Role Description
Director of Infrastructure Platform Services

Cluster	Stronger Communities
Agency	NSW Police Force
Command/Business Unit	Technology Command
Location	Sydney Metropolitan Area
Classification/Grade/Band	SE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: www.psc.nsw.gov.au/wls
ANZSCO Code	135199
PCAT Code	1336163
NSWPF Role Number	RD 993
Date of Approval	02/04/2024
Agency Website	www.police.nsw.gov.au

Agency overview

The NSW Police Force (NSWPF) vision is for *A Safer New South Wales*, which is achieved by police working with the community to prevent, disrupt and respond to crime.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 17,000 sworn officers providing a range of law and order services 24 hours a day, seven days a week to the socially, geographically and culturally diverse community of NSW.

The organisation has four function lines, based across a number of locations. Metropolitan Field Operations and Regional NSW Field Operations provide frontline services directly to the community. Investigations & Counter Terrorism provides investigative, technical and counter terrorism expertise. Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSW Police Force is a proud employer of a diverse range of people. This includes, but is not limited to, people who identify as Aboriginal or Torres Strait Islander, LGBTIQ, people with disability, people who come from a variety of cultural, religious or ethnic backgrounds, and workers of all ages. The NSWPF is committed to reflecting the diverse community we serve and creating an inclusive and respectful workplace for all employees, where difference is embraced, contributions are valued, and everyone has a sense of connection and belonging. This enables the growth and development of a talented and diverse workforce across the state, in a wide range of roles, at all levels.

The NSWPF *Statement of Values* and *Code of Conduct & Ethics* outlines appropriate behaviour for all NSW Police Force staff. All employees of NSWPF are expected to ensure ethics are incorporated into all aspects of their work making ethical behaviour, practices and decision making a part of daily routine. This further extends to ensuring confidentiality and information security is maintained at all times.

Work, Health and Safety legislation requires all employees to have specific responsibilities. This role is responsible for identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

Primary purpose of the role

The role leads a collection of technology infrastructure operations teams grouped as infrastructure platforms and drives day to day functional delivery of all technology infrastructure platform services and initiatives aligned to the organisation's strategic operational and business requirements.

Key accountabilities

- Model platform accountability by leading and influencing a set of infrastructure platform disciplines, ensuring collaborative operation creating efficient 24/7 delivery of available services
- Provide leadership, direction and management to all infrastructure platform owners to form a roadmap and defined set of services in alliance with Enterprise Architecture. This includes the delivery of a combined annual operational plan, detailed monthly transformational and incremental change initiatives, uplifting capability and product lifecycles
- Consistently drive improvements by measuring operational performance and customer satisfaction to ensure services meet evolving NSWPF requirements by leading internal management and closely governing external Service Provider or Vendor service level agreements
- Lead end to end risk management by measuring risk in line with available frameworks to mitigate and resolve exposures
- Maintain financial oversight across the Infrastructure Platform, formally identifying investment for new requirements or risks and issues in a timely manner
- Provide subject matter expert advice and act as an escalation point whilst influencing and leading teams, driving a high-performance culture consistently identifying, upskilling and retraining talent
- Represent and adhere to all relevant NSWPF standards, policies, procedures and governance frameworks
- Strategically manage product lifecycle and technology capabilities to ensure cost-effectiveness and sustainability.

Key challenges

- Manage client expectations and deliver outcomes to agreed targets and timeframes
- Identify and address complex technical service delivery issues and provide alternate solutions based on well considered and balanced assessment of the facts and consequences
- Assess and respond to the impact of changes in the operating environment ensuring a high level of integration with NSWPF's strategic directions.

Key relationships

Who	Why
Internal*	
Director/Manager	• Escalate issues, keep informed, advise, and receive direction, advice and instructions
Work Team	• Support team work to collaboratively contribute to achieving the team's business outcomes
	• Participate in meetings to represent work groups perspective and share information
	• Participate in discussions and decisions regarding implementation of innovation and best practice
Clients / Customers	• Provide strategic and reliable advice to achieve NSWPF objectives
	• Provide consistent and quality technical advice and guidance on system related topics for business improvement

Who	Why
NSWPF	• Escalate, troubleshoot, resolve and provide solutions to issues • Advise and work collaboratively to implement application / platform driven changes
External	
Vendors/suppliers/ other Government agencies	• Agree and manage underpinning contracts for service delivery • Consult, provide and obtain information, negotiate required outcomes and timeframes • Manage and report on supplier related performance targets
Other Government agencies	• Represent agency interests and negotiate to achieve optimal outcomes

Role dimensions

Decision making

The role has autonomy to make decisions regarding the operational and task management of the business unit and provides advice and decisions on key issues in liaison with the Chief Technology Officer.

Reporting line

• Chief Technology Officer – SE Band 2

Direct reports

• Program Manager – SE Band 1
• Platform Owner – CSO6

Budget/Expenditure

• The role has financial delegation in line with delegated authorities

Key knowledge and experience

• Demonstrated experience leading and developing effective / high performing technical personnel in an enterprise environment
• Extensive experience in managing database services and infrastructure in a complex environment
• Proven ability to work creatively and analytically in a dynamic environment.

Essential requirements

• Obtain and maintain the requisite security clearances for this position
• Tertiary qualifications in an information technology and management discipline or demonstrated equivalence.

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues	Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	Advanced

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FOCUS CAPABILITIES			
Capability group/sets	**Capability name**	**Behavioural indicators**	**Level**
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced

FOCUS CAPABILITIES			
Capability group/sets	**Capability name**	**Behavioural indicators**	**Level**
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies	Advanced
People Management	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced

Occupation / profession specific capabilities		
Capability Set	**Category, Sub-category and Skill**	**Level and Code**
SFIA	**Relationships and engagement, Stakeholder management, Stakeholder relationship management**	**Level 6 - RLMT**
	Development and Implementation, Systems Development, Systems and software life cycle engineering	**Level 6 - SLEN**
	Delivery and operation, Technology management, Technology service management	**Level 6 – ITMG**

SFIA

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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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

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Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category, Sub-category	**Skill and Level Description**	**Level and Code**
Relationships and engagement, Stakeholder management	**Stakeholder relationship management** Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders in support of the delivery of services and change projects. Acts as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree on what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.	**Level 6 – RLMT**
Development and Implementation, Systems Development	**Systems and software life cycle engineering** Obtains organisational commitment to strategies to deliver systems and software life cycle working practices to achieve business objectives. Works with others to integrate organisational policies, standards and techniques across the full software and systems life cycle. Develops and deploys the working environment supporting systems and software life cycle practices for strategic, large and complex products and services. Leads activities to manage risks associated with systems and software life cycle working practices. Plans and manages the evaluation or assessment of systems and software life cycle working practices	**Level 6 - SLEN**

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category, Sub-category	Skill and Level Description	Level and Code
Delivery and operation, Technology management	**Technology service management** Identifies and manages resources needed for budgeting, estimating, planning, developing and delivering a specified portfolio of technology services and systems. Engages with and influences stakeholders to ensure that services are developed and managed to meet agreed service levels, security requirements and other quality standards. Plans and manages the implementation of processes and procedures, tools and techniques for monitoring and managing the performance of technology services. Aligns the contribution of specified systems and services to clearly stated organisational and financial goals and performance targets. Recommends options for sourcing — whether in-house, outsourced, or a combination. Monitors performance of delivery teams and takes corrective action where necessary and in line with policies.	Level 6 – ITMG

||||| SFIA

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Version Control

Version	Summary of Changes	Date
V1.0	New Role Description created for new role	02.04.2024

Roles attached

Position Number	Region	Position Number	Region	Position Number	Region	Position Number	Region
50664191	TC						