Role Description
Senior Manager Organisational Capability

Cluster	**Transport**
Agency	**Sydney Trains**
Division/Branch/Unit	People and Corporate Affairs, Organisational Development Centre of Excellence (COE)
Location	Burwood
Role Grade or Band	TSSM
Senior Executive Work Level Standards	Professional / Technical / Specialist
Kind of Employment	Permanent Full Time
Role Number	51017830
ANZSCO Code	224700
PCAT Code	2224343
Job Code	81000348
Health Assessment Category - Safety	Category 4
Vision	N/A - Cat 4 Only
Hearing	N/A - Cat 4 Only
Date of Approval	May 2019
Agency Website	www.sydneytrains.nsw.gov.au

Agency overview

Group Rail is made up of Sydney Trains and NSW TrainLink.

Sydney Trains and NSW TrainLink were established in July 2013 as part of the integrated Transport authority and focus on providing sustainable, efficient and cost effective services by putting the customer at the centre of everything they do to delivering safe, reliable and clean rail services.

Sydney Trains provides train services throughout the Sydney CBD with **NSW TrainLink** connecting people and communities throughout NSW and serves regional communities bringing together intercity and regional rail services and coach for the needs of customers travelling longer distances

Primary purpose of the role

The primary purpose of this role is to lead functional and domain specific programs of work in leadership development, talent management, learning and development and performance management in the Organisational Development Centre of Excellence (COE). This includes overseeing the operationalisation of People and Organisational Development Strategies and Corporate Business Plans. This role leads a team of technical specialists in the design, development and deployment of programs, working in the business to translate strategy and engage with key internal stakeholders, senior leaders, other internal enabling functions, external suppliers and counterparts in the Transport Cluster and Agencies.

Key accountabilities

- Translate the People and Organisational Development Strategies and Corporate Business Plans into programs of work that meet the intended objectives of those strategies and plans as related to people and capability uplift.
- Design, deliver and evaluate leadership development, talent management, learning and development and performance management programs against corporate strategies and plans with a two year outlook working with key internal stakeholders, senior leaders, other internal enabling functions, external suppliers and counterparts in the Transport Cluster and Agencies, and, the Director Organisational Development.
- Lead a team of direct reports who are dedicated specialists across the leadership development, talent management, learning and development and performance management portfolios. Create a positive work environment where direct reports are enabled to achieve their potential role modelling the values associated with creating a positive employee experience and maintain high regard for the organisational development brand.
- Establish the governance frameworks needed to effectively manage the portfolios including roles and responsibilities, business processes, advice on system configuration and set up, rules of engagement, service offerings, program evaluation frameworks, reporting dashboards, toolkits, blended learning materials and educational resources for employees at all levels.
- Provide regular reports on the effectiveness of programs, realisation of program outcomes, return on investment and recommendations for continuous improvement, sustainability of programs and capability uplift.
- Provide inputs into presentations, correspondences, briefing notes and executive papers as required.
- Execute safety responsibilities, authorities and accountabilities consistent with Sydney Trains safety management system requirements which are defined in SMS document number SMS-02-RG-3058.

Key challenges

- Consistently delivering high quality services in a complex stakeholder and business landscape that is undergoing continuous change.
- Working with and through people to achieve outcomes in a highly matrixed organisation where relationships are critical to success.
- Keeping pace with the depth, breadth and volume of delivery ensuring programs are 'fit for purpose' at the enterprise and Directorate levels taking into consideration the nuances of the various workforces.

Key relationships

Who	Why
Internal	
Director Organisational Development	• Escalate issues and provide options for mitigating risks to program delivery • Receive advice and guidance on service delivery • Participate in discussions and provide inputs into decisions regarding performance of the function; Highlight individual and team challenges and resolutions; Seek advice on budget and costing models
Organisational Development COE Team Members	• Inspire, motivate and provide direction • Manage performance and develop talent • Lead team meetings and share information
Executive and Senior Leaders; Key Stakeholders and Other Enabling Functions	• Build and maintain effective relationships • Provide advice and solution resolutions • Role model a positive approach that showcases the organisational development brand
External	
Cluster and Agencies	• Participate in forums and working groups to represent Sydney Trains and share information
Suppliers	• Build positive relationships with key partners
Industry Bodies and Professional Associations	• Maintain specialist knowledge and skill

Role dimensions

Decision Making:

As per the delegations for the role

Reporting line:

Director Organisational Development

Direct Reports:

This role has three (3) direct reports including:

- Manager Talent Management
- Manager Leadership Development
- Manager Learning and Performance

Budget/Expenditure:

As per the Sydney Trains Financial Delegations.

Essential Requirements

Relevant degree qualifications in Human Resources, Adult Education, Learning and Development, Organisational Development, Organisational Change or related degree.

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

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

Focus capabilities

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**
Personal Attributes Value Diversity	Advanced	• Encourage and include diverse perspectives in the development of policies and strategies • Leverage diverse views and perspectives to develop new approaches to delivery of outcomes • Build and monitor a workplace culture that values fair and inclusive practices and diversity principles • Implement methods and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies
Relationships Communicate Effectively	Adept	• Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently in a range of styles and formats
Relationships Influence and Negotiate	Advanced	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	• Drive a culture of achievement and acknowledge input of others • 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 • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources

Group and Capability	Level	Behavioural Indicators
		• Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Adept	• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team/unit goals, strategies and plans • Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate achievements and adjust future plans accordingly
Results Think and Solve Problems	Adept	• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option • Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness
Business Enablers Project Management	Advanced	• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Advanced	• 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 • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align

Group and Capability	Level	Behavioural Indicators
		workforce capability with the organisation's current and future priorities and objectives
People Management Optimise Business Outcomes	Advanced	• Develop workforce plans that effectively distribute organisational resources to achieve business goals • Plan for strategic use of human resources that links to wider organisational aims and goals • Encourage others to strive for ongoing performance improvement • Align systems and processes to encourage improved performance and outcomes