

Role Description

Manager

Workforce Modelling



Cluster	Transport
Agency	Sydney Trains
Division/Branch/Unit	Train Crewing and Support/ Strategy and Future
Location	Sydney
Classification/Grade/Band	TSSM
Senior Executive Work Level Standards	Professional / Technical / Specialist
Kind of Employment	Fixed Term Full Time
Role Number	51017280
ANZSCO Code	224711
PCAT Code	1229191
Job Code	81000365
Health Assessment Category - Safety	Category 4
Vision	N/A - Cat 4 Only
Hearing	N/A - Cat 4 Only
Date of Approval	3 October 2019
Agency Website	www.transport.nsw.gov.au

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 role will be responsible for leading a team providing expert analysis and advice on results the modelling of potential scenarios which are aimed at assessing Sydney Trains' ability to realise operational efficiencies from possible change initiatives.

Critical to this role will be the ability to recognise and address emergent issues while concurrently assessing resources needs and adapting principles to meet operational necessities and provide advice on the operational robustness of options developed whilst highlighting any unintended negative impact on ability to realise benefits.

The Manager Workforce Modelling will contribute to developing implementation plans for successful options to support and deliver operating model and business priorities.

Key accountabilities

- Lead and manage a team of specialists to deliver Train Crew workforce scenario modelling and metrics that inform executive leadership teams on operational necessities, people and change priorities to develop and/or measure.
- Oversee the development of scenario options and data analysis for Strategy and Future initiatives supporting the operating model and business priorities.
- Provide advice on the operational robustness of options developed, including financial impacts on employee unit costs, staffing, overall budgetary impact(s) and any unintended negative impacts on ability to realise benefits.
- Lead the development of functional reporting mechanisms utilise data to support the development of opportunities for process, performance and efficiency improvements across Strategy and Future, including a Cost-Benefit analysis and RACI
- Drive the collaboration of requisite stakeholders to ensure deliverables are documented and clear functional ownership is agreed to stakeholders to increase awareness and accountability.
- Champion and drive reform with major organisational and system change programs for Sydney Trains.
- 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

- Driving transformational change within the organisation given the range of internal and external stakeholders, the potential resistance to change and the need for both structural and cultural change.
- Develop robust and effective strategies, programs and initiatives given the industrial environment and individual business needs.
- Establishing clear and appropriate performance standards and targets while consistently monitoring and improving performance.

Key relationships

Who	Why
Internal	
Executive Director, DED Strategy and Future	<ul style="list-style-type: none">• Escalate issues, keep informed, advise and receive instructions• Provide regular updates on key issues and priorities
Direct Reports	<ul style="list-style-type: none">• Lead, inspire and motivate the team, provide direction and manage performance
Business stakeholders and partners from Sydney Trains Directorates	<ul style="list-style-type: none">• Develop key relationships, provide expert advice, and gather requirements for understanding of business needs• Ensure effective communications are provided regarding the outcomes and recommendations to changes of practices. Liaise with and coordinate information between stakeholders; consult and collaborate with stakeholders to define mutual interests and determine strategies to achieve their realisation• Liaise with and coordinate information between stakeholders; consult and collaborate with stakeholders to define mutual interests and determine strategies to achieve their realisation

Who	Why
External	
Nil	

Role dimensions

Decision making

As per delegation for the role

Reporting line

This role reports directly to the Associate Director Workforce Planning.

Direct reports

The number of direct reports is 1

Budget/Expenditure

As per Sydney Trains' Financial Delegations

Essential requirements

Tertiary qualifications in a relevant discipline, or significant equivalent experience.






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	Intermediate
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Advanced
	Technology	Intermediate
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Adept

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 Display Resilience and Courage	Adept	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>government policy/economic conditions, to business plans and initiatives, and respond appropriately</p> <ul style="list-style-type: none"> 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
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> 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
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> 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	Adept	<ul style="list-style-type: none"> Define and clearly communicate roles and responsibilities to achieve team/unit outcomes Negotiate clear performance standards and monitor progress Develop team/unit plans that take into account team capability, strengths and opportunities for development Provide regular constructive feedback to build on strengths and achieve results Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way Monitor and report on performance of team in line with

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Optimise Business Outcomes	Advanced	established performance development frameworks
		<ul style="list-style-type: none"> • 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