

# Role Description

## Chief Digital Officer



Customer  
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	135111
PCAT Code	3231161
Date of Approval	June 2020

### Primary purpose of the role

Defines and executes an overall world class digital and data strategy to optimise the business strategy and drive reform of the business model, promoting current and emerging digital and data capabilities and opportunities, to deliver superior business and customer value, in alignment with NSW Government and Organisational priorities and objectives.

### Key accountabilities

- Collaborate with senior leaders to create and execute a digital and data vision that delivers world class innovative digital capabilities and services
- Lead and drive the development of the digital and data business strategy and road map and facilitate its incorporation with enterprise strategic planning processes, to ensure integration to the resulting business strategy and plans
- Provide authoritative advice, executive oversight and a single point of coordination to enable the on-time delivery of all digital and data initiatives and transformation projects to expected standards
- Maintain awareness of state, national and international landscape, new industry developments and standards and emerging digital business models and technologies, to identify opportunities and inform the digital future and relevance to the organisation
- Partner with the organisation's senior technology and information executives to develop and exploit new digital business solutions to create a unique value proposition for the enterprise.
- Partner with the organisation's data, analytics and information executives to maximise the value of data and drive optimal business and customer outcomes
- Provide Executive leadership and direction to cross-functional product teams and diverse interrelated business functions to improve products and deliver superior customer and business outcomes
- Drive the evaluation of digital strategy to ensure benefits realisation and inform executive decision making

## Key challenges

- Lead the transformation of an organisational culture that embraces change and innovation, continuous development and improvement to enhance techniques, methods, systems or policies within an environment of divergent views
- Lead the reform of an organisational environment that balances a customer centric view of current, new and future products and solutions, whilst maintaining commitment to efficient business operations given limited resources and potentially competing priorities
- Lead collaboration and negotiation within the organisation and across Government in an environment characterised by conflicting priorities, technical, legal and policy complexity, and divergent views amongst government's most critical stakeholders

## Key relationships

Who	Why
<b>Ministerial</b>	
Minister / Ministerial Advisors	<ul style="list-style-type: none"> <li>• Provide strategic advice and assurance that broader government policy relating to corporate matters are appropriately implemented</li> <li>• Collaborate and maintain open relationships to expedite responses and information transfer</li> </ul>
<b>Internal</b>	
Secretary	<ul style="list-style-type: none"> <li>• Provide expert strategic advice to influence decisions regarding business initiatives, including innovation, change and business improvement</li> </ul>
Manager (Deputy Secretary/CEO)	<ul style="list-style-type: none"> <li>• Consult, support, receive direction, provide updates and timely authoritative information and advice</li> <li>• Identify emerging issues, risks and opportunities to facilitate informed decision making</li> <li>• Provide expert advice, counsel and recommendations to influence strategy, decisions and initiatives</li> <li>• Negotiate budgets and resources consistent with strategic plans and goals</li> </ul>
Executive Leadership Team	<ul style="list-style-type: none"> <li>• Provide expert strategic product advice to influence decisions regarding the business initiatives, including innovation, change and business improvement</li> <li>• Alert to operational or service issues which may escalate, or which may have State-wide impact</li> <li>• Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the organisational level</li> <li>• Achieve endorsement of strategic and corporate plans and goals</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Direct and manage performance</li> <li>• Provide leadership and expert and authoritative advice to implement best practice and resolve issues</li> <li>• Inspire and motivate, provide leadership and support</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Set overall performance expectations and oversight for the implementation of effective performance management frameworks and processes</li> </ul>
<b>External</b>	
Suppliers	<ul style="list-style-type: none"> <li>Lead the establishment and maintenance of value-based relationships to meet business requirements</li> </ul>
Other NSW Government Agencies and stakeholders	<ul style="list-style-type: none"> <li>Maintain effective, collaborative relationships and partnerships</li> <li>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</li> <li>Lead the establishment and maintenance of value-based relationships to meet business requirements</li> </ul>
Broader government stakeholders	<ul style="list-style-type: none"> <li>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</li> </ul>

## Role dimensions

### Decision making

Has a high level of autonomy and is directly accountable for the leadership, direction, strategic planning, management, and integration of multi-disciplinary functions for end to end product development to underpin business operations, and delivery of agency and government objectives. The incumbent leads the development of new solutions, services and business opportunities, implements strategic directions and is directly accountable for the quality of outcomes, services and solutions and all decisions and actions associated with their area of responsibility.

### Reporting line

Deputy Secretary or agency CEO

### Direct reports

Various

### Budget/Expenditure

Total expenditure up to \$25m

### Key knowledge and experience

- Extensive hands on experience, ideally in business management and/or IT, with strong business acumen
- Extensive experience in leading large cross-functional teams and complex enterprise wide programs, preferably in a commercial consumer services environment
- Proven experience innovating products and business models, business transformation and developing new service channels

## Essential requirements

- MBA, Computer Science, Engineering or equivalent qualifications or relevant work experience

## 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><b>Display Resilience and Courage</b></p> <p>Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	Advanced
 <p>Relationships</p>	<p><b>Commit to Customer Service</b></p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>• Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</li> <li>• Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice</li> </ul>	Highly Advanced

- 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

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**Work Collaboratively**

Collaborate with others and value their contribution

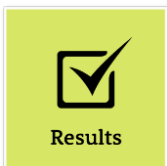
- Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
  - Publicly celebrate the successful outcomes of collaboration
  - Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
  - Identify and overcome barriers to collaboration with internal and external stakeholders
- Highly Advanced

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**Influence and Negotiate**

Gain consensus and commitment from others, and resolve issues and conflicts

- 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




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**Deliver Results**

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
  - 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 connections between their efforts and organisational outcomes
  - Identify and remove potential barriers or hurdles to achieving outcomes
- Highly Advanced



### Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- Initiate and communicate high level priorities for the organisation to achieve government outcomes
  - Support research and expert advice on the application of emerging technologies to achieve organisational outcomes
  - Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation
  - Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies
  - Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness
- Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements

Highly Advanced



### Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

Advanced

### Manage Reform and Change

Support, promote and champion change, and assist others to engage with change

- Clarify the 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

Advanced

## Occupation specific capability set



### **Development & Implementation, Systems Development, Systems Development Management**

The planning, estimating and execution of programmes of systems development work to time, budget and quality targets. The identification of the resources needed for systems development and how this will be met with an effective supply capacity. The alignment of systems development activity and deliverables with agreed architectures and standards. The development of roadmaps to communicate future systems development plans. The adoption and adaptation of systems development lifecycle models based on the context of the work and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.

- Leads the definition, implementation and review of the organisation's systems development management framework.
- Authorises the structure of systems development functions and platforms and is responsible for alignment with business strategy & objectives and with emerging IT and digital opportunities.
- Sets strategy for resource management within systems development, authorises the allocation of resources for systems development programmes, and maintains an overview of the contribution of such programmes to organisational success.
- Manages the quality and appropriateness of the work performed and delivers measurable business benefits.

DLMG – Level 7

### **Relationships & Engagement, Sales and Marketing, Product Management**

The active management of products or services throughout their lifecycle (inception through to retirement) in order to address market opportunities and customer/user needs and generate the greatest possible value for the business. The adoption and adaptation of product development models based on the context of the work and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.






- Creates the product lifecycle management framework for internal and external customers and users.
- Champions the importance and value of product management principles and appropriate product development models whether predictive (plan-driven) approaches or more adaptive (iterative/agile) approaches.
- Aligns the product management objectives with business objectives and authorises the selection and planning of all product management activities.
- Initiates creation of new products. Oversees the organisation's suite of products and accountable for delivery of customer value and/or user satisfaction over time. Identifies how new products may create new opportunities and how to adapt existing products to create new opportunities.

PROD – Level 6

## 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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Highly Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	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	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced



## Occupation specific capability set



Strategy & Architecture,  
Information Strategy, Strategic  
Planning

The creation, iteration and maintenance of a strategy in order to align organisational actions, plans and resources with business objectives and the development of plans to drive forward and execute that strategy. Working with stakeholders to communicate and embed strategic management via objectives, accountabilities and monitoring of progress.

ITSP – Level 6

Strategy & Architecture,  
Business Strategy & Planning,  
Enterprise & Business  
Architecture

STPL – Level 6

Change & Transformation,  
Business Change  
Implementation, Portfolio  
Management

POMG – Level 6