Role Description
Senior Project Officer, CMS

Cluster	Industry
Agency	NSW Department of Industry
Division/Branch/Unit	Liquor & Gaming NSW/Regulatory Operations/CMS Project
Location	Sydney
Classification/Grade/Band	Clerk Grade 9/10
Role Family (internal use only)	Bespoke/Information and Communications Technology/ Deliver
ANZSCO Code	511112
PCAT Code	2119192
Date of Approval	February 2019
Agency Website	www.industry.nsw.gov.au

Agency overview

The NSW Department of Industry leads the state government's contribution to making NSW a place where people want to live and work and businesses choose to invest and grow.

We support all areas of economic activity where NSW has competitive strengths. We also have responsibilities for:

- Skill formation and development to match industry demand
- Partnering with stakeholders in stewardship and sustainable use of the state's natural resources; and
- Supporting economic growth in the regions.

Our strategies are built on close relationships to understand industry's needs. We deliver a wide range of training and specialist advisory services; and we help to secure efficient and dependable government decision-making that contributes to business confidence. We measure our success by the:

- Growth in quantity of employment and the value of output; and the
- Competitiveness and sustainability of industries in NSW.

Liquor & Gaming NSW (L&GNSW) is responsible for the overall regulatory framework across liquor, registered clubs and gambling activities in NSW. L&GNSW provides policy direction and advice (including advising the Government on legislative change) in relation to all regulated activities; conduct of licensing, compliance and enforcement functions; and early intervention and awareness activities. L&GNSW provides secretariat support for the Independent Liquor & Gaming Authority (ILGA), and facilitates ILGA reviews of L&GNSW decisions, and referrals of appeals against certain L&GNSW decisions to the NSW Civil and Administrative Tribunal.

Primary purpose of the role

The Senior Project Officer manages a number of important project and business analysis functions for the CMS project, focussed on analysing business needs to define requirements and then represent them to the vendor, working with solution architectures, but also including general project and business analysis functions. This role

acts as a backup to the Principal Systems Lead for the project.

Key accountabilities

- Support the Principal Systems Lead in delivering the CMS project using the vendor's Agile software development process, from concept through elaboration to coding.
- Undertake business analysis, providing process improvement advice to provide assurance that risks associated with implementing vendor products and system changes are accurately quantified and addressed.
- Partner with key internal stakeholders to understand business needs, gather information and analyse requirements to accurately reflect stated issues and proposed improvements/benefits with regard to the adoption of vendor software.
- Contribute to the monitoring and evaluation of project attributes, including risk and issue management, to identify and address issues, assess progress and effectiveness, and optimise outcomes.
- Undertake continuous improvement of project management practices, especially in the areas of requirements capture and alignment and solution architecture.
- Provide advice and information to stakeholders on emerging issues to support and ensure delivery in line with established plans, budgets, timeframes, policy and other objectives.
- Project manage all aspects of project planning, development and implementation, including developing project plans, coordinating resources, managing budgets, ensuring compliance with governance and quality requirements, reporting, and supporting project-related activities, to ensure project outcomes are achieved on time, on budget, to quality standards.
- If/as required, manage project teams and direct reports, ensuring compliance with governance and quality requirements, to successfully deliver project milestones, general service expectations and outcomes.

Key challenges

- Understanding the business context, technologies & processes in this large, complex and specialised programme.
- Managing consultations and negotiations with diverse internal and external stakeholders and SMEs, given their varying expectations, viewpoints and interests.
- Grappling with ambiguity and competing priorities while improving relationships and project practices between a commercial supplier and government client in a relatively immature software development environment.

Key relationships

Who	Why
Internal	
Principal Systems Lead	• Receive guidance and provide regular updates on key matters • Provide advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Project Team	• Guide, support, coach and mentor team members • Work collaboratively to contribute to achieving team outcomes
Stakeholders	• Provide expert advice on relevant issues • Report and provide updates on activities/projects • Consult and collaborate to resolve relevant issues, define mutual interests and determine strategies to achieve their realisation
External	
Stakeholders	• Represent business through software development process • Report and provide updates on activities/projects • Engage and consult in the resolution of relevant issues
Vendors/Service Providers and Consultants	• Manage relationships with prime vendor (Maxgaming), representing L&GNSW in the software development and delivery • Consult, provide and obtain information, negotiate outcomes and timeframes

Role dimensions

Decision making

The role has autonomy in coordinating and managing work, and makes decisions on matters under their direct control, and needs to negotiate tasks and deadlines with senior managers. The role has discretion in deciding how a task will be conducted, and who to consult, within and outside the organisation.

Reporting line

Principal Systems Lead, CMS Project.

Direct reports

TBC

Budget/Expenditure

TBA

Essential requirements

• Understanding and experience operating in a regulatory environment with strong industry interaction;
• Extensive knowledge and experience with Agile software development testing, release and quality management;
• Very good familiarity with gaming machine and/or monitoring technologies;
• Experience undertaking business analysis in an Information and Technology environment; and
• Good familiarity with project management practices.

Appointment and ongoing assignment is subject to satisfactory participation in mandatory pre-employment and ongoing probity screening, in accordance with L&GNSW Probity Framework.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees and is available at

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	Intermediate
	Act with Integrity	**Adept**
	Manage Self	Adept
	Value Diversity	Intermediate
Relationships	Communicate Effectively	Adept
	Commit to Customer Service	**Intermediate**
	Work Collaboratively	**Adept**
	Influence and Negotiate	**Adept**
Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	**Adept**
	Demonstrate Accountability	**Intermediate**
Business Enablers	Finance	Foundational
	Technology	**Adept**
	Procurement and Contract Management	Foundational
	Project Management	**Advanced**
People Management	**Manage and Develop people**	**Intermediate**
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

Occupation / profession specific capabilities		
Capability Set	**Category and Sub-category**	**Level and Code**
SFIA	**Change and transformation/ Business change management/** Business analysis	Level 4 BUAN

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.

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Act with Integrity	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour
Relationships Commit to Customer Service	Intermediate	• Support a culture of quality customer service in the organisation • Demonstrate a thorough knowledge of the services provided and relay to customers • Identify and respond quickly to customer needs • Consider customer service requirements and develop solutions to meet needs • Resolve complex customer issues and needs • Co-operate across work areas to improve outcomes for customers
Relationships Work Collaboratively	Adept	• Encourage a culture of recognising the value of collaboration • Build co-operation and overcome barriers to information sharing and communication across teams/units • Share lessons learned across teams/units • Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Relationships Influence and Negotiate	Adept	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results Think and Solve Problems	Adept	• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option • Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness
Results Demonstrate Accountability	Intermediate	• Take responsibility and be accountable for own actions • Understand delegations and act within authority levels • Identify and follow safe work practices, and be vigilant about their application by self and others • Be alert to risks that might impact the completion of an activity and escalate these when identified • Use financial and other resources responsibly

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Business Enablers Technology	Adept	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Identify opportunities to use a broad range of communications technologies to deliver effective messages • Understand, act on and monitor compliance with information and communications security and use policies • Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business • Support compliance with the records, information and knowledge management requirements of the organisation
Business Enablers Project Management	Advanced	• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Intermediate	• Ensure that roles and responsibilities are clearly communicated • Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks • Develop team capability and recognise and develop potential in people • Be constructive and build on strengths when giving feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolution of issues

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Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category and Sub-category	**Level and Code**	**Level Descriptions**
Change and transformation/ Business change management/ Business analysis	**Level 4 BUAN**	Investigates operational requirements, problems, and opportunities, seeking effective business solutions through improvements in automated and non-automated components of new or changed processes. Assists in the analysis of stakeholder objectives, and the underlying issues arising from investigations into business requirements and problems, and identifies options for consideration. Works with stakeholders, to identify potential benefits and available options for consideration, and in defining acceptance tests. Contributes to selection of the business analysis methods, tools and techniques for projects; selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.