Role Description
Integration Manager (DSBI)

Cluster	Transport
Agency	Sydney Trains
Division/Branch/Unit	Network Growth Portfolio/Digital Systems Business Integration / Engineering & Systems
Location	Sydney
Classification/Grade/Band	TSSM
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Numbers	TBC
ANZSCO Code	130000
PCAT Code	1112192
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

Sydney Trains has c10000 staff and was established in July 2013. Its vision is to Keep Sydney Moving by putting the customer at the centre of everything it does and delivering safe, reliable and clean rail services to the people of Sydney. The organisation is focused on providing sustainable, efficient and cost effective services.

Sydney Trains has a 'make it happen' culture where each individual accepts both a personal and shared responsibility for being innovative, for making a difference and for developing organisational capability.

Joining Sydney Trains presents an exciting opportunity to shape the future of rail services in Sydney and make a genuine difference for the people of NSW by providing the rail system they deserve.

Digital Systems Business Integration

At the core of the Transport for New South Wales 'More Trains More Services' Program is the development of Digital Systems and deployment across priority areas of the Sydney Trains and NSW TrainLink Networks.   Digital Systems will enable capacity uplift to network, cost effective replacement of critical assets, new ways to manage the railway through data and automation and will deliver better services to customers,

Digital Systems will fundamentally change the landscape of Sydney Trains and NSW TrainLink with transformational change throughout the design, implementation and integration stages. In recognition of the

enormity of this scale of change, Sydney Trains has established the Digital Systems Business Integration Division (DSBI), within Network Growth Portfolio Directorate to provide the necessary change management and associated activities for Sydney Trains and NSW TrainLink.

Primary purpose of the role

The primary purpose of the role is to manage the delivery of the technical components undertaken by Sydney Trains and NSW TrainLink as a result of the implementation of the TfNSW Digital Systems Program. The role will ensure the work in an operational rail environment has clearly defined scope, quality, time and cost constraints. The role coordinates the Digital Systems Business Integration (DSBI) team to maintain oversight and integration of activities and issues for the project at the senior level.

Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change
- Plan and manage implementation of the DSBI technical schedule and activities throughout the project lifecycle of concept design, planning, planning approval, detailed design, tender, construction, commissioning and handover, while ensuring minimal impact on operations and customers
- Plan and manage development of appropriate training to ensure the development of Sydney Trains capability to operate and maintain the allocated technical components in preparation of completion of the project and to ensure these skills are embedded into the organisation
- Manage commercial arrangements and contracts for vesting – trackside and onboard – for implementation and entry into service of allocated technical components and oversee the arrangements and progress of Entry into Service
- Contribute to procurement requirements, tender assessments and evaluation and manage the administration of the contract, approved proposed variations and manage resolution of contractual disputes
- Lead effective consultation with trade unions and staff groups as new and changed processes and changes to roles are introduced, ensuring inclusion of human resources and industrial relations specialists as appropriate
- Understand, monitor and communicate issues in the context of product and assurance outcomes and ensure application of system assurance methodologies and life cycle models.
- Develop detailed Program budget and forecast cash flows/milestones from approved budget, review and recommend budgets for approval for project costs and variations, and report on expenditure and any slippage issues
- Liaise with other DSBI and Digital System Program team members to assist and achieve outcomes
- Execute safety responsibilities, authorities and accountabilities consistent with Sydney Trains SMS requirements as defined in SMS document number SMS-02-RG-3058

Key challenges

- Implementing allocated technical components to a program of works that is of a scale and complexity that has rarely been undertaken by Sydney Trains or other Australian rail operators
- Integrating complex technical and interface issues while Sydney Trains goes through substantial changes
- Delivering works within a fully functioning 24/7 rail operational environment while ensuring minimal impact to services and customers

Key relationships

Who	Why
Internal	
Manager	• Escalate issues, keep informed, advise and receive instructions • Provide regular updates on key projects, issues and priorities • Contribute to strategic planning, policy development and decision making
Direct reports	• Lead, inspire and motivate the team, provide direction and manage performance
Work team	• Foster effective working relationships and undertake effective consultation with trade unions and affected staff groups to engage their support for new and changed processes and changes to roles within Sydney Trains • Provide and receive advice from other Sydney Trains Executives regarding performance requirements, policy discussion and decisions, to negotiate access to internal SMEs • Actively participate as a member of relevant working groups and stakeholder forums to ensure effective high-level communication between the project and Sydney Trains.
External	
Stakeholders	• Participate in forums, groups to represent agency and share information • Provide advice and respond to requests for information • Build collaborative working relationships to ensure Sydney Trains achieves product and program goals and objectives, while delivering on all safety obligations

Role dimensions

Decision making

As per delegation for the role

Reporting line

This role reports to the Director Engineering and Systems Integration

Direct reports

This role will have no direct reports.

Budget/Expenditure

The budget allocation for this role will be confirmed.

Essential requirements

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- Tertiary qualifications in Project Management, Business, Engineering, or Railway Operations from a recognised tertiary institution, or equivalent experience
- Superior knowledge and skill in delivering projects within operational rail environments

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	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines	**Advanced**
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information	**Advanced**

		• Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• 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	**Adept**
	Work Collaboratively 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	**Advanced**
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• 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 • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	**Advanced**

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	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 • Oversee quality assurance practices • 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	**Advanced**
Business Enablers	**Project Management** Understand and apply effective planning, coordination and control methods	• Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups	**Advanced**
People Management	**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	**Advanced**

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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**
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	**Adept**
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	**Adept**
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	**Adept**
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	**Adept**
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	**Adept**
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**

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People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	**Adept**
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	**Adept**
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	**Adept**