

Role Description

Title	Practice Manager – Project Management
Manager Title	Digital Products and Delivery Manager
Directorate and Group	Information Systems and Services, Organisational Support
Direct Reports	Senior Project Managers Project Managers Project Coordinators
Band	T5, G
Date	July 2026
Approved By	Chief Information Officer, Information Systems and Services

Public Service

Ka mahitahi mātou o te ratonga tūmatanui hei painga mō ngā tāngata o Aotearoa

I āianeī, ā, hei ngā rā ki tua hoki, he kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a Ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

About DOC

The Department of Conservation Te Papa Atawhai (DOC) serves to protect and restore nature spaces and species across Aotearoa.

At the heart of our success is our strong DOC culture, built on clear values. Our integrity grounds us, our connections take us further together, we empower ourselves and others to do the best work, so we achieve more for nature and New Zealand.

Role Purpose

The purpose of this role is to lead the project management practice within Digital Products and Delivery, ensuring a consistent and integrated approach to project delivery that supports conservation outcomes and delivers value.

As a people leader, this role leads and develops Project Managers and Project Coordinators and drives continuous improvement in how projects are planned and delivered.

General

Employees are required to respond to DOC's changing needs, performing other tasks as reasonably required. DOC may make reasonable changes to the role in consultation with the role holder.

As a leader you are visible, open, and engaging, proactive, and agile, moving towards problems and challenges.

You are required to maintain a strict sense of personal ethics, maintain confidentiality and privacy, and abide by DOC's Code of Conduct.

Key Accountabilities

Accountability	Including ...
Project Management	Establish and maintain a fit-for-purpose project management framework in line with the EPMO project management framework, methodology, standards, and templates that are consistently applied across Digital Products and Delivery Lead the project management practice, ensuring Project Managers and Project Coordinators have the tools, guidance and support to deliver effectively and consistently Oversee the portfolio of projects to ensure they are appropriately scoped, resourced, governed and delivered on time, within budget, and to quality standards Provide oversight and quality assurance of project plans, business cases, and reporting produced across the practice Identify and manage significant project risks, issues and dependencies, escalating and recommending mitigations to senior stakeholders and governance groups Work with the Digital Products and Delivery Manager, Practice Managers and Product Managers to ensure project delivery aligns with product priorities and intended outcomes Lead continuous improvement of project delivery practice, embedding lessons learned and uplifting project management capability and maturity across the team Provide advice and recommendations to project sponsors and governance groups on project scope, risk, and delivery approach Ensure project management tools, systems and reporting are fit for purpose and support consistent, informed decision-making
Team leadership	Set expectations including clear definitions of success Support learning and development (individually and collectively) ensuring every team member has up to date development plan and receives regular feedback Support the creation of an inclusive culture Encourage the team to draw upon diverse strengths and perspectives

Accountability	Including ...
	Direct and support team members to collaborate Provide direction and appropriately assign tasks and projects Lead health, safety and wellbeing in the team, creating a work environment where workers are kept safe, healthy and well Maintain knowledge and awareness of trends, technologies, and developments to remain informed and up to date
Treaty Partnership	Identify the impact of the work on Māori and share awareness with others Establish networks with iwi and Māori who are interested/impacted by the work Identify appropriate methods to engage and lead engagement processes Ensure co-design with Māori is undertaken when required Ensure different ways of working are supported, institutional bias and stereotypes are not reinforced
Planning, sequencing and alignment	Develop, maintain, and sequence plans to deliver agreed outputs and outcomes, ensuring dependencies, milestones, and critical activities are aligned across workstreams Identify how priorities, interdependencies, and required outcomes will be achieved, balancing competing demands and organisational goals Scope, sequence, and recommend work and portfolio plans that align resources, timelines, risks, and delivery objectives Propose, negotiate, and secure agreement on budget and resource requirements to support delivery priorities and planned outcomes Manage competing priorities, dependencies, and constraints, establishing clear goals and delivery pathways across portfolio Ensure alignment of work plans, priorities, resources, and delivery schedules across teams and stakeholders to achieve strategic outcomes. Partner with other Practice Managers to ensure alignment across Digital Products and Delivery.
Work progress and reporting	Measure and provide comprehensive insights into work progress and results Produce regular reports to provide updates and information for decision makers Respond appropriately to changing contexts and priorities Identify critical risks or issues and recommend appropriate solutions Maintain knowledge and awareness trends, technologies, and developments to remain informed and up to date

Accountability	Including ...
Stakeholder and customer relationships and service delivery	Engage with stakeholders to share information and identify critical issues Respond promptly and competently to requests for information, advice, or the provision of services Gather feedback from customers and stakeholders and seek opportunities for improvement Participate in engagement and feedback activities and ensure feedback is incorporated into your work Identify critical issues and opportunities where feedback and/or engagement is required to proceed

Capability

Capabilities Required	
Specialist skills, knowledge, and qualifications	Tertiary qualification in project management, business, or a related field, or equivalent practical experience Recognised project management certification (e.g. PRINCE2, PMP, MSP, or an agile equivalent) Substantial experience managing and delivering complex projects and programmes, ideally within a multi-disciplinary digital or technology environment Demonstrated experience establishing or leading a project management practice, including frameworks, standards, and ways of working Strong knowledge of project governance, assurance, and risk management practices Experience leading and developing a team of project managers and coordinators Sound financial and budget management skills, including experience managing project budgets and resourcing Experience working with project and portfolio management tools and reporting systems Experience working in the public sector, or a similarly complex, stakeholder-rich environment, is an advantage
Team Leadership	Skilled in leading and managing a high-performing team Able to lead dispersed staff with a variety of flexible working arrangements Monitors team cohesion and performance Adept at maintaining an inclusive and collaborative team culture Manages health, safety, and wellbeing processes to ensure a strong and proactive safety culture

Capabilities Required	
	Skilled at effective coaching and feedback delivery, and supporting individual and team capability development
Treaty Partnership	Understands where the Māori Crown relationship is particularly important to DOC Understands some of the key differences between Māori and non-Māori worldviews Able to use day-to-day tikanga at work, e.g. waiata and pepeha Familiar with contemporary Māori experiences and perspectives, particularly in respect to DOC Identifies knowledge and experience gaps and seeks advice or support when required
Decision making and delivery of results	Reviews detailed and complex information to understand context and create recommendations Recognises importance of seeking and considering other perspectives Plans and organises work to deliver on objectives High personal and professional standards and accuracy
Organisation contribution	Provides considered feedback and input to decision making Identifies and suggests opportunities to do things differently Proactively seeks to understand organisational or wider context of own role
Collaboration, relationship building, communication and interpersonal skills	Works effectively with peers to solve problems, and provides support Demonstrates and fosters collaboration across teams Connects with others, builds trust and listens Works cooperatively and collaboratively with others across DOC Shares information proactively and seeks to support others

Key Working Relationships

Internal	External
All of DOC including - Managers - Directors - Deputy Director Generals Information System and Service Teams	Support vendors & partners Other Government agencies

You are required to comply with the standard operating requirements of DOC, i.e., complying with the financial, health and safety, legal, people and other delegations set out in Standard Operating Procedures, policies, and instructions (refer to the Intranet for further information).