Role Description
Director Advanced Technical Services

Cluster
Transport

Agency
Transport for NSW

Division/Branch/Unit
Infrastructure and Place/Technical services

Role number
NEW

Classification/Grade/Band
TSSE Band 2A

Senior executive work level standards
Work Contribution Stream: Professional/Specialist

ANZSCO Code
139999

PCAT Code
3119192

Date of Approval
December 2020

Agency Website
www.transport.nsw.gov.au

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 will lead and maintain a high level of professional guidance and advice relating to specialised engineering and technical expertise, connecting across disciplines, branches and divisions to enable multi-modal delivery, operations and management of Transport network.

The role also drives the management of technical risk, the development of technical policy, standards, specifications and guidelines, facilitating technical innovation and continuous improvement, and enhancing technical capability across the branch.

Key accountabilities

- 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 business objectives.
• Lead the teams responsible for the development of technical policies, standards, specifications and guidelines to address technology and industry trends and organisational needs, drawing on Australian and international research and best practice.
• Be a highly effective member of the Technical Services leadership team by contributing 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.
• Motivate, inspire and empower the development of an integrated, inclusive and engaged team with a clear focus on the delivery of outcomes and the continued development of capabilities across the branch.
• Drive and lead highly collaborative and continuous improvement via an interchange of knowledge across the Technical Services Branch that aims to achieve standing in the technical services field envisaged and leads to a significant advancement of capabilities and knowledge.
• Lead the provision of specialised expert technical and engineering advice and support across the organisation by building effective relationships and partnerships that facilitate the exchange of information, analysis and commentary, and enables the proactive resolution of issues.
• Drive and lead collaborative, state-wide, technical communities of practice within TfNSW and lead industry engagement and participation to improve internal and private sector industry products and capabilities, supported by a Technical Knowledge Management system that enables the retention and enhancement of technical capabilities and learnings.
• Drive and enable the investigation and identification of opportunities for innovation and enhancements in provision of engineering and technical services on projects to achieve continuous improvement outcomes for customers and stakeholders.

Key challenges

• Ensuring delivery of consistent and high quality technical standards across multiple functions whilst supporting the objectives of the directorate.
• Managing complex strategic project elements that require sustained leadership and negotiating solutions across organisational boundaries.
• Managing critical relationships and communications with key clients and stakeholders and building and maintaining stakeholder confidence in the branch.

Key relationships

<table>
<thead>
<tr>
<th>Who</th>
<th>Why</th>
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<tbody>
<tr>
<td>Internal</td>
<td></td>
</tr>
<tr>
<td>Reporting Line Manager</td>
<td>• Escalate issues, keep informed, advise and receive instructions</td>
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<tr>
<td></td>
<td>• Provide regular updates on key projects, issues and priorities</td>
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<td></td>
<td>• Contribute to strategic planning and decision-making</td>
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<tr>
<td>Work Team</td>
<td>• Provide guidance and professional support, exchange information and</td>
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<tr>
<td></td>
<td>• Determine work priorities and oversee progress to facilitate their ongoing professional development</td>
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<tr>
<td></td>
<td>• Collaborate to continually improve knowledge, build capability, and improve consistency and service quality</td>
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<tr>
<td></td>
<td>• Provide an escalation point for issues or complex decision-making</td>
</tr>
<tr>
<td>Technical Relationship Managers</td>
<td>• Collaborate on broad client requirements and assist in validating and delivering on client outcomes</td>
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</table>
### Role Description

**Who**

<table>
<thead>
<tr>
<th>Why</th>
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<tbody>
<tr>
<td>• Provide regular updates on key projects, issues and priorities</td>
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**Other Divisions across TfNSW**

<table>
<thead>
<tr>
<th>Why</th>
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<tbody>
<tr>
<td>• Build collaborative working relationships</td>
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<tr>
<td>• Engage with customer divisions on their strategic objectives and develop a portfolio of potential solutions to meet these needs</td>
</tr>
<tr>
<td>• Provide regular updates on key projects, issues and priorities</td>
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**External**

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<tr>
<th>Why</th>
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<tbody>
<tr>
<td>• Engage with relevant stakeholders/customers to open channels of communication, provide expert advice, gather and exchange relevant information</td>
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<tr>
<td>• Work towards mutual beneficial outcomes while facilitating and fostering the involvement of key stakeholders to ensure best possible outcomes</td>
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**Other Federal, State and Local Government Agencies**

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<tr>
<th>Why</th>
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<tbody>
<tr>
<td>• Build effective relationships and share information</td>
</tr>
<tr>
<td>• Establish professional networks and relationships with other Government agencies</td>
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<tr>
<td>• Key interdependencies across the public sector that will enable and support project success</td>
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<tr>
<td>• Collaborate on common responses to project issues</td>
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</table>

### Role dimensions

**Decision making**

The role operates with significant autonomy in the management and delivery of the unit. The role allocates work to the team and is an escalation point for complex or contentious matters. The role develops frameworks, policies and procedures across the Agency to drive efficiency and effectiveness in Technical Services operations for TfNSW. The role is fully accountable for the quality and integrity of the advice provided.

The role determines strategic priorities in consultation with the Manager and defers complex issues of a legislative or political nature or decisions that will substantially alter the outcome or timeframes, major issues or conflicts arising in the course duties or matters requiring a higher delegated authority, including approval for expenditure or sensitive issues.

**Reporting line**

The role accounts and reports the relevant reporting line manager.

**Direct reports**

The role may/will 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.

• Extensive experience in engineering, operational systems and/or related field, the provision of engineering and technical services, and management of technical risk in infrastructure projects.

• Record of success at an executive management level in a large complex organisation with proven strategic leadership management competency and experience with the capacity to inspire staff to deliver.

Essential requirements

• Tertiary qualifications in engineering or related technical discipline.

• The role requires work outside of regular business hours to support operations on a 24/7 basis, as required.

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>FOCUS CAPABILITIES</th>
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<tbody>
<tr>
<td>Capability group/sets</td>
</tr>
</tbody>
</table>
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement  
• Actively seek, reflect and act on feedback on own performance  
• Translate negative feedback into an opportunity to improve  
• Take the initiative and act in a decisive way  
• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | Advanced |

| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | • Present with credibility, engage diverse audiences and test levels of understanding  
• Translate technical and complex information clearly and concisely for diverse audiences | Advanced |
Role Description
Director Advanced Technical Services

- 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

Work Collaboratively
Collaborate with others and value their contribution

- Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
- Publicly celebrate the successful outcomes of collaboration
- Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
- Identify and overcome barriers to collaboration with internal and external stakeholders

Deliver Results
Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
- Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation
- Identify, recognise and celebrate success
- Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes
- Identify and remove potential barriers or hurdles to achieving outcomes
- Initiate and communicate high-level priorities for the organisation to achieve government outcomes

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

### 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

### Technology

**Understand and use available technologies to maximise efficiencies and effectiveness**

• Support research and expert advice on the application of emerging technologies to achieve organisational outcomes
• Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation
• Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies
• Critically assess business cases supporting the introduction of technology to improve the organisation’s efficiency and effectiveness
• Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements

### Project Management

**Understand and apply effective planning, coordination and control methods**

• Prepare and review project scope and business cases for projects with multiple interdependencies
• Access key subject-matter experts’ knowledge to inform project plans and directions
• Design and implement effective stakeholder engagement and communications strategies for all project stages
• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
• Develop effective strategies to remedy variances from project plans and minimise impact
• Manage transitions between project stages and ensure that changes are consistent with organisational goals
• Participate in governance processes such as project steering groups

Manage and Develop People
Engage and motivate staff, and develop capability and potential in others

• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning
• Drive executive capability development and ensure effective succession management practices
• Implement effective approaches to identify and develop talent across the organisation
• Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences
• Drive a culture of high performance and ensure performance issues are addressed as a priority

Inspire Direction and Purpose
Communicate goals, priorities and vision, and recognise achievements

• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
• Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
• Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
• Create opportunities for recognising and celebrating high performance at the individual and team level
• Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

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><strong>Personal Attributes</strong></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>Act with Integrity</td>
<td>Be ethical and professional, and uphold and promote the public sector values</td>
<td>Advanced</td>
</tr>
<tr>
<td></td>
<td>Value Diversity and Inclusion</td>
<td>Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives</td>
<td>Advanced</td>
</tr>
<tr>
<td><strong>Relationships</strong></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>Influence and Negotiate</td>
<td>Gain consensus and commitment from others, and resolve issues and conflicts</td>
<td>Advanced</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>Plan and Prioritise</td>
<td>Plan to achieve priority outcomes and respond flexibly to changing circumstances</td>
<td>Advanced</td>
</tr>
<tr>
<td><strong>Business Enablers</strong></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>Procurement and Contract Management</td>
<td>Understand and apply procurement processes to ensure effective purchasing and contract performance</td>
<td>Adept</td>
</tr>
<tr>
<td><strong>People Management</strong></td>
<td>Optimise Business Outcomes</td>
<td>Manage people and resources effectively to achieve public value</td>
<td>Advanced</td>
</tr>
<tr>
<td></td>
<td>Manage Reform and Change</td>
<td>Support, promote and champion change, and assist others to engage with change</td>
<td>Advanced</td>
</tr>
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