Role Description
Deputy Project Director

Cluster | Transport
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Agency | Sydney Metro
Division/Branch/Unit | Projects
Location | 680 George Street, Sydney other site locations
Classification/Grade/Band | Band 2A
Senior Executive Work Level Standards | Professional/technical/specialist
Role Number | 51017230 / 51003805 / 51020663
ANZSCO Code | 1333111
PCAT Code | 2559191
Date of Approval | June 2019
Agency Website | www.sydneymetro.info
Rail Safety Worker | Yes

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 primary purpose of the role is to lead, drive and manage the design, construction and handover of the major construction works for the Project through management of contracts involving significant contract values over the project timeframe. This work is primarily to be delivered through a number of significant contracts all of which are essential works to support the completion of the Project. The role provides high level professional guidance and expertise to ensure a world class rail system that achieves agreed objectives and best practice project, contract and asset management standards, on a commercially sound basis and to the satisfaction of the key stakeholders and the community.

The position is a member of the Project executive leadership team and makes a significant contribution to the strategic planning, management and delivery of the project.

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 customer
• Provide executive management, leadership, stakeholder management and professional guidance in the design and delivery aspect of the works and monitor and control the work being conducted to ensure contract compliance and the delivery of works to the required timing and performance outcomes, in accordance with safe work methods and practices.
• Oversee the change management process across the contracts to ensure consistency and compatibility across the individual contracts to ensure successful delivery of the Project.
• Develop and manage organisational plans, budgets and risk management plans consistent with the TfNSW Corporate Plan and take a leading role in ensuring safety and quality is achieved across the project
• Pro-actively manage issues and risks as they arise taking account the whole of project issues
• Review technical and commercial issues with the contracted providers and assist in providing solutions including any required corrective actions
• Analyse and control costs, review and improve project systems, processes and project wide key performance monitoring scheme, and report monthly on activities, performance, trends and issues against plans and budgets
• Develop and maintain appropriate commercial oversight, management and control relationships for the major works contracts, and oversee the work to ensure outcomes are provided in accordance with contracted performance requirements, costs and program
• Coordinate and establish suitable assurance processes to ensure successful handover of the major works to the follow on contractors, in accordance with pre-agreed time, quality and documentation requirements and to support successful completion, commissioning and operation of project

Key challenges

• Identifying and managing commercial risks from the contracted construction and commissioning activities
• Negotiating critical construction engineering and operational solutions across contractual, divisional and organisational boundaries
• Keeping abreast of current and emerging best practice, Government policy and Statutory requirements

Key relationships

<table>
<thead>
<tr>
<th>Who</th>
<th>Why</th>
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<tbody>
<tr>
<td><strong>Internal</strong></td>
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</table>
| Project Director and leadership team | • 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 |
| Interface and Delivery Directors for contracts | • Work cooperatively within the team, act as a point of escalation, exchange information and assist other team members to achieve team objectives and work outcomes  
• Lead the collective Project Delivery Teams (separate teams for each contract) for each of the contracts to ensure a whole of project focus with a high level of collaboration and cooperation across the team |
### Role Description

**Who**

| Integrated project teams and wider Sydney Metro Office | • Build collaborative working relationships  
| • Coordinate and liaise across the wider project team and work to ensure requirements are met in a positive and collaborative manner |

| Health & Safety Directorate | • Develop and jointly drive a safety culture across multiple contractors, that aligns with NSW Sydney Metro values |

| External |  |

| TfNSW and other Transport Operating Agencies and delivery partners | • Build collaborative working relationships |

| Key government agencies, contractors and service providers | • Establish sound working relationships to facilitate and foster optimal engagement and commitment to the project  
| • Manage claims for time and costs from contractors in a fair and expeditious manner |

### Role dimensions

**Decision making**

The role operates with a high level of autonomy within the requirements of the agreed work plan and establishes their strategic operational priorities in consultation with the Project Director. The position holder is expected to deliver assigned projects and tasks 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 under a matrix reporting model across functional and implementation groups, or project workstreams.

The role reports to the Project Director

**Direct reports**

The number of direct reports will be confirmed

**Budget/Expenditure**

The budget/expenditure allocation for the role will be confirmed

**Key Knowledge and Experience**

Extensive experience in the leadership and management of developing and/or delivering major infrastructure works for major rail and/or civil infrastructure projects including understanding project development, stakeholder management, procurement practices, construction practices and OHS regulations

Significant experience in the leadership of large teams, management of complex construction programs and projects including significant experience in the management of commercial contracts, agreements and deeds
Essential requirements

Degree level qualification in engineering/planning/construction/project management discipline from a recognised tertiary institution

This role is identified as a Rail Safety Worker

Capabilities for the role

The [NSW public sector capability framework](https://www.service.nsw.gov.au/your-business/leadership-training-and-support/leadership-development.html) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities.

Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

<table>
<thead>
<tr>
<th>FOCUS CAPABILITIES</th>
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<tbody>
<tr>
<td>Capability group/sets</td>
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</table>
| Personal Attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | • Model the highest standards of ethical and professional behaviour and reinforce their use  
  • Represent the organisation in an honest, ethical and professional way and set an example for others to follow  
  • 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 promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | • Present with credibility, engage diverse audiences and test levels of understanding  
  • Translate technical and complex information clearly and concisely for diverse audiences  
  • Create opportunities for others to contribute to discussion and debate  
  • Contribute to and promote information sharing across the organisation | Advanced |
### Role Description

#### Deputy Project Director

- Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
- Explore creative ways to engage diverse audiences and communicate information
- Adjust style and approach to optimise outcomes
- Write fluently and persuasively in plain English and in a range of styles and formats

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### Commit to Customer Service

**Provide customer-focused services in line with public sector and organisational objectives**

- Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes
- Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice
- Ensure that responsiveness to customer needs is central to the organisation’s strategic planning processes
- Set overall performance standards for service delivery across the organisation and monitor compliance

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### Work Collaboratively

**Collaborate with others and value their contribution**

- 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
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

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### Deliver Results

**Achieve results through the efficient use of resources and a commitment to quality outcomes**

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- 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
<table>
<thead>
<tr>
<th>Role Description</th>
<th>Deputy Project Director</th>
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<tbody>
<tr>
<td><strong>Think and Solve Problems</strong></td>
<td>Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement</td>
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<td></td>
<td>Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues</td>
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<td></td>
<td>Identify and evaluate organisation-wide implications when considering proposed solutions to issues</td>
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<td></td>
<td>Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact</td>
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<tr>
<td></td>
<td>Ensure effective governance systems are in place to guarantee quality analysis, research and reform</td>
</tr>
</tbody>
</table>

| **Demonstrate Accountability** | Direct the development of effective systems for establishing and measuring accountabilities, and evaluate ongoing effectiveness |
| | Promote a culture of accountability with clear links to government goals |
| | Set standards and exercise due diligence to ensure work health and safety risks are addressed |
| | Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity |
| | Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation |
| | Direct the development of short and long term risk management frameworks to ensure government aims and objectives are achieved |

| **Project Management** | Prepare and review project scope and business cases for projects with multiple interdependencies |
| | Access key subject-matter experts’ knowledge to inform project plans and directions |
| | Design and implement effective stakeholder engagement and communications strategies for all project stages |
| | Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning |
| | Develop effective strategies to remedy variances from project plans and minimise impact |
Manage and Develop People
Engage and motivate staff, and develop capability and potential in others

- 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
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

<table>
<thead>
<tr>
<th>COMPLEMENTARY CAPABILITIES</th>
<th>Capability group/sets</th>
<th>Capability name</th>
<th>Description</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Display Resilience and Courage</td>
<td>Be open and honest, prepared to express your views, and willing to accept and commit to change</td>
<td>Advanced</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage Self</td>
<td>Show drive and motivation, an ability to self-reflect and a commitment to learning</td>
<td>Advanced</td>
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<tr>
<td></td>
<td></td>
<td>Value Diversity and Inclusion</td>
<td>Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives</td>
<td>Advanced</td>
</tr>
</tbody>
</table>

- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups
<table>
<thead>
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<th>Capability group/sets</th>
<th>Capability name</th>
<th>Description</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationships</td>
<td>Influence and Negotiate</td>
<td>Gain consensus and commitment from others, and resolve issues and conflicts</td>
<td>Advanced</td>
</tr>
<tr>
<td>Results</td>
<td>Plan and Prioritise</td>
<td>Plan to achieve priority outcomes and respond flexibly to changing circumstances</td>
<td>Advanced</td>
</tr>
<tr>
<td>Business Enablers</td>
<td>Finance</td>
<td>Understand and apply financial processes to achieve value for money and minimise financial risk</td>
<td>Advanced</td>
</tr>
<tr>
<td></td>
<td>Technology</td>
<td>Understand and use available technologies to maximise efficiencies and effectiveness</td>
<td>Adept</td>
</tr>
<tr>
<td></td>
<td>Procurement and Contract Management</td>
<td>Understand and apply procurement processes to ensure effective purchasing and contract performance</td>
<td>Advanced</td>
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<tr>
<td></td>
<td>Inspire Direction and Purpose</td>
<td>Communicate goals, priorities and vision, and recognise achievements</td>
<td>Advanced</td>
</tr>
<tr>
<td>People Management</td>
<td>Optimise Business Outcomes</td>
<td>Manage people and resources effectively to achieve public value</td>
<td>Adept</td>
</tr>
<tr>
<td></td>
<td>Manage Reform and Change</td>
<td>Support, promote and champion change, and assist others to engage with change</td>
<td>Adept</td>
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