

POSITION DESCRIPTION

General Information:	
Position Title:	Portfolio Project and Enablement Specialist
Incumbent:	
Function & Team/Program:	People and Culture - Delivery Enablement & Optimisation
Location(s):	Flexible
Manager's Position Title:	Delivery Enablement & Optimisation Manager
Manager's Name:	Rosemary Ferrari
Date Prepared:	29 January 2026
Prepared By:	Rosemary Ferrari
Approved By:	David Rae, Head of People and Culture

Primary Purpose of this Position (<i>why does the role exist?</i>)
<p>Coordinates strategic project portfolio management and governance within the People and Culture Function, ensuring all major initiatives demonstrate clear strategic alignment and high visibility across The Smith Family (TSF), preparing governance and reporting materials for leadership decision-making, aligned with strategic planning cycles, as well as leading nominated People and Culture Projects as assigned.</p> <p>The role contributes to strengthening the project delivery capability of People and Culture teams, and driving adoption of new ways of working, through the design and promotion of fit-for purpose project management tools, to drive measurable improvements in delivery across the organisation.</p>

Scope:	
Direct Reports to this Position	Indirect Reports
By Position Title	Total Number
<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Variable: May provide guidance to rotational SMEs or skilled volunteers engaged to support specific projects or initiatives
Financial Dimensions controlled by this Position (<i>Include key financial metrics such as revenue growth, income & expense budget, etc</i>)	
Direct control	Indirect control
<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Supports cost savings through improved project governance and prioritisation Support productivity gains via effective project management, improved capabilities and enhanced change support for projects

Other Dimensions of this Position
<p><i>e.g. Number of programs, site responsibility, geographic spread of team</i></p> <ul style="list-style-type: none"> Works flexibly across the People & Culture Function focusing on specialised project support for major initiatives Maintains portfolio documentation and consolidated reporting of progress and outcomes including risks, assumptions, issues and dependencies (RAIDS).

- Coordinates planning and review cycles for People and Culture.
- Supports readiness and stakeholder engagement for organisational initiatives.
- Contributes to capability-building through templates, tools, and enablement practices.
- Engages with key stakeholders and partners across the organisation, including Agile Delivery Manager, Enterprise Strategy team members and Project management and Continuous Improvement Communities of Practice.
- Drives best practice application of project management frameworks and tools within People and Culture.
- Maintains up-to-date knowledge of regulatory frameworks, governance requirements, national standards, and policies to ensure that compliance is seamlessly embedded within project planning and implementation

Setting Priorities (how is work prioritised)

How often does employee prioritise their own work? <i>Eg. Daily, weekly, monthly, annually, other</i>	Daily, weekly, monthly & yearly
How often does employee determine the priorities of others? <i>Eg. Daily, weekly, monthly, annually, other</i>	Weekly/Monthly

Key Relationships (Who does the role interact with? List the titles of individuals, departments and organisations frequently interacts with)

Internal	<ul style="list-style-type: none"> • Delivery Enablement and Optimisation Manager • Data Governance and Enablement Analyst • Systems and Business Process Analyst • Head of People and Culture, and Domain Leads in People and Culture • Organisational Strategy and Cross-functional project teams • Agile Delivery Manager • Communities of Practice focussing on Strategy, Project and Change
External	<ul style="list-style-type: none"> • Third-party vendors, contractors, and partners supporting initiatives • Volunteers/Supporters (Customers of People and Culture)

Key Decision Making in this Role: (What are the key decisions and recommendations made in this role?)

- Decisions Expected**
- Prioritisation and allocation of resources when exercising operational authority as project lead for Projects or dependencies within People and Culture.
 - Determine approaches for portfolio documentation, reporting, and governance improvements.
 - Determine best-fit project management methods and stakeholder engagement tools to support the achievement of objectives for projects and initiatives, considering initiative complexity and capability of delivery teams
 - Prioritise own tasks and workflow in alignment with key priorities determined through team planning cadence
 - Identify relevant stakeholders needed for project collaboration
- Recommendations Expected**
- Propose adjustments to organisation prioritisation and planning impacting People and Culture
 - Recommend governance templates, change readiness activities and stakeholder engagement strategies
 - Advise on effective change support activities

Every Team Member at The Smith Family:

- Is expected to uphold The Smith Family Values and Culture.
- Understands and complies with the Child Protection Framework.
- Takes reasonable care for the health and safety of themselves and others.

- Understands and complies with the Workplace, Health and Safety Systems.
- Reports hazards and incidents and participates in risk management as required.

Key Responsibilities / Accountabilities:		
Major Area:	Portfolio Governance, Reporting & Representation	% of Job Total: 40%
Maintains portfolio documentation and consolidated reporting of progress and outcomes including registers and tracking of risks, assumptions, issues and dependencies (RAIDS).		
Prepare consolidated reporting and governance materials for leadership and enterprise forums, ensuring alignment with strategic planning cycles.		
Support representation of People and Culture in enterprise forums (Scrum of Scrums, Enterprise Project Progress Meetings) through governance and reporting preparation		
Recommend improvements to governance templates and tools.		
Major Area:	Project Leadership	% of Job Total: 30%
Apply fit-for-purpose project management methods and stakeholder engagement tools tailored to the initiative		
Actively lead allocated internal projects and dependencies within People and Culture associated with business initiatives, in alignment with organisation priorities.		
Provide operational prioritisation authority when acting as project lead, with updates reflected in P&C leadership cadence.		
Support discovery, requirements gathering, and assessments for People and Culture projects and initiatives in collaboration with project teams and Subject Matter Experts.		
Major Area:	Capability Building and Change Enablement	% of Job Total: 30%
Develop, implement and promote templates, tools, and resources to build practice and capability and embed new ways of working across People and Culture		
Collaborate with stakeholders to integrate continuous improvement into run-the-business operations		
Support the planning and design of change approaches for projects and initiatives, and monitor and evaluate adoption and effectiveness of implemented changes to provide insights for future improvements.		

Key Challenges in Achieving Goal(s): (What are the key challenges faced by this role in meeting goals/objectives)		
<ul style="list-style-type: none"> • Balance Governance with Agility: Shape governance practices that enable agility while maintaining compliance and alignment with strategic priorities. • Maintaining Momentum Across Initiatives in a Dynamic Environment: Sustain progress and visibility across concurrent projects and strategic initiatives, despite shifting of resources and priorities. • Act as a connector to harmonise priorities across multiple initiatives and diverse functions • Influencing Without Direct Authority: Achieve portfolio alignment and drive governance improvements through influence and relationship-building rather than formal authority • Integrating Compliance Seamlessly: Embed regulatory and governance requirements into projects and initiatives in a way that supports efficiency and clarity • Leveraging Data to Drive Insightful Decisions: Access and synthesise reliable, timely data, across evolving systems and processes, to inform recommendations and approaches 		
Qualifications, Experience and Competencies: (What background, knowledge, experience or competencies are required to perform the role at the expected level?)		

Education / Qualifications / Memberships:	Essential	Desirable
	<ul style="list-style-type: none"> • Relevant tertiary qualification or vocational training in project 	<ul style="list-style-type: none"> • Additional qualifications or certifications in, continuous

	management, business administration, or a related field.	improvement, Agile, or related discipline
Experience:	Essential	Desirable
	<ul style="list-style-type: none"> • At least 3years of managing a project portfolio, including proven experience with major initiatives in a cross functional environment. • Working knowledge of project management platforms and applications • Experience leading continuous improvement or change initiatives within a team or organisational context • Experience preparing governance and reporting materials for senior leadership • Experience supporting system implementation or enhancement projects • Experience in development of change adoption activities including training material and communications. 	<ul style="list-style-type: none"> • Experience using AzureDevOps, Monday.Com, MS Project • Exposure to Agile principles and practices (Scrum, Kanban) and hybrid delivery environments. • Experience working in a regulated or compliance-focused matrix environment. • Familiarity with data analysis and reporting tools (Power BI) and automation tools (Power Automate)
Competencies:	Essential	Desirable
	<ul style="list-style-type: none"> • Ability to apply governance frameworks and exercise sound judgment in decision-making • Ability to working collaboratively with stakeholders at all levels of the organisation, influence outcomes aligned with priorities. • Analytical and problem-solving capability to identify risks and recommend mitigation strategies • Excellent communication skills for presenting complex information clearly and concisely. • Demonstrates a commitment to improving processes, systems, and experiences, proactively and identifies issues, opportunities, and contributes to practical solutions • Ability to build capability of others through development of templates, tools, and practices • Understanding of change management principles and adoption planning • Strong collaboration and relationship-building skills across multiple functions. • Demonstrates Adaptability and a commitment to ongoing learning and development in project management and continuous improvement methodologies and practice 	<ul style="list-style-type: none"> • Solid ability to influence across an organisation without formal authority whilst navigating complex stakeholder dynamics • Applies an Innovative, growth-oriented mindset to problem-solving and process improvement