

Role Description

Estimating Manager



Cluster	Transport
Agency	Sydney Trains
Division/Branch/Unit	Engineering and Maintenance/Major Works/Projects
Location	Clyde
Role Grade or Band	TSSM
Senior Executive Work Level Standards	Professional / Technical / Specialist
Kind of Employment	Permanent Full Time
Role Number	51001903
ANZSCO Code	133211
PCAT Code	11121492
Job Code	81000348
Health Assessment Category - Safety	Category 4
Vision	N/A - Cat 4 Only
Hearing	N/A - Cat 4 Only
Date of Approval	16 October 2018
Agency Website	www.sydneytrains.nsw.gov.au

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 center 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.

Primary purpose of the role

The Estimating Manager leads and delivers the cost estimating capability for Major Works Division, which includes development across the project and planning lifecycle.

The role leads a team of Estimators and oversees the provision of advice and technical solutions including estimates, cost planning, budgets, and estimation assurance.

Lead the Estimating team to deliver estimating excellence and ensure commercially competitive project planning & delivery.

Key accountabilities

- Lead the discipline of estimating and cost management in Major Works Division, and contributing estimating leadership in Sydney Trains; provide representation to the Transport Cluster

- Ensure the quality and consistency of estimating undertaken by Major Works Division's programs and projects
- Lead the continuous improvement of estimating processes and behaviours in Major Works Division to consistently deliver efficiency and set a platform for increased commerciality
- Develop, implement and maintain the Divisional Estimating Management Plan to provide an overarching governance and strategy for estimating process and application in Major Works Division
- Inform the annual work planning process, including participation in the scoping and high level costing of programs for the year and providing the required information in regards to Major Works Division's anticipated resource and commercial factors which will affect the budget and cost planning activities.
- Lead and coach team in the execution of their tasks and responsibilities
- 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.
- Ensure that staff are competent and confident to perform their role and provide effective coaching and leadership to maintain high standards of staff performance and support succession planning. Take appropriate action to correct poor performance of staff.

Key challenges

- Ensuring all agreed projects are estimated and budgeted to expected standards and requirements given the number of projects that need to be delivered and the size and complexity of each project/program.
- Providing technically accurate solutions and advice given the range of variables that need to be considered and the need to ensure estimates and costings are based on value for money, quality and consistency
- Supporting transformational change given the range of internal and external stakeholders, the potential resistance to change and the need for both structural and cultural change

Key relationships

Who	Why
Internal	
Program Planning & Development unit	<ul style="list-style-type: none"> • to provide updates and insights on scope/estimating progress and identify key risks, challenges and questions that need to be with Major Works' leadership
Program / Project Managers	<ul style="list-style-type: none"> • To lead transition programs / projects from budgeting to cost management through delivery; to understand any change requests or feedback into the cost control cycle.
Commercial Services unit	<ul style="list-style-type: none"> • for the ongoing development and management of cost and unit rates, and commercial decision making
Asset Management Division	<ul style="list-style-type: none"> • collaborates in the scope and estimate development of the annual works planning process and maintains a positive working relationship
Engineering & Systems Integrity Division	<ul style="list-style-type: none"> • engages E&SI in development of scoping and design estimates (as required depending on the size, scope, and complexity of the project).
External	
External Engineers and Designers	<ul style="list-style-type: none"> • for discussing project specifications, where design is delivered externally

Who	Why
Contractors	<ul style="list-style-type: none"> for the oversight of scheduling interfaces with contract suppliers
Resourcing teams	<ul style="list-style-type: none"> for the engagement of additional external resources to provide additional capacity as required

Role dimensions

Decision making

The position is accountable for decisions regarding leadership of estimating and planning for projects, with leadership and support from the Manager Program Planning & Development. The position is fully accountable for the formulation of advice and coordination across all operational objectives. Independent decision making requirements of the position include: The position is fully accountable for the formulation of advice and coordination across all operational objectives. Independent decision making requirements of the position include: • Estimating and cost planning • Estimating tools and software Collaborative decision making requirements of the position include: • Project Management • Project scoping and development • Project planning and staging • Safety, Environment and Quality planning • Project tracking and reporting • Procurement / RFT process

Reporting line

Associate Director Program Planning & Development

Direct reports

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Budget/Expenditure

Nil

Essential requirements

Tertiary qualifications in Engineering, Quantity Surveying, relevant discipline or equivalent experience.

Extensive industry experience in an estimating related discipline.

Proven experience in managing the delivery of a diverse range of estimating and cost control services, preferably gained in a heavy industry, construction or rail environment.

Comprehensive understanding in the application of risk management across the project and asset management lifecycles and experience leading risk management and analysis in a cost planning context.






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

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 Display Resilience and Courage	Adept	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback/advice Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively Raise and work through challenging issues and seek alternatives Keep control of own emotions and stay calm under pressure and in challenging situations
Personal Attributes	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Act with Integrity		<ul style="list-style-type: none"> • 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 • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
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, 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	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Plan and Prioritise	Advanced	<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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> shift business priorities when necessary Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects Communicate the project strategy and its expected benefits to others Monitor the completion of project milestones against goals and initiate amendments where necessary Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> Define and clearly communicate roles and responsibilities to achieve team/unit outcomes Negotiate clear performance standards and monitor progress Develop team/unit plans that take into account team capability, strengths and opportunities for development Provide regular constructive feedback to build on strengths and achieve results Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way Monitor and report on performance of team in line with established performance development frameworks
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> Develop workforce plans that effectively distribute organisational resources to achieve business goals Plan for strategic use of human resources that links to wider organisational aims and goals Encourage others to strive for ongoing performance improvement Align systems and processes to encourage improved performance and outcomes