

Executive Brief

Organisation: Port Authority of New South Wales
Position: General Manager, Asset Management
Consultant: Jason Scoble

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About the Port Authority of New South Wales

Port Authority of New South Wales (Port Authority) is a state-owned corporation which manages the navigation, security, and operational safety needs of commercial shipping in Sydney Harbour, Port Botany, Port Kembla and the ports of Newcastle, Eden and Yamba. The primary role and responsibilities of Port Authority includes:

- the safe navigation of shipping movements within each port
- the management of harbour/port approaches and channels
- pilotage (marine pilots safely navigating a ship in and out of a port)
- port security
- the safety of port operations
- emergency responses, including the clean-up of spills in the marine environment
- the dangerous goods regulation contained in Part 11 of the Dangerous Goods Regulation 1999 (which, although repealed, is preserved by other legislation).

Port Authority owns and manages common user berths at Glebe Island, White Bay and the Overseas Passenger Terminal. Port Authority also provides land on long term lease adjacent berths on Glebe Island.

Sydney Harbour cruise facilities at the Overseas Passenger Terminal, at Circular Quay and White Bay Cruise Terminal are owned and managed by Port Authority.

With over 6,000 visits from trade and cruise vessels each year, the ports of New South Wales contribute billions of dollars to our economy; create thousands of jobs and support countless businesses. Port Authority works 24/7 to ensure the safety of these ships, the security of our working ports and the protection of our marine environment.

Across six ports, Port Authority delivers safe and efficient marine services, including: harbour masters; marine pilotage; aids to navigation; vessel traffic services; emergency response; hydrographic surveying; port management, dangerous goods regulations and cruise terminal operations. Port Authority of New South Wales keeps our ports safe, secure and open to the world.

Port Authority's statutory objectives and functions are derived from the provisions of the State-Owned Corporations Act 1989 (NSW), Ports and Maritime Administration Act 1995 (NSW) and the Port Safety Operating Licence issued under section 12(2) of the Ports and Maritime Administration Act 1995.

Further information regarding the Port Authority of NSW can be found using the below links:

- [Port Authority of NSW Annual Reports](#)
- [Our Vision & Strategic Plan 2020-25](#)
- [Statement of Corporate Intent 2020-21](#)
- [Company Website](#)

Position Overview

To lead and deliver the optimisation of port assets across all Port Authority of New South Wales (Port Authority) ports. To provide leadership and direction to the Asset Management team. Provide advice to Executives, CEO, Board on the asset management maintenance, renewal, and growth opportunities. Has the carriage and responsibility for development and management of resources and budgets and the delivery of project objectives on time and meet strategic and operational requirements. To manage and deliver to budget a range of significant capital projects as required by the Port Authority.

Assets & Development (A&D) Division supports the optimisation and sustainability of the organisation's port assets. The A&D Division is divided into three key functional areas:

- Asset Management
- Projects
- Governance and Infrastructure Planning

Key Accountabilities

- Lead and direct Assets team to deliver the business objectives and strategies related to the optimisation, maintenance, and operations of land assets for the Port Authority.
- Oversee the implementation of the Asset Management Improvement program and the delivery of the Strategic Asset Management Plan (SAMP). Ensure CMMS system is consistently utilised across the portfolio
- Accountable for insuring Port Authority Assets remain safe, compliant and operationally available
- Provide strategic and operational leadership to the Assets and Development team and organisation for the delivery of the asset management program.
- Support the Group Executive Assets and Development in leading, developing and directing the commercial outcomes, and asset and development team to achieve optimisation of the Authorities assets and infrastructure development across all ports.
- Accountable for the development, management and reporting on of the asset teams operational and capital budgets. Develop financial models, perform financial analyses and asset management analyses, and recommend appropriate strategies and capital requirements for major assets
- Communication regularly with Senior Management to keep them informed of risks, issues, and opportunities within your area of responsibility.
- Develop assurance framework to audit and continually improve the Strategic Asset Management Plan and other relevant documents in accordance with recognised best practice and standards.
- Promote a safe working environment consistent with the Port Authority's Work Health and Safety Policies and Procedures.
- Ensure all technical documentation is controlled and maintained in accordance with the quality management system and the relevant legislation, regulation, and standards.
- Maintain required asset accreditations in accordance with maritime and general regulatory requirements for all vessels within the State and develop relationships with the Regulators.
- Provide support and technical expertise to identify inefficiencies and opportunities for improvement across the Land and Marine asset portfolio.
- Identify and mitigate risks associated with operating within a maritime environment and integrate into affiliated business plans (e.g., the SAMP and the Port Authority Business Plan).

Key Challenges

- Flexibility and adaptability to changing priorities and directions of Government and/or Port Authority whilst maintaining financial viability and delivery of key projects
- Broad and diverse environment, unique to the operations of the One Port in which the business strategy and objectives are to be delivered
- Business wide engagement and buy-in with the delivery of the Asset Improvement program and SAMP.
- Imbedding a culture of delivery, accountability, and responsibility within the team
- Prioritising internal stakeholders' objectives and requirements
- Resourcing capabilities and management of the external interfaces including contractors, consultants, and users for timely delivery of minor projects and Strategic Asset Management objectives.

Key Knowledge & Experience

- Qualifications in Engineering and / or Asset Management (essential)
- Strategic Asset Management
- Capital and Operational Budgeting
- Project Management
- Procurement
- Project delivery through all phases of the initiation through to delivery
- Asset Maintenance
- Project and Contract Management
- Procurement
- IT Systems
- Quality Assurance
- Compliance
- Analytical thinking
- Stakeholder management
- Commercial and political aptitude
- Leadership Ability to communicate at all levels in the organisation
- Strong people management experiences
- Effective Communication Skills
- Builds strong relationships
- Negotiation Skills

Key Relationships

Internal <i>Board, Executive & General Management, Asset Management & Projects team, A&D Management Team, Operations Division, all divisions within Port Authority – Finance, Planning, Legal</i>	External <i>Contractors, Planning and Service Authorities, Industry Associations, Auditors, Port Authority customers, tenants, shippers etc., Project Proponents</i>
<ul style="list-style-type: none"> • Board – seeks approval of the Board for procurement and commencement of projects. • Executive – reporting and monitoring of projects through PSG and seeking approvals for project-based decisions. • Executive and Board- seeks approval to for strategic developments and infrastructure project initiatives. • Asset and Projects teams – the Governance and Infrastructure team sits centrally across Project and Assets to provide clarity and direction on Port Authority policies, standards and processes. • A&D Management team support the Group Executive and Management team to collaborate and identify strategic priorities of the Division. • Operations and all Divisions - lead and manage the customer interface with internal operations / all divisions to work constructively to deliver their priorities 	<ul style="list-style-type: none"> • Contractors – Approve consultant and contractor selection a procurement and subsequent delivery to budget, timeframes and quality • Planning – Compliance with requirements. Represent the Authority to negotiate approvals consistent with our objectives. • Auditors – Working with both internal and External auditor agencies as required aligned with the internal audit schedule • Work with Customers tenants for the identification and delivery of projects that drive efficiency and operational objectives whilst delivering Port Authority objectives. • Build relationships with key government Agencies that are fundamental to future infrastructure and development planning initiatives

Vision and Values

Port Authority NSW are internationally recognised leaders in the provision of efficient, integrated and innovative port marine services. Port Authority NSW provides safe, efficient, sustainable, world-class port and marine services whilst retaining and optimising our port assets to deliver the financial and strategic goals of the NSW government.

To uphold the reputation of Port Authority NSW, we must deliver on company values:



Care

We care for each other, our customers, stakeholders and communities. We care about what we do and about getting the right outcomes.



Accountability

We take responsibility for our actions and are accountable to deliver.



Integrity

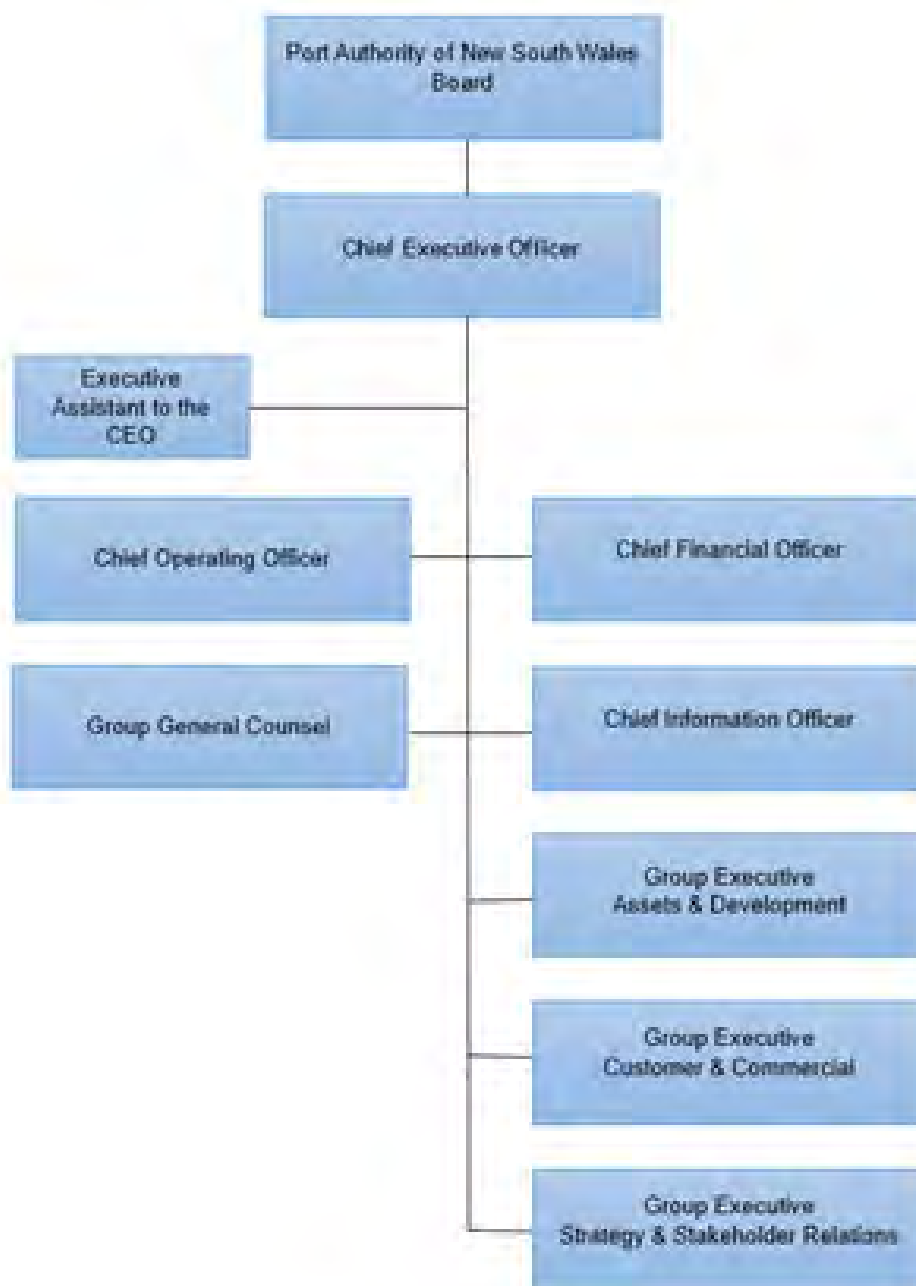
We are open, honest and act with integrity.



Collaboration

We actively exchange ideas and collaborate with others internally and externally to achieve the best outcomes.

Executive Management Structure



Executive Team



Philip Holliday | B.Sc. (Hons) University of Teesside, GAICD
Chief Executive Officer and Director

As CEO and Director, Philip leads Port Authority in managing the navigation, security and operational safety needs of commercial trade and cruise shipping in Sydney Harbour, Port Botany, Newcastle Harbour, Port Kembla, Eden and Yamba.

Philip joined Sydney Ports Corporation in May 2011 as Executive General Manager, Operations and Harbour Master. In 2014, he then became Chief Operating Officer and Harbour Master, Sydney following the amalgamation of the Sydney, Newcastle and Port Kembla port corporations.

Philip has spent his entire career in the shipping and ports industries, starting as a 16-year-old cadet when he joined Ropner Shipping Services and later moving to Souter Shipping where he gained his Class 1 (FGN) Masters certificate.

In 1998, Philip joined the UK's largest port operator, Associated British Ports (ABP) in a port operations role. Following a number of roles within ABP he became the Harbour Master for the ABP Port of Southampton and the Marine Advisor for the group's 21 UK ports.

Philip is a former Chair of the Ports Australia's Port Operations Working Group and took a lead role in the development of the Australian Port Marine Safety Management Guidelines.



Lawrence Ho | B.Ec (Accounting) University of Sydney, FCPA, MBA (Macquarie Graduate School of Management)
Chief Financial Officer

Lawrence joined Sydney Ports Corporation (now Port Authority of NSW) in October 2011 as its Chief Financial Officer. He is also the Chief Risk Officer for the Port Authority.

Lawrence leads the businesses finance division and has responsibility for Finance, Corporate Planning, Business Analysis, Procurement, Corporate Services, Internal Audit, and Company Secretariat.

Lawrence has over 25 years of senior management experience in the logistics and transport industry both in Australia and Asia having worked for one of the World's largest shipping and terminal operators, DP World.

His extensive overseas experience included three start-up terminal developments in China, the last of which is China's largest single container terminal called Qingdao Qianwan Container Terminal Co. Ltd. Lawrence also has considerable experience in leading IT infrastructure and design, government project negotiations, shareholding restructuring and representation.



John Finch | MBA (Maritime Management), MC1, AICD
Chief Operating Officer

As Chief Operating Officer, John leads and oversees the management of maritime operations to deliver quality services to our customers and stakeholders, while focusing on improvements to the delivery of consistent operational excellence across Port Authority's locations.

Prior to joining Port Authority, John held senior executive and regulatory roles within the maritime industry, with his most recent role being General Manager Operations at Pilbara Ports Authority. John has spent his entire career in the shipping and ports industry, including a 15-year sea going career and holds formal qualifications in executive management, investigations, safety, and maritime security.



Garry Voutos
Chief Information Officer

Garry joined Sydney Ports Corporation in January 2012 as General Manager, Information Technology and in August 2014 became Chief Information Officer of the newly established Port Authority of New South Wales.

In his role, Garry is responsible for leading IT strategy and operations across all Port Authority of NSW businesses.

Prior to joining Sydney Ports, Garry held several senior IT leadership roles across Australia and Asia in diverse industries such as consumer electronics, fast moving consumer goods (FMCG), manufacturing, retail and insurance. In these roles Garry has delivered complex change programs involving business model reviews, process re-engineering and systems implementations including large enterprise resource planning (ERP) systems, integrated supply chain systems, integration of acquisitions, warehouse management systems and online retail.

Garry has experience and success in Six Sigma, Prince2, SCOR, ITIL and SFIA. He is passionate about partnering with the business to deliver value and change.



Amy Beaumont | LLM (University of Sydney), BCom/LLB (University of Wollongong)
Group General Counsel

Amy joined Sydney Ports Corporation (now Port Authority of New South Wales) in March 2014 where she had responsibility for the provision of legal advice to the Sydney operations. In 2019, she became Port Authority's General Counsel where she has responsibility for legal advice across the organisation as well as sustainability planning, environmental management and town planning. In 2020, her responsibilities extended to oversight of People and Culture.

Prior to joining Sydney Ports Corporation, Amy worked within Maersk's head legal office in Copenhagen and in Sydney's private practice with HWL Ebsworth Lawyers and its predecessor Ebsworth & Ebsworth Lawyers in their transportation group.



John McKenna
Chief Customer and Commercial Officer

John joined Sydney Ports Corporation (now Port Authority of New South Wales) in September 2011 leading the cruise division, including the operations at the White Bay Cruise Terminal and Overseas Passenger Terminal. In April 2020, John became the Chief Customer and Commercial Officer. In this role he oversees the development, growth and future direction of the commercial and customer divisions as well as drive new commercial projects across services, facilities, property, infrastructure and cruise.

Prior to joining Port Authority John worked with the Virgin Airlines group where he held positions of Manager of International Operations and Operations Manager of Guest Services. John has worked in airports throughout the world such as London, Los Angeles, Abu Dhabi and Nadi, Fiji.

Advisory Board



Robert Dunn | B.A. Hons Macquarie University, GAICD
Chair

Member, Audit and Risk Committee Member | Member, Remuneration and Human Resources Committee | Chair, Nominations Committee

With the amalgamation of Sydney, Newcastle and Port Kembla port corporations in July 2014, Robert Dunn became a Director of Port Authority of New South Wales. He had previously been a Director of Sydney Ports Corporation from 2012. Robert was appointed Chair of the Board from 1 August 2018.

Until August 2020, Robert was Global Executive Director with Opportunity International, a not-for-profit organisation that provides people living in poverty with the opportunity to transform their lives through microfinance and community development programs. Prior to that, he was the Chief Executive Officer of Opportunity International Australia and before that he was Finance Director of Patrick Corporation, a position he held for 14 years

Robert is the Chair of BaptistCare NSW & ACT and was formerly Chair of Dia Vikas Capital Pvt Limited, an Indian investment company, and a director of North East Small Finance Bank Limited, an Indian bank.

Robert is a member of the Chartered Accountants Australia and New Zealand.



Philip Holliday | B.Sc. (Hons) University of Teesside, GAICD
Chief Executive Officer and Director

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Philip is a former Chair of the Ports Australia's Port Operations Working Group and took a lead role in the development of the Australian Port Marine Safety Management Guidelines.



Zorana Bull | BA (Hons) Oxford, MA (Eng. Econ. & Mgmt) University of Oxford, FAICD
Director

Chair, People and Culture Committee | Member, Audit and Risk Committee | Member, Nominations Committee

Zorana Bull was appointed as a Director of Port Authority of New South Wales in March 2016.

Zorana is a Non-Executive Director of AirRoad Pty Ltd, Guide Dogs NSW/ACT. She is also the Managing Director of strategy and management consulting firm Altura Partners Pty Ltd.

She was previously a Partner with international consulting firm PA Consulting Group, with postings in Europe and Asia-Pacific, and Chief Operating Officer of the Australian business. During this time, she specialised in strategy development, restructuring and performance turnaround.

Prior board appointments have included Moorebank Intermodal Company Ltd and Australian Centre for Eye Health and Fancy Engineering Ltd.

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Dr Kirsten Molloy | BSc (Hons) University of Newcastle, PhD University of Newcastle, MBA Deakin, GAICD

Director

Member, Audit and Risk Committee | People and Culture Committee

Dr Kirsten Molloy was appointed as a Director of Port Authority of New South Wales in March 2021.

Kirsten is a business leader and Non-Executive Director, sitting on a range of Boards of commercial and not-for-profit businesses since 2013. She is Chair of water engineering consultancy Hunter H2O Pty Ltd, and is a Non-Executive Director of the NRMA and the Hunter Medical Research Institute (HMRI).

Kirsten's executive career included a role as CEO of HVCCC, a complex member-based construct in the resources/supply chain sector, and executive commercial and technology roles at Orica, a large global mining equipment, technology and services (METS) organisation. She provides leadership advisory services, executive mentoring and coaching via her business Verity Leadership. Kirsten is very interested in social progress and community and is a passionate advocate for diversity and inclusion.



Matthew Irwin | B Ag Ec (Hons I) University of New England, M Comm (Finance) University of New South Wales, GAICD

Director

Chair, Audit & Risk Committee | Member, Nominations Committee

Matthew was appointed as a Director of the Port Authority of New South Wales in February 2019.

Matthew has spent over 20 years involved in infrastructure, utilities and major project delivery. Prior to joining the Board, Matthew held the position of Chief Financial Officer at TransGrid up to 2018, the NSW electricity transmission business. Matthew has held senior executive and leadership positions with Transfield Services (now Broadspectrum), Leighton Group in Australia and Asia and Deutsche Bank in Sydney, Johannesburg and London.

Matthew is a Director of Expressway Spares and is Chair of University of New England Smart Regional Incubator Advisory Committee. Prior Board appointments include Transfield Services Infrastructure Fund, Macarthur Water and Yan Yean Water.

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David Marchant AM | GAICD

Director

Member, Audit and Risk Committee

David was appointed as a Director of Port Authority of New South Wales in March 2021.

David is Chair, Queensland Rail and Queensland Rail Ltd and a Board Member of Airservices Australia.

He has previously held a range of executive positions including Managing Director, Lend Lease Engineering and Infrastructure Services and Managing Director and CEO, Australian Rail Track Corporation Ltd.

The Selection Process

Action	Outcome
Candidate Pre-screening Interviews with Derwent	<ul style="list-style-type: none"> Derwent will undertake pre-screening interviews with high potential candidates.
Progress Meeting	<ul style="list-style-type: none"> Derwent meet with PANSW to present market research and engaged candidate profiles. PANSW to highlight profiles of interest for Derwent to continue the conversation and further investigate.
Shortlist Development	<ul style="list-style-type: none"> Derwent to complete structured (behavioural) interviews with selected internal and external candidates of interest. Derwent to provide feedback and insights to candidates unsuccessful in progressing to the shortlist stage.
Shortlist Meeting & Selection	<ul style="list-style-type: none"> Derwent meet with PANSW to present candidates. PANSW selects shortlisted candidates to progress to Panel Interview stage.
Panel Interviews	<ul style="list-style-type: none"> If you are selected as a shortlisted candidate, you will be contacted in order to schedule an interview appointment. Interviews will take place via video conference. Please allow 60 minutes for the interview process.
Psychometric Assessments	<ul style="list-style-type: none"> An email invitation will be sent to shortlisted candidates to complete online psychometric assessments.
Referee and Pre-Employment Checks	<ul style="list-style-type: none"> Reference checks will be conducted in the days following the panel interviews. Please ensure you have two referees noted in your resume. Pre-employment verification checks including academic qualifications, professional membership, enforceable undertakings, AFP, banned / disqualified persons and bankruptcy checks.
Letter of Offer	<ul style="list-style-type: none"> Derwent will work with PANSW to contact the successful candidate and provide them with a letter of offer.
Feedback	<ul style="list-style-type: none"> A feedback session will be available for shortlisted candidates to discuss the online psychometric assessment results. Arrangements will be made for this in due course if you wish to participate in this session. Candidate Experience surveys – Derwent randomly selects candidates involved in the search process to provide feedback on their experience and any areas they feel Derwent can improve on.

PLEASE NOTE: THE SCHEDULE ABOVE MAY BE SUBJECT TO CHANGE DEPENDING ON OPERATIONAL ACTIVITY.

Application Components

Candidates should address their suitability for the role, responding to the focus capabilities and essential requirements of the role, by providing the following:

- Cover letter (no more than two pages)
- Resumé including two referees and their contact details (no more than five pages)

Psychometric Assessments

The psychometric assessment process includes four online tests and will be conducted by Lehman Career Psychology.

Lehman Career Psychology will send you an email invitation to complete the online tests. These will be sent to the email address you provided in your application.

Reference Checks

Timeframe: Your referees will be required to complete a phone call.

Process: Please ensure that you have included two referees (including their contact details) in your resume.

References are designed to be merit based, objective and EEO compliant.

- The reference check is scripted so that all referees are asked the same questions about the preferred applicant/s in the recruitment process for a particular role.
- Only referees you list will be contacted
- Reference checks are conducted verbally and all information from the referee is documented. References should relate to your last five years of professional experience.

Panel Interview

Duration: Approximately 60 minutes.

Location: Interviews will take place via video conference (Zoom, Microsoft Teams etc.)

Process: The behavioural interview will be conducted by the Panel. Interview questions are tailored to an executive level of capabilities based on the role description. You will be asked to respond to questions by describing situations from your past that relate to the capability being assessed.

Advisory Points

- Familiarise yourself with the role description and focus capabilities.
- During the interview, you may be asked probing questions to help clarify your responses, these are designed to assist you in providing enough detail to cover the indicators designed for the executive focus level capabilities for the role.
- Choose examples that highlight your strengths and focus on your own involvement in various situations. Use the most recent examples possible.
- Walk the interviewers through your response in a logical, sequential and concise fashion. Structure your responses according to the STAR approach outlined below.
- Make notes and bring them with you to jog your memory, but ensure you do not prepare rigid detailed examples and read these verbatim during the interview – you must address the question being asked of you.

Derwent Point of Contact

Jason Scoble, Partner

Email: portauthoritynsw@derwentsearch.com.au