

Chief Corporate Officer

National Heavy Vehicle Regulator

Success Profile | October 2021



Thank you for your interest in the **National Heavy Vehicle Regulator's Chief Corporate Officer**, selection process.

OnTalent is thrilled to be leading the process of this appointment on behalf of the **National Heavy Vehicle Regulator (NHVR)**. This briefing pack provides you with information regarding the organisation, the role, the process, timeframes and requirements.

Application process:

Once you have reviewed this material, and if you haven't already, please visit www.ontalent.com.au/nhvr for instructions on how to apply.

I look forward to working with you through this process and invite you to contact Danielle Guinea or myself on 07 3305 5000.

Sincerely

A handwritten signature in black ink that reads 'Natasha Olsson-Seeto'.

Natasha Olsson-Seeto
Chief Executive
OnTalent

4 – 29 October 2021	<ul style="list-style-type: none">• Position released to the market• Enquiries responded to and information packs distributed• Applications close COB Friday 29 October 2021
1 – 12 November	<ul style="list-style-type: none">• Commencement of longlisting• OnTalent interviews with selected longlisted candidates
15 – 26 November	<ul style="list-style-type: none">• Panel Interviews• Reference checks• Psychometric testing• Probity checks
29 November +	<ul style="list-style-type: none">• Second round meeting / interview for preferred candidates• Offer negotiations and confirmation of appointment of successful candidate

The NHVR is Australia's regulator for all [heavy vehicles](#).

We officially opened for business in January 2013, as a statutory authority pursuant to the [Heavy Vehicle National Law](#).

Our vision is to have: **A safe, efficient and productive heavy vehicle industry serving the needs of Australia.**

We aim to achieve this by:

- 🕒 providing leadership and driving sustainable improvement to safety, productivity and efficiency outcomes across the heavy vehicle transport sector and the Australian economy
- 🕒 minimising the compliance burden, while ensuring the objects of the HVNL are achieved and duty holders meet their obligations
- 🕒 reducing duplication of, and inconsistencies in, heavy vehicle regulation across state and territory borders.

We are headquartered in Brisbane and currently employ 353 people across Adelaide, Brisbane, Canberra, Launceston and Melbourne. We have a direct regulatory relationship with more than:

- 🕒 40,000 road freight businesses
- 🕒 900,000 vehicles
- 🕒 500 road managers
- 🕒 1,000 authorised officers.

Some state road transport authorities and other government agencies deliver various frontline services on our behalf. These arrangements are formalised through service agreements and appropriate delegations.



Statement of business ethics

The NHVR is committed to a high standard of corporate governance and business practices. To achieve this, the NHVR will be transparent and maintain integrity in our dealings with suppliers, commercial partners and those who provide any goods and services.

This statement sets out the expected standards for doing business with the NHVR. It provides guidance to our commercial partners and suppliers on the ethical standards we uphold, and the conduct and standards we expect from anyone who we do business with.

The NHVR's values

The NHVR's primary role in the Australian community is to ensure a safe, productive and efficient heavy vehicle industry. That is a position of trust and responsibility.

[The NHVR Values are published on our website](#) and on PAGE 6. They reflect and support the culture and vision of the NHVR staff in serving the public interest. They also significantly inform the ethical principles that guide the NHVR, including in our dealings with business partners.



Our purpose.



Delivering on these objectives drives our corporate planning and **key organisational action areas**. They set the NHVR priorities and activities each year.



We value values.



The building blocks of NHVR are based on **4 Core Values**.

These values are our commitment to ourselves, our customers, our partners and the Australian public.

By holding these values as the most important part of our organisation, we can confidently deliver a service based on our organisational purpose.



Guiding ethical principles between the NHVR and commercial partners

The NHVR adheres to the following principles in our dealings with our commercial partners. Similarly, we expect our commercial partners to adopt and adhere to these ethical principles in all dealings with us.

Respect for persons

- ⌚ We don't indulge in patronage or favouritism
- ⌚ We engage with all persons fairly and equitably and in a timely manner.

Integrity and impartiality

- ⌚ We comply with all legal requirements
- ⌚ We strive for best practice in all things, with actions and decisions based on objective criteria
- ⌚ We will not disclose personal or confidential information contrary to law or improperly
- ⌚ We will not abuse power or resources available to us, we will avoid conflicts of interest and duties, and we will not engage in conduct that may undermine public confidence in us
- ⌚ We will report reasonable suspicions of fraud or corrupt conduct to law enforcement and anti-corruption agencies.

