Role Description
Head of Technology and Innovation

Cluster	Transport and Infrastructure
Agency	Transport for NSW
Division/Branch/Unit	Customer Strategy & Technology / Technology & Innovation
Location	TBC
Classification/Grade/Band	TSSE Band 3
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Number	TBC
ANZSCO Code	111211
PCAT Code	2111113
Date of Approval	Deccember 2019
Agency Website	https://www.transport.nsw.gov.au/

Agency 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.

Customer Strategy and Technology

Creating the future of mobility in NSW, and shaping a world-class transport system for our customers and communities.

Primary purpose of the role

The Head of Technology provides strategic leadership of the functions aligned to the priorities of Transport for NSW in the provision of transport services and infrastructure to the community of NSW.

The role is responsible for building and executing Transport's strategic vision for technology and innovation. The role leads the long-term strategy for customer technology transformation and innovation, and the management and development of critical operational systems and technologies to enable the delivery of customer-focused, efficient, safe and reliable transport services.

Key accountabilities

- Provide strategic leadership and expert direction, and motivate, encourage and inspire the development of a strong, effective, efficient, ethical, engaged and professional Technology and Innovation team with a clear focus on the delivery of planned outcomes and the continual development of the capabilities and capacities of the individual team members.
- Lead delivery of Transport's Future Transport Technology roadmap and the ongoing development of Transport's technology vision, to put NSW at the forefront of using technology to deliver better transport products and services for customers
- Lead the design, procurement, integration, delivery and management of technology across the public transport and road networks, and the reliability of critical operational systems
- Shape Transport's program of investment in technology, and establish and implement robust technology governance frameworks and standards across the Transport cluster, to enable integration and efficiencies and optimise investment outcomes
- Drive Transport's program of technology innovation, partnering with cluster and industry stakeholders to pioneer new forms of mobility and to develop and test new technology products and services including connected and automated vehicles, micro-mobility devices and drones
- Design and deliver world-class solutions that provide the people of NSW with new and enhanced ways to access and pay for their mobility services by managing end to end solution development from design, testing, transition to implementation
- Oversee delivery of a wide portfolio of technology projects to deliver incremental operational and performance improvements, innovation in service delivery models, and disruptive breakthroughs and step changes
- Lead definition of technology roadmaps and specifications for infrastructure programs, and provide the technology capability to support the delivery of projects throughout their lifecycle
- Lead and drive continuous improvement in digital customer products, services and experiences, and manage the framework for Open Data across the cluster
- Develop and broaden Transport's technology capabilities, leveraging skills across engineering and digital disciplines to successfully define and deliver contemporary technology solutions
- Collaborate with government, industry and other partners to deliver smart and integrated solutions
- Demonstrate the Transport Connected Leadership dimensions by role modelling collegiate and collaborative behaviours to achieve the greater good for the community, celebrate our diverse workforce, create an environment where people can create and thrive, and support our people's wellbeing
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers

Key challenges

- Operating within a highly visible, technology-dependent environment that is subject to constant focus and that directly impacts the operation of transport services and the day-to-day lives of people in NSW
- Managing performance of a range of critical customer and operational systems across public transport and road networks in a live operating environment
- Keeping abreast of emerging technology, global trends and customer expectations impacting the Transport portfolio, to enable innovation, improvement and proactive management of risks
- Influencing and advocating strategic development and changes across the transport portfolio to align and improve systems and processes in the delivery of Transport products and services

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- Operating in a complex environment subject to ongoing changes and undertaking forward planning to ensure strategic decision-making is integrated with broader customer, business and government objectives.

Key relationships

Who	Why
Ministerial	
Ministerial Office and TfNSW Executive	• Provide strategic advice and regular updates on key projects, issues and priorities
Internal	
Deputy Secretary Customer Strategy & Technology	• Escalate issues, keep informed, advise and receive instructions • Provide strategic advice and regular updates on key projects, issues and priorities • Contribute to strategic planning, policy development and decision making
Other peers within Customer Strategy & Technology	• Provide strategic and tactical advice to respond and deliver against emerging business priorities and wider initiatives
Direct Reports	• Lead, inspire and motivate, provide direction and manage performance
Other divisions TfNSW and Transport operating agencies	• Build collaborative working relationships • Provide regular updates on key projects, issues and priorities
External	
Service providers, providers of specialist contracting and consultancy services, other government agency (State and Commonwealth); private sector groups; corporate and industry associations	• Participate in forums, groups to represent agency and share information • Provide advice and respond to requests for information
Project participants, consultants, service providers	• Seek tenders and proposals • Exchange information • Negotiate conditions and terms • Resolve issues

Role dimensions

Decision making

The Executive Director operates with a high level of autonomy and is fully and directly accountable for: the accuracy, validity and quality of strategic advice and reporting to the Deputy Secretary, Customer Strategy and Technology; the strategic leadership and performance of the branch it leads; implementation of plans, strategies, policies and technologies, and for effective management of divisional financial, capital and human resources.

Reporting line

The role reports directly to the Deputy Secretary, Customer Strategy and Technology.

Direct reports

TBC

Budget/Expenditure

The budget/expenditure allocation for this role is to be confirmed.

Essential requirements

Tertiary qualifications in a relevant discipline, or equivalent experience

Stakeholder management expertise and experience to navigate through government processes combined with strong leadership skills and the ability to drive performance in a complex, politically and commercially sensitive environment.

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	Advanced
	Act with Integrity	**Highly Advanced**
	Manage Self	Advanced
	Value Diversity	Advanced
Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	**Highly Advanced**
	Work Collaboratively	**Advanced**
	Influence and Negotiate	Advanced
Results	**Deliver Results**	**Highly Advanced**
	Plan and Prioritise	**Advanced**
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Advanced
Business Enablers	**Finance**	**Advanced**
	Technology	**Highly Advanced**
	Procurement and Contract Management	Adept
	Project Management	Advanced
People Management	**Manage and Develop People**	**Highly Advanced**
	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**
Personal Attributes Act with Integrity	Highly Advanced	• Champion and act as an advocate for the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government • Define, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Relationships Commit to Customer Service	Highly Advanced	• Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Work Collaboratively	Advanced	• Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Highly Advanced	• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Plan and Prioritise	Advanced	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues

Group and Capability	Level	Behavioural Indicators
Think and Solve Problems		• Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Finance	Advanced	• Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance
Technology	Highly Advanced	• Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation • Establish effective governance to ensure organisational compliance with information and communications security and use policies • Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation • Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements
People Management Manage and Develop People	Highly Advanced	• Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences

Group and Capability	Level	Behavioural Indicators
		• Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
People Management Manage Reform and Change	Advanced	• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers

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