

POSITION DESCRIPTION

Position Title	Planning & Governance Manager		
Organisational Unit	Information Technology Directorate		
Functional Unit	Strategy & Planning		
Nominated Supervisor	Associate Director, IT Strategy & Planning		
Higher Education Worker (HEW) Level	HEW 9	Campus/Location	Melbourne (St Patrick's), North Sydney (MacKillop)
CDF Achievement Level	2 Management (Line)	Work Area Position Code	13788
Employment Type	Full-time, Fixed Term for 24 months	Date reviewed	April 2017

ABOUT AUSTRALIAN CATHOLIC UNIVERSITY

Mission Statement: *Within the Catholic intellectual tradition and acting in Truth and Love, Australian Catholic University is committed to the pursuit of knowledge, the dignity of the human person and the common good.*

Australian Catholic University (ACU) is both a Catholic University and a public institution within the Australian higher education sector. ACU is an inclusive community which welcomes students and staff of all beliefs. The University is committed to a strong Catholic ethos and seeks to foster and promote teaching and learning, research and scholarship, and community engagement in the Christian tradition. As valued members of our community, all staff members are expected to have an understanding of ACU's [Mission](#) and values and to demonstrate an active contribution to them.

The University shares with universities worldwide a commitment to quality in teaching, research and service. It aspires to be a community characterised by free enquiry and academic integrity.

The University chooses to focus on areas of teaching and research that are closely connected with its particular character as a University that is Catholic, public and national. The focus areas are Theology and Philosophy, Health, Education, and the Common Good and Social Justice.

ACU has over 2,500 staff supporting more than 34,000 students across seven campuses – Adelaide, Ballarat, Brisbane, Canberra, Melbourne, North Sydney and Strathfield.

The structure to support this complex and national University consists of:

- Provost
- Chief Operating Officer & Deputy Vice-Chancellor
- Deputy Vice-Chancellor, Research
- Deputy Vice-Chancellor, Students, Learning and Teaching

Each portfolio consists of a number of Faculties, Research Institutes or Directorates. The Directorate of Identity and Mission drives both the Identity and the [Mission](#) of the University. In addition, five Associate Vice-Chancellors and Campus Deans focus on the University's local presence and development of the University at the local 'campus' level.

The University pursues performance excellence and offers an environment where staff are valued and rewarded. Staff are expected to demonstrate a commitment to continuous improvement and to participate fully in resolving issues to achieve and maintain quality standards relevant to role. Further information about a career with ACU is available at www.acu.edu.au.

ACU is committed to diversity and social inclusion in its employment practices. Applications from Aboriginal and Torres Strait Islander people, people with disabilities and people from culturally diverse groups are encouraged.

ABOUT THE CORPORATE SERVICES PORTFOLIO

The Corporate Services Portfolio enables and fosters an engaging student and workplace experience through services aligned to the Identity and Mission, and the Strategic Plan of the University. The Portfolio is comprised of the directorates of Finance, General Counsel, Governance, Human Resources, Information Technology, Marketing & External Relations, Planning & Strategic Management, Properties & Facilities, Student Administration and the Office of the Chief Operating Officer.

ABOUT THE IT DIRECTORATE

Operating within the ACU's Corporate Services Portfolio, the Information Technology Directorate is led by the Director of Information Technology and three Associate Directors and National Manager. The Director is responsible for overall strategic planning and governance, while the Associate Directors and National Manager are responsible for specific portfolios representing the core functions of the Information Technology Directorate. These comprise Strategy and Planning, Applications, Infrastructure and Service Delivery.

The Information Technology Directorate is a professional business unit with a customer service focus. Its vision is to deliver high quality ICT Strategic services to support learning, teaching, research and business functions within the University. The Information Technology Directorate is responsible for the planning, management and delivery of information technology and services across the University to ensure the development and implementation of enhanced delivery systems and infrastructure to support the University Strategic Plan and activities.

ABOUT STRATEGY AND PLANNING

The Strategy and Planning unit enables IT to bring ideas to reality. The unit seeks to understand the University's needs and the digital landscape, shape them into future strategies and plans, develop and manage programs of work, and develop products and services within a manageable architectural/planning blueprint for a university wide view. The group brings together strategy and planning, relationship management, enterprise architecture, program/project management, and IT security functions.

POSITION PURPOSE

The Planning & Governance Manager oversees the management, reporting and delivery of IT projects and programs and promotes the adoption of best practice project methodologies, processes and frameworks across the directorate. The position gives strategic advice to IT senior leadership and manages a team of senior project managers to ensure the quality delivery of IT projects and programs that align with strategic initiatives and appropriately address ACU's needs for IT enabled change.

POSITION RESPONSIBILITIES

Introduction

A number of frameworks and standards express the University's expectations of the conduct, capability, participation and contribution of staff. These are listed below:

- ACU Strategic Plan 2015-2020
- Catholic Identity and Mission
- ACU Capability Development Framework
- Higher Education Standards Framework
- ACU Service Principles
- ACU Staff Enterprise Agreement including provisions in relation to Performance Excellence

The [Capability Development Framework](#) in particular is important in understanding the core competencies needed in all ACU staff to achieve the University's strategy and supports its mission.

Key responsibilities

Key responsibilities specific to this position	Relevant Core Competences (Capability Development Framework)	Scope of contribution to the University			
		Within the work unit or team	School or Campus	Faculty or Directorate	Across the University
<p>Project and Program Governance & Reporting</p> <ul style="list-style-type: none"> Implement and provide advice on appropriate project and program governance and reporting practices within IT to ensure alignment with existing University policies and systems. Monitor the IT directorate's projects and programs to ensure alignment with the strategic objectives of ACU and the directorate. Ensure the timely and accurate distribution of information on programs and projects to stakeholders to inform decision-making and review processes. Make recommendations to the Director IT, Associate Directors, and National Manager in sanctioning ideas for investigation, potential progression to business cases, and eventual inclusion in the directorate's projects and programs. Provide strategic advice to the IT leadership team on key issues and opportunities to improve the contribution of projects and programs to business outcomes. Prepare and contribute to the preparation of business cases and other proposals for funding. Develop processes to monitor and forecast resource usage and allocation to improve the financial management of IT projects/programs and to ensure timely resource availability. 	<ul style="list-style-type: none"> Apply Commercial Acumen Communicate with Impact Be Responsible and Accountable for Achieving Excellence 			✓	
<p>Project & Program Support & Assurance</p> <ul style="list-style-type: none"> Actively encourage and support the adoption of project, program and portfolio policy, procedures, methodologies, frameworks, templates, reports, dashboard, repositories, information and systems across the IT Directorate. 	<ul style="list-style-type: none"> Apply Commercial Acumen Collaborate Effectively Deliver Stakeholder Centric Service 				

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<ul style="list-style-type: none"> Apply project management best practices to increase the chances of successful outcomes for initiatives. This involves at a minimum: <ul style="list-style-type: none"> Facilitating workshops with project managers and project stakeholders to set up projects for success; Monitoring the health of projects and programs to support the identification of issues and improvements; and Performing project implementation reviews and communicating lessons learned to the directorate and the Corporate Services Portfolio Project Office. Identify issues, conflicts and implementation milestone overlaps across the IT projects & programs and propose appropriate solutions to prioritise and resolve matters as required. 					✓
<p>Project and Program Competence & Practice</p> <ul style="list-style-type: none"> Recruit, lead and manage the (senior/) project managers and any other required project management staff, developing a practice capability. Lead project management capability within IT, motivating, supporting and developing the skills and awareness of decision makers, project staff and project stakeholders to build project management maturity and practice and ensuring the success of IT directorate projects and programs, and of other IT managed initiatives. Build project and program management skills and capability within IT by collaborating with project participants (solution architects, business analysts, project coordinators, etc.), coaching and mentoring others to adopt the appropriate use of project management techniques. Develop processes to anticipate resource usage and ensure availability for the appropriate skilled and experienced resources. 	<ul style="list-style-type: none"> Adapt to and Lead Change Communicate with Impact Coach and Develop 			✓	
<p>IT Governance</p> <p>Implement and provide advice to senior management on appropriate improvements to ACU's governance of IT (strategy services, architecture, projects, and risk).</p>	<ul style="list-style-type: none"> Deliver Stakeholder Centric Service Apply Commercial Acumen Know ACU Work Processes and Systems 				✓

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Other <ul style="list-style-type: none"> Build robust relationships with University management, project and programs stakeholders and staff. Other duties as directed to support strategic, program/project and organisational unit goals. 	<ul style="list-style-type: none"> Deliver Stakeholder Centric Service Collaborate Effectively Know ACU Work Processes and Systems 				✓

HOW THE ROLE OPERATES

Key Challenges and Problem Solving

- Delivering high quality project outcomes for clients despite a relatively low level of project delivery maturity.
- Building credibility with directorate staff and project and program sponsors for the use of appropriate governance, frameworks, processes and systems.
- Prioritisation of work in a complex and changing environment to meet tight and competing deadlines.
- Keeping all relevant stakeholders informed of programs and projects and engaged throughout the life of the projects.

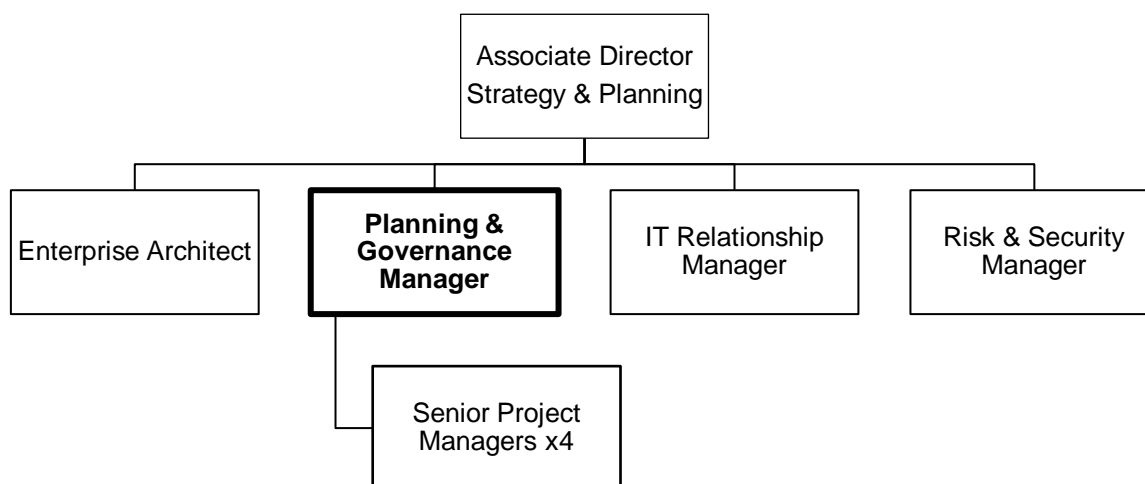
Decision Making / Authority to Act

- The position holder has substantial autonomy in the establishment and day-to-day management of the IT Project Management Office, including developing a range of resources, systems and processes for the effective management of programs, projects and initiatives.
- The position holder gives specialist advice and recommendations to the IT Director, Associate Directors, and Project & Program Sponsors on policy, methodology, and the implementation of the projects & programs.
- The position holder directs (senior/) project managers in the appropriate quality delivery of projects and programs.
- The position has substantial autonomy in the management of vendors and other commercial matters in line with delegated authority and in consultation with the nominated supervisor.

Communication / Working Relationships

- The position holder communicates extensively with the IT Directorate leadership team to gain support for strategic initiatives and ensure that all initiatives meet organisational unit and ACU requirements.
- This position holder works with units across the Corporate Services portfolio and wider University to inform and engage all relevant stakeholders, and identify gaps in initiatives to understand what solutions are needed.
- The position will engage with external vendors to carry out initiatives, and be responsible for commercial matters and vendor management for these.

Reporting Relationships



For further information about structure of the University refer to the [organisation chart](#).

SELECTION CRITERIA

Qualifications, skills, knowledge and experience

1.	Postgraduate qualification with extensive professional knowledge and experience in project, program and portfolio management; or an equivalent combination of relevant training and experience.
2.	Demonstrated experience in managing an IT PMO (Project Management Office) in a large and complex organisation with proven experience in the establishment and management of frameworks, methodologies and processes for projects, services and portfolios.,
3.	Demonstrated experience building project and program manager capability and/or providing clients with advice and coaching to achieve position outcomes for the organisation.
4.	Demonstrated understanding and experience with the commercial and organisational requirements of project delivery e.g. contractual matters, financials, customer service, resourcing, outsourcing partners, change and stakeholder management.

Core Competencies (as per the [Capability Development Framework](#))

5.	Demonstrate confidence and courage in achieving ACU's Mission, Vision and Values by connecting the purpose of one's work to ACU's Mission, Vision and Values.
6.	Demonstrated ability to adopt an organisational wide point of view and make informed, evidence-based decisions to achieve high quality outcomes for the organisation and seize opportunities that improve organisational viability.
7.	Demonstrated ability to communicate effectively and work collaboratively with stakeholders internal and external to the organisation to capitalise on all available expertise to achieve organisational objectives.
8.	An ability to coach and develop staff, set clear expectations for performance and encourage others to share skills and knowledge to build a culture of learning and improvement.

9.	Demonstrated ability to plan work effectively and simultaneously meet tight timeframes in order to manage a number of complex and competing matters.
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Other attributes

10.	Demonstrated commitment to cultural diversity and ethical practice principles and demonstrated knowledge of equal employment opportunity and workplace health and safety, appropriate to the level of the appointment.
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