

Executive Director Corporate Affairs

National Heavy Vehicle Regulator

Success Profile | October 2021



EXECUTIVE SEARCH | RECRUITMENT | CAREER MANAGEMENT

Thank you for your interest in the **National Heavy Vehicle Regulator's Executive Director Corporate Affairs**, 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

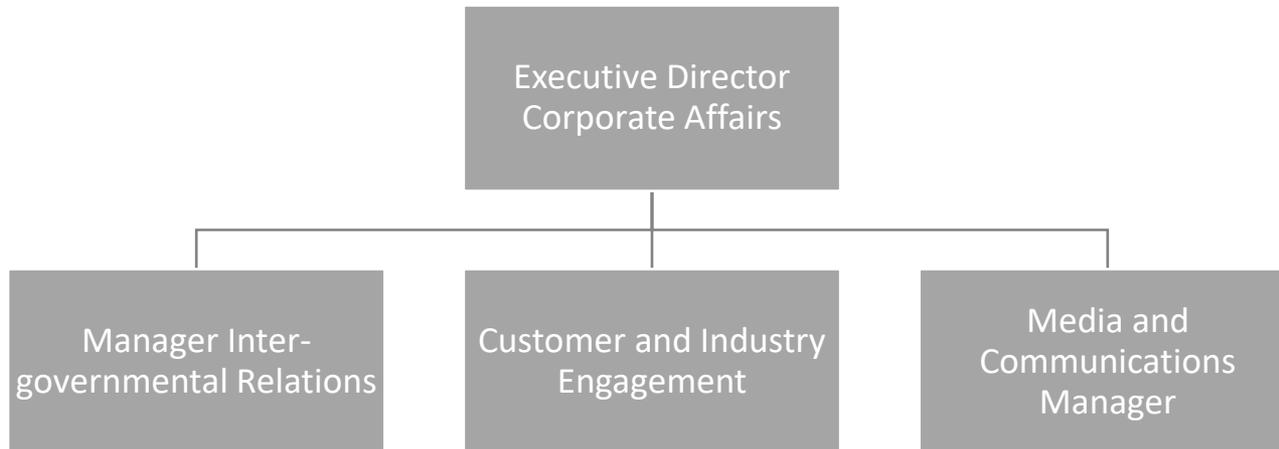
Director Office of
the CEO



Position Overview



Title	Executive Director Corporate Affairs
Location	Newstead, Brisbane, Queensland
Reports to	Chief Executive Officer
Direct Reports	Three
Role term	Contract – up to three years
Remuneration	Salary commensurate with skills and experience
Purpose	<p>Through leadership and influence, the NHVR administers a national system that delivers consistent and streamlined regulatory services and administration to the Australian heavy vehicle road transport sector, reducing regulatory burden whilst enabling greater safety and productivity.</p> <p>The Corporate Affairs Division protects and enhances the NHVR’s brand and reputation through the strategic engagement of stakeholders and customers in support of the NHVR’s vision and purpose.</p>
Primary objective	Lead the Corporate Affairs Division in the delivery of best practice strategic advisory, engagement and communications services to support the NHVR’s vision and strategic direction. Lead and direct the Customer and Industry Engagement, Media and External Communications and Brand functions.



- 🕒 Lead an agile and influential Corporate Affairs Division, embedding the NHVR's values and driving a high performance culture
- 🕒 Provide pre-emptive and highly responsive advice to the Board, CEO and executive leadership team on strategic matters which impact the NHVR and issues which may harm the reputation or brand of the NHVR
- 🕒 Provide prompt advice and direction on customer and industry engagement, media and external communications issues to ensure strong stakeholder engagement/management
- 🕒 Develop and lead the NHVR's Corporate Affairs strategy and approach for the NHVR
- 🕒 Lead and manage the NHVR's Inter-Governmental Relations function to facilitate effective relationships with state and federal government and ministerial stakeholders, and positively influence outcomes with respect to the NHVR's strategic objectives and regulatory responsibilities
- 🕒 Lead and manage the NHVR's Customer and Industry Engagement function alongside the External Communications function including building effective relationships with media and industry stakeholders to enhance public and industry awareness and advocacy of organisational initiatives
- 🕒 Lead and manage the NHVR's Marketing function including Digital function to improve the accessibility and delivery of information for customers and drive engagement with NHVR activities and regulatory responsibilities
- 🕒 Lead the corporate partnerships function to develop and manage strategic partnerships with key organisations to better impact safety, outcomes for all road users

- 🕒 Develop and maintain effective internal communication and engagement platforms and processes to help ensure NHVR staff are informed and engaged with organisational strategic objectives and activities
- 🕒 Develop and maintain effective relationships with media and industry stakeholders to enhance and influence understanding of the role of the NHVR
- 🕒 Enable simple, controlled access to data, information and knowledge within the NHVR and for external customers and stakeholders
- 🕒 Lead, design, and deliver best practice processes, controls and systems that meet the current and future needs of the NHVR's engagement and communication activities
- 🕒 Adhere to all NHVR policies and procedures to ensure compliance with NHVR internal processes
- 🕒 Comply with WH&S policies and procedures and contribute and promote a safe and healthy work environment.

- ⌚ Extensive experience in a Corporate Affairs, Customer Engagement, Public Relations or similar role
- ⌚ Extensive experience in leading a highly responsive and results focused Media, Marketing and Communications Stakeholder function that is able to pre-empt and respond to media, government and industry needs
- ⌚ Extensive experience in building relationships, partnerships, trust and networks across industry and government sectors
- ⌚ Extensive people management skills with the proven ability to lead, motivate and employees to maximise engagement and achieve effective outcomes
- ⌚ Extensive change management skills with demonstrated experience in cultivating a positive work environment and a high performance, collaborative culture
- ⌚ High-level conceptual, analytical and problem-solving skills and demonstrated experience in the development, and implementation of innovative strategies that drive performance, build organisational capability and achieve strategic and operational objectives
- ⌚ Extensive experience in managing complex relationships and inter-governmental relationships.
- ⌚ Tertiary qualifications, public relations, customer engagement, communications or in a relevant discipline
- ⌚ Extensive leadership, people management, communication and negotiation skills at a senior executive level
- ⌚ Extensive demonstrated experience in leading a highly responsive Corporate Affairs unit
- ⌚ Strong commercial acumen and senior level industry and stakeholder management skills
- ⌚ A capacity for initiative, innovation and self-motivation together with the ability to work flexibly, think strategically, set priorities and manage variable workloads.

[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.



Natasha Olsson-Seeto

Chief Executive

07 3305 5819

0403 262 333



Danielle Guinea

Executive Business Partner

07 3305 5832

