

Role Description

Manager, Project Communications and Engagement

Role Description Fields	Details
Cluster	Health
Department/Agency	Health Infrastructure
Division/Branch/Unit	Regions
Classification/Grade/Band	Health Manager Level 5
ANZSCO Code	131114
PCAT Code	5439111
Date of Approval	October 2023
Agency Website	www.hinfra.health.nsw.gov.au and www.health.nsw.gov.au

Agency overview

Health Infrastructure delivers sustainable and innovative infrastructure solutions to meet the health care needs of NSW communities now and into the future. We collaborate with government and industry to transform public health facilities across NSW. Outside of health we contribute longer term benefits to NSW communities including the creation of jobs and increased opportunities for local businesses.

Primary purpose of the role

The Manager Project Communications and Engagement leads a small team in the provision of strategic communications and engagement advice and approaches for a designated capital infrastructure project/s. This includes advising project leadership teams on emerging project-specific opportunities, risks and issues and strategies to manage stakeholder relationships and reputation. The role guides direct reports to encourage collaboration, best practice and achieve project deliverables.

Key accountabilities

- Manage a small team advising project leadership teams on strategic communication and engagement approaches and management of emerging project-specific opportunities, risks and issues.
- Lead the development and implementation of communication and engagement strategies and initiatives for complex, high profile projects, ensuring communities and stakeholders are consulted at appropriate stages of project planning and delivery.
- Manage the development of engaging, high quality and strategically aligned project messaging and content for a broad range of target audiences and channels including print, online and media.
- Lead the identification of communication and stakeholder risks and issues relating to the project and manage the development and implementation of appropriate mitigation strategies and controls.
- Identify, establish and maintain collaborative and effective relationships with a wide network of internal and external stakeholders to successfully influence and achieve mutually beneficial project outcomes.
- Work in partnership with the Health Infrastructure communications and engagement team to ensure a coordinated and consistent approach to stakeholder relationships, media and issues management, and

provide input to governance frameworks, policies and protocols to drive best practice and enhance agency reputation.

- Evaluate and report on activities and outcomes against project and engagement objectives and statutory requirements, promote learnings among wider team and advocate recommendations for improvement.
- Manage team resourcing, professional development and performance against agreed timelines and budgets to achieve project and communication deliverables and outcomes.

Key challenges

- Manage competing priorities, deadlines and inputs from multiple project stakeholders with a view to guiding and influencing positive project outcomes.
- Maintain awareness of project progress and community and stakeholder issues to develop proactive communications and mitigate risk of issues arising.
- Navigate the sensitivities of a high profile, complex and politically sensitive environment and establish engagement approaches that are flexible to respond to change and issues arising.

Key relationships

Internal

Who	Why
Project team	<ul style="list-style-type: none"> • Be an integral member of the project team and maintain a solid understanding of the project scope and priorities • Provide advice and support to ensure that community and stakeholder engagement contributes to the success of the project • Ensure accurate and timely advice on communication and stakeholder issues, opportunities and activities and ensure input and approvals for materials is appropriately sought.
Communications & Engagement Business Partner and team	<ul style="list-style-type: none"> • Provide regular updates on project priorities and issues; and escalate issues, keep informed and receive instructions. • Support ministerial and parliamentary information and responses; and ensure all approvals for materials are appropriately sought. • Work collaboratively, share information and support team members to achieve team objectives and work outcomes.
Project delivery partners	<ul style="list-style-type: none"> • Monitor engagement activities for compliance with project and communication objectives, protocols and statutory requirements. • Work collaboratively to provide guidance on management of stakeholder concerns and issues.

External

Who	Why
Local Health District communications team	<ul style="list-style-type: none"> • Work collaboratively to achieve project communication and engagement objectives. • Provide regular updates on project communication and engagement priorities and issues. • Ensure approvals for materials are appropriately sought.

Consumers and broader community	<ul style="list-style-type: none"> • This role requires engagement with consumers and the broader community to provide information and seek feedback that informs the planning and delivery of redevelopment projects. • Regular interface with a range of diverse community members and stakeholders is required.
Other government agencies and key stakeholders	<ul style="list-style-type: none"> • Ensure HI's strategic interests are advanced by maintaining effective, collaborative relationships and partnerships with other NSW Government stakeholders including Local Health Districts and local and state agencies. • Work in partnership with agencies and other stakeholders associated with the project to ensure timely, agile and accurate communication opportunities and materials are developed that enhance the project's positive profile. • Positively and professionally represent the project and HI in discussions with other key stakeholders.

Role dimensions

Decision making

- The role operates with a level of autonomy within the agreed work plan and requires the ability to think strategically, articulate considered approaches to communication and engagement challenges and effectively influence stakeholder outcomes.
- Identify emerging issues and proactively advise on risk mitigation strategies in consultation with the project team and communications and engagement supervisor.
- Determine the content of advice and information provided to stakeholders including reports, submissions, policies, correspondence and briefs in consultation with project team and the communications and engagement supervisor.

Reporting line

The role reports to either the Senior Project Director or Director with an indirect reporting line to the Business Partner, Communications and Engagement.

Direct reports

1+

Budget/Expenditure

Nil

Key knowledge and experience

- Extensive experience in the development, delivery and evaluation of engagement strategies for complex projects and formulating appropriate approaches to manage risks and issues.
- Extensive communication skills and experience building and maintaining relationships with a wide range of internal and external stakeholders to effectively influence and negotiate positive outcomes.
- Significant experience managing team priorities and activities to ensure objectives and deliverables are achieved to a high quality within agreed timelines.

Essential requirements

- Appropriate qualifications and extensive experience in communication, community and stakeholder engagement, or similar with experience in major infrastructure, government sector and/or large corporate organisation.
- IAP2 qualifications highly regarded, and current valid driver license is a pre-requisite.

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
	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none">• Be flexible, show initiative and respond quickly when situations change• Give frank and honest feedback and advice• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately• Raise and work through challenging issues and seek alternatives• Remain composed and calm under pressure and in challenging situations	Adept
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none">• 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	Adept



Communicate Effectively

Communicate clearly, actively listen 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

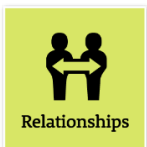


Work Collaboratively

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams
- 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

Advanced



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

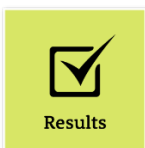


Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes
- Make sure staff understand expected goals and acknowledge staff success in achieving these
- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement
- Identify priorities that need to change and ensure the allocation of resources meets new business needs
- Ensure that the financial implications of changed priorities are explicit and budgeted for

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



Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

Adept



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





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
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	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
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept

	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	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	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate