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.

Customer Strategy and Technology

The Customer Strategy and Technology division is focused on creating the future of mobility in NSW, and shaping a world-leading transport system for our customers and communities.

Primary purpose of the role

The Director Strategic Initiatives will develop and manage a variety of projects and operational improvements to for Customer Payment Services Branch to deliver enhanced outcomes for the Branch, our stakeholders, transport customers and communities.

Key accountabilities

- Provide high-quality expert advice to the Executive Director CPS and Senior Executives on the priority initiatives to enable the delivery of improved Customer Payment outcomes.
- Lead and direct a team of specialists to deliver customer and operational improvements that align with strategic priorities for the Branch, Division and Transport Cluster.
• Source or direct the conduct of research into political, legislative, economic, social, technological, business and industry trends and analyse and interpret strategic trends to identify likely impacts on the organisation and inform the executive decision making and strategic planning processes.
• Provide robust data and analysis on crucial agency-wide strategic and business planning metrics to deliver and maintain a comprehensive business architecture for the Branch.
• Identify opportunities to drive change and bolster continuous improvement as part of how we do business to deliver ongoing improvement, unlock revenue streams and build capability (end-to-end).
• Monitor and report achievements against Branch objectives described in the customer payment service business plan with a focus on service excellence, leveraging data and technology and ensuring financial sustainability.
• Identify strategic procurement options to support services delivered by the Branch for the Transport Cluster to increase value, realise efficiencies.
• Lead a DevOps function focused on delivering ongoing improvement, unlocking revenue streams and transformation of customer technology.
• Lead communication with key internal and external stakeholders to ensure that operational strategy is well understood, fully supported and adopted to ensure integrated and effective decision making.
• Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers.

Key challenges

• Working collaboratively and in partnership with the public and private transport sectors and across government in a complex organisational, operating and asset and services management environment.
• Prioritising initiatives and demonstrating delivery of achievements in a high demand environment.
• Developing an environment of successful program and project management that facilitates successful support of key strategic initiatives.

Key relationships

<table>
<thead>
<tr>
<th>Who</th>
<th>Why</th>
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<tbody>
<tr>
<td><strong>Internal</strong></td>
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</table>
| Executive Director Customer Payment Services | • Collaborate to determine high-level strategic priorities, design risk mitigation plans and organisational objectives  
• Provide accurate, quality advice and high-level support, provide regular updates on achievements against objectives  
• Determine team priorities, highlight resourcing challenges and seek practical solutions within budget and service  
• Escalate issues and seek advice and support where required |
| **Executive** | • Provide strategic advice and high-quality tools to the Senior Executives to enable a shared understanding of best practice strategic planning and to ensure that outcomes are highly effective and well-aligned with the direction and objectives of the Agency  
• Engage to monitor trends, performance and progress against the strategic/ corporate plan and evaluate further support which may be required to ensure delivery against the plan |
<table>
<thead>
<tr>
<th>Who</th>
<th>Why</th>
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<tbody>
<tr>
<td>Work Team/Direct Reports</td>
<td>• Lead, inspire and motivate the team, provide direction and manage performance</td>
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<td>• Collaborate and share information</td>
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<td></td>
<td>• Provide quality advice and feedback that inspires and motivates the team, promoting a culture of innovation, creativity and inclusivity that contributes to the achievement of core business activities</td>
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<td>• Escalation point, discuss risks and issues to develop solutions</td>
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<tr>
<td>Branch Senior Leaders/Counterparts</td>
<td>• Work closely with the branch leadership team to define and establish strategic priorities and implementation schedules required by the Transport Agency to support business strategies</td>
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<tr>
<td>Other Transport Divisions</td>
<td>• Provide expert advice and influence decisions, support planning activities and initiatives to achieve alignment with the organisation's corporate plan</td>
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<tr>
<td></td>
<td>• Ensuring alignment of strategies across the branch and broader agency and empowering people to take ownership of delivering improved outcomes</td>
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<tr>
<td>External</td>
<td></td>
</tr>
<tr>
<td>Other NSW Government Agencies</td>
<td>• Establish professional networks and relationships to maintain the currency of issues, share ideas, tools and learnings, leverage intelligence, and collaborate on common responses to emerging issues</td>
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<td></td>
<td>• Leverage continuous improvements in strategic planning and delivery approaches, tools or processes</td>
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<tr>
<td>Stakeholders</td>
<td>• Optimise engagement to achieve defined outcomes</td>
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</tbody>
</table>

**Role dimensions**

**Decision making**

The role operates with a high level of authority and autonomy in respect to the day to day activities of the Branch, exercises delegated authority and is fully accountable for the quality, accuracy and integrity of the content of advice provided to the Executive Director.

The role will drive improved strategic systems and processes to ensure the best outcomes from decisions made and to ensure the validity of processes, systems and results.

**Reporting line**

The role accounts and reports to the Executive Director Customer Payment Services.

**Direct reports**

The role will have a variable number of direct reports

- Senior Manager Business Solution Architect
- Senior Manager Technical Solution Architect
- Senior Manager PMO

**Budget/Expenditure**

As per the approved TfNSW Financial Delegations and an overall annual budget of $20m.
Key knowledge and experience

- Demonstrated ability to lead and manage a team of multi-disciplinary specialists facilitate their ongoing professional development, maximise on their performance to deliver diverse and complex operational services.

Essential requirements

- Appropriate Tertiary qualifications in a relevant discipline and/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.
<table>
<thead>
<tr>
<th>Capability group/sets</th>
<th>Capability name</th>
<th>Behavioural indicators</th>
<th>Level</th>
</tr>
</thead>
</table>
| Act with Integrity    | Be ethical and professional, and uphold and promote the public sector values | • Model the highest standards of ethical and professional behaviour and reinforce their use  
• Represent the organisation in an honest, ethical and professional way and set an example for others to follow  
• Promote a culture of integrity and professionalism within the organisation and in dealings external to government  
• Monitor ethical practices, standards and systems and reinforce their use  
• Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Communicate Effectively| Communicate clearly, actively listen to others, and respond with understanding and respect | • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences  
• Speak in a highly articulate and influential manner  
• State the facts and explain their implications for the organisation and key stakeholders  
• Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations  
• Anticipate and address key areas of interest for the audience and adapt style under pressure | Advanced |
| Plan and Prioritise   | Plan to achieve priority outcomes and respond flexibly to changing circumstances | • Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff  
• Influence the organisation’s current and potential future role within government and the community, and plan appropriately  
• Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning  
• Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes  
• Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government | Highly Advanced |
## FOCUS CAPABILITIES

<table>
<thead>
<tr>
<th>Capability group/sets</th>
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<th>Behavioural indicators</th>
<th>Level</th>
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</thead>
</table>
|                      | **Think and Solve Problems** | Think, analyse and consider the broader context to develop practical solutions  
- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues  
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others  
- Take account of the wider business context when considering options to resolve issues  
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  
- Implement systems and processes that are underpinned by high-quality research and analysis  
- Look for opportunities to design innovative solutions to meet user needs and service demands  
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
|                      | **Demonstrate Accountability** | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines  
- Design and develop systems to establish and measure accountabilities  
- Ensure accountabilities are exercised in line with government and business goals  
- Exercise due diligence to ensure work health and safety risks are addressed  
- Oversee quality assurance practices  
- Model the highest standards of financial probity, demonstrating respect for public monies and other resources  
- Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks  
- Incorporate sound risk management principles and strategies into business planning | Advanced |
### FOCUS CAPABILITIES

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</table>
|                       | **Procurement and Contract Management**                                        | *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 performance against contracted deliverables and outcomes*  
*Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors*                                                                                                         | Advanced |
|                       | **Manage Reform and Change**                                                    | *Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty*  
*Assist others to address emerging challenges and risks and generate support for change initiatives*  
*Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them*  
*Implement structured change management processes to identify and develop responses to cultural barriers*                                                                                                        | Advanced |
|                       | **Inspire Direction and Purpose**                                               | *Champion the organisational vision and strategy, and communicate the way forward*  
*Create a culture of confidence and trust in the future direction*  
*Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation*  
*Communicate the parameters and expectations surrounding organisational strategies*  
*Celebrate organisational success and high performance, and engage in activities to maintain morale*                                                                                                    |         |
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

<table>
<thead>
<tr>
<th>Capability group/sets</th>
<th>Capability name</th>
<th>Description</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Attributes</td>
<td>Display Resilience and Courage</td>
<td>Be open and honest, prepared to express your views, and willing to accept and commit to change</td>
<td>Advanced</td>
</tr>
<tr>
<td></td>
<td>Manage Self</td>
<td>Show drive and motivation, an ability to self-reflect and a commitment to learning</td>
<td>Advanced</td>
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<tr>
<td></td>
<td>Value Diversity and Inclusion</td>
<td>Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives</td>
<td>Adept</td>
</tr>
<tr>
<td>Relationships</td>
<td>Commit to Customer Service</td>
<td>Provide customer-focused services in line with public sector and organisational objectives</td>
<td>Advanced</td>
</tr>
<tr>
<td></td>
<td>Work Collaboratively</td>
<td>Collaborate with others and value their contribution</td>
<td>Highly Advanced</td>
</tr>
<tr>
<td></td>
<td>Influence and Negotiate</td>
<td>Gain consensus and commitment from others, and resolve issues and conflicts</td>
<td>Advanced</td>
</tr>
<tr>
<td>Results</td>
<td>Deliver Results</td>
<td>Achieve results through the efficient use of resources and a commitment to quality outcomes</td>
<td>Advanced</td>
</tr>
<tr>
<td>Business Enablers</td>
<td>Finance</td>
<td>Understand and apply financial processes to achieve value for money and minimise financial risk</td>
<td>Adept</td>
</tr>
<tr>
<td></td>
<td>Technology</td>
<td>Understand and use available technologies to maximise efficiencies and effectiveness</td>
<td>Highly Advanced</td>
</tr>
<tr>
<td></td>
<td>Project Management</td>
<td>Understand and apply effective planning, coordination and control methods</td>
<td>Advanced</td>
</tr>
<tr>
<td>People Management</td>
<td>Manage and Develop People</td>
<td>Engage and motivate staff, and develop capability and potential in others</td>
<td>Adept</td>
</tr>
<tr>
<td></td>
<td>Optimise Business Outcomes</td>
<td>Manage people and resources effectively to achieve public value</td>
<td>Advanced</td>
</tr>
</tbody>
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