

Program Manager



Cluster	Department Communities & Justice
Department/Agency	Homes NSW
Division/Branch/Unit	Housing Portfolio / Portfolio Management (Assets)
Classification/Grade/Band	Administration & Clerical Grade 11/12
ANZSCO Code	132411
PCAT Code	2119192
Date of Approval	19 October 2023
Agency Website	www.nsw.gov.au/departments-and-agencies/homes-nsw

Agency overview

The NSW Government is determined to make NSW a place where everyone has access to safe and secure housing, and where experiences of homelessness are rare, brief and non-recurring.

Homes NSW is a division of the Department of Communities and Justice. It brings together the housing and homelessness functions of the Department of Communities and Justice, the NSW Land and Housing Corporation, Aboriginal Housing Office and key worker housing functions from across government all under one roof.

Homes NSW leads work to deliver more social and affordable housing, end the cycle of homelessness, and deliver quality public housing to our 262,000 tenants across NSW.

As a single division, we are streamlining services to ensure we meet the needs of the people we support, with empathy, efficiency and effectiveness. We are elevating the voice of people with lived experience of social housing, housing services and homelessness.

We strive for excellence in service delivery and partner with all levels of government, sector and communities to address the housing crisis.

Most importantly, Homes NSW puts people at the heart – including our staff. Working for us means you are joining a division where your expertise and skills will be valued.

Primary purpose of the role

Lead a team providing program management services across a large-scale program or a range of smaller programs which directly contribute to better outcomes for service delivery, business processes and Information services.

Key accountabilities

- Lead a team responsible for designing, developing, managing, and reporting on strategic programs, including implementing or overseeing coordination of program implementation to meet client service delivery needs, ensuring the use of project management methodologies and processes to deliver consistent high-quality outcomes.
- Lead contracting and tendering of programs including review and preparation of budget estimates and performance reporting.

- Engage and consult with stakeholders, including staff and service delivery partners, to identify emerging issues and initiate and enable the development of programs which align with service delivery needs and achieve desired outcomes.
- Apply an expert understanding of internal policies, regulations, and guidelines to contracting and service procurement to ensure compliance, good practice and fairness for providers and clients.
- Manage performance and other reporting activities ensuring internal and external service delivery partners comply with the required reporting to allow monitoring of program deliverables.
- Provide proactive and evidence-based expert advice and reports to the Director and/or the Executive Director to ensure the business impacts are considered.
- Seek out and actively manage key internal and external stakeholder relationships based on open and regular discussion and feedback to ensure effective interface between program development, planning service design and implementation.
- Lead and drive team management, work planning, coaching and professional development initiatives to align resources and deliver priorities.

Key challenges

- Building commitment and engaging with diverse stakeholders to ensure programs and initiatives include widespread consultation and encourage a cooperative approach.
- Identifying opportunities and mitigating risks to successfully deliver programs and strategies.

Key relationships

Internal

Who	Why
Executive Director and Director	<ul style="list-style-type: none"> • Advising on program management processes to initiatives and funding programs. • Providing advice on issues management and responses.
Senior Management team	<ul style="list-style-type: none"> • Collaborating closely on strategy development, program development, business planning, submission of briefs and advice, and management of significant projects and/or issues.
Other Housing Portfolio divisions	<ul style="list-style-type: none"> • Liaise to ensure the provision of timely and accurate advice when requested. • Develop and maintain effective working relationships. • Negotiate/agree on timeframes.
Team members	<ul style="list-style-type: none"> • Guide, support, coach and mentor.

External

Who	Why
Service providers, providers of specialist contracting and consultancy services, other government agencies (State and Commonwealth)	<ul style="list-style-type: none"> • Develop and maintain effective working relationships, share information and collaboratively assessing and achieving outcomes.

Role dimensions

Decision making

The role has autonomy to deliver programs, and to change priorities within approved business plans. Ensures all documents, reports, ministerial correspondence, project proposals and submissions are completed within required timeframes and to a high standard.

Reporting line

Director.

Direct reports

One.

Budget/Expenditure

Nil.

Key knowledge and experience

- Proven experience in managing large programs to achieve outcomes and deliver on contractual targets.
- Proven experience in leading teams and developing staff.
- Extensive experience working with a range of stakeholders and ability to negotiate mutual outcomes.

Essential requirements

- Appropriate tertiary qualifications or equivalent, relevant professional experience and training.

Capabilities for the role

The [NSW public sector 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
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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

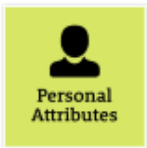


Act with Integrity

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

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Manage Self

Show drive and motivation, an ability to self-reflect and a commitment to learning

- Keep up to date with relevant contemporary knowledge and practices
- Look for and take advantage of opportunities to learn new skills and develop strengths
- Show commitment to achieving challenging goals
- Examine and reflect on own performance
- Seek and respond positively to constructive feedback and guidance
- Demonstrate and maintain a high level of personal motivation

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Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

- Take responsibility for delivering high-quality customer-focused services
- Design processes and policies based on the customer's point of view and needs
- Understand and measure what is important to customers
- Use data and information to monitor and improve customer service delivery
- Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
- Maintain relationships with key customers in area of expertise
- Connect and collaborate with relevant customers within the community

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Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

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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

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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

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.

Capability group/sets	Capability name	Description	Level
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	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
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate



Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

Advanced



Technology

Understand and use available technologies to maximise efficiencies and effectiveness

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Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance

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