Role Description
Director Strategy and Business Transformation

<table>
<thead>
<tr>
<th>Branch</th>
<th>Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency</td>
<td>Transport for NSW</td>
</tr>
<tr>
<td>Division/Branch/Unit</td>
<td>Safety Environment and Regulation /Insights &amp; Engagement/Strategy and Advisory</td>
</tr>
<tr>
<td>Role number</td>
<td>Multiple</td>
</tr>
<tr>
<td>Classification/Grade/Band</td>
<td>Band 1A</td>
</tr>
<tr>
<td>ANZSCO Code</td>
<td>132411</td>
</tr>
<tr>
<td>PCAT Code</td>
<td>2331112</td>
</tr>
<tr>
<td>Date of Approval</td>
<td>October 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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</tbody>
</table>

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 supports our business partners to drive cohesive strategy and associated transformation and continual improvement initiatives to ensure our partners are agile, future focused and delivering to shifting expectations of our partners, customers and communities.

The role provides leadership, direction and management to the delivery of consistently high quality services by the business unit, with a focus on strategic planning, governance and evaluation of service delivery performance to support the achievement of objectives.

Key accountabilities

- Provide leadership and expert advice on service delivery issues, planning, service development approaches and create best-practice service delivery goals, standards and measures of success to
ensure expectations are clear and that service delivery strategies are well aligned to overall divisional objectives.

- Unlock new capability, better ways of working and opportunities to innovate to drive sustainable outcomes and support operational effectiveness and turn strategic plans into successful results.
- Develop and implement service delivery priorities, strategies and programs in short, medium and long-term timeframes to meet the diverse needs of key stakeholders and communities.
- Provide high quality service strategy advice to the Senior Executives to effectively inform strategic planning processes.
- Develop and execute robust service delivery governance and risk frameworks to identify, manage and minimise financial, reputational and service delivery risks.
- Manage interdependencies and coordination across Divisional programs to ensure that information relating to priority deliverables, risks and issues are effectively communicated and that key performance indicators are monitored and evaluated, to achieve desired outcomes.
- Consult, negotiate and manage relationships with key stakeholders across the Division, central government organisations and at Ministerial level to facilitate agreed programs and projects.
- Demonstrate the Transport Connected Leadership dimensions by role modelling collegiate and collaborative behaviours to achieve the greater good for the community, celebrate our diverse workforce, create an environment where people can create and thrive, and support our people’s wellbeing.

Key challenges

- Achieving cooperation, compliance and engagement with multiple stakeholders in an environment of conflicting interests and opinions.
- Identifying new and innovative approaches to address complex technical, financial, economic, political and stakeholder challenges in a dynamic and complex working environment of competing priorities and short time frames.
- Consistently achieving program delivery objectives given stakeholder expectations, volume, resource constraints, potential diversity and complexity.

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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</tbody>
</table>
| Executives | • Provide expert strategic advice and reports to implement projects for the attainment of agreed performance objectives.  
• Participate in meetings to provide project/program updates and issues and share information.  
• Develop strategic relationships and provide expert advice to impact decisions, support initiatives and clarify accountability.  
• Report on progress towards business objectives, discuss critical projects and issues and receive guidance, collaborate to create innovative solutions to influence and support meet Aboriginal employment targets. |
| **Division/Branch wider Team** | • Work within a matrix management structure where support services are embedded within program office delivery teams. |
| **Work Team/Direct and Indirect Report(s)** | • Provide guidance and professional support, exchange information and  
• Determine work priorities and oversee progress to facilitate their ongoing professional development. |
• Collaborate to continually improve knowledge, build capability, and improve consistency and service quality.
• Provide an escalation point for issues or complex decision making.
• Collaborate and consult on cross divisional programs and projects and exchange information.
• Communicate effectively and efficiently.

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

**Role dimensions**

**Decision making**

The role has a significant level of autonomy in making decisions related to the management of the day to day operations and planning of the strategic planning teams and overall agreed work commitments; Is accountable for the formulation, integrity and reliability of expert advice and recommendations made to the Executive Director and other senior officers based on professional judgment and expertise; Is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters; Makes decisions in relation to the quality of work performed and methods and approaches used to achieve business outcomes.

Consults with the Executive Director on sensitive or high-risk matters to agree on a suitable course of action. Refers decisions involving legislative changes, delegation beyond authorised amounts or increases of funding beyond approved budget levels, to the Executive Director.

**Reporting line**

The role accounts and reports to the relevant 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**
- Demonstrated experience in strategic management.
- Thorough knowledge and understanding of the machinery of government, the policy process and the relevant statutory requirements.

**Essential requirements**

- Tertiary qualifications in a relevant discipline, 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>FOCUS CAPABILITIES</th>
<th>Capability name</th>
<th>Behavioural indicators</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability group/sets</td>
<td>Act with Integrity</td>
<td>Be ethical and professional, and uphold and promote the public sector values</td>
<td>Represent the organisation in an honest, ethical and professional way and encourage others to do so</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Act professionally and support a culture of integrity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Identify and explain ethical issues and set an example for others to follow</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Ensure that others are aware of and understand the legislation and policy framework within which they operate</td>
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<td></td>
<td></td>
<td></td>
<td>Act to prevent and report misconduct and illegal and inappropriate behaviour</td>
</tr>
<tr>
<td></td>
<td>Communicate Effectively</td>
<td>Communicate clearly, actively listen to others, and respond with understanding and respect</td>
<td>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Speak in a highly articulate and influential manner</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>State the facts and explain their implications for the organisation and key stakeholders</td>
</tr>
</tbody>
</table>
### Role Description

**Director, Strategy and Business Transformation**

- Promote the organisation’s position with authority and credibility cross-government, cross-jurisdictionally and outside of government
- Actively listen, and identify ways to ensure all have an opportunity to contribute
- Anticipate and address key areas of interest for the audience and adapt style under pressure

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### Influence and Negotiate

**Adept**

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

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### Work Collaboratively

**Advanced**

- Collaborate with others and value their contribution
- Recognise outcomes achieved through effective collaboration between teams
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

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### Deliver Results

**Advanced**

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
<table>
<thead>
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<th><strong>Role Description</strong></th>
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</thead>
</table>

- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

### 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
- 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**

- Identify opportunities to use a broad range of technologies to collaborate
- Monitor compliance with cyber security and the use of technology policies
- Identify ways to maximise the value of available technology to achieve business strategies and outcomes
- Monitor compliance with the organisation’s records, information and knowledge management requirements
### Project Management
Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

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

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives

### 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>
</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>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>Plan and Prioritise</td>
<td>Plan to achieve priority outcomes and respond flexibly to changing circumstances</td>
<td>Adept</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>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>People Management</td>
<td>Inspire Direction and Purpose</td>
<td>Communicate goals, priorities and vision, and recognise achievements</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>
<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>
</tbody>
</table>