PORTFOLIO	The Office of Audacious Endeavours	
RECORD TYPE	Position Description	
POSITION	Project and Program Specialist	
ENDEAVOUR	Zero Childhood Cancer	
DATE	Thursday 22 April 2021	

RECORD MANAGEMENT

Purpose

Outline the organisational context, traits, qualifications, certifications, experience, competencies, and capabilities the Programme Specialist will need to successfully support the Zero Childhood Cancer endeavour.

Salary

Job Family and Band	Business Transformation and Audacious Endeavours; B4
Salary	$100,000 to $120,000

Contributors

ROLE*	INITIALS	NAME	ORG.	TITLE
C	AP	Ayesha Pereira	CCI	Talent Acquisition Specialist
C	KS	Kate Sellick	CCI	Head of People and Culture
A / R	MS	Matt Swan	CCI	Head of Projects
C	MM	Mitali Manzur	CCI	ZERO Program Manager
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*RACI: Responsible, R; Accountable, A; Consult, C; Inform, I; Ordered alphabetically by first name.

Revision History

REVISION	DATE	AUTHOR(S)	CHANGES
A	2021/03/07	MS, MM	Initial draft
B	2021/03/20	MS	Issued for review
C	2021/03/20	MS	Salary range added
0	2021/04/22	MS	Final revision, Approved for use

Approval Workflow

ZERO Program Manager	Head of Projects	Head of People & Culture
Mitali Manzur	**Matt Swan**	**Kate Sellick**

1. CONTEXT

Join the Children's Cancer Institute's (CCI), Office of Audacious Endeavours to support the delivery of the ZERO Childhood Cancer Program (ZERO). ZERO will revolutionise the journey of all Australian children and young people diagnosed with cancer by embedding research-driven precision medicine as a transformative and sustained model of care in the Australian healthcare system to provide more effective treatment options and improve the long-term outcomes for all.

1.1. The Children's Cancer Institute

CCI exists *to cure children's cancer*, that is to save the lives of all children with cancer and improve their long-term health, through research.

Every week in Australia, three children and adolescents die of cancer. Only when those three becomes zero, and when all the survivors can live a normal life, will our work be done.

Our purpose as the only independent medical research institute in Australia focused exclusively on childhood cancer, is to Discover and Translate, through world-class research, new treatments that will cure cancer and reduce side effects in children and adolescents.

Our 2018–strategy is available at https://www.ccia.org.au/about-the-institute.

1.2. The Office of Audacious Endeavours

The newly established Office of Audacious Endeavours recognises the audacity of CCI's vision and in time will support the successful delivery of all CCIs endeavours (projects, programmes, and portfolio's). The Office supports CCI by developing the capability of:

1. **the organisation** by advancing our understanding of our endeavours, creating structures to resolve gaps between strategy and success, and reshaping our organisational context;

2. **our endeavours** by supporting our teams to craft and implement their delivery approach; and,

3. **our people** by understanding their aspirations, facilitating training and coaching, and identifying opportunities for their growth.

We have a nuanced approach to our endeavours emphasising a deep knowledge of project management and leadership, and dynamic capability building. We develop a tailored approach for each of our endeavours exapting leading practice with careful consideration of context. "Like a jazz musician [we'll use] the notes on the page, but dancing around them, inventing combinations that are appropriate for the situation and the people at hand" *Barry Schwartz*.

Your position will report to the Head of Projects who will be responsible for your professional development and support you to implement the approach. Functionally you will report to the ZERO Program Manager and work closely with the Program Coordinator to support the Program's delivery.

1.3. Zero Childhood Cancer

ZERO is Australia's first and most comprehensive personalised medicine program for children and young people, and demonstrated significant impact for those faced with the most challenging prognoses. Recently awarded with $67 M from the Medical Research Future Fund (MRFF) and The Minderoo Foundation, the program is now set to expand eight-fold include all Australian children and young people with cancer by 2023.

ZERO is a unique, multidisciplinary program that brings together cutting-edge science, the latest technology, and the brightest minds in research and clinical care. Together they will chart path to change the model of care for children with cancer today.

Functionally your position will report to and work closely with the ZERO Program Manager and Program Coordinator; supporting the implementation of the approach and delivery of the Program to ensure stakeholders expectations are met, including MRFF and Minderoo Foundation milestones, within constraints. The Program will integrate, harmonise, and build upon the existing research, translational, and clinical activity of CCI, The Kids Cancer Centre (KCC), and its national and international partners, including eight of Australia's major paediatric hospitals and 23 research institutions.

A simplified Organisational Chart is included in Figure 1 showing key reporting lines.

Further detail on ZERO is available at https://www.zerochildhoodcancer.org.au/.

2. THE ROLE

We have high expectations for you—but don't let that scare you off. We're ready to invest deliberately in your development. We also know many exceptional project professionals who started outside the traditional (engineering) pathways.

