

# Role Description

## Director Innovation and Continuous Improvement



Cluster	Transport
Agency	Sydney Trains
Division/Branch/Unit	Customer Operations / Performance / Innovation and Continuous Improvement
Location	Sydney
Classification/Grade/Band	Band 1A
Senior Executive Work Level Standards	Professional / Technical / Specialist
Kind of Employment	Permanent Full Time
Role Number	51021585
ANZSCO Code	111211
PCAT Code	2121192
Job Code	81000348
Health Assessment Category - Safety	Category 4
Vision	N/A - Cat 4 Only
Hearing	N/A - Cat 4 Only
Date of Approval	15 May 2020
Agency Website	<a href="http://www.sydneytrains.nsw.gov.au">www.sydneytrains.nsw.gov.au</a>

### Agency overview

Sydney Trains provides train services throughout the Sydney metropolitan area 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.

### Primary purpose of the role

The Director Innovation and Continuous Improvement is to oversee the management, delivery and implementation of end-to-end business improvement and innovation initiatives across Customer Operations ensuring strategic alignment across the directorate. The role engages and collaborates with relevant stakeholders to develop the business improvement and innovation pipeline as well as advocating and negotiating change across the organisation.

### Key accountabilities

- Oversee innovation and business improvement activities to ensure Sydney Trains are able to meet its broader strategic goals, including the successful delivery and implementation of initiatives generated from Customer Central.
- Oversee and drive research, development of frameworks, tools and coaching activities across the Innovation team.
- Oversee and support scoping, planning and design of business improvement initiatives (including technology) ensuring optimal business and functional delivery and implementation.
- Oversee the timely implementation of business improvement and innovation initiatives, projects and technology which maximises identified benefits.
- Develop and manage appropriate and effective project teams to ensure outcomes and milestones are achieved including delivery and implementation of projects.
- Manage relationships with key stakeholders, executive team and the Investigations, Insights and Reporting and Analytics business units. This is to negotiate change and promoting continuous improvement approaches and standards across the directorate.
- Keep abreast of changes in business improvements and innovation and provide advice, coaching and mentoring to key stakeholders.
- Contribute to the development and improvement of associated policies, procedures, methodologies, work instructions and training plans.
- 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

- Leading a culture of continuous improvement and innovation within the team whilst maintaining knowledge and understanding of current operations and future plans across all Directorates.
- Working co-operatively, collaboratively and pro-actively with all key internal and external customers to promote the benefits and 'value add' of the business support group.

## Key relationships

Who	Why
<b>Internal</b>	
Head of Performance	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions.</li> <li>• Provide regular updates on key projects, issues and priorities.</li> <li>• Contribute to strategic planning, policy development and decision making.</li> <li>• Reporting, advice, project and program performance, strategy and vision setting.</li> </ul>
Executive Team	<ul style="list-style-type: none"> <li>• Lead, inspire and motivate the team, provide direction and manage performance.</li> <li>• Provide direction, supervision and support to staff.</li> <li>• Resolve issues; provide advice.</li> <li>• Facilitate service delivery.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, inspire and motivate the team, provide direction and manage performance.</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>• Provide direction, supervision and support to staff.</li> <li>• Resolve issues; provide advice.</li> <li>• Facilitate service delivery.</li> <li>• Performance reviews, guidance, reporting and issues management.</li> </ul>
Subject Matter Experts	<ul style="list-style-type: none"> <li>• Seek and provide advice, consult and collaborate to develop policies, systems and procedure.</li> <li>• Engage and seek endorsement on key initiatives and decision points.</li> </ul>
<b>External</b>	
Key Stakeholders and other Government Agencies	<ul style="list-style-type: none"> <li>• Participate in forums, groups to represent agency and share information.</li> <li>• Work cooperatively and proactively with organisations interfacing with the Project and building solid working relationships and partnerships.</li> <li>• Establish, maintain and lead the interfaces with infrastructure maintainers and other key stakeholders.</li> <li>• Keep up to date with regulation and developments.</li> <li>• General liaison and reporting on incidents, complaints and enquiry.</li> </ul>

## Role dimensions

### Decision making

The Director, Innovation and Continuous Improvement:

- Has considerable autonomy and independence and is fully accountable for the content, accuracy, validity and integrity of advice provided Head of Performance.
- Identifies and establishes strategic operational priorities.
- is accountable for the management of team operations and planning to achieve the overall agreed work program
- Negotiates matters related to area of responsibility, and makes decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes
- Consults with the Head of Performance on major issues arising during the course of work performed

### Reporting line

This role reports to the Head of Performance.

### Direct reports

The role has a total of 5 direct reports initially and approximately 11 indirect reports.

### Budget/Expenditure

TBC

### Key knowledge and experience

- Demonstrated experience in leading and implementing complex innovation and business improvement initiatives in a large, complex multidisciplinary operating environment.
- Demonstrated experience in delivery with strong focus on staff engagement, realisation of business benefits and cross-functional collaboration.

## Essential requirements

- Tertiary qualifications and/or relevant discipline.
- Accreditation in one or more business process improvement methodologies e.g. Six Sigma, Lean, CEM Method or similar.

## 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	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</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 promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>	Highly Advanced
	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>Ensure systems are in place to capture customer service insights to improve services</li> <li>Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>Recognise outcomes achieved through effective collaboration between teams</li> <li>Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>Network extensively across government and organisations to increase collaboration</li> <li>Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>Use own professional knowledge and the expertise of others to drive forward organisational and government objectives</li> <li>Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>Identify, recognise and celebrate success</li> <li>Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes</li> <li>Identify and remove potential barriers or hurdles to achieving outcomes</li> <li>Initiate and communicate high-level priorities for the organisation to achieve government outcomes</li> </ul>	Highly Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> <li>• Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>• Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>• Monitor the progress of initiatives and make necessary adjustments</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>• Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> <li>• Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> </ul>	Advanced
 People Management	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Inspire Direction and Purpose</b>		Advanced
	Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> <li>Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value</li> <li>Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these</li> <li>Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes</li> <li>Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges</li> </ul>	






## 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
 <b>Personal Attributes</b>	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	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 <b>Relationships</b>	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 <b>Results</b>	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 <b>Business Enablers</b>	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
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
 <b>People Management</b>	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced