

Role Description

Director - Business Operations



Transport
for NSW

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Corporate Services/IT/TfNSW IT
Role number	TBC
Classification/Grade/Band	TSSE (Band 1B)
ANZSCO Code	224214
PCAT Code	2115292
Date of Approval	22 April 2020
Agency Website	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 \$51.2bn 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.

The Corporate Services division provides effective corporate services for the Transport cluster.

Primary purpose of the role

The Director - Business Operations supports the IT team delivering services to clients in Transport divisions: Corporate Services, Office of the Secretary, Customer Strategy and Technology, People and Culture and the Point to Point Commission as well as cluster wide services for Information and Records Management and several shared technology platforms. The director leads a team that provides leadership across the team and to the CIO in IT security, risk management, audit, business continuity, communications, portfolio governance, IT performance management and commercial and financial management.

Key accountabilities

- Lead a team to act as the focal point for governance, audit, security, business continuity, vendor management and budget management
- Provide leadership to the local Project Management Office and ensure appropriate governance and assurance is in place to ensure successful delivery of all projects

- Provide strategic and expert advice and guidance in managing operational risks in the services delivered to clients
- Assist CIO and executives across the team with efficient reporting, procurement and contractual arrangements as well as financial management and charge-outs
- Work with executives on IT strategy

Key challenges

- Establishing and leading the team to support a team of around 250 employees, contractors and vendors delivering IT services to clients
- Bringing improvements and consistency to common IT processes and balancing helping with ensuring compliance
- Establishing and improving governance and reporting for our clients

Key relationships

Who	Why
Internal	
IT Executives and their teams	<ul style="list-style-type: none"> • Work with executives across a matrixed IT team to deliver effective services for our clients, while ensuring compliance obligations are met • Accomplish goals through influence across the enterprise, rather than direct line management control. • Bring together individuals with different perspectives and opinions, and drive toward a common goal.
Manager (CIO)	<ul style="list-style-type: none"> • Deliver required business objectives • Escalate issues, receive instructions and provide feedback
Business Executives across cluster	<ul style="list-style-type: none"> • Work with business representatives across the cluster on initiatives to improve service delivery, project governance, security and risk management. • Provide complex advice to key stakeholders to ensure consistent approaches and appropriate standards are met
External	
Stakeholders/Suppliers	<ul style="list-style-type: none"> • Liaise with other agencies as required • Work with vendors to ensure strong commercial agreements and deliverables

Role dimensions

Decision making

As per delegations for the role

Reporting line

CIO, TfNSW IT

Direct reports

This role will have an estimated 7-10 direct reports providing operational support to 250 people

Budget/Expenditure

To be defined

Key knowledge and experience

- Experience at senior levels in technology in a range of IT roles covering project delivery, security and ICT procurement
- Good IT Security knowledge
- Demonstrated project and/or program management skills, including reporting and methodologies
- Experience with efficient procurement of ICT services and vendor management
- Eye for detail, big picture thinker with ability to be hands-on when required
- The ability to bring together individuals with different perspectives and opinions, and drive toward a common goal.
- Proactivity - person who seeks out solutions to issues without waiting to be told

Essential requirements

- Tertiary qualifications in a relevant area or demonstrated experience

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
	 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	Advanced
	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


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
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<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 various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner 	Advanced
	Procurement and Contract Management Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> • Ensure that employees and contractors apply government and organisational procurement and contract management policies • Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions • Promote effective risk management in procurement • Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes • Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
	Optimise Business Outcomes	<ul style="list-style-type: none"> • Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time • Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for the organisation in risk taking • Hold self and others accountable for implementing and maintaining inclusive workforce management practices 	Highly Advanced
	Manage people and resources effectively to achieve public value		

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	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept