

Position description

Chief Enterprise Services Officer

Position title	Chief Enterprise Services Officer
Position number	TBC
Classification level	TBC
Position type	Fixed term
Group	Enterprise Services
Reports to	Chief Executive Officer
Usual place of work	1010 La Trobe Street, Docklands
Date	May 2026
Conditions	Full time

Our organisation

VicTrack owns Victoria's rail transport land, assets and infrastructure. As a commercially focused government agency delivering for Victoria, we work to protect and grow the value of the portfolio, to support a thriving transport system and make travel and living better for all Victorians. With much of our asset portfolio dedicated to rail transport – our land, infrastructure, trams, trains and telecommunication networks – our focus is on strategic asset management and supporting the delivery of better transport solutions.

Whether we're planning and managing the use of transport land, upgrading the telecommunication network or partnering on major infrastructure projects, our job is to ensure the state's assets continue to serve Victoria now and well into the future.

Our business is made up of three specialist delivery groups – Innovation, Asset Optimisation and Technology, Property and Telecommunications – supported by Enterprise Services, Finance, Procurement and Assurance and the Office of the Chief Executive.

About the group

This position is based in **the Office of the Chief Enterprise Services Officer**.

The Office of the Chief Enterprise Services Officer provides the enabling backbone for VicTrack's next phase of growth. It brings together People & Culture, Enterprise IT, Legal & Compliance and Asset Governance to deliver fit-for-purpose, commercially aligned and customer-focused enterprise services that support organisational performance, governance and scalable delivery. Overtime it is proposed that the Health and Safety team will also move across from the Office of the Deputy CEO to the office of the Chief Enterprise Services Officer.

About this position

Reporting relationships

The Chief Enterprise Services Officer reports to the Chief Executive Officer, is a member of the Executive Leadership Team, and is a newly created executive role established to strengthen enterprise enablement, transformation and organisational capability.

The role provides leadership and oversight to four core enterprise functions:

- People & Culture
- Enterprise IT
- General Counsel / Legal & Compliance
- Asset Governance
- In due course, Health & Safety

The role has 5 direct reports managing a team of approximately 70–80 employees.

The Chief Enterprise Services Officer works across the organisation as both a strategic enterprise leader and a functional leader, driving the reset, modernisation and uplift of VicTrack's enabling services.

Delegations

The role holds executive financial and people delegations in accordance with VicTrack's approved Delegations of Authority framework.

The role is accountable for the design, oversight and ongoing maturity of the organisation's Delegations of Authority framework through Legal & Compliance.

The role exercises decision-making authority over enterprise service operating models, service architecture, vendor oversight and organisational capability initiatives within approved delegations.

The role also supports enterprise governance, safety and compliance and asset accountability obligations relevant to the portfolio, including the Asset Management Accountability Framework.

Budget

Management of the Office of the Chief Enterprise Services Officer operating budget, including the costs of leading a diverse enterprise services portfolio of approximately 50–60 employees.

- Enterprise IT platforms, managed services and cyber-related operating costs
- People & Culture systems, workforce capability and organisational development initiatives
- Legal, compliance and asset governance operating costs
- Function-specific vendor, advisory and service improvement expenditure within approved budgets.

Influence over enterprise workforce capability, internal service investment priorities, and asset lifecycle governance through leadership of the Asset Governance function.

Oversight of major enterprise service contracts and providers, including core IT managed services and key people and culture systems.

Purpose of the position

The Chief Enterprise Services Officer (CESO) is a newly created executive role responsible for providing enterprise leadership across VicTrack's enabling services and ensuring the organisation has the internal capability, systems and governance required to deliver its strategic objectives.

Leading a consolidated portfolio of People & Culture, Enterprise IT, Legal & Compliance, and Asset Governance, the CESO acts as the key enabler for VicTrack's next phase of growth by building fit-for-purpose, commercially aligned and customer-focused enterprise services.

The role is accountable for driving the reset, modernisation and uplift of key enabling functions, helping shift the organisation from conformance to performance and embedding a future-ready operating model that supports delivery, resilience and continuous improvement.

The CESO provides authoritative advice to the Chief Executive Officer, Board and Executive Leadership Team on enterprise capability, organisational effectiveness, governance, service performance, workforce readiness, safety and transformation priorities.

Through oversight of enterprise services functions, the CESO establishes and strengthens the systems, governance frameworks, service disciplines and organisational capability required to enable safe, effective and scalable delivery across VicTrack.

