

Role Description

Associate Director Project Controls



| | |
|--|--|
| Cluster | Transport & Infrastructure |
| Agency | Sydney Metro |
| Division/Branch/Unit | Projects / Project Management Office |
| Location | 680 George Street, Sydney and other site locations |
| Classification/Grade/Band | Band 1A |
| Senior Executive Work Level Standards | Work Contribution Stream: Professional/Technical/Specialist |
| Role Number | 51009665, 51009666, 51009667 |
| ANZSCO Code | 135112 |
| PCAT Code | 3229191 |
| Date of Approval | November 2017 |
| Agency Website | 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 lead and manage elements of Integrated Project Controls across multiple Implementation Groups across the Project, drive accurate, consistent and timely reporting and analysis on the status of the Project, to facilitate successful project and program delivery, including all critical project and program delivery interfaces with other divisions and agencies within TfNSW.

The role holder may have both direct reports and manage a large team of Project Controls consultants, within a matrix structure and is expected to have extensive experience and a corresponding gravitas that will enable them to successfully both influence and hold to account colleagues at all levels across the Project in relation to Project Controls best practice.

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

- Provide expert advice and guidance informed by best practice relating to project controls management, providing subject matter expertise in all areas of project controls management including scheduling, cost estimation and management, risk management, change control, reporting and document control to support effective project management and sound decision-making
- Develop the integrated plan for Project Delivery, including strategies for the management and implementation of project controls frameworks in Sydney Metro City & Southwest and across other divisions within Sydney Metro and TfNSW.
- Ensure the delivery of standards for consistent processes and procedures relating to estimating, cost, schedule and risk management and reporting against predefined scope deliverables across the Project are delivered by the extended team
- Facilitate and lead a results orientated culture focused on continual improvement of project controls, leading and engaging staff in the process of continual improvement of project control services, systems and processes
- Build and lead community of practice activities, forging cross-divisional and cross-industry links to achieve improved project controls capability and maturity in Sydney Metro delivery partners and across the broader industry
- Represent and enhance the reputation of Sydney Metro as a leader in project controls management at forums, forging relationships with cross-industry organisations and drive the delivery of improved project controls management standards
- As the functional lead of the Project Control resources embedded in projects, manage the resources including supporting project management in the on-going performance management of project control resources
- Through effective application of integrated project controls practice, contribute to ensuring that safety performance across the project is optimised

Key challenges

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

Key relationships

| Who | Why |
|---|--|
| Internal | |
| Director Project Management Office | <ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions • Provide regular updates on key projects and programs, issues and priorities • Contribute to planning, policy development and decision making |
| Delivery Director (various Implementation Groups) | <ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions • Provide regular updates on key projects and programs, issues and priorities • Contribute to planning, policy development and decision making |
| Work Team | <ul style="list-style-type: none"> • Participate in meetings to represent work group perspective and share information |

| Who | Why |
|---|---|
| | <ul style="list-style-type: none"> Participate in discussions and decisions regarding implementation of innovation and best practice |
| Integrated project teams and wider Sydney Metro Office | <ul style="list-style-type: none"> Build collaborative working relationships |
| External | |
| TfNSW and other Transport Operating Agencies | <ul style="list-style-type: none"> Build collaborative working relationships |
| 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 | <ul style="list-style-type: none"> Participate in forums, groups to represent agency and share information Provide advice and respond to requests for information |

Role dimensions

Decision making

As per the delegations of the role

Reporting line

The role reports to the Director Project Management Office

Direct reports

The role holder may have a number of direct reports and manage a large team of Project Controls consultants within a matrix structure. This covers a number of positions, such as Risk Managers, Planners, Cost Managers/ Estimators, Change Control Managers, Reporting Coordinators and Document Control Managers, and which may vary from time to time

Budget/Expenditure

The budget/expenditure allocation for this role is to be confirmed

Essential requirements

Appropriate tertiary qualifications in construction, engineering, finance or related fields from a recognised tertiary institution






Extensive proven experience in the development and delivery of complex rail and/or transport infrastructure projects with specific experience in the development of integrated project controls

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

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|--|----------|---|
| | | <ul style="list-style-type: none"> • 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 |
| Personal Attributes Manage Self | Advanced | <ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Maintain a high level of personal motivation • Take the initiative and act in a decisive way |
| Relationships Commit to Customer Service | Advanced | <ul style="list-style-type: none"> • Promote a culture of quality customer service in the organisation • 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 • Ensure that the organisation's systems, processes, policies and programs respond to customer needs |
| Relationships Work Collaboratively | Advanced | <ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • 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 |
| 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 |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|---|----------|--|
| | | organisational outcomes |
| Results Think and Solve Problems | Advanced | <ul style="list-style-type: none"> 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 Implement systems and processes that underpin high quality research and analysis |
| Results Demonstrate Accountability | Adept | <ul style="list-style-type: none"> Assess work outcomes and identify and share learnings to inform future actions Ensure that actions of self and others are focused on achieving organisational outcomes Exercise delegations responsibly Understand and apply high standards of financial probity with public monies and other resources Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others Conduct and report on quality control audits Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks |
| 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 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 Inspire Direction and Purpose | Advanced | <ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy and organisational goals Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|--|----------|---|
| People Management Optimise Business Outcomes | Advanced | <ul style="list-style-type: none">• Work to remove barriers to achievement of goals• Develop workforce plans that effectively distribute organisational resources to achieve business goals• Plan for strategic use of human resources that links to wider organisational aims and goals• Encourage others to strive for on-going performance improvement• Align systems and processes to encourage improved performance and outcomes |