

Role Description

Workforce Planning Team Leader



Cluster	Transport / Regional and Outer Metropolitan
Agency	NSW TrainLink
Division/Branch/Unit	Network Services/Workforce Planning and Management
Location	Sydney or Regional NSW
Role Grade or Band	RC7
Senior Executive Work Level Standards	Not Applicable
Kind of Employment	Fixed Term Full Time
Role Number	51021818
ANZSCO Code	223113
PCAT Code	1224692
Job Code	81000415
Health Assessment Category - Safety	Non Rail Safety Worker
Vision	N/A – Cat 4 Only
Hearing	N/A – Cat 4 Only
Date of Approval	28 May 2020
Agency Website	https://www.transport.nsw.gov.au/nswtrains

Agency overview

NSW TrainLink is a multi-modal regional passenger transport service provider, providing rail and coach services across NSW and connecting NSW to Victoria, Queensland and the Australian Capital Territory. As an agency of the Transport Cluster, NSW TrainLink provides rail and coach services to deliver integrated and flexible transport solutions and improved transport outcomes for the community and to stimulate the economy of regional NSW. Our aim is to help make regional NSW a great place to live, work and visit.

Primary purpose of the role

The Workforce Planning Team Leader is responsible for leading the strategic and operational workforce planning requirements to support the introduction of the New Regional Rail Fleet, through the effective deployment of resource demand requirements, coordination and management of competency development and certification, as well as leading the program resource management function for the Regional Rail Project Team.

Key accountabilities

- Manage the design and development of a skills based matrix plan which defines relevant competencies and capabilities required to support the introduction of the New Regional Rail Fleet. Lead the development of the system that will enable development and of these competencies as required to achieve a plan.

- Lead, facilitate and deliver long term workforce planning solutions in partnership with business leaders aligned with the business' planning cycle and Regional Rail program objectives and deliverables.
- Lead the delivery of capability solutions including analysing the competency set required, and identifying competency standard and performance levels supporting workforce requirements.
- Establish compliance of skills and competency audit requirements through role-based skills and competency evaluation and assessment, and monitor capability solutions for desired effect and impact.
- Lead the development including the process and procedure modelling for workforce planning, capacity planning and capability including service provider performance.
- Formulate comprehensive workforce, recruitment and training plans for all categories of employees to ensure the provision of a suitably qualified workforce to satisfy forecasted needs in line with organisational requirements and budget constraints.
- Implement systems to monitor the external environment to determine implications for NSW TrainLink workforce planning and strategy requirements.

Key challenges

- Building an accurate, long term view of workforce needs in the context of a shorter term annual planning cycle and perspective on workforce requirements.
- Developing sustainable workforce planning and resource management solutions in a highly industrial environment for a large and complex operational workforce.

Key relationships

Who	Why
Internal	
Executive Leadership Team, Direct Manager, Business Leaders	<ul style="list-style-type: none"> • Engage leadership and teams in discussion on critical workforce segments, gaps and the risks these represent to program delivery. • Collaborate to prioritise competency development investments and align with business priorities and performance needs. • Provide expert advice and contribute to decision making; identify emerging issues/risks and their implications and propose solutions; receive advice and report on progress towards business objectives and discuss future directions • Collaborate and provide advice to contribute to strategic decision-making • Identify gaps in availability and develop, in consultation with business leaders across the broader organisation, workforce maximisation strategies to overcome shortfalls in staff availability. • Ensure the provision of planning and contractual documentation that clearly communicates strategic directions to stakeholders and drives achievement of agreed goals
Work team	<ul style="list-style-type: none"> • Lead, inspire and motivate, provide direction and manage performance • Work collaboratively, exchange information, and assist their team members to achieve team objectives and outcomes.
HR Business Partners; Finance Business Partners; Safety Professionals; Regional Rail Project Leads	<ul style="list-style-type: none"> • Drive alignment with priorities, leverage and share expertise and work with HR as the driver/deliverer of a number of workforce and competency initiatives. • Provide high level support to deliver traineeship, apprenticeship, cadetship, etc. programs at NSW TrainLink to ensure that technical

Who	Why
	<p>competencies required to undertake their work in a skilled, safe and effective manner.</p> <ul style="list-style-type: none"> • Develop knowledge and insight on how workforce challenges and trends can be addressed by proactively collaborating to drive where and how workforce gaps can be resolved cross cluster. • Ensure that the workforce planning methodology can report and forecast accurately at detailed levels (e.g. by job category) and for different situations and circumstances. • Ensure the coordination of competency assurance assessments and related activities meet operating requirements and are in accordance with regulations, standards and assessment cycles.
External	
Sydney Trains; Transport for NSW; and other Project Leads	<ul style="list-style-type: none"> • Liaise with, and coordinate information and resources between stakeholders; consult and collaborate with, to define mutual interests and determine strategies to achieve their realisation • Develop and introduce new systems/models to gathering and analysing workforce information to enable Transport for NSW to plan its short and longer term human resource needs.
Service Providers	<ul style="list-style-type: none"> • Communicate regularly as to the progress of capability development deliverables and raise any risks and issues with the Service Provider and monitor resolution. • Provide input and contribute to decision making as required to ensure that the stated deliverables, outcomes and requirements are delivered and carried out to the highest standard of quality, efficiency, effectiveness, on time and to budget. • Report and evaluate service provider delivery as required
Industry professionals/Consultants	<ul style="list-style-type: none"> • Seek/maintain specialist knowledge/advice and collaborate on the implementation of organisation strategies, to keep abreast of best practice in Workforce Planning.

Role dimensions

Decision making

As per delegation for the role

Reporting line

Principal Manager Workforce Planning and Management

Dotted line reporting to Associate Director Operations Planning and Readiness (Regional Rail)

Direct reports

Up to 1 direct report

Budget/Expenditure

Nil

Essential requirements

- Demonstrated experience in strategic and/leadership positions as workforce planning leader, preferably in a complex operational environment.
- Extensive experience in the development of successful workforce planning strategies within an operational environment.
- Experience delivering workforce strategies and the management of industrial relations implications.

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

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation 	Adept
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences 	Adept



FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Commit to Customer Service		Adept
	Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	
	Work Collaboratively		Adept
	Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services 	
	Deliver Results		Adept
 Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for 	

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work Initiate, prioritise, consult on and develop team and unit goals, strategies and plans Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses Ensure current work plans and activities support and are consistent with organisational change initiatives Evaluate outcomes and adjust future plans accordingly 	Adept
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> 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

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
 Business Enablers	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> 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 	Adept
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes 	Adept
 People Management			

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

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate