Role Description
Associate Director Cost Estimating

Cluster	Transport
Agency	Sydney Metro
Division/Branch/Unit	Projects / Project Management Office
Location	680 George Street, Sydney and other site locations
Classification/Grade/Band	Band 1A
Role Number	51019899
ANZSCO Code	133211
PCAT Code	1112492
Date of Approval	June 2020
Agency Website	http://www.sydneymetro.info

Agency overview

Sydney Metro is leading Australia's biggest public transport infrastructure program, developing and delivering a new world-class metro railway system for Sydney.

As a new NSW Government statutory authority, Sydney Metro has been tasked with developing and delivering metro railways, and managing their operations. Sydney Metro also leads the development of vibrant station precincts to meet customer and community needs, transforming the way Sydney travels and helping shape the future of Australia's largest city.

Primary purpose of the role

The primary purpose of the role is to provide direction in the preparation and assurance of cost estimates that are robust, rigorous, fit-for-purpose and compliant with Sydney Metro requirements, reflecting the scope of work to be delivered in terms of cost, time and overall risk profile parameters.

The role acts as the Sydney Metro discipline lead for Cost Estimation, developing and reviewing enterprise-wide standards and procedures related to estimation.

Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change.
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Develop and establish cost estimation standards and procedures to ensure consistent processes and outcomes in relation to cost estimation across all Sydney Metro projects
- Lead a team of costing professionals in the provision of high level cost estimation / cost planning on projects in development on an ad hoc and confidential basis, working with Project Managers to obtain

current actual project cost data and capturing, collating, validating and recording cost at an elemental level to inform the cost estimating process

- Challenge thinking to assure a robust and accurate estimation process which is aligned to business strategies and expected outcomes, ensuring cost estimates compliant with requirements and escalating issues to appropriate level / area of management for resolution
- Develop working relationships with other transport infrastructure agencies, both local and interstate, to share and maintain up to date estimating costs and procedures, including but not limited to providing cost estimation validation and assurance review service of and for other divisions across TfNSW and other government agencies
- Direct the team in the provision of high level advice and support to Project and Commercial teams in the development of contract requirements for cost estimating consultants and in the selection and appointment of cost estimating consultants, including but not limited to providing commercial assessments for tenders and TOKS
- Guide the team the review and validation of data provided by third party consultants which is aligned to industry benchmarks, responding to and challenging data presented by third party contractors to assure its accuracy and rigour
- Maintain and assure the robustness of the cost database and estimating functions ensuring compliance with requirements for independent third party certification and acting as point of contact for data to internal and external stakeholders, and audits performed by third party Certification Bodies for Certification to ISO9001, ISO14001, AS4360 and NSW Government OHS&R Management Guidelines
- Develop standard work breakdown structures and associated cost breakdown structures for use within tender and contract documentation to align project costs with project schedules, championing improved budget estimating performance through improved processes, systems and behaviours

Key challenges

- Developing and maintaining strong working relationships with deployed specialist resources, project and management teams, and the wider TfNSW community to enhance technical knowledge
- Building effective relationships to understand customer needs and requirements to deliver customer focused outcomes

Key relationships

Who	Why
Internal	
Director PMO Deputy Executive Director PMO	• Escalate issues, keep informed, advise and receive instructions • Provide regular updates on key projects, issues and priorities • Contribute to strategic planning, policy development and decision making
Direct reports	• Lead, inspire and motivate the team, provide direction and manage performance • Mentor team members in cost estimation practices
PMO teams	• Work cooperatively with teams, exchange information and assist other team members to achieve team objectives and work outcomes
Deputy Executive Director, Project Commercial	• Provide proactive advice regarding robustness of procurement- and delivery-phase returnable schedules

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Who	Why
Project EDA Directors	• Participate in the ongoing development and finalisation of Engineering and Design work packages, ensuring affordability and value for money
Project teams and wider Sydney Metro organisation	• Develop and maintain collaborative key relationships • Participate in meetings to represent work group perspective and share information • Participate in discussions and decisions regarding implementation of innovation and best practice
External	
Other Divisions within TfNSW, service providers, providers of specialist contracting and consultancy services, other government agency (State and Commonwealth); private sector groups; corporate and industry associations	• Participate in forums, groups to represent agency and share information • Provide advice and respond to requests for information

Role dimensions

Decision Making

The role will operate with a high level of autonomy within the requirements of the agreed work plan and establishes strategic operational priorities in consultation with the Director PMO. The position holder is expected to deliver assigned projects on time and at or below budget and is fully accountable for the quality, integrity and accuracy of expert advice provided

Reporting line

Sydney Metro operates under a matrix reporting model across functional, implementation groups and/or project workstreams.

The role reports to Director PMO and will also have a dotted line reporting relationship to the Executive Deputy Director PMO

Direct Reports

The number of direct reports will be confirmed

Budget/Expenditure

The role will manage project budgets that will vary in size and complexity.

Key knowledge and experience

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Eligibility for membership of a recognised appropriate professional institution, such as the Australian Institute of Quantity Surveyors, the Royal Institute of Chartered Surveyors

Essential Requirements

Tertiary qualifications in a relevant discipline from a recognised tertiary institution

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • 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 promptly on reported breaches of legislation, policies and guidelines	Advanced
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes.	Advanced

FOCUS CAPABILITIES			
Capability group/sets	**Capability name**	**Behavioural indicators**	**Level**
		• Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs	
	Work Collaboratively Collaborate with others and value their contribution	• Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies	Advanced
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • 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 that resources are acquired and used effectively	Advanced
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		• Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning	
Business Enablers	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk	• Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner	Advanced
People Management	**Manage and Develop People** Understand and apply financial processes to achieve value for money and minimise financial risk	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced

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Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	**Capability name**	**Description**	**Level**
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective project planning, coordination and control methods	Advanced
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

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