

# Role Description

## Executive Program Director



Cluster	Stronger Communities
Agency	Fire and Rescue NSW (FRNSW)
Directorate/Branch/Unit	Information Technology
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standard	Professional/Specialist
Kind of Employment	Temporary
Role Number	52017823
ANZSCO Code	135112
PCAT Code	2556292
Agency Website	<a href="http://www.fire.nsw.gov.au">www.fire.nsw.gov.au</a>

### Agency overview

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and on the economy of NSW. Our capabilities extend far beyond fighting fires. FRNSW firefighters are among the most highly trained in the world. Our teams provide fire prevention, they respond to hazardous materials incidents, natural disasters and medical emergencies. Our teams also undertake counter terrorism and urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

### Primary purpose of the role

Develop and drive the overall execution framework for implementation of the Emergency Services Computer Aided Dispatch System (ESCAD) and complementary ICT applications upgrade, including development and implementation of the Program Charter Plan

The current Fire + Rescue NSW (FRNSW) Emergency Services Computer Aided Dispatch (ESCAD) system is highly integrated across a stack of information, communication and technology solutions. Multiple technologies are utilised including the following but not limited to; full integration to the call taking telephony solution, Automatic Fire Alarm (AFA) systems, Inter-agency CAD Electronic Messaging System (ICEMS), Dynamic Coverage Tool, FRNSW turnout systems (Mobile Data Terminals (MDT), Adashi Notify, Automatic Vehicle Location (AVL) technologies, Mapping software), SAP CRM (AFA billing), interface to other Emergency Services applications (e.g., Rural Fire Service ICON system). Collectively, the technology stack provides intelligence to aid the Communication Centre Operators to make the best dispatch decisions, gather and share dispatch information and automatically transport turnout messages to FRNSW personnel. The ESCAD system also enhances the management of information during an incident by recording and displaying intelligence that may assist the management of the emergency, including geographical information and access to other databases such as chemical data sheets and pre-incident plans.

Leading a group of business operational and technical specialists, the Executive Program Director is charged with achieving the ESCAD upgrade, entailing significant system development works as well as organisational change management facilitation across major program streams (technology infrastructure, communications, hosting platforms and business streams).



## Key accountabilities

- Deliver a contemporary platform for FRNSW to respond to all 000 requests across the range of capabilities it supports
- Build the Program Management Plan and Schedule and define overall implementation approach; ensuring the identification of immediate and horizontal objectives and interdependencies across FRNSW and the wider Emergency Services sector and consolidate plans, strategies and deliverables in constructing the Program charter and Plan
- Establish, drive and manage a robust risk management and program delivery framework for successful upgrade of the ESCAD and integration of associated technology and business systems, ensuring viability and operability of those systems during and post upgrade.
- Establish strategic internal and external partnerships, collaborations and consultations; and lead and manage a team of business operational and technical specialist staff and contractors engaged throughout the program cycle
- Determine budget allocation across the multiple phases and works; and take full responsibility for the fiscal performance and position of the entire upgrade
- Drive program governance, ensuring standards are met and any contractual arrangements, expenditure and program components comply with regulatory and audit and accountability requirements
- Ensure all ICT upgrades and new business process adhere to internal and NSW government Cyber Security requirements, policies and procedures,
- Ensure the development and delivery of an integrated change management plan encompassing multiple platforms, systems, business operations, technologies and services, in consultation with sponsors and business/technology owners and managers.
- Ensure there is a robust independent Quality Assurance process followed for the ESCAD upgrade Program.
- Ensure comprehensive program progress reporting and benefit realization reporting for the ESCAD Upgrade Steering Committee, the Executive, the Deputy Commissioner Strategic Capability, Executive Director Information Technology and the FRNSW Executive Leadership Team

## Key challenges

- Providing critical oversight of multiple concurrent projects, schedules and deliverables to ensure the ESCAD upgrade is robust, resilient and secure; and delivers on all aspects of the program charter and plan within time and budgetary constraints
- Networking, negotiating and collaborating with multiple internal and external stakeholders and service providers
- Ensuring integration and smooth transition for all co-dependent and related technologies and business systems throughout all stages for the Program without interruption to the multiple services in the ESCAD eco-system.
- The program is finite and therefore time critical and is a significant investment for FRNSW requiring considered decision making in a dynamic fast-paced program environment



## Key relationships

Who	Why
<b>Internal</b>	
Executive Director Information Technology	<ul style="list-style-type: none"> <li>Provide expert technical/specialist and program status advice to the Executive Director; and for the information of FRNSW Senior Executive</li> </ul>
Deputy Commissioner Strategic Capability	<ul style="list-style-type: none"> <li>Recommend remedial strategies to meet challenges to program deliverables</li> <li>Represent and manage relationships internally and externally on the ESCAD upgrade program for the Executive Director Information Technology and FRNSW</li> </ul>
ESCAD Upgrade Steering Committee	<ul style="list-style-type: none"> <li>Report, manage and discuss risk, issues, project financials and progress</li> </ul>
ESCAD VISION5 Technical Working Group, SOC Working Group, Organisational Change Group)	<ul style="list-style-type: none"> <li>Provide authoritative explanation and advice</li> <li>Consult and collaborate for the achievement of incremental program milestones and management of issues</li> <li>Negotiate change management service level agreements</li> </ul>
Executive and senior managers and technology and systems sponsors and owners	<ul style="list-style-type: none"> <li>Provide authoritative explanation and advice</li> <li>Consult and collaborate for the achievement of incremental program milestones and management of issues</li> <li>Negotiate change management service level agreements</li> </ul>
Reporting staff, contractors, vendors and service providers	<ul style="list-style-type: none"> <li>Set direction</li> <li>Discuss and strategise to maximise program outputs and remediate issues</li> <li>Provide leadership and advice</li> </ul>
<b>External</b>	
Emergency Services sector agencies and organisations	<ul style="list-style-type: none"> <li>Cultivate partnerships and collaborate on systems capability and planning and implementation of enhancements</li> <li>Chair/participate and influence a range of committees and working parties</li> </ul>

## Role dimensions

### Decision making

- The role is responsible for all matters and advice relating to the ESCAD upgrade program comprising multiple technology and business systems change initiatives
- The role is pivotal, and decisions taken have the potential to adversely impact FRNSW reputation and the safety of the community as ESCAD is the integrated dispatch platform for not only FRNSW's emergency response but also communicates with other emergency services (RFS, SES, Police, Ambulance and Maritime Services) through the Inter-agency CAD Electronic Messaging System (ICEMS)
- Operates with full autonomy in respect to the day-to-day management of the Program and is fully accountable for the quality, integrity and accuracy of the content of advice and recommendations it provides
- The role has significant fiscal management responsibility



**Reporting line:** Executive Director Information Technology

**Direct reports:** Minimum three (3) - Chief Superintended ESCAD Business Implementation and various Contingent Labour/Secondments

**Budget/Expenditure:** Program Budget of \$18.4m over two financial years

## Key Knowledge and Experience

1. Record of achievement and extensive experience in leading and implementing time critical and major ICT business operations and technical transformation programs/projects
2. Demonstrated sound knowledge of networking, software applications, technology procurement and relevant hardware associated with major business operations and technology upgrades
3. Demonstrated experience managing governance requirements of major ICT transformational programs/projects

## Essential Requirements

1. Post graduate tertiary qualification and/or significant technical/professional experience in a related field

## 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.



## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 <b>Personal Attributes</b>	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 <b>Relationships</b>	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector</li> <li>• Publicly celebrate the successful outcomes of collaboration</li> <li>• Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions</li> <li>• Identify and overcome barriers to collaboration with internal and external stakeholders</li> </ul>	Highly Advanced
 <b>Results</b>	<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>• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives</li> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>• Identify, recognise and celebrate success</li> <li>• Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes</li> <li>• Identify and remove potential barriers or hurdles to achieving outcomes</li> <li>• Initiate and communicate high-level priorities for the organisation to achieve government outcomes</li> </ul>	Highly Advanced
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> </ul>	Advanced



## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
		<ul style="list-style-type: none"> <li>Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	
 <p>Business Enablers</p>	<b>Finance</b> Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> <li>Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management</li> <li>Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound</li> <li>Assess relative cost benefits of various purchasing options</li> <li>Promote the role of sound financial management and its impact on organisational effectiveness</li> <li>Obtain specialist financial advice when reviewing and evaluating finance systems and processes</li> <li>Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner</li> </ul>	Advanced
	<b>Procurement and Contract Management</b> Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> <li>Ensure that employees and contractors apply government and organisational procurement and contract management policies</li> <li>Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions</li> <li>Promote effective risk management in procurement</li> <li>Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes</li> <li>Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors</li> </ul>	Advanced
	<b>Technology</b>	<ul style="list-style-type: none"> <li>Champion the use of innovative technologies in the workplace</li> </ul>	Advanced



## FOCUS CAPABILITIES





Capability group/sets	Capability name	Behavioural Indicators	Level
	Understand and use available technologies to maximise efficiencies and effectiveness	<ul style="list-style-type: none"> <li>• Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies</li> <li>• Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes</li> <li>• Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes</li> <li>• Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies</li> </ul>	
	<b>Project Management</b> Understand and apply effective project planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Ensure there are systems and effective governance processes in place for project management</li> <li>• Make decisions on accepting projects based on business cases</li> <li>• Use the historical, political and broader context to inform project directions and mitigate risk</li> <li>• Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication</li> <li>• Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances</li> <li>• Drive the changes required to realise the business benefits of the project</li> <li>• Ensure that project management decisions consider interdependencies between projects</li> </ul>	Highly Advanced
 People Management	<b>Manage Reform and Change</b> Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>	Advanced




## 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	Advanced
	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	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 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
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept

Occupation / profession specific capabilities		
Capability Set	Category, Sub-category and Skill	Level and Code
	Strategy & Architecture - Information Strategy IT Governance	Level 7 - GOVN
	Strategy & Architecture - Business Strategy & Planning Enterprise & Business Architecture	Level 7 - STPL



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

Category and Sub-Category	Level and Code	Level Descriptions
<b>Strategy &amp; Architecture</b> Information Strategy	Level 7 GOVN	<b>IT GOVERNANCE (GOVN)</b> - Leads development and communication of the organisation's policies for corporate governance of information. Contributes to strategic plans for IT, which satisfy the current and ongoing needs of the organisation's business strategy, and the current and future capabilities of IT. Promotes clear decision making, leading to valid reasons for IT acquisitions. Monitors provision of IT services, levels of service and service quality. Assures that the organisation's business processes are compliant with relevant legislation, and that the organisation operates according to the principles embedded in relevant standards. Promotes IT policies, practices and decisions which recognise the current and evolving needs of all the stakeholders
<b>Strategy &amp; Architecture</b> Business Strategy & Planning	Level 7 STPL	<b>ENTERPRISE &amp; BUSINESS ARCHITECTURE (STPL)</b> – Directs the creation and review of an enterprise capability strategy to support the strategic requirements of the business. Identifies the business benefits of alternative strategies  Directs development of enterprise-wide architecture and processes which ensure that the strategic application of change is embedded in the management of the organisation. Ensures compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices