

Role Description

Director Training



Cluster	Transport
Agency	Sydney Trains
Division/Branch/Unit	Customer Operations / Performance / Training
Location	Burwood
Classification/Grade/Band	Band 1A
Senior Executive Work Level Standards	Professional / Technical / Specialist
Kind of Employment	Permanent Full Time
Role Number	51021584
ANZSCO Code	139999
PCAT Code	2111192
Job Code	83000399
Health Assessment Category - Safety	Category 4
Vision	N/A - Cat 4 Only
Hearing	N/A - Cat 4 Only
Date of Approval	June 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, Training leads and directs the Training and capability function for Customer Operations and is responsible for overseeing the creation and implementation of Training model and frameworks, specifications, solutions and materials whilst utilising technology to deliver course content to ensure efficiencies. The role is accountable for the end-to-end management and delivery of technical training and services capability development across multi-functional units, ensuring that any major business changes are supported and strategic alignment with Sydney Trains objectives.

The role effectively links technical development programs to strategic business plans and organizational objectives, directly supporting workforce planning and frontline capability and sound, appropriate workforce behavior and management standards.

This role is responsible for leading a strategic partnership with TfNSW Learning and Development team (L&D) in relation to Customer Operations requirements, including the transition of future workforce capability and development of training to L&D as a primary supplier of training and ensuring the seamless integration of new capabilities into BAU.

Key accountabilities

- Lead, coach and support a team of Training staff to develop and deliver high quality training activities to drive capability uplift across the business. Ensure Customer Operations staff are competent in both the service capabilities and technical skills required to perform their roles.
- Ensure alignment of training activities and frameworks with the strategic and operational objectives of Customer Operations managers, executive stakeholders and that RBTNA has been carried out.
- Lead the creation, ongoing review and continuous improvement of technical and non-technical training and development programs, assessments, materials and frameworks across the Customer Operations curriculum, full consultation with appropriate subject matter experts and stakeholders.
- Manage relationships with key stakeholders to establish and maintain a culture of continuous improvement as well as provide advice on areas for improvement regarding operational and service delivery, in accordance with KPIs.
- Determine current and emerging future operational and technical capabilities required and provide direction in the development of talent pipeline programs ensuring the delivery of technically competent and capable future workforce.
- Oversee the master training schedule for the timely delivery of training and competency activities for Customer Operations staff.
- Identify training gaps and appropriate learning opportunities for Customer Operations staff and provide solutions to ensure Customer Operations staff are equipped with the right technical skills and service capabilities now and for the future.
- Act as a thought leader on training, innovative approaches and opportunities to improve the employee learning experience, remaining abreast with the continual developments in best practice training, including legislative and standards changes, to ensure that training, advice and operations reflect these requirements while meeting and enabling operational needs.
- Ensure that service and business practices delivered by the Training business unit are executed with procedural fairness, comply with the terms of the Enterprise Agreement, effectively deliver value to Customer Operations and enable staff to maintain reasonable work-life balance.
- 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

- Balancing the current and emerging capability development needs of Customer Operations stakeholders and driving the delivery of quality training when faced with competing priorities and timelines for training delivery from Customer Operations stakeholders and managing their expectations appropriately.
- Assuring compliance within a complex, overlapping framework of Human Resource, Training, Competency and Safety business rules, processes, procedures, and service guidelines.
- Ensuring the consistent delivery of training and capability services and solutions across a large and diverse population of service staff, in recognition of individual capabilities and normative behaviours.

Key relationships

Who	Why
Internal	
Head of Performance	<ul style="list-style-type: none">• Escalate issues, keep informed, consult on issues, 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. Reporting, advice, project and program performance, strategy and vision setting.
Customer Operations Leadership Team	<ul style="list-style-type: none"> Influence adoption of and promote a culture of service delivery excellence. Provide advice and assist with negotiation of issue and problem resolution. Provide strategic and operational advice and recommendations on management priority setting, strategy and risk mitigation.
Senior Leaders and Key Stakedholders	<ul style="list-style-type: none"> Provide advice and solutions to address current and future business requirements. Understand strategic priorities and promote training initiatives for increased buy-in Engage and seek endorsement on key initiatives and decision points.
Direct Reports	<ul style="list-style-type: none"> Oversee and direct in the development of training solutions, materials and delivery of training. Lead, inspire and motivate the team, provide direction and manage performance. Provide direction, supervision and support to staff. Facilitate service delivery, resolve issues; provide advice.
TfNSW L&D, Subject Matter Experts	<ul style="list-style-type: none"> Seek and provide advice, consult and collaborate to develop policies, systems and procedure. Co-design, deliver and partner with TfNSW L&D as required on the development of training programs, approach and competence in relation to Customer Operations Work with TfNSW L&D team(s) to co-design, develop and deliver strategic capability and training programs in accordance with defined agency and/or Customer Operations requirements
External	
Key stakeholders - other Government Agencies	<ul style="list-style-type: none"> Participate in forums, groups to represent agency and share information. Work cooperatively and proactively with organisations interfacing with the Agency and Customer Operations Project and building solid working relationships and partnerships. Establish, maintain and lead the interfaces with infrastructure maintainers and other key stakeholders. Keep up to date with regulation and developments.
Suppliers, contractors and training delivery centres	<ul style="list-style-type: none"> Establish strategic relationships and develop robust and agile plans to ensure dynamic solutions deliver required outcomes for the organisation Support the co-design of deliverables, systems and training packages/ solutions to incorporate the requirements of Customer Operations

Role dimensions

Decision making

The Director, Training:

- Has considerable independence in determining how to achieve training objectives, including deciding on training methods and approaches, operations and project planning, allocation of resources
- is accountable for the overall performance of the training function and the achievement of team goals.
- Is fully accountable for the formulation of advice and coordination across all operational objectives.
- Makes decisions on training budget including technology and other costs.

Reporting line

This role reports to the Head of Performance.

Direct reports

The role has approximately 4 direct reports and 13 indirect reports.

Budget/Expenditure

TBC

Key knowledge and experience

- Extensive management experience in a training role, preferably within the transportation industry or government environment.
- Strong contemporary knowledge and experience in the application of capability frameworks and training and assessment processes
- Extensive experience and knowledge in best practice learning and development principles including instructional design, facilitation and program management across a large workforce

Essential requirements

- Tertiary qualifications in training, organisational development or equivalent experience in a related field.

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	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	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