2.1. Personality traits

To be successful in this role and environment, we think you'll need a specific set of traits and behaviours, these are included in Table 1 along with some context. Note that these are independent of qualifications, certifications, and experience.

Table 1 Candidate traits and behaviours

TRAIT	BEHAVIOURS
Proactive and organised	We're organising a national team of researchers, clinicians, and other professionals, so we need model effective management and have everyone rally around the plan to deliver it. ■ Able to see an objective and break it into a series of logical steps. ■ Stays on-track and is able to hit milestones. ■ Spots opportunities and is willing to jump in and get things done.
Collaborative	What we're doing is complex, requiring many great minds working together to support the success of the team. *"If you want to go fast, go alone; but if you want to go far, go together."* ■ Understands the strengths and weaknesses of your team-mates. ■ Asks for and provides help where appropriate. ■ Celebrates diverse people, experiences, and perspectives, and how they improve outcomes. ■ Builds trust and strong personal relationships.
Confident and assertive	Implementing rigorous project management approaches, including mapping accountabilities and monitoring progress will be a significant cultural change for some in the team, requiring sensitivity. ■ Understands team members' and stakeholder's roles and responsibilities. ■ Communicates the interdependencies between activities, and the importance of milestones. ■ Respectfully and firmly holds people accountable for progress.
Humble	No individual could hope to understand all ZEROs detail; instead we leverage the knowledge, skills, and abilities of our colleagues. We also expect you'll need to learn a lot about project management. ■ Comfortable saying I don't know; defer to the experts. ■ Comfortable asking for help; we expect to grow you into this role. ■ Reflect on your contribution; what's done well, what can be improved, what can change?
Eager to learn	We're super passionate about the science, project management, and curing childhood cancer. We experiment and we fail—but that's expected—what's important is learning and moving forward. ■ Ambitious and owns their growth and development. ■ Excited about science, projects, and working to cure children's cancer. ■ Looking for a challenge; we're going to work to develop each other.
Comfortable with VUCA	What we're doing hasn't been done before, so things are going to be volatile, uncertain, complex, and ambiguous (VUCA) and our approach and plans will need to respond. ■ Comfortable wrestling with Messes (intractable problems), iterating, trying multiple approaches, and failing, as we make sense of what we're trying to achieve and how we're going to do it. ■ Be the jazz musician.
Emotional intelligence	We spend a lot of time at work and we love it—which drives excellence—but that's only possible when we have meaningful and empathetic relationships with our colleagues. ■ Listen, connect with, and understand your team-mates and stakeholders; their opinions, perspectives, challenges, and aspirations. ■ Create a psychologically safe environment to have open and honest conversations. ■ Display an infectious energy to motivate and inspire.

2.2. Qualifications

Undergraduate and likely post-graduate studies will have provided you with solid higher-order thinking skills to analyse, evaluate, and synthesise complex information and effectively communicate it to the project team and stakeholders. We recognise that people with different backgrounds will approach this role and be effective in different way (stereotypically elaborated in Table 2).

Table 2 Example backgrounds and strengths they may bring to the role

Science and engineering	Sophisticated analytical skills, logical structuring of information
Projects Management	Technical project management knowledge, skills, and abilities
Business	Understanding the organisation and how the endeavour exists in that context
Psychology	Connecting with and understanding stakeholders and their perspectives
Humanities	Strong written communication, understanding historical and societal context

2.3. Certifications

There is a rapidly expanding industry providing project management certifications as detailed in Table 3. In general, we think most certifications contribute to the conversation; so it's good to understand all of them. But we don't think don't need any of them. Certifications that require a demonstrated track-record of successful projects such as those from AIPM, APM, IPMA, and PMI, provide an independent assessment of your competence. All show a commitment to developing as a professional.

Table 3 Various project management certifications

ORG.	CERTIFICATIONS
AIPM	CPPP, CPPM, CPSPM, CPPD, CPPE
APM	PQF, PQM, PPQ, ChPP
Axelos	ITIL, RESILIA, PRINCE2, AgileSHIFT, MSP, MoR, P3O, MoP, MoV
ICCPM	Certificate IV in Organisational Complexity (Qualification)
IPMA	Level-D, -C, -B, -A
PMI	CAPM, PMP, PgPM, PfPM, and specialisations: ACP, PBA, RPM, SP
Other Agile	Agile Modelling, ASD, AUP, Crystal, DAD, DSDM, FDD, Kanban, Lean, LeSS, Nexus, SAFe, Scrum, XP

2.4. Experience

People acquire skills at different rates, so we don't believe in an explicit numbers of years served. Instead we'd like you to demonstrate a track record of delivering exceptional work and evidence you're ready for this next step. When discussing your work reflect on its complexity; ZERO with its discovery and translation research, clinical care, diversity of stakeholders, and need to influence public policy presents many challenges and opportunities.

2.5. Competencies and capabilities

There are many different ways to assess the competence of project professionals and they all contribute something to the conversation. We like the International Project Management Association's (IPMA), Individual Competency Baseline (ICB4) because it strikes a good balance between understanding how: a project fits its organisational context (Perspective); to work effectively with others (People); and, technical knowledge, skills, and abilities enhance success (Practice). It also gives us confidence we've covered everything. Other standards focus too much on the technical elements, and these are simply not enough to be successful in a complex endeavour like ZERO or at CCI.

You can download the full ICB4 for free here: https://shop.ipma.world/shop/ipma-standards/individual-competence-baseline-for-project-management-ebook but you don't need to know any more.

In Table 4 below we discuss how each of the ICB4 competency elements relates to this role. We do not expect you to have demonstrated, or even have all these skills right now—but, we do expect you to own your development, and work with us to help you build these capabilities into your competencies.

Table 4 Program Management – Projects competencies for ZERO

DOMAINS	RELEVANCE TO THE POSITION
Perspective (shaping the context of our endeavour)	
Strategy	Understand CCI and ZERO vision, mission, and objectives. Work with the Team to maintain alignment with our objectives and benefits. Monitor progress against metrics. Suggest improvements to our approach.
Governance, structures, and processes	Understand, follow, and improve CCI and ZERO governance structures and processes. Seek to align processes and governance structures with outcomes to increase our chances of success. Communicates team member's responsibilities and accountabilities to support decision-making at appropriate levels. Escalates issues following agreed processes.
Compliance, standards, and regulation	Be familiar with, understand the interactions between, and support experts to ensure compliance with legalisation, standards and good practice guidelines around: ethics, health and safety, environment, data governance, risk, and laboratory practices.
Interest and influence	Empathise with stakeholders' perspectives; understand them, their role, and contribution to the program. Assess the scope of stakeholder's formal and informal relationships to determine their legitimacy, power/influence, and authority.
Culture and values	Embrace and celebrate diversity in all its forms. Contribute to, support, and strengthening the team culture of excellence, innovation, collaboration, disruption, transparency, and accountability. Look for opportunities to embed the team culture in our approach and our interactions. Work with integrity.
People (focussing on personal and team development)	
Self-reflection and self-management	Reflect on your values, beliefs, attitudes, and behaviours and how they influence your feelings, perspectives, expectations, and decisions. Volunteer, work to remedy, and learn from mistakes. Understand your competencies and capabilities; take responsibility for personal learning and development, challenge yourself, seek out opportunities, give and receive developmental feedback.
Personal integrity and reliability	Know, reflect-on, communicate, and act-in-accordance-with your values. Set and work at a sustainable pace. Take responsibility for decisions and actions. Do what you say you will do.
Personal communication	Structure information logically, and employ appropriate language and techniques for the context. Listen actively. Communicate effectively and with respect. Translate conversations into program activities and deliverables and then communicate expectations to stakeholders
Relationships and engagement	Seek and create opportunities and situations to interact with project team members and stakeholders; connect on a personal level to understand their concerns, drivers, and aspirations. Encourage others to share their opinions and concerns. Share your enthusiasm for the endeavour. Integrate your knowledge into our approach.
Leadership	Champion leadership at all levels. Exercises sound judgement, initiates action, proactively offers help and advice, takes ownership, shows commitment, inspires trust. Invites opinion and discussion prior to decision making. Explains the rational for decisions. Influences people to deliver the endeavour. Works in the best interests of the endeavour.
Teamwork	Supports the team to be successful. Builds awareness of the programme and dependencies, and motivates the team to deliver. Promotes cooperation and understanding between team members, and stakeholders. Empower the team by promoting the distribution of tasks, responsibilities, and decisions. Recognise errors to facilitate learning.
Conflict and crisis	Anticipate and work to prevent or diffuse destructive conflict and mediate/resolve their impact. Acknowledge and encourage robust debate that improves our process and outcomes. Confidently express your opinions and perspectives, be open to being challenged, be assertive when activities and decisions need to be progressed, be solutions oriented. Act with candour and humility. Admit when you're wrong.
Resourcefulness	Stimulate and support an open and creative environment. Apply conceptual thinking to define situations and approaches. Apply analytic techniques to analyse situations, trends, and produce trends. Promote and apply creative techniques to find alternative solutions. Promote a holistic view f the programme and its context to improve our approach and decision-making.
Negotiation	Identify and understand the interests of all parties. Develop and evaluate options balancing stakeholder expectations. Reach and enforce agreements

Results orientation	Evaluate our approach, decisions, and actions against their impact on programme success and outcomes. Be pragmatic by balancing our approach with outcomes. Prioritise where effort is applied and look for good enough solutions. Support a sustainable (healthy, safe, and productive) working environment. Make abstract aspirations tangible for diverse stakeholders.
Practice (technical project management)	
Working with The Office of Audacious Endeavours, ZERO, Technology Services Group, Marketing & Fundraising, People & Culture, Finance, Strategy & Risk, teams to:	
Project design	Acknowledge, prioritise, and review stakeholders expectations and success criteria. Review, apply, and share lessons. Review program complexity and its implications. Develop and implement a project approach adapted to its environment and context. Implement and improve the project management approach, plans, and other deliverables. Adapt the approach in response to changes.
Benefits and objectives	Understand and monitor progress towards objectives and benefits. Extract the programme requirements (outcomes) from Grants and funding agreements. Review and expand our understanding of the endeavour's components, their outcomes, and interfaces.
Scope	Deepen our understanding of the endeavour's scope. Translate the scope into activities, deliverables, and outputs. Maintain, communicate in/out-of-scope and manage components.
Time	Understand and sequence new activities in the Master Schedule. Produce and update a roadmap to communicate progress. Manage consistency and transitions between phases.
Organisation and information	Understand, implement, monitor, and maintain the organisation, governance frameworks and rules. Update and enforce the endeavour's structure, approach, roles, and responsibilities. Formalise and communicate information and flows.
Quality	Assess the quality of project deliverables and implement changes to ensure standards are met.
Finance	Work with the finance team to understand and update the endeavours financing and budget. Regularly report on the endeavour's budget's forecast and actuals.
Resources	Understand and update the endeavour's resource plan. Review the quality and quantity or resources required. Support the identification and allocation of resources. Evaluate resource usage.
Procurement	Work with the finance team to support procurement efforts and the development of partnerships.
Plan and control	Understand and manage the interfaces between the endeavour's components. Measure, evaluate the status of components, and influence their progress. Provide advice to leaders. Update plans in response to changes
Uncertainty and risk	Understand and update our risk (threats and opportunities) management efforts. Identify, assess, treat, and develop response plans for risks. Evaluate and monitor the effectiveness of treatment and response plans.
Stakeholders	Work with the stakeholder manager to identify, understand, and update the project stakeholder management systems. Support the endeavour's leaders to maintain support and engagement of the executive team. Support the develop and implement change management and communications management plans. Ensure appropriate dissemination of information and solicit feedback
Change and transformation	Develop and implement change management plans to nudge / guide the project team towards more effective and leading practices

2.6. Flexible Working

The Children's Cancer Institute embraces flexible working and will encourage you to adopt a combination of working-from-home and flexible hours. When you do head to the office, we are conveniently located in Randwick directly across from UNSW Light-Rail Stop.

2.7. Diversity

We embrace and celebrate diversity because it's the right thing to do. But we also know greater diversity in our workforce means we learn from new perspectives and experiences, which leads to better approaches, more creative discoveries and innovation, and inclusive translation to clinical care. We want everyone to be their full and authentic selves, and feel they belong knowing their uniqueness is pushing us closer to curing children's cancer.
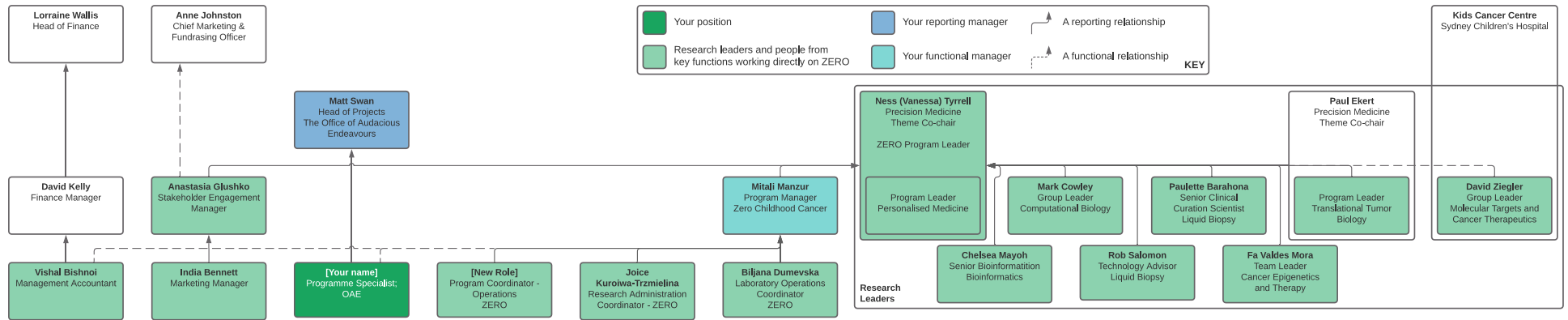
3. ZERO ORGANISATIONAL STRUCTURE

Figure 1 Simplified CCI organisational chart emphasising ZERO relationships