Sydney WATER

Job Profile

Program Director

Group: Infrastructure Delivery

Job Summary

To be completed by People and Culture team			
Job Family	Portfolio & Project Management	**Career Stage**	J (JE-02083)
Job Function	Technical Project/Program Management	**Career Stream**	Leadership
Coverage EA = Enterprise Agreement ICE = Individual Contract of Employment	ICE 4	**Last Modified Date**	28/10/2026
To be completed by Manager ~ (Team Size relates to People Leadership)			
Work Environment	Hybrid	**Team Size**	6 - 7
People Leader	Yes	**Indirect Team Size**	100+

Who we are.

At Sydney Water, we exist for our customers. We're more than 4,000 people working together, striving to do more and be better—better for the environment, our customers, our people, and our water. Our people are passionate about working together, and driving agility, accountability, innovation, sustainability, and exceptional customer experiences.

Sydney Water is the main provider of water, wastewater, recycled water, and stormwater services in Greater Sydney. Our employees are dedicated to our customers, ensuring services are reliable and affordable, we are proactive and easy to engage with, forward-thinking, and environmentally focused.

Working with us means helping to provide essential services, safeguarding Sydney's future with a sustainable water supply, and protecting our iconic waterways. Our strategy guides our journey to enhance customer outcomes and continue delivering robust services to our city into the future.

Job Purpose

The Program Director provides senior leadership across an allocated portfolio of complex infrastructure projects and is accountable for the performance, integration and successful delivery of the portfolio. Reporting to the Head of Business, the role ensures the portfolio collectively achieves approved investment outcomes safely, on time, within budget and to the required quality and asset standards.

The Program Director is accountable for aggregate portfolio performance, including portfolio forecasting, prioritisation, sequencing, resource and contingency allocation, cross-project dependencies, commercial strategy and material

interventions. Project Directors remain accountable for the execution and performance of their assigned projects within approved outcomes, governance arrangements and delegated authority.

The role brings together project teams, operational stakeholders, internal specialist and enabling functions, delivery partners and other service providers to ensure the portfolio has the capability, resources and support required for successful delivery. The Program Director establishes clear accountabilities, manages interfaces and dependencies, and influences across organisational boundaries to align priorities and resolve delivery constraints.

As a senior leader within Infrastructure Delivery, the Program Director builds and leads capable, accountable and high-performing project teams and drives strong delivery partner performance. The role ensures projects are delivered in accordance with contractual obligations, planning approvals and governance requirements, while protecting the safety, reliability and resilience of Sydney Water's existing assets and services, supporting effective transition to operations and achieving enduring outcomes for customers and communities.

Accountabilities

Job Specific	• Lead and be accountable for the collective performance, integration and successful delivery of an allocated portfolio of complex infrastructure projects against approved safety, scope, schedule, cost, quality, asset and benefits outcomes. • Own aggregate financial and commercial performance across the portfolio, including consolidated budgeting, forecasting and cash flow; allocation and management of portfolio contingency; portfolio-wide commercial and procurement strategy; and decisions or interventions above project delegations or with cross-project implications. • Ensure projects are delivered within approved investment outcomes, funding, policy, governance and delegated authority, intervening early and implementing recovery actions where performance is off track. • Translate approved investment outcomes and regional priorities into executable projects and delivery plans, maintaining alignment between investment intent, scope, delivery strategy, execution and transition to operations. • Optimise delivery, sequencing and resource deployment across the allocated portfolio, within the regional priorities and approved funding parameters established by the Head of Business. • Set the delivery parameters, performance expectations, delegated tolerances and escalation requirements for projects within the portfolio, ensuring Project Directors remain accountable for project execution and escalate exceptions that cannot be resolved within the approved project baseline or delegated authority. • Own and actively manage portfolio risks, opportunities, dependencies and constraints, ensuring effective mitigation, contingency and recovery plans are established and implemented. • Lead or direct recovery interventions where an issue exceeds project delegations or tolerances, cannot be resolved within the approved project baseline, affects multiple projects or portfolio commitments, or creates material operational, regulatory, reputational or enterprise consequences. Escalate matters that materially affect other portfolios, regional performance or enterprise outcomes to the Head of Business. • Maintain effective portfolio governance, consolidated performance reporting and oversight of project assurance, with clear accountability for project-level approvals, assurance submissions, forecasts and evidence-based reporting. • Lead the integration of project teams, operational stakeholders, internal specialist and enabling functions, delivery partners and other service providers required to achieve portfolio outcomes.

	• Establish clear accountabilities, service expectations and ways of working across organisational boundaries, managing interfaces and dependencies and resolving constraints that affect delivery. • Build and lead capable, accountable and high-performing multidisciplinary teams, setting clear direction, allocating resources effectively and developing the leadership and delivery capability required across the portfolio. • Establish a culture of safety, ownership, commercial discipline, collaboration, constructive challenge and continuous improvement across project teams and delivery partners. • Set portfolio-wide expectations for delivery-partner performance, review systemic or material performance issues, and lead strategic interventions where performance affects more than one project, exceeds project-level authority or threatens portfolio outcomes. Project Directors remain responsible for day-to-day contractual and performance management within their assigned projects. • Build and maintain productive relationships with senior internal stakeholders, government agencies, regulators, developers and other parties involved in the assurance and delivery of the portfolio. • Influence decision-making, build alignment and negotiate outcomes with senior stakeholders using credible evidence, sound judgement and a fair and considered approach. • Lead engagement on portfolio-wide, regionally significant, sensitive or materially escalated stakeholder matters. Establish clear stakeholder engagement and escalation arrangements across the portfolio, and escalate material, sensitive or region-wide matters to the Head of Business. • Ensure delivery protects the safety, reliability and resilience of Sydney Water's existing assets and services, supports effective transition to operations and achieves enduring outcomes for customers and communities. • Operate within the regional priorities, investment parameters and delegations established by the Head of Business, contributing to the performance and commitments of the region while retaining accountability for the allocated portfolio.

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Role Requirements

Education / Qualifications

Required	• Relevant qualifications and/or substantial equivalent experience in infrastructure delivery, engineering, construction, project or program management, commercial management, asset-intensive industries or a related field.
Desired	• Relevant postgraduate qualifications, professional accreditation or industry certification in project or program management, engineering, construction, commercial management or a related discipline.

Certifications / Licences

Required	•
Desired	•

Experience

Required	• Significant senior leadership experience successfully developing and delivering complex infrastructure projects or portfolios within large, asset-intensive or regulated operating environments. • Demonstrated accountability for achieving project and portfolio outcomes across safety, scope, schedule, cost, quality, risk, asset performance and benefits. • Proven experience leading the development, procurement, delivery, commissioning and transition to operations of complex, infrastructure projects. • Strong commercial and financial management experience, with accountability for aggregate portfolio budgeting, forecasting, cash flow, cost performance and contingency management. • Proven experience setting portfolio-wide commercial, procurement and delivery strategies across complex infrastructure projects • Demonstrated success overseeing delivery performance and leading interventions in material or systemic issues that exceed project tolerances, affect multiple projects or threaten portfolio outcomes. • Proven experience prioritising and allocating resources and contingency across competing projects to protect portfolio commitments and approved investment outcomes • Proven experience managing the performance of contractors, consultants and other delivery partners across complex contractual and commercial arrangements. • Demonstrated ability to integrate project teams, operational stakeholders, internal specialist and enabling functions, delivery partners and other service providers to achieve shared delivery outcomes. • Experience delivering infrastructure within live operational environments, with an understanding of the need to protect service continuity, operational performance, asset reliability and network resilience.

	• Strong governance, risk and decision-making experience, including exercising delegated authority, establishing clear project tolerances and escalation thresholds, and escalating material portfolio, regional or enterprise issues appropriately • Demonstrated ability to interpret approved investment outcomes and strategic priorities and translate them into executable projects, delivery plans and measurable outcomes. • Highly developed stakeholder management, communication, negotiation and influencing skills, with experience building alignment and resolving competing priorities across senior internal stakeholders, government agencies, regulators, communities and delivery partners. • Experience managing cross-project dependencies, competing priorities and systemic delivery constraints, including directing portfolio-level recovery where approved outcomes are at risk. • Demonstrated commitment to visible safety leadership, ethical conduct, probity, inclusion, collaboration and the development of accountable, high-performing teams.
Desired	• Demonstrated learning agility, curiosity and willingness to challenge established approaches, with the capacity to develop broader leadership responsibility and identify better ways to deliver infrastructure outcomes.

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Capabilities and Skills

The capability and skill requirements for this role are identified in the skills profile listed below. This is comprised of Enterprise Capabilities, that are essential for all roles and functional skills, which are specific to each role.

Enterprise Capabilities (F-H)	
Capability	**Descriptor**
Accountability	Sets direction and motivates others to hold themselves accountable for achieving goals. Leads by example, collaborates, and sets a high standard for accountability and commitment.
Agility	Creates team culture to encourage agile ways of thinking and working. Role models flexibility and adaptability in teams/business areas.
Innovation	Improves or adapts existing methods and processes to achieve greater value. Manages risks, is open to and shares lessons learnt with others.

Functional Skills			
Skill	**Priority**	**Essential or Desirable**	**Proficiency level**
Investment Decisions	1	Essential	Advanced
Business Performance Management	2	Essential	Advanced
Program Management	3	Essential	Advanced
Strategic Thinking	4	Essential	Advanced
Governance	5	Essential	Advanced
Organizational Strategy	6	Essential	Advanced
Stakeholder Management	7	Essential	Advanced
Culture Transformation	8	Essential	Advanced
Negotiation	9	Essential	Advanced

Proficiency Level Descriptors

Developing - Building practical experience, needs continued coaching.

Intermediate - Independent execution, minimal guidance**.**

Advanced - Fully independent execution, coaches' others.

Mastery - Strategic, sought as expert internally and externally.

Additional notes

Sydney Water takes the safe provision of its services to the public and the protection of its information assets extremely seriously. As a Sydney Water employee, you are required to understand your obligations under the Acceptable Use of Information Technology Policy and how Sydney Water's Information Technology is to be used. You must also help keep your workplace secure by ensuring you do not enable non-authorised people access to sites, maintain the integrity of locked entries and exits, and where appropriate, alarms being engaged.

Sydney Water requires all users to embrace and adhere to all enterprise and protective security policies, awareness programs and frameworks for Sydney Water assets.