Key accountabilities/functions

Position accountabilities

1. **Leadership and role modelling:** Actively modelling expected behaviours and values of a high performing organisation and role model consistent leadership by maintaining a regular and meaningful presence in the workplace.
2. **Enterprise collaboration and building trust:** Actively champion and model ways of working that supports organisational outcomes and strengthens cross functional ways of working; foster and maintain high trust relationships between teams, peers and stakeholders that contributes to a culture that supports organisational performance and delivery.
3. **Enterprise services strategy and enablement:** Lead the enterprise services portfolio as an integrated enabling model, ensuring internal functions are aligned to organisational priorities and deliver practical, customer-focused support to the business.
4. **Transformation and Future Ready delivery:** Lead the implementation of strategic enterprise service reforms and organisational capability initiatives, including Future Ready priorities, to modernise systems, structures and ways of working.
5. **People and culture leadership:** Oversee the development of a contemporary People & Culture function that supports workforce planning, organisational capability, leadership uplift, employee relations and a positive, high-performing culture.
6. **Enterprise IT leadership:** Lead the uplift of Enterprise IT, including service performance, platform reliability, cyber operations, vendor oversight and the design of fit-for-purpose technology services that better support the business.
7. **Governance, legal and compliance frameworks:** Oversee Legal & Compliance to ensure robust governance architecture, clear delegations, sound legal support, privacy and compliance obligations, and practical frameworks that enable effective decision-making.
8. **Health, safety and assurance of critical controls:** At a future to be determined stage, to provide executive oversight of health and safety systems and culture, ensuring

effective safety governance, continuous improvement and strong organisational attention to critical obligations.

9. **Asset governance and accountability:** Oversee the Asset Governance function to support and uplift enterprise asset lifecycle strategy, accountability disciplines and compliance with relevant asset management obligations, including the Asset Management Accountability Framework.
10. **Executive and Board advisory:** Provide clear, timely and evidence-based advice to the Chief Executive Officer, Board and Executive Leadership Team on enterprise capability, transformation, governance and organisational readiness.
11. **Commercial and stakeholder impact:** Ensure enterprise services operate as enablers of commercial growth and delivery by balancing governance discipline with pragmatism, service quality and responsiveness to business need.
12. **Change leadership:** Lead complex change with pace and resilience, embedding improved systems, structures and behaviours while supporting leaders and teams through transition.
13. **Other duties as required:** In line with Section 31A of the Public Administration Act 2004 (Vic), other duties may be assigned consistent with employment classification, skills and capabilities.

Key selection criteria

1. **People leadership and cultural capability:** highly developed leadership and people management skills fostering a high performance culture aligned to common vision, including modelling expected behaviours; ability to lead a diverse team in a dynamic environment, encourage innovative ideas, build trust, provide support, coach, mentor and guide teams and emerging leaders; and foster a positive and collaborative organisational culture.
2. **Working collaboratively and building trusted relationships:** demonstrated ability to build a culture of collaboration across organisational teams; looks for and facilitates opportunities to collaborate with internal and external stakeholders; and actively identifies and overcomes barriers to collaboration and engagement in a constructive and empowering manner; builds trust through consistent actions, values and communication.
3. **Performance:** experience driving and delivering high quality outcomes and priorities that meet expectations of senior executives; the Board; other key stakeholders including customers. Consistently translating organisational priorities into clear delivery plans, managing risk and resource constraints, and driving measurable results in complex and dynamic environment.
4. **Enterprise leadership and transformation capability:** Demonstrated executive experience leading the reset, integration or uplift of multiple enabling services functions, with a strong track record of delivering transformation and building organisational capability.
5. **Strategic influence and executive advisory:** Proven ability to provide authoritative, evidence-based advice to senior executives and Boards, influencing decision-making in complex, ambiguous and sensitive environments.
6. **Governance, compliance and systems thinking:** Extensive experience establishing or strengthening governance, compliance and organisational frameworks that support effective decision-making, accountability and performance across multiple functions.

7. **Commercial acumen and business enablement:** Demonstrated ability to balance governance and control with pragmatism, service quality and responsiveness, ensuring enabling functions support broader business objectives and commercial outcomes.
8. **Stakeholder engagement and negotiation:** Highly developed stakeholder management and negotiation skills, including the ability to engage credibly with Boards, senior leaders, service providers, regulators and other key stakeholders.

Customer focus

VicTrack staff practise customer focus by recognising the importance of valuing customers (internal and external) and ensuring that all activities are oriented towards meeting customer needs. We listen to customers about their expectations and focus on delivering solutions that address their needs. Customer focus also includes proactively seeking and acting on feedback to enhance the customer experience.

Safety and environmental responsibilities

Ensure safety and environmental instructions are adhered to and report any inappropriate practices and incidents. Comply with the Occupational Health and Safety Act, as it applies to self, tenants and customers, and environmental legislation in regard to preserving the environment.

Rail safety

All staff who may be required to come into contact with rail activity, including design work and the management of other staff, must:

- be responsible for their actions where those actions can in any way affect or compromise railway safety
- be aware of the railway safety requirements associated with their duties and responsibilities
- take whatever action is possible to prevent unsafe conditions and/or incidents
- report any railway safety problems/hazards to your line manager and the Health & Safety team
- safely access the rail corridor.

Individual attributes

Qualifications and experience

1. Tertiary qualification in Business, Commerce, Organisational Leadership, Law or a related discipline (highly desirable).
2. Demonstrated senior executive experience leading a diverse portfolio of enterprise, shared or enabling services within a complex organisation (essential).
3. Proven track record in leading transformation, modernising fragmented functions or leading turnaround, and delivering sustainable organisational uplift (essential).
4. Experience advising Boards and executive leadership on enterprise capability, governance, organisational performance and major change initiatives (essential).

5. Experience in commercial, asset-intensive, regulated and/or government-related environments will be well regarded.

Other position-specific requirements

1. The role has responsibility for enterprise obligations relevant to the portfolio, including asset governance accountability, delegations framework oversight, and applicable legal, privacy, compliance and safety requirements.
2. The role is expected to build trusted relationships quickly with the Chief Executive Officer, Board and Executive Leadership Team, and to lead effectively through organisational transition.

Interpersonal and other features

Internal relationships

- Board Chair and members (*responsible body*)
- Chief Executive Officer (*accountable officer*)
- Executive Leadership Team
- Deputy CEO and other executive leaders
- Chief Financial Officer
- Group Managers and functional leaders

External relationships

- Enterprise IT vendors, managed service providers and specialist advisors
- Regulators and external bodies relevant to legal, compliance, privacy, safety and asset governance obligations
- Government stakeholders and portfolio agencies as required
- External legal, safety and governance advisors
- VicTrack customers

Ordinary hours of work

Ordinary hours of work are Monday to Friday between 6:00am and 6:00pm, however executives are required to work the appropriate hours required to perform the duties of their role.

Why work for VicTrack?

Our mission

To protect and grow our rail transport assets and drive reinvestment to service Victorians now and into the future.

Our vision

Working at VicTrack provides people with the opportunity to contribute to creating thriving places and connected communities for all Victorians.

As a part of the transport portfolio, we share a common vision as defined in the *Transport Integration Act 2010*: “To meet the aspirations of Victorians for an integrated and sustainable transport system that contributes to an inclusive, prosperous and environmentally responsible state”.

In realising this vision, we are working towards a transport system that promotes:

1. social and economic inclusion
2. economic prosperity
3. environmental sustainability
4. integration of transport and land use
5. efficiency, coordination and reliability
6. safety, health and wellbeing.

How to apply

VicTrack is partnering with **SHK Asia Pacific** on this search and appointment.

To apply, please submit your application online via the SHK website at <https://www.shk.com.au/jobs>. Locate the relevant job advertisement and follow the prompts to access further information and submit your application.

You do not need to separately address the Key Selection Criteria. Your CV (résumé) should clearly demonstrate achievements and experience relevant to the position description.

You are asked to submit your CV (maximum five pages) and a concise cover letter (one page) outlining your suitability and interest in the role.

- Candidates may be contacted by email or phone, including voicemail
- There is a concurrent search
- Direct and third-party applications will be forwarded to SHK.

Please note that the selection process may take some time and may involve multiple interviews or meetings. You may be invited to further discussions with the Consultant, and the client will be consulted throughout the process and make decisions at each stage.

If you are shortlisted and invited to meet with the Panel, you will be provided with details of the Panel format.

Referees will be requested at the appropriate stage of the process. Probity checks and proof of qualifications, as required for VicTrack and Victorian Public Sector appointments, may be requested before any appointment is confirmed. All probity requirements must be met.

Applicants are encouraged to keep a copy of the position description, as it may not be accessible once the job has closed.

If you are unable to apply online, please email your application to **applymel@shk.com.au**, quoting **#3600195** and the role title in the subject line. If you do not receive a reply within seven working days, please follow up to confirm receipt, as email security filters may delay or block delivery.

For more information after reviewing the position description and submitting your application, please contact **Matthew Belleghem**, Managing Partner, at matthew.belleghem@shk.com.au or +61 402 740 665, or **Penny Wilson**, Senior Partner, at penny.wilson@shk.com.au or +61 434 589 284. **SMS enquiries are welcome.**

Please refer to the advertisement for the application **closing date**.

Full details of SHK's privacy policy may be found online at <https://www.shk.com.au/privacy-policy>