

Role Description

Director Workforce Management



Cluster	Transport
Agency	Sydney Trains
Division/Branch/Unit	Customer Operations / Planning / Workforce Management
Location	Sydney
Classification/Grade/Band	Band 1A
Senior Executive Work Level Standards	Service / Operational Delivery
Kind of Employment	Permanent Full Time
Role Number	51021579
ANZSCO Code	111211
PCAT Code	1221592
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	www.sydneytrains.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 Director, Workforce Management is the strategic lead encompassing the functions for Workforce Planning and Analysis, Rostering Planning, Rostering and Workforce Enablement for Customer Operations. This role leads the provision of subject matter expertise across a complex range of workforce management services including workforce planning, business unit recruitment, forward planning, rostering and resource allocation functions, people leadership and growth development and day of operations rostering for frontline employees. The role is the principal strategic advisor on sourcing, development and sustainability of innovative strategies to ensure service delivery frontline staff appropriately service the changing customer service needs and operational needs of Sydney Trains.

Key accountabilities

- Lead, manage and align service delivery across four Workforce Management business units to provide station staff and operational staff across the network aligned with strategies, plans and business needs,

ensuring operational oversight and continuously improving the quality of service outcomes, staff reliability, accountability and performance.

- Lead and manage the development and implementation of strategies, programs and performance outcomes to enable and influence the organisation to be capable of transforming its leadership, management and operating practices to embed a performance based, service orientated and results driven culture.
- Lead the development and implementation of strategies including the centralised forward planning, recruitment, and rostering function for service delivery employees while improving and maintaining the Sydney Trains customer service standards. This includes aligning front line recruitment strategies with bulk recruitment strategies across Sydney Trains/TfNSW.
- Lead the culture, behaviours and costs associated with front line staff, while achieving targets regarding: overtime, penalties, and elective allowances at or beneath predetermined levels in consultation with key stakeholders whilst ensuring the workforce provides effective service delivery in line with regulatory agreements.
- Work in partnership and influence other Sydney Trains Directorates to lead and implement strategic planning outputs including the annual production of a coordinated Recruitment Plan, Operational Workforce Plan, and the Master Roster that includes all known business demands and meet all customer, industrial, safety and reliability requirements in a cost effective manner.
- Develop and implement predictive analytics and statistical modelling to drive workforce management key performance indicators (KPIs), and forecast capacity and demand requirements to enable effective and efficient future ready workforce planning.
- Coach functional leads and staff within the Workforce Services Unit to motivate and inspire a positive service culture, overseeing work completed, building the skills required to develop internal expertise and ensuring that staff are adequately resourced to perform.
- 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

- Effectively delivering positive cultural change across the workforce, ensuring future readiness of the workforce through managing business objectives, existing talent and capability, given the size, diversity, and complexity of the population, and in consideration of business needs, operational efficiency.
- Maintaining optimal alignment of Workforce Management delivery through forecasting future capacity and demand needs in consultation with Sydney Trains and TfNSW stakeholders including Human Resources, Organisation Development and Finance.
- Ensuring the quality, compliance, and continuous improvement of Workforce Services delivery and managing service staff cost control given the complexity of factors influencing the delivery of customer service across the Sydney Trains network.

Key relationships

Who	Why
Internal	
Head of Planning	<ul style="list-style-type: none"> • To provide subject matter expertise across workforce planning, culture, capability, and associated business disciplines. • Escalate issues, keep informed, advise and receive direction. • Provide regular updates on key projects, issues and priorities.

Who	Why
	<ul style="list-style-type: none"> Contribute to strategic planning, policy development and decision making.
Direct reports	<ul style="list-style-type: none"> Lead, direct, manage and support performance and development. Performance reviews, guidance, reporting and issues management.
Key Stakeholders	<ul style="list-style-type: none"> Provide effective and efficient resource allocation including forward planning functions. Provide subject matter expertise into operational based projects and programs. Work collaboratively, exchange information, and assist other team members to achieve team objectives and outcomes. For consultation and collaboration on development of workforce strategy and feedback on the delivery of services.
Transport for NSW	<ul style="list-style-type: none"> Build collaborative relationships. For information and coordination during incidents. Participate in forums, groups to represent agency and share information. Participate in discussions regarding innovation and best practice.
External	
Other Government Agencies	<ul style="list-style-type: none"> Establish professional networks and relationships to maintain currency of issues; share ideas, tools and learnings; leverage intelligence; and collaborate on common responses to emerging issues

Role dimensions

Decision making

The Director, Workforce Management:

- Operates with a high level of autonomy within the requirements of the agreed work plan and establishes strategic operational priorities in consultation with Head of Planning. The position holder is expected to oversee and be accountable for all division related activities.
- Is fully accountable for the content, accuracy, validity and integrity of advice provided and exercises a high level of independent judgement in the provision of advice and assistance to the Head of Planning and senior stakeholders in Sydney Trains and across the Transport Cluster.
- Consults with the Head of Planning on the more complex, sensitive, and contentious.
- Assures the currency, quality, and accuracy of high-level reporting and/or business advice provided to all Directors, Managers, and Partners from staff across the Workforce Management group of business units.
- Makes decisions on integrated strategic planning for future state development of service delivery workforce capability.

Reporting line

This role reports to the Head of Planning

Direct reports

The role has a total of approximately 4 direct reports in a team of approximately 38.

Budget/Expenditure

- TBC

Key knowledge and experience

- Proven capacity in leading workforce management capabilities at a senior level across a small to medium business in an industrially complex environment.
- Extensive senior management experience in a commercial / strategy role, preferably within the transportation industry or government environment.

Essential requirements

- Tertiary qualifications and/or equivalent industry-based experience within a relevant workplace context.

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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> 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
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> Use own professional knowledge and the expertise of others to drive forward organisational and government objectives 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 connections between their efforts and organisational outcomes Identify and remove potential barriers or hurdles to achieving outcomes Initiate and communicate high-level priorities for the organisation to achieve government outcomes 	Highly Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<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 and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on 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 help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning 	Advanced
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • 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

FOCUS CAPABILITIES






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

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	Advanced
	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	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
 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
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
 People Management	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