

# Role Description

## Delivery Lead – Warringah Freeway Upgrade

Cluster	Transport for NSW
Agency	Infrastructure and Place
Division/Branch/Unit	Western Harbour Tunnel Beaches Link
Location	Sydney
Classification/Grade/Band	TSSE 1A
Role Number	51016038
ANZSCO Code	133211
PCAT Code	1112292
Date of Approval	April 2019
Agency Website	<a href="http://www.rms.nsw.gov.au/">http://www.rms.nsw.gov.au/</a>

### 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 \$55.6bn 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.

### Infrastructure & Place

We are a trusted partner to our clients, developing and delivering smart, integrated and sustainable infrastructure and places that are valued by our customers and communities.

### Primary purpose of the role

The Warringah Freeway Upgrade (WFU) Delivery Lead will manage the client-side delivery of the WFU Project, a project forming a part of the Western Harbour Tunnel Beaches Link (WHTBL) program. The position is accountable for guiding and monitoring the delivery of the project through various delivery methods, to meet safety, time, cost, quality, scope and to the satisfaction of the NSW Government, key stakeholders and community.

The position guides, surveils and monitors project delivery processes and operations for the project; It works within a project delivery framework that ensures projects are delivered to best practice project, contract and asset management standards, in compliance with environmental approvals, on a commercially sound basis and to the satisfaction of the key stakeholders and the community.

The Delivery Lead will work with the Project Director to surveil, monitor and manage the resolution of complex project issues and problems related to the project to preserve client side objectives. They will also balance

competing pressures on project scope, performance, cost, program and risk, while meeting stakeholder expectations and longer term community needs.

## Key accountabilities

- Assist in the development and tendering phase of the project, including by participating in tender review process, providing constructability advice, compiling project plans in readiness for delivery.
- Lead the WFU Delivery Team in managing the delivery of project, from design and construct to commissioning, and all intermediate phases.
- Lead the WFU Delivery Team in ensuring all project stages are delivered to meet safety, time, cost, quality, scope, and other planned objectives consistent with TfNSW and Government delivery commitments.
- Assist and coordinate with the project Environmental Manager to ensure that infrastructure projects are compliant with the relevant environmental approvals and with any relevant legislation and policy requirements
- Assist and coordinate with the Customer and stakeholder engagement (C&SE) Lead in providing effective community consultation and environmental management in the implementation phase of projects
- Lead the WFU Delivery Team in monitoring the progress of the delivery agent (construction contractor) and provide assistance to ensure they deliver to the agreed quality and safety standards on time and on budget.
- Lead and manage WFU Delivery Team in coordinating the projects liaison with key stakeholders, particularly to resolve issues and deliver to contractual arrangements and agreed financial outcomes.
- Lead and manage the WFU Delivery Team in monitoring and assist with administration and delivery of contracts, ensuring effective, timely management of issues and support the Project Director in carrying out the role of TfNSW Representative on the contract.

## Key challenges

- Exercising effective oversight of the entire scope of works under way throughout the delivery phase
- 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
- Managing and influencing key project stakeholders to support the delivery of the project activities.
- Understanding the longer term implications and possible effects of providing advice about any particular matter with community, commercial or political consequences

## Key relationships

Who	Why
<b>Internal</b>	
WHTBL Program Director	<ul style="list-style-type: none"> <li>• Key point of accountability to government for the delivery of the WHTBL Program.</li> </ul>
Project Director	<ul style="list-style-type: none"> <li>• Key relationship manager to ensure collaboration across different facets in Transport for NSW to deliver quality unified outcomes</li> </ul>
Delivery Leadership Team	<ul style="list-style-type: none"> <li>• Key decision makers that will enable and support project success including the Design Director, Commercial Lead and other members of the Delivery Leadership Team.</li> </ul>

Who	Why
TfNSW Engineering Services Branch	<ul style="list-style-type: none"> <li>Provides delivery team with support to ensure successful delivery of client side responsibilities</li> </ul>
Project Delivery Team	<ul style="list-style-type: none"> <li>Critical to successful project delivery.</li> </ul>
Western Harbour Tunnel Delivery Team	<ul style="list-style-type: none"> <li>Key adjacent project with multiple project interface points</li> </ul>
Beaches Link Project Team	<ul style="list-style-type: none"> <li>Key adjacent project with multiple project interface points</li> </ul>
<b>External</b>	
External Delivery Agents and Consultants	<ul style="list-style-type: none"> <li>Responsible for the delivery of Motorways projects</li> </ul>
Other federal, state and local government agencies	<ul style="list-style-type: none"> <li>Key interdependencies across the public sector that will enable and support project success</li> </ul>
External utility and infrastructure providers	<ul style="list-style-type: none"> <li>Key stakeholders and asset owners that will be affected by the projects activities.</li> </ul>

## Role dimensions

### Decision making

The position is accountable for guiding and monitoring the delivery of the project through various delivery methods, to meet safety, time, cost, quality, scope and to the satisfaction of the NSW Government, key stakeholders and community.

### Reporting line

This role reports to the Project Director

### Direct reports

The number of direct reports is to be confirmed.

### Budget/Expenditure

**The budget/expenditure allocation for the role will be confirmed.**

### Essential requirements






- Appropriate engineering tertiary qualifications with significant large scale brownfield infrastructure delivery experience and knowledge of associated legislation and safety standards
- Strong project management experience, with a proven record of “on time and on budget” project delivery of large scale infrastructure projects
- Proven leadership, project planning and management expertise with a record of achievement in major infrastructure or transport fields
- Experience working within or a firm understanding of, a matrix management structure where support services are embedded within program office delivery teams.

## 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](http://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
 <b>Personal Attributes</b>	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Advanced
	Value Diversity	Adept
 <b>Relationships</b>	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	Work Collaboratively	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Highly Advanced</b>
 <b>Results</b>	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	<b>Highly Advanced</b>
	Think and Solve Problems	Advanced
	<b>Demonstrate Accountability</b>	<b>Advanced</b>
 <b>Business Enablers</b>	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Advanced
	<b>Project Management</b>	<b>Highly Advanced</b>
 <b>People Management</b>	Manage and Develop People	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	<b>Optimise Business Outcomes</b>	<b>Advanced</b>
	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
<b>Personal Attributes</b>	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> </ul>
Display Resilience and Courage		

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Personal Attributes</b> Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>Model the highest standards of ethical behaviour and reinforce them in others</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Ensure that others have a working understanding of the legislation and policy framework within which they operate</li> <li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>Monitor ethical practices, standards and systems and reinforce their use</li> <li>Act on reported breaches of rules, policies and guidelines</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>Drive a culture of achievement and acknowledge input of others</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control output of business unit to ensure government outcomes are achieved within budget</li> <li>• Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>
<b>Business Enablers</b> Project Management	Highly Advanced	<ul style="list-style-type: none"> <li>• Implement effective governance processes for acceptance of projects based on sound business cases</li> <li>• Use historical, political and broader context to inform project directions and mitigate risk</li> <li>• Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication</li> <li>• Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance</li> <li>• Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals</li> </ul>
<b>People Management</b> Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> <li>• Develop workforce plans that effectively distribute organisational resources to achieve business goals</li> <li>• Plan for strategic use of human resources that links to wider organisational aims and goals</li> <li>• Encourage others to strive for ongoing performance improvement</li> <li>• Align systems and processes to encourage improved performance and outcomes</li> </ul>