Role Description
Delivery Director

Cluster	Transport
Agency	Transport for NSW
Division/ Branch/ Unit	Infrastructure and Place
Location	Sydney
Classification/ Grade/ Band	TSSE 1A
Role Number	Various
ANZSCO Code	133211
PCAT Code	1112292
Date of Approval	April 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 $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 numerous 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 and 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 Delivery Director has a Leadership role supporting the Project Director – Rozelle Interchange 3B team to ensure the development and delivery of this major road project to time, cost and quality requirements.

The Delivery Director provides strategic guidance and supports Federal and State Government's targets for infrastructure development.

The Delivery Director will be responsible for the resolution of complex project issues and challenges with the Proponent consortia, internal Transport for NSW branches and various Government agencies as applicable and for leading high-level consultations and negotiations to ensure that the Project program and budget are maintained. The Delivery Director will also work with the Project Director to manage competing pressures between project scope, performance, cost, program and risk, while meeting stakeholder expectations and longer-term community needs in an environment of intense public scrutiny.

The position guides and drives project delivery across several project locations, some large and complex ,and often operating continuously. It works within the Motorways Division that ensures the project is planned to best practice project, contract and asset management standards, in compliance with planning approvals, on a commercially sound basis and to the satisfaction of the key stakeholders and the community. This position will require significant sharing of knowledge and best practices with other Motorway projects**.**

Key accountabilities

- Represent Transport for NSW at cross-government, cross-jurisdictional and outside of government meetings, working parties and related forums, advocating and articulating the NSW government's position and interests.
- In conjunction with the Project Director, work in close collaboration with representatives from Infrastructure NSW, Treasury, Department of Planning and Environment and the private sector to provide cross- agency coordination and to facilitate high level, integrated and effective decision making.
- Manage the Transport Agency opportunity to comment on a wide array of technical and commercial aspects of Rozelle Interchange 3B, Sydney Project Delivery, maintaining practical involvement with critical issues and monitoring key project milestones and performance measures.
- Work within the Motorways Division to enhance knowledge sharing and ensure resources are adequately utilised across the Division. Work closely with other Motorway teams and the Motorway Planning and Partnerships Branch to ensure the delivery of motorway projects which are fully compliant with current TfNSW and best world practice.
- Ensure the Deed facilitates the operationally and commercially successful delivery and integration of Rozelle Interchange 3B with other Motorways and effective and efficient interoperability of the three stages of Westconnex Motorway Program.
- Support the Project Director in leading the team and oversee its 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

- Managing decision making on a wide array of technical and commercial aspects of the Projects, maintaining involvement with key critical issues, and monitoring bidding consortia's Compliance progress to key project milestones and performance measures.
- Maximising the success and preparedness of Transport for NSW for Rozelle Interchange 3B, Sydney Project Delivery, liaising with all disciplines to ensure project and network integration.
- Achieving efficiency and effectiveness in the planning to ensure delivery on time, on budget, to quality standards and within the 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 Rozelle Interchange 3B, 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 Roads, Maritime and Freight and Minister for Rozelle Interchange 3B, Sydney Project Delivery	• High profile and a critical project that will deliver significant outcomes and a high degree of visibility.
Internal	
Project Teams	• Key relationship to ensure consistency and communication across the Rozelle Interchange 3B.
Infrastructure & Place, Sydney Project Delivery, Motorways Delivery teams and Specialist Divisions	• Collaborate to maximise the use of specialist technical resources to minimise risk • 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 Greater Sydney Division	• To ensure the connection with other motorways is effective and efficient, the interoperability of Rozelle Interchange 3B, Sydney Project Delivery and any other connected motorways in the future • Provide Government with appropriate contract risk management
External	
Other Federal, State and Local Government Agencies	• Key interdependencies across the public sector that will enable and support project success.
Project Company and Independent Certifier	• Act as the Transport Agency interface with contracted parties to ensure proactive and successful commercial relationships, assurance compliance and timely and cost-effective outcomes.
Contracting and consulting organisations	• Engage to support the successful delivery of Project outcomes
Community representatives and other stakeholder groups	• Ensure the entire community is engaged and adequately consulted on the project and its delivery impacts and timelines

Role dimensions

Decision making

The Delivery Director is accountable for the Leadership and work collaboratively with Project Director.

The role is accountable to the community and government in planning the project which achieves all the key Project goals.

The role is responsible for the safety, wellbeing and career development of the Rozelle Interchange 3B, Sydney Project Delivery project teams.

Reporting line

The role reports and accounts to the Project Director

Direct reports

The role has a variable number of Direct and Indirect Reports depending on business/ project requirements

Budget/Expenditure

As per the approved TfNSW Financial Delegations to be confirmed

Key knowledge and experience

- Experience in all stages of a complex infrastructure project life-cycle, from development, planning and delivery to testing and commissioning
- Demonstrated understanding of key interdependencies across the public sector, high-level technical issues and infrastructure financing models and structures.

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	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure	Highly Advanced
	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 • 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	• 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 and differences • 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 • Anticipate and minimise conflict within the organisation and with external stakeholders	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 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
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• 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 in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	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 • 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

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
Business Enablers	**Procurement and Contract Management** Understand and apply procurement processes to ensure effective purchasing and contract performance	• 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
	Project Management Understand and apply effective planning, coordination and control methods	• 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	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• 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 • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	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	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept