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| --- | --- |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | XXXX |

Primary purpose of the role

The Principal Project Manager - ICT leads and manages the risk, quality and progress of major ICT projects to organisational standards, and ensures projects are completed on time, on budget, to quality standards, and within agreed scope. Leads the adoption of project management methodologies, selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches to meet the project deliverables.

Key accountabilities

* Lead and manage project planning, budget and governance to deliver critical, highly complex and/or large projects and the achievement of expected benefits
* Evaluate project feasibility including business requirements, forecasting and planning for the realisation of anticipated benefits and ensure project scope is aligned with business priorities
* Manage permanent and/or virtual teams to ensure project outcomes are achieved, projects are integrated, available resources are optimised and methodologies, systems, tools, processes and policy guidelines are applied consistently
* Ensure that business and technology risks are appropriately identified, managed and reported
* Develop and implement project management plans to ensure the success of the project
* Lead the process for the deployment and integration of new digital capabilities into the business in a way that is sensitive to and fully compatible with business operations
* Communicate regularly with key stakeholders, manage expectations and ensure project outcomes are met

Key challenges

* Identifying interdependencies and balancing competing demands to ensure project objectives are achieved
* Establishing effective teams and building and maintaining relationships with stakeholders

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Escalate issues, keep informed, advise and receive instructions * Inspire and motivate team, provide direction and manage performance |
| Work team | * Represent work group perspective and share information including lessons learned * Lead discussions and decisions regarding implementation of innovation and best practice * Assist team members to manage expectations around delivery and requirements, to yield consistent results * Lead cross-functional meetings and foster teamwork to drive resolution of issues |
| Clients/customers | * Provide strategic advice for business improvement * Resolve issues and provide solutions to problems. * Address escalated cost issues with project sponsor as needed |
| **External** |  |
| Vendors/service providers | * Negotiate and approve contracts and service agreements * Manage contracts and monitor provision of service to ensure compliance with contracts and service agreements and optimise the benefits of the relationship * Contact to provide and gather information and resolve routine issues |

# Role dimensions

## Decision making

x

## Reporting line

x

## Direct reports

x

## Budget/Expenditure

x

# 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.

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at [www.psc.nsw.gov.au/capabilityframework/ICT](https://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/ict-professionals)

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 icon | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | Be flexible, show initiative and respond quickly when situations change  Give frank and honest feedback and advice  Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately  Raise and work through challenging issues and seek alternatives  Remain composed and calm under pressure and in challenging situations | | | Adept | |
| Relationships icon | **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 | |
| Results icon | **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 | Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence  Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience  Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience  Seek contributions and ideas from people with diverse backgrounds and experience  Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness  Identify and share business process improvements to enhance effectiveness | | | Adept | |
| Business Enablers icon | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending  Consider financial implications and value for money in making recommendations and decisions  Understand how financial decisions impact the overall financial position  Understand and act on financial audit, reporting and compliance obligations  Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these | | | Intermediate | |
| **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  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | | | Advanced | |
| People Management icon | **Optimise Business Outcomes**  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  Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning  When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences  Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context  Monitor performance against standards and take timely corrective actions  Keep others informed about progress and performance outcomes | | | Adept | |

| **Occupation specific focus capability set** | | | |
| --- | --- | --- | --- |
| **Capability Set** | **Category and Sub-Category** | **Level Descriptions** | **Level and Code** |
| **Project management**  Skills Framework for the Information Age logo | Change and Transformation  Business Change Implementation | Takes full responsibility for the definition, documentation and successful completion of complex projects (typically with significant business, political, or high-profile impact, and high-risk dependencies).  Adopts and adapts project management methods and tools, selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches.  Ensures that effective project control, change control, risk management and testing processes are maintained.  Monitors and controls resources, revenue and capital costs against the project budget and manages expectations of all project stakeholders. | Level 6  PRMG |
| **Benefits management**  Skills Framework for the Information Age logo | Change and transformation  Business change management | Identifies specific measures and mechanisms by which benefits can be measured, and plans to activate these mechanisms at the required time.  Monitors benefits against what was predicted in the business case and ensures that all participants are informed and involved throughout the change programme and fully prepared to exploit the new operational business environment once it is in place.  Supports operational managers to ensure that all plans, work packages and deliverables are aligned to the expected benefits and leads activities required in the realisation of the benefits of each part of the change programme. | Level 5  BENM |
| **Change implementation planning and management**  Skills Framework for the Information Age logo | Change and transformation  Business change management | Creates the business readiness plan, taking into consideration IT deployment, data migration, capability deployment (training and engagement activities) and any business activities required to integrate new digital processes or jobs into the "business as usual" environment.  Determines the readiness levels of business users with regard to upcoming changes; uncovers readiness gaps and creates and implements action plans to close the gaps prior to going live.  Assists the user community in the provision of transition support and change planning, and liaises with the project team.  Monitors and reports progress on business readiness targets, business engagement activity, training design and deployment activities, key operational metrics and return to productivity measures.  Defines the series and sequence of activities to bring stakeholders to the required level of commitment, prior to going live. | Level 5  CIPM |
| **Relationship management**  Skills Framework for the Information Age logo | Relationships and engagement  Stakeholder management | Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external).  Facilitates the engagement of stakeholders and delivery of services and change projects, acting as a single point of contact for senior stakeholders, facilitating relationships between them.  Negotiates to ensure that stakeholders understand and agree what will meet their needs, and that appropriate agreements are defined.  Oversees monitoring of relationships including lessons learned and appropriate feedback.  Leads actions to improve relations and open communications with and between stakeholders. | Level 6  RLMT |

# 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 icon | 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 | Adept |
| Relationships icon | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| 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 | Intermediate |
| Results icon | 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 icon | 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 |
| People Management icon | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Adept |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Intermediate |

| Occupation specific complimentary capabilities | | | |
| --- | --- | --- | --- |
| **Capability Set / Skill** | **Category and Sub-category** | **Description** | **Level and Code** |
| **Methods and tools**  Skills Framework for the Information Age logo | Strategy and architecture  Technical strategy and planning | The definition, tailoring, implementation, assessment, measurement, automation and improvement of methods and tools to support planning, development, testing, operation, management and maintenance of systems. Ensuring methods and tools are adopted and used effectively throughout the organisation. | Level 5  METL |
| **Business risk management**  Skills Framework for the Information Age logo | Strategy and architecture  Business strategy and planning | The planning and implementation of organisation-wide processes and procedures for the management of risk to the success or integrity of the business, especially those arising from the use of information technology, reduction or non-availability of energy supply or inappropriate disposal of materials, hardware or data. | Level 5  BURM |