# South East Water

# Position description

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| **Position title** | Project Management Office (PMO) Manager |
| **Group / Branch** | *Liveable Water Solutions / Engineering and Technology Solutions* |
| **Reports to (Title)** | *Group Manager Engineering and Technology Solutions* |
| **Competency level** | *People Leader* |

## Job Purpose

This role is responsible for leading the Centre of Excellence within Liveable Water Solutions for Project Management. A Project Management Office (PMO) including Portfolio, Program and Project management and project finance services and systems for the support of the whole of LWS.

The purpose of this role is to set the vision and lead the team responsible for transforming the SEW capital delivery portfolio and program management based on new data insights.

This role provide functional leadership of project delivery and governance across LWS. It is critical in providing advice and guidance, monitoring and assurance, advocacy and education with respect to programmes, projects, and their delivery, to internal and external stakeholders, project managers and staff at all levels. It is a strategic leadership role providing governance support to the LWS Leadership team, as well as prioritisation and strategic decision-making of the investment portfolio.

This role is responsible for setting the project management delivery and governance framework focussed on value added activities and early identification of risk and issues for all major programmes and projects across the business.

## Key Accountabilities

- Leadership of the LWS-wide approach to Project Management and People Change Management.
- Lead the project management office to manage performance on delivering South East Water's capital portfolios, programs and projects in accordance with our asset management plans, corporate strategy, plans and price submissions.
- Provide IPD contract and commercial management support across the Integrated Project Delivery (IPD) Agreements, including the Contract Management Plan, commercial framework, partner reporting and compliance obligations, and audit readiness, to protect SEW's contractual position and enable effective management of Partner performance.
- Ensure effective finance system support across the group including budgeting, forecasting, capex forecasting governance and financial analysis.
- Set and deliver the strategy around project delivery, metrics, platforms, systems and resources across the entire capital delivery program at SEW, with a view to uplift our efficiency in line with the Pricing Submission.
- Drive the regular review with management of existing and new definitions of all KPIs to ensure insightful, accurate, timely and consistent reporting. In addition the role will guide the team to work with stakeholders in the development of new performance measures that are aligned to South East Water's corporate strategy.

- Work with internal stakeholders to design, implement and embed in the organisation a digitally focused performance reporting framework, leveraging tools such as SharePoint, Power Automate and Power BI.
- Establish LWS-wide project reporting with a focus on value added advice and early identification and resolution of risk and issues, and coordinate external reporting to regulators and government bodies (including ESC, DTF and DEECA).
- Lead the implementation and management of portfolio, program and project governance frameworks (including the Capital Investment Runways Framework) and development of appropriate reporting tools which deliver value. Provide proactive and evidence-based expert advice and governance reports to the LWS Leadership team to enable effective management of Partners/ Contractors performance.
- Contribute to strategic planning and resource planning and prioritisation processes with the LWS Group Managers, including Corporate Plan and Pricing Submission inputs and asset management plan investment narratives, to ensure effective capital delivery.
- Influence internal stakeholders to achieve consistency in project processes and governance and build visibility of shared learnings for process improvement.
- Recommend project reprioritisation and program optimization relating to the portfolio of project investments.
- Responsible for insights to South East Water senior leadership team (SLT), Executives, major contract's Executive Leadership Team (ELT), and Program Leadership Team (PLT) on portfolio, program and project health and governance effectiveness.
- Accountable for setting the project governance standards
- Responsible for recommending portfolio sequencing, prioritisation and do-ability for program optimisation to LWS leadership team.
- Responsible for stage gating governance in line with the project lifecycle.
- Manage the monitoring and improvement of South East Water's Portfolio, Program and Project Management maturity. Lead change and improvement programs to achieve South East Water strategic goals, objectives and focus areas.
- Lead, manage and grow capability across Liveable Water Solutions to become competent sponsors, program managers and project managers to provide program management and assurance services through outcome focused project management, planning and delivery.
- Create a highly engaged working environment that empowers all employees to take ownership of their work, encouraging innovative thinking, adaptability and builds employee trust.
- Ensure our critical assets do not fail, and our non-critical asset replacement/ renewals are optimised to maintain service levels at an affordable cost consistent with our asset management plans.

# Key LWS Matrix Relationships

Further to the key accountabilities the role is also responsible for leading people to support the secondary functions consistent with the LWS primary/secondary matrix management structure detailed in the Attachment to this PD, to support the following work groups with their primary functions:

- Integrated Planning
- Customer Connections
- Development Solutions
- Network Solitions
- Resilient Communities
- Circular Economy
- Engineering and Technology Solutions

# Key SEW Internal Relationships

***Responsible for the collaborative and effective management of the LWS relationships of the following key business units within SEW:***

- ***Service Delivery***
- ***People and Safety***
- ***Customer Experience***
- ***Enterprise Transformation & Delivery***
- ***Finance and Technology***
- ***Strategy and Stakeholder***

# Knowledge, Skills & Experience

- Tertiary qualifications in Business, Accounting or Engineering with qualifications in Project Management (Certificate IV, Diploma, PRINCEII, PMP) and Change Management (Certification) or similar equivalent experience.
- Strong experience leading the business through change to achieve sustainable high performing organisational objectives.
- Demonstrated experience in senior program and governance leadership roles as Transformation Leader, Head of PMO or Consulting Director.
- Engages and motivates staff, develops capability and potential in others, including defining and clearly communicating roles, responsibility, and performance requirements.
- Ability to manage ambiguity to solve complex challenges at senior organisational levels within a regulated environment.
- Proven ability to challenge the status quo, drive results, leverage technology and demonstrates resourcefulness for industry leading / fit for purpose solutions.
- Demonstrated leadership, management, and stakeholder engagement capability as well as sound negotiation and communication skills.
- Demonstrated ability to manage conflict for multiple stakeholders in aligning organisational and stakeholder expectations.
- Collaborates with others and values their contribution, builds cooperation, and overcomes barriers to information sharing and collaboration across the organisation and the water utility sector.
- Deep knowledge of project governance metrics, processes and tools, with demonstrated experience in successfully implementing these in a business.
- Extensive financial and business acumen – ability to interpret data and identify items for further analysis.
- Significant understanding of governance of performance reporting and regulatory framework.
- Excellent written communication skills in the preparation of reports and papers.
- Highly developed capacity to work collaboratively with a range of internal and external stakeholders.
- Demonstrable analytical, critical and evaluation skills to develop insights and solve strategic challenges.

# Dimensions

## Organisational Chart




## Number of people managed:

Direct report - 3

Indirect Report - 1

Matrix reports (report into other managers and dotted line into this role) - 3 - 10

It is expected that this role is a competent frontline people manager able to manage a combination of:

- External consultant &/or contractor project teams;
- Mixed multidiscipline project teams made up of internal and external resources;
- and Internal and External stakeholders

## Size of budget managed:

No direct budget initially however this role will have a financial delegation of $50,000, and be capable of managing project, programs and/or annual budgets in the order of $10 Million per annum.

## Value of Assets managed:

The PMO manages Capex = $250 – 350 million per annum (on behalf of Network Solutions, Circular Economy & Resilient Communities) and Opex = $1 million per annum