

# Role Description

## Head of Sydney Project Delivery

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Infrastructure & Place
Location	Sydney
Classification/Grade/Band	TSSE 3
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Role Number	TBC
ANZSCO Code	133111
PCAT Code	2112411
Date of Approval	December 2019
Agency Website	<a href="http://www.transport.nsw.gov.au">http://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 Head of Sydney Project Delivery leads the delivery accountability for transport (non-heavy rail) infrastructure and place related projects and outcomes as commissioned by the Greater Sydney Division, including detailed project planning, construction management, commissioning, and provides guidance on delivery management to ensure major projects are delivered safely, to a high-quality and on budget, with minimum impact to the community and environment.

## Key accountabilities

- Actively engage with the IP Development function, Customer Strategy and Technology Division, Greater Sydney Division and relevant SME's to drive an integrated approach to transport (non-heavy rail) infrastructure and place delivery.
- Work in collaboration with the IP Development function to understand current and future pipeline of work to be delivered on behalf of the Greater Sydney Division to achieve improved network performance and place and precinct renewal outcomes for customers.
- Partner with stakeholders during each stage of program and project delivery providing leadership and direction in the strategic coordination of multiple urban project deliveries. Facilitate the exchange of information and the provision of high quality advice and support to ensure standards are maintained in line with industry best practice.
- Lead the investigation and identification of opportunities for innovation and enhancements in delivery of infrastructure and place projects in order to achieve continuous improvement in outcomes for customers and stakeholders
- Ensure effective readiness testing and handover to the Greater Sydney Division to allow for effective operation and maintenance of projects within the region.
- Engage with Industry to develop and maintain strong partnerships ensuring planned delivery of pipeline projects and opportunities around efficiency and innovation are realised.
- Partner with relevant branches/parties to negotiate and provide governance of contractual arrangements with contractors/partners to ensure the most effective and cost efficient delivery of services.
- Drive and support the delivery of a safe, reliable, efficient and integrated transport system, ensuring a customer-centric ethos to enable continuous connection with customer, community as well as business goals and priorities.
- Partner with stakeholders and build effective strategic relationships to facilitate the exchange of information and the provision of high quality advice and support to ensure standards are maintained in line with industry best practice.
- Drive the application of appropriate risk management frameworks to mitigate and manage risks to program delivery.
- Motivate, inspire and empower the development of a positive, inclusive and engaged team with a clear focus on the delivery of outcomes and the continued development of capabilities across the team
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers.

## Key challenges

- Making key decisions in a highly complex environment that impacts a significant proportion of Transport Customers across the Greater Sydney region with significant political implications.
- Managing competing and complex demands to ensure timely delivery of projects considering cost efficiencies and timeframes and assessing variations while resolving conflicts and priorities
- Addressing and balancing customer requirements with other regulatory, policy, government, stakeholder and operational requirements, to ensure the program outcomes meet all stakeholder needs
- Maintaining a thorough understanding of the regulative environment the function is operating within, whilst delivering innovative and sustainable infrastructure projects.
- Ensuring value for money procurement of design and construction contracts for the effective delivery of infrastructure.

- Supporting a constructive environment that allows sufficient flexibility to experiment and create new opportunities for improvement

## Key relationships

Who	Why
<b>Ministerial</b>	
Ministerial Office and TfNSW Executive	<ul style="list-style-type: none"> <li>• Provide strategic advice on initiatives and impacts</li> <li>• Provide regular updates on key projects, issues and priorities</li> </ul>
<b>Internal</b>	
Deputy Secretary Infrastructure and Place	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions</li> <li>• Provide regular updates on key projects, issues and priorities</li> <li>• Contribute to strategic planning, policy development and decision making</li> </ul>
Other peers within Infrastructure and Place	<ul style="list-style-type: none"> <li>• Provide strategic and tactical advice to respond and deliver against emerging business priorities and wider initiatives</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, inspire and motivate, provide direction and manage performance</li> </ul>
Other divisions TfNSW and Transport operating agencies	<ul style="list-style-type: none"> <li>• Build collaborative working relationships</li> <li>• Provide regular updates on key projects, issues and priorities</li> </ul>
<b>External</b>	
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"> <li>• Participate in forums, groups to represent agency and share information</li> <li>• Provide advice and respond to requests for information</li> </ul>
Project participants, consultants, service providers	<ul style="list-style-type: none"> <li>• Seek tenders and proposals</li> <li>• Exchange information</li> <li>• Negotiate conditions and terms</li> <li>• Resolve issues</li> </ul>

## Role dimensions

### Decision making

As per the delegations for the role.

### Reporting line

The role reports to the Deputy Secretary, Infrastructure and Place.

### 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

Tertiary qualifications in a relevant discipline, with extensive knowledge and experience in infrastructure delivery and/or complex urban renewal projects.




Stakeholder management expertise and experience to navigate through government processes combined with strong leadership skills with the ability to drive performance in complex, politically and commercially sensitive environment

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

## 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> Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> <li>Create a climate which encourages and supports openness, persistence and genuine debate around critical issues</li> <li>Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change</li> <li>Raise critical issues and make tough decisions</li> <li>Respond to significant, complex and novel challenges with a high level of resilience and persistence</li> <li>Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations</li> </ul>
<b>Personal Attributes</b> Manage Self	Advanced	<ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>Actively seek, reflect and act on feedback on own performance</li> <li>Translate negative feedback into an opportunity to improve</li> <li>Maintain a high level of personal motivation</li> <li>Take the initiative and act in a decisive way</li> </ul>
<b>Relationships</b> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government</li> <li>Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> <li>Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector</li> <li>Publicly celebrate the successful outcomes of collaboration</li> <li>Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions</li> <li>Identify and overcome barriers to collaboration with internal and external stakeholders</li> </ul>

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Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>
<b>Results</b> Deliver Results	Highly Advanced	<ul style="list-style-type: none"> <li>Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>Identify, recognise and celebrate success</li> <li>Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes</li> <li>Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes</li> <li>Initiate and communicate high level priorities for the organisation to achieve government outcomes</li> <li>Use own professional knowledge and expertise of others to drive organisational and government objectives forward</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Results</b> Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> <li>Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness</li> <li>Promote a culture of accountability with clear line of sight to government goals</li> <li>Set standards and exercise due diligence to ensure work health and safety risks are addressed</li> <li>Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity</li> <li>Ensure that legislative and regulatory frameworks are applied</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>consistently and effectively across the organisation</li> <li>Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives</li> </ul>
		<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>
<b>People Management</b> Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> <li>Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning</li> <li>Drive executive capability development and ensure effective succession management practices</li> <li>Implement effective approaches to identify and develop talent across the organisation</li> <li>Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences</li> <li>Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation</li> </ul>