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| **Cluster** | Planning, Industry & Environment |
| **Agency** | Department of Planning, Industry & Environment |
| **Division/Branch/Unit** | Digital Information Office |
| **Location** | Various |
| **Classification/Grade/Band** | Senior Executive Band 1 |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | November 2021 |
| **Agency Website** | www.dpie.nsw.gov.au |

**Agency overview**

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state.

We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

The Digital Information Office (DIO) sits within the Office of the Secretary and aims to create smarter, simpler technology services that enable the Department to deliver outcomes with technology.

Primary purpose of the role

The Director, DIO Transformation is responsible for managing delivery of a portfolio of initiatives that have been developed to deliver a step-change in customer service levels provided to the Department by the DIO. The role leads a team to ensure the successful delivery of a suite of coordinated actions in the DIO 2022 Action Plan. The role is responsible for ensuring that actions in the Action Plan are effectively planned, coordinated and delivered within agreed timelines, providing overall project and stakeholder management and ensuring the benefits are achieved.

# Key accountabilities

* Develop, implement and manage a program delivery schedule and budget to ensure that actions are delivered effectively, on-time and within budget.
* Provide high quality, accurate, and timely advice on all aspects of program development and implementation across a portfolio of complex activities and interdependent deliverables.
* Proactively monitor, report and provide analysis to support the delivery of the work program.
* Implement effective governance to ensure that action and program processes and decisions are informed, robust and accountable.
* Provide support and guidance to staff and outsourced resources to monitor and advise on delivery of all key milestones and outcomes.
* Report on key risks and issues and implement effective mitigation strategies.
* Manage stakeholder relationships through effective communications, negotiation and issues management to ensure stakeholders are engaged and deliverables are met.

Key challenges

* Managing project interdependencies and balance competing demands to ensure objectives, deadlines and stakeholder expectations are met and collaborate with various DIO teams to achieve transformation outcomes. .
* Maintaining effective relationships with all stakeholders while ensuring the effective delivery of the program.
* Exercising fine judgement and manage time commitments and competing priorities to provide a high level of service in a time-pressured environment.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Secretary | * Provide status updates on work program.
* Escalate and advise of major, new or emerging issues.
 |
| Chief Digital and Information Officer | * Receive instructions, deliver work program.
* Provide status updates on work program.
* Escalate and advise of major, new or emerging issues.
 |
| DIO Leadership Team | * Engage, consult and negotiate.
* Provide status updates on work program.
* Escalate and advise of major, new or emerging issues.
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| DIO Transformation Team  | * Guide, support, coach and mentor team members
* Encourage team to work collaboratively
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| Key internal stakeholders | * Build effective partnerships and communication networks.
* Engage, consult and negotiate.
 |
| **External** |  |
| Other State Government Agencies | * Establish and maintain effective relationships and communication networks.
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# Role dimensions

## Decision making

The role is expected to:

* Operate with high level of autonomy, makes decisions relating to work priorities and workload management, for themselves and any staff supervised.
* Be accountable for the quality, integrity and accuracy of content of advice provided.
* Approve the work of the team to deliver the work program and supervises decision making.
* Seek advice from the Chief Digital and Information Officer in relation to matters that may have impact to the delivery of the work program.

## Reporting line

The role reports to the Chief Digital and Information Officer.

## Direct reports

Approximately 4 direct reports.

## Budget/Expenditure

Manages approximately $1m program and project budgets

# Key knowledge and experience

* Extensive experience in managing, planning and coordinating projects.

# Essential requirements

* Appropriate tertiary qualifications in a discipline relative to the project or recognised equivalent experience.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

# Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
|  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomesEngage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential adviceEnsure that responsiveness to customer needs is central to the organisation’s strategic planning processesSet overall performance standards for service delivery across the organisation and monitor compliance | Highly Advanced |
| **Work Collaboratively**Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
|  | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational outcomesDrive a culture of achievement and acknowledge input from othersDetermine how outcomes will be measured and guide others on evaluation methodsInvestigate and create opportunities to enhance the achievement of organisational objectivesMake sure others understand that on-time and on-budget results are required and how overall success is definedControl business unit output to ensure government outcomes are achieved within budgetsProgress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Design and develop systems to establish and measure accountabilitiesEnsure accountabilities are exercised in line with government and business goalsExercise due diligence to ensure work health and safety risks are addressedOversee quality assurance practicesModel the highest standards of financial probity, demonstrating respect for public monies and other resourcesMonitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworksIncorporate sound risk management principles and strategies into business planning | Advanced |
|  | **Technology**Understand and use available technologies to maximise efficiencies and effectiveness | Support research and expert advice on the application of emerging technologies to achieve organisational outcomesEnsure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisationEstablish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policiesCritically assess business cases supporting the introduction of technology to improve the organisation’s efficiency and effectivenessEnsure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements | Advanced |
| **Project Management**Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependenciesAccess key subject-matter experts’ knowledge to inform project plans and directionsDesign and implement effective stakeholder engagement and communications strategies for all project stagesMonitor project completion and implement effective and rigorous project evaluation methodologies to inform future planningDevelop effective strategies to remedy variances from project plans and minimise impactManage transitions between project stages and ensure that changes are consistent with organisational goalsParticipate in governance processes such as project steering groups | Highly Advanced |
|  | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | Refine roles and responsibilities over time to achieve better business outcomesRecognise talent, develop team capability and undertake succession planningCoach and mentor staff and encourage professional development and continuous learningPrioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisationImplement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | Advanced |
| **Inspire Direction and Purpose**Communicate goals, priorities and vision, and recognise achievements | Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholdersTranslate broad organisational strategy and goals into tangible team goals and explain the links for the teamEnsure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholdersWork to remove barriers to achieving goals | Adept |

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as ‘not essential’ for this role are not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |

| Occupation / profession specific capabilities |
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| **Capability Set** | **Category and Sub-category** | **Level and Code** |
|  | **Business Change, Relationship Management, Stakeholder** **Relationship Management** | **Level 6 – RLMT** |
| **Strategy and Architecture, Business Strategy and Planning,****Enterprise and Business Architecture Development**  | **Level 5 – STPL** |
| **Service Management – Service Strategy****IT Management`** | **Level 6 – ITMG** |
| **Strategy and Architecture – Information Strategy** **Information Systems Coordination** | **Level 6 - ISCO** |

| Occupation specific capability set (Skills Framework for the Information Age – SFIA) |
| --- |
| **Category and** **Sub-category** | **Level and** **Code** | **Level Descriptions** |
| **Business Change, Relationship Management, Stakeholder** Relationship Management | **Level 6**RLMT | **RELATIONSHIP MANAGEMENT (RLMT)** - Supports business change, acting as a single point of contact for senior stakeholders, facilitating relationships between them. Ensures that stakeholders understand available IT services, and promotes financial and commercial awareness in order to deliver value-for-money. Conducts analysis of demand for services and influences stakeholders to ensure that the necessary investments are made to deliver required services. Negotiates at senior level on technical and commercial issues, to ensure that customers, suppliers and other stakeholders understand and agree what will meet their needs, and that appropriate service level agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Initiates improvement in services, products and systems. |
| **Strategy and Architecture, Business Strategy and Planning,**Enterprise and Business Architecture Development  | **Level 5**STPL | **ENTERPRISE & BUSINESS ARCHITECTURE (STPL) -** Contributes to the creation and review of a systems capability strategy which meets the strategic requirements of the business. Develops models and plans to drive forward the strategy, taking advantage of opportunities to improve business performance. Takes responsibility for investigative work to determine requirements and specify effective business processes, through improvements in information systems, data management, practices, procedures, organisation and equipment. |
| **Service Management – Service Strategy**IT Management` | **Level 6** ITMG | **IT MANAGEMENT (ITMG)** - Identifies and manages resources needed for the planning, development and delivery of specified information and communications systems services (including data, voice, text, audio and images). Influences senior level customers and project teams through change management initiatives, ensuring that the infrastructure is managed to provide agreed levels of service and data integrity. Takes full responsibility for budgeting, estimating, planning and objective setting. Plans and manages implementation of processes and procedures, tools and techniques for monitoring and managing the performance of automated systems and services, in respect of their contribution to business performance and benefits to the business, where the measure of success depends on achieving clearly stated business/financial goals and performance targets. Monitors performance and takes corrective action where necessary. |
| **Strategy and Architecture – Information Strategy** Information Systems Coordination | **Level 6** ISCO | **INFORMATION SYSTEMS COORDINATION (ISCO)** - Maintains an awareness of the global needs of the organisation, and promotes the benefits that a common approach to IT deployment will bring to the business as a whole, among information systems and business management. Coordinates the promotion, development, acquisition and implementation of information systems and services in close liaison with those responsible for management and strategy. |