

Position:	Manager Program Delivery
Agreement:	Surf Coast Shire Council Enterprise Agreement 2022 – 2025
Award Classification:	SEO
Division:	Strategy & Effectiveness
Department:	Program Delivery
Team:	Program Delivery
Date Reviewed:	May 2025
Approved By:	General Manager Strategy & Effectiveness
Current Incumbent:	VACANT

Surf Coast Shire Council Acknowledges the Wadawurrung People, and the Gulidjan and Gadubanud Peoples of the Eastern Maar nation as the Traditional Owners of the land we now call Surf Coast Shire. We pay our respects to their Elders past and present, and all other Aboriginal and Torres Strait Islander People who are part of our Surf Coast Shire community.

Our purpose, direction and approach were developed collaboratively by our people for our people.

As an employee of the Surf Coast Shire Council you are committing to work towards our purpose within our team by following our direction and living our approach.

Purpose, Direction and Approach

Council is committed to helping our community and environment to thrive. In order to do this we understand that we will be an innovative and flexible leader that values the strengths of others enabling our workplace to be a place where people can do their best and be proud of their achievements.

Our Approach guides us in the way that we work:

We Do What We Say

We set clear expectations
We are accountable for our actions
We get things done

We See Opportunity

We look for better ways
We are open minded
We learn from our experiences

We Work Together

We value strengths and differences
We seek to work with others
We help people to succeed

We Make a Difference

We proudly represent Surf Coast Shire Council
We act with the future in mind
We go the extra mile

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Introduction of the work of the team

The Program Management Office (PMO) provides project management resources that are cost recovered from their assigned projects. The primary focus of the PMO is to deliver a program of projects, large and small, capital works and operational, in accordance with the Project Management Framework. The Framework embraces Council's commitment to community engagement and communication. The PMO prides itself on delivering quality projects on time and within budget.

POSITION OBJECTIVES

The objective of this role is to oversee the delivery of Council's annual capital, operational and renewal programs, ensuring projects are delivered to a high quality, on time and within budget.

The Manager Program Delivery leads and implements an integrated approach to project management across the organisation and to ensure the successful delivery of Council's annual program. It has accountability for the successful management of all Program Management processes, systems and functions, including regular data driven reporting to the executive team and Council.

ORGANISATIONAL RELATIONSHIPS

Reports to: General Manager Strategy & Effectiveness

Supervises: Coordinator Project Management, Senior Contract Managers, Project Managers

Internal Relationships: All employees and Councillors

External Relationships: Community, Community Groups, Professional Associations such as Australian Institute of Project Management.

KEY RESPONSIBILITIES

- Ensure delivery of Council's annual capital, operational and renewal programs, ensuring projects are delivered to a high quality, on time and within budget.
- Prepare and deliver data driven monthly and annual reporting to the executive team and Council, to ensure progress of program delivery can be monitored accurately and key performance indicators can be met.
- Implement an effective and efficient project delivery framework for capital and key operational projects including project methodology, tools, templates and reporting requirements.
- Ensure accountability of project managers to deliver their projects on time, on budget and to a high standard.
- Continuous improvement of the project delivery framework and monitor the take up of the Project Delivery Framework across the organisation.
- Ensure communication and engagement plans are developed for projects requiring stakeholder engagement.
- Build capability and capacity across the organisation for the successful delivery of capital and operational projects and ensure training is undertaken by all nominated project managers.
- Develop a pool of trained project managers within the PMO and on staff, supplemented by arrangements for accessing contractors as required.
- Develop and maintain the annual overall program schedule including:
 - Co-ordinate the annual budget process for the program in conjunction with Finance, including the

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Position description

proposed project submission and assessment process, and preparation of estimated program spend.

- Co-ordinate with the Strategic Asset Management team the preparation of the annual renewal program
- Co-ordinate with Finance the estimated and actual year end carryover project inventory and ensure related Reserve balances are aligned.
- Development and completion of accurate financial statements.
- Foster a culture of continuous improvement in departmental processes, practices and service delivery standards by undertaking regular reviews and development of management policies and procedures.
- This role will require occasional work outside regular office hours including weekday evenings and weekends to support emergency response activities, Councillor activities and other responsibilities as required.

ACCOUNTABILITY & EXTENT OF AUTHORITY

- Accountable for leadership of the Program Management Office and the delivery of the annual capital and operational programs.
- Accountable for achieving key outcomes set through directorate goals, objectives, business plans and key performance indicators.
- Accountable for the delivery of a Project Delivery Framework for the organisation including project methodology, tools, templates and reporting requirements.
- Accountable for delivery of accurate and timely program management reporting.
- Accountable for provision of training and education for all project managers across the organisation using the project delivery framework
- Accountable for the development and continuous improvement of project identification and initiation processes, including Business Case Development, Return on Investment assessments, Whole of Life costings.
- Accountable for completion of periodic or targeted system and process audits on project delivery including project deliverables completion and signoffs, and lifecycle gate signoffs, to affirm that established corporate processes are being utilised.
- Manage resources for specific projects, programs and the Department to achieve defined business, service, developmental or key operational objectives.
- Accountable for providing specialist advice relevant to the position objectives and accurate information to Council, senior management and other staff.
- Management of consultants and projects as required.
- Freedom to act is set by broad goals, Council policy, procedures, budgets and agreements with the General Manager Strategy and Effectiveness.
- Expenditure within established budgets and delegation levels.

JUDGEMENT AND DECISION MAKING

- Develop, implement and monitor a program management office.
- The position involves both problem solving and policy development.
- Undertake the identification of the environment and business challenges for current and future years where relevant to program delivery and develop organisational strategies to meet these challenges.

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- Methods, procedures and processes will often not be clearly defined and the incumbent is expected to contribute to their development and adoption.
- The incumbent will be expected to identify and develop policy options for consideration by the General Manager, Executive Management Team or Council.

The incumbent must be able to:

- Manage a program management office across the organisation and oversee the delivery of major projects using practised and accredited project management techniques, this may require complex decision making and engagement with critical stakeholders including staff, Councillors and the community.
- Solve high level problems, identify risks and find solutions to complex project matters.
- Utilise analytical reasoning to resolve project issues and to contribute to the development of long term strategies.
- Develop ideas and creative and original solutions..
- Develop systems and processes to support the project delivery framework
- Make decisions on all matters which are the responsibility of the position, provided that these are within delegated authority, legislative requirements, established policy or recognised standards.
- Work independently to progress the program management office, seeking assistance from the General Manager only where required.
- Identify and develop policy options for program management office for senior management consideration.
- Ability to recognise issues and use initiative to identify and implement solutions to problems with an unspecified range of options
- Ability to promptly respond to changed circumstances and make sound decisions to ensure the ongoing efficiency and effectiveness of the Program Management Office
- Oversee project change management, including variation reviews for major projects, and approval of the allocation of the contingency.

SPECIALIST SKILLS AND KNOWLEDGE

- Demonstrated skills in managing a program of projects and solid understanding or experience in implementing and operating project management methodologies and frameworks across organisations
- Substantial experience in driving and achieving excellence in project management and program office management.
- Capacity to take the initiative and drive change and a track record of outstanding people leadership and team development.
- Highly developed project management skills and strategic thinking approaches.
- Ability to set strategic directions and deliver major projects.
- Ability to assess, analyse and make recommendations on multi-faceted problems to a given deadline.
- Highly developed relationship management skills for engaging with Councillors, staff and the community.
- Manage a professional team engaged in a complex professional environment requiring the integration of a diverse set of skills and a multiplicity of resources.
- Provide professional opinions and plans that address and resolve complex professional and project issues

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Position description

- Apply corporate management skills to optimise the use of Council's resources.
- High level writing skills, with an ability to write simple reports in plain English.
- Sound knowledge of budgeting/financial procedures.

MANAGEMENT SKILLS

- High level strategic and conceptual skills.
- The ability to develop a co-operative team approach in order to effectively manage change across the organisation.
- Demonstrated ability to manage time and set priorities to achieve a broad range of outcomes within broad parameters and with minimal supervision.
- Well-developed ability to plan and manage resources (physical, financial and human).
- Sound analysis and decision making skills.
- Ability to maintain confidentiality in regard to staff related issues.
- Well-developed organising skills and a thorough and systematic approach to records keeping.
- Required to manage a number of projects simultaneously to meet agreed outcomes with limited resources.
- Development and delivery of project management training and assistance for internal staff and management, including one-on-one sessions and providing peer reviews for Project Managers.
- Completion of quality audits on projects to assess project management performance to determine organisational need and opportunities for staff development
- Ability to set clear goals and plans and follow through on commitments.
- Provide initiative and innovative thinking within a context characterised by professionalism and decisiveness within the responsibility of the unit.
- Utilise professional networks to enhance service delivery.

INTERPERSONAL SKILLS

- Ability to present to, negotiate with and motivate clients, members of the public, other employees, Council and representatives of other organisations in the pursuit and achievement of specific and set objectives.
- Ability to work across the organisation with other management areas while providing support on project management.
- Excellent listening and verbal communication skills, including a demonstrated ability to communicate information in a friendly and articulate way.

KEY SELECTION CRITERIA

Qualifications and Experience

- Demonstrated experience in managing delivery of a program of major and complex projects.
- Excellent negotiation, communication and facilitation skills.
- Understanding and knowledge of functions and key aspects of a program management office, including a sound understanding of financial management aspects of managing a program of work.
- Highly developed management skills including demonstrated leadership.

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- Excellent relationship management and engagement skills and the ability to work with Councillors, internally within Surf Coast Shire and with external organisations to resolve complicated problems.
- A tertiary qualification in business, project management or similar discipline.

Other requirements

- Current Victorian driver's licence.
- You have the Right to live and work in Australia.
- A current Working with Children Check (WWCC). All positions within Council are required to have a current WWCC. All prospective employees cannot commence work with Council until they have a valid WWCC.
- Police Check results that are suitable for this position. All prospective employees will be required to undertake a national and/or international criminal history check before commencing employment with Council. This check will be conducted and paid for by Council.

ORGANISATIONAL RESPONSIBILITIES

Child Safe Standards	Surf Coast Shire Council is committed to being a Child Safe Organisation where children and young people are protected, respected, and encouraged to reach their full potential. The Victorian Child Safe Standards are embedded across the organisation, our policies and procedures support the implementation of requirements under the Child Wellbeing and Safety Act 2005.
Equal Opportunity	Surf Coast Shire Council is an equal opportunity employer. We ensure fair, equitable and non-discriminatory consideration is given to all applicants, regardless of age, gender, disability, marital status, pregnancy, sexual orientation, race, religious beliefs or other irrelevant factor. We recognise our proactive duty to ensure compliance with equal opportunity and other workplace-related legislation, and to eliminate all forms of discrimination.
Fraud and Corruption	To ensure Council's Fraud & Corruption policy and program are consistently observed and complied with, it is essential to apply sound fraud and corruption management practices within the workplace and community. Maintaining awareness through relevant training is crucial for all staff to meet their obligations and responsibilities related to fraud and corruption. Participation in the organisation's Fraud & Corruption training is a requirement to uphold these standards.
Record Keeping	Staff are required by legislation and internal policies to create full and accurate records that document official business activities of council.
Right to disconnect	In accordance with the new Australian right to disconnect legislation, this role acknowledges the importance of work-life balance and the employee's right to disconnect from work outside of regular working hours. However, and in addition to any obligations listed above, there may be occasional requirements to be available to take calls after hours or on weekends to address urgent matters or critical issues that arise.
Risk Management and Workplace Health & Safety	Ensure that work practices are conducted in line with Council's Workplace Health and Safety and Risk management policies, practices and relevant legislation. Observe safe work processes in accordance with training and instruction reporting any risks, hazards and incidents in a timely manner using the correct channels of communication.

To apply for this role please use the links on the 'Employment Opportunities' page of our website. To be considered for this opportunity candidates must address the Key Selection Criteria and follow the instructions listed in the Employment Application Guide.