

Schedule 22 – Key Personnel

(clause 10.23)

Part A: Delivery Phase – OpCo

Position	Name	Competencies	Qualifications	Experience
CEO & OpCo Representative	[REDACTED]	<p>Strong technical capabilities and understanding of construction process in complex infrastructure projects.</p> <p>Excellent financial management skills including establishing and managing cost accountability in complex, large infrastructure projects, cost and budget management and financial reporting.</p> <p>Excellent program management skills, including planning, reporting and risk management.</p> <p>Proven skills, understanding and experience in managing industrial relations and OH&S environments, including regulatory frameworks, systems and key risks.</p> <p>Well-developed knowledge of asset management and whole of life strategies.</p> <p>Understanding Government processes for managing large infrastructure projects.</p>	<p>Degree in construction management, engineering or business.</p> <p>Qualification (e.g. diploma or advanced diploma) in project management (desirable).</p> <p>Leadership training.</p>	<p>Minimum 20-25 years' experience in successful project management of complex, large infrastructure projects, demonstrating ability to deliver to time, cost and quality.</p> <p>Demonstrable and significant experience in complex stakeholder engagement, client and third-party relationship management on large infrastructure projects.</p> <p>Demonstrable experience in successfully leading and motivating large teams in projects and operations</p> <p>Experience in rail projects, operations and maintenance.</p>
Commercial and Financial Director	[REDACTED]	<p>Understanding key business drivers and the marketplace.</p> <p>Capability to focus on strategic orientation and contributes to and aligns work/priorities to the business.</p> <p>Continuity to improve, and set and works to meet stretching goals.</p> <p>Bringing leadership that promotes team effectiveness.</p> <p>Facilitating involvement in delivering project objectives.</p> <p>Developing and coaching others, giving guidance and feedback, creating development opportunities and helping others to grow and develop.</p>	<p>Degree in accounting/finance, project administration or commercial/contract law).</p> <p>Membership of a professional institution in finance, law or accountancy (desirable).</p>	<p>At least ten years commercial and financial management experience on large-scale civil/mechanical construction contracts.</p> <p>Demonstrated experience in effectively negotiating and communicating at a senior level with clients on major construction projects and with the team.</p>
Customer Advocate	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Effectively communicating a vision throughout an organisation.</p> <p>Developing evidence-based policies.</p> <p>Using trend analysis to capture opportunities for customer service improvement.</p> <p>Building rapport with client, customer and stakeholder interest groups.</p> <p>Promoting teamwork and effectively operating in a high-performance team.</p> <p>Proven ability to measurably improve customer satisfaction.</p> <p>Conveying information clearly and concisely.</p> <p>Operating in a crisis effectively.</p>	<p>Tertiary qualifications in Business Administration, economics, marketing, media relations, communications or related discipline.</p>	<p>Extensive experience in frontline customer service.</p> <p>Senior executive experience in marketing</p> <p>Experience in organisation change management.</p>

Position	Name	Competencies	Qualifications	Experience
Technical Director	[REDACTED]	<p>Strong technical capabilities and understanding of construction process in complex infrastructure projects.</p> <p>Excellent financial management skills including establishing and managing cost accountability in complex, large infrastructure projects.</p> <p>Proven program management skills, including planning, reporting and risk management.</p> <p>Proven skills, understanding in managing industrial relations and OH&S environments, including regulatory frameworks, systems and key risks.</p>	Holds at least a first Engineering degree.	<p>Minimum 20-25 years' experience in successful project management of complex, large infrastructure projects.</p> <p>Extensive railway leadership experience.</p> <p>Demonstrated and significant experience in complex stakeholder engagement, client and third-party relationship management.</p> <p>Demonstrated experience in successfully leading and motivating large project team to deliver complex projects.</p> <p>Demonstrated track record in managing complex, large infrastructure projects with minimal safety incidence and environmental impact.</p>
Stakeholder & Community Engagement Manager	[REDACTED]	<p>Recent relevant experience in community engagement on projects similar to Sydney Metro.</p> <p>An understanding of stakeholder and community attitudes and needs in relation to Sydney Metro.</p>	Possess a recognised qualification relevant to the position and OpCo's Activities.	<p>Minimum ten years' communications and community relations experience.</p> <p>Extensive experience in the management of community engagement and communications on major infrastructure project.</p> <p>Demonstrable experienced in the development and implementation of Community Communication Strategies and plans.</p> <p>Demonstrable experienced in and an understanding of NSW government and Australia government public affairs processes.</p>
Public Affairs & Events Manager	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Proven skills in the preparation of media and other urgent copy.</p> <p>Comprehensive knowledge and understanding of OpCo's Activities.</p> <p>Communications and community relations experience, with extensive experience in the management of community liaison, consultation, and communications on major infrastructure projects.</p>	Possess a recognised and appropriate public affairs qualification.	Minimum of ten years active industry experience and demonstrated competence in public affairs management (with a background in journalism or public relations).

Position	Name	Competencies	Qualifications	Experience
Modifications Manager	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Establish and oversee the processes, systems, and tools necessary to obtain transparent reliable and timely Modification Impact Proposals for across all contracting suppliers.</p> <p>Identify, mitigate and resolve commercial risks</p> <p>Leadership and project management within major infrastructure projects.</p> <p>Implement and maintain project modification controls in accordance with contract requirements.</p> <p>Effective prioritisation and ability to quickly identify key issues / blockers to progress.</p> <p>Strong commercial acumen and proven experience in contract management, change management and negotiation techniques.</p> <p>Ability to think and act proactively and strategically, with excellent analytical and problem-solving skills.</p>	Tertiary qualifications in project management / construction management / engineering / law / business or similar.	<p>Significant experience in the successful delivery of complex infrastructure projects. Rail experience considered an advantage.</p> <p>Proven leader, managing team members with cross-functional skills within a large infrastructure project/programme.</p> <p>Practised and diplomatic communicator, able to manage stakeholders within a pressured PPP, alliance or joint venture organisation.</p> <p>Leadership / project management experience.</p>
Project Integration Director	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Proven ability to lead and motivate a diverse team to meet corporate objectives and individual KPIs.</p> <p>Practised and diplomatic communicator who can establish and maintain effective working relationships with stakeholders and the Principal.</p> <p>Demonstrated contractor performance management in a large-scale, multi-faceted civil infrastructure project.</p>	A tertiary qualification in business administration, engineering or similar.	<p>Significant experience in project delivery management, possessing clear and concise communication, sound technical expertise and a robust understanding of the commercial aspects of large infrastructure projects.</p> <p>Extensive experience in successful delivery of PPP projects.</p>
Safety and Compliance Director	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Advocate for safety and lead the establishment of safety policy and make recommendations to the Board, on safety management strategy on rail safety, work health and safety, system safety, and security.</p> <p>Expertise of major infrastructure construction and delivery.</p> <p>Demonstrated leadership in promoting good practice through safety, quality and environmental practice.</p> <p>Disciplined approach to systems engineering and decision making.</p> <p>Experience with the third-party Independent Certification/Verification Review practices for complex integrated systems-based projects.</p>	Tertiary qualifications in engineering, WHS management, business administration, project management, quality assurance or a related discipline.	Demonstrated track record in managing complex, large infrastructure projects with minimal safety incidence and environmental impact.

Part A: Delivery Phase – Core Contractor

Position	Name	Competencies	Qualifications	Experience
D&C Project Director		<p>Advocacy of workforce safety as a key priority in the delivery of projects.</p> <p>Leadership and overall management of major infrastructure projects.</p> <p>Project management skills in all aspects of rail project delivery including procurement, design, construction, manufacturing, installation and commissioning.</p> <p>Strong understanding and commitment to implementing rigorous safety management and control processes.</p> <p>Strong commercial acumen and proven experience in contract management and negotiation techniques.</p> <p>Ability to think and act strategically, with excellent analytical and problem-solving skills.</p> <p>Proficient in managing change.</p>	<p>Tertiary qualifications - Degree in construction, engineering, project management, or a related discipline.</p> <p>Other relevant Professional Qualifications.</p>	<p>Minimum 20 - 25 years' experience in successful delivery of major infrastructure projects.</p> <p>Proven leader, managing multiple project teams within a large infrastructure project/programme.</p> <p>Experienced in management of large, complex projects, including working within a PPP environment.</p> <p>Practised and diplomatic communicator, able to manage stakeholders, client and used to working within alliances and joint venture.</p>
D&C Rail Systems and Rollingstock Director / Deputy D&C Project Director		<p>Leadership and overall management skills appropriate to a major rail infrastructure project.</p> <p>Project management skills in all aspects of project delivery including procurement, design, construction, manufacturing, installation and commissioning.</p> <p>Proficient at preparing and making high level presentations to senior client and management personnel.</p> <p>Application of systems engineering, assurance and compliance techniques.</p> <p>Detailed understanding of system integration.</p> <p>Strong commercial acumen and proven experience in contract management and negotiation techniques.</p> <p>Ability to think and act strategically, with excellent analytical and problem-solving skills.</p> <p>Proficient in the application and implementation of Value Engineering techniques.</p> <p>Proficient in managing change.</p>	<p>Tertiary qualifications in electrical, mechanical or systems engineering.</p>	<p>Minimum 10 to 15 years' experience in successful Project Management of Trains and systems projects.</p> <p>Experienced in systems integration, system engineering, interface management, etc.</p> <p>Experienced in management of large, complex projects, including working within a PPP environment.</p> <p>Successful management of engineering teams on major rail projects.</p> <p>Significant experience in the application of value management and value engineering techniques on rail projects.</p> <p>Strategic planning in a rail project environment.</p>
Head of Customer Service Delivery incl. Railway Operations		<p>Strong knowledge and understanding of metro railway commissioning, introduction, operations and maintenance activities.</p> <p>Strong knowledge and understanding of systems used across a GoA2+ metro railway, including permanent way, power supply, rail systems (including CBTC signalling systems), stations, rolling stock and facilities.</p> <p>Strong ability to manage and lead a team of operations and maintenance</p>	<p>Tertiary qualifications in engineering (mechanical, electrical or equivalent).</p> <p>Desirable - tertiary qualifications in</p>	<p>Minimum 15 years' experience in the commissioning, operation and maintenance of metro railways, including at least 10 years' experience in operating GoA2+ metro railways.</p> <p>Demonstrable and significant experience in</p>

Position	Name	Competencies	Qualifications	Experience
		<p>personnel across various sites, including the Stabling and Maintenance Facility, OCC and stations.</p> <p>Strong understanding and commitment to safety, including a demonstrable understanding of WHS Act and Rail Safety National Law.</p> <p>Excellent written and verbal communication skills.</p>	<p>business management.</p> <p>Rail Industry Worker Membership of Asset Management professional body (desirable).</p> <p>Membership of Railway Operators professional body (desirable).</p>	<p>leading operational readiness activities for railway operations, including the development and implementation of competency management regimes.</p> <p>Demonstrable and significant experience in leading operational testing (trial running) activities, including conducting degraded operations scenarios and emergency drills.</p> <p>Demonstrable and significant experience in the day-to-day management of GoA2+ metro railway operations, including managing incidents, accidents and emergencies.</p> <p>Demonstrable and significant experience in asset management of GoA2+ metro railways, including permanent way, power supply, rail systems, stations, rolling stock and facilities.</p> <p>Demonstrable experience in successfully leading and motivating large teams in operations and maintenance environments.</p>
Engineering Director		<p>Strong technical knowledge and understanding of the design, construction, manufacture and commissioning of metro systems, including permanent way, power supply, rail systems (including CBTC signalling systems), stations, rolling stock and facilities.</p> <p>Strong knowledge of life cycle systems development processes, including ISO 15288 and EN 50126/8/9.</p> <p>Strong knowledge and understanding of configuration and change management processes during design, construction, manufacture, commissioning and operation phases of GoA2+ metro railways.</p> <p>Strong knowledge and understanding of asset management systems and processes, including remote condition monitoring and asset information systems.</p> <p>Strong knowledge and understanding of safety engineering and assurance, and interface management with Third Parties.</p> <p>Strong understanding and commitment to safety, including a demonstrable understanding of WHS Act and Rail Safety National Law.</p> <p>Excellent written and verbal communication skills.</p>	<p>Tertiary qualifications in engineering (mechanical, electrical or equivalent).</p> <p>Desirable - Chartered engineer (Engineers Australia, or equivalent).</p> <p>Rail Industry Worker.</p>	<p>Minimum 15 years' experience in the design, construction, manufacture, commissioning and asset management of systems used on GoA2+ metro railways.</p> <p>Minimum 10 years' experience as a senior leader in the delivery of engineering services for GoA2+ metro railways.</p> <p>Demonstrable and significant experience in interface and integration management (including design management and systems engineering) for large greenfield metro construction projects, including permanent way, power supply, rail systems (including CBTC signalling systems), stations, rolling stock and facilities.</p> <p>Demonstrable and significant experience in the development, deployment and use of asset management systems and tools, including</p>

Position	Name	Competencies	Qualifications	Experience
Civil Delivery Director		<p>Understands the importance of workforce safety as a pre-requisite to successful project delivery.</p> <p>Leadership and overall management skills appropriate to a major rail infrastructure project.</p> <p>Project management skills in all aspects of project delivery including procurement, design, construction, manufacturing, installation and commissioning.</p> <p>Proficiency in preparing and making high level presentations to senior client and management personnel.</p> <p>Strong commercial acumen and proven experience in contract management and negotiation techniques.</p>	Tertiary qualifications in construction, engineering, project management or a related discipline.	<p>remote condition monitoring systems for all railway assets.</p> <p>Minimum 20 years' experience in major civil construction projects.</p> <p>Proven leader of large project teams, with a record of successful delivery.</p> <p>Experienced in the financial management of large projects, especially PPP projects.</p> <p>Practised and diplomatic communicator, able to appreciate the value of community and stakeholder relationships.</p> <p>Experience in delivering sustainability initiatives and appreciating environmental sensitivities during project construction.</p>
Systems Integration Director		<p>Demonstrable and significant experience in interface and integration management for large metro construction projects, including permanent way, power supply, rail systems, Stations, Rolling Stock and facilities.</p> <p>Demonstrable experience in the development, deployment and use of asset management systems and tools.</p> <p>Strong technical knowledge of the design, construction, manufacture, and commissioning of metro systems, including permanent way, power supply, rail systems, Stations, Rolling Stock and facilities.</p> <p>Strong knowledge of life cycle systems development processes, including ISO 15288 and EN 50126/8/9.</p>	<p>Tertiary qualifications in engineering (mechanical, electrical or equivalent).</p> <p>Desirable – Chartered engineer (Engineers Australia, or equivalent).</p>	<p>Minimum 15 years' experience in the design, construction, manufacture, commissioning and asset management of systems used on GoA2+ metros.</p> <p>Minimum 10 years' experience as a senior leader in the delivery of engineering services for GoA2+ metro railways.</p>
Cyber Security Manager		<p>Strong technical capabilities and understanding of physical security, protective engineering security and cyber security (OT) requirements in complex infrastructure projects.</p> <p>Excellent program management skills, including planning, reporting and security risk management.</p> <p>Well-developed knowledge of asset management and whole of life strategies.</p> <p>Understanding Government processes for managing large infrastructure projects.</p>	<p>Qualification e.g. Master of Science Security Management, engineering management and IT engineering management, or equivalent degree</p> <p>Holder of a security license pursuant to the requirements of the <i>Security Industry Act 1997</i> (NSW).</p>	<p>Minimum 10 years' experience of verifiable rail sector security experience incorporating physical security, protective security engineering and cyber security.</p> <p>Successful project management of complex, large infrastructure projects, demonstrating ability to deliver to time, cost and quality.</p> <p>Demonstrable and significant experience in complex stakeholder engagement, client and third-party relationship management on large infrastructure projects.</p>

Position	Name	Competencies	Qualifications	Experience
Asset Security Manager	██████████	<p>Strong technical capabilities and understanding of physical security, protective engineering security and cyber security (OT) requirements in complex infrastructure projects.</p> <p>Excellent program management skills, including planning, reporting and security risk management.</p> <p>Well-developed knowledge of asset management and whole of life strategies.</p> <p>Understanding Government processes for managing large infrastructure projects.</p>	<p>Qualification e.g. Master of Science Security Management, engineering management and IT engineering management, or equivalent degree.</p> <p>Holder of a security license pursuant to the requirements of the <i>Security Industry Act 1997 (NSW)</i>.</p>	<p>Minimum 10 years' experience of verifiable rail sector security experience incorporating physical security, protective security engineering and cyber security</p> <p>Successful project management of complex, large infrastructure projects, demonstrating ability to deliver to time, cost and quality.</p> <p>Demonstrable and significant experience in complex stakeholder engagement, client and third-party relationship management on large infrastructure projects.</p>
Interface & Integration Manager	██████████	<p>Strong technical capabilities and understanding of construction process in complex infrastructure projects.</p>	<p>Tertiary qualifications in construction, engineering, project management or a related discipline.</p>	<p>Minimum 10 to 15 years' experience in the success interface and integration management of GoA2+ metro railways.</p> <p>Proven ability to lead and manage team members with cross-functional skills within a large infrastructure project/programme.</p>
D&C Commercial Director incl. D&C Modifications Manager	██████████	<p>Establish and oversee the processes, systems, and tools necessary to obtain transparent reliable and timely Modification Impact Proposals in relation to all operations and maintenance requirements and activities.</p> <p>Identify, mitigate and resolve commercial risks.</p> <p>Leadership and project management within major infrastructure projects.</p> <p>Implement and maintain project modification controls in accordance with contract requirements.</p> <p>Effective prioritisation and ability to quickly identify key issues / blockers to progress.</p> <p>Strong commercial acumen and proven experience in contract management, change management and negotiation techniques.</p> <p>Ability to think and act proactively and strategically, with excellent analytical and problem-solving skills.</p>	<p>Tertiary qualifications in project management / engineering / law or similar.</p>	<p>At least 10 years of commercial and delivery / operational management experience on large scale infrastructure assets.</p> <p>Rail experience considered an advantage.</p> <p>Proven ability to lead and manage team members with cross-functional skills within a large infrastructure project/programme.</p> <p>Practised and diplomatic communicator, able to manage stakeholders within a PPP, alliance or joint venture organisation.</p>
O&M Commercial Director incl. O&M Modifications	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the	<p>Establish and oversee the processes, systems, and tools necessary to obtain transparent reliable and timely Modification Impact Proposals in relation to all operations and maintenance requirements and activities.</p> <p>Identify, mitigate and resolve commercial risks.</p>	<p>Tertiary qualifications in project management / engineering / law or similar.</p>	<p>At least 10 years of commercial and delivery / operational management experience on large scale infrastructure assets.</p> <p>Rail experience considered an advantage.</p>

Position	Name	Competencies	Qualifications	Experience
Manager	deed	<p>Leadership and project management within major infrastructure projects. Implement and maintain project modification controls in accordance with contract requirements.</p> <p>Effective prioritisation and ability to quickly identify key issues / blockers to progress.</p> <p>Strong commercial acumen and proven experience in contract management, change management and negotiation techniques.</p> <p>Ability to think and act proactively and strategically, with excellent analytical and problem-solving skills.</p>		<p>Proven ability to lead and manage team members with cross-functional skills within a large infrastructure project/programme</p> <p>Practised and diplomatic communicator, able to manage stakeholders within a PPP, alliance or joint venture organisation.</p>
Design & Planning Lead		<p>Significant experience in leading cross disciplinary teams.</p> <p>Demonstrated experience in working with NSW State Significant Infrastructure (SSI) projects and planning approvals.</p> <p>Proven ability to work with planning and design teams to coordinate planning approval requirements including Place, Urban Design, Corridor Landscape Plan (PUDCLPs) or equivalent documentation.</p> <p>Proven experience in the coordination of community engagement and communications on major projects.</p> <p>Proven experience in working with Design Review Panels (DRP) and working groups.</p>	<p>Tertiary qualifications in planning, environmental management, urban design or a related field and/or relevant industry experience.</p>	<p>Minimum 15 years' experience in all aspects of planning and approvals relating to the delivery of major infrastructure projects.</p>
D&C Testing & Commissioning Lead		<p>Demonstrated experience as a leader of testing and commissioning activities on a GoA4 railway.</p> <p>Experience with both civil and systems T&C on a new build railway.</p> <p>Technical knowledge of the design, manufacture, construction, installation, testing and commissioning of railway stations and systems equipment.</p> <p>Experience leading teams of technical staff from a variety of company's and technical specialisations.</p>	<p>Tertiary qualification in engineering or construction or equivalent experience on large-scale greenfield rail infrastructure works.</p>	<p>Minimum 10 to 15 years' experience in the successful testing and commissioning of GoA2+ metro railways.</p> <p>Proven ability to lead and manage team members with cross-functional skills within a large infrastructure project/programme.</p>
D&C HSEQ Director		<p>Advocate for safety and lead the establishment of safety policy and make recommendations to the Board, on safety management strategy on rail safety, work health and safety, system safety, and security.</p> <p>Expertise of major infrastructure construction and delivery.</p> <p>Demonstrated leadership in promoting good practice through safety, quality and environmental practice.</p> <p>Disciplined approach to systems engineering and decision making.</p> <p>Able to manage teams of delivery / construction staff, engineers and technical contracts for delivery of services by external suppliers.</p>	<p>A degree in engineering, science, environmental studies or other related disciplines.</p>	<p>At least ten years' experience in WHS management on infrastructure projects, with extensive experience in the preparation and implementation of WHS management systems and plans.</p> <p>Demonstrated track record in managing complex, large infrastructure projects with minimal safety incidence and environmental impact.</p>

Position	Name	Competencies	Qualifications	Experience
Workforce Development & Industry Participation Manager	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Excellent communication and leadership skills.</p> <p>Understanding of skills and diversity state and federal policies.</p> <p>Proven skills, understanding and experience in delivering or managing diversity and skills development programs.</p> <p>Proven skills, understanding and experience in implementing workforce development and industry participation within infrastructure or construction projects.</p>	<p>Possess a degree, diploma or advance diploma in adult education, vocational education, organisational development, education or human resources and a Certificate IV or equivalent in Training and Assessment.</p>	<p>A minimum of 3 years' experience in developing and delivering workforce development and industry participation strategies and programs within infrastructure, rail or construction projects.</p> <p>Demonstrated and appropriate learning and development work experience in a similar role within the infrastructure, rail or civil construction industry.</p> <p>Demonstrable and significant experience dealing at a strategic level with stakeholders, including but not limited to education providers, registered training organisations, skill services organisations and procurement.</p> <p>Experience in managing or delivering nationally accredited programs within recognised industry training packages.</p> <p>Experience working with the implementation and delivery of Aboriginal participation programs.</p>
Sustainability Director	██████████	<p>Proven skills, understanding and experience in managing sustainability risks and opportunities issues on infrastructure project.</p> <p>Proven experience on managing the delivery of sustainability ratings.</p>	<p>Possess a recognised qualification relevant to the position and OpCo's Activities and have recent relevant experience in sustainability management on projects similar to the SSTOM Works and Temporary Works.</p> <p>Be an Infrastructure Sustainability Accredited Professional.</p>	<p>Have at least 5 years sustainability management experience, with previous experience in the provision of sustainability advice on the design and construction of engineering.</p>

Part B: Operations Phase – OpCo

Position	Name	Competencies	Qualifications	Experience
CEO & OpCo Representative	██████████	<p>Appreciates the value of ensuring that the company culture places the customer at the centre of everything that is delivered in operations.</p> <p>Ensuring that operational requirements are delivered in the delivery phase of the project.</p> <p>Excellent financial management skills including establishing and managing cost accountability in complex, large infrastructure projects, cost and budget management and financial reporting.</p> <p>Has strong relationship, influencing and negotiation skills.</p> <p>Understands the relationship between train performance and the abatement regime.</p> <p>Highly effective problem solver.</p>	<p>Degree in construction management, engineering or business. Qualification (e.g. diploma or advanced diploma) in project management (desirable). Leadership training.</p>	<p>Minimum 20-25 years' experience in successful project management of complex, large infrastructure projects, demonstrating ability to deliver to time, cost and quality.</p> <p>Demonstrable and significant experience in complex stakeholder engagement, client and third-party relationship management on large infrastructure projects.</p> <p>Demonstrable experience in successfully leading and motivating large teams in projects and operations.</p> <p>Experience in rail projects, operations and maintenance.</p>
Customer Advocate	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Effectively communicating a vision throughout an organisation.</p> <p>Developing evidence-based policies.</p> <p>Using trend analysis to capture opportunities for customer service improvement.</p> <p>Building rapport with client, customer and stakeholder interest groups.</p> <p>Promoting teamwork and effectively operating in a high-performance team.</p> <p>Conveying information clearly and concisely.</p> <p>Operating in a crisis effectively.</p>	<p>Proven ability to measurably improve customer satisfaction.</p> <p>Senior executive experience in marketing.</p>	<p>Extensive experience in frontline customer service.</p> <p>Experience in organisation change management.</p>
Stakeholder & Community Engagement Manager	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Recent relevant experience in community engagement on projects similar to Sydney Metro.</p> <p>An understanding of stakeholder and community attitudes and needs in relation to Sydney Metro.</p>	<p>Possess a recognised qualification relevant to the position and OpCo's Activities.</p>	<p>Minimum ten years' communications and community relations experience.</p> <p>Extensive experience in the management of community engagement and communications on major infrastructure projects.</p> <p>Demonstrable experienced in the development and implementation of Community Communication Strategies and plans.</p> <p>Demonstrable experienced in and an understanding of NSW government and Australia government public affairs processes.</p>

Position	Name	Competencies	Qualifications	Experience
Modifications Manager (First Operations Period only)	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Establish and oversee the processes, systems, and tools necessary to obtain transparent reliable and timely Modification Impact Proposals in relation to all operations and maintenance requirements and activities.</p> <p>Identify, mitigate and resolve commercial risks.</p> <p>Leadership and project management within major infrastructure projects.</p> <p>Implement and maintain project modification controls in accordance with contract requirements.</p> <p>Effective prioritisation and ability to quickly identify key issues / blockers to progress.</p> <p>Strong commercial acumen and proven experience in contract management, change management and negotiation techniques.</p> <p>Ability to think and act proactively and strategically, with excellent analytical and problem-solving skills.</p>	Tertiary qualifications in project management / engineering / law or similar.	<p>At least 10 years of commercial and delivery / operational management experience on large scale infrastructure assets.</p> <p>Rail experience considered an advantage.</p> <p>Proven ability to lead and manage team members with cross-functional skills within a large infrastructure project/programme</p> <p>Practised and diplomatic communicator, able to manage stakeholders within a PPP, alliance or joint venture organisation.</p>

Part B: Operations Phase – Core Contractor

Position	Name	Competencies	Qualifications	Experience
Managing Director	[REDACTED]	<p>Appreciates the value of ensuring that the Company culture places the customer at the centre of everything that is delivered in operations.</p> <p>Understands the purpose of the Integrated Management Office (IMO) in ensuring that operational requirements are delivered in the delivery phase of the project.</p> <p>Has strong relationship, influencing and negotiation skills.</p> <p>Understands the relationship between train performance and the abatement regime.</p> <p>Highly effective problem solver.</p> <p>Skilled and effective communicator, with highly developed media and stakeholder liaison experience.</p>	<p>Educated to degree level.</p> <p>Membership of Asset Management professional body (desirable).</p> <p>Membership of Railway Operators professional body (desirable).</p>	<p>Demonstrable and significant experience in complex stakeholder engagement, client and third-party relationship management on large infrastructure projects.</p> <p>Knowledge and experience of all aspects of railway operations.</p> <p>Previous experience of working in a performance regime, where KPI targets are required for service payments.</p> <p>Frontline experience dealing with customers and setting customer service standards and targets – preferably in a rail environment.</p>
Head of Customer Service Delivery (includes Railway Operations)	[REDACTED]	<p>Strong knowledge and understanding of metro railway commissioning, introduction, operations and maintenance activities.</p> <p>Strong knowledge and understanding of systems used across a GoA2+ metro railway, including permanent way, power supply, rail systems (including CBTC signalling systems), stations, rolling stock and facilities.</p> <p>Strong ability to manage and lead a team of operations and maintenance personnel across various sites, including the Stabling and Maintenance Facility, OCC and stations.</p> <p>Strong understanding and commitment to safety, including a demonstrable understanding of WHS Act and Rail Safety National Law.</p> <p>Excellent written and verbal communication skills.</p>	<p>Tertiary qualifications in engineering (mechanical, electrical or equivalent).</p> <p>Desirable - tertiary qualifications in business management.</p> <p>Rail Industry Worker.</p> <p>Membership of Asset Management professional body (desirable).</p> <p>Membership of Railway Operators professional body (desirable).</p>	<p>Minimum 15 years' experience in the commissioning, operation and maintenance of metro railways, including at least 10 years' experience in operating GoA2+ metro railways.</p> <p>Demonstrable and significant experience in leading operational readiness activities for railway operations, including the development and implementation of competency management regimes.</p> <p>Demonstrable and significant experience in leading operational testing (trial running) activities, including conducting degraded operations scenarios and emergency drills.</p> <p>Demonstrable and significant experience in the day-to-day management of GoA2+ metro railway operations, including managing incidents, accidents and emergencies.</p> <p>Demonstrable and significant experience in asset management of GoA2+ metro railways, including permanent way, power supply, rail systems, stations, rolling stock and facilities.</p> <p>Demonstrable experience in successfully</p>

Position	Name	Competencies	Qualifications	Experience
				<p>leading and motivating large teams in operations and maintenance environments. Frontline experience of dealing with customers and setting customer service standards and targets – preferably in a rail environment.</p> <p>Previous experience of working in a performance regime, where KPI targets are required for service payments.</p>
Station Manager	██████	Demonstrated experience supervising and embedding a strong customer service culture within a large team of direct and indirect reports ideally within a transport context.	<p>Certificate IV Training and Assessment or equivalent</p> <p>Certificate IV Frontline Management or equivalent.</p>	At least 5 years' experience in customer service with experience managing a large team.
OCC Manager	██████████	Significant experience leading teams and managing rail safety in a transport operations context.	<p>Certificate IV in Frontline Management</p> <p>Certificate IV Training & Assessment.</p>	At least 5 years' experience in a network control function with experience managing major incidents and service disruptions.
Customer Experience Manager	██████████	<p>Able to drive customer service in accordance with the Customer Service Plan.</p> <p>Able to manage network operations, Station staff, security, operational safety and training.</p> <p>Expertise in customer services, preferably in a transportation or railway environment.</p>	A degree in business administration or transportation logistics or other disciplines.	<p>Extensive experience in frontline customer service.</p> <p>Expertise in managing station and train operations of a rapid transit railway.</p> <p>Expertise in hospitality industry or a customer focused role (desirable).</p>
Head of Legal, Commercial, Finance and Administration, incl. O&M Modifications Manager (First Operations Period)	██████████	<p>Strong legal and commercial acumen and proven experience in contract management and negotiation techniques.</p> <p>Ability to think and act strategically, with excellent analytical and problem-solving skills.</p> <p>Proficient in managing change.</p> <p>Expertise of financial control of business operation.</p> <p>Fully conversant with the procurement and administration of material supply and services provision contracts.</p> <p>Understanding key business drivers and the marketplace.</p> <p>Focusing on strategic orientation and understands contributes to and aligns work/priorities to strategic business strategies.</p>	<p>Degree in accounting/finance, project administration, commercial/contract law, project management, engineering or similar.</p> <p>Membership of a professional institution in finance, law or accountancy (desirable).</p>	<p>Experienced in contract management of large, complex projects, including working within a PPP environment.</p> <p>Practised and diplomatic communicator, able to manage stakeholders, client and used to working within alliances and joint ventures.</p> <p>At least ten years finance and administration, commercial and operational management experience on large-scale construction contracts, or business operations.</p> <p>Demonstrated experience in effectively</p>

Position	Name	Competencies	Qualifications	Experience
		<p>Focusing on improvement and sets and works to meet stretching goals.</p> <p>Establish and oversee the processes, systems, and tools necessary to obtain transparent, reliable and timely Modification Impact Proposals in relation to all operations and maintenance requirements and activities.</p> <p>Identify, mitigate and resolve commercial risks</p> <p>Leadership and project management within major infrastructure projects.</p> <p>Implement and maintain project modification controls in accordance with contract requirements.</p> <p>Effective prioritisation and ability to quickly identify key issues / blockers to progress.</p>		<p>negotiating and communicating at a senior level with clients on major construction projects / business operations and with the team.</p> <p>Rail experience considered an advantage.</p> <p>Proven ability to lead and manage team members with cross-functional skills within a large infrastructure project/programme.</p> <p>Practised and diplomatic communicator, able to manage stakeholders within a pressured PPP, alliance or joint venture organisation.</p>
Head of Engineering & Asset Management	[REDACTED]	<p>Strong technical knowledge and understanding of the design, construction, manufacture and commissioning of metro systems, including permanent way, power supply, rail systems (including CBTC signalling systems), stations, rolling stock and facilities.</p> <p>Strong knowledge of life cycle systems development processes, including ISO 15288 and EN 50126/8/9.</p> <p>Strong knowledge and understanding of configuration and change management processes during design, construction, manufacture, commissioning and operation phases of GoA2+ metro railways.</p> <p>Strong knowledge and understanding of asset management systems and processes, including remote condition monitoring and asset information systems.</p> <p>Strong understanding of safety engineering/assurance and interface management with Third Parties.</p> <p>Strong understanding and commitment to safety, including a demonstrable understanding of WHS Act and Rail Safety National Law.</p> <p>Excellent written and verbal communication skills.</p>	<p>Tertiary qualifications in engineering (mechanical, electrical or equivalent).</p> <p>Desirable - Chartered engineer (Engineers Australia, or equivalent).</p> <p>Rail Industry Worker.</p>	<p>Minimum 15 years' experience in the design, construction, manufacture, commissioning and asset management of systems used on GoA2+ metro railways.</p> <p>Minimum 10 years' experience as a senior leader in the delivery of engineering services for GoA2+ metro railways.</p> <p>Demonstrable and significant experience in interface and integration management (including design management and systems engineering) for large greenfield metro construction projects, including permanent way, power supply, rail systems (including CBTC signalling systems), stations, rolling stock and facilities.</p> <p>Demonstrable and significant experience in the development, deployment and use of asset management systems and tools, including remote condition monitoring systems for all railway assets.</p>

Position	Name	Competencies	Qualifications	Experience
Asset Engineering Manager	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	Demonstrated management capability, including the ability to lead, influence, promote and motivate highly skilled technical staff to deliver desired outcomes. Strong knowledge and understanding of configuration and change management processes during design, construction, manufacture, commissioning and operation phases of GoA2+ metro railways. Strong knowledge and understanding of asset management systems and processes, including remote condition monitoring and asset information systems. Working knowledge implementing ISO 55001:2014.	A relevant engineering degree Certified Asset Management Professional (CAAM) or equivalent.	A minimum of 10 years' demonstrable experience in, and sound understanding of, asset management and / or systems assurance in, maintenance or engineering environment.
Security Manager	[REDACTED]	Strong technical capabilities and understanding of physical security, protective engineering security and cyber security (OT) requirements in complex infrastructure projects. Excellent program management skills, including planning, reporting and security risk management. Well-developed knowledge of asset management and whole of life strategies. Understanding Government processes for managing large infrastructure projects.	Qualification e.g. Master of Science Security Management, engineering management and IT engineering management, or equivalent degree. Holder of a security license pursuant to the requirements of the <i>Security Industry Act 1997 (NSW)</i> .	Minimum 10 years' experience of verifiable rail sector security experience incorporating physical security, protective security engineering and cyber security. Successful project management of complex, large infrastructure projects, demonstrating ability to deliver to time, cost and quality. Demonstrable and significant experience in complex stakeholder engagement, client and third-party relationship management on large infrastructure projects.
Head of HSEQ	[REDACTED]	Advocate for safety and lead the establishment of safety policy and make recommendations to the Board, on safety management strategy on rail safety, work health and safety, system safety, and security. Expertise of railway operations and asset management. Demonstrated leadership in promoting good practice through safety, quality and environmental practice. Disciplined approach to systems engineering and decision making. Able to manage teams of maintenance staff, engineers and technical contracts for delivery of services by external suppliers.	A degree in engineering, science, environmental studies or other related disciplines.	Demonstrated track record in managing complex, large infrastructure projects with minimal safety incidence and environmental impact.

Position	Name	Competencies	Qualifications	Experience
Workforce Development and Industry Participation Manager	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Excellent communication and leadership skills.</p> <p>Understanding of skills and diversity state and federal policies.</p> <p>Proven skills, understanding and experience in delivering or managing diversity and skills development programs.</p> <p>Proven skills, understanding and experience in implementing workforce development and industry participation within infrastructure or construction projects.</p>	<p>Possess a degree, diploma or advance diploma in adult education, vocational education, organisational development, education or human resources and a Certificate IV or equivalent in Training and Assessment.</p>	<p>A minimum of 3 years' experience in developing and delivering workforce development and industry participation strategies and programs within infrastructure, rail or construction projects. Demonstrated and appropriate learning and development work experience in a similar role within the infrastructure, rail or civil construction industry.</p> <p>Demonstrable and significant experience dealing at a strategic level with stakeholders, including but not limited to education providers, registered training organisations, skill services organisations and procurement.</p> <p>Experience in managing or delivering nationally accredited programs within recognised industry training packages experience working with the implementation and delivery of Aboriginal participation programs.</p>
Sustainability Manager	To be appointed in accordance with the requirements outlined in clause 10.23(b) of the deed	<p>Proven skills, understanding and experience in managing sustainability risks and opportunities issues on infrastructure project.</p>	<p>Possess a recognised qualification relevant to the position and OpCo's Activities and have recent relevant experience in sustainability management on projects similar to the SSTOM Works and Temporary Works.</p> <p>Be an Infrastructure Sustainability Accredited Professional.</p>	<p>Have at least 5 years sustainability management experience, with previous experience in the provision of sustainability advice on the design and construction of engineering.</p> <p>Proven experience on managing the delivery of sustainability ratings.</p>