

# Role Description

## Project Control Manager



Transport  
for NSW

Cluster	Transport for NSW
Agency	Transport for NSW
Division/ Branch/ Unit	Infrastructure and Place /Technical and Project Services/Project Office
Location	Various
Classification/ Grade/ Band	USS11
Role Number	51017150
ANZSCO Code	511111
PCAT Code	1227292
Date of Approval	August 2019
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 \$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 Control Manager role provides leadership and direction for the M12 Project in relation to schedule, cost, risk, governance, assurance and reporting functions across the asset life cycle. The role is also responsible for establishing and maintaining an effective project control function, including development of the associated management plans, systems, tools and processes required to oversee the project.

### Key accountabilities

- Lead and coordinate the project control function to ensure effective management of cost, risk, schedule, outcomes and change control processes across the asset lifecycle.
- Maintain simple, consistent and transparent information on the project to enable effective delivery, and encourage efficient input and quality output.
- Provide team leadership and mentor the project controls functional staff, including advising and coaching the project management staff within the M12 Project on the systems and processes for effective project controls.
- Ensure compliance with assurance frameworks, policies and standards ensure that appropriate remedial action is taken to address instances of non-compliance.



- Oversee and monitor the continual improvement of business systems and processes and the delivery of an effective assessment, monitoring, review and benefits realisation process throughout the project lifecycle.
- Provide expert advice and support to the Director and Senior Project Manager of the M12 Project to support the delivery of the project on time, within budget and to the required standards.
- Review performance analysis and reporting to proactively identify delivery risks and mitigation strategies.

## Key challenges

- Managing client expectations to ensure all Infrastructure Development, Project Management and Management system requirements are met.
- Keeping abreast of current and emerging project controls best practice, Government policy and statutory requirements and following through with implementation of the same.
- 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.

## Key relationships

Who	Why
<b>Internal</b>	
Director Program Management	<ul style="list-style-type: none"> <li>• Report to, receive broad guidance, collaborate to determine high-level key strategic priorities, exchange information to drive improvement process</li> <li>• Provide expert advice to support decision making</li> <li>• Escalate complex issues and problems</li> </ul>
Program/Project Leadership Team	<ul style="list-style-type: none"> <li>• Collaborate and share information with key decision-makers that enable and support project success</li> </ul>
Program/Project Interface Team	<ul style="list-style-type: none"> <li>• Provide guidance and expert advice critical to successful project delivery</li> </ul>
<b>External</b>	
Stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice on project related matters</li> <li>• Report and provide updates on project progress</li> <li>• Engage and consult in the resolution of project issues</li> </ul>
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li>• Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements</li> <li>• Consult, provide and obtain information, negotiate required outcomes and timeframes</li> <li>• Resolve and provide solutions to issues</li> </ul>
Other NSW Government Agencies	<ul style="list-style-type: none"> <li>• Represent agency interests and negotiate to achieve optimal outcomes</li> </ul>

## **Role dimensions**

### **Decision making**

The role operates with autonomy within the context of their agreed work plan and makes decisions within the limits of delegated authority. The role is accountable for the delivery of assigned work, quality, integrity and validity of the services provided.

The role defers to the Director on issues that require a higher level of resolution or delegation.

### **Reporting line**

The Project Control Manager reports to the Director Program Management

### **Direct reports**

Nil

### **Budget/Expenditure**

Nil

## **Essential requirements**

- Tertiary qualifications in finance, project management, engineering or a relevant discipline.
- Demonstrated experience in asset management, project management and large scale infrastructure operations.
- Depth of experience in the development and implementation of governance, risk, assurance and reporting frameworks.





## **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	Display Resilience and Courage	Intermediate
	Act with Integrity	Adept
	<b>Manage Self</b>	<b>Adept</b>
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	<b>Influence and Negotiate</b>	<b>Adept</b>
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Intermediate
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>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> Manage Self	Adept	<ul style="list-style-type: none"> <li>Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>Show commitment to achieving challenging goals</li> <li>Examine and reflect on own performance</li> <li>Seek and respond positively to constructive feedback and guidance</li> <li>Demonstrate a high level of personal motivation</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Influence and Negotiate	Adept	<ul style="list-style-type: none"> <li>• Write fluently and persuasively in a range of styles and formats</li> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise and explain the need for compromise</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relations with internal and external stakeholders</li> <li>• Pre-empt and minimise conflict</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>
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <li>• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option</li> <li>• Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts</li> </ul>

- Manage transitions between project stages and ensure that changes are consistent with organisational goals
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