

# Role Description

## Director, Service Integration



Customer  
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Corporate Services / Chief Technology Office
Senior Executive Work Level Standards	Service - Operational Delivery
Classification/Grade/Band	Senior Executive Band 1
ANZSCO Code	111211
PCAT Code	3331166
Date of Approval	February 2020

### Primary purpose of the role

Lead the delivery of high-quality services by the Organisation, with a focus on strategic and operational planning, governance and evaluation of service delivery performance to support the achievement of organisational and government objectives.

### Key accountabilities

- Provide leadership and expert advice on service delivery issues, planning, service development approaches and create best-practice service delivery goals, standards and measures of success to ensure expectations are clear and that service delivery strategies are well aligned to organisational objectives
- Develop and implement service delivery priorities, strategies and programs to ensure the diverse needs of key stakeholders and communities are met
- Drive and oversee the allocation of financial, human, physical and intellectual capital and resources including the identification of interdependencies to facilitate operationally effective and efficient service delivery to optimise outcomes and a positive experience for customers
- Provide high quality expert advice and recommendations to key Divisional stakeholders to inform strategic planning processes, service improvements and decision making
- Lead the definition, development and implementation of innovative and robust service delivery governance and risk policy, standards, frameworks and systems to identify, manage and minimise financial, reputational and service delivery risks
- Monitor, evaluate and regularly report on service delivery processes, practices and outcomes against key performance indicators to ensure service delivery is efficient, cost effective and compliant with approved government and business policies and standards,
- Manage cross-functional, cross-process and cross-provider integration including end to end governance and controls across all contractor and vendor management suppliers to ensure consistency, transparency and service delivery to expected standards and in adherence with service agreements

## Key challenges

- Determining the best approaches to service delivery and implementing service reform and improvement in the context of diverse and continually changing internal and external stakeholder needs
- Developing and effectively executing service delivery models which transform the way customers can maximise their own opportunities and choices within fiscal, legal and ethical public service obligations given tight timeframes and potentially competing priorities

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director	<ul style="list-style-type: none"> <li>• Identify emerging risks and issues, provide authoritative and expert advice on service delivery matters, providing counsel and recommendations which influence planning and decision making</li> <li>• Recommend service delivery funding and resourcing that are consistent with strategic plans and priorities</li> <li>• Report on progress towards objectives and discuss future directions</li> <li>• Participate in meetings and discussions, receive guidance and instructions</li> </ul>
Leadership Team	<ul style="list-style-type: none"> <li>• Participate in meetings to obtain the work group perspective, share information, and influence product direction</li> <li>• Work collaboratively to contribute to achieving the team's business outcomes including strategic plans and strategies</li> <li>• Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice</li> <li>• Provide advice and input into the allocation of resources</li> </ul>
Stakeholders/Customers	<ul style="list-style-type: none"> <li>• Engage in service design, delivery and assessment to continually improve service deliver models and solutions</li> <li>• Coordinate and participate in monitoring, review and auditing processes</li> <li>• Provide expert advice and promote the practice of quality service delivery that meets contractual requirements, legal obligations and organisational policy and procedures</li> <li>• Develop and maintain effective working relationships</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Inspire and motivate, lead, guide, support, provide direction and manage performance and development</li> <li>• Provide own perspective and share information</li> <li>• Provide clarity around strategic direction and goals, evaluate outcomes and achievements</li> </ul>
<b>External</b>	
Government Agencies	<ul style="list-style-type: none"> <li>• Establish networks to enable performance benchmarking, monitor industry trends, maintain currency and collaborate on common responses to emerging and future issues.</li> </ul>
Vendors and Business Partners	<ul style="list-style-type: none"> <li>• Negotiate and approve significant contracts or service level agreements with external providers on behalf of the Cluster / Agency.</li> </ul>

	<ul style="list-style-type: none"> <li>• Monitor performance standards and service outcomes to ensure the high quality and effectiveness of activities and on time delivery as per service agreements</li> <li>• Foster and manage effective working relationships</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Develop and maintain effective relationships and open channels of communication to ensure that programs and services meet current and evolving needs and articulated standards of performance</li> </ul>

## Role dimensions

### Decision making

This role operates with a reasonable degree of autonomy and is directly accountable for the quality of outcomes. Services and solutions provided have a direct impact on agency/program performance and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services. They implement strategic directions and are accountable for decisions and actions associated with their area of responsibility.

### Reporting line

Executive Director

### Direct reports

The role has up to 6 direct reports

### Budget/Expenditure

As per the Customer Service Delegations

## Essential requirements

Clear background and criminal record checks

## 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](http://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 <https://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/ict-professionals>


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

## Occupation / profession specific capabilities

Capability Set	Category and Sub-category	Level and Code
	<b>Strategy and Architecture, Information Strategy, Enterprise IT Governance</b>	<b>Level 6 - GOVN</b>
	Relationships and Engagement, Stakeholder Management, Supplier Management	Level 6 - SUPP
	Delivery and Operations, Service Operation, Capacity Management	Level 6 - CPMG
	Delivery and Operations, Service Operation, Application Support	Level 5 - ASUP
	Delivery and Operations, Service Operation, Incident Management	Level 5 - USUP

## 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
<b>Personal Attributes</b> Manage Self	Highly Advanced	<ul style="list-style-type: none"> <li>Promote and model the value of self-improvement and be proactive in seeking opportunities for growth</li> <li>Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours</li> <li>Manage challenging, ambiguous and complex issues calmly and logically</li> <li>Model initiative and decisiveness</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Relationships</b> Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> <li>Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</li> <li>Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice</li> <li>Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes</li> <li>Set overall performance standards for service delivery across the organisation and monitor compliance</li> </ul>
<b>Results</b> Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> <li>Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness</li> <li>Promote a culture of accountability with clear line of sight to government goals</li> <li>Set standards and exercise due diligence to ensure work health and safety risks are addressed</li> <li>Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity</li> <li>Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation</li> <li>Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives</li> </ul>
<b>Business Enablers</b> Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> <li>Ensure that government and organisational policy in relation to procurement and contract management is implemented</li> <li>Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions</li> <li>Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures</li> </ul>

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk</li> <li>Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes</li> <li>Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Provide timely, constructive and objective feedback to staff</li> <li>Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b> Manage Reform and Change	Advanced	<ul style="list-style-type: none"> <li>Clarify 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>

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

Category and Sub-category	Level and Code	Level Descriptions
Strategy and Architecture, Information Strategy	Level 6 - GOVN	<b>ENTERPRISE IT GOVERNANCE</b> - Within a defined area of accountability, determines the requirements for the appropriate governance of enterprise IT, ensuring clarity of responsibilities and authority, goals and objectives. Puts in place and maintains governance practices and resources to enable governance activity to be conducted with reasonable independence from management activity, in line with the organisation's corporate governance requirements. Undertakes and/or directs reviews as necessary to ensure management decision-making is transparent, and that an appropriate balance between benefits, opportunities, costs and risks can be demonstrated to principal stakeholders. Establishes and maintains the policies for compliance with the organisation's obligations (including legislation, regulatory, contractual and agreed standards/policies), holding the management team to account. Acts as the organisation's contact for relevant regulatory authorities. Ensures proper relationships between the organisation and external parties, with valid interest in the organisation's governance, are in place.