



# EXECUTIVE ROLE STATEMENT

## ROLE STATEMENT APPROVAL

..... / / 2015

**Chief Executive**

..... / / 2015

**Occupant**

**JOB TITLE: MANAGER FIELD SERVICES**

**CLASSIFICATION: SAES 1**

**AGENCY: Department of Planning, Transport and Infrastructure**

**DIVISION: SAFETY AND SERVICE (Project Delivery & Asset Maintenance)**

### GENERAL PURPOSE OF THE ROLE

The Department of Planning, Transport and Infrastructure works as part of our community to deliver effective planning policy, efficient transport and social and economic infrastructure. This is done by harnessing the diversity of our purposes and our people to improve the lifestyle of all South Australians. By working together we capitalize on a unique and powerful opportunity – to connect with every part of our community and deliver positive outcomes every day.

**The Safety and Service Division** is one of three divisions within the department and is required to deliver the state's integrated transport and land use plan maximising the use of the state's infrastructure for the benefit of all South Australians. The division has responsibility for efficient, timely and safe public transport systems, connecting businesses to markets by freight, rail and road systems and build South Australia as a competitive well connected state.

Within the division, Project Delivery and Asset Maintenance is one of four sections. Headed by the General Manager Project Delivery and Asset Maintenance, the section comprises six branches including the Field Services Branch.

**The Manager Field Services** is responsible to the General Manager Project Delivery and Asset Maintenance for:

- Leading and managing a range of complex and critical programs, projects, systems and/or services that are consistent with agency and whole-of-government strategies, policies and priorities and deliver the section's objectives.
- Leading and managing change within DPTI.
- Leading, influencing and motivating staff, clients and others in the achievement of difficult and sometimes conflicting objectives.
- Resolving complex issues with innovative solutions that are consistent with the SA strategic objectives and national and international developments.
- Shaping, monitoring and evaluating business plans to achieve substantial improvement in a core aspect of the department.
- Formulating policies and practices that influence the direction on key corporate issues, position the organisation to meet future challenges and enable the achievement of the section's goals and objectives.
- Managing substantial and complex resources to achieve corporate goals.
- Leading major programs, projects, systems and/or services affecting key and core elements of the agency's mission or operations.
- Negotiating ideas and concepts with the Chief Officer and general managers to achieve the adoption of specific procedures, methods and strategies

### ROLE BACKGROUND

The Manager Field Services provides high level leadership to staff to oversee and facilitate the effective delivery of DPTI's asset maintenance, field services, and associated strategies and functions. The role delivers high level management for a broad and comprehensive range of field services, including road maintenance, rural and metropolitan construction, fleet services, electrical assets, maintenance systems, and stores and inventory.

The role leads the complex operational management of all road and bridge maintenance functions across the state, including having responsibility for the construction and maintenance of Murray River ferries and associated assets. The role also leads and controls the maintenance of all electrical, plant and mechanical fleet assets for DPTI's road and rail businesses which incorporates managing the procurement and disposal of significant plant assets that are in use across South Australia.

The role delivers expert leadership for the management of significant challenges in relation to the ongoing quality and safety of the work functions being undertaken by technical staff across the state. In this capacity the occupant identifies, analyses and addresses complex industrial relations and worker safety issues, including implementing strategies, policies and processes that support the achievement of these critical outcomes.

The Manager Field Services also works closely with managers in the Asset Management group to support the determination and development of strategies and plans that are critical to the field services being delivered including the provision of accurate and effective data, reports, information and advice which informs future planning processes.

### RELATIONSHIPS

The Manager Field Services:

- Reports to the General Manager Project Delivery and Asset Maintenance.
- Negotiates ideas and concepts with the Chief Officer and general managers to achieve the adoption of specific procedures, methods and strategies.
- Leads, convinces and motivates staff, clients and others in the achievement of difficult and sometimes conflicting objectives.

<p><b>KEY OUTCOMES OF ROLE</b> (General performance measures)</p> <ul style="list-style-type: none"> <li>Leading and driving a range of complex and critical programs, projects, systems and services consistent with agency and whole-of-government strategies, policies and priorities which deliver the section's objectives.</li> <li>Leading and managing change within DPTI.</li> <li>Leading, influencing and motivating staff, clients and others in the achievement of difficult and sometimes conflicting objectives.</li> <li>Resolving complex issues with innovative solutions consistent with the SA strategic objectives and national and international developments.</li> <li>Maintaining and monitoring any essential adjustments to the time and cost schedule for the branch.</li> <li>Shaping, monitoring and evaluating business plans to achieve substantial improvement in a core aspect of the department.</li> <li>Formulating policies and practices that influence the direction on key corporate issues, position the organisation to meet future challenges and enable the achievement of the section's goals and objectives.</li> <li>Reviewing the division of road maintenance, additions to the contract and the contract format.</li> <li>Managing substantial and complex resources to achieve corporate goals.</li> <li>Progressing each contract having regard to funding availability, risk, safety, operational demands, and replacement and restoration considerations.</li> <li>Leading major programs, projects, systems and services affecting key and core elements of the agency's mission or operations.</li> <li>Negotiating ideas and concepts with the Chief Officer and general managers to achieve the adoption of specific procedures, methods and strategies.</li> </ul>	<p><b>KEY CHALLENGES</b></p> <ul style="list-style-type: none"> <li>To successfully champion the agency's vision and goals, and maintain business unit consistency with organisational and strategic directions.</li> <li>To drive and control the functions of the work group towards efficient and effective delivery consistent with the strategy, policies and priorities of both the agency and the whole-of-government.</li> <li>To operate within a whole-of-government context including considering multiple perspectives and potential tensions between agency and sector-wide outcomes.</li> <li>To determine, secure and control substantial resources and systems which drive the effective planning and delivery of operations, programs, projects and initiatives.</li> <li>To drive an organisational change agenda and maximise results across all operations.</li> <li>To anticipate emerging issues, risks and changing contexts, and develop innovative strategies to solve complex problems and seize opportunities.</li> <li>To position the organisation for future success, identify opportunities, transform ideas into actions, and achieve expected outcomes.</li> <li>To establish robust processes to monitor and develop staff performance.</li> <li>To cooperate positively and constructively with all other sections and divisions and contribute to the achievement of the division's and the agency's stated strategic objectives.</li> </ul> <p><b>CONDITIONS</b></p> <p>The Manager Field Services will be required to:</p> <ul style="list-style-type: none"> <li>Enter into an annual performance agreement with the Chief Executive and participate in the DPTI Executive Performance Management process (which establishes the key deliverables and targets).</li> <li>Actively model and promote the behaviours required under the Code of Ethics for SA Public Sector Employees, and the objectives, values, principles and standards in, or made under the <i>Public Sector Act 2009</i>.</li> <li>Actively support and provide a leadership role in relation to government requirements for the management of agencies and employees, including workplace safety, improved customer service, timely and transparent decision making, administrative efficiency and increased workforce diversity.</li> </ul> <p>DPTI supports and actively encourages flexible working arrangements to enable its executives to effectively balance work and life. Such arrangements may be negotiated with the Chief Executive.</p>						
<p><b>RESOURCE MANAGEMENT</b></p> <p>The following statistics may be directly relevant to particular roles.</p> <table border="0"> <tr> <td><b>Subordinate staff</b> (aggregate)</td> <td>approx 400 FTE</td> </tr> <tr> <td><b>Financial</b> (Revenue)</td> <td>\$XX pa</td> </tr> <tr> <td>(Expenditure)</td> <td>\$XX pa (including salaries)</td> </tr> </table>	<b>Subordinate staff</b> (aggregate)	approx 400 FTE	<b>Financial</b> (Revenue)	\$XX pa	(Expenditure)	\$XX pa (including salaries)	<p><b>RELEVANT LINKS</b></p> <ul style="list-style-type: none"> <li>SAES Competencies Refer - <a href="http://www.saes.sa.gov.au">http://www.saes.sa.gov.au</a></li> <li>Code of Ethics for SA Public Sector Employees Refer - <a href="http://www.oper.sa.gov.au/">http://www.oper.sa.gov.au/</a></li> <li>Public Sector Act 2009 Refer - <a href="http://www.legislation.sa.gov.au">http://www.legislation.sa.gov.au</a></li> <li>DPTI's strategic contributions to South Australia's Strategic Plan Refer — <a href="http://dpti.sa.gov.au/government_strategies">http://dpti.sa.gov.au/government_strategies</a></li> </ul>
<b>Subordinate staff</b> (aggregate)	approx 400 FTE						
<b>Financial</b> (Revenue)	\$XX pa						
(Expenditure)	\$XX pa (including salaries)						

## ROLE CONTEXT

DPTI is a values-driven organisation – our shared values guide the way we work together and our attitudes to work. We have five values that were developed by our people:

**Collaboration** – we work collaboratively as one team to serve our community. This means our diversified teams work together to achieve shared goals.

**Honesty** – we are honest, open and act with integrity. This means we are truthful, sincere and transparent in our decision making and act at all times in such a way as to uphold the trust of the people we work with.

**Excellence** – we are committed to excellence in everything we do. This means we use our energy, skills and resources to make whatever we are doing the best.

**Enjoyment** – we enjoy our work and recognise our success. This means we have fun at work, celebrate our achievements and foster an environment where our people can thrive.

**Respect** – we respect, understand and value ourselves and every person in our business. This means we listen, embrace diversity in others, and have a consistent application in our approach to one another.

These values help us to focus on how we conduct our business, rather than simply on the result. They provide a framework for decisions and actions that ultimately affect the quality of service we deliver to the South Australian community.

## THE PERSON

The occupant is expected to:

- Be highly respected both professionally and personally by industry.
- Set extraordinarily high standards of personal behaviour and expect them to be replicated in the people they lead.
- Balance people priorities with project priorities.
- Be a fearless change leader and service improver.
- Be flexible, responsive and innovative.
- Shift culture through their interpersonal skills and behaviours.
- Be politically astute and interact well at the most senior levels.
- Engage closely and effectively with stakeholders.

## SELECTION CRITERIA (Applicants will be assessed against the following)

SA Executive Service competencies:

- Shapes strategic thinking and change.
- Achieves results.
- Drives business excellence.
- Forges relationships and engages others.
- Exemplifies personal drive and professionalism.

Essential Qualifications:

- Relevant tertiary qualifications.

Aboriginal Cultural Competency:

- Proven experience in working with and promoting Aboriginal and Torres Strait Islander people's aspirations to self determination, provide organisational leadership ensuring culturally inclusive programs, community engagement, policies and practices.

Other selection criteria:

- Extensive experience in driving for outcomes through leading, motivating and influencing a diverse range of staff in the delivery of strategic programs, projects, systems and/or services that efficiently utilise allocated resources.
- Demonstrated strategic thinking and ability to act with urgency, accept and expect responsibility, successfully lead and implement solutions and change and risk management initiatives across an organisation.
- Proven ability to work under broad government or agency directions in determining measuring and improving performance outcomes and strategically planning multifaceted activities to achieve corporate objectives.
- Comprehensive knowledge of the issues, risks, trends and directions associated with the assigned services, systems and/or programs, particularly within the context of social, economic and commercial considerations.
- Successful experience in influencing sensitive negotiations that engage stakeholders and demonstrate commitment to customers, with high level writing skills that deliver clear and concise advice appropriate to the audience.
- Highly developed and extensive experience in strategically driving, managing and achieving continual effective operation of a significant, diverse, critical and politically sensitive work group and associated resources, projects, risks and issues.
- Extensive and successful experience in leading, directing and influencing highly complex and sensitive negotiations and consultations with a broad range of staff and stakeholders at all levels.
- Demonstrated commitment and ability to facilitate culture change through implementation of the Code of Ethics for the South Australian Public Sector and Professional Conduct Standards within that code, and the DPTI Values.