Role Description
Director Systems Engineering and Integration

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Transport</th>
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<tbody>
<tr>
<td>Agency</td>
<td>Transport for NSW</td>
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<tr>
<td>Division/Branch/Unit</td>
<td>Infrastructure and Place/ Technical Services</td>
</tr>
<tr>
<td>Role number</td>
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</tr>
<tr>
<td>Classification/Grade/Band</td>
<td>TSSE Band 1B</td>
</tr>
<tr>
<td>Senior executive work level standards</td>
<td>Work Contribution Stream: Professional/Specialist</td>
</tr>
<tr>
<td>ANZSCO Code</td>
<td>133211</td>
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<td>PCAT Code</td>
<td>2131311</td>
</tr>
<tr>
<td>Date of Approval</td>
<td>December 2020</td>
</tr>
<tr>
<td>Agency Website</td>
<td><a href="http://www.transport.nsw.gov.au">www.transport.nsw.gov.au</a></td>
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Agency overview

At Transport, we’re passionate about making NSW a better place to live, work and visit. Our vision is to give everyone the freedom to choose how and when they get around, no matter where they live. Right now, we’re delivering a $57.5bn program – the largest Australia has ever seen – to keep people and goods moving, connect communities and shape the future of our cities, centres and regions. At Transport, we’re also committed to creating a diverse, inclusive and flexible workforce, which reflects the community and the customers we serve.

Our organisation – Transport for NSW – is comprised of numerous integrated divisions that focus on achieving community outcomes for the greater good and on putting our customers at the centre and our people at the heart of everything we do.

Primary purpose of the role

The role provides leadership and direction for systems engineering, systems integration, technical management system, and for the development and application of the configuration management framework across the division to enable the multi-modal delivery, operations and management of our Transport network.

Key accountabilities

- Contribute to the strategic leadership and management of the branch, working collaboratively across the branch to ensure branch deliverables and accountabilities are cohesive, well planned and delivered, and leading the implementation of organisational and branch change and integration.
- Drive and lead the systems engineering capability within the division to support the development and delivery of infrastructure projects that achieve client outcomes throughout the asset lifecycle.
- Drive and lead the systems safety capability to support the cluster in making informed decisions when planning and delivering assets and services in support of Transport strategy.
- Drive and lead the systems integration capability to support the planning, delivery and successful integration into operations of assets and services to deliver the intended customer outcomes.
- Drive and lead the Divisional Configuration Management process to support the delivery of assets that are safe, reliable, operable, maintainable, sustainable, fit for purpose, and provide a value for money outcome over the whole of its life.
- Lead and manage the quality and audit functions to ensure that projects are delivered to the client requirements and in accordance with the corporate management frameworks.
- Develop technical content for the IP divisional management systems to support efficient development and delivery while integrating the requirements of the corporate management systems.
- Drive and lead the ongoing review of divisional systems, processes, procedures and culture to ensure that delivery outcomes can be met in a timely and efficient manner.
- Act as a thought leader, remaining abreast of current and emerging planning issues and trends, including domestic and international best practice, innovative approaches, and opportunities to support the achievements of the project objectives.

**Key challenges**

- Being a champion for developing and implementing new ways of working across a multimodal portfolio across the asset lifecycle.
- Leading the development of a cluster wide approach to systems engineering and safety assurance to ensure that it becomes the established way of delivering asset change across all divisions.
- Building and maintaining a collaborative and cooperative way of working with other technical branches and functions across the cluster.
- Supporting a constructive environment that allows sufficient flexibility to experiment and create new opportunities for improvement.

**Key relationships**

<table>
<thead>
<tr>
<th>Who</th>
<th>Why</th>
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<tbody>
<tr>
<td><strong>Internal</strong></td>
<td></td>
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</table>
| Reporting Line Manager | • Escalate issues, keep informed, advice and receive instructions  
• Provide regular updates on key projects, issues and priorities  
• Contribute to team planning and decision-making |
| **Other Divisions TfNSW and Transport operating agencies** |  |
| | • Lead and actively participate in discipline communities of practice across the cluster  
• Engage with customer divisions on their strategic objectives and develop a portfolio of potential solutions to meet these needs  
• Provide regular updates on key projects, issues and priorities |

| **External** |  |
| Service providers, providers of specialist contracting and consultancy services, other regulatory bodies and government agencies (State and Commonwealth); private sector groups; professional institutions and industry bodies | • Participate in forums, groups to represent agency and share information  
• Provide advice and respond to requests for information |
| Project participants, consultants, service providers | • Seek tenders and proposals  
• Exchange information |
Role Description

Director Systems Engineering and Integration

- Negotiate conditions and terms
- Resolve issues

Role dimensions

Decision making

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

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

Reporting line

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

Direct reports

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

Budget/Expenditure

As per the approved TfNSW Financial Delegations.

Key knowledge and experience

- Stakeholder management expertise and experience to navigate through government processes combined with strong leadership skills with the ability to drive performance in complex, politically and commercially sensitive environment.

Essential requirements

- Tertiary qualifications in a relevant discipline, with extensive knowledge and experience in engineering, management systems and/or related field.

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities.

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.
## FOCUS CAPABILITIES

<table>
<thead>
<tr>
<th>Capability group/sets</th>
<th>Capability name</th>
<th>Behavioural indicators</th>
<th>Level</th>
</tr>
</thead>
</table>
|                       | Display Resilience and Courage                      | • Remain composed and calm and act constructively in highly pressured and unpredictable environments  
• Give frank, honest advice in response to strong contrary views  
• Accept criticism of own ideas and respond in a thoughtful and considered way  
• Welcome new challenges and persist in raising and working through novel and difficult issues  
• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced       |
|                       | Act with Integrity                                  | • Champion and model the highest standards of ethical and professional behaviour  
• Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations  
• Set, communicate and evaluate ethical practices, standards and systems and reinforce their use  
• Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports  
• Act promptly and visibly to prevent and respond to unethical behaviour | Highly Advanced|
|                       | Communicate Effectively                             | • Present with credibility, engage diverse audiences and test levels of understanding  
• Translate technical and complex information clearly and concisely for diverse audiences  
• Create opportunities for others to contribute to discussion and debate  
• Contribute to and promote information sharing across the organisation  
• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  
• Explore creative ways to engage diverse audiences and communicate information  
• Adjust style and approach to optimise outcomes  
• Write fluently and persuasively in plain English and in a range of styles and formats | Advanced       |
|                       | Work Collaboratively                                | • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector | Highly Advanced|
### Influence and Negotiate

**Gain consensus and commitment from others, and resolve issues and conflicts**

- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
- Use sound arguments, strong evidence and expert opinion to influence outcomes
- Determine and communicate the organisation’s position and bargaining strategy
- Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution

**Highly Advanced**

### Think and Solve Problems

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

- Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement
- Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues
- Identify and evaluate organisation-wide implications when considering proposed solutions to issues
- Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact
- Ensure effective governance systems are in place to guarantee quality analysis, research and reform

**Highly 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

**Advanced**
• 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

### Optimise Business Outcomes
Manage people and resources effectively to achieve public value. Engage and motivate staff, and develop capability and potential in others.

- Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals
- Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences
- Encourage team members to take calculated risks to support innovation and improvement
- Align systems and processes to encourage improved performance and outcomes

### Manage Reform and Change
Support, promote and champion change, and assist others to engage with 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

### 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.

<table>
<thead>
<tr>
<th>COMPLEMENTARY CAPABILITIES</th>
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<tbody>
<tr>
<td><strong>Capability group/sets</strong></td>
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<tr>
<td>-----------------------------</td>
</tr>
<tr>
<td>Personal Attributes</td>
</tr>
<tr>
<td>Value Diversity and Inclusion</td>
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<tr>
<td>Commit to Customer Service</td>
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<tr>
<td>Role Description</td>
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<td>------------------</td>
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<tr>
<td><strong>Deliver Results</strong></td>
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<tr>
<td><strong>Plan and Prioritise</strong></td>
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<tr>
<td><strong>Finance</strong></td>
</tr>
<tr>
<td><strong>Technology</strong></td>
</tr>
<tr>
<td><strong>Procurement and Contract Management</strong></td>
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<tr>
<td><strong>Project Management</strong></td>
</tr>
<tr>
<td><strong>Manage and Develop People</strong></td>
</tr>
<tr>
<td><strong>Inspire Direction and Purpose</strong></td>
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