

Role Description

Director, Project Management Office



Cluster	Transport
Agency	Sydney Metro
Division/Branch/Unit	Projects / Project Management Office
Location	680 George Street, Sydney and other site locations
Classification/Grade/Band	Band 1B
Senior Executive Work Level Standards	Professional/Technical/Specialist
Role Number	51003807, 51007433
ANZSCO Code	133111
PCAT Code	2112192
Date of Approval	April 2019
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 role is responsible for leading the provision of effective project management support and advice to at a project level. The role provides leadership, integration and management of PMO processes and functions to improve the consistency and efficiency of project delivery and provide assurance to the Project Director of high performance and fit with corporate requirements.

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
- Contribute to the development of the PMO framework and lead the design and implementation of a common project management methodology, standards and tools to drive and facilitate the successful delivery of projects
- Lead the execution of a PMO governance, reporting and review framework to provide a holistic view of all project activity

- Manage interdependencies and coordination across projects to ensure that information relating to project deliverables, risks and issues are effectively communicated between stakeholders and that key performance indicators are monitored and evaluated
- Provide high quality, responsive and timely advice to the Project Director and to the Deputy Executive Director, PMO on the effective management of the project, spanning across multiple contracts, reconciling competing priorities and interests for the benefit of best for project outcomes, within the SM program overall
- Identify and define the major project management issues for the project and integrate across diverse delivery and functional teams with SM's broader framework to inform the development and prioritisation of project initiatives and to proactively understand and mitigate risks
- Define business processes to enable the strategic coordination of multiple major contracts and initiatives to improve efficiency and effectiveness of projects
- Foster collaborative and mutually supportive relationships with project leaders and senior stakeholders, assess cross-functional project team capability, provide coaching, training and support to enhance project/program management capability, and improve collaborative development and project results

Key challenges

- Achieving cooperation, compliance and engagement in the value of a PMO function in an environment of conflicting interests and opinions
- Contributing to new and innovative project management approaches and tools and embed these in the behaviour and day to day activities of SM

Key relationships

Who	Why
Internal	
Deputy Executive Director, Project Management Office and Project Director	<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 strategic planning, policy development and decision making
Direct Reports	<ul style="list-style-type: none"> • Lead, inspire and motivate the team, provide direction and manage performance
Integration project teams and wider SM office	<ul style="list-style-type: none"> • Build working collaborative working relationships to promote achievement of whole-of-project and whole-of-program success • Develop strategic relationships and provide expert PMO advice to impact decisions, support initiatives, clarify accountability and communicate customer service performance
External	
TfNSW and other Transport operating agencies	<ul style="list-style-type: none"> • Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to project issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Negotiate and approve contracts and service level agreements

Who	Why
	<ul style="list-style-type: none"> • Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements

Role dimensions

Decision making

The role operates with a high level of autonomy, while establishing strategic priorities in consultation with the Project Director and Deputy Executive Director, PMO. The position holder is expected to deliver assigned projects on time and at or below budget and is fully accountable for the quality, integrity and accuracy of expert advice provided.

Reporting line

Sydney Metro operates a matrix structure. The role reports functionally to the Deputy Executive Director, PMO, and will be assigned to a Project, such that day-to-day it reports to the Project Director as part of the Project executive leadership team.

Direct reports

The role will have between three – eight direct reports

Budget/Expenditure

The budget/expenditure allocation for this role will be confirmed

Essential requirements

Relevant tertiary qualifications or equivalent experience

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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines • 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 and communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Influence and Negotiate	Highly Advanced	<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 negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt 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
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

Group and Capability	Level	Behavioural Indicators
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • 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 organisational outcomes <hr/> <ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Demonstrate Accountability	Advanced	<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
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> • Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk • Obtain the commitment of key stakeholders 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 variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none">• 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• Provide timely, constructive and objective feedback to staff• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives