

Role Description

Principal Program Manager



Planning,
Industry &
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Housing and Property/Program Management Office/Roads to Home Program
Location	Statewide
Classification/Grade/Band	Clerk Grade 11/12
Role Number	TBA
ANZSCO Code	511112
PCAT Code	1119192
Date of Approval	October 2020
Agency Website	www.dpie.nsw.gov.au

Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

The Housing and Property Group within Department of Planning, Industry and Environment (DPIE) oversees the management of state government assets, including the management of Crown land, the NSW Government's social housing portfolio and oversight of strategic use and disposal of government owned land. The Group also includes the Aboriginal Housing Office, the Valuer General and the Land and Housing Corporation.

The Group leverages public and private sector expertise to improve place-based outcomes, providing greater access and choice of housing through initiatives such as an end-to-end housing strategy, and improving outcomes for Aboriginal communities to maximise community benefit from government owned land and property.

Roads to Home Program

The Roads to Home Program (Program) is a planning and infrastructure upgrade program to remove the barriers to achieve subdivision and equity of access to essential services in Aboriginal communities. Working in close partnerships with Local Aboriginal Land Councils and collaboration with other key stakeholders such as Local Council, Aboriginal peak organisations and other government agencies, initial funding for the Program is designed to establish ten communities with learnings from the early stages to inform subsequent stages.

Primary purpose of the role

The Principal Program Officer leads and manages the monitoring and evaluation of strategic programs, to achieve program outcomes, and support achievement of organisational objectives.

Key accountabilities

- Lead the development and delivery of programs, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required organisation outcomes.
- Develop and implement strategies and tools for the continuous monitoring and evaluation of programs, to identify and address issues and assess program progress and overall effectiveness.
- Provide expert advice and information to stakeholders on emerging program issues and present recommendations to support delivery of program priorities.
- Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the program.
- Oversee research and formulate recommendations to support evidence based program planning and decision making.
- Oversee the data and commentaries from multiple sources and undertake data validation to ensure data integrity and accuracy is retained when developing reports.

Key challenges

- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Achieving multiple program 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	
Manager	<ul style="list-style-type: none">• 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
Program Team	<ul style="list-style-type: none">• Guide, support, coach and mentor team members• Lead discussions and decisions regarding key projects and deliverables
Stakeholders	<ul style="list-style-type: none">• Provide expert advice on a range of program related issues and strategies• Optimise engagement to achieve defined outcomes• Manage expectations and resolve issues
External	
Stakeholders	<ul style="list-style-type: none">• Engage in, consult and negotiate the development, delivery and evaluation of programs• Manage expectations and resolve issues

Role dimensions

Decision making

The role:

- obtains direction, instruction and advice from the Director regarding work priorities and referral/escalation of matters and enquiries received
- seeks input or advice from the Director in relation to matters that may have whole of Department or government implications
- operates and makes decisions within legislative and regulatory provisions, public sector frameworks, strategic and business plans, applicable policies, delegations, budget and resource parameters

Reporting line

Manager

Direct reports

Nil.

Budget/Expenditure

Nil.

Essential requirements

This is an Identified role under the Section 14d of the Anti-Discrimination Act 1977 and as such Aboriginality is an essential requirement of the role as well as sensitivity to and understanding of Aboriginal Culture and an excellent understanding of Aboriginal community governance and structures.

Tertiary qualifications in a relevant discipline and/or demonstrated equivalent industry or professional experience in the relevant area.

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"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • 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 	Advanced
	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
 Deliver Results	Achieve results through the efficient use of resources and a	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes 	Adept

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| commitment to quality outcomes | <ul style="list-style-type: none"> • 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 |
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Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

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| <ul style="list-style-type: none"> • 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 |
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Project Management





Understand and apply effective planning, coordination and control methods

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| <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 • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups | Advanced |
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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	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	Adept
 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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept