

Role Description

Director Portfolio Management & Assurance - ICT



Customer
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Corporate Services / Information Communication Technology
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	135112
PCAT Code	1229192
Date of Approval	March 2020

Primary purpose of the role

Leads and manages the effective and efficient delivery of ICT and digital projects including managing key work streams and collaborating and negotiating with customer and stakeholders within and external to government in order to optimise service delivery outcomes and ensure delivery of project objectives.

Key accountabilities

- Lead, develop and drive delivery of the ICT portfolio and programs to successfully deliver project and portfolio outcomes
- Develop, drive and manage planning, delivery and monitoring of the portfolio and programs to deliver superior methodology including resource design and allocation, issues and risk management, timely and effective facilitation, tracking and reporting
- Negotiate and collaborate with senior leaders, colleagues, customers and stakeholders to ensure that information relating to project deliverables, risks and issues are effectively communicated, interdependencies are identified and managed, and that there is alignment with strategic direction and other organisational programs and projects
- Define strategy and lead the design and implementation of an overarching portfolio framework, program and project management methodologies, standards, tools and guidance materials including assurance frameworks to drive and facilitate the successful delivery of projects and programs
- Provide timely expert advice, assurance, analysis and recommendations to key internal and external customers and stakeholders including steering committees regarding project and program progress and outcomes, critical matters and emerging issues and risk to support informed decision making
- Lead the development of a cohesive, skilled and professional team to ensure consistent, high quality service delivery in accordance with professional standards, contemporary trends, industry developments and best practice to meet customer needs and foster a positive employee experience
- Maintain awareness of relevant issues, emerging risks, challenges and opportunities in order to contribute to and identify, pursue, evaluate, recommend and deliver innovative solutions that optimise outcomes and customer experience

Key challenges

- Dealing a diverse range of complex matters and highly conceptual issues; exercising sound judgement, in order to recommend practical solutions and quality outputs and outcomes in a high volume environment with often limited time frames and resources
- Maintaining a balance between individual contribution to work stream requirements and utilising team member support to deliver quality project deliverables and outcomes
- Ensuring strategies and implementation plans consider complex, evolving organisational relationships and the inter-relationships of program and project timeframes, and external drivers given conflicting and critical deadlines, and competing and changing priorities

Key relationships

Who	Why
Internal	
Executive	<ul style="list-style-type: none"> • Communicate, consult, support, promote, influence and negotiate • Contribute to planning and the pursuit of performance improvement opportunities
Executive Director	<ul style="list-style-type: none"> • Consult, support, receive direction, provide updates and authoritative information and advice • Identify emerging issues/risks, their implications and propose solutions • Receive advice and report on progress towards business objectives and discuss future directions
Direct reports	<ul style="list-style-type: none"> • Consult in relation to specialty areas, inform and provide direction • Inspire, motivate, lead, guide, coach, mentor, set performance expectations, develop capability and manage performance • Lead discussions and decisions, provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate outcomes and achievements • Participate in meetings to present perspective and share information and role model organisational values and behaviours
Work team	<ul style="list-style-type: none"> • Participate in meetings to obtain the work group perspective, share information, and influence direction • Work collaboratively to contribute to achieving business outcomes including strategic plans and strategies • Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice
External	
Representatives of other Government Agencies, Business, Industry and Community Organisations	<ul style="list-style-type: none"> • Consult, provide information and support, promote project objectives, influence, negotiate and build mutually-beneficial relationships. • May participate in and represent the agency in relevant committees/working parties • Resolve conflicts within role and functional limits

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

Chief Information Officer

Direct reports

This role has up to 15 direct reports

Budget/Expenditure

As per Customer Service delegations

Key knowledge and experience

Extensive experience in leading complex projects and programs across a range of functions and technologies.

Essential requirements

Relevant qualifications and/or 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
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<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
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<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
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<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
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<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
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<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>	Project Management Understand and apply effective planning, coordination and control methods	<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
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Change and Transformation - Business Change Management - Benefits Management Establishing an approach for forecasting, planning and monitoring the emergence and effective realisation of anticipated benefits. Identifying and implementing the actions needed to optimise the business impact of individual and combined benefits. The confirmation of the achievement of expected benefits	<ul style="list-style-type: none"> Promotes the change programme vision to staff at all levels of the business operation, brings order to complex situations, and keeps a focus on business objectives. Works with operational managers to ensure maximum improvements are made in the business operations as groups of projects deliver their products into operational use. Maintains the business case for funding the programme and confirms continuing business viability of the programme at regular intervals. 	Level 6 - BENM
	Change and Transformation - Business Change Implementation - Program Management The identification, planning and coordination of a set of related projects within a programme of business change, to manage their interdependencies in support of specific business strategies and objectives. The maintenance of a strategic view over the set of projects, providing the framework for implementing business initiatives, or large-scale change, by conceiving, maintaining and communicating a vision of the outcome of the programme and associated benefits. (The vision, and the means of achieving it, may change as the programme progresses). Agreement of business requirements, and translation of requirements into operational plans. Determination, monitoring, and review of programme scope, costs, and schedule, programme resources, inter-dependencies and programme risk.	<ul style="list-style-type: none"> Plans, directs, and co-ordinates activities to manage and implement a programme from contract /proposal initiation to final operational stage including the transition into “business-as-usual”; plans, schedules, monitors, and reports on activities related to the programme. Ensures that programmes are managed to realise business benefits and that programme management is informed by an awareness of current technical developments. 	Level 6 - PGMG







FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Change and Transformation - Business Change Management Change Implementation Planning and Management The definition and management of the process for deploying and integrating new digital capabilities into the business in a way that is sensitive to and fully compatible with business operations.	<ul style="list-style-type: none"> • Ensures that there is a business perspective on how any new technical capabilities will be integrated into the business, including planning around key business cycles, selecting appropriate customers for migration, etc. • Initiates the business implementation plan, including all the activities that the business needs to do to prepare for new technical components and technologies. • Ensures sites deliver site implementation plans that align with the overall plan. • Tracks and reports against these activities to ensure progress. • Defines and manages the activities to ensure achievement of the projected business benefits after delivery. • Outlines key business engagement messages that need to be communicated throughout the programme/project. 	Level 6 - CIPM

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
 People Management	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
 SFIA	Strategy and Architecture-Advice and Guidance Consultancy	The provision of advice and recommendations, based on expertise and experience, to address client needs. May deal with one specialist subject area or can be wide ranging and address strategic business issues. May also include support for the implementation of any agreed solutions.	Level 6 - CNSL