# Role Description

# Team Lead Library and Information Services

|  |  |
| --- | --- |
| **Cluster** | Planning, Housing and Infrastructure |
| **Department/Agency** | Department of Planning, Housing and Infrastructure |
| **Division/Branch/Unit** | Corporate Services / Digital Information Office |
| **Role number** | 50026389 |
| **Classification/Grade/Band** | Clerk Grade 9/10 |
| **ANZSCO Code** | 224214 |
| **PCAT Code** | 1226492 |
| **Date of Approval** | April 2025 (updated May 2025) |
| **Agency Website** | <https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure> |

## Agency overview

The Department of Planning, Housing and Infrastructure (DPHI) improves the liveability and prosperity of NSW. To achieve this, we:

* create vibrant, productive spaces and precincts;
* manage lands, assets and property effectively; and
* deliver affordable and diverse housing.

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 builds the cultural capability of our department to improve outcomes with, and for, Aboriginal people, communities and entities.

## Primary purpose of the role

The role is responsible for leading the Library and Information Services team including planning, implementing and controlling the management of digitally organised information and resources to support evidence-based research and policy across the agency. The role also supports compliant and sustainable information management and provides professional services that support organisation wide capacity building through effective information capture, management, discovery and reuse.

## Key accountabilities

* Deliver an integrated, client-focused library service that enhances statewide access to research and information to empower users and support community learning.
* Manage the identification, adoption, and implementation of technologies that improve access, streamline services, and ensure high-quality, consistent library experiences across a geographically dispersed user base.
* Monitor the Agency’s library collection and loans systems, ensuring accessibility, information integrity, compliance with professional standards, and alignment with open government initiatives.
* Manage strategic projects, including digitisation and storage reviews, to improve information preservation, accessibility, and operational efficiency across physical and digital environments.
* Monitor financial operations, procurement, and vendor relationships to ensure sustainable, transparent, and cost-effective delivery of library and information services.
* Develop and implement information management policies and provide strategic advice to influence the Directorate’s direction, drive innovation, support digital transformation, and enhance stakeholder engagement.

## Key challenges

* Leading the transition to a supported self-service library model while managing client education, resource development, and cultural change, in the context of shifting expectations and varied digital literacy across the organisation.
* Delivering consistent, networked information services and innovative, cost-effective physical and virtual solutions across a geographically dispersed and diverse environment, given varying levels of information management maturity and evolving needs of DPHI, DPIRD and DCCEEW staff and the broader state and national priorities.
* Managing complex procurement and contract processes while maintaining compliance with public sector requirements, and coordinating multiple concurrent negotiations with vendors.

## Key relationships

**Internal**

|  |  |
| --- | --- |
| Who | Why |
| Manager | * Escalate issues, keep informed, advise, receive guidance and instructions * Participate in meetings and discussions to share information and provide input and feedback * Identify sensitive issues, risk & opportunities and recommend potential solutions * Provide regular updates on key projects and priorities |
| Work team | * Support team members and work collaboratively to contribute to achieving business outcomes * Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice * Represent work group perspective and share information * Review work and proposals of team members |
| Customers / stakeholders | * Manage the flow of information, seek clarification and provide customer focused advice and responses to ensure prompt resolution of issues * Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert customer focused advice and regular updates * Address/respond to queries to provide advice where possible, or redirect to relevant party for review and resolution |

**External**

| Who | Why |
| --- | --- |
| Customers / stakeholders | * Respond and resolve queries, providing information and/or resources or redirect to the appropriate person or business unit if required * Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards * Engage with, consult, seek clarification and provide customer focused advice and responses to ensure the prompt resolution of issues |
| Industry professionals / Consultants | * Seek/maintain specialist knowledge/advice and collaborate on the implementation of organisation strategies, to keep abreast of best practice * Collaborate with and seek/maintain specialist knowledge/advice * Participate in forums, groups to represent the agency and share information * Participate in discussions regarding innovation and best practice |
| Vendors / Service Providers | * Develop and maintain effective working relationships * Monitor provision of service to ensure compliance with contracts and service arrangements |

## Role dimensions

### Decision making

* This role has autonomy and makes decisions that are under their direct control as directed by their Manager. It refers decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management to their manager.
* This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes.
* This role submits reports, business cases and other forms of written advice with minimal input from the manager.

### Reporting line

The role reports to the Director, Data, Spatial and Information Services.

### Direct reports

Up to 10 direct reports

### Budget/Expenditure

TBA

## **Key knowledge and experience**

* Experience in managing the selection, acquisition and description of complex digital information resources, in a library or archival environment.
* Experience in negotiating, implementing and managing high value and complex contracts for multiple digital information platforms
* Experience in complex procurement processes and budget management Experience in managing a dispersed team that delivers complex services across multiple sites.
* Experience in strategic planning to ensure services and resources align with departmental objectives
* Experience in assessing print-based archival material for digitisation and accessibility

## Essential requirements

* Qualifications acceptable for professional membership of the Australian Library and Information Association (ALIA), Australian Society of Archivists (ASA) or other combination of qualifications and/or experience deemed by the State Librarian to be equivalent that meets the minimum standard of skill and knowledge inherent in the ALIA standard.

**Cyber Security**

Cyber security forms an integral part of every employee’s role description and responsibilities. Individuals such as those with privileged access, application developers, risk owners, and system and application owners have additional responsibilities in securing the Department’s digital resources. As part of your role, you will be expected to undertake cyber security related activities to help contribute to the Department’s overall security posture.

## 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.

| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- |
| personal-attributes | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guideline | Advanced |
| relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understanding  Translate technical and complex information clearly and concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Contribute to and promote information sharing across the organisation  Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  Explore creative ways to engage diverse audiences and communicate information  Adjust style and approach to optimise outcomes  Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence  Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience  Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience  Seek contributions and ideas from people with diverse backgrounds and experience  Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness  Identify and share business process improvements to enhance effectiveness | Adept |
| business-enablers | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | Identify opportunities to use a broad range of technologies to collaborate  Monitor compliance with cyber security and the use of technology policies  Identify ways to maximise the value of available technology to achieve business strategies and outcomes  Monitor compliance with the organisation’s records, information and knowledge management requirements | Adept |
| business-enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |
| people-management | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor and report on team performance in line with established performance development frameworks | Adept |

## Occupational Specific Focus Capabilities

| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- |
| ICT Capability set | Strategy and architecture / Strategy and planning / Information management (IRMG) | * Ensures implementation of information and records management policies and standard practice. * Communicates the benefits and value of information, both internal and external, that can be mined from business systems and elsewhere. * Reviews new change proposals and provides specialist advice on information and records management. Assesses and manages information-related risks. * Contributes to the development of policy, standards and procedures for compliance with relevant legislation. | Level 5 |
| ICT Capability set | Strategy and architecture / Governance, risk and compliance / Quality assurance (QUAS) | * Plans, organises and conducts formal reviews and assessments of complex domains areas, cross-functional areas, and across the supply chain. * Evaluates, appraises and identifies non-compliances with organisational standards and determines the underlying reasons for non-compliance. * Prepares and reports on assessment findings and associated risks. Ensures that appropriate owners for corrective actions are identified. Identifies opportunities to improve organisational control mechanisms. * Oversees the assurance activities of others, providing advice and expertise to support assurance activity. | Level 5 |
| ICT Capability set | Development and implementation / Data and analytics / Data management (DATM) | * Devises and implements master data management processes for specific subsets of data. * Assesses the integrity of data from multiple sources. * Provides advice on the transformation of data from one format/medium to another. Maintains and implements information handling procedures. * Enables the availability, integrity and searchability of information through the application of formal data and metadata structures and protection measures. | Level 4 |

## 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.

| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| --- | --- | --- | --- |
| personal-attributes | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
| relationships | Work Collaboratively | Collaborate with others and value their contribution | Intermediate |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Intermediate |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| business-enablers | Project Management | Understand and apply effective planning, coordination and control methods | Intermediate |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |