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| **Portfolio** | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Corporate Services/Infrastructure & Assets |
| **Location** | Parramatta |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | Various |
| **ANZSCO Code** | 511112 |
| **PCAT Code** | 1222292 |
| **Date of Approval** | 2 July 2025 | **Ref:** **IA0190** |
| **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 Senior Program Managers 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 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.
* 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.
* Manage third party contracted providers to ensure compliance and commercial obligations are satisfied according to NSW legislative requirements, including meeting WHS requirements.

# Key challenges

* Managing complex and sensitive consultations and negotiations with diverse stakeholders, ensuring adherence to agreed timelines despite 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** |  |
| Executive/Manager | * Provide expert advice and contribute to decision making
* Identify emerging issues/risks and their implications and propose solutions
* Receive advice and report on progress towards business objectives and discuss future directions
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| Direct Reports/ Project Team | * Lead, direct, manage and support performance and development
* Guide, support, coach and mentor
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| Project Management Office | * Critical to successful delivery of project controls, financial support, enablers to support project development and delivery and technical experts.
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| Program Director(s) | * Provide guidance and leadership throughout the program/ project.
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| Key Stakeholder(s) | * Understand, manage and set stakeholder expectations throughout the program lifecycle.
* Provide expert advice on a range of service delivery issues and strategies
* Optimise engagement to achieve defined outcomes
* Manage expectations and resolve issues
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| **External** |  |
| Stakeholders | * Engage expectations and resolve issues
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| Vendors/Service Providers/ Contractors and Consultants | * Manage and monitor to ensure effective project delivery.
* 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 Senior Program Manager makes decisions on matters under their direct control. The Senior Program 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

Up to 6 direct reports

## Budget/Expenditure

TBC

# Key knowledge and experience

# Experience in infrastructure and have an excellent understanding of project methodologies, processes and procedures.

# Essential requirements

* Tertiary qualifications or demonstrated experience and knowledge of property related infrastructure
* Certifications in a Project Management methodology or equivalent industry experience
* Current NSW Drivers Licence with ability and willingness to drive throughout NSW. This role may involve overnight stays.
* Required to hold a current NSW Construction Industry White Card or willingness to obtain one within two months of commencement.

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 |
| Personal Attributes logo | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | * Represent the organisation in an honest, ethical and professional way and encourage others to do so
* Act professionally and support a culture of integrity
* Identify and explain ethical issues and set an example for others to follow
* Ensure that others are aware of and understand the legislation and policy framework within which they operate
* Act to prevent and report misconduct and illegal and inappropriate behaviour
 | Adept |
| 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 | * Influence others with a fair and considered approach and present persuasive counterarguments
* Work towards mutually beneficial ‘win-win’ outcomes
* Show sensitivity and understanding in resolving acute and complex conflicts and differences
* Identify key stakeholders and gain their support in advance
* Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise
* Anticipate and minimise conflict within the organisation and with external stakeholders
 | Advanced |
| Results logo | **Deliver Results**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
* Drive a culture of achievement and acknowledge input from others
* Determine how outcomes will be measured and guide others on evaluation methods
* Investigate and create opportunities to enhance the achievement of organisational objectives
* Make sure others understand that on-time and on-budget results are required and how overall success is defined
* Control business unit output to ensure government outcomes are achieved within budgets
* Progress organisational priorities and ensure that resources are acquired and used effectively
 | Advanced |
| 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 | **Finance**Understand and apply financial processes to achieve value for money and minimise financial risk | * Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures
* Understand the impacts of funding allocations on business planning and budgets
* Identify discrepancies or variances in financial and budget reports, and take corrective action
* Know when to seek specialist advice and support and establish the relevant relationships
* Make decisions and prepare business cases, paying due regard to financial considerations
 | Adept |
| Business Enablers logo | **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 logo | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | * Refine roles and responsibilities over time to achieve better business outcomes
* Recognise talent, develop team capability and undertake succession planning
* Coach and mentor staff and encourage professional development and continuous learning
* Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
* Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives
 | Advanced |

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| **Focus Occupation Specific Capabilities**  |
| A white hard hat on an orange background  AI-generated content may be incorrect. | **Capability name**Capability description | **Capability Set** | **Level** |
| **Execute business solutions (technical)**Drive implementation of the project or program plan, monitoring performance and compliance, and intervening to address risks and opportunities as they emerge. | * Monitor and maintain business unit knowledge and compliance with legislative and regulatory frameworks.
* Address major performance program issues, to improve performance.
* Lead and influence effective strategies for the delivery of commercial, contractual, procurement and supply chain management.
* Model the highest standards of financial probity, demonstrating respect for public monies and other resources.
* Engage the organisation, stakeholders and clients in addressing procurement performance, to improve results.
* Manage the development of implementation plans for complex projects and project team development.
* Assist teams to identify and develop strategies to manage emerging challenges and risks and enhance opportunities.
* Take a strategic view of critical path programming and develop contingency plans to ensure programs are delivered on time.
* Analyse and challenge plans for complex projects and programs, and lead delivery at strategic and operational levels.
* Formally close out programs with clients and stakeholders, capturing lessons learnt and innovations that can be used in other programs.
 | **Expert** |
| A white hard hat on an orange background  AI-generated content may be incorrect. | **Oversee work health, safety, quality and environmental sustainability**Promote a strong culture of responsibility for safety and sustainability, and ensure controls are in place to address health, safety and environmental risks associated with the project. | Understand and implement a safety culture and model safe work and wellbeing behaviours and leadership on moderately complex projects and within own sphere of influence. Always act to ensure own safety and that of others. Understand and communicate environmental compliance requirements for moderately complex projects and within own sphere of influence. Implement a culture of minimal harm to the environment. Understand, identify and implement broader environmental sustainability principles (economic, social, human and environment) for moderately complex projects. Understand and comply with the requirements of work health, safety, environment and quality Acts, Regulations, Authorities and Organisations, and use industry best practices. * Develop and implement project specific compliance and performance requirements for moderately complex projects.
 | **Established** |

# 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 |  |  |  |
| 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 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 |
| 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 |  |  |  |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| People Management logo |  |  |  |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |