

# Role Description

## Sector Manager



Transport  
for NSW

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Safety Environment and Regulation/Regulatory Operations/Compliance/Compliance Operations
Role number	50012690, 50012765, 50012841 and 50012922
Classification/Grade/Band	USS 11
ANZSCO Code	149212
PCAT Code	2229192
Date of Approval	May 2020
Agency Website	<a href="http://www.transport.nsw.gov.au">www.transport.nsw.gov.au</a>

### 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 \$55.6bn 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 numerous 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.

### Safety, Environment and Regulation

The Safety, Environment and Regulation (SER) division leads policy, strategy, standards, advice and support across safety, environment, sustainability, asset management and regulatory outcomes for customers, for community and for our people (including contractors).

SER provides 'centres of excellence' with a critical mass of expertise to support line accountability, facilitate consistency and provide assurance across the cluster. It also delivers a range of regulatory programs.

### Primary purpose of the role

The Sector Manager leads the enforcement operations of a geographical sector to deliver high quality, consistent, effective heavy and light vehicle compliance and enforcement programs which are strongly aligned with TfNSW state-wide strategic directions.

### Key accountabilities

- Leading and providing operational management in the Sector, including translating the Compliance Operations strategic plan into risk-based enforcement programs, including whole of route plans, ensuring effective delivery and reporting program outcomes.

- Leading sustained improvement in consistency and effectiveness of Sector operations by driving state-wide change initiatives in the Sector, aligning local change initiatives to state-wide goals, and implementing procedures to gather feedback.
- Building, motivating and continually developing a cohesive, skilled team of Operations Managers and modelling a commitment to teamwork within Compliance Operations and other Sector Managers to ensure the Sector workforce culture meets state-wide goals of flexibility, motivation and high performance.
- Developing and maintaining close working relationships with senior regional office staff in the Sector to ensure effective cooperation with key regional functions including road safety and asset management.
- Improving TfNSW's ability to achieve key outcomes through joint operations across the sector by developing and maintaining effective senior level relationships with key agencies including Police and, where relevant, interstate counterparts.
- Developing strong, effective partnerships with industry in the Sector to increase heavy vehicle industry support and, understanding and commitment to complying with regulatory requirements.
- Managing, developing and implementing work, health and safety systems and procedures to ensure a safe working environment and legislative compliance in the Sector.
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers.

## Key challenges

- Implementing risk based programs to achieve the strategic plans of Compliance Operations while managing the sensitivities of operating in a public service environment with a high public profile.
- Identifying systemic issues within the Sector and making recommendations to change products, services or processes to minimise service dissatisfaction.
- Ensuring laws and regulations including operational policies and procedures are applied consistently within the Sector to ensure high quality vehicle and driver compliance checks.

## Key relationships

Who	Why
<b>Internal</b>	
Snr Manager Compliance Operations	<ul style="list-style-type: none"> <li>• Receive advice and report on progress towards business objectives and discuss future directions</li> <li>• Provide expert advice and contribute to decision making</li> <li>• Identify emerging issues/risks and their implications and propose solutions</li> </ul>
Team	<ul style="list-style-type: none"> <li>• Guide, support, coach and mentor team members</li> <li>• Lead discussions and decisions regarding key projects and deliverables</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice on contract related issues and strategies</li> <li>• Optimise engagement to achieve defined outcomes</li> <li>• Manage expectations and resolve issues</li> </ul>

Who	Why
<b>External</b>	
Stakeholders	<ul style="list-style-type: none"> <li>Engage in, consult and negotiate the development, delivery and evaluation of projects</li> <li>Manage expectations and resolve issues</li> </ul>
Vendors / Service Providers and Consultants	<ul style="list-style-type: none"> <li>Communicate needs, facilitate routine business transactions and resolve issues</li> <li>Negotiate and approve contracts and service agreements</li> <li>Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements</li> </ul>
Other NSW Government Agencies	<ul style="list-style-type: none"> <li>Consult on project and contracts, project and contract management strategies and issues</li> <li>Establish networks to enable performance benchmarking and maintain currency in trends and developments in project and contract management</li> <li>Collaborate on cross agency or whole of government contracts</li> </ul>

## Role dimensions

### Decision making

- Significant autonomy including making day-to-day decisions in relation to the effective operation of their role.
- Evaluate problems, identify solutions, and where appropriate select or recommend the best solutions.
- Fully accountable for the delivery of work assignments on time and to expectations in terms of quality deliverables and outcomes.

### Reporting line

This role reports to the Senior Manager Compliance Operations

### Direct reports

This role has direct reports

### Budget/Expenditure

As per the approved TfNSW Financial Delegations

## Key knowledge and experience

- Demonstrated capacity to work within a regulatory environment of complex and rapidly evolving legislation.
- Excellent knowledge of relevant legislation, policies and procedures or demonstrated ability to rapidly acquire this.
- Relevant automotive mechanical trade qualifications acceptable to the Industrial and Commercial Training Council of NSW, successful completion of the Heavy Vehicle and/or Light Vehicle Inspection Certificate or demonstrated extensive equivalent experience.

## Essential requirements

- The Compliance Operations unit is geographically dispersed throughout the state and regular travel is part of this role and may require to work outside normal working hours on occasion.
- A current and valid Australian motor vehicle driver's license is required.
- Authorised Inspection Scheme (AIS) accreditation held by the successful applicant will be held in abeyance while this position is held.

## 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>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</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>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<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>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Business Enablers	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>Identify and consult stakeholders to inform the project strategy</li> <li>Communicate the project's objectives and its expected benefits</li> <li>Monitor the completion of project milestones against goals and take necessary action</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept
	<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>Manage Reform and Change</b>		Advanced
	Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</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>	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 <b>Relationships</b>	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 <b>Results</b>	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 <b>People Management</b>	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept