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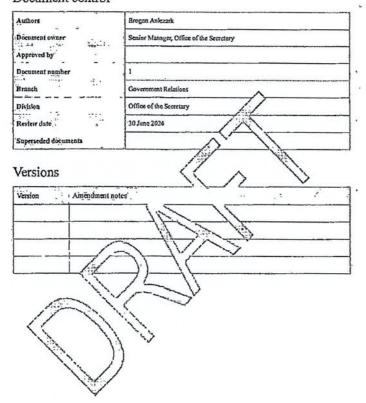
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1. Overview

1.1 Welcome!

Congratulations on your appointment as a Departmental Linison Officer (DLO), You are now part of the Government Relations branch within Office of the Secretary (OSec).

DLOs have a unique opportunity to see how the work carried out seross Transport for NSW (TINSW) influences the decisions of Government.

The role of a DLO is important and challenging. This fast-paced, dynamic position provides staff with an opportunity to form new and influential working relationships across Government as well as develop a deep understanding of how NSW Parliament, Government and Ministerial offices (MO) operate. It also provides an opportunity to improve on your knowledge of the key issues and priorities of the Transport portfolios.

A DLO role is an extremely valuable development opportunity, and can significantly enhance your skills and experience. As a DLO, you are instrumental in the delivery of timely, accurate and responsive advice to the Transport portfolio MOs as well as ensure effective relationships and appropriate communication between TINSW and the Ministerial offices.

1.2 Purpose of this document

The purpose of this document is to provide guidance and support to DLOs in fulfilling their role and responsibilities. It provides best practice for DLOs and a consistent approach to meeting the expeciations and standards of MOs. The Handbook documents the key functions, policies and procedures, and other relevant information for a new DLO.

DLOs should familiarise themselves with the cocing their assignment or as soon os practical after their commencement date,

The Handbook aligns with the overarching NSW Government policy around DLOs as articulated in the Department of Premier and Cabinet (DPC) Circular — C2021:07 Department Listen Officers.

Content within the Handbook is continually monitored and updated as new processes and directions are received from the MOs and within TINSW Please note, the specific roles and responsibilities of the Transport portfolios DLOs may vary according to the requirements of individual portfolio Ministers and their advisors but in accordance with C2021-07 Department Liation Officers, DLOs mays ream politically neutral and impartial while assisting the Minister and his/her staff, and must avoid party political activities in the performance of their duties.

Any queries regarding the Handbook should be directed to the Senior Manager, Office of the Secretary (governmenter bittons 2) processes and directed to the Senior Manager.

Our Ministers 1.3

The make up of portfolio Ministers changes over time. The structure and number of Cabines ministers will vary based on the needs of the Premier of the day,!

Currently, the Transport portfolio reports to three Ministers;



The Hon. Jo Haylen MP

Member of the Legislative Assembly, Member for Summer Hill

Further details: https://www.patliament.nsw.gov.au/members/Pages Member-details aspet/pl=111

The Hon, John Graham MLC

Special Minister of State, Minister for Roads, Minister for the Arts, Minister for Music and the Night-time Economy, and Minister for Joba and Tourism

visits, House Folder Notes, Budget Estimates notes, questions on with and without notice

- Provide sound parliamentary support on policy and legislation, and review correspondence, briefing notes, meeting briefs and speeches for accuracy and consistency with Government policy, legislation, and current position and
- . Manage the workflow of correspondence in the MO and review incoming Ministerial correspondence, linise with relevant Divisions regarding responses
- Maintain excellent working relationships with TINSW and other ministerial offices
- · Monitor emerging issues, trends and changes in the environment to anticipate shifts in the information and knowledge management needs of the MO, and to proactively meet Makeholder and customer requests.

Key challenges:

- . Deliver high quality products and services within a high volume, high p avironment to strict deadlines and .
- Ability to exercise Judgment and discharge tasks with a high level of confidential Operate in a politically sensitive environment in which deadlines and priorities.

DLDs may be asked to undertake additional duties in the course of their assignment by either the MO or TNSW. Duties must be apolitical in nature and any concerns should be raised with the Senior Manager. Office of the Secretary.

DLOs have a duty to respond promptly and professionally to MO requests for advice in ways which are consistent with the relevant policies and procedures of TINSW. Where a DLO cannot resolve an issue, which arises in their dealings with MO staff, they should promptly refer the issue to the Senior Manager, Office of the Secretary, who can manage or escalate it directly.

ADLO should not:

- · Carry out policy develops
- · Prepure speeches, media releases, ts, pullamentary questions and answers or other similar
- rall of the Minister or their office
- with external parties, including Me mbers of Parliament or other MOs (excluding liaising with DLOs in other MOs to facilitate liaison with Departe mts/agencies)
- rs or any other party political activities.

Transport for NSW 3.

Transport for NSW's role is to set the strategic direction for transport across the State.

This involves consolidating the planning, policy, strategy, regulation, resource allocation, and other service and non-service delivery functions for all modes of transport in NSW.

This work supports the safe and searnless movement of people and goods on roads, ructru services, trains, buses, ferries, light mil, point to point transport vehicles, on demand services, community transport, and walking and cycling.

TINSW also oversees the delivery of transport infrastructure across NSW through our project experts and industry partners.

3.1 Transport portfolio operating model

The Transport portfolio is made up of an extended network of Government agencies and independent entities which work together to deliver transport services and infrastructure.

Private.

Maintain the Minister's Cabinet file and other confidential popers

Maintain the Minister's diary and airange necessary appointments

Listic with other Ministers, members of Parliament, agency staff and members of the community

Administrative

Coordinate the Chief of Staff's diary and appointments; administrative support to the chief of staff's gelieve receptionist when necessary

Listic with other staff regarding allocation of work

Coordinate requests for briefing notes, speech notes, etc

Listic with other Ministers' offices and members of Parliament on befolf of the Chief of Staff

Receptionist

General administration, office monagement, handle enquiries, receive visitors, arrange appointments

Parliamentary

Nowledge and skills relating to the operations of Parliament, listes with Parliament and departments' regarding the Minister's needs for Parliament.

5. Parliament

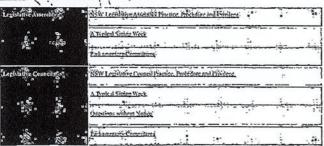
The Parliament of New South Wales is the law-making body for the State of New South Wales, directly elected by the people to make state laws, control state finances, and discuss matters of importance to the people of New South Wales. It consists of two democratically elected Houses;

- · Legislative Assembly (Lower House)
- Legislative Council (Upper House),

Parliamentary elections determine the State Government which is formed by the party with majority support in the Lower House, Functions of Parliament includes:

- . Forming Government
- Making laws
- . Representing voters and citizens
- Sentiny of the Government.

It is highly recommended DLOs familiarise themselves with the Parliament of New South Wales' How Perliament Works
resources and the below information as soon as practical:



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At the completion of a DLO assignment, DLOs return to the substantive role they held prior to the assignment.

6.4 Work hours and location

DLOs do not have to complete timesheets due to the irregular hours which DLOs may work. There is an option to place a flexsheet on hold for the duration of the DLO assignment by emailing a request via Transport Equip, this will negate back explure of times upon a DLO's return to TINSW and cease creal reminders about flexibects.

Due to IT firewalls and restricted access of Ministerial emails and datasets, flexible work arrangements are subject to the operational requirements of MOs and the approval of the relevant MO CoS.

In most cases, DLOs are required to be physically present at the MO to deal with unexpected and organi issues. Any working from home arrangements will be in occordance with office and business practices within the MO. The DLO may be required to work from two locations - Ministerial offices at 52 Martin Place and NSW Parliament on Macquarie Street.

Regular and puncasal attendance is essential for the efficient oper fion and to ensure the best perform nce from DLOs.

Attendance is managed in accordance with Transport awards.

All leave must be recorded to ensure accurate records are maintained in Transport Equip. The Senior Mar. er Office of the Secretary is responsible for approving all requests for leave in Transport Equip (including annual leave and sick leave).

All requests for leave must be discussed with both the MO CoS and the Senior Manager Office of the Secretary prior to applying in Transport Equip. This allows for better planning of roller DLO armagements.

DLOs should then request / notify the MO CoS (or other designated person in the MO) in their MO via email. Once approved by the MO in writing, the DLOs should forward the writing approval to the Senior Manager Office of the Secretary, after which leave should be applied for in Equip.

me MO to establish whether any other DLO leave is planned All planned leave should be discussed with oth DLOs in the sa for the period.

Unplanued leave

From time to time; DLOs may need to take implanned leave. In these instances, they are required to inform their MO CoS (or other designated person in the MO) as well as the Senior Manager Office of the Secretary at the earliest opportunity, preferably before 9.00am.

Travel 6.6

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As the primary role of DLOs relates to administrative and policy matters, they generally should not accompany the Minister on official travel, either domestically of internationally.

Travel by DLOs should only occur, where necessary to facilitate liaison between the department and the MO, or if asked to accompany the Minister for a department site visit. This may include, for exemple, the delivery of ungent or confidential papers which cannot be delivered by other means.

DLOs must seek approval from the Senior Manager Office of the Secretary, prior to any travel being organised. Employee-related costs of DLOs are to be met from the budgets of home ogeneies. Other costs, for example, mobile telephone, office equipment, transport and accommodation for official business, are to be met from Ministers' office budgets. This does not preclude a DLO from using existing agency administered assets in the performance of their duties (for example, Inptops, tablets, phones etc).

6.7 Learning and development

From time to time, DLOs may participate in learning and development programs for Transport staff as notified by the appropriate TINSW team.

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Access to bealth and wellbeing blogs, podeasts, videos, meditations, activities, learning modules and more - vice time, anywhere or speak to a clinician on LiveChat, Information to create an Benefitub account is available here,

Contact the EAP

TINSW, and Sydney Metro: 1300 360 364

Sydney Trains and NSW TrainLink: 1300 364 213

Aboriginal and Torres Strait Islander support line: 1800 816 152

The Senior Manager Office of the Secretary is also available to discuss matters of a personal nature, particularly if they are importing on a DLO's capacity to work. The Senior Manager Office of the Secretary may be able to offer support or additional resources to DLOs, where permitted.

7.3 Resilience/responding to stressful situations

DLOs work in a fast-paced environment with extremely tight deadlines and d situations requires resilience and adoptability. ding stakeholders. Dealing with these

has shown that lear has shown that learning new skills—and practising ng strutegies, self-regulation and social connections Resilience is not one specific skill, but a set of resources and skills. Researce those skills—can increase resilience. In particular, focusing on positive co urces and skills. Research

DLOs must always be professional, kind, empathetic and respectful to all TINSW and MO staff.

A useful way to approach this is using the PERMA framework to build wellbeing, which includes five important building blocks of wellbring and happiness;

- Positive emotions feeling good
- Engagement being completely absorbed in acti
- · Relationships being authentically conn
- Meaning purposeful existence

When these PERMA elements are airong, individuals are more likely to cope with challenges.

It is especially important for DLOs to build relationships with other DLOs as well as their colleagues within Office of the Secretary, and more broadly across Transport for NSW. These networks can be a valuable resource as a touchpoint following

DLOs who are exposed to daily contact with the public may require additional support, and each DLO needs to consciously build support and numering into their daily work.

DPC guidelines

The Cabinet Office has published a Circular (C2021-01 Devortment Lipisco Officere) to outline a number of key guidelines in relation to Department Lipisco Officers and their assignment to a MO:

- The below guidelines apply to the assignment of DLOs to MOs:

 Payroll and leave administration for DLOs will be provided by the home agency, with leave and other matters affecting the performance of the DLO role considered in consultation with the MOs.
 - Day to day, DLOs will be supervised by the Minister's CoS.
 - Employee-related costs of DLOs are to be met from the budgets of home agencies. Other costs, for example, mobile
 telephone, office equipment, transport and accommodation for official business, are to be met from Ministers' office
 budgets. This does not preclude a DLO from using existing agency administered assets in the performance of their
 datics (for example, laptops, tablets, phones etc).
 - DLOs must be politically neutral and impartial while assisting the Ministers to achieve their objectives, DLOs must
 avoid porty political activities in the performance of their duties.
 - DLOs may remain in a MO during the caretaker period before an election should their position continue to be required at the time. Particular care should be taken to ensure duties remain politically neutral.

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	entry Senice	(Office of	preparation of products for Parliament, including tracking Parliamentary activity relevant	io th	
the Seco	relary).		Transport ponfolios, House Folder Notes, Notice of Motion specebes, responses to		
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	ke Issues and En of the Secretary		The Strategic (assess and Engagement term identifies and provides advice on energing fal- strategic opportunity, prepares the Secretary's internal and enternal communications, and to the Secretary on all stakeholder engagements.		
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		* * * *	Ministeria Cabinet agenda		
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Customer Response team, Costomer Strategy and Technology			The Customer Response team manages ministerial correspondence; customer feedback;		
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	2		1	10000	
111		27.	DLO should contact the Customer Response team for any questions about customer feed or irilasterial correspondence.	bock	
			Contacts: Tary McSweerey and Eva Lewkowi	cz	
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in addit	ion to the above i	individual tear	m meetings, the below regular forwax will be in place to discuss and injugate issues:		
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			ole team with Managers/Senior Managers/OLDs. This meeting can be in person to spend on Department to maintain a sense of belonging.	n d	

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