Role Description

Job Title	Chief Digital and Product Officer
Agency	Service NSW
Division	Product
Location	McKell
Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards:	Professional / Technical
Kind of Employment	Ongoing
ANZSCO Code	111211
Role Number	TBC
PCAT Code	2336466
Date of Approval	February 2018
Agency Website	www.service.nsw.gov.au

Agency Overview

At Service NSW we are a customer focused organisation, passionate about delivering a great customer experience, every day in every way.

Our culture is defined by shared values and behaviours that support the achievement of our Vision and Mission. Our success is based on living our shared values every day when we work with our customers and with each other.

Our vision is to be the leader in transactional services for the NSW community.

Our mission is to transform transactional services through excellent customer service and effective partnerships.

We'll do this by:

- putting our customers at the heart of everything we do;
- delivering more choice;
- making it easier to connect with us through a variety of easy to access channels; and,
- innovating, improving and simplifying how we do things.

Our values serve as a compass for our actions. These are the three core values that we live by:

Passion

A great customer experience is our highest priority.

Teamwork

We work together for positive customer outcomes.

Accountability

We work to create value and take ownership for the customer experience end-to-end.

Primary purpose of the role

The Chief Digital and Product Officer provides executive leadership and overall strategic direction across a diverse portfolio of Service NSW Products to achieve organisational and NSW Government objectives which underpin customer service excellence.

The Chief Digital and Product Officer leads product management at Service NSW including the management of cross-functional product teams, and diverse interrelated business functions to improve products to support superior customer service delivery and client management. The Chief Digital and Product Officer ensures that key products are being executed in the most efficient way possible, leading to the overall efficiency of the Service NSW product operations.

On behalf of Service NSW, the Chief Digital and Product Officer leads collaboration with agency partners, key stakeholders and industry to drive whole of government digital leadership, and maximise delivery of digital government strategy.

Key accountabilities

- Define, lead and support the long term vision for whole of Government digital adoption, including leading and advising on the digitisation and enhancement of government transactional service delivery to meet Government objectives, business and community needs.
- Ownership and strategic oversight of core assets, such as identity and payments platforms, ensuring integration across Government to underpin delivery of effective and efficient outcomes for government transactional service delivery
- Lead the transformation of the Product Division, including strategic oversight and implementation of effective, lean, and agile product delivery frameworks throughout Service NSW, and leading collaboration with partner agencies to support them in adopting similar delivery models, capability and capacity
- Drive enterprise product and service development which underpins customer service delivery and client management by creating, leading and maintaining a customer and client oriented, innovative and future-focused Service NSW product and service catalogue
- Provide vision, establish and lead the enterprise end to end product development frameworks, ensuring alignment with Service NSW objectives and NSW Government strategy and industry practice
- Provide strategic and authoritative advice to NSW Government, Secretary and the CEO on future investment in product development and processes to support business objectives, including translating business practices and processes into architectures to support achieving Service NSW and Government strategic vision
- Represent Service NSW in collaboration, consultation, and negotiations with key external stakeholders, including other government jurisdictions nationally and/or internationally, to optimise outcomes for Service NSW, its partner agencies and the NSW Government
- Strategic oversight of end to end product life cycle, from planning through development and launch, of a range of diverse product and service offerings
- Identify product requirements (including build, buy and partner decisions) and develop products that offer an outstanding customer experience leveraging a deep understanding of product positioning, defining key benefits, and understanding customer trends
- Oversee high level research, horizon scanning and analysis to identify future trends, assess applicability to support business objectives and translating into product and service solutions
- Review, analyse and provide input for continual improvement product strategies and systems to provide recommendations on the alignment, risk, financial value and contribution to organisational priorities
- Establish and maintain value-based stakeholder and strategic supplier relationships which meet business requirements
- Creating transparency and alignment between the Product function business leaders through collaboration and reporting

Key challenges

- Establishing and maintaining an organisational culture which embraces change and innovation, continuous development and improvement to enhance techniques, methods, systems or policies or to relate precedent in new situations
- Creating an organisational environment which balances a customer centric view of current, new and future products and solutions, whilst maintaining commitment to efficient business operations
- Leading in an environment characterised by rapidly changing product requirements, and managing, controlling and minimising the impact of such rapid change
- Driving a continuous innovation culture in an environment characterised by fast pace and multiple, competing strategic and operational priorities
- Driving the visioning, development and implementation of strategic workforce and resourcing plans which enable sustained long term corporate capability and performance against plan
- Lead collaboration and negotiation within Service NSW and across Government in an environment characterised by conflicting positions, technical, legal and policy complexity, and divergent views amongst government's most critical stakeholders

