



Role Description

Project Manager, Capital Works

Cluster	NSW Parliament
Agency	Department of Parliamentary Services
Division/Branch/Unit	Corporate Services/People, Property & Security/Property Management Services
Role number	Multiple
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	TBA
PCAT Code	TBA
Date of Approval	June 2021
Agency Website	www.parliament.nsw.gov.au

Agency overview

Administratively, the Parliament comprises three main Departments: the Department of Parliamentary Services (DPS); Department of the Legislative Council (LC); and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the heads of their respective House Departments. These House Departments are responsible for providing procedural advice to the Council and Assembly, and their respective members, on parliamentary proceedings in each House and their Committees, undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions; Parliament Services and Corporate Services, and two project Branches; Digital Transformation and Capital Works Strategy Delivery.

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises of the corporate functions that provide services to all staff and Members across Parliament House. This includes: the Financial Services and Governance Branch; People, Property and Security Branch; IT Services Unit; and the Planning, Insights and Performance Unit.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly, supported by a contemporary governance framework.

Primary purpose of the role

The Project Manager manages and coordinates the development, implementation, delivery and evaluation of complex capital works projects to achieve project outcomes and support the achievement of organisational objectives for NSW Parliament and its 98 Electorate Offices.

Responsible for the management and delivery of capital works projects throughout their whole lifecycle, ensuring client objectives are achieved according to time, cost, quality, environmental and work, health and safety requirements. Participate in a variety of major and minor capital works projects and building services projects.

Key accountabilities

- Manage and oversee all aspects of project planning, development and implementation for a range of projects, including scope, design, developing project plans, coordinating resources, managing budgets, meeting reporting requirements, and supporting project-related activities, to ensure project outcomes are achieved on time, on budget, to quality standards and within agreed scope in line with established project management methodology.
- Establish and maintain stakeholder relationships through effective communication, collaboration, negotiation and issues management to engage stakeholders and ensure project deliverables are met
- Monitor and evaluate all aspects of project implementation, including risk and contingency management, benefits realisation, project impact and quality measures, to identify and address issues, assess project progress and effectiveness, and achieve project outcomes.
- Manage a project team/s, ensuring compliance with governance and quality requirements, to successfully deliver all key project/s milestones and outcomes.
- Undertake research and formulate recommendations to support evidence based project planning and decision making
- Provide advice and information to stakeholders on emerging project issues and to support project development and delivery in line with established plans, budgets, timeframes, policy objectives and other project and priorities.
- Prepare complex correspondences (emails, memorandums and briefing papers) to quality, consistency and in a professional manner.
- Prepare and disseminate regular progress reports, tender documents, project and communications plans, timelines and budgets as required in accordance with the Project Management Framework.
- Ensure that works area is safe and without risk to the health of employees, members, contractors and members of the public.

Key challenges

- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Achieving project deadlines and milestones to the required standards and within budget whilst undertaking project construction works in relevant time periods that minimise disruption to the operation of Parliament.
- Simultaneously coordinate and deliver interconnected projects which are often complex.
- Anticipating risks associated with the project and develop options for managing them throughout the life of a project

Key relationships

Who	Why
Internal	
Relevant Reporting Line Manager	<ul style="list-style-type: none"> • Key relationship manager, report to, receive advice and guidance, clarify instructions and report on progress against work plans as required • Receive guidance and provide regular updates on key projects, issues and priorities • Provide advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions • Escalate discuss issues and propose solutions
Work / Project Team	<ul style="list-style-type: none"> • Provide guidance and professional support, exchange information • Determine work priorities and oversee progress to facilitate their ongoing professional development • Collaborate to continually improve knowledge, build capability, and improve consistency and service quality • Provide an escalation point for issues or complex decision-making • Guide, support, coach and mentor team members • Work collaboratively to contribute to achieving team outcomes
Direct Reports	<ul style="list-style-type: none"> • Guide and manage performance and development
Division/Branch Leadership Team	<ul style="list-style-type: none"> • Collaborate and build effective relationships to ensure the optimisation of project milestones • Respond to requests for information or assistance and escalate sensitive issues
Stakeholders/customers	<ul style="list-style-type: none"> • Provide expert advice on project related issues • Report and provide updates on project progress • Consult and collaborate to resolve project related issues, define mutual interests and determine strategies to achieve their realisation
External	
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on project related matters • Report and provide updates on project progress • Engage and consult in the resolution of project issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements • Consult, provide and obtain information, negotiate required outcomes and timeframes • Resolve and provide solutions to issues

Role dimensions

Decision making

Is responsible to ensure project deliverables are realised within the required timeframes and to budget.

Works with and mentors and guides the work of the project team for delivery and implementation.

Is responsible, in collaboration with the Senior Manager and Project Accountant, for the appropriate allocation of risk and contingency against the schedule.

Refers to the Senior Manager those decisions that may involve significant change or interruption to the project or which require higher delegation or approval.

Reporting line

The role accounts and reports to the Senior Manager Capital Works - Delivery.

Direct reports

The role may/will have a variable number of direct and indirect reports (depending on business/project team requirements)

Budget/Expenditure

As per the approved DPS Financial Delegations.

Key knowledge and experience

- Demonstrated extensive experience in project management and delivery of capital works /or construction projects at the Project Manager level.
- Proficiency with a range of Project Management software and techniques
- Demonstrated experience in procurement and contract negotiation and administration using NSW Government Contracts and the NSW Government Procurement framework and guidelines
- Well-developed business writing skills and experience preparing complex reports and correspondence
- Demonstrated all-round problem solving skills with demonstrated ability to investigate and analyse solutions, provide multiple solution options and make recommendations.

Essential requirements

- Tertiary qualifications in Project Management, Construction Management or related discipline, or equivalent industry experience (Project Management certification preferred).

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
	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 	Adept

		<ul style="list-style-type: none"> • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict 	
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for 	Adept
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness 	Adept
	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact 	Advanced



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups
- Collaborate to set clear performance standards and deadlines in line with established performance development frameworks
- Look for ways to develop team capability and recognise and develop individual potential
- Be constructive and build on strengths by giving timely and actionable feedback
- Identify and act on opportunities to provide coaching and mentoring
- Recognise performance issues that need to be addressed and work towards resolving issues
- Effectively support and manage team members who are working flexibly and in various locations
- Create a safe environment where team members' diverse backgrounds and cultures are considered and respected
- Consider feedback on own management style and reflect on potential areas to improve




Intermediate

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	Intermediate
	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
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate

	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate