

# Role Description

## Senior Manager Operational Integration



|                           |  |
|---------------------------|--|
| Cluster                   | Transport  |
| Agency                    | Transport for NSW  |
| Division/Branch           | Infrastructure & Place / Operational Systems/Operational Integration   |
| Location                  | Sydney   |
| Classification/Grade/Band | TSSM   |
| Role Number               | 50001118, 50002565, 50001304, 51011818                                 |
| ANZSCO Code               | 133211   |
| PCAT Code                 | 3224592  |
| Date of Approval          | January 2020   |
| Agency Website            | <a href="http://www.transport.nsw.gov.au">www.transport.nsw.gov.au</a> |

### 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 \$55.6bn 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 nine 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

Operational integration describes a collective set of common project development and delivery practices comprising: human factors; competency and learning; change, stakeholder and communications management; operational readiness; and maintenance readiness. The coordinated application of these practice areas through a structured approach is essential to realising the benefits of transport projects and achieving business objectives.

The primary purpose of this role is to provide a project(s) with expert advice and support for the planning and delivery of operational integration activities, throughout each phase of the project's lifecycle. This advice and support will be delivered in accordance with the established principles of project management and operational integration. The role will manage and coordinate the transition activities of large to medium scale complex systems technology projects to provide successful handover, and facilitate project sign-off and handover to the asset owner, operator, maintainer or customer representative.

### Key accountabilities

- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers.

- Lead governance, reporting and review frameworks to provide a holistic view of all operational integration project activities.
- Deliver the transition of new or update existing assets to the custody of the operator and maintainer, and ensure they are ready and able to deliver the required performance levels.
- Manage interdependencies and coordination across projects to ensure that information relating to project deliverables, risks and issues are effectively communicated between stakeholders and that key performance indicators are monitored and evaluated
- Foster collaborative and mutually supportive internal and external relationships with project leaders, senior stakeholders and cross-functional project team capabilities.
- Provide guidance and advice where require to facilitate and foster the involvement of key stakeholders to enable the development and implementation of the operational integration plans with the associated plans.
- Facilitate process and people inputs to the concept design and development of projects to best ensure a fit for purpose and effective deployment.
- Identify and manage project resourcing needs for the delivery of operational integration activities, in accordance with the project's direction.
- Regularly review of project deliverables and provide management reports on the status of the operational integration activities for assigned projects.
- Define and develop effective strategies and plans in accordance with projects deliverables.

## Key challenges

- Managing achievements within a high-volume work environment, characterised by tight timeframes and competing priorities.
- Identifying new and innovative approaches and tools and embed these in the behaviour and day to day activities of the organisation's operations.

## Key relationships

| Who   | Why   |
|---|---|
| <b>Internal</b>   |   |
| Project Director and project team;<br>Associate Director Operational<br>Integration and team  | <ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions</li> <li>• Provide regular updates on key projects and programs, issues and priorities</li> <li>• Work cooperatively within the team, exchange information and assist other team members to achieve team objectives and work outcomes</li> </ul> |
| Other divisions of TfNSW, and Sydney<br>Trains, NSW Trainlink and supply chain<br>partners  | <ul style="list-style-type: none"> <li>• Build collaborative working relationships</li> <li>• Participate in meetings, forums, groups to represent division and share information.</li> <li>• Provide advice and respond to request for information</li> </ul>  |
| <b>External</b>   |   |
| Service providers, providers of<br>specialist contracting and consultancy<br>services, other government agencies<br>(State and Commonwealth); private<br>sector groups; corporate and industry<br>Associations. | <ul style="list-style-type: none"> <li>• Build collaborative working relationships</li> <li>• Provide high level impartial advice on forecasting, data collection and monitoring.</li> </ul>  |

## Role dimensions

### Decision making

As per the delegations of the role

### Reporting line

This role reports to the allocated functional team leader under the Associate Director Operational Integration

### Direct reports

There are 0 to 10 direct reports (depending upon Project)

### Budget/Expenditure

\$0 - 15m pa (depending upon Project)

## Essential requirements

This role is a Rail Safety Worker (RSW).

