

Role Description

Director ICT Governance and Risk



Customer Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Corporate Services / Information Communication Technology/ Cluster Cyber Security
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	262112
PCAT Code	1236892
Date of Approval	August 2020

Primary purpose of the role

Drives the definition, development, implementation and support of integrated Information Technology (IT) governance, risk and compliance best practice, aligned to recognised standards and frameworks to deliver secure and reliable systems. The role ensures the IT governance, risk and compliance strategy and framework supports the strategic objectives of ICT and meets audit, legal and risk mandates.

Key accountabilities

- Provide strategic advice to the organisation and shared services partners to build cyber security capability to identify and minimise the risk of cyber security threats
- Lead the ICT Security function to ensure that the appropriate security technologies, architectures, policies and compliance frameworks are in place to protect the organisation's systems and information
- Ensure the Organisation's IT risk, audit and compliance strategy is aligned with business objectives and that ICT is delivering measurable and appropriate value to all lines of business with a known and acceptable level of risk
- Identify, analyse and assess ICT organisational and sector issues including gaps in governance, risk, audit and compliance strategies and practices and develop solutions to ensure business, statutory and legislative obligations and standards are met
- Lead the definition and development of innovative ICT governance policy, standards and compliance systems and report regularly on ICT operations and practices against key performance metrics to ensure their compliance with approved government and business policies and standards
- Lead ICT participation in the Enterprise Risk Management process to ensure representation of ICT considerations in decision making
- Manage incident investigations and review and assess ICT controls to ensure identified risks are managed appropriately and maintain the ongoing effectiveness of policies, standards and control mechanisms
- Perform focused risk assessments of new and existing services and technologies and provide consultative advice to business management to enable informed risk management decisions

Key challenges

- Ensuring that the appropriate risk management methodologies are implemented, maintained and monitored given the diversity of customers, stakeholder and the operating environment
- Ensure relevant ICT risk management frameworks and processes are developed, embedded into existing ways of working and provide managers and senior leaders with visibility to risk while engaging and influencing with diverse stakeholders
- Maintain currency with regulatory and legislative requirements and organisational policies and standards, given rapid, transformative change in ICT and the service delivery environment

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Provide expert strategic and technical advice to the CIO to influence decisions regarding ICT initiatives and innovation, including organisation-wide processes and procedures for the management of risk to business success or integrity • Report on IT operations, performance and metrics
Direct Reports	<ul style="list-style-type: none"> • Lead, inspire, motivate, guide and support. • Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate outcomes and achievements • Provide own perspective and share information • Set performance expectations, manage performance and development
Clients/customers	<ul style="list-style-type: none"> • Consult, support, and build strong partnerships • Provide strategic advice for business improvement • Provide information regarding agency sector wide rules and standards • Ensure compliance with agency and sector rules and standards
Work team	<ul style="list-style-type: none"> • Represent work group perspective and share information • Lead discussions and decisions regarding implementation of innovation and best practice • Provide direction and support to reporting employees
External	
Representatives of other Government agencies, professional, industry and research organisations	<ul style="list-style-type: none"> • Consult, provide information and support, promote, influence, negotiate and build mutually-beneficial relationships. • Chair or otherwise participate and represent the agency/cluster in relevant committees/working parties. • Develop and maintain strategic partnerships, lead and engage with stakeholders external to government, in order to optimise outcomes associated with the provision and application of highly-specialised knowledge and advice

Who	Why
Shared services partners	<ul style="list-style-type: none"> • Consult, support, and build strong partnerships • Provide strategic advice for business improvement • Provide information regarding agency sector wide rules and standards • Ensure compliance with agency and sector rules and standards

Role dimensions

Decision making

This role operates with a significant degree of autonomy. The role implements strategic directions and is directly accountable for the quality of outcomes, decisions and actions associated with their area of responsibility. Services and solutions provided have a direct impact on agency/program performance and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services.

Reporting line

Group Chief Information Officer

Direct reports

This role has 5 direct reports

Budget/Expenditure

As per the Customer Service Delegations

Capabilities for the role

The [NSW public sector 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.

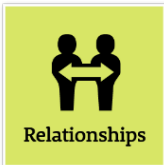
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

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
 <p>Personal Attributes</p>	<p>Act with Integrity</p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> • 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 guidelines 	Advanced
 <p>Relationships</p>	<p>Communicate Effectively</p> <p>Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced
	<p>Commit to Customer Service</p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> • Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p>Influence and Negotiate</p> <p>Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> 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 and challenging negotiations, including those that are cross-jurisdictional Achieve effective solutions when dealing with ambiguous or conflicting positions Anticipate 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 	Highly Advanced
	<p>Deliver Results</p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from others Determine how outcomes will be measured and guide others on evaluation methods Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	<p>Project Management</p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects 	Highly Advanced
 <p>People Management</p>	<p>Optimise Business Outcomes</p> <p>Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning • When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes 	Adept

Occupation specific capability set



Strategy and Architecture, Information Strategy, Information Security

The selection, design, justification, implementation and operation of controls and management strategies to maintain the security, confidentiality, integrity, availability, accountability and relevant compliance of information systems with legislation, regulation and relevant standards.

- Develops and communicates corporate information security policy, standards and guidelines
- Contributes to the development of organisational strategies that address information control requirements. Identifies and monitors environmental and market trends and pro-actively assesses impact on business strategies, benefits and risks.
- Leads the provision of authoritative advice and guidance on the requirements for security controls in collaboration with experts in other functions such as legal, technical support.
- Ensures architectural principles are applied during design to reduce risk and drives adoption and adherence to policy, standards and guidelines.

Level 6 - SCTY

Strategy and Architecture, Business Strategy and Planning, Business Risk Management

The planning and implementation of organisation-wide processes and procedures for the management of risk to the success or integrity of the business, especially those arising from the use of information technology, reduction or non-availability of energy supply or inappropriate disposal of materials, hardware or data.

- Plans and manages the implementation of organisation-wide processes and procedures, tools and techniques for the identification, assessment, and management of risk inherent in the operation of business processes and of potential risks arising from planned change.

Level 6 - BURM

Strategy and Architecture, Information Strategy, Information Governance

The overall governance of how all types of information, structured and unstructured, whether produced internally or externally, are used to support decision-making, business processes and digital services. Encompasses development and promotion of the strategy and policies covering the design of information structures and taxonomies, the setting of policies for the

- Develops organisational policies, standards, and guidelines for information and records management ensuring that uniformly recognised and accepted data definitions are developed and applied throughout the organisation
- Ensures that the business processes and information required to support the organisation are defined, and devises appropriate processes and data architectures
- Identifies the impact of any relevant statutory, internal or external regulations on the organisation's use of information and develops strategies for compliance
- Leads and plans activities to communicate and implement information management strategies

Level 6 - IRMG


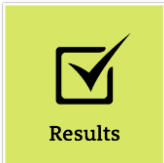



sourcing and maintenance of the data content, and the development of policies, procedures, working practices and training to promote compliance with legislation regulating all aspects of holding, use and disclosure of data.	<ul style="list-style-type: none"> Coordinates information resources to meet specific business objectives whilst maintaining the principles of professional standards, accountability, openness, equality, diversity and clarity of purpose Implements systems and controls to measure performance and manage risk.
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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			
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
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Foundational
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Foundational
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced
	Skills and Quality – Quality and Conformance Conformance Review	The independent assessment of the conformity of any activity, process, deliverable, product or service to the criteria of specified standards, best practice, or other documented requirements. May relate to, for example, asset management, network security tools, firewalls and internet security, sustainability, real-time systems, application design and specific certifications	Level 6 -CORE
	Relationships & Engagement – Stakeholder Management, Relationship Management	The systematic identification, analysis, management, monitoring and improvement of stakeholder relationships in order to target and improve mutually beneficial outcomes. Gains commitment to action through consultation and consideration of impacts.	Level 5 - RLMT