

Role Description

PMO Manager (Digital System Business Integration)



Agency	Sydney Trains
Division/Branch/Unit	Future Network Delivery Directorate/ Strategic Projects, Planning and Performance
Location	Primary location: Sydney Secondary location(s): NA
Role Grade or Band	TSSM
Senior Executive Work Level Standards	Professional / Technical / Specialist
Kind of Employment	Permanent Full Time
Role Number	51018887
ANZSCO Code	139999
PCAT Code	3119192
Job Code	81000348
Health Assessment Category - Safety	Category 4
Vision	N/A - Cat 4 Only
Hearing	N/A - Cat 4 Only
Date of Approval	October 2019
Agency Website	www.sydneytrains.info

Agency overview

Sydney Trains provides train services throughout the Sydney metropolitan area and was established in July 2013. Its vision is to keep Sydney moving by putting the customer at the centre of everything it does and delivering safe, reliable and clean rail services to the people of Sydney. The organisation is focused on providing sustainable, efficient and cost effective services.

Future Network Delivery Directorate

Future Network Delivery (FND) is working to deliver extra services and better infrastructure to accommodate future demand across the Sydney Trains network.

This includes parts of the NSW Government's More Trains More Services Program, new timetables, infrastructure upgrades and enabling projects needed to successfully run more train services and the full integration of the Sydney Metro projects into our network.

FND provides a single focus on delivery and collaborates with other Directorates to ensure the business is operationally ready to safely run more trains on time for more customers to meet this increased demand.

Digital Systems Business Integration

At the core of the Transport for New South Wales 'More Trains More Services' Program is the development of Digital Systems and deployment across priority areas of the Sydney Trains and NSW TrainLink Networks. Digital Systems will enable capacity uplift to network, cost effective replacement of critical assets, new ways to manage the railway through data and automation and will deliver better services to customers,

Digital Systems will fundamentally change the landscape of Sydney Trains and NSW TrainLink with transformational change throughout the design, implementation and integration stages. In recognition of the enormity of this scale of change, Sydney Trains has established the Digital Systems Business Integration Division (DSBI), within the Future Network Delivery Directorate to provide the necessary change management and associated activities for Sydney Trains and NSW TrainLink.

Primary purpose of the role

The primary purpose of the role is to manage the Program Management Office to provide Program monitoring, assurance and governance in line with Sydney Trains Program Management Life Cycle (PMLC).

Key accountabilities

- Oversee and lead core PMO functions including reporting, scheduling, program risk and interdependency management
- Oversee and monitor the development and maintenance of all Program documentation including the PMP, Program Charter, Risk Management Plan, Benefits Register and Quality Management Plan in line with common project management methodology and standards
- Facilitate strict control of all document repositories to ensure quality standards are maintained
- Manage the provision of secretariat support to key Program Governance Forums ensuring actions are captured tracked and closed.
- Model good leadership to inspire direction and delivery, develop people, and drive change
- Work with relevant stakeholders to scope and prioritise all Program Management Office activities to achieve the best outcome for the program ensuring all requirements are delivered and all benefits realized
- Oversee and monitor PMO resourcing (people, tools, facilities) to ensure achievement of business outcomes
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Execute safety responsibilities, authorities and accountabilities consistent with Sydney Trains safety management system requirements which are defined in SMS document number SMS-02-RG-3058

Key challenges

- Working in a complex and ambiguous program and matrix organisational environment
- Leading the PMO outputs of a transformational change program given the range of internal and external stakeholders and co-ordinating conflicting deadlines across multiple delivery streams

Key relationships

Who	Why
Internal	
Director Strategic Projects, Planning and Performance/Deputy Executive Director Digital System Business Integration	<ul style="list-style-type: none">• Escalate issues, keep informed, advise and receive instructions• Provide regular updates on key projects, issues and priorities• Contribute to strategic planning, policy development and decision making• Support a collaborative team approach
Directors / Associated Directors / General Managers / Program Managers	<ul style="list-style-type: none">• Support the portfolio 'delivery streams' to meet their program management commitments
Direct Reports	<ul style="list-style-type: none">• Lead, inspire and motivate the team, provide direction and manage performance
External	
Transport for NSW , and other Transport operating agencies, service providers, regulatory bodies	<ul style="list-style-type: none">• Participate in forums, groups to represent agency and share information• Provide advice and respond to requests for information• Build collaborative working relationships to ensure Sydney Trains achieves product and program goals and objectives, while delivering on all safety obligations

Role dimensions

Decision Making:

The position is fully accountable for the formulation of advice and co-ordination across all delivery work streams associated with the role.

Independent decision making requirements of the position include:

- Sydney Trains PMLC framework management

Reporting line:

This role reports directly to the Director, Strategic Projects, Planning and Performance (with dotted reporting to the Deputy Executive Director Digital System Business Integration)

Direct Reports:

The role will manage a small team.

Budget/Expenditure:

The budget/expenditure allocation for the role will be confirmed

Essential Requirements

- A tertiary qualification in business and/or project management (e.g. Prince II or Agile).
- Extensive practical experience leading a PMO including previous experience in a large organisational change and technology program, ideally in an engineering or safety-critical 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

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	Levels
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	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	Adept	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way and encourage others to do so Demonstrate professionalism to support a culture of integrity within the team/unit Set an example for others to follow and identify and explain ethical issues Ensure that others understand the legislation and policy framework within which they operate

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> Act to prevent and report misconduct, illegal and inappropriate behaviour 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
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 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
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Advanced	<ul style="list-style-type: none">• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts• Access key subject-matter experts' knowledge to inform project plans and directions• Implement effective stakeholder engagement and communications strategy for all stages of projects• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning• Develop effective strategies to remedy variances from project plans, and minimise impacts• Manage transitions between project stages and ensure that changes are consistent with organisational goals