

JOB DESCRIPTION

Senior Project Manager Transformation and Improvement

ROLE TITLE:	Senior Project Manager Transformation and Improvement
SECTION/DIVISION:	Strategic Programme Delivery, Transformation and Improvement
REPORTS TO:	Programme Manager or Head of Transformation and Improvement
DIRECT REPORTS (FTE):	Up to 7 FTE
INDIRECT REPORTS (FTE):	Up to 30 FTE
PRIMARY PURPOSE OF THE ROLE:	Provide leadership and oversight for the delivery of large projects consisting of multiple workstreams within a programme environment. Lead and develop a multidisciplinary team to ensure projects are delivered effectively, consistently, and in alignment with programme objectives and organisational priorities. The role is accountable for driving high-quality delivery through others, embedding best practice project management approaches, and ensuring coordination, integration and performance across multiple concurrent initiatives.
ACCOUNTABILITIES:	Leadership and People Management • Lead, coach and develop a team of Project Managers, Workstream Leads, Project Specialists, and Subject Matter Experts, fostering a high-performance and collaborative delivery culture. • Set clear expectations, allocate work, and monitor performance to ensure delivery outcomes are achieved. • Build capability across the team through mentoring, guidance and the consistent application of project management methodologies and standards. • Contribute to recruitment, onboarding, workforce planning and performance management activities. Oversight and Coordination • Lead the delivery of large projects with multiple workstreams, ensuring alignment with project and programme objectives, scope, timelines and quality expectations. • Coordinate delivery across multiple initiatives, identifying interdependencies, managing risks and resolving delivery challenges. • Provide direction and guidance to Project Managers and Workstream Leads, ensuring consistency and effectiveness in delivery approaches. • Maintain oversight of delivery performance and intervene where required to support successful outcomes. Governance, Risk and Assurance • Implement and maintain programme-aligned governance frameworks across projects and workstreams. • Lead risk, issue and change management practices, ensuring proactive identification, escalation and mitigation. • Support project and programme-level governance by providing accurate, timely and high-quality reporting on delivery status, risks and issues. • Contribute to assurance activities, including project health checks and reviews, to support delivery confidence and quality outcomes. • Ensure delivery activities align with defined benefits and contribute to benefits tracking and reporting.

Stakeholder Management

- Develop and maintain effective working relationships with key stakeholders, including sponsors, governance groups and business representatives.
- Support project-level stakeholder engagement by ensuring alignment across delivery activities and clear communication of progress and issues.
- Manage stakeholder expectations, competing priorities and deadlines within a complex delivery environment.

Commercial and Resource Management

- Oversee resource allocation across projects and workstreams to optimise delivery efficiency and effectiveness.
- Monitor project financial performance, including budgets, forecasts and expenditure, and ensure alignment with project approvals.
- Manage procurement and contract management activities across projects, ensuring vendors and contractors deliver in line with agreed outcomes.

Delivery Contribution and Continuous Improvement

- Contribute to programme and project planning processes, providing insights on delivery capacity, risks and priorities.
- Drive continuous improvement in delivery practices, tools and systems in collaboration with the EPMO.
- Promote consistency and maturity in project management approaches across the delivery function.

Targeting Delivery Involvement

- Provide direct leadership on highly complex or high-risk projects where required.
- Support resolution of critical delivery issues and provide escalation support across the portfolio.

Health, Safety and Compliance

- Act and work in a manner compliant with health and safety legislation and University policies and procedures.
- Promote a safe and healthy work environment and ensure appropriate practices are embedded across delivery teams.

KEY RELATIONSHIPS:

Internal

Programme Manager
Project Sponsors and Project Owners
Enterprise Project Management Office (EPMO)
Change Management Unit
Communications Team
Digital Projects Unit
Project and Programme Steering Committees
Business unit leaders, managers and staff

External

Vendors, Service Providers, Contractors and Consultants

QUALIFICATIONS AND EXPERIENCE:

Essential

A relevant tertiary qualification (in project management, business, information technology or a related discipline) and/or recognised project management certification (e.g. PRINCE2, PMP).
Considerable experience delivering complex projects and/or portfolios of work within a large or complex organisation.
Demonstrated experience leading and developing multidisciplinary teams, including Project Managers, Workstream Leads and Subject Matter Experts.
Proven ability to oversee multiple concurrent initiatives, manage interdependencies and deliver outcomes through others.
Strong experience applying project governance, risk, issue and change management practices.

Demonstrated financial and resource management experience across multiple projects.
Strong commercial acumen, including experience with procurement and vendor management.

Preferred

Experience operating within programme or portfolio management environments.
Experience delivering large-scale organisational change or transformation initiatives.
Familiarity with change management principles and methodologies.
Experience contributing to capability uplift or continuous improvement initiatives within a delivery function.

TECHNICAL SKILLS AND KNOWLEDGE:

Essential

Advanced knowledge of project management methodologies, frameworks and tools, with the ability to embed consistent practices across teams.
Strong understanding of governance, assurance and reporting requirements within a programme environment.
High level financial management capability, including budgeting, forecasting and resource planning across multiple projects.
Demonstrated ability to analyse complex information, identify interdependencies and support informed decision-making.
Proficiency in project portfolio management (PPM) systems and reporting tools (or the ability to quickly acquire this knowledge).
Developed communication skills, including preparation of reports, briefings and presentations for stakeholders and governance forums.
Strong stakeholder management, negotiation and influencing skills.
High level of computer literacy, including advanced Excel and data analysis capability.

SPECIAL REQUIREMENTS:

Staff must comply with the Public Records Act 2005 and the Privacy Act 2020 and are expected to complete training to understand and meet these requirements.

DIRECT BUDGET ACCOUNTABILITY:

Authorises expenditure from another person's budget in accordance with university financial delegations.
Responsible for the day-to-day management of each project budget.

MĀORI STRATEGIC FRAMEWORK:

Act in a manner consistent with the principles and implications, as well as the University's commitment to the Treaty as articulated in the Māori Strategic Framework.

PACIFIC STRATEGIC FRAMEWORK:

Act in a manner consistent with the strategies and goals contained in the University's Pacific Strategic Framework, role-modelling and promoting Pacific values, equity and diversity principles and cultural safety practices.

HEALTH AND SAFETY:

Act and work in a manner compliant with current health and safety at work legislation and University procedures, frameworks, and guidelines. Role model safe behaviour and practices, share the responsibility to prevent harm and contribute to a safe campus and work environment, including raising workplace health and safety concerns for self, students, visitors, and other staff.

SUSTAINABILITY:

Act in a manner consistent with the University's sustainability commitments; role-modelling sustainable practices, with a particular emphasis on minimising the environmental impact of day-to-day activities.

EQUITY AND DIVERSITY:

Act in a manner consistent with the University's commitment to anti-racism and the co-creation of accessible, safe, respectful, and welcoming environments where all students and staff are supported to achieve their full potential.

CAPABILITY FRAMEWORK:

Capability Group	Capability Name	Level
ENGAGE	Communicate Effectively	Adept
	Commit to Customer Service	Advanced
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
ENABLE	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
PERSONAL ATTRIBUTES	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
PEOPLE MANAGEMENT	Manage and Develop Capability	Adept
	Inspire Direction and Purpose	Adept
	Optimise Work Outcomes	Adept
	Change and Innovation	Adept
LANGUAGE AND CULTURE	Te Reo	Intermediate
	Tikanga Māori	Intermediate

CAPABILITY FRAMEWORK DESCRIPTORS

Senior Project Manager Transformation and Improvement

ENGAGE

Communicate Effectively	Commit to Customer Service	Work Collaboratively	Influence and Negotiate
<i>Communicate clearly, actively listen to others, and respond with respect</i>	<i>Provide customer centric services in-line with the University's and organisational objectives</i>	<i>Collaborate with others and value their contribution</i>	<i>Gain consensus and commitment from others and resolve issues and conflicts</i>
ADEPT	ADVANCED	ADEPT	ADEPT
Tailor communication to the audience Clearly explain complex concepts and arguments to individuals and groups Actively listen to others and clarify own understanding. Create opportunities for others to be heard Write fluently in a range of styles and formats. Prepare written material that is well structured and easy to follow by the intended audience	Promote a culture of customer service excellence in the organisation Initiate and develop partnerships with customers to define and evaluate service performance outcomes Actively seek customer feedback and promote and manage service relationships both within the organisation and with external parties Liaise with senior stakeholders on key issues and provide expert and influential advice Identify and incorporate the interests and needs of customers in operational process design	Encourage a culture of recognising the value of collaboration Build co-operation and overcome barriers to information sharing and communication across teams and work units Share lessons learned across teams and work units Identify opportunities to work collaboratively with other areas to solve issues and develop better processes and approaches to work	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 Pre-empt and minimise conflict. Recognise and explain the need for compromise Influence others with a fair and considered approach and sound arguments

