

Role Description

Project Delivery Manager



Transport
for NSW

Cluster	Transport for NSW
Agency	Transport for NSW
Division/ Branch/ Unit	Infrastructure and Place /Technical and Project Services/Project Office
Location	Various
Classification/ Grade/ Band	TSSM
Role Number	51017071
ANZSCO Code	511112
PCAT Code	1229192
Date of Approval	July 2019
Agency Website	www.transport.nsw.gov.au

Agency overview

At Transport, we're passionate about making NSW a better place to live, work and visit. Our vision is to give everyone the freedom to choose how and when they get around, no matter where they live. Right now, we're delivering a \$51.2bn program – the largest Australia has ever seen – to keep people and goods moving, connect communities and shape the future of our cities, centres and regions. At Transport, we're also committed to creating a diverse, inclusive and flexible workforce, which reflects the community and the customers we serve.

Our organisation – Transport for NSW – is comprised of nine integrated divisions that focus on achieving community outcomes for the greater good and on putting our customers at the centre and our people at the heart of everything we do.

Primary purpose of the role

The Project Manager Delivery manages and administers the delivery of M12 Motorway through various delivery methods. These include professional services contracts, Construct only as well as Design and Construct Contracts.

Key accountabilities

- Manage the delivery of key work packages of an allocated Stage of Transport for NSW, from design and construct to handover, and all intermediate phases.
- Ensure all projects deliverables meet safety, time, cost, quality, scope, and other planned objectives consistent with RMS and Government delivery commitments.
- Prepare and manage budgets, schedules and performance reports for nominated Delivery Interface team functions.
- Prepare project briefs, provide appropriate direction to facilitate the early resolution of issues, and fulfil the role of TfNSW Representative on selected contracts, particularly managing the administration and delivery of professional services and construction contracts.

- Ensure that infrastructure projects are compliant with the relevant environmental approvals and with any relevant legislation and policy requirements.
- Provide appropriate regular management reporting to the Senior Project Manager, Director Program Management and other stakeholders reflecting key risks and issues, performance and progress towards objectives.

Key challenges

- Prioritising the interface needs of the TfNSW project/s that can be operating continuously over significant periods of time.
- Adopting proactive support to environmental issues and community involvement in project planning, development and delivery, including maintaining awareness of customer perceptions, the drivers of satisfaction with services and the likely impact of proposed project decisions and outcomes on the community.
- Ensuring that best practice approaches underpin all activities coupled with a commercially oriented approach within the requirements of ethical, government and legislative boundaries that are defensible in an environment of intense public scrutiny.

Key relationships

Who	Why
Internal	
Director Program Management	<ul style="list-style-type: none"> • Key relationship manager to ensure collaboration across different facets in Transport for NSW to deliver quality unified outcomes • Receive broad guidance, collaborate to determine high-level strategic priorities, exchange information to drive the improvement process
Delivery Interface Office Leadership Team	<ul style="list-style-type: none"> • Collaborate and share information with key decision-makers that enable and support project success
TfNSW Engineering Services Branch	<ul style="list-style-type: none"> • Provides delivery team with support to ensure successful delivery of client side responsibilities of TfNSW
Delivery Interface Team	<ul style="list-style-type: none"> • Supports delivery team to ensure successful delivery of client-side responsibilities of TfNSW
External	
Sydney Motorway Corporation and/or other Delivery Agents	<ul style="list-style-type: none"> • Build effective working relationships and share information relating to the delivery of TfNSW projects
Other federal, state and local government agencies	<ul style="list-style-type: none"> • Key interdependencies across the public sector that will enable and support project success • Represent agency interests and negotiate to achieve optimal outcomes

Role dimensions

Decision making

The Project Manager Delivery is responsible for managing the delivery of key work packages of an allocated Stage of the TfNSW program to time, cost and quality requirements.

The role is also accountable for ensuring capital work project, proposals and designs are of high quality, cost effective, safe, and reliable and provide efficient solutions to maximise the use of the existing road network for our customers.

Reporting line

The Project Delivery Manager reports to the Director Program Management who reports in turn to the Director Project Office.

Direct reports

This role will have a variable number of Direct and Indirect Reports depending on business/ project requirements.

Budget/Expenditure

Project values range from \$100m to \$250m+

The program budget is \$16.8 Billion across the three stages of TfNSW

Essential requirements

- Appropriate engineering tertiary qualifications with infrastructure delivery experience and knowledge of associated legislation and safety standards.
- Demonstrated strong project management skills and experience with the full project life cycle ensuring that deliverables meet client requirements.
- Sound infrastructure project planning expertise with a record of success in dealing with Government agencies involved in planning approval and statutory processes.
- Demonstrated prior experience managing the delivery of major road infrastructure projects (>\$100m), under different procurement strategies.



Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role, the capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> • Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning • Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes