Role Description
Project Manager

Role Description Fields	Details
Department/Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	511112
OSCA Code	511231
PCAT Code	1229192
Role Family/Function/Type	Project, Program & Portfolio Management/ Non-digital project, program, portfolio management
Date of Approval	July 2019 (updated template May 2026)
Agency website	www.customerservice.nsw.gov.au

Primary purpose of the role

Lead and manage strategic and operational projects to meet organisational objectives.

Key accountabilities

- Lead and manage the planning and delivery of critical and highly complex projects applying sound project management principles to deliver organisational initiatives
- Lead all aspects of the project management cycle, including preparing business cases and project plans, identifying and allocating resources, developing and managing budgets, supplier and contract management, communication and meeting reporting requirements to ensure project outcomes are achieved on time, on budget, to quality standards and comply with approved project methodology
- Develop strategies for the continuous monitoring, evaluation and improvement of all aspects of project implementation including risk and contingency management, benefits realisation, project impact and quality measures to achieve the success of the project/s
- Lead and manage project team/s to successfully deliver all key milestones and outcomes of the project/s within approved scope and project methodology
- Manage and develop stakeholder relationships through effective communication, negotiation and issues management to ensure 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

- Consulting and negotiating with diverse stakeholders given varying expectations, viewpoints, interests and the complexity and sensitivity of projects within agreed timelines
- Managing interdependencies balancing competing demands to ensure project objectives are achieved
- Managing teams where team members are not dedicated resources or may have dual reporting lines and therefore have competing priorities

Key relationships

Internal

Who	Why
Manager	• Escalate issues, identify and report potential and emerging risks • Keep informed, advise and receive guidance and instructions • Provide expert advice and analysis on issues and strategies to deliver quality and consistent outcomes • Participate in discussions to share information and provide input and feedback
Direct report/s (where relevant)	• Guide, support, coach, mentor and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Provide own perspective and share information • Work collaboratively with, inspire and motivate
Work team	• Lead, guide, coach, support performance and development • Guide, support, advise and collaborate to achieve business outcomes • Participate in meetings to share information and provide input on issues • Review work and provide direction and manage performance
Customers/Stakeholder	• Provide expert advice, information, resolve and provide customer focused solutions on a range of project issues and strategies • Manage the flow of information, coordinate and communicate initiatives and issues and articulate business requirements • Collaborate and negotiate required business solutions • Optimise engagement to achieve defined outcomes

External

Who	Why
Customers/Stakeholder	• Provide expert advice, information, resolve and provide customer focused solutions on a range of policy issues and strategies • Manage the flow of information and expectations, coordinate and communicate initiatives and issues and articulate business requirements • Collaborate and negotiate required business solutions • Optimise engagement to achieve defined outcomes
Vendors/Service Providers	• Manage contracts and monitor provision of service • Negotiate the approval of contracts and service agreements • Resolve and provide solutions to issues

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Director

Direct reports

This role may have direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Relevant qualifications and/or experience

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
 Personal attributes	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Respond constructively when in high pressure and unpredictable situations • Give frank, honest advice in response to contrary views • Be open to criticism of your 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 be decisive when dealing with emotionally charged situations and difficult issues • Support and lead change and overcome discomfort when things are complicated, uncertain or unclear	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Communicate Effectively** Communicate clearly, pay attention 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
	**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	Adept
	**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

Capability group/sets	Capability name	Behavioural indicators	Level
	**Deliver Results** Achieve results by using resources efficiently and committing to quality outcomes	• Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Ensure staff understand expected goals and acknowledge staff success in achieving these • Identify the resources people need and ensure goals are achieved within budget and on time • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the way resources are allocated meets new business needs • Ensure you budget for and clearly state the financial impacts of new priorities	Adept
	**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
	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk	• Understand core financial terminology, policies and processes, including relevant recurrent and capital financial measures • Understand how business planning and budgets are affected by the funding allocated to your organisation • Identify discrepancies or variances in financial and budget reports, and take corrective action • Know when to seek specialist advice and support and establish relevant relationships to access the appropriate support when needed • Consider financial implications when you make decisions or prepare business cases	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Project Management** Understand and use effective ways to plan, coordinate and control projects	• 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
	**Optimise Business Outcomes (where relevant)** 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 are not relevant for recruitment purposes, however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept

Capability group/sets	Capability name	Description	Level
	Manage Self	Be persistent, self-reflect and commit to learning	Adept
	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Adept
	Manage and Develop People	Engage with and motivate staff, and develop their capability and potential	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support and champion change, and help others to engage with change	Intermediate