

# Role Description

## Director Civil Engineering Infrastructure



Transport  
for NSW

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Safety Environment and Regulation / Asset Management
Role number	NEW
Classification/Grade/Band	TSSE Band 1A
ANZSCO Code	133111
PCAT Code	2112411
Date of Approval	December 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 the largest infrastructure program 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.

### Primary purpose of the role

Lead and manage a team of engineers in the development and management of engineering standards relating to civil infrastructure assets across the TfNSW cluster including: provision of specialist technical advice and technical application; leading and managing the development of standards documentation; leading and coordinating advice on research, development activities, technical risk, asset management practices and assurance processes relating to assets; managing technical asset integrity, condition and resilience audits and assessments; managing asset management advice to client divisions and undertaking necessary investigations; reviewing, assessing and reporting on network performance; managing the program of technical capability assessments and audits of Authorised Engineering Organisations (AEOs) and delivering effective and timely resolutions to issues.

### Key accountabilities

- Lead and manage the provision of expert advice, including safety, risk, operational and cost improvement strategies and civil engineering infrastructure standards and specifications, to ensure the condition, performance and integrity of engineering assets is maintained and to monitor and enable services to be provided that meet defined performance standards.

- Lead and oversee asset management activities in relation to the application of technical authority, to enable services to be offered by AEOs in accordance with TfNSW and Asset Management Branch standards.
- Lead and manage the continuous review and development of engineering standards, including assessing benefit and risk implications of changes to standards, technologies, practices, and deviations, to inform the development of proposals and business cases and to meet future requirements for the delivery of services designed to meet customer needs across all modes of transport.
- Lead the monitoring, audit and reporting on of the performance of AEOs to identify performance concerns and recommend actions for improvement.
- Provide specialist technical input to the Executive Team of TfNSW relating to the development of strategic business cases and configuration management of TfNSW's assets and ensure engineering strategies and costs are included within TfNSW's Asset Plan and within individual asset plans.
- Provide subject matter expertise and sign off on concessions to TfNSW standards for infrastructure configuration outside, or operated outside, the conditions specified in TfNSW standards to enable safe and reliable operation when required outside those standard limits, including but not limited to whole of life cost and assurance that risks are still managed So Far As Is Reasonably Practicable.
- Lead the achievement of business outcomes, plans and KPIs on time and within budget, efficiently managing resources, work planning while collaborating with stakeholders, delivery partners and clients across the entire cluster and implementing a best for Transport approach.
- Motivate, encourage and inspire the development of a strong, efficient and ethical team with a clear focus on the delivery of planned outcomes and the continual development of the capabilities and capacities of the individual team members.

## Key challenges

- Maintaining current and comprehensive engineering knowledge given the need to reflect this expertise in standards and frameworks that ensure the safe and efficient delivery of transport services across TfNSW.
- Driving a constructive environment that allows sufficient flexibility to innovate and create new opportunities for improvement.
- Balancing the requirements of customer, risk, safety, sustainability, operational and commercial outcomes for the business.

## Key relationships

Who	Why
<b>Internal</b>	
Relevant Line Manager	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions</li> <li>• Provide regular updates on key projects, issues and priorities</li> <li>• Contribute to strategic planning, policy development and decision making</li> </ul>
Division/Branch Leadership Team	<ul style="list-style-type: none"> <li>• Collaborate and build effective relationships to ensure the optimisation of project milestones</li> <li>• Respond to requests for information or assistance and escalate sensitive issues</li> </ul>

Who	Why
Work Team/Direct and Indirect Report(s)	<ul style="list-style-type: none"> <li>Lead, inspire and motivate the team, provide direction and manage performance External</li> </ul>
Division/ Branch Wider Team	<ul style="list-style-type: none"> <li>Work within a matrix management structure where support services are embedded within program office delivery teams</li> </ul>
External	
External Customers (e.g. vendors, industry groups, public)	<ul style="list-style-type: none"> <li>Ensure the continued safe operation of engineering assets within the defined standards framework State and Federal Government agencies</li> <li>Represent the Asset Management Branch and Safety in relation to engineering standards Advocate strategic and business plan</li> </ul>
Other Federal, State and Local Government Agencies	<ul style="list-style-type: none"> <li>Build effective relationships and share information</li> <li>Establish professional networks and relationships with other Government agencies</li> <li>Key interdependencies across the public sector that will enable and support project success</li> <li>Collaborate on common responses to project issues</li> </ul>

## Role dimensions

### Decision making

The role operates with a high level of autonomy and is expected to determine key operational objectives within the limits of delegated authority. Independent decision-making requirements of the role include project decisions that might have a significant customer or political impact.

The role defers to the manager on complex issues of a complex, legislative or political nature or decisions that will substantially alter the outcome or timeframes, major issues or conflicts arising in the course duties or matters requiring a higher delegated authority, including approval for expenditure or sensitive issues.

### Reporting line

The role reports to the relevant reporting line manager.

### Direct reports

The role will have a number of direct and indirect reports.

### Budget/Expenditure

As per the approved TfNSW Financial Delegations.

## Key knowledge and experience

- Demonstrated experience working at a senior or executive level in a complex organisation delivering specialist and authoritative advice to executive leadership.
- Excellent knowledge of relevant legislation, regulations, standards, and codes of practice in a multidisciplinary engineering environment with specific knowledge of the technical requirements affecting multi modal services and assets.

- Demonstrated leadership and management capabilities, including the ability to strategically lead, influence, promote and motivate highly skilled technical staff to deliver desired outcomes.
- Highly developed knowledge of asset management systems and a proven capacity to oversee the development and implementation of asset standards, procurement, utilisation and maintenance.

## Essential requirements

- Tertiary qualifications in a relevant discipline, with extensive knowledge and experience in engineering, operational systems and/or related field.
- Relevant discipline registration.

## Capabilities for the role

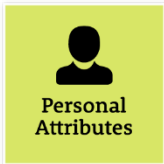
The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results, and business enablers, with a fifth people management group of capabilities for 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.

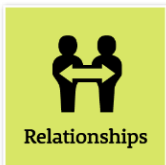
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## 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.

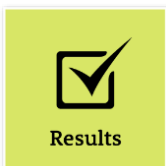
FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical, and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies, and guidelines</li> </ul>	



### **Communicate Effectively**

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

- Present with credibility, engage diverse Advanced audiences and test levels of understanding
- Translate technical and complex information clearly and concisely for diverse audiences
- Create opportunities for others to contribute to discussion and debate
- Contribute to and promote information sharing across the organisation
- Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
- Explore creative ways to engage diverse audiences and communicate information
- Adjust style and approach to optimise outcomes
- Write fluently and persuasively in plain English and in a range of styles and formats



### **Think and Solve Problems**

Think, analyse, and consider the broader context to develop practical solutions

- Undertake objective, critical analysis to draw Advanced 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



### **Finance**

Understand and apply financial processes to achieve value for money and minimise financial risk

- Advocate for committed outcomes to be Highly Advanced considered in decision making for project prioritisation and resourcing decisions
- Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes
- Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them
- Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals

- Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation

**Procurement and Contract Management**

Understand and apply procurement processes to ensure effective purchasing and contract performance

- Ensure that employees and contractors apply Advanced 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



**Manage and Develop People**

Engage and motivate staff, and develop capability and potential in others

- Refine roles and responsibilities over time to Advanced 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






**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
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced

 Personal Attributes	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	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
	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
	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	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	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
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept