, projects and other duties; and matters requiring a higher delegated authority such as approval for expenditure and/or travel.

### Reporting line

This role reports directly to Deputy Commissioner Corporate Services

### Direct reports

This role has 4 direct reports:

Change Manager

Manager Project Management Office

Business Analyst x 2

### Budget/Expenditure

Salary: \$527,694

## Essential requirements

- Demonstrated experience in process mapping, business requirements analysis, change management or project management
- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months

*You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.*

## 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](http://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	Adept
	<b>Act with Integrity</b>	<b>Adept</b>
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Adept</b>
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	<b>Plan and Prioritise</b>	<b>Advanced</b>
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Advanced
	<b>Technology</b>	<b>Adept</b>
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Advanced</b>
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Advanced</b>

### 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
<b>Personal Attributes</b> Act with Integrity	Adept	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Act professionally and support a culture of integrity</li> <li>• Identify and explain ethical issues and set an example for others to follow</li> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>
<b>Relationships</b> Work Collaboratively	Adept	<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>
<b>Results</b> Plan and Prioritise	Advanced	<ul style="list-style-type: none"> <li>• Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>• Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>• Monitor the progress of initiatives and make necessary adjustments</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>• Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Technology	Adept	<ul style="list-style-type: none"> <li>Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> <li>Identify opportunities to use a broad range of technologies to collaborate</li> <li>Monitor compliance with cyber security and the use of technology policies</li> <li>Identify ways to maximise the value of available technology to achieve business strategies and outcomes</li> <li>Monitor compliance with the organisation's records, information and knowledge management requirements</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>Participate in governance processes such as project steering groups</li> </ul>
<b>People Management</b> Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>Develop work plans that consider capability, strengths and opportunities for development</li> <li>Be aware of the influences of bias when managing team members</li> <li>Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>Monitor and report on team performance in line with established performance development frameworks</li> </ul>
<b>People Management</b> Manage Reform and Change	Advanced	<ul style="list-style-type: none"> <li>Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>

