

# Deputy Team Leader, Program Enablement

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|-----------------|--------------------------------|-------------------|-------------------|
| <b>Duration</b> | Long-Term, Fixed-Term          | <b>Job Level</b>  | 17                |
| <b>Location</b> | Brisbane or Canberra preferred | <b>Reports To</b> | PLMSP Team Leader |

Palladium is a global development and consulting firm, part of the GSI Consulting Group, working alongside some of the world's leading project management and engineering organisations. We partner with governments, businesses, investors and communities to design and deliver complex programs that create lasting impact. With a presence across more than 90 countries, Palladium offers the opportunity to work on meaningful challenges, alongside talented colleagues, in environments where your work can truly make a difference.

## Program Overview

The Pacific Australia Labour Mobility (PALM) scheme is a signature initiative for the Australian Government that enables workers from 9 Pacific Island Countries (PICs) and Timor-Leste to work in priority sectors in Australia. The Pacific Labour Mobility Support Program (PLMSP) builds on the successes of the Pacific Labour Facility (PLF) program, with a renewed focus on the provision of tailored support to worker sending countries to address their specific needs and priorities. Palladium is contracted to deliver PLMSP on behalf of Department of Foreign Affairs and Trade (DFAT).

PLMSP's role is to provide DFAT and governments in 9 PICs and Timor-Leste with support to enable workers to access PALM scheme in inclusive ways that maximise the benefits for the workers and national economies while minimising risks from labour mobility participation. PLMSP's primary functions include capacity building for PALM scheme labour sending units; skills development and training for PALM workers; support for returning PALM workers and their families; information system management; monitoring, evaluation, research and learning; and communications.

## Purpose of Position

The **Deputy Team Leader – Program Enablement** will provide senior strategic and operational leadership across PLMSP, with a focus on optimising program enablers, guiding transition and change management, and ensuring enabling functions support flexible, responsive and risk-aware delivery.

As a member of the PLMSP Senior Leadership Team, the DTL- Program Enablement will contribute to program direction, organisational change management and decision-making; strengthen program effectiveness and continuous improvement to ensure PLMSP remains agile, efficient and fit for purpose as priorities and operating environments evolve, and support effective engagement with DFAT and other senior stakeholders.

### Working with children

Is this position likely to come into contact with children? ☐ Yes ☒ No

## Primary Responsibilities

The primary responsibilities of the **Deputy Team Leader – Program Enablement** can be broadly described as follows:

### **Optimise program enablers to drive flexible, responsive and tailored country-level delivery:**

- Provide strategic oversight and direction to program enabling functions, while Stream Leads retain direct accountability for the day-to-day management and delivery of their respective functions, consistent with agreed delegations and governance arrangements.
- Provide strategic oversight of program enabling functions, including contract management, procurement and workforce planning, to ensure the program has the systems, resources and support required to deliver activities effectively, respond with agility to emerging client priorities, and continuously improve delivery capability.
- Inform and enable fit-for-purpose country delivery models, ensuring that structures, roles and ways of working are enabling tailored program delivery across PLMSP's partner countries
- Lead PLMSP's strategic and operational risk management framework, ensuring risks are identified, assessed, prioritised and managed in a consistent and proportionate manner across the program.
- Ensure risk insights are integrated into planning, resource allocation, governance forums, reporting and decision-making, supporting proactive management of program performance, delivery challenges and evolving operating environments.
- Bring together program performance, risk, resource and financial insights to inform strategic resource allocation and prioritisation, and support senior leadership and DFAT consideration of investment choices, trade-offs and alignment with program priorities.

### **Drive program enabling change management:**

- Lead the development and implementation of an agreed program of organisational change, initially informed by the strategic review, with clear priorities, sequencing, accountabilities and measures of success.
- Guide transition planning for key roles and functions across the program, including informing the purpose, scope and accountabilities of new or revised roles, and ensuring continuity of leadership, decision-making and delivery during transition periods.
- Lead continuous improvement initiatives that create efficiencies in program delivery, identifying and informing improvements that reduce bottlenecks and duplication, embedding practical improvements that reduce administrative burden and improve decision-making.
- Lead change communication and staff engagement associated with organisational transitions, ensuring changes are clearly communicated, appropriately timed, well understood and aligned with broader program priorities.
- Monitor implementation progress, emerging impacts and intended benefits, and recommend adjustments where changes are not achieving the expected results.

### **Provide strategic and people leadership:**

- Provide strategic supervision to Stream Leads responsible for program enabling and cross-cutting functions, currently including operations and people, technology and communications, while maintaining flexibility to adjust supervisory arrangements as program needs evolve.

- Provide strategic advice and support to PLMSP's broader Senior Leadership Team, including contributing to organisational planning and decision-making, mentoring and supporting senior leaders in their management responsibilities, and fostering a collaborative and high-performing leadership culture.
- Provide leadership in shaping and sustaining a values-driven culture, ensuring PLMSP's principles are reflected in decision-making, behaviours and ways of working across the program.

#### **Support effective client engagement:**

- Collaborate closely with Palladium Corporate to ensure DFAT receives timely and accurate information to support its effective contract management.
- Drive a streamlined approach to risk governance, escalation and reporting that enables senior leaders and DFAT to focus on material risks, emerging issues, strategic opportunities and decision points.
- Maintain strong working relationships with DFAT counterparts, ensuring responsive, professional and solutions-focused engagement.
- Serve as a senior point of contact for operational and implementation matters, providing timely advice and support to DFAT.

#### **Managing and Leading People**

- Mentor and coach others both formally and informally, investing time in their success and ensuring messages from leadership are supported and clearly cascaded.
- Continue focusing on professional growth and development, proactively seeking out and acting on feedback in a positive way, and developing skills in managing the performance of others (particularly sub-standard performance).
- Respectfully address conflict and collaborate and build relationships that support our mission and strategic objectives, leveraging expertise from across teams, projects, country offices and regions.

#### **Other**

- Other tasks as reasonably requested by the Team Leader.
- Travel locally and internationally, as required.
- Advocate for Australian development priorities.
- Foster equality, diversity and inclusion, drawing on capabilities from within the country/region wherever possible.
- Comply with, and advocate for, DFAT's policies in all aspects of implementation, including gender, disability, fraud and anti-corruption, PSEAH, child protection and environmental and social safeguards. This includes incorporating policy principles into planning and everyday work, promoting process improvements, and reporting concerns to your Line Manager or Palladium's Integrity Hotline (details on Palladium website).
- Operate with high levels of integrity, consistent with the intent of DFAT's Ethics, Integrity and Professional Standards Policy Manual.

## **Reporting Requirements**

This role reports into the PLMSP Team Leader. Reporting requirements may include but are not limited to:

- Attendance at team meetings, other requested meetings and regional meetings (e.g. townhalls).
- Regular (minimum of monthly) one to one meetings with your line manager on the status of personal Key Result Areas (KRAs), career development discussions and any other matters.
- Palladium encourages flexible work practices to enhance wellbeing, productivity and team culture. For this role, we require that employees maintain an in-office presence for at least 50% of their working week. For example, if an employee works five days a week, they must spend at least three days physically in the office.

## Qualifications and Experience Required

- Tertiary qualifications in a relevant discipline such as business administration, organisational leadership, change management, public policy, international development, program management or a related field.
- Minimum 10 years' experience in senior leadership roles within complex programs, organisations or business functions.
- Demonstrated experience leading organisational change, business improvement, governance reform, strategic risk management or organisational transformation initiatives.
- Experience operating in complex, politically sensitive or rapidly evolving environments, with the ability to adapt to changing priorities and stakeholder expectations while maintaining delivery outcomes.
- Demonstrated ability to lead through ambiguity, exercise sound judgement and make effective decisions in uncertain environments.
- Strong experience engaging and influencing senior stakeholders, including government, client or executive-level audiences. Experience working with DFAT or comparable government stakeholders is highly desirable.
- Proven people leadership capability, including mentoring senior staff, leading through change and fostering collaborative, high-performing and values-driven cultures.
- Strong interpersonal, communication and cross-cultural engagement skills, with the ability to build trusted relationships across diverse teams and stakeholder groups.
- Flexibility to undertake domestic and international travel as required.

Due to the evolving nature of our program, it is possible that the incumbent may be expected to undertake duties that fall outside the remit of their original Terms of Reference as reasonably required to ensure the ongoing success of the program.

Where this is required, the following will occur:

- The adviser has the skills and experience to fulfill the duties.
- This arrangement will be short term in nature.

## Core Capabilities

Palladium's Core Capability Framework for APAC Projects outlines the standard of performance and behaviours expected at each level within the organisation. It also provides a benchmark for assessing areas of potential strength as well as the identification of potential skill gaps or areas for development and improvement.

The Capability Framework forms the basis of how we recruit, how we lead and the behaviours we exhibit, how we manage performance excellence and develop our future workforce.

Our capabilities link to a number of other processes, policies and guidelines including:

- Performance management/ performance excellence - setting and maintaining standards and helping employees excel and develop
- Career Pathways including our Career Progression Framework
- Organisational design – identifying any skills gaps, outlining job roles and responsibilities
- Development, growth, learning, and training
- Sustainable business – going beyond compliance to ensure sustainable and ethical considerations are woven throughout everything we do. This aligns equity, diversity and inclusion; safeguarding; and environmental objectives

## Equity, Diversity & Inclusion

Palladium is committed to embedding equity, diversity and inclusion across all activities. We promote a diverse and inclusive workforce and ensure all applicants and employees are treated fairly and equally, regardless of background or personal characteristics. We encourage applications from all individuals and provide reasonable adjustments or accommodations where required.

## Safeguarding

Palladium maintains a zero-tolerance approach to all forms of harm, including sexual exploitation, abuse, harassment, child abuse, and human trafficking. We are committed to protecting our people, partners, and communities and ensuring safe and respectful environments. All personnel are expected to uphold safeguarding standards, with successful candidates subject to enhanced screening, including safeguarding-focused assessments and due diligence, in line with Palladium's Code of Conduct and safeguarding policies.