ENABLE

Deliver Results	Plan and Prioritise	Think and Solve Problems	Demonstrate Accountability
<i>Achieve results through efficient use of resources and a commitment to quality outcomes</i>	<i>Plan to achieve priority outcomes and respond flexibly to changing circumstances</i>	<i>Think, analyse and consider the broader context to develop practical solutions</i>	<i>Be responsible for own actions, adhere to legislation and policy and proactively address risk</i>
ADVANCED	ADVANCED	ADVANCED	ADEPT
Be accountable for outcomes and drive a culture of achievement and acknowledge input of others. Seek and apply the expertise of key individuals to achieve organisational outcomes Investigate and create opportunities to enhance the achievement of organisational objectives Ensure others understand that on-time and on-budget results are required and how overall success is defined. Progress organisational priorities and ensure effective acquisition and use of resources Control output of work unit(s) to ensure organisational outcomes are achieved within budget	Undertake strategic planning to ensure work unit(s) activity is aligned with University strategy. Monitor and evaluate progress and outcomes to inform future planning Ensure work unit(s) plans and goals are clear and appropriate including contingency provisions. Monitor progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes to work unit(s) plans and initiatives, such as changing University, tertiary sector/economic conditions, and respond appropriately Consider the implications of a wide range of complex issues, and adjust work unit(s) priorities when necessary	Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Engage in critical analysis of complex issues, weigh up alternatives and identify the most effective solutions, taking into account the wider organisational context Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements Implement systems and processes that underpin high quality data gathering and analysis	Ensure that actions of self and others are focused on achieving organisational outcomes Assess work outcomes and identify and share learnings to inform future actions. Exercise delegations responsibly Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks Understand and exercise integrity and due diligence with budgets, University monies and other resources

PERSONAL ATTRIBUTES

Display Resilience and Courage	Act with Integrity	Manage Self	Value Diversity
<i>Be open and honest, prepared to express your views, and willing to accept and commit to change</i>	<i>Be ethical and professional and act in keeping with the University's values</i>	<i>Show drive and motivation, a measured approach, and a commitment to learning</i>	<i>Show respect for diverse backgrounds, experience, and perspectives</i>
ADVANCED	ADEPT	ADEPT	ADEPT
Stay calm and act constructively in highly pressured and unpredictable environments Give constructive and honest feedback and advice using appropriate manner and tone in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through new and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues	Represent the organisation in an honest, ethical and professional way and support a culture of integrity and professionalism within the team/work unit Set an example for others to follow and identify and explain ethical issues pertaining to work activity. Ensure others clearly understand the legislation and policy framework within which they operate Act to prevent and report misconduct and inappropriate behaviour	Look for and take advantage of opportunities to learn new skills and develop strengths Show commitment to achieving challenging goals Examine and reflect on own performance and areas for improvement. Encourage feedback from colleagues and stakeholders Demonstrate a high level of personal motivation and maintain own motivation when tasks become difficult	Seek to promote the value of diversity for the organisation Recognise and adapt to individual differences and working styles Support initiatives that create an environment in which diversity is valued

PEOPLE MANAGEMENT

Manage and Develop Capability	Inspire Direction and Purpose	Optimise Work Outcomes	Change and Innovation
<i>Engage and motivate staff and develop capability and potential in others</i>	<i>Communicate goals, priorities and vision and recognise achievements</i>	<i>Manage resources effectively and apply sound workforce planning principles</i>	<i>Support, promote and champion change, and assist others to engage with change</i>
ADEPT	ADEPT	ADEPT	ADEPT
Define and clearly communicate roles, responsibilities and performance standards to achieve team/work unit outcomes Develop team/work unit plans that take into account team capability, strengths and opportunities for development Provide regular constructive feedback to build on strengths and achieve results Coach staff and encourage professional development and continuous learning Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way	Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation Translate broad goals into operational needs and explain the links for the team. Link team performance goals to work unit goals to ensure implementation of area/divisional goals Monitor and report on performance of team in line with established performance development frameworks Recognise and acknowledge high individual and team performance	Initiate and develop longer-term goals and plans to guide the work of the team/work unit in line with organisational objectives Allocate resources to ensure achievement of work outcomes and contribute to wider workforce planning Ensure that team members base their decisions on a sound understanding of work principles as they apply to the University Monitor performance against standards and take timely corrective actions. Keep others informed about progress and performance outcomes	Actively promote change processes to staff and participate in the communication of change initiatives across the work unit(s). Seek and foster new ways of doing things Provide guidance, coaching and direction to individuals and others managing uncertainty and change Identify cultural barriers to change and implement strategies to address these

LANGUAGE AND CULTURE

Te Reo	Tikanga Māori
<i>Develop understanding and use of te reo Māori (Māori language)</i>	<i>Create knowledge and use of tikanga Māori (Māori cultural practices) in the workplace</i>
INTERMEDIATE	INTERMEDIATE
Demonstrate use of te reo Māori words and phrases in appropriate work place settings Has prepared and can communicate accurately own mihi if required in the work place context Take part in opportunities to practice and extend own language capability	Understand the University's Māori Strategic Framework and incorporate its principles appropriately in work place activities Demonstrate an appropriate workplace understanding and awareness of tikanga Māori Has knowledge of the Articles and Principles of Te Tiriti o Waitangi Take part in opportunities to extend own understanding and awareness of tikanga Māori and Te Tiriti o Waitangi