Role Description
Project Manager - Delivery

NSW GOVERNMENT | Transport Roads & Maritime Services

Cluster	Transport for NSW
Agency	Transport for NSW
Division/ Branch/ Unit	Greater Sydney / Sydney / Easing Sydney's Congestion
Location	Parramatta
Classification/ Grade/ Band	EL4 / USS11
Role Number	Various
ANZSCO Code	133111
PCAT Code	1129192
Date of Approval	August 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 is responsible for leading the implementation and management of infrastructure or other projects in accordance with TfNSW guides, practices and processes to ensure project schedule, price, quality and scope objectives are achieved.

Key accountabilities

- Provide efficient and effective project and contract management services by ensuring that the nominated projects are delivered to specified, time, cost, quality and scope requirements and to meet Government and TfNSW objectives
- Review and implement TfNSW strategies, procedures, guidelines, processes and practices to ensure a high level of WH&S, environmental management and quality is achieved on all projects/contracts
- Lead the development, tendering, awarding and administration of professional service and construction contracts by controlling the scope, managing contract risks and issues, and by fulfilling the role of TfNSW Representative

- Provide advice and undertake consultation on property and other issues with the community, public utility authorities and other stakeholders as specified by the Project/Contract Manager to support effective project delivery

- Undertake and manage surveillance on a broad range of projects/ contracts to ensure that all works are carried out in accordance with the Quality System, contract documents and client requirements

- Conduct safety and environmental management and risk assessments, safe work method statement and environmental work method statement reviews to ensure work is carried out in a safe and environmentally acceptable manner

- Assess contract documents such as Safe Work Method Statements (SWMS) and Environmental Management Plan (EMP) and other project/ contract planning documents to assist with the assessment and reporting on contractor performance

- Coordinate site activity between contractors, public utility authorities and direct control forces and manage conflict that may arise on site between the parties to support effective site operations and management

Key challenges

- Retaining and maintaining strong internal and external networks and influencing people from a diverse range of technical and other backgrounds
- Achieving project deadlines and milestones to the required standards and targets within budget, especially related to time and cost management
- Ensuring that project / contract management principles are consistently applied and strong project governance is in place to manage the relevant complexity and risk profile for each project
- Maintain a collaborative relationship with construction contractors providing timely and effective responses

Key relationships

Who	Why
Internal	
Director Project Development – Pinch Points	• To ensure projects are developed in accordance with the Roads and Maritime framework to deliver quality results and outcomes
Surveillance Officer and Project Engineer – Delivery	• Collaborate and build effective relationships to ensure the optimisation of project milestones
Client Groups	• To ensure client expectations are met and/or exceeded
Sydney branch	• Work within a matrix management structure where support services are embedded within program office delivery teams.
External	
Public and Community	• Support relationships with the community to deliver effective projects that meets the needs of all road users
Other Government Agencies and Departments	• Collaboration with stakeholder agencies in managing and address requirements for effective project development
Consultants and Contractors	• Support relationships with industry representatives to increase engagement and improve capacity to deliver

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Role dimensions

Decision making

The Project Manager Delivery is responsible for leading the implementation, delivery and management of infrastructure or other projects in accordance with RMS guides, practices and processes**.** The role is fully accountable for the quality and integrity of advice provided.

The role defers to the Senior Construction Manager/Senior Project Manager (when appropriate) on complex issues of a technical, legislative or political nature or decisions that will substantially alter the outcome or timeframes, major issues or conflicts arising in the course duties or matters requiring a higher delegated authority including approval for expenditure or sensitive issues.

Reporting line

The Project Manager Delivery reports to the Senior Construction Manager/ Senior Project Manager.

Direct reports

Site Engineer(s)

Budget/Expenditure

Allocated per project

Essential requirements

- A relevant four year engineering (Civil / Structural or related) degree;
- Demonstrated experience in managing infrastructure projects with a strong knowledge of either project implementation, including contract management, environmental planning and assessment processes;
- Strong knowledge of the technical aspects of materials, equipment and techniques used in road construction, and demonstrated experience in the effective implementation of Quality Assurance systems, WH&S, risk environmental management and related computer based management tools for projects;
- Demonstrated extensive experience in the preparation of tender documentation, tendering procedures and/or overseeing professional service and/or construction contractors including undertaking the role of authorised delegate.

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

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT

This role also utilises an occupation specific capability set.

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	Adept
	Manage Self	**Adept**
	Value Diversity	Intermediate
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	**Advanced**
Results	**Deliver Results**	**Adept**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	**Advanced**
	Project Management	**Advanced**
People Management	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

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	• 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

Group and Capability	Level	Behavioural Indicators
		• Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Manage Self	Adept	• Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate a high level of personal motivation
Relationships Communicate Effectively	Advanced	• 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	• 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	Adept	• Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Implement systems and processes that underpin high quality research and analysis
Business Enablers Procurement and Contract Management	Advanced	• Ensure that government and organisational policy in relation to procurement and contract management is implemented • Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions • Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures • Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk • Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes • Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors
Business Enablers Project Management	Advanced	• 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 • 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 Manage and Develop People	Adept	• Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks

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