

# Role Statement



TITLE OF POSITION: Manager Engineering Services

CLASSIFICATION LEVEL: PO-5

## Organisation Overview

The Department of Planning, Transport and Infrastructure (DPTI) serves the South Australian community by providing safe, effective and efficient planning, transport and infrastructure networks across the state and facilitates development of the State's Infrastructure, in accordance with South Australia's Strategic Plan and the State Infrastructure Plan.

DPTI is a values based organisation and relies on its people to live the values through positive behaviours to improve outcomes for employees and all South Australians.

By working together we capitalise on a unique and powerful opportunity – to connect with every part of our community and deliver positive outcomes every day.

## Division

Safety and Service comprises four directorates: Public Transport Operations, Asset Management, Infrastructure Delivery and Regulation. This role forms part of the Asset Management Directorate, Technical Services Section which:

- Develops and implements infrastructure strategies and initiatives for the portfolio.
- Develops asset management strategies, including preparing, managing and maintaining asset registers and asset information systems.
- Provides a systematic and coordinated approach to optimally sustain portfolio infrastructure.
- Maximises the value and delivery of infrastructure and assets over their whole of life.
- Provides governance review mechanisms including performance monitoring.
- Delivers the maintenance of assets to increase asset performance and return on investment, including built facilities, rail infrastructure and rolling stock, road network, marine facilities & fleet, plant and equipment.

## Role Overview

The Manager Engineering Services is accountable to the Manager, Technical Services for:

- providing high level leadership and expertise to ensure the Engineering Unit of Technical Services plays an integral part in enabling the delivery of modern public service, with a focus on performance based technical requirements to support achieving whole of life functional, sustainable outcomes and benefits.
- supporting and facilitating a broad range of technical standard advisory services. This will incorporate the Road Engineering, Building, Geotechnical, Structures, Pavements, Materials, Asphalt, and Electrical disciplines across DPTI and external as required.

Directorate: Asset Management  
Position Number: TBA  
ANZSCO Code: 2332



Government of South Australia  
Department of Planning,  
Transport and Infrastructure

- providing strong leadership and collaborative management to lead the strategic determination, planning and management of services which ensure all DPTI assets are supported and underpinned by consistent, effective, integrated and relevant standards, policies, procedures and technical expertise.
- ensuring relevant Guidelines, Standards and Specifications for DPTI representative of the Engineering Services disciplines are updated and maintained, and that business areas across DPTI are receiving technical advice to enable and achieve their functional outcomes.
- overseeing a high performing team, providing direction and technical expertise to clients, suppliers and internal procurement managers to ensure informed procurement of technical goods and services. The role will manage the implementation of new innovative and procured business models to facilitate solutions.

## Key Occupational Specific Capabilities of the Role

The Manager Engineering Services is required to undertake a wide range of activities which may include all or any of the following:

### **PEOPLE MANAGEMENT AND LEADERSHIP**

- Leads, influences and motivates staff, clients and others in the achievement of difficult and sometimes conflicting objectives.
- Leads, motivates and influences a diverse range of staff to achieve corporate objectives to deliver improved service performance across strategically aligned functions.
- Develops and manages the implementation of new innovative and procured business models that achieve efficiencies in agency operations and meet customer expectations.
- Establishes, leads and mentors a high performing team. Coaches staff to build capability and take responsibility for setting and achieving results.
- Empowers staff to embrace new ways of working, deliver innovative solutions and provide high quality advice.
- Manages staff and resources to achieve agreed outcomes in terms of time, cost and quality.
- Leads and implements a framework which enables staff to deliver high level technical advice to clients, suppliers and internal stakeholders.

### **RELATIONSHIP MANAGEMENT**

- Provides a range of specialised strategic and technical advice to executive and managers across the agency in support of high level planning, operational efficacy and the resolution of complex technical issues.
- Develops robust relationships with stakeholders across the Department to inspire confidence in the role of the Technical Services Section.
- Establishes, leads and develops strategic relationships with industry bodies and other government agencies in support of key DPTI objectives.

### **NEGOTIATION SKILLS**

- Develops highly complex negotiation plans and strategies.
- Provides comprehensive and specialist advice and support to staff on complex negotiation strategies.

### **PROJECT AND RISK MANAGEMENT**

- Determines, leads and manages a range of complex and critical professional programs, projects, assets, systems and/or services that are consistent with agency and the whole of government strategies, policies and priorities and deliver the Section's objectives, including leading and managing change within DPTI.

- Develops and implements strategic mitigation plans at unit level for identified critical risks.
- Leads and manages a range of complex and critical projects, programs, systems and/or services within the technical services.
- Advises the Chief Officer and General Managers on critical technical services risks and provides options for mitigation strategies.

**INNOVATIVE THINKING AND PROBLEM SOLVING**

- Resolves highly complex issues across multiple disciplines with innovative solutions that are consistent with SA strategic objectives, DPTI's procurement framework and national and state standards.
- Determines, leads and manages a range of complex and critical professional programs, projects, assets, systems and/or services that are consistent with agency and the whole of government strategies, policies and priorities and deliver the section's objectives, including leading and managing change within DPTI.
- Demonstrates the ability to identify strategic and operational issues, think laterally and apply analytical and qualitative skills to develop appropriate innovative solutions.
- Develops and manages the implementation of innovative and procured business models which achieve efficiencies in agency operations and meet customer expectations.

**Special Conditions and Essential Requirements**

**Qualifications / Licences**

A relevant Degree in Engineering providing eligibility for membership as a Professional Engineer of the Institution of Engineers, Australia.

**Core Capabilities**

Core underpinning capabilities and expected behaviours are defined herein. These behavioural indicators of success are aligned to:

- Leadership
- Customer Service
- Positive Work Health and Safety
- Cultural Respect
- Public Sector Values

Delegate Approval

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Name

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Signature

Date: / /

## Core Capabilities and Expected Behaviours

### LEADERSHIP

#### 1) STRATEGIC THINKING AND DECISION MAKING

- Advocates the Department's vision, mission and strategic agenda to Unit Leaders.
- Translates and enables others to understand the links between the Department's strategic agenda, government policies and Divisional Section objectives.
- Identifies broad themes across area of operation and establishes strategically aligned long term plans.
- Builds and reinforces a shared sense of direction, clarifies priorities and goals, and inspires others to achieve them.
- Provides expert advice to internal and external stakeholders regarding current focuses and their potential implication on the Department's strategic agenda and/or policies, or broader government policies. Such advice is rigorously considered and supported by a strong rationale and astute political awareness.
- Is willing to champion for an idea or position and be courageous in the face of adversity.
- Uses ICT to drive the accessibility, creativity and communication of information, whilst safeguarding the security and protection of information via compliance and integrity management of databases, document control systems and security protocols.
- Delivers strategic organisational goals, demonstrate accountability and responsiveness through the effective leadership and management of multi-discipline technical services professionals and resources in a time critical, complex and ever changing environment.

#### 2) FACILITATES INNOVATION, CHANGE AND CONTINUOUS IMPROVEMENT

- Assists others to address emerging challenges and risks, and reinforces support for change initiatives.
- Translates change initiatives into practical strategies that staff can understand and implement.
- Identifies cultural barriers to change and implements strategies to address these.
- Manages challenging, ambiguous and/or complex issues calmly and logically, identifying significant information gaps and solutions to resolve them.
- Scans the Department's environment, monitors organisational priorities and provides coaching and leadership in ambiguous circumstances.
- Understands 'hot button' areas of political sensitivity and risk, actively seeking out alternative ways to provide efficient, effective and cost-effective services to internal and external stakeholders and the Department's customers.
- Uses data to evaluate critical success factors of Section performance and drives efficiencies to build centres of excellence.
- Clarifies and promotes the purpose and benefits of continuous improvement with Section team members.
- Endorses the evolution of new technologies to enhance business systems and processes identified as providing future organisational and/or community benefits and results.

#### 3) BUILDS TEAM CAPABILITY

- Approves and selects high performing employees through overseeing the Unit's entire recruitment process.
- Ensures new direct reports, including contract employees, complete the Unit's induction.
- Identifies and acts on opportunities to develop the knowledge, skills and abilities of individuals through pro-active mentoring, training, professional development and/or stretch assignment opportunities to create centres of excellence.
- Gives direct reports the balance of autonomy and empowers them to make decisions and manage risk to achieve outcomes.
- Comprehends and can articulate the strengths and limitations of direct reports to address skills/knowledge gaps and strengthen current capability to meet Section goals in support of the Department's strategic agenda.
- Establish, measure, monitor and report on accurate KPIs and measures relating to learning & development, workforce planning, and attraction & retention strategies
- Builds on strengths by providing prompt constructive, respectful and encouraging feedback. Undertakes regular personalised talent management and succession planning discussions with direct reports.
- Models prompt addressing of performance issues with individuals and is clear on improvement required. Provides appropriate guidance and support needed to achieve resolution, as required.
- Completes the entire performance review process with direct reports and oversees the delivery of the performance review process within the Section/s by set deadlines.
- Within agreed standard, budget and/or deadline, ensures the Section/s achieves work programs and the team attends training and professional development opportunities.
- Development and implementation of workforce planning to prepare and align with current and future department and government objectives.
- Monitors and analyses the Section/s employee engagement and climate to identify opportunities to build workforce culture and attract, retain, develop and motivate a high performing skilled workforce.
- Celebrates the Section/s success and engages in activities to increase morale.
- Ensures individual and team behaviour is in accordance with the Code of Ethics for the South Australian Public Sector. Drives accountability and leads by example.
- Ensure the successful development and implementation of frameworks that support enhanced leadership capacity, including the development of an organisational culture that embraces new ways of working to deliver innovative and responsive services.

- Forecasts future skill needs to acquire and develop a workforce with the appropriate mix of business knowledge, technical skills and competencies that balance between growing the agility required to achieve Technical Services objectives and ensuring the core functions are reliable, stable, efficient, foster innovation and facilitate solutions.
- Identifies strategic and operational issues, thinks laterally and applies analytical and qualitative skills to develop appropriate innovative solutions for resolution.
- Empower employees to take responsibility for their jobs and goals. Delegate responsibility and expect accountability and regular feedback
- Coaches, mentors and develops staff, including overseeing new employee onboarding and providing career development planning and opportunities

## **CUSTOMER SERVICE**

- 1) ***Models, delivers, promotes, drives and a customer focused culture across Divisional Units that:***
  - is effective, courteous, respectful, polite, professional, fair and non-discriminatory;
  - builds a common understanding of the Department's customers, their perspectives, and sources of customer insight;
  - accepts customer-focus as integral to the role of all Department employees, and
  - delivers on Divisional Unit customer outcomes and service delivery results
  - encourages and embeds a culture based on customer value, teamwork, a bias for yes and continuous improvement
  - provides standards, specifications and guidelines that are current, relevant, fit for purpose, focussed on outcomes and embrace innovation
  - enables the department to be an informed purchaser, knowledgeable and competent in the core aspects of technical services or the required performance characteristics of products to be acquired or services to be delivered.
- 2) ***Takes ownership of, honours commitments and supervises the closing out of customer issues within the team and/or Divisional Unit to ensure customers are provided with accessible, prompt, comprehensive and accurate information which enable customers to efficiently and cost effectively use the Department's services and products.***
- 3) ***Verifies that Divisional Unit customers are provided with accessible, prompt, comprehensive and accurate information which enables the efficient and cost effective use of the Department's services and products. Evidence is verified by monitoring, reviewing, assessing and reporting on:***
  - customer satisfaction outcomes and service performance, and
  - service performance of external co-providers.
- 4) ***Situates customer-focus as central to the Department's culture, operations, strategy and governance which ensures customer:***
  - diversity is respected and privacy protected;
  - services needs are fit for purpose, are easy to use, reliable and digital by default;
  - benefits are maximised resulting in achievement of Divisional Units service delivery results;
  - safety is paramount;
  - service continuous improvement strategies are explored, and
  - transparency in service design, delivery and performance and how to get involved.
- 5) ***Courteously and efficiently resolves sensitive customer complaints in line with the Department's complaints handling policies and procedures. Seeks appropriate assistance from Executive Management for sensitive politically sensitive and/or highly complex enquiries.***
- 6) ***Represents Divisional Units and/or the Department internally and externally at conferences, seminars, community, cross-agency and/or inter-jurisdictional meetings/forums to:***
  - provide expert and influential advice;
  - develop continuous improvement strategies;
  - offer opportunities to get involved which provides transparency in service design, delivery and performance, and
  - negotiate on Department issues related to customer services and standards.
- 7) ***Builds and maintains relationships with key customers across the public, private and community sectors to increase engagement, collaboration and cooperation, which ensures:***
  - customer needs, preferences and expectations are obtained (including hard-to-reach and/or disadvantaged customers), and
  - a range of measurements, information and ideas can be drawn upon to provide informed and researched reports, briefing documents, business cases and/or strategic documentation that recommend improvements to Divisional Unit and/or the Department's customer service design, delivery, policies and program outcomes.
- 8) ***Enables understanding of and actively shares customer insights across Divisional Units and with external co-providers to ensure the implementation of high level, responsive, efficient, effective and reliable Divisional Unit and/or Department service outputs.***
- 9) ***Assesses and reviews the achievement of high level, responsive, efficient and effective Divisional Unit and/or Department service delivery outcomes from external co-providers. Implements continuous improvement strategies where required.***

## POSITIVE WORK HEALTH & SAFETY

### **PERSONAL WORK HEALTH AND SAFETY RESPONSIBILITIES**

- Takes reasonable care to protect themselves at work.
- Does not present themselves to work in a state as to endanger their own safety or the safety of any other person at work due to the consumption of alcohol and/or drug/s.
- Maintains housekeeping in the work area to ensure a hazard free environment.
- Proactively participates in any Work Health and Safety training in order to improve knowledge of and/or performance in safety.

### **MANAGER/SUPERVISOR WORK HEALTH AND SAFETY RESPONSIBILITIES**

- Oversees the management of work health safety and welfare decision making within area of responsibility
  - Ensure that work areas and equipment under their control is safe and without additional risk to health and safety
  - Provides employees, visitors, contractors and volunteers with instruction, including the requirement to use safety equipment
  - Verifies that induction processes for employees, visitors and contractors relevant to the work area
  - Takes action on work health safety issues raised by workers (including visitors, contractors and volunteers)
    - Undertakes resolution of work health safety issues using consultative mechanisms
  - Ensures effective communication with workers to comply with any policy, procedure and instruction issued to protect the health and safety of themselves and other
- Supports a Just Culture model of shared accountability, attitude, beliefs and values
- Identifies and ensures workers participate in required Work Health and Safety training in order to improve knowledge of and/or performance in safety
- Actively recognises employees who contribute to improved work health safety performance, goals and/or obligations
- Supports injured or ill employee, through actively participating in rehabilitation programs to ensure that suitable duties are provided for the injured/ill workers return to work
- Submits reports for their area of responsibility on:
  - work health safety
  - injury management performance
  - legislative compliance, and
  - work health and safety targets and/or other obligations
- Uses consultative mechanisms to assist in the resolution of escalated significant work health and safety issues
  - Makes recommendations to eliminate or reduce the hazard and participates in the consultation process
  - Ensure immediate escalation when aware of any notifiable occurrence or dangerous incidents as defined in the Work Health and Safety Act (2012)
  - Actively communicates and promotes worker compliance with any policy, procedure and instruction issued to protect the health and safety of themselves and others
  - Reviews the implementation of significant changes to the workplace
    - Plant and/or equipment
    - introduction of new substances
    - systems of work and/or new procedures
  - Supports and works with Health Safety Representatives to provide consultation on work area hazards and risks
- Maintains active knowledge of hazards and risks in the work area
- Participates in hazard, accident or incident investigation
- Supports workers and takes action on reports of workplace bullying, occupational violence and discrimination.

## CULTURAL RESPECT

### **CULTURALLY KNOWLEDGEABLE**

#### **1) *Advocates for widespread acceptance of:***

- our nation's history and the impact of colonisation on Aboriginal people and communities. Agrees to right the wrongs of the past and implements methodologies to support this;
- Aboriginal peoples as Australia's first people and nations, and as the traditional owners and occupants of land and water in South Australia;
- Aboriginal peoples rights as part of a shared national identity, and that preserving their cultural and heritage beliefs, languages and lores is of significant importance;
- the injustice Aboriginal peoples have endured, the dispossession of their traditional lands and waters as a result of past policies/practices and the impact resulting from that loss, and
- removing barriers to address Aboriginal peoples disadvantage, increasing parity and Aboriginal peoples access to the Department's services, programs and employment opportunities.

#### **2) *Develops effective and valuable relationships with Aboriginal peoples based on trust, respect, recognition, cultural inclusion, encouragement and support which:***

- contributes to the achievement of the performance indicators as outlined in the Department's Reconciliation Action Plan;
- invests in Aboriginal employees to realise their full potential and aspirations through the spirit of Self Determination and by providing various mentoring, coaching, education and/or on-the job training opportunities tailored to cultural methodologies;

- increases and enables systematic, meaningful and innovative engagement with Aboriginal peoples and communities in generating ideas and recommending improvements to the Department's core business activities, strategic documents, policies and achieving reconciliation;
- provides recurring and regular opportunities for Aboriginal employees to engage with their culture and community;
- campaigns for the Department as an Aboriginal employer of choice with internal and external stakeholders;
- develops sustainable career pathways and business opportunities for Aboriginal peoples, and
- ensures individual and Directorate participation in across government groups which address Aboriginal peoples wellbeing, reconciliation and employment across the sector.

**3) *Demonstrates detailed knowledge and appreciation of:***

- Aboriginal peoples social issues and the resulting impact on their participation within the Department and access to the Department's services and programs;
- Aboriginal peoples spiritual, social, cultural and economic practices originating from their traditional lands and waters;
- protocols around "Acknowledgement of Country" and "Welcome to Country" ceremonies to ensure there is a shared and effective meaning behind the ceremonies and that ceremonies are used appropriately by Directorates;
- the unique and irreplaceable contribution that Aboriginal peoples have made and continue to make to the state of South Australia;
- the Department's "Reconciliation Statement of Commitment", "Reconciliation Action Plan" and "Aboriginal Impact Statement Policy", and
- the necessity for cultural perspective inclusion in the development of Directorate Strategic Plans.

**4) *Enthusiastically seeks and participates in cultural learning opportunities to:***

- increase knowledge and appreciation of Aboriginal peoples history and cultural values which assists in promoting reconciliation across Directorates;
- increase culturally respectful practices, and
- to promote the attendance at cultural learning opportunities with direct reports.

**5) *Learns from the past and actively promotes:***

- improving the Department's policies, procedures, programs and services in response to:
  - the diverse needs of Aboriginal employees and communities which increases parity, and
  - reducing the disadvantage and equity gap which encourages reconciliation throughout Directorates, political and community institutions;
- the Department's commitment to the Reconciliation Action Plan through encouraging reconciliation within the Department and the community we serve;
- the recruitment, retention and promotion of Aboriginal employees within Directorates in line with the Department's Aboriginal Employment Strategy;
- increasing Directorates understanding and respect for Aboriginal peoples cultural values;
- increasing Directorates awareness of Aboriginal peoples social issues that impact on their participation within the Department and access to the Department's services and programs, and
- using Aboriginal owned businesses within the Department's procurement guidelines.

**6) *Instils Cultural Respect capabilities with direct reports through documented commitment in Performance Learning Agreements.***

**PUBLIC SECTOR VALUES**

**SERVICE** – *We proudly serve the community and Government of South Australia*

**PROFESSIONALISM** – *We strive for excellence*

**TRUST** – *We have confidence in the ability of others*

**RESPECT** – *We value every individual*

**COLLABORATION & ENGAGEMENT** – *We create solutions together*

**HONESTY & INTEGRITY** – *We act truthfully, consistently and fairly*

**COURAGE & TENACITY** – *We never give up*

**SUSTAINABILITY** – *We work to get the best results for the current and future generations of South Australians*