

<b>Cluster</b>	NSW Health
<b>Agency</b>	Health Infrastructure
<b>Division/Branch/Unit</b>	Asset & Project Advisory / Various
<b>Location</b>	St Leonards / Project Sites / Flexible Working
<b>Classification/Grade/Band</b>	Health Manager Level 5 / Contractor
<b>Date of Approval Updated</b>	June 2021 September 2021
<b>Agency Website</b>	<a href="http://www.hinfra.health.nsw.gov.au">www.hinfra.health.nsw.gov.au</a> and <a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a>

## Agency Overview

Health Infrastructure was established in 2007 as the capital delivery agency of NSW Health for projects over \$10 million. Today, Health Infrastructure plans and delivers sustainable and innovative infrastructure and asset management solutions to meet the health care needs of NSW communities now and into the future. We are leading the largest health capital works program in Australia, collaborating with our Local Health District/Network customers, with government more broadly and with industry to transform public health facilities across NSW. In doing so, we contribute long term economic and social benefits to NSW communities.

Our people are united by our CORE values of Collaboration, Openness, Respect and Empowerment. We behave with integrity, treat others how we would like to be treated and are trusted advisors to our customers in the Local Health Districts and Networks across NSW. We pride ourselves on our positive organisational culture and are committed to building a diverse, inclusive and flexible workforce.

## Primary Purpose of the Role

The Program Manager is responsible for achieving program outcomes for a variety of major programs(s). The position will provide direction for the full role of program management activities including project planning, partner negotiation, and milestone reporting.

Will be required to develop and work collaboratively with key stakeholders including NSW Ministry of Health [MoH] and Health Entities [HEs] to facilitate the engagement and agreement from key partners to maximise acceptance and implementation of new initiatives across the state.

## Key Accountabilities

- Procure and manage specialist multidisciplinary teams to develop and implement complex projects to ensure high levels of work performance and project completion within agreed timeframes, quality standards and budget.
- Provide expert advice on all aspects of program life cycle including business case development, project briefs, complex project management, resource allocation, partner consultation, budget management and key milestone reports.
- Provide Direction and/or Lead multiple and complex stakeholder groups to manage issues, drive collaboration and focus on client centricity; represent and negotiate on behalf of HI with internal and external stakeholders in relation to their contribution of the assigned project.
- Establish and manage a clear and concise governance and reporting process that aligns with Health Infrastructure’s delegations and framework.
- Lead programs with a focus on Work, Health and Safety as a priority to ensure a positive culture of safety and all staff go home safely every day.
- Model high level emotional intelligence and relationship management skills to foster long-term partnerships with internal NSW Health partners, external consultants, direct and indirect reports to generate a positive work culture.
- Communicate [oral and written] fluently and persuasively to optimise outcomes while engaging and translating complex information concisely for diverse technical and non-technical audiences.
- Analyse and interpret information from different sources to identify issues and risks and formulate effective strategies to remedy variances from project plans and minimise impact.

## Key Challenges

- Manage expectations of competing priorities of key partners.
- Managing multiple program activities with non-negotiable timeframes requiring high quality outcomes and deliverables.
- Keep abreast with current clinical redesign trends and research.

## Key Relationships

Who	Why
<b>Internal</b>	
<b>Chief Executive &amp; Leadership Team</b>	<ul style="list-style-type: none"> <li>• Provide expert advice to contribute to decision making and strategic direction.</li> </ul>
<b>Line Manager</b>	<ul style="list-style-type: none"> <li>• Provide expert advice and contribute to decision making.</li> </ul>
<b>Managers</b>	<ul style="list-style-type: none"> <li>• Receive advice and report on progress towards business objectives and discuss future directions.</li> <li>• Provide expert advice and contribute to decision making.</li> <li>• Identify emerging issues/risks and their implications and propose solutions.</li> </ul>

## External

### Ministry of Health

- Ensure alignment and effectiveness of the implemented actions with NSW Health Strategic priorities and Health determinations.

### Local Health Districts and Specialty Networks

- Align project objectives with key strategic documents including Clinical Service Plans and Asset Strategic Plans.
- Support, collaborate and consult with all levels within the organisation to ensure the project aligns with objectives and considers recurrent funding implications.
- Support and collaborate with the nominated representatives to ensure change management and commissioning processes support a successful transition to operations.

### Other NSW Government stakeholders

- Ensure that the HI's strategic interests are advanced by maintaining effective, collaborative relationships and partnerships with other NSW Government stakeholders.
- Establish networks to enable performance benchmarking and maintain currency in trends and developments as well as contribute to cross agency or whole of government projects/programs.
- Represent the agency Chief Executive and Executive Director in discussions with other key stakeholders.

## Role Dimensions

### Decision making

The Health Infrastructure vision, core values, and strategic plans and priorities provide the context for the role. The Program Manager, in consultation with the program team, makes decisions and acts within Government and NSW Health legislative and regulatory frameworks, delegations, policy and procedural frameworks and guidelines.

### Reporting line

This position will report to either a Program Director or Director.

### Direct reports

There may be positions reporting into this role depending on the program / project.

### Budget/Expenditure

Dependent on program.

## Essential Requirements

- Tertiary qualifications in Engineering, Biomedical Engineering, Architecture, Construction Management, Project Management or a technically related field and / or relevant industry experience.

## Key knowledge and experience

- Ability to successfully manage and / or support multidisciplinary teams in a public sector or complex project environment (subject to role requirements).
- Analytical and conceptual skills to formulate project plans and strategy within a complex service delivery environment.
- Extensive experience with programs designed to improve service delivery, reduce capital and operational costs and increase financial viability.

## 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
 <p>Personal Attributes</p>	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> <li>• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>• Actively seek, reflect and act on feedback on own performance</li> <li>• Translate negative feedback into an opportunity to improve</li> <li>• Take the initiative and act in a decisive way</li> <li>• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li> </ul>	Advanced
 <p>Relationships</p>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced

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**Work Collaboratively**

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams **Advanced**
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies



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**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 **Advanced**
- 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

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**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



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**Procurement and Contract Management**

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

- Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management
- Develop well-written, well-structured procurement documentation that clearly sets out the business requirements
- Monitor procurement and contract management processes to ensure they are open, transparent and competitive
- Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance
- Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles
- Escalate procurement and contract management issues, where required

Adept

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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

Advanced

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Adept



People  
Management

**Manage and Develop People**

Engage and motivate staff, and develop capability and potential in others






- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks



## 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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	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	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	Adept
 People Management	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

## Health Infrastructure Vision and CORE Values

'Together we will deliver future focused outcomes for the health system.'

Collaboration	Openness
<ul style="list-style-type: none"> <li>• We share <b>knowledge</b>, information and lessons learnt.</li> <li>• Spend time to reflect and support others.</li> <li>• <b>Engagement</b> with our external stakeholders and suppliers.</li> <li>• Work as <b>one team</b> to achieve desired outcomes.</li> <li>• Induct and <b>welcome</b> all.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Communicate</b> clearly and transparently.</li> <li>• Act in a way to encourage <b>alternative</b> views and opinions.</li> <li>• Provide <b>constructive</b> feedback in an appropriate manner.</li> <li>• Actively <b>listen</b> to others in all meetings and communication.</li> <li>• <b>Engage</b> with others and be courteous.</li> </ul>
Respect	Empowerment
<ul style="list-style-type: none"> <li>• <b>Acknowledge</b> and respect all stakeholders - internal and external.</li> <li>• <b>Respect</b> other points of view and allow others to speak.</li> <li>• Demonstrate <b>awareness</b> and equity for all.</li> <li>• <b>Consider</b> the impact of behaviour on others – “it’s not ok”.</li> <li>• <b>Celebrate</b> success, provide <b>recognition</b> and appreciation.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate <b>leadership</b> and encourage people to grow.</li> <li>• Encourage decision making and <b>delegation</b> to support.</li> <li>• Provide <b>clarity</b> of role and feedback on performance.</li> <li>• <b>Trust</b> and support to follow agreed processes.</li> <li>• <b>Recognise</b> skills and knowledge of staff.</li> </ul>

## Acknowledgements

### Incumbent

*I confirm that I have read, understand and agree to the expectations and requirements for the **Program Manager** position.*

**Name:**

**Signed:**

**Date:**

### Line Manager

**Name:**

**Signed:**

**Date:**

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