Accountability, transparency, and fairness

- ⌚ We operate in an open and honest manner
- ⌚ We are committed to exercising diligent care and attention
- ⌚ We seek to continuously improve performance
- ⌚ Economy and efficiency
- ⌚ We use, manage, and maintain our resources effectively, efficiently, and economically.

Engagement with NHVR staff

Our employees are bound by our Code of Conduct. It sets out the standards of conduct expected of our people and governs our behaviour, decisions and actions.

The five principles of our code are:

- 🕒 we demonstrate a high standard of workplace behaviour and personal conduct
- 🕒 we are committed to the highest ethical standards and act with honesty, integrity, partiality and transparency
- 🕒 we work together as a team, efficiently and effectively and in the best interests of the NHVR
- 🕒 we comply with laws, the enterprise agreements, employment contracts and our policies and procedures
- 🕒 we respect privacy, protect confidentiality and do not misuse information.

In dealing with our commercial parties, we require our staff to:

- 🕒 comply with our policies and procedures
- 🕒 show fairness in their treatment of individuals and organisations that supply us with goods and services and avoid situations where private interests conflict with their duty to the NHVR
- 🕒 deal honestly with suppliers
- 🕒 encourage fair and open competition
- 🕒 seek value for money
- 🕒 be accountable and respond to reasonable requests in a timely manner
- 🕒 pay accounts on time
- 🕒 aim to minimise costs to suppliers from participating in the procurement process.

Core services

The National Heavy Vehicle Regulator (NHVR) delivers a comprehensive range of services under a consistent regulatory framework. These include:

- 🕒 [access permit applications](#) for heavy vehicles
- 🕒 [national driver work diary](#) and [risk classification system](#) for advanced fatigue management
- 🕒 [national fees](#) for NHVR services
- 🕒 [national notices](#)
- 🕒 [national penalties](#)
- 🕒 [National Heavy Vehicle Accreditation Scheme](#) management and accreditations
- 🕒 [Performance-Based Standards Scheme](#) vehicle design and access approvals
- 🕒 [vehicle standards](#) modifications and exemption permits.



Services catalogue

- 🕒 [NHVR Services Catalogue \(PDF, 642KB\)](#)

This document describes the NHVR's core regulatory service delivery functions. It includes all regulatory services, whether delivered directly by the NHVR or by jurisdictions or other third party service providers on the NHVR's behalf.

What is a Heavy Vehicle?

A heavy vehicle is defined in the [Heavy Vehicle National Law \(HVNL\)](#) as a vehicle that has a gross vehicle mass (GVM) or aggregate trailer mass (ATM) of more than 4.5 tonnes. The GVM of a vehicle is the maximum it can weigh when fully loaded, as specified by the manufacturer.

For example, heavy vehicles include:

- 🕒 semi-trailers
- 🕒 B-double freight trucks
- 🕒 road trains
- 🕒 passenger buses
- 🕒 vehicle carriers
- 🕒 livestock and other agricultural vehicles
- 🕒 mobile cranes and other special purpose vehicles.



The National Heavy Vehicle Regulator's (NHVR) corporate governance framework provides the context that the organisation operates within to achieve its objectives, ensuring transparent, ethical and accountable evidence-based decision making and effectively managing risk and key stakeholder relationships.

The NHVR's corporate governance system is firmly aligned with the Heavy Vehicle National Law (HVNL) and fully reflects all legislation and policies directly affecting the NHVR. The system incorporates our governing and management arrangements, policy setting, internal and external communication, quality assurance and appointment and management of delegates and authorised persons.

Enabling legislation

The HVNL is a law of Queensland, which has been adopted as a law of the participating HVNL jurisdictions (being NSW, Victoria, South Australia, Tasmania, and the ACT).

Responsible Ministers

The NHVR reports directly to responsible Ministers. The HVNL defines responsible Ministers as a group of ministers for each participating jurisdiction (as nominated by that jurisdiction) and the Commonwealth responsible Minister.

The NHVR Board, established under section 662 of the HVNL, comprises five members appointed by the Queensland Minister on the unanimous recommendation of the responsible Ministers.

The Board is responsible for the affairs of the NHVR. This includes:

- ⌚ deciding the NHVR’s policies (subject to any directions of the responsible Ministers)
- ⌚ ensuring the NHVR exercises its functions in a proper, effective and efficient way.

The Hon Duncan Gay, Chairperson

Appointed: October 2018

Duncan was previously New South Wales Minister for Roads, Maritime and Freight, and Leader of the Government in the New South Wales Legislative Council.

As Minister, he championed significant positive change to the safety and productivity of the heavy vehicle sector, enabling New South Wales transport operators and local businesses to catch up with the rest of the country and, in many cases, lead reform of road freight improvements for the benefit of the industry, broader community and, in turn, the national economy.

He understood the importance of working closely with freight supply chain partners to deliver tangible outcomes, particularly for regional and rural New South Wales, and was responsible for vastly increasing access to local freight networks and giving a strong focus to adopting a respectful culture in roadside heavy vehicle safety and compliance interactions.

Duncan is a Director of Essential Energy, ARC Asia-Pacific RPAS Consortium, the Bush Children’s Education Foundation of NSW and the Sir Earle Page Memorial Trust, and an Executive Advisor of the MU Group.





Julie Russell, Deputy Chairperson

Appointed: October 2019

Julie is a Director and third-generation family member of Queensland-based Russell Transport. She has worked both within her family business and in large multinational corporations across roles in risk and compliance, human resources, industrial relations, technology and strategic planning.

She has served on numerous committees and boards to provide a medium-sized family-business perspective to road reform and policy proposals, training and workforce planning frameworks, and industry awareness programs.

She is a Board Member and immediate past president of the Queensland Trucking Association, and a Board Member and Chair of the Skills and Workforce Committee of the Australian Trucking Association.

Julie was named Queensland Trucking Association Woman of the Year in 2014 and National Trucking Industry Woman of the Year in 2015.

Ken Lay AO APM

Appointed: October 2018

Ken is a professional non-executive Director. His substantial career was with Victoria Police, concluding as the Chief Commissioner (2011–2015). He has since conducted several reviews for both state and federal governments concerning significant social policy, community safety, governance and leadership issues.

His Board portfolio in 2020–2021 includes chairing roles with Ambulance Victoria and Forensicare (Victorian Institute of Forensic Mental Health).

From January to April 2020, Ken was Chair of Bushfire Recovery Australia, a new permanent Victorian Government Agency created to work directly with communities to listen, help and deliver what they needed after the 2019–2020 Victorian bushfires.

He is an Officer of the Order of Australia and an Australian Police Medal recipient.

Ken is the Chair of the NHVR Finance, Risk and Audit Committee.





Catherine Scott

Appointed: October 2019

Catherine is a highly experienced Chairperson and Non-Executive Director who has held directorships across a portfolio of organisations in transport, water, education and natural resources. In her prior professional career, she held senior positions in the investment banking and finance industries.

She is a Commissioner at the Australian Transport Safety Bureau and member of the Finance Committee of Edmund Rice Ministries Oceania. She is also a past director and Audit and Risk Committee member of several organisations, including the Office of the National Rail Safety Regulator, V/line Passenger Pty Ltd, Chair of Goulburn Valley Water and a Non-Executive Director of VicWater.



Robin Stewart-Crompton

Appointed: October 2012

Robin is the Director of RSC Advising Pty Ltd and is a consultant in the fields of public administration, occupational health and safety, workers' compensation and industrial relations. Previously, he was a senior Commonwealth public servant and a legal practitioner.



Led by our Chief Executive Officer, Sal Petrocchio, the Executive Leadership Team is responsible for the day-to-day management of our organisation, leading the delivery of our strategic objectives and driving an inclusive, supportive culture.



Sal Petrocchio - Chief Executive Officer (CEO)

Since joining the NHVR as Chief Executive Officer in May 2014, Sal has created a customer-centric, risk-based, data-driven modern regulator.

By driving a significant program of reform across Australia's heavy vehicle industry, he has enabled a more streamlined approach to service delivery, education, compliance and enforcement, and a greater degree of consistency in how heavy vehicles are regulated.

He has led the NHVR far on its journey to becoming a single national heavy vehicle regulator, successfully transitioning regulatory services from four states and territories.

From a Portal where the heavy vehicle industry can conduct all service transactions, to the automation of identification of the operators and vehicles who pose the greatest safety risk, Sal has championed data-sharing, new technologies and innovative practices to deliver enhanced productivity and safety outcomes for governments and industry.

Over six years of the HVSI grant program, he has overseen the provision of \$22.8 million for 89 projects that deliver tangible safety benefits to the industry and the community.

Sal brought to the NHVR extensive knowledge of heavy vehicle policy, strategy and regulation, having held senior leadership roles in transport and logistics, land use, transport and strategic planning across state and local government. This has proved invaluable in understanding the needs of, and building effective relationships with, the NHVR's diverse range of stakeholders.



Paul Salvati - Chief Operations Officer

Paul joined the NHVR in March 2019 to take up the position of Chief Operations Officer, with responsibility for the operational elements of our business, including on-road operations, access permits, stakeholder engagement and customer experience.

With over a decade as a senior executive across a range of organisations, Paul's experience is primarily in the field of service delivery, encompassing frontline customer service, regulatory and compliance functions, community policy, infrastructure and services.

He has worked across all three tiers of government and in the private sector, and has consulted domestically and overseas on service delivery transformation. Business units under his leadership have won state, national and international awards for diversity, innovation and customer service excellence.

Prior to joining the NHVR, Paul was the Divisional Manager Lifestyle and Community Services at Brisbane City Council, where he led a multi-disciplinary workforce of over 1,400 staff with a \$380 million annual operating budget, and responsibility for the city's customer and regulatory services, community services and infrastructure — a \$1.5 billion asset portfolio incorporating more than 600 leased/operational sites.





Raymond Hassall - Executive Director, Statutory Compliance

Ray leads the Statutory Compliance Division of the NHVR.

He has more than 20 years' experience in public administration, and has led the design and implementation of regulatory reform at the state and national levels for all land transport modes. This experience includes legal and regulatory policy design, administrative review, strategic analysis, high-level stakeholder liaison, parliamentary committee appearances and managing parliamentary and cabinet processes.

Ray has a deep background in regulatory compliance and is an industry expert for a legal publisher, as well as a peer reviewer for many national and international transport publications



Kelli Walker - Program Executive

Kelli joined the NHVR in February 2016 to oversee the transition of heavy vehicle regulatory services from the South Australian Government to the NHVR.

Kelli brings over 25 years of experience in senior management roles in State and Federal Government to the NHVR. Kelli has a strong background in transport policy and legislation development and the planning and delivery of regulatory compliance programs for heavy vehicles and maritime.

Kelli leads the National Services Transition (NST) Division of the NHVR, working with jurisdictions and NHVR business areas to plan for the transfer of responsibility for front line delivery of regulatory compliance and enforcement related activities currently being delivered by the states and territories on behalf of the NHVR.

The Program works closely with jurisdictional transport agencies, and other government agencies, including police, to agree an appropriate pathway and timeline for transitioning services and then delivering the transition.

Kelli and the NST team have successfully delivered the transition of heavy vehicle regulatory services in South Australia, Tasmania, the Australian Capital Territory, and Victoria. Work is currently progressing on the transition of services in New South Wales and planning has begun for commencing the final planned transition in Queensland.



Don Hogben - Chief Regulatory Policy and Standards Officer

Don joined the NHVR in October 2019 in the role of Chief Regulatory Policy and Standards Officer.

The responsibilities of this role include developing regulatory standards (and associated assurance functions), policy development and research, freight transport productivity initiatives, and the chief engineer function.

Don has extensive experience in transport and infrastructure, including road and bridge construction, transport planning and investment, freight strategy, road safety, inter-governmental relations, transport regulation and regulatory reform, especially in freight and heavy vehicles.

He has held a number of senior roles in the South Australian and Victorian public sectors and has been involved in many national transport reform projects and programs, including the establishment of the HVNL and the NHVR. He has had a long involvement with Austroads and Transport Certification Australia and is a former Chair of the World Road Association Freight Technical Committee.

NHVR Executive Team Structure



Sal Petrocchio
CEO

Executive
Director
Corporate Affairs

Executive
Director National
Service Transition

Chief Operations
Officer

Executive
Director Statutory
Compliance

Chief Regulatory
Policy and
Standards Officer

Chief Technology
and Data Officer

Chief Corporate
Officer

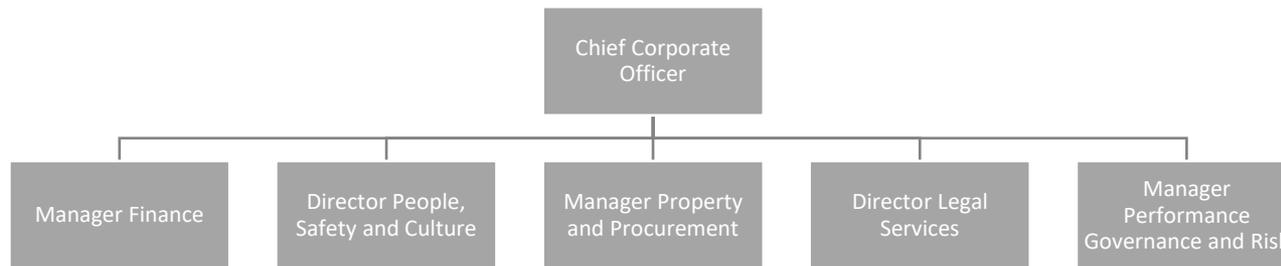
Director Office of
the CEO



Position Overview



Title	Chief Corporate Officer
Location	Newstead, Brisbane, Queensland
Reports to	Chief Executive Officer
Reporting functions	<ul style="list-style-type: none">• Governance and Risk and NHVR Board Secretariat services• Procurement & Property including Heavy Vehicle Safety Initiatives• Finance• People, Safety & Culture• Legal Services.
Role term	Contract – up to three years
Remuneration	Salary commensurate with skills and experience
Purpose	Providing guidance, functions and enabling support to the wider organisation, the Chief Corporate Officer facilitates the delivery and achievement of strategic objectives through an innovative service delivery framework. As an integral member of the executive leadership team, the Chief Corporate Officer leads and promotes a customer service focus, establishing the unit as a source of specialised knowledge, best practice and governance to meet the current and future needs of the NHVR.
Primary objective	Maximise NHVR’s ability to achieve its strategic and operational goals with a focus on enabling professional, achievement-focused teams across NHVR.



- ⌚ Ensure strategic and prudent financial management
- ⌚ Lead, direct, control and administer NHVR financial activities including budget, forecasting and monitoring, reporting and evaluating performance
- ⌚ Lead enterprise wide business improvement and innovation activities and projects including through business transformation
- ⌚ Lead significant programs of project work and deliver and monitor benefits
- ⌚ Improve the efficiency of the NHVR and improved customer service through the automation of business processes and provision of expert change manage to support this throughout the business
- ⌚ Lead the provision of expert regulatory, commercial and business legal services for the NHVR
- ⌚ Deliver fit-for-purpose procurement value for money services
- ⌚ Deliver fit for purpose contract management services
- ⌚ Deliver the property function, maximising and delivering benefits that support current and future requirements
- ⌚ Ensure effective fleet management from sourcing, utilisation and relationship management

- ⌚ Lead the administration of the Commonwealth's Heavy Vehicle Safety Initiatives grant program including milestone monitoring and grant payments of existing grants, the process for selecting and awarding grants during each annual funding round and regular reporting to the Commonwealth
- ⌚ Lead the provision of Board and Committee Secretariat functions
- ⌚ Ensure the maturation of the NHVR's governance and project management functions
- ⌚ Oversee and mature the provision of human resource functions including performance management, organisational design, recruitment and selection, remuneration, employee and industrial relations including negotiation of enterprise agreements and training and development
- ⌚ Lead and mature workplace health and safety across the business
- ⌚ Assess new initiatives for alignment with strategy and financial investment/return and provide practical and innovative input
- ⌚ Design, lead and deliver best practice policy, processes, controls and systems that meet the current and future needs of the NHVR
- ⌚ Lead, provide direction and pursue innovation in relation to outsourced service agreements.

- ⌚ Extensive people management skills with the proven ability to lead, motivate, support, teams and individuals to maximise engagement and outcomes
- ⌚ A proven track record in executive level leadership roles with extensive experience across the range of corporate functions
- ⌚ Demonstrated experience in cultivating a positive work environment and a high performing, collaborative culture
- ⌚ High-level conceptual, analytical and problem-solving skills
- ⌚ A proven record in developing and building collaborative relationships with extensive management experience and skills
- ⌚ Demonstrated experience in the development, and implementation of innovative strategies that drives performance and achieves strategic and operational requirements
- ⌚ Tertiary qualification in accounting, commerce, business administration or finance
- ⌚ Extensive leadership, people management, communication and negotiation skills at a senior executive level
- ⌚ Uncompromised focus on design and delivery of excellent customer experiences/services across complex organisation environments
- ⌚ Strong commercial acumen and senior level financial management skills
- ⌚ Extensive experience in leading enterprise wide business improvements and innovative projects and programs of work.

[Annual Report 2019-20](#) - Our annual report describes the corporate performance of the NHVR during the 2019-20 financial year. The report outlines our operational performance against the National Performance Measures standards and indicators set out in the *NHVR Corporate Plan 2019–2022*.

Previous Annual Reports

-  [Annual Report 2018-19 \(PDF, 11.5MB\)](#)
-  [Annual Report 2017-18 \(PDF, 6.6MB\)](#)
-  [Annual Report 2016-17 \(PDF, 7.6MB\)](#)

[Corporate Plan 2021-2024](#) – Our corporate plan provides both an internal roadmap for our organisation and a guide for industry on how regulation will evolve.

Previous Corporate Plans

-  [Corporate Plan 2020-2023 \(PDF, 761KB\)](#)
-  [Corporate Plan 2019-2022 \(PDF, 2.4MB\)](#)
-  [Corporate Plan 2018-2021 \(PDF, 5.1MB\)](#)

Other resources

National Heavy Vehicle Regulator [YouTube](#) channel





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