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| **Portfolio** | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** |  Strategy, Policy and Commissioning / Generics |
| **Location** | Parramatta |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** |  Various |
| **ANZSCO Code** | 511112  |
| **PCAT Code** | 2119192 |
| **Date of Approval** | 23 September 2024 | **Ref: SPC 005** |
| **Agency Website** | www.dcj.nsw.gov.au |

***Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.***

**Agency overview**

# The Department of Communities and Justice (DCJ) is the lead agency in the Communities and Justice Portfolio. Communities and Justice aims to achieve a safe, just, and inclusive New South Wales (NSW) by operating an effective legal system; increasing access to social and affordable housing; protecting children and families; addressing domestic and family violence; promoting public safety; reducing reoffending; and supporting community harmony and social cohesion.

# DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community by providing services that are effective and responsive to community needs.

# Primary purpose of the role

The Principal Project Manager leads and manages project teams to develop, deliver, monitor and evaluate a portfolio of strategic projects, to achieve project outcomes, and support achievement of organisational objectives.

# Key accountabilities

* Lead the development and delivery of a portfolio of projects, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required organisation outcomes
* Lead and oversee all aspects of project development and implementation across a portfolio of complex projects, including preparing business cases and project plans, establishing appropriate governance, identifying, allocating and managing resources, and meeting reporting requirements, to ensure project outcomes are achieved on time, on budget, to quality standards and in line with the Agency project management methodology
* Develop and implement strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess project progress and overall effectiveness
* Lead and manage project team/s, including internal and external project staff, to deliver all key project/s milestones and outcomes
* Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met
* Provide expert advice and information to stakeholders on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities
* Oversee research and formulate recommendations to support evidence based project planning and decision making

# Key challenges

* Managing complex and sensitive consultations and negotiations 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

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Receive advice and report on progress towards business objectives and discuss future directions
* Provide expert advice and contribute to decision making
* Identify emerging issues/risks and their implications and propose solutions
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| Project Team | * Guide, support, coach and mentor team members
* Lead discussions and decisions regarding key projects and deliverables
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| Direct Reports | * Lead, direct, manage and support performance and development
* Guide, support, coach and mentor
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| Stakeholders | * Provide expert advice on a range of project related issues and strategies
* Optimise engagement to achieve defined outcomes
* Manage expectations and resolve issues
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| **External** |  |
| Stakeholders | * Engage in, consult and negotiate the development, delivery and evaluation of projects
* Manage expectations and resolve issues
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| Vendors/Service Providers and Consultants | * Communicate needs, facilitate routine business transactions and resolve issues
* Negotiate and approve contracts and service agreements
* Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements
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# Role dimensions

## Decision making

The role has autonomy in coordinating and managing the work of the project team. The Project Manager makes decisions on matters under their direct control. The Project Manager will negotiate project objectives, outcomes, timeframes and resources with the project sponsor and stakeholders.

The role has discretion in deciding how projects will be conducted, including decisions on who to consult, both within and outside the organisation. The occupant of the role may consult with the project sponsor on more complex matters.

## Reporting line

The role reports to the Director.-

## Direct reports

May be responsible for a small project team.

## Budget/Expenditure

Nil.

# Key knowledge and experience

High level of experience in strategic and innovative project management, and superior understanding of project methodologies, processes and procedures.

# Essential requirements

Relevant tertiary qualifications or equivalent experience.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

* National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
* Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

# 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 logo | **Display Resilience and Courage**Be open and honest, prepared to express your views, and willing to accept and commit to change | * Remain composed and calm and act constructively in highly pressured and unpredictable environments
* Give frank, honest advice in response to strong contrary views
* Accept criticism of own ideas and respond in a thoughtful and considered way
* Welcome new challenges and persist in raising and working through novel and difficult issues
* Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues
 | Advanced |
| Relationships logo  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | * Present with credibility, engage diverse audiences and test levels of understanding
* Translate technical and complex information clearly and concisely for diverse audiences
* Create opportunities for others to contribute to discussion and debate
* Contribute to and promote information sharing across the organisation
* Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
* Explore creative ways to engage diverse audiences and communicate information
* Adjust style and approach to optimise outcomes
* Write fluently and persuasively in plain English and in a range of styles and formats
 | Advanced |
| Relationships logo  | **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 logo | **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 |
| Results logo | **Think and Solve Problems**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
* Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
* Take account of the wider business context when considering options to resolve issues
* Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
* Implement systems and processes that are underpinned by high- quality research and analysis
* Look for opportunities to design innovative solutions to meet user needs and service demands
* Evaluate the performance and effectiveness of services, policies and programs against clear criteria
 | Advanced |
| Business Enablers logo | **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 logo | **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 |

# 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 is not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES |
| --- |
| **Capability Group/Sets** | **Capability Name** | **Description** | **Level**  |
| Personal Attributes logo |  |  |  |
| 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 | Intermediate |
| Relationships logo  |  |  |  |
| 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 |

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| --- | --- | --- | --- |
| Results logo |  |  |  |
| 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 logo |  |  |  |
| 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 |
| People Management logo |  |  |  |
| 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 | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |