

# Role Description

## Project Director



Planning,  
Industry &  
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	Corporate Services
Location	Sydney
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	225311
PCAT Code	2111492
Date of Approval	December 2018 (November 2019)
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### Agency overview

The Planning, Industry and Environment Cluster (DPIE) was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW

### Primary purpose of the role

The Director is required to ensure that key projects led by Corporate Services are delivered efficiently, consistently, and with focus on our staff and customers. The role provides expert strategic management and stakeholder advice to the Corporate Services Executive Leadership Team and Senior Executives across the Department to ensure that the Department presents as a professional, integrated organisation in managing projects to its employees, partner agencies and the government.

### Key accountabilities

- Collaboratively working with project/program leads, conduct management assurance to ensure key projects are managed well throughout their life cycle. Where required, undertake project implementation readiness reviews prior to key projects going live
- Support the leadership team on project management by coordinating the delivery of key projects to minimise project fatigue
- Provide coaching, advice and consultative support to project teams to enable them to build their project management capabilities and effectiveness
- Working with learning and development teams, develop and maintain the project management program for relevant target audiences to build project leadership, project management capability, resilience and project readiness

- Establish and maintain a community of practice of project professionals in the Department to build and embed capability, tackle common issues and promote the importance and value of project management to the future of the business
- Lead the design and development of standardised metrics for the measurement of project effectiveness and business readiness to gain insight into how a project is being embedded in the organisation and take appropriate corrective action to drive success

## Key challenges

- Building momentum and understanding of project management as a business multiplier beyond a people management strategy.
- Keeping up to date of external factors which may impact the organisation, including emerging social, political, environmental and stakeholder issues.
- Developing and promoting project management, including fostering collaboration and managing resistance to project, including facilitating project workshops influencing key stakeholders to foster a collaborative environment ensuring business objectives are achieved.

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director	<ul style="list-style-type: none"> <li>• Line leadership</li> <li>• Provide regular updates on progress</li> <li>• Agree and measure key project adoption performance indicators</li> <li>• Escalate issues, keep informed, seek guidance and receive instruction</li> </ul>
Program Manager	<ul style="list-style-type: none"> <li>• Guide, support and provide instruction</li> </ul>
Project Team	<ul style="list-style-type: none"> <li>• Guide, support, coach and mentor team members</li> <li>• Lead discussions and decisions regarding key projects and deliverables</li> </ul>
Program sponsors	<ul style="list-style-type: none"> <li>• Provide expert advice on a range of project related issues and strategies</li> <li>• Optimise engagement to achieve defined outcomes</li> <li>• Manage expectations and resolve issues</li> </ul>
Corporate Services	<ul style="list-style-type: none"> <li>• Work with Corporate Services leadership team to plan and manage key program releases</li> <li>• Provide visibility and updates of various initiatives to key stakeholders</li> </ul>
<b>External</b>	
NSW Government agency partners and other key external stakeholders	<ul style="list-style-type: none"> <li>• Manage expectations and resolve issues</li> <li>• Provide line of sight for all department project projects.</li> </ul>

## Role dimensions

### Decision making

#### The Project Director

- is accountable for the operations and planning to achieve the agreed direction
- negotiates matters related to area of responsibility, and makes decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes

- is fully accountable for the content, accuracy, validity and integrity of advice provided
- must consult with the Executive Director on major issues arising during the course of work performed
- makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, practice standards, delegations, agency policy and procedures
- is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters.

### **Reporting line**

The Project Director reports to Executive Director Property Fleet and Procurement

### **Direct reports**

TBC

### **Budget / Expenditure**

TBC

### **Essential requirements**

- Relevant tertiary and professional qualifications, such as business administration, project management, project management or similar discipline, and/or equivalent professional experience

### **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 listed 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>Advanced</b>
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Advanced
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Highly Advanced</b>
 People Management	Manage and Develop People	Advanced
	<b>Inspire Direction and Purpose</b>	<b>Advanced</b>
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Project</b>	<b>Highly 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	Advanced	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical behaviour and reinforce them in others</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Ensure that others have a working understanding of the legislation and policy framework within which they operate</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act on reported breaches of rules, policies and guidelines</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage varied audiences and test levels of understanding</li> <li>• Translate technical and complex information concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Actively listen and encourage others to contribute inputs</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Build a culture of respect and understanding across the organisation</li> <li>• Recognise outcomes which resulted from effective collaboration between teams</li> <li>• Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government</li> <li>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>• Drive a culture of achievement and acknowledge input of others</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control output of business unit to ensure government outcomes are achieved within budget</li> <li>• Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Business Enablers</b> Project Management	Highly Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects 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 impacts</li> <li>• Manage transitions between project stages and ensure that projects are consistent with organisational goals</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals</li> <li>• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Work to remove barriers to achievement of goals</li> </ul>
<b>People Management</b> Manage Reform and Project	Highly Advanced	<ul style="list-style-type: none"> <li>• Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies</li> </ul>

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"><li>• Build staff support and commitment to announced project, and plan and prepare for long-term organisational project, with a focus on the wider political, social and environmental context</li><li>• Create an organisational culture that actively seeks opportunities to improve</li><li>• Anticipate, plan for and address cultural barriers to project at the organisational level</li></ul>