

Role Description

Project Development Manager



Transport
for NSW

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Infrastructure & Place / Development
Role number	Multiple
Classification/Grade/Band	USS10
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	132511
PCAT Code	1112492
Date of Approval	December 2020
Agency Website	www.transport.nsw.gov.au

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 \$57.5bn 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 numerous 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.

Primary purpose of the role

The Project Development Manager leads and delivers high level project development services. This includes managing all cross-functional issues affecting the group such as safety, financial, project processes, reporting, strategic planning and organisational improvement. This role also instigates development opportunities from inception through design, approvals, and delivery, supporting transport operations and working commercially with the private sector.

Key accountabilities

- Set and monitor procurement activities, including formulation of services briefs, tender and contract documentation, assessment, and management supported by the teams' procurement and commercial managers.
- Contribute to delivery strategy and project business cases, leading and managing the implementation of project plans including scheduling of activities, key milestones, and deliverables within an agreed budget.
- Guide and coordinate the project planning process for the Division, ensuring alignment with corporate strategies and initiatives



- Ensure strategies and plans developed by the Division are translated into meaningful performance targets, providing assurance and regular reporting for senior management
- Manage consultant teams across a range of disciplines for the structure and master-planning phases of precinct renewal to achieve planning certainty in consultation with, or market testing of private sector schemes viability and the integrated transport solution.
- Actively collaborate across the Transport Cluster to ensure that the required transport outcomes (benefits) will be delivered.
- Set, review, and assist in managing detailed project budgets, forecast cash flows, cost control, managing variations, mitigation strategies and accurate timely reporting.
- Lead and oversee processes to monitor compliance with legislation, policy, governance, and process requirements and implement robust due diligence processes, legal processes and risk management strategies promoting the highest standards of probity.
- Act as a thought leader, remaining abreast of current and emerging project development issues and trends, including domestic and international best practice, innovative approaches, and opportunities to support the achievements of the business objectives.

Key challenges

- Leading an integrated and cohesive project planning and development process for a Division that has major accountabilities for organisational and project success.
- Managing strong team cooperation, to ensure cross branch sharing of objectives and outcomes with those who are significant partners in the end-to-end process of transport related precinct renewal.
- Encouraging the development of innovative, commercial solutions for transport.
- Balancing commercial return with the requirements of transport networks and infrastructure, achieving integrated land use and transport projects.

Key relationships

Who	Why
Internal	
Reporting Line Manager	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise and provide regular updates on key projects and priorities. • Contribute to strategic planning, policy development and decision making.
Senior managers Cluster wide	<ul style="list-style-type: none"> • Extensive consultation within the Transport cluster to ensure transport requirements where relevant are incorporated into private sector proposals. • Develop and build relationships with Government agencies that have an interface with the private sector proposals. • Provide high level advice within the Transport Cluster to inform Government decision making for transport related precinct renewal.
External	

Private sector organisations and Government agencies

- Develop and build relationships with organisations that have an interface with the private sector proposals.
 - Provide high level advice to inform Government decision making for transport related precinct renewal.
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Role dimensions

Decision making

The role operates with a high level of autonomy and is expected to determine key operational objectives within the limits of delegated authority. The role is accountable for the delivery of assigned work and for the quality, integrity and validity of the service provided.

The role defers to the manager on issues that have a significant political impact or issues outside of financial delegation.

Reporting line

The role accounts and reports to the relevant reporting line manager.

Direct reports

The role may have a variable number of direct and indirect reports (depending on business/ project requirements).

Budget/Expenditure

As per the approved TfNSW Financial Delegations.

Key knowledge and experience

- Extensive experience in project planning, development and project management.
- Experience in the development, management, and improvement of project systems, change management initiatives and implementation of quality assurance processes.
- Demonstrated experience in managing and liaising with private sector proponents on behalf of Government to achieve project objectives.

Essential requirements

- Tertiary qualifications in a relevant discipline or equivalent experience.

Capabilities for the role




The [NSW public sector capability framework](#) 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.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
	 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services 	Adept
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these 	Adept

- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement
- Identify priorities that need to change and ensure the allocation of resources meets new business needs
- Ensure that the financial implications of changed priorities are explicit and budgeted for

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness

Adept



Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

- Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures
- Understand the impacts of funding allocations on business planning and budgets
- Identify discrepancies or variances in financial and budget reports, and take corrective action
- Know when to seek specialist advice and support and establish the relevant relationships
- Make decisions and prepare business cases, paying due regard to financial considerations

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Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance

- Ensure that employees and contractors apply government and organisational procurement and contract management policies
- Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions
- Promote effective risk management in procurement
- Implement effective governance arrangements to monitor provider, supplier and contractor

Advanced

performance against contracted deliverables and outcomes

- Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks

Adept

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.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept

 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept