Role Description
Principal Portfolio Management Lead

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Digital.NSW and Customer Service ICT /NSW Telco Authority
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	139999
PCAT Code	3229192
Date of Approval	September 2020

Primary purpose of the role

Lead and manage the portfolio work to plan, develop, deliver, monitor and evaluate a portfolio of strategic projects, to achieve project outcomes, and support achievement of organisational objectives.

Key accountabilities

- Lead the development and oversight of a portfolio of projects, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required organisation outcomes
- Lead and oversee all aspects of project development, implementation and closure across a portfolio of complex projects, including preparing business cases and project plans, establishing appropriate governance, identifying, allocating and managing resources, and meeting reporting requirements, to ensure project outcomes are achieved on time, on budget, to quality standards and in line best practice project management methodology
- Manage the prioritisation of a portfolio of projects and develop fit for purpose methodologies to continuously refine and improve the prioritisation process.
- Develop and implement strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess project progress and overall effectiveness.
- Develop and manage stakeholder relationships through the provision of expert advice, effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met
- Provide expert advice and information to stakeholders on emerging portfolio issues and present recommendations in line with established plans, budgets, timeframes, policy objectives and other project priorities

Key challenges

- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
- Responding flexibly to ensure the achievement of multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities

Key relationships

Who	Why
Internal	
Director	• Escalate issues, receive advice and report on progress towards business objectives and discuss future directions • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Project Team	• Guide, support, coach and mentor team members • Lead discussions and decisions regarding key projects and deliverables • Work collaboratively to contribute to achieving business outcomes
Direct Reports	• Lead, direct, manage and support performance and development • Guide, support, inspire, motivate, coach and mentor
Stakeholders	• Provide expert advice on a range of project related issues and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues
External	
Stakeholders	• Engage in, consult and negotiate the development, delivery and evaluation of projects • Manage expectations and resolve issues • Build and maintain positive, collaborative and trusted relationships
Vendors/Service Providers and Consultants	• Communicate needs, facilitate routine business transactions and resolve issues • Negotiate and approve contracts and service agreements • Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Director

Direct reports

This role has various direct reports

Budget/Expenditure

As per Customer Service Delegations

Key knowledge and experience

Extensive knowledge and experience in the conduct of major projects and programs gained through substantial industry practice

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	• Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views	Advanced

Role Description Principal Portfolio Management Lead

I work FOR NSW

		• 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 and difficult or controversial issues	
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community	Adept
	Work Collaboratively Collaborate with others and value their contribution	• Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services	Adept
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• 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

I work FOR NSW

Results **Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• 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	• 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 in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced	
Business Enablers **Project Management** Understand and apply effective planning, coordination and control methods	• 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 transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups	
People Management	**Manage and Develop People** *Engage and motivate staff, and develop capability and potential in others*	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	Adept

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	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced

I work FOR NSW

Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
People Management	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	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate