

# Role Description

## Chief of the Staff



Cluster	Transport
Agency	Sydney Metro
Division/Branch/Unit	Office of the Chief Executive
Location	680 George Street, Sydney and other site locations
Classification/Grade/Band	Band 2A
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Number	51016108
ANZSCO Code	135111
PCAT Code	2126892
Date of Approval	February 2019
Agency Website	<a href="http://www.sydneymetro.info">http://www.sydneymetro.info</a>

### Agency overview

Sydney Metro is leading Australia's biggest public transport infrastructure program, developing and delivering a new world-class metro railway system for Sydney.

As a new NSW Government statutory authority, Sydney Metro has been tasked with developing and delivering metro railways, and managing their operations. Sydney Metro also leads the development of vibrant station precincts to meet customer and community needs, transforming the way Sydney travels and helping shape the future of Australia's largest city.

### Primary purpose of the role

The role provides key strategic support to the Chief Executive, Sydney Metro, across the full suite of issues affecting Sydney Metro. The role directs the activities of the Office of the Chief Executive to lead the organisation in the delivery of all strategic organisational management planning and support, based on the priorities of the Chief Executive, and leads the provision of internal governance support to the business.

The position holder represents the Chief Executive within Sydney Metro and drives whole-of-enterprise outcomes with the responsibility of upholding the reputation of Sydney Metro in government forums by providing consistent and quality support to the Minister of Transport, Secretary, Transport for NSW and Sydney Metro Board..

The role is a member of the Sydney Metro Senior Leadership Group and provides strategic leadership to sustain the organisation as a high performing, integrated team, contributing to the creation of a positive organisational culture.

## Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Manage the preparation of high quality Ministerial and other high level advice, Government submissions, strategic documents to support informed decision making on key program issues ensuring accuracy of information about legislative or technical matters
- Lead the management of key business issues on behalf of the CE and provide advice to the CE on a wide remit of policy, strategic and organisational matters, business governance, strategy and internal and external relationships
- Develop a framework for strategic and corporate planning to advise, guide and assist the organisation in the development and management of consistent, robust and achievable short and medium term corporate plans
- Lead and manage a program of corporate and strategic planning across Sydney Metro to develop timely, consistent and effective plans which effectively underpin the strategic direction of the organisation
- Undertake a program of review and evaluation to continually improve planning strategies and processes, to identify areas of risk and to identify areas for improvement and remediation
- Identify risks associated with the executive management of the organisation and develop and implement appropriate strategies and controls to mitigate risk
- Proactively manage the reputation of the organisation and increase Sydney Metro influence with key external stakeholders, liaising with senior executives and other key leaders across the Cluster on a range of issues on behalf of the CE, and building collaborative relationships with these stakeholders
- Provide advice and leadership to the setting and driving of the CE's forward agenda ensuring governance across all activity

## Key challenges

- Keeping abreast of and dealing with project and organisational issues that are sensitive, fast-moving and complex with the potential to create reputational damage and significant risk to the CE and the organisation
- Providing high quality advice and representation of a variety of views within very tight timelines to the CE to inform decision making
- Maintaining good knowledge of current issues in the Government and Cluster that may impact on the organisation or the CE
- Ensuring smooth implementation of strategic planning in a dynamic and complex program environment

## Key relationships

Who	Why
<b>Ministerial</b>	
Ministers/ Office of the Ministers	<ul style="list-style-type: none"><li>• Consult with Ministerial staff to support planning and decision processes and timely responses to sensitive or contentious issues on behalf of the CE</li><li>• Collaborate and maintain open relationships to expedite responses and information transfer</li></ul>

Who	Why
<b>Internal</b>	
Chief Executive	<ul style="list-style-type: none"> <li>• Provide well-considered, balanced and trusted advice on a wide remit of policy, strategic and organisational matters in compliance with statutory and regulatory requirements</li> <li>• Contribute to strategic planning, policy development and decision making</li> <li>• Escalate issues, keep informed, advise and receive instructions</li> <li>• Provide regular updates on key projects, issues and priorities</li> </ul>
SM Leadership Group	<ul style="list-style-type: none"> <li>• Build high-trust relationships and provide the point of coordination for advice on high-level ministerial matters and key organisational decisions</li> <li>• Lead corporate planning activities</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, inspire and motivate, provide direction and manage performance</li> </ul>
Leaders and teams across Sydney Metro	<ul style="list-style-type: none"> <li>• Build collaborative working relationships to provide accurate, timely and strategic information and support to the CE, Secretary, Transport for NSW and Minister's Office</li> </ul>
<b>External</b>	
Other Transport Cluster senior leaders and the Office of the Secretary	<ul style="list-style-type: none"> <li>• Establish professional networks and relationships with executive leaders across the Transport Cluster and with similar departments/agencies across other jurisdictions to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues</li> </ul>
Key government stakeholders Dept of Premier & Cabinet, NSW Treasury, service providers and contractors	<ul style="list-style-type: none"> <li>• Participate in forums, groups to represent agency and share information</li> <li>• Participate in discussions regarding innovation and best practice</li> <li>• Working cooperatively and proactively with organisations interfacing with the project and building solid working relationships and partnerships</li> </ul>
Community/Industry stakeholders	<ul style="list-style-type: none"> <li>• Manage relationships with key community and/or industry stakeholders or groups to ensure that the Chief Executive is apprised of emerging issues and general levels of satisfaction with service delivery</li> </ul>

## Role dimensions

### Decision making

The Chief Executive relies on the advice of the Chief of Staff to be independent, which requires the role to exercise a high degree of autonomy. The role provides advice directly to the Chief Executive, on matters that can directly influence the development of Cluster policies and programs. The role is accountable for the management of staff and financial functions within the Office of the Chief Executive in line with business plans and budget.

## **Reporting line**

The role reports to the Chief Executive

## **Direct reports**

The number of direct reports will be confirmed

## **Budget/Expenditure**

There is no budget / expenditure allocation for the role

## **Essential requirements**

- Extensive experience in a diverse and challenging Government or comparable organisational environment.
- Demonstrated ability to exercise leadership and influence in dealings with senior stakeholders that builds trust and produces results.
- Tertiary qualifications in a relevant field, or equivalent experience






## **Capabilities for the role**

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

## **Capability summary**

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 <b>Personal Attributes</b>	Display Resilience and Courage	Advanced
	<b>Act with Integrity</b>	<b>Highly Advanced</b>
	Manage Self	Advanced
	Value Diversity	Advanced
 <b>Relationships</b>	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	<b>Commit to Customer Service</b>	<b>Adept</b>
	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Highly Advanced</b>
 <b>Results</b>	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	<b>Demonstrate Accountability</b>	<b>Highly Advanced</b>
 <b>Business Enablers</b>	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Adept</b>
 <b>People Management</b>	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

### Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> <li>Champion and act as an advocate for the highest standards of ethical and professional behaviour</li> <li>Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government</li> <li>Define, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> <li>Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Communicate Effectively	Highly Advanced	<p>and act promptly and visibly in response to such reports</p> <ul style="list-style-type: none"> <li>• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>• Speak in a highly articulate and influential manner</li> <li>• State the facts and explain their implications for the organisation and key stakeholders</li> <li>• Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government</li> <li>• Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>• Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Commit to Customer Service	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high quality customer-focused services</li> <li>• Understand customer perspectives and ensure responsiveness to their needs</li> <li>• Identify customer service needs and implement solutions</li> <li>• Find opportunities to co-operate with internal and external parties to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant stakeholders within the community</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Build a culture of respect and understanding across the organisation</li> <li>• Recognise outcomes which resulted from effective collaboration between teams</li> <li>• Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government</li> <li>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>• Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>• Determine and communicate the organisation's position and bargaining strategy</li> <li>• Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>• Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>• Identify contentious issues, direct discussion and debate, and</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Deliver Results	Advanced	<p>steer parties towards an effective resolution</p> <ul style="list-style-type: none"> <li>• Drive a culture of achievement and acknowledge input of others</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control output of business unit to ensure government outcomes are achieved within budget</li> <li>• Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Results</b> Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> <li>• Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness</li> <li>• Promote a culture of accountability with clear line of sight to government goals</li> <li>• Set standards and exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity</li> <li>• Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation</li> <li>• Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>• Prepare clear project proposals and define scope and goals in measurable terms</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Prepare accurate estimates of costs and resources required for more complex projects</li> <li>• Communicate the project strategy and its expected benefits</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>to others</p> <ul style="list-style-type: none"> <li>• Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>