Role Description
Governance and Policy Manager

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Corporate Services/Group IT/ Information and Records Management
Role number	TBA
Classification/Grade/Band	Transport Grade 9
ANZSCO Code	131114
PCAT Code	1221492
Date of Approval	July 2021
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 the largest infrastructure program that 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

The role identifies legislative, evidentiary and organisational record-keeping requirements for TfNSW, determining organizational maturity, and developing and implementing a program to uplift capability and improve reporting. The position leads a small team to determine appropriate storage, protection and preservation of records, and liaises closely with the Enterprise Compliance branch.

Key accountabilities

- Ensure that all legislative, evidentiary, and organisational record and information management requirements for Transport are captured. That policies, guidelines and standards are in place and remain current, to underpin a robust Information Management framework
- Develop and implement a program to align TfNSW to requirements of the State Records Act, including Standard No. 12; support the requirements for the organisation's Senior Responsible Officer
- Lead liaison and alignment with the Enterprise Compliance teams to support requirements under the Enterprise Obligations, Compliance and Notifications registers.
- Lead development of communications of all relevant policies and practices to make it easy for all clients to understand their obligations in record keeping
- Lead a professional team to deliver services to clients including professional ad hoc advice, and providing reviews of systems and processes to ensure that records requirements are met

- Ensure assessments and searches for regulatory purposes are undertaken in a comprehensive, professional, accurate and timely manner
- Build and maintain effective relationships with key internal and external stakeholders to gain / maintain specialist and business knowledge and remain current with requirements and trends in information governance

Key challenges

- Identifying and developing a program to track maturity of compliance with State Records requirements across the organization
- Establishing relationships with a variety of stakeholders with competing priorities to develop trust and ensure key messaging is aligned across Transport
- Creating and embedding streamlined and fit-for-purpose plans, policy, tools, resources and information that leverage current and emerging technologies, minimise administration and maximise the value for the business.

Key relationships

Who	Why
Internal	
Relevant Reporting Line Manager	• Key relationship manager, report to, receive advice and guidance, clarify instructions and report on progress against work plans as required • Provide support to achieve operational priorities, exchange information and contribute to decision making • Escalate and discuss issues and propose solutions
Senior Executive and Counterparts	• Provide strategic and tactical advice to respond and deliver in the wider context of governance and risk activities across the agency
Work Team / Direct and Indirect Report(s)	• Provide guidance and professional support, exchange information, determine work priorities and oversee progress to facilitate their ongoing professional development • Collaborate to continually improve knowledge, build capability, and improve consistency and service quality • Provide an escalation point for issues or complex decision-making
Division/ Branch/ Wider Team / Stakeholders	• Develop and maintain effective relationships to facilitate outcomes • Resolve and provide solutions to issues • Provide advice and influence outcomes
External	
Stakeholders	• Develop and maintain effective relationships to facilitate outcomes • Resolve and provide solutions to issues • Provide advice and influence outcomes
Industry professionals/ consultants	• Participate in forums, groups to represent TfNSW and share information • Maintain specialist knowledge and keep up with best practice in information and records management

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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. The role is accountable for the delivery of assigned work and is responsible for the quality, integrity and validity of the service provided.

The role defers to the manager on issues that have a significant political impact or issues outside of financial delegation.

Reporting line

The role accounts and reports to the relevant reporting line manager.

Direct reports

The role will have a variable number of direct and indirect reports (depending on business/ project requirements).

Budget/Expenditure

As per the approved TfNSW Financial Delegations.

Key knowledge and experience

- A strong knowledge of and experience implementing the NSW State Records Act and relevant NSW Legislation
- Demonstrated experience in implementing, promoting, and delivering effective records and information management governance frameworks
- Sound knowledge of records and information management processes, and current best practice methods across government and industry.

Essential requirements

- Appropriate tertiary qualifications or demonstrated, relevant, equivalent professional 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.

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	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour	Adept
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse 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	Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community	Adept
	Influence and Negotiate		Advanced

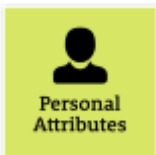| Capability group/sets	Capability name	Behavioural indicators	Level
	Gain consensus and commitment from others, and resolve issues and conflicts	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	
Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness	Adept
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements	Adept
	Inspire Direction and Purpose	• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value	Advanced

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FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
People Management	Communicate goals, priorities and vision, and recognise achievements	• 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	
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	• Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these	Adept

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	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate

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COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	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	Intermediate
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept