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| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **Classification/Grade/Band** | Band 1 |
| **Date of Approval** | 26 June 2020 |

Primary purpose of the role

The Director, Project Management Office (PMO) is responsible for the Agency's overall project management function, providing leadership, integration and management of PMO processes and functions to improve the consistency and efficiency of the Agency’s project delivery.

Key accountabilities

* Define the PMO strategy and lead the design and implementation of a common project management methodology, standards and tools to drive and facilitate the successful delivery of projects
* Lead the execution of a PMO governance, reporting and review framework to provide a holistic view of all organisational project activity
* Manage interdependencies and coordination across projects to ensure that information relating to project deliverables, risks and issues are effectively communicated between stakeholders and that key performance indicators are monitored and evaluated
* Identify and define the major strategic issues for the organisation and integrate diverse stakeholder interests with the Government’s broader agenda to inform the development and prioritisation of project initiatives and to proactively understand and mitigate risks
* Define business strategies and organisational policies to enable the strategic coordination of multiple major projects and initiatives to improve efficiency and effectiveness of projects
* Foster collaborative and mutually supportive relationships with project leaders and senior stakeholders, assess cross-functional project team capability, provide coaching, training and support to enhance the Agency's project/program management capability, and improve collaborative development and project results

Key challenges

* Achieving cooperation, compliance and engagement in the value of a PMO function in an environment of conflicting interests and opinions
* Identifying new and innovative project management approaches and tools and embed these in the behaviour and day to day activities of the organisation’s operations

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice, counsel and recommendations on PMO matters, to influence organisational decisions and initiatives |
| Executive | * Develop strategic relationships and provide expert PMO advice to impact decisions, support initiatives, clarify accountability and communicate customer service performance |
| Direct Reports | * Lead, guide and support * Set performance expectations and manage performance and development |
| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to project issues |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts and service level agreements * Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements |

# Role dimensions

## Decision making

NA

## Reporting line

NA

## Direct reports

NA

## Budget/Expenditure

NA

# 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** |
| Personal Attributes | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience  Ensure systems are in place to capture customer service insights to improve services  Initiate and develop partnerships with customers to define and evaluate service performance outcomes  Promote and manage alliances within the organisation and across the public, private and community sectors  Liaise with senior stakeholders on key issues and provide expert and influential advice  Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches  Ensure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy  Use sound arguments, strong evidence and expert opinion to influence outcomes  Determine and communicate the organisation’s position and bargaining strategy  Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional  Achieve effective solutions when dealing with ambiguous or conflicting positions  Anticipate and avoid conflict across organisations and with senior internal and external stakeholders  Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution | Highly Advanced |
| Results | **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 agenda  Ensure business plan goals are clear and appropriate and include contingency provisions  Monitor the progress of initiatives and make necessary adjustments  Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately  Consider the implications of a wide range of complex issues and shift business priorities when necessary  Undertake 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 | | Design and develop systems to establish and measure accountabilities  Ensure accountabilities are exercised in line with government and business goals  Exercise due diligence to ensure work health and safety risks are addressed  Oversee quality assurance practices  Model the highest standards of financial probity, demonstrating respect for public monies and other resources  Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks  Incorporate sound risk management principles and strategies into business planning | Advanced |
| Business Enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | | Ensure there are systems and effective governance processes in place for project management  Make decisions on accepting projects based on business cases  Use the historical, political and broader context to inform project directions and mitigate risk  Obtain key stakeholders’ commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication  Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances  Drive the changes required to realise the business benefits of the project  Ensure that project management decisions consider interdependencies between projects | Highly Advanced |
| People Management | **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 |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | | Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty  Assist others to address emerging challenges and risks and generate support for change initiatives  Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them  Implement structured change management processes to identify and develop responses to cultural barriers | Advanced |

# 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 | 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 | Adept |
| Relationships | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Advanced |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Business Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
| Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Advanced |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| People Management | 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 |