Key relationships

Who	Why
Internal	
Secretary	Provide expert strategic advice to influence decisions regarding the business initiatives, including innovation, change and business improvement
CEO and Executive Leadership Team	- Provide expert strategic product advice to influence decisions regarding the business initiatives, including innovation, change and business improvement - Negotiate budgets and resources consistent with strategic plans and goals - Alert to operational or service issues which may escalate, or which may have State-wide impact - Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the cluster level - Achieve endorsement of strategic and corporate plans and goals.
Direct reports	- Direct and manage performance - Provide leadership and expert and authoritative advice to implement best practice and resolve issues - Inspire and motivate, provide leadership and support - Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
External	
Minister / Ministerial Advisors	- Provide strategic advice and assurance that broader government policy relating to corporate matters is appropriately implemented - Collaborate and maintain open relationships to expedite responses and information transfer

Who	Why
Other NSW Government Agencies and stakeholders	• Maintain effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of Service NSW and Cluster • Establish effective networks with other Senior Executives and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Broader government stakeholders	• Exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of products and services

Role dimensions

Decision making

The Chief Digital and Product Officer is fully accountable for leadership, direction, strategic planning, management, and integration of multi-disciplinary functions for end to end product development to underpin business operations of Service NSW, and delivery of Service NSW and government objectives.

This role creates opportunities to enhance product development operations, and decision making will have cross agency impact on multiple agency outcomes. Problem resolution focuses on strategic impact for Government, including across jurisdictions. Identifying the most effective solution requires objective critical analysis, interpretation of data and conceptualism and weighing up of alternative approaches that ensure that the delivery of major government reform is achieved. The role will provide new approaches and solutions that break new ground for Service NSW, with limited guidance.

The role is the authoritative expert for all aspects of product design, development and deployment to deliver Service NSW corporate and government objectives.

Reporting line

The Chief Digital and Product Officer reports to the Chief Executive Officer of Service NSW.

Direct reports

The Chief Digital and Product Officer has people management responsibility for the following direct reports:

- Chief Security & Technology Officer and
- Product Director API
- Product Director Service NSW Website and App
- Product Director Service NSW My Account and Digital Forms
- Product Director Unify, Knowledge Management and Staff Interaction Applications
- Product Director Payment Services Platform
- Product Director Business Navigator
- Director Transition and Change
- Head of IT

Budget/Expenditure

To be confirmed.

Essential requirements

- Extensive executive leadership experience providing a comprehensive and authoritative view of the customer, and leading product development to maximize customer engagement and underpin service delivery excellence
- Comprehensive experience leading product strategy, development and delivery in a lean, agile, cross-functional product team operating environment

- Authoritative knowledge and understanding of global and industry best practices in product development as it underpins exceptional customer experience, customer engagement and customer service delivery
- Significant experience leading service delivery transformation, high performance operations, programs and initiatives to deliver strategic organisational objectives, with clear link to advancement of industry, or whole of government benefit
- High level capacity to integrate whole of industry approach and /or whole of government objectives in organisational strategy, policy and operations, including high level awareness of funding strategies, governance conventions, and compliance requirements
- Relevant post graduate qualifications will be an advantage, or demonstrated, equivalent, relevant professional experience

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	**Display Resilience and Courage**	**Highly Advanced**
	Act with Integrity	Highly Advanced
	Manage Self	**Highly Advanced**
	Value Diversity	Advanced
Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	**Highly Advanced**
	Work Collaboratively	**Highly Advanced**
	Influence and Negotiate	**Highly Advanced**
Results	**Deliver Results**	**Highly Advanced**
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	**Highly Advanced**
Business Enablers	Finance	Advanced
	Technology	**Highly Advanced**
	Procurement and Contract Management	Advanced
	Project Management	Advanced
People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	**Advanced**
	Optimise Business Outcomes	**Highly Advanced**
	Manage Reform and Change	**Advanced**

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Display Resilience and Courage	Highly Advanced	• Create a climate which encourages and supports openness, persistence and genuine debate around critical issues • Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations
Personal Attributes Mange Self	Highly Advanced	• Promote and model the value of self-improvement and be proactive in seeking opportunities for growth • Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness
Relationships Commit to Customer Service	Highly Advanced	• Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Work Collaboratively	Highly Advanced	• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Relationships Influence and Negotiate	Highly Advanced	• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence, and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Deliver Results	Highly Advanced	• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Demonstrate Accountability	Highly Advanced	• Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness • Promote a culture of accountability with clear line of sight to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Business Enablers Technology	Highly Advanced	• Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation • Establish effective governance to ensure organisational compliance with information and communications security and use policies • Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation • Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements
People Management Inspire Direction and Purpose	Advanced	• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Work to remove barriers to achievement of goals
People Management Optimise Business Outcomes	Highly Advanced	• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time • Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives • Align workforce resources and talent with organisational priorities
People Management Manage Reform and Change	Advanced	• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers