

# Role Description

## Senior Advisor, Data Governance

Cluster	Customer Service
Department/ Agency	Customer Service
Division/ Branch/Unit	Corporate Services/ Information Communication and Technology /Information Management
Classification/Grade/Band	Grade 9/10
ANZSCO Code	224711
PCAT Code	1339192
Date of Approval	March 2019 (Updated July 2020))

### Primary purpose of the role

Provides data strategy and policy advice, guidance and practical assistance to align data management practices across the Organisation, support open government and digital transformation initiatives, and improve data capability, maturity and quality. The role designs and maintains a principles-based data governance model that accommodates the diverse data management requirements across the Organisation.

### Key accountabilities

- Maintain, implement and ensure compliance with the Organisation's Information and Data Governance Framework, model, policies, standards and guidelines to align data management practices
- Develop and implement standard dataset procedures, data governance tools and processes in conjunction with business owners and data custodians to accommodate the diverse requirements across the Organisation
- Collaborate with subject matter experts in privacy, records and security management to embed information governance by design in the Organisation and ensure policy, standards and procedures comply with relevant legislation
- Build and maintain relationships with key stakeholders to facilitate effective and consistent information and data governance practices across the Organisation and improve data capability , maturity and quality
- Facilitate effective data use by improving data practice, capability and maturity among data custodians and stewards
- Facilitate the proactive release of data to improve open and shared data practices in line with NSW Government data-sharing guidelines and to support open government and digital transformation initiatives
- Maintain current knowledge of key requirements relating to privacy, information access, information management and security and apply these to data practice to facilitate a collaborative approach to information protection across the organisation.
- Build effective internal and external relationships to ensure that best practice data management tools and techniques are shared across the department and data governance is embedded effectively in the business.

## Key challenges

- Working in a complex and dynamic environment with widely different maturity levels, governance arrangements and practices.
- Promoting the mutual benefits of meeting data management obligations and quality standards with variable levels of support from a wide range of dataset owners

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Provide expert advice to guide data practice projects.</li> <li>• Collaborate on projects and outcomes.</li> <li>• Escalate issues, keep informed, advise, receive guidance and instructions.</li> <li>• Participate in discussions and decisions regarding service and process transformation, operational plans, and data governance/management</li> </ul>
Data governance teams across the Organisation	<ul style="list-style-type: none"> <li>• Consult and liaise with existing data governance teams in to understand 'best-of-breed' approaches to data management already in place.</li> <li>• Ensure data governance model developed is not in conflict with existing data frameworks.</li> </ul>
Work team	<ul style="list-style-type: none"> <li>• Participate in meetings to represent work group perspective and share information and provide input on issues</li> <li>• Consult with team members on data governance and management strategy development and other matters relating to assure alignment with existing records and information management policy and standards.</li> <li>• Support team members and work collaboratively to contribute to achieving the team's business outcomes</li> </ul>
Data custodians, stewards	<ul style="list-style-type: none"> <li>• Work closely to improve the quality of data and data management processes.</li> </ul>
Clients/customers	<ul style="list-style-type: none"> <li>• Provide expert information and advice on data governance</li> <li>• Provide advice and guidance on implementation of the data governance model</li> </ul>
<b>External</b>	
Industry professionals /consultants	<ul style="list-style-type: none"> <li>• Maintain specialist knowledge and keep up with best practice in data management</li> <li>• Participate in forums, groups, and working parties to represent the agency and share information relating to data management and governance in .</li> <li>• Participate in discussions regarding innovation and best practice relating to data management.</li> </ul>

Who	Why
Data Analytics Centre (DAC)	<ul style="list-style-type: none"> <li>Consult with to ensure alignment with established, NSW Government data analysis practices.</li> </ul>
Other government departments	<ul style="list-style-type: none"> <li>Foster cross-agency collaboration by participating in whole-of-government networks and initiatives to improve interagency data sharing in line with NSW Government direction</li> </ul>

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to the Manager decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the manager.

### Reporting line

Information Governance Manager

### Direct reports

Nil

### Budget/Expenditure

As per Customer Service delegations

## Key Knowledge and Experience

Sound knowledge and experience in data, data management/governance or related area

## 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	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"><li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li><li>• Act professionally and support a culture of integrity</li><li>• Identify and explain ethical issues and set an example for others to follow</li><li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li><li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li></ul>	Adept
	 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"><li>• Tailor communication to diverse audiences</li><li>• Clearly explain complex concepts and arguments to individuals and groups</li><li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li><li>• Share information across teams and units to enable informed decision making</li><li>• Write fluently in plain English and in a range of styles and formats</li><li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li></ul>
	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"><li>• Focus on providing a positive customer experience</li><li>• Support a customer-focused culture in the organisation</li><li>• Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers</li><li>• Identify and respond quickly to customer needs</li><li>• Consider customer service requirements and develop solutions to meet needs</li><li>• Resolve complex customer issues and needs</li><li>• Cooperate across work areas to improve outcomes for customers</li></ul>	Intermediate

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>Negotiate from an informed and credible position</li> <li>Lead and facilitate productive discussions with staff and stakeholders</li> <li>Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>Influence others with a fair and considered approach and sound arguments</li> <li>Show sensitivity and understanding in resolving conflicts and differences</li> <li>Manage challenging relationships with internal and external stakeholders</li> <li>Anticipate and minimise conflict</li> </ul>	Adept
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>Seek and apply specialist advice when required</li> <li>Complete work tasks within set budgets, timeframes and standards</li> <li>Take the initiative to progress and deliver own work and that of the team or unit</li> <li>Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals</li> <li>Identify any barriers to achieving results and resolve these where possible</li> <li>Proactively change or adjust plans when needed</li> </ul>	Intermediate

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>	Adept
 Business Enablers	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>Identify and consult stakeholders to inform the project strategy</li> <li>Communicate the project's objectives and its expected benefits</li> <li>Monitor the completion of project milestones against goals and take necessary action</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept
<b>Occupation specific capability set</b>			
 SFIA	<b>Strategy and Architecture, Information Strategy, Information governance</b>	<ul style="list-style-type: none"> <li>Understands the implications of information, both internal and external, that can be mined from business systems and elsewhere</li> </ul>	<b>Level 5 – IRMG</b>





<p>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 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.</p>	<ul style="list-style-type: none"> <li>• Makes decisions based on that information, including the need to make changes to the systems.</li> <li>• Reviews new change proposals and provides specialist advice on information and records management, including advice on and promotion of collaborative working and assessment and management of information-related risk</li> <li>• Creates and maintains an inventory of information assets, which are subject to relevant legislation</li> <li>• Prepares and reviews the periodic notification of registration details and submits them to the relevant regulatory authorities</li> <li>• Ensures that formal information access requests and complaints are dealt with according to approved procedures</li> <li>• Contributes to development of policy, standards and procedures for compliance with relevant legislation.</li> </ul>	<b>Level 5 - DATM</b>
<p><b>Strategy and Architecture, Technical strategy and planning, Data management</b></p> <p>The management of practices and processes to ensure the security, quality, integrity, safety and availability of all forms of data and data structures that make up the organisation's information. The management of data and information in all its forms and the analysis of information structure (including logical analysis of taxonomies, data and metadata). The development of innovative ways of managing the information assets of the organisation.</p>	<ul style="list-style-type: none"> <li>• Devises and implements master data management processes, including classification, security, quality, ethical principles, retrieval and retention processes</li> <li>• Derives data management structures and metadata to support consistency of information retrieval, combination, analysis, pattern recognition and interpretation, throughout the organisation</li> <li>• Plans effective data storage, sharing and publishing within the organisation. Independently validates external information from multiple sources.</li> <li>• Assesses issues which might prevent the organisation from making maximum use of its information assets.</li> </ul>	

## 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
 <b>Personal Attributes</b>	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Intermediate
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 <b>Relationships</b>	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
 <b>Results</b>	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	Intermediate
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate

## Occupation specific capability set





Strategy and Architecture, Information Strategy, Information assurance	The protection of integrity, availability, authenticity, non-repudiation and confidentiality of information and data in storage and in transit. The management of risk in a pragmatic and cost effective manner to ensure stakeholder confidence	Level 5 – INAS
Strategy and Architecture, Information Strategy, Enterprise and business architecture	The creation, iteration, and maintenance of structures such as enterprise and business architectures embodying the key principles, methods and models that describe the organisation's future state, and that enable its evolution. This typically involves the interpretation of business goals and drivers; the translation of business strategy and objectives into an “operating model”; the strategic assessment of current capabilities; the identification of required changes in capabilities; and the description of inter-relationships between people, organisation, service, process, data, information, technology and the external environment. The architecture development process supports the formation of the constraints, standards and guiding principles necessary to define, assure and govern the required evolution; this facilitates change in the organisation's structure, business processes, systems and infrastructure in order to achieve predictable transition to the intended state.	Level 5 – STPL
Relationships and 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. Design the relationship management approach to be taken; including roles and responsibilities, governance, policies, processes, and tools, and support mechanisms. Creatively combines formal and informal communication channels in order to achieve the desired result.	Level 5 – RLMT