Tertiary degree in a Planning, Design, Environmental, Engineering, Construction or Commercial/Business discipline; and/or relevant professional experience in transport operations.

## 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)




This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at [www.psc.nsw.gov.au/capabilityframework/ICT](http://www.psc.nsw.gov.au/capabilityframework/ICT)



This role also utilises an occupation specific capability set.

### 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           |
|---|---------------------------------------|-----------------|
| <br>Personal Attributes | <b>Display Resilience and Courage</b> | <b>Advanced</b> |
|   | <b>Act with Integrity</b>             | <b>Advanced</b> |
|   | Manage Self                           | Adept           |
|   | Value Diversity                       | Adept           |
| <br>Relationships       | <b>Communicate Effectively</b>        | <b>Advanced</b> |
|   | Commit to Customer Service            | Adept           |
|   | Work Collaboratively                  | Adept           |
|   | <b>Influence and Negotiate</b>        | <b>Advanced</b> |
| <br>Results             | Deliver Results                       | Adept           |
|   | Plan and Prioritise                   | Adept           |
|   | <b>Think and Solve Problems</b>       | <b>Advanced</b> |
|   | Demonstrate Accountability            | Adept           |

|   |                                     |                 |
|---|-------------------------------------|-----------------|
|  | Finance                             | Adept           |
|   | Technology                          | Adept           |
|   | Procurement and Contract Management | Adept           |
|   | <b>Project Management</b>           | <b>Advanced</b> |
|  | <b>Manage and Develop People</b>    | <b>Adept</b>    |
|   | Inspire Direction and Purpose       | Adept           |
|   | Optimise Business Outcomes          | Adept           |
|   | <b>Manage Reform and Change</b>     | <b>Advanced</b> |

## 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><br>Display Resilience and Courage | Advanced | <ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>  |
| <b>Personal Attributes</b><br>Act with Integrity             | Advanced | <ul style="list-style-type: none"> <li>Model the highest standards of ethical behaviour and reinforce them in others</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Ensure that others have a working understanding of the legislation and policy framework within which they operate</li> <li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>Monitor ethical practices, standards and systems and reinforce their use</li> <li>Act on reported breaches of rules, policies and guidelines</li> </ul> |
| <b>Relationships</b><br>Communicate Effectively              | Advanced | <ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in a range of styles and formats</li> </ul>   |
| <b>Relationships</b><br>Influence and Negotiate              | Advanced | <ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>Work towards mutually beneficial win/win outcomes</li> <li>Show sensitivity and understanding in resolving acute and complex conflicts</li> <li>Identify key stakeholders and gain their support in advance</li> <li>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>Pre-empt and minimise conflict within the organisation and with external stakeholders</li> </ul>                                 |
| <b>Results</b><br>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> </ul>  |

## NSW Public Sector Capability Framework

| Group and Capability                                  | Level    | Behavioural Indicators   |
|---|----------|--|
|   |          | <ul style="list-style-type: none"> <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>Business Enablers</b><br>Project Management        | Advanced | <ul style="list-style-type: none"> <li>Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul> |
| <b>People Management</b><br>Manage and Develop People | Adept    | <ul style="list-style-type: none"> <li>Define and clearly communicate roles and responsibilities to achieve team/unit outcome</li> <li>Negotiate clear performance standards and monitor progress</li> <li>Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>Provide regular constructive feedback to build on strengths and achieve results</li> <li>Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</li> <li>Monitor and report on performance of team in line with established performance development frameworks</li> </ul>  |
| <b>People Management</b><br>Manage Reform and Change  | Advanced | <ul style="list-style-type: none"> <li>Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>Translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li> <li>Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>   |