# Role Description
# Program Manager

| Role Description Fields | Details |
|---|---|
| Cluster | Education |
| Department/Agency | TAFE NSW |
| Division/Branch/Unit | As assigned |
| Position Description no | 10031-01 |
| Classification/Grade/Band | TAFE Manager Level 4 |
| Senior executive work level standards | Not Applicable |
| OSCA Code | 511231 |
| PCAT Code | 1229192 |
| Date of Approval | September 2023 |
| Agency Website | https://www.tafensw.edu.au/ |

## Agency overview

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

## Primary purpose of the role

This position is responsible for leading the project management, overarching coordination and successful delivery of a number of high impact complex projects that together transform business operational models, ways of working and/ or structures. The position ensures strong governance and control of projects, identifying interdependencies and leveraging resources to maximize efficiencies and achieve required organisation benefits and outcomes.

## Key accountabilities

1. Provide leadership and specialised expert advice to manage and oversee all aspects of project planning, development and implementation across the program of projects to achieve objectives within required time and costs constraints.
2. Lead and guide project managers providing project management, control, governance and high level coordination support to specialist teams delivering change, transformation or other complex/ multifaceted initiatives across TAFE NSW businesses and functions.
3. Lead and oversee program management components across workstreams, including business cases, project plans, tracking, and progress reporting to ensure project outcomes are achieved on time, on budget, to quality standards and in line with TAFE NSW project governance and management methodology.
4. Oversee effective application of strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, project impact and quality measures, to identify and address issues, assess project progress and overall effectiveness.
5. Establish, build and oversee management of stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders, including executive and senior leadership, are engaged, issues are resolved and project deliverables are met.
6. Effectively plan and manage resourcing of program projects within financial parameters including engagement and management of vendor and contract/contingent resources to ensure capacity, capability and flexibility to mitigate risks and meet program requirements.
7. In collaboration with the PMO, provide senior/ executive level reporting to the Program Director on program status, including emerging opportunities and risks and the progress of projects towards milestones and deliverables, to inform key stakeholders and governance forums.
8. Manage interdependencies and coordination across projects within the program and other related organisation strategies, to ensure integrated delivery and minimising adverse business impacts.
9. Assess, manage and appropriately escalate issues and risks to program delivery, providing expert advice to the Program Director on strategies and approaches to ensure mitigation where practicable.
10. Demonstrate a genuine commitment to safety excellence and safety leadership. This includes actively consulting, promoting and contributing to initiatives, monitoring safety performance, and making decisions and acting on health, safety and wellbeing matters.
11. Place the customer at the centre of all decision making.
12. Build and develop a high performance team, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.
13. Collaborate with staff to ensure the development and regular review of meaningful individual performance development and review plans that are clearly aligned to strategic objectives and focused to develop the individual.

## Key challenges

- Managing complex and sensitive consultations and negotiations across project teams with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Achieving multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities.
- Controlling potential for project scope creep, and implementing robust protocols, which minimise the financial implications of any unavoidable and/or agreed scope changes, in order to optimise return on investment.

## Key relationships

### Internal

| Who | Why |
|---|---|
| Line Manager | • Receive leadership, advice and support.<br>• Consult and seek guidance on program management direction and strategies.<br>• Regularly report on program status, provide high level advice on issues and resolutions.<br>• Escalate risks and opportunities, providing advice on options in a timely manner.<br>• Seek confirmation on project milestones and significant changes to strategies. |
| Direct Reports | • Provide leadership, advice and support.<br>• Review project status reports, risks and contingencies and guide on requirements for more complex corrective actions.<br>• Guide and mentor on project management approaches and methodology. |
| TAFE NSW enterprise level governance and projects management committees and stakeholders | • Report as required on status and progress of projects across the program.<br>• Consult on and seek guidance on program management direction and governance requirements. |
| Other key stakeholders including Executive Leadership Team, Board, union representatives, business leads, staff | • Engage and exchange information on program purpose and strategies.<br>• Consult and collaborate on program planning and issues impacting on deliverables.<br>• Provide reporting and updates on program activities as appropriate.<br>• Identify and address arising issues. |
| Senior business stakeholders | • Provide expert advice on a range of project related issues and strategies.<br>• Optimise engagement to achieve defined outcomes.<br>• Manage expectations and resolve issues. |
| Program workstream/ specialist managers and leads, including PMO (if applicable) | • Provide senior level advice and expertise to assist with complex project planning and interdependencies management.<br>• Facilitate across projects issues resolutions.<br>• Liaise on and provide input to PMO program governance and reporting matters. |

### External

| Who | Why |
|---|---|
| Central government agencies | • Establish and maintain relationships as appropriate, particularly on matters of common interest to the government sector.<br>• Support Program Director/Executive on program/ projects delivery status<br>• Reports and briefings. |
| Contracted services providers | • Liaise with and manage contracted relationships and performance as required. |

## Role dimensions

### Decision making

- Makes decisions on complex and sensitive issues through the detailed analysis of alternative courses of action and their implications on achieving organisational objectives and strategies.
- Manage functional expenditure and resourcing within relevant policy and delegation frameworks.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

### Reporting line

Relevant Program Director or Executive

### Direct reports

~ 10 (guide only, dependent on scope of specific program)

### Budget/Expenditure

TBA

## Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree qualification in program/ project management/ related field or equivalent significant experience.
3. Extensive experience leading and managing multiple projects at portfolio or program level on business transformation and change (or similar) across large complex business areas or organisations.
4. Demonstrated high level stakeholder management skills to positively engage and collaborate on program/project management strategies.
5. Strong track record of proactively resolving complex project planning issues to successfully achieve integrated and coordinated delivery.

## 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 |
|---|---|---|---|
| | **Manage Self**<br>Show drive and motivation, an ability to self-reflect and a commitment to learning | • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement<br>• Actively seek, reflect and act on feedback on own performance<br>• Translate negative feedback into an opportunity to improve<br>• Take the initiative and act in a decisive way<br>• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | Advanced |
| | **Communicate Effectively**<br>Communicate clearly, actively listen to others, and respond with understanding and respect | • Present with credibility, engage diverse audiences and test levels of understanding<br>• Translate technical and complex information clearly and concisely for diverse audiences<br>• Create opportunities for others to contribute to discussion and debate<br>• Contribute to and promote information sharing across the organisation<br>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints<br>• Explore creative ways to engage diverse audiences and communicate information<br>• Adjust style and approach to optimise outcomes<br>• Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| | **Deliver Results**<br>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 outcomes<br>• Drive a culture of achievement and acknowledge input from others<br>• Determine how outcomes will be measured and guide others on evaluation methods<br>• Investigate and create opportunities to enhance the achievement of organisational objectives<br>• Make sure others understand that on-time and on-budget results are required and how overall success is defined<br>• Control business unit output to ensure government outcomes are achieved within budgets<br>• Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |

| Capability group/sets | Capability name | Behavioural indicators | Level |
|---|---|---|---|
| | **Think and Solve Problems**<br>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<br>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others<br>• Take account of the wider business context when considering options to resolve issues<br>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements<br>• Implement systems and processes that are underpinned by high-quality research and analysis<br>• Look for opportunities to design innovative solutions to meet user needs and service demands<br>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| | **Project Management**<br>Understand and apply effective planning, coordination and control methods | • Ensure there are systems and effective governance processes in place for project management<br>• Make decisions on accepting projects based on business cases<br>• Use the historical, political and broader context to inform project directions and mitigate risk<br>• Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication<br>• Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances<br>• Drive the changes required to realise the business benefits of the project<br>• Ensure that project management decisions consider interdependencies between projects | Highly Advanced |

| Capability group/sets | Capability name | Behavioural indicators | Level |
|---|---|---|---|
| | **Inspire Direction and Purpose**<br>Communicate goals, priorities and vision, and recognise achievements | • Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders<br>• Translate broad organisational strategy and goals into tangible team goals and explain the links for the team<br>• Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders<br>• Work to remove barriers to achieving goals | Adept |
| | **Optimise Business Outcomes**<br>Manage people and resources effectively to achieve public value | • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives<br>• Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning<br>• When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences<br>• Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context<br>• Monitor performance against standards and take timely corrective actions<br>• Keep others informed about progress and performance outcomes | 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.

| 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 |
| | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| | 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 |
| | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| | 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 |
| | 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 |
| | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |