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| **Cluster** | Planning & Environment |
| **Agency** | Department of Planning & Environment |
| **Division/Branch/Unit** | Water  |
| **Location** | Various |
| **Classification/Grade/Band** | Clerk Grade 11-12 |
| **Role Family** *(internal use only)* | Bespoke/ Projects & Programs/Lead |
| **ANZSCO Code** | 133111 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | November 2022 (updated from March 2021; and August 2019) |
| **Agency Website** | <https://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 Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

Primary purpose of the role

Lead the project management and delivery of the Improving Great Artesian Basin Drought Resilience program of projects in north-west regional NSW. This includes coordinating resources and contracted services, managing budgets, ensuring project deliverables and milestones are met within required timeframes, stakeholder engagement, customer service, project reporting, governance and risk management and quality control.

# Key accountabilities

* Manage the delivery of programs and projects including the development and implementation of project architecture, appropriate governance and risk frameworks, performance measures and systems to track, monitor and report on identified project milestones and deliverables to ensure effective delivery of projects
* Lead the development and ongoing management of the Team business plans and budget
* Undertake post project reviews to examine timelines, budget compliance and cost/benefit of identified outcomes, and communicate lessons learnt
* Manage the development of systems and processes that ensure transparency of project progress, identifying risk, capture untapped potential opportunities, and make appropriate strategic and operational recommendations to the senior management team
* Facilitate and coordinate quality and coverage of briefings and responses for senior management and the Government to ensure consistency
* Manage the delivery of regular project monitoring and reporting to senior management to ensure that NSW projects are delivered in a cost effective manner, provide value for money and meet the NSW Government’s strategic objectives
* Provide thoughtful, consistent and pragmatic management of scope change and scope creep, advising users and senior management on potential governance, compliance and risk issues with the Joint Venture Programs
* Embed best practice in project and program methodologies and management techniques, tools and processes, to support DPE Water’s project and program management capability and to reduce project related risk.

Key challenges

* Managing project delivery and risks within budget and time constraints, balancing competing demands to ensure program and project objectives are achieved
* Embedding effective project and program management processes and systems which are transparent and support multiple project deliverables
* Undertaking relationship management, exercising diplomacy and astute judgment when liaising with stakeholders, customers and partner agencies.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Group Director Programs & Performance | * Escalate issues, provide advice and receive direction
* Contribute to the provision of advice and guidance on project management and implementation of initiatives
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| Other Water Project Managers andPrincipal project Officers | * Provide advice and information; seek information for reporting and coordination
* Work closely to share knowledge on project requirements and obtain data and information to required standard and timeframes
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| Team | * Inspire, guide, support and motivate the team, provide direction and manage performance
* Review the work and proposals of team members
* Encourage team to work collaboratively to contribute to achieving business outcomes
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| **External** |  |
| Stakeholders, Central agencies, and the Commonwealth. | * Work collegially to ensure program and project objectives are achieved.
* Seek insight with regard to federal funding objectives and report on project performance.
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# Role dimensions

## Decision making

* The role has autonomy to deliver projects, and change priorities within approved business plans.
* Human, financial and physical resources under the control of the Director can be re-allocated without referral within the Unit.
* Plans, leads and organises the work of the Water Efficiency & Infrastructure team and manages resources through appropriate procurement processes.
* Refers to the Group Director only those decisions that are contentious or that require a higher delegation or approval.

## Reporting line

Group Director Programs & Performance

## Direct reports

4-7 direct reports

## Budget/Expenditure

TBA

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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**  |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
|  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | Take responsibility for delivering high-quality customer-focused servicesDesign processes and policies based on the customer’s point of view and needsUnderstand and measure what is important to customersUse data and information to monitor and improve customer service deliveryFind opportunities to cooperate with internal and external stakeholders to improve outcomes for customersMaintain relationships with key customers in area of expertiseConnect 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 collaborationBuild cooperation and overcome barriers to information sharing and communication across teams and unitsShare lessons learned across teams and unitsIdentify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to workActively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|  | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational outcomesDrive a culture of achievement and acknowledge input from othersDetermine how outcomes will be measured and guide others on evaluation methodsInvestigate and create opportunities to enhance the achievement of organisational objectivesMake sure others understand that on-time and on-budget results are required and how overall success is definedControl business unit output to ensure government outcomes are achieved within budgetsProgress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Assess work outcomes and identify and share learnings to inform future actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **Project Management**Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependenciesAccess key subject-matter experts’ knowledge to inform project plans and directionsDesign and implement effective stakeholder engagement and communications strategies for all project stagesMonitor project completion and implement effective and rigorous project evaluation methodologies to inform future planningDevelop effective strategies to remedy variances from project plans and minimise impactManage transitions between project stages and ensure that changes are consistent with organisational goalsParticipate in governance processes such as project steering groups | Advanced |
|  | **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 outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | 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 |
|  | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
|  | 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 | Advanced |
|  | 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 |