

## Role Description

# Western Harbour Tunnel Scheduling Manager

Cluster	Transport
Agency	Infrastructure and Place
Division/Branch/Unit	Western Harbour Tunnel Beaches Link
Location	North Sydney
Classification/Grade/Band	TSSM
Role Number	TBC
ANZSCO Code	133211
PCAT Code	3222492
Date of Approval	March 2020
Agency Website	<a href="http://www.transport.nsw.gov.au">www.transport.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 Scheduling Manager is responsible for managing, maintaining, updating and reporting on the Western Harbour Tunnel (WHT) schedule. The role will work closely with the Delivery Contractor and project teams to enable consistent and effective delivery of the WHT project, ensuring that Delivery Contractor's program outputs and TfNSW's Project program outputs are integrated. The role will also participate in the planning, design, implementation and management of the schedule risk management function on the Western Harbour Tunnel project. The role provides a high level of professional guidance to all aspects of the scope of works of the organisation with regards to the identification, escalation and mitigation of schedule risk, and drives an

integrated approach to risk management, ensuring that risk management principles are embedded across the organisation.

## Key Accountabilities

- Manage and Oversee the Western Harbor Tunnel projects Programs (Schedules) of work
- Work collaboratively with the Delivery Contractor to review the Delivery Contractor's program, working to resolve any potential issues and ensure program outputs are integrated with RMS' Project program outputs
- Work collaboratively with project teams and Contractors to contribute to planning, process development, decision making, resolution of issues, and the effective operation of governance mechanisms to ensure each program has a sufficient level of details and quality and meet Motorways reporting requirements.
- Manage and oversee schedule reporting. This includes the provision of program updates to the Construction, Commercial and Delivery Director; regular analysis and reporting of the D&C Contractor program in relation to the RMS global program; and information and input on monthly project controls reporting
- Act as an expert advisor to the project team(s) on forecast program effects of proposed or actual change
- Provide expert forensic program analysis and program input to the Commercial Lead for the validation of the Contractor claims.
- Provide schedule support and analysis and guidance to project schedulers to develop and maintain TfNSW's master schedule. Including by proactively and regularly challenging schedules to ensure they represent best practice.
- Review actual and potential schedule risk exposures across the Western Harbour Tunnel project and assist in identifying and providing solutions to the Executive in a timely manner
- Develop Schedule Risk Monte Carlo Reports from the contractors' Master Program with weighting scheduling of critical activities to facilitate best practice reporting.
- Partner with Program/Project team to ensure Contractor's programs are compliant with AUS standard Earned Value Management and are up to date with actual as-built data

## Key challenges

- Building an effective internal and external communication network to enable changes affecting the program of works to be recognised and appropriate action taken to minimise impact
- Understanding the breadth and subtleties of TfNSW's business activities, environment and policies, programs and services to enhance identifying, understanding and managing the various aspects of the project.
- Understanding the breadth of organisational business activities, environment and policies, programs and services of an evolving and dynamic construction environment where risks are constantly changing.
- Managing the sensitivities of operating in a government service environment and ensuring that activities are underpinned by best practice and are defensible in an environment of intense public scrutiny.

## Key relationships

Who	Why
<b>Internal</b>	
Project Director	<ul style="list-style-type: none"><li>• Provide strategic advice to the Project Director to assist with key decision making and project reporting.</li></ul>
Commercial Director / Lead	<ul style="list-style-type: none"><li>• Review outputs with Commercial Director for inclusion in reporting systems</li></ul>
Construction Team	<ul style="list-style-type: none"><li>• Provide collaborative services and support to colleagues to achieve global project objectives.</li></ul>
External Contacts	<ul style="list-style-type: none"><li>• Maintain effective relationships to manage client/stakeholder expectations and ensure compliance and delivery.</li></ul>
D&C Contractor	<ul style="list-style-type: none"><li>• Work collaboratively to ensure high quality outcomes for RMS and the project.</li></ul>
Project Controls Team	<ul style="list-style-type: none"><li>• Ensure that Schedule risk &amp; contingency have been correctly allocated within the program</li><li>• Provide schedule support and analysis to the project schedulers</li></ul>

## Role dimensions

### Decision making

The role is fully accountable for decision making within agreed scope of the role. For more complex decisions the role defers to line manager or another senior position(s) dependent on the nature of the problem or effected division/project/area.

### Reporting line

Commercial Director / Lead

### 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





- Relevant tertiary qualification or equivalent experience
- Minimum of 10 years' experience in the management of programs for large infrastructure construction projects.
- Proven ability to work collaboratively with both Client and Contractor to influence decision making;
- Knowledge of program techniques
- Excellent knowledge and ability of Primavera P6 software
- Knowledge of contract administration, including time and payment related clauses

## 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
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Intermediate
	Work Collaboratively	Advanced
	<b>Influence and Negotiate</b>	<b>Advanced</b>
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Intermediate
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Highly Advanced</b>

### 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>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</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> <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>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<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>