
POSITION TITLE:	General Manager Port Operations
REPORTS TO:	Group Executive Operations
DIVISION:	Operations
LOCATION:	Hobart, Launceston, Devonport

Purpose of the Position

The purpose of the General Manager Port Operations is to lead the state-wide operations and services for all land based operational assets including eleven port facilities, and the Facility Management of all TasPorts corporate offices and leased buildings.

Key Accountabilities

The General Manager will provide enterprise-wide leadership on operations with particular focus on how TasPorts translates its corporate strategy and goals into actions where the work is performed. As a key member of the Operations Leadership Team, this leader will provide senior technical and operational leadership to ensure delivery of the Operations annual Balance Business Plan (BBP) and Annual Operating Plan for Port Operations.

The key accountabilities include, but are not limited to the following:

People and Leadership

Provide leadership to the state-wide Port Operations Department ensuring that team members share the same vision, have clear understanding of TasPorts strategy and direction, and provide an environment in which the department's workgroups can perform to the best of their ability to support the business objectives and commitments.

The General Manager's leadership of the Department will have particular focus on:

- Accountability for team culture and the individual conduct, contribution and performance of every direct report in pursuit of excellence at TasPorts.
- Instilling TasPorts values through their own behaviours and managing the behaviours of team members.
- Using performance management systems to effectively review and recognise workgroup and individual performance and address performance issues where required.
- Ensuring appropriate skill levels within the Department by identifying gaps in the individuals Training and Development plans and providing appropriate pathways for compliance to these plans.
- Developing a team culture that aligns the broader TasPorts values with specific continuous improvement value drivers.
- The team's compliance to all TasPorts' policies, standards and procedures in the workplace.
- Championing the continual improvement in team culture through step change maturity shifts in people and safety leadership.
- Ensuring the Department meet or exceed the Health, Safety & Environment (HSE) Management System requirements by fostering HS&E aligned working behaviours, conditions and practices, targeted at achieving zero incidents and injuries.

This role will lead across all TasPorts with the highest levels of commercial acumen, planning and subject matter expertise in operational excellence and continuous improvement. The General Manager will have the highest levels of communication and influencing skills required to engage with a very broad stakeholder base including national and state-wide industry leaders, port users, TasPorts customers, engineering and technical service providers, contractors, tenants, key internal and external stakeholders including State Government Agencies, state and local government members, TasPorts Board/Executive members, management and employees.

As a member of the Operations Senior Leadership Team, support the Group Executive Operations (GEO) in developing team culture, leading team performance and maximising positive cross functional integration within the Division and across TasPorts.

Technical Leadership

Apply an understanding of the business context, TasPorts operating model and ways of working to enhance our state-wide approach to operational excellence, including safety, productivity, profitability, customer service and maintaining social license to operate across TasPorts.

Translate corporate commitments into actionable plans, communicating, managing and analysing the implementation of those plans, and reporting back on their progress to facilitate the delivery of our strategy.

Management of the Operations division's Balanced Business Plan (BBP):

- Development and leadership of Annual Operating Plan and BBP for department in alignment with the Divisional Strategy and 3 year Plan.
- Implement business plan, ensuring the plan is monitored and revised in order to meet plan targets and commitments.
- Lead the Port Operations Business Improvement pipeline including the planning, prioritisation and delivery methodology.

Management of Department budgets and financial resources in alignment with annual plan.

Margin management and the productivity agenda to improve financial performance across our major ports and operating facilities.

Leading Port Operations Business Improvement activities by:

- Facilitating the identification, selection, and definition of business improvement projects.
- Applying discipline, governance and quality assurance across business improvement projects.
- Implementing measures to assess performance and sustainability of improvement benefits.
- Developing and maintaining effective relationships with leaders and other key stakeholders and providing coaching on the development of high-performance teams and operations, including visual management boards and continuous improvement methodologies such as Lean Manufacturing and six-sigma.
- Providing technical support and direction to project stakeholders on business improvement processes and techniques.
- Facilitating strategic business improvement workshops with leadership teams.
- Developing technical capability across TasPorts technical position types.

Work closely and in an integrated manner with TasPorts functional divisions (Safety People & Culture, Corporate Services, Commercial & Trade, Legal & Governance) and the other Operations departments and to ensure alignment, buy in and that strategies are aligned, mutually supporting and consistently prioritised for the best TasPorts outcomes.

As a member of TasPorts' senior management team:

- Provide advice to the Group Executive on direction and management of TasPorts operations and programs of work.
- Provide input to the development and delivery of TasPorts' strategy, annual operating plan and related capital and operating budgets.
- Support the Division's Senior Leadership Team and other team members to undertake their accountabilities.
- Contribute actively to the Group Executive's team development and management system.
- Support the development of TasPorts' Business Improvement framework and implement relevant elements within the Operations Division.

Make evidence based and strategic decisions in alignment with longer term business goals.

Define value drivers and establish the boundaries of an opportunity to research if it is worth further investment.

Functional Leadership

Apply effective judgement in assessing, recommending and deciding on business improvement and transformation initiatives Port Operations should prioritise and standing by the decisions and outcomes in support of TasPorts strategy and the Operations division BBP.

Accountability for delivering the expected value from improvement initiatives whilst directly supporting line management and operational teams in implementing local continuous improvement, including the analytical support, tracking and monitoring.

Supporting the Executive Leadership Team (ELT) in embedding the requirement for continuous improvement and transformation into every team's KPIs and maintaining the performance management mechanism to verify progress on a regular basis.

Engage and communicate with deliberate intent across a broad stakeholder landscape, building rapport and developing strong productive relationships with internal and external stakeholders, bringing timely visibility to TasPorts transformation and improvement programs in order to maximise the value creation.

Lead the Function that is the State-wide owner and operator of Assets, facilities and port services.

As a Senior Management Team member, lead TasPorts vision and strategy across the organisation.

Represent TasPorts in State and National forums, industry bodies and associations to influence macro level industry direction, policy, technology and outcomes in a manner that best serves TasPorts objectives over the 3-5 year time horizon.

Key Success Factors

The key success factor for the General Manager will be the relentless pursuit of operational excellence across all of TasPorts.

The General Manager will display a strong bias for action and achievement focussing on the timeliness for delivering solutions to customers.

These outputs will be reflected in improved trends in business performance, staff engagement and satisfaction resulting from the empowerment of being able to improve the work that they undertake, improved control and predictability across all of our work teams, and significantly improved use of integrated technology, enabling timely sharing of data and information.

Critical challenges and focus areas for the role in the short to medium term include:

- Ability to access necessary information, master data and systems-based analysis needed to carry out the work of this role.
- The ability to develop and improve the TasPorts culture post significant Operating Model changes and a limited skill base in operational excellence and business improvement methodologies.
- Enhance capabilities of employees by creating opportunities for personal and professional development.
- Operate effectively in an environment where there are conflicting demands on resources and budgets.
- Establish and maintain relationships within TasPorts departments.
- Ensure the effective utilisation of resources in conjunction with other Departments.

Key Capabilities

Element of Capability	Minimum or Ideally Required
Technical Skills	<ul style="list-style-type: none"> • Strategic Planning (M) • Maintenance Management (M) • Maintenance and reliability Engineering (I) • Using BI/ CI tools and methodologies (M) • Scenario Planning (M) • Commercial Analysis (M) • Systems Design and Analysis (M) • Industry analysis (M) • Use of Microsoft Office Products – Outlook, Word, Excel (M); PowerPoint (I)
Social Skills	<ul style="list-style-type: none"> • Effective communication with broad range of levels (M) • Business Writing (M) • Coaching (M) • Conflict resolution (M) • Team Leadership (M) • Team Membership (M) • Displaying a full range of Task and Relationship orientated Behaviours (M) • Facilitating (M) • Public speaking (M) • Managing culture (M) • Networking (M) • Managing diversity through translation (M) i.e. <ul style="list-style-type: none"> ▪ Appropriate engagement ▪ Open explanation ▪ Mutual Exploration ▪ Clarified expectations and ▪ Creating a basis for enthusiasm
Leadership Skills and Competencies	<ul style="list-style-type: none"> • Living the Core Values - Champions the Core Values • Engaging People for the Challenge - Creates clarity and focus • Passion for Outcomes - Drives to improve performance • Taking the Initiative - Acts well ahead of time • Holding Self and Others Accountable - Demands high performance • Scanning the Environment - Investigates for further information • Conceptual Thinking - Applies Learned Concepts • Building capability - Coaches for the Long-Term • Influencing Others - Uses indirect influencing • Rigour - Drives rigorous processes for function

Element of Capability	Minimum or Ideally Required
Knowledge Field	<ul style="list-style-type: none"> • Business management, Operations Management, Technology and Innovation, Project Management, Engineering, Logistics (M) • Business Transformation (M) • Change Management (M)
Experience (Including qualifications, accreditations and associations)	<ul style="list-style-type: none"> • Bachelor's Degree in Business, Finance, Law or Engineering (M) • Post Graduate qualifications in Management (I) • Leadership training, accreditation (M) • Industry accreditation / association (I)
Wisdom	<ul style="list-style-type: none"> • The ability to demonstrate emotional intelligence and empathy in dealing with Shareholders, the Board, Peers, team members and Customers • The ability to show diplomacy, calmness and control in dealing with stakeholders • The ability to maintain confidentiality as and when required • The ability to conduct oneself in an exemplary fashion and live the organisational values inside and outside of TasPorts
Temperament and Valuing of the Work	<ul style="list-style-type: none"> • Working in the operational and improvement processes of the organisation i.e. being part of a work management lifecycle, whilst ensuring real value is being delivered which results in improved business performance • Getting things done through other people • Leading service teams and having to demand a lot of them • Being held accountable for the performance of others who can make or break the business where the external client/ customer can be totally unforgiving • Making decisions where the buck stops with this GM • Being tough, resilient and 'in charge' are strongly desired qualities • Removing obstacles to overcome challenges under pressure as a constant
Mental Processing Ability	<ul style="list-style-type: none"> • To think and work strategically so as to position TasPorts within a National or Industry framework through the establishment and implementation of Vision, Mission and Strategy • To deal with multiple external and inter-related variables interacting on a whole business in any given situation i.e., Political, Environmental, Industrial, Economic and Legislative changes • To solve complex problems, applying creative logic and out of the square innovation • To consistently simplify TasPorts by actively removing complexity from our management systems and work processes • To work with strategic thinking tools and comfortably within a 10-15 year timeframe • To establish systems of work management with a task execution focus over 0-90 days

Additional Role Information

Employment Conditions

- Australian Common Law Contract

Authorities

- This role carries the delegated authorities as defined in the TasPorts Delegations Manual
- TasPorts Health, Safety and Environment Responsibility and Authority: Refer to Section 4 of the *TasPorts HSE Responsibility and Authority Procedure*
- Port Security Facility Officer

Direct Reports

- Regional Operations Manager x 3 (North-West, North, South)
- Manager Security & Business Resilience
- Administration Assistant

Key Dimensions

- Significant Profit & Loss accountability across all of TasPorts Port Operations
- Significant authority as leader of largest operational team in TasPorts Senior Management Team (Approx 70 FTE plus contractors)
- Management of TasPorts statewide maintenance budget (Circa \$14M AUD)
- Management of largest TasPorts P&L (Revenue \$100M AUD, Expenses \$36M AUD, EBITDA \$63M AUD)
- Tactical Planning horizon includes rolling 3 year plan and 2 year budget
- State-wide coverage with regular travel
- TasPorts Senior Management Team member