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| **Cluster** | Stronger Communities |
| **Agency** | NSW Rural Fire Service |
| **Directorate/Section** | Infrastructure Services/ICT |
| **Location** | Sydney Olympic Park |
| **Grade** | RFS 12/13 |
| **Role Number** | 52008688 |
| **ANZSCO Code** | 135199 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | 16 July 2019 |
| **Agency Website** | <https://www.rfs.nsw.gov.au/> |

# Agency overview

The NSW Rural Fire Service (NSW RFS) is established under the *Rural Fires Act 1997* as the lead combat agency for bush fires in NSW. The agency also operates under the *State Emergency and Rescue Management Act 1989*. For over 100 years the NSW RFS has been a significant part of the history and landscape of NSW and is widely acknowledged as the largest volunteer fire service in the world. The agency strives to provide a world standard of excellence in the provision of a community based fire and emergency service through training, community education, prevention and operational capability.

Fighting fires and protecting the community from emergencies is the most visible aspect of the NSW RFS. The Service also has many responsibilities as the lead agency for bush fire management and mitigation in NSW. Working closely with other agencies, the NSW RFS responds to a range of emergencies including structure fires, motor vehicle accidents and storms that occur within rural fire districts.

# Primary purpose of the role

The primary purpose of the role is to build a holistic view of the organisation’s ICT strategy, processes, information and information technology assets, so that the business requirements and ICT are aligned and linked to corporate level planning and organisational objectives.

# Key accountabilities

1. Provide high-level strategic advice for future investment in ICT systems and processes to support organisational objectives.
2. Develop ICT architectures and standards for the organisation that support the implementation of the ICT strategy.
3. Identify and analyse areas for improvement relating to business practices and processes relating to Enterprise and Business Architecture whilst maintaining an understanding of the implications of change management whilst implementing system changes.
4. Integrate ICT strategy with corporate level planning and reporting (e.g. business planning and reports to various committees) to enhance organisational ICT capability.
5. Manage Capital Expenditure (CAPEX) and Operational Expenditure (OpEX) and ensure ICT complies in accordance with prescribed delegations and established key performance indicators so that Public Sector and RFS policies and procedures are followed.
6. Develop and maintain collaborative working relationships with NSW RFS staff, other emergency services and Justice Cluster representatives, stakeholders, IT partners and service providers to ensure a consistent systems approach that meets NSW RFS requirements.
7. Assess training and development needs of staff to ensure they are appropriately skilled to provide a high level of technical expertise and customer service.
8. Maintain currency with emerging trends, technologies and standards in order to develop and manage implementation of ICT technology road maps aligned with the ICT and business strategy.

# Key challenges

* Maintain currency with industry best practice to ensure ICT solutions are fit for purpose.
* Managing organisational change as new systems and processes are implemented with potential resistance from stakeholders.
* Balance current and new architecture and resources in the context of competing business demands.
* Develop and maintain relationships with key stakeholders to align strategies with business needs.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Chief Information Officer and other members of the NSW RFS Senior Executive | * Escalate issues, keep informed, advise and receive instructions. * Provide expert strategic and technical advice to the CIO to influence decisions regarding ICT initiatives and innovation. |
| NSW RFS members (staff and volunteer) | * Resolve issues and provide solutions to problems * Provide strategic advice for business improvement. * Provide technological advice to improve day to day business performance. * Provide technical and/or hardware support services. * Ensure compliance with agency and sector rules and standards. |
| Internal committees | * Chair or participate as a member on a number of internal committees, which vary from time to time. |
| Corporate Planning & Risk | * Work in cooperation with the Corporate Planning & Risk section to integrate ICT strategy into corporate planning and reporting. |
| **External** |  |
| Industry leaders | * Participate in forums, groups to represent agency and share information. |
|  | * Participate in discussions regarding innovation and best practice. |
| External Committees | * Participate as a member on a number of external committees, which may vary from time to time. |
| External partners | * To ensure business project processes are aligned to strategic requirements and completed. |

# Role dimensions

## Decision making

The incumbent is expected to comply with the Work Health and Safety Act and associated legislation in the performance of all duties.

The role routinely makes their own decisions concerning assigned work and related matters, operating within standards, policies, procedures and relevant legislation.

The role seeks advice about matters that may be outside the scope of their normal activities or that might attract significant criticism or concern.

The role is guided in its decision making by the Service Standard 1.3.1 Delegations and Authorisations; the NSW RFS Administrative Delegations and RFS Financial Delegations.

The role ensures NSW RFS is adhering to government policies and guidelines as well as ICT standards and industry best practice.

## Reporting line

The role reports to the Director Information Communication Technology.

## Direct reports

## The role has 4 direct reports.

## Budget/Expenditure

$2M

# Essential requirements

* A Degree or Graduate Certificate in a relevant discipline.
* During periods of major fire activity, the incumbent may be required to support operational management activities consistent with their skills and background.

# Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](file:///\\DNS-323\Volume_1\Clients\2014\Folk\PSC\v16_12March2014\www.psc.nsw.gov.au\capabilityframework)

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at [www.psc.nsw.gov.au/capabilityframework/ICT](file:///\\DNS-323\Volume_1\Clients\2014\Folk\PSC\v16_12March2014\www.psc.nsw.gov.au\capabilityframework\ICT)

This role also utilises an occupation specific capability set.

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

| Occupation / profession specific capabilities | | |
| --- | --- | --- |
| **Capability Set** | **Category, Sub-category and Skill** | **Level and Code** |
| **Version 7** | **Strategy & Architecture – Business Strategy & Planning**  **Enterprise & Business Architecture** | **Level 6 – STPL** |
| **Strategy & Architecture – Advice & Guidance**  **Consultancy** | **Level 5 - CNSL** |
| Strategy & Architecture – Information Strategy  Information Systems Coordination | Level 5 - ISCO |
| **Strategy & Architecture - Technical Strategy & Planning**  **Emerging Technology Monitoring** | **Level 5 – EMRG** |
| Delivery & Operation – Service Transition  Change Management | Level 5 - CHMG |

## 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.

| NSW Public Sector Capability Framework | | |
| --- | --- | --- |
| **Group and Capability** | **Level** | **Behavioural Indicators** |
| **Personal Attributes**  Display Resilience and Courage | Adept | * Be flexible, show initiative and respond quickly when situations change * Give frank and honest feedback/advice * Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively * Raise and work through challenging issues and seek alternatives * Keep control of own emotions and stay calm under pressure and in challenging situations |
| **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**  Deliver Results | Advanced | Drive a culture of achievement and acknowledge input of others  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 output of business unit to ensure government outcomes are achieved within budget  Progress organisational priorities and ensure effective acquisition and use of resources  Seek and apply the expertise of key individuals to achieve organisational outcomes |
| **Results**  Think and Solve Problems | Advanced | * 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 * Take account of the wider business context when considering options to resolve issues * Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements * Implement systems and processes that underpin high quality research and analysis |
| **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 | Adept | * Define and clearly communicate roles and responsibilities to achieve team/unit outcomes * Negotiate clear performance standards and monitor progress * Develop team/unit plans that take into account team capability, strengths and opportunities for development * Provide regular constructive feedback to build on strengths and achieve results * Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way * Monitor and report on performance of team in line with established performance development frameworks. |

| Occupation specific capability set (Skills Framework for the Information Age – SFIA) | | |
| --- | --- | --- |
| **Category and Sub-Category** | **Level and Code** | **Level Descriptions** |
| Enterprise & Business Architecture Development | Level 6 | * Leads the creation and review of a systems capability strategy that meets the strategic requirements of the business. * Captures and prioritises market and environmental trends, business strategies and objectives, and identifies the business benefits of alternative strategies. * Develops enterprise-wide architecture and processes which ensure that the strategic application of change is embedded in the management of the organisation, ensuring the buy-in of all key stakeholders. * Develops and presents business cases, for high-level initiatives, approval, funding and prioritisation. * Sets strategies, policies, standards and practices to ensure compliance between business strategies, technology strategies, and enterprise transformation activities. |
| Consultancy | Level 5 | * Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution. * Identifies, evaluates and recommends options, implementing if required. * Collaborates with, and facilitates stakeholder groups, as part of formal or informal consultancy agreements. * Seeks to fully address client needs, enhancing the capabilities and effectiveness of client personnel, by ensuring that proposed solutions are properly understood and appropriately exploited. |
| Emerging Technology Monitoring | Level 5 | * Monitors the external environment to gather intelligence on emerging technologies. * Assesses and documents the impacts, threats and opportunities to the organisation. * Creates reports and technology roadmaps and shares knowledge and insights with others. |