

Role Description

Project Director, Western Harbour Tunnel



Transport
for NSW

Cluster	Transport for NSW
Agency	Infrastructure and Place
Division/ Branch/ Unit	Western Harbour Tunnel Beach Link
Location	Sydney
Classification/ Grade/ Band	TSSE 2A
Role Number	Various
ANZSCO Code	133111
PCAT Code	1112292
Date of Approval	May 2020
Agency Website	http://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 \$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 primary purpose of this role is to be a single point of accountability for the development and delivery of the Western Harbour Tunnel Project, with the second stage in the Western Harbour Tunnel Beaches Link (WHTBL) and associated programs using various commercial means, including alliances, partnerships or contracts, by implementing best practice processes to deliver a safe, successful and compliant project on time, on budget, to specified scope, with value for money and quality outcomes.

Key accountabilities

- Determine an optimal and flexible business approach and lead the development of programs and projects from the conclusion of the strategic business case through design and construction to operational readiness, commissioning and handover. Tasks will include detailed planning, managing variations and disputes, determining high level risks, interdependencies and budget allocations.
- Operate as an organisational leader for the project management discipline, leading the implementation of best practice project management methodology that ensures a consistent approach to the management, development, tracking and delivery of benefits and milestones throughout the project life cycle.
- Lead the project's collaborative engagement with other divisions and branches within TfNSW, government agencies, stakeholders, operators and partners to enable operational readiness, commissioning, handover and integration activities into the existing network and to ensure that the project is brought into operation safely and reliably, and in accordance with relevant engineering standards and specifications.
- Shape and lead communications around strategic program and project performance reporting at a whole of government level and with external stakeholders. The role will ensure reporting mechanisms are in place and functioning to provide accurate and timely advice to the Government and external stakeholders.
- Lead the identification and mitigation of key business risks at project and program level which highlight interdependences and contribute to the development of divisional strategies, tactical positioning through the management of lessons learned and the provision of feedback.
- Provide expert advice in the selection of project and contract delivery strategies to respond to project risks and deliver value for money whilst ensuring probity across all elements of the tendering process.
- Oversee and manage TfNSW's opportunity to comment on a wide array of technical and commercial aspects of the WHTBL Program, maintaining practical involvement with key critical issues and monitoring key project milestones and performance measures.
- Support the Program Director WHTBL with interfaces with the appropriate Ministers and ensure all appropriate issues are raised via the correct channels to ensure the Ministers Offices are fully aware of Project programs, risks and opportunities. Ensure the reputation of all Government agencies are upheld and protected.
- Work within the Infrastructure and Place Division to enhance knowledge sharing and ensure resources are adequately utilised across the Division. Work closely with other project development and delivery teams and the Greater Sydney Division to ensure the delivery of the project in full compliance with current TfNSW and world best practice.
- Establish and lead the Western Harbour Tunnel development and delivery teams and oversee functions, resources and outputs as well as drive capability development and ensure effective succession management practices. Provide mentorship and support the learning and development of team members.

Key challenges

- Overseeing and managing decision making on a wide array of technical and commercial aspects of the Project, maintaining involvement with key critical issues, and monitoring the Contractors compliance, progress to key project milestones and performance measures.
- Maximising the success and preparedness of TfNSW for the delivery of further WHTBL projects, including by liaising with all disciplines to ensure the successful management of project interfaces, interdependencies and network integration.
- Achieving efficiency and effectiveness in the delivery of the WHTBL Program to ensure delivery on time, on budget, to quality standards and within approved scope, to meet the performance and operational requirements and the delivery of NSW Government commitments.
- Ensuring the successful management of the Project Deed for the delivery of the Western Harbour Tunnel over a significant period of time and often during periods of intense scrutiny from the public and the media.

Key relationships

Who	Why
Ministerial	
Minister for Transport	<ul style="list-style-type: none"> • High profile and critical project that will deliver significant outcomes and a high degree of visibility.
Internal	
TfNSW Project Teams	<ul style="list-style-type: none"> • Key relationship to ensure consistency and communication across the WHTBL Program. • Notable – Western Harbour Tunnel Project Team
Deputy Secretary Infrastructure and Place, Infrastructure and Place teams and Specialist Divisions	<ul style="list-style-type: none"> • To maximise use of specialist technical resources to minimise risk and efficiently deliver the Western Harbour Tunnel • Critical to ensuring issues are raised and dealt with quickly • Sharing best practise with other Projects • Provide the end user with a high quality Project
TfNSW, Treasury, and other Transport divisions	<ul style="list-style-type: none"> • To ensure the connection with other motorways is effective and efficient ,the interoperability of the Western Harbour Tunnel, Beaches Link, Harbour Bridge, Harbour Tunnel, Lane Cove Tunnel and any other connected motorways in the future • Provide Government with appropriate contract risk management
External	
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.
Contractors and Independent Certifier	<ul style="list-style-type: none"> • TfNSW interface with contracted parties to ensure proactive and successful commercial relationships, assurance compliance and timely and cost effective outcomes. • Engage to support the successful delivery of Project outcomes
Community	<ul style="list-style-type: none"> • Ensure the entire community is engaged and properly consulted on the Project and its delivery impacts and timelines

Role dimensions

Decision making

This role:

- Is fully accountable for the leadership of the relationship between TfNSW and the Construction Contractors, from planning and design through to delivery and completion
- Is fully accountable for ensuring that the delivery of the Western Harbour Tunnel to TfNSW meets the agreed conditions as outlined in the SWTC and Project Deeds.
- Is fully accountable to the community and government in delivering the Project which achieve all the key Project goals
- Is fully accountable for the safety, wellbeing and career development of the Western Harbour Tunnel project teams

Reporting line

Chief Development Officer.

Direct reports

Approximately 6 Direct reports.

Budget/Expenditure

The Western Harbor Tunnel represents a very large multi-billion dollar project.

Key knowledge and Experience

- Experience in all stages of a complex infrastructure project life-cycle, particularly project development and Design and Construct contracts, delivery and completion processes and handover to operations.
- Experience in the design and delivery of complex tunneled motorway projects in urban and / or inner urban environments.
- Understanding of infrastructure financing models and structures.
- Ability to understand high level technical issues.
- Demonstrated ability to build and sustain cohesive and effective teams, maximising performance at an individual and team level

Essential Requirements

- Executive or leadership experience in the management of a very large multi-disciplinary project or organisation.
- Experience in all stages of a complex infrastructure project life-cycle, particularly project development and Design and Construct contracts, delivery and completion processes and handover to operations.
- Experience in the design and delivery of complex tunneled motorway projects in urban and / or inner urban environments.
- Understanding of infrastructure financing models and structures.
- Ability to understand high level technical issues.
- Demonstrated ability to build and sustain cohesive and effective teams, maximising performance at an individual and team level

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	<ul style="list-style-type: none"> • 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	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	Highly Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • 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 • 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 	Advanced


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Use sound arguments, strong evidence and expert opinion to influence outcomes Determine and communicate the organisation's position and bargaining strategy Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional Achieve effective solutions when dealing with ambiguous or conflicting positions Anticipate and avoid conflict across organisations and with senior internal and external stakeholders Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution 	Highly Advanced
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> 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 business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff Influence the organisation's current and potential future role within government and the community, and plan appropriately Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government 	Highly Advanced
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals 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 	Advanced
 <p>Business Enablers</p>	Procurement and Contract Management Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation 	Highly Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects 	Highly Advanced
 People Management	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> • Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes 	Advanced

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	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced

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