

# Role Description

## Manager Digital Transformation



Department of  
Primary Industries

|                           |                                                                                  |
|---------------------------|----------------------------------------------------------------------------------|
| Cluster                   | Regional NSW                                                                     |
| Agency                    | Department of Regional NSW                                                       |
| Division/Branch/Unit      | DPI / Infrastructure, Investment & Business Development / Digital Transformation |
| Location                  | Orange                                                                           |
| Classification/Grade/Band | Grade 11/12                                                                      |
| Role Family               | Bespoke/ Information & Communication Technology/ Lead                            |
| ANZSCO Code               | 224711                                                                           |
| PCAT Code                 | 3119192                                                                          |
| Date of Approval          | September 2020 (updated January 2022)                                            |
| Agency Website            | <a href="http://www.dpi.nsw.gov.au">www.dpi.nsw.gov.au</a>                       |

### Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

NSW Primary Industries, as Department of Primary Industries (DPI), supports the development of profitable primary industries that create a more prosperous NSW and contribute to a better environment through sustainable use of natural resources.

DPI Infrastructure, Investment & Business Development Branch works across the breadth of DPI and is focused on maximising the utilisation and productivity of the Department's infrastructure portfolio. Through strong partnerships (internal and external) we also identify commercialisation pathways and help shape DPI's future investments. Our programs focus transforming our connections with customers through data and excellence in customer service and delivery of assistance programs.

### Primary purpose of the role

Lead the design and delivery of digital transformation projects and drive implementation of DPI's Digital Strategy to collaboratively deliver exceptional customer experiences, streamline operational efficiency and ensure NSW DPI is fit for the digital future.

### Key accountabilities

- Scope, plan and manage delivery of digital transformation initiatives for DPI and NSW primary industries, applying Human-Centred Design, Service Design and agile approaches to successfully deliver against DPI's Strategic Plan and the DPI Digital Strategy
- Lead and facilitate workshops to co-design solutions, with a focus on both customer and business outcomes
- Actively collaborate across the business to embed new ways of working, delivering initiatives to accelerate digital transformation, empower adoption of digital and data, foster creative thinking and drive operational efficiency

- Support the business in developing core digital skills (customer-centred design thinking, collaborative co-design and agile delivery) by advocating best practice management and ensuring knowledge sharing and organisational continuous improvement.
- Foster and maintain relationships with key internal, government and industry stakeholders, to capitalise on digital opportunities.
- Recognise the potential organisational and personal motivations and barriers to digital transformation, and drive change to overcome barriers both within DPI and externally with industry partners
- Provide expert advice and thought leadership on innovative approaches to problem solving and provide strategic advice to the business on best practice and opportunities for service transformation enabled by digital and data.

## Key challenges

- Working collaboratively with the business to change current state working methods and disrupt current models, and providing clear, insightful analysis and advice to a wide range of non-technical audiences
- Encouraging new ways of thinking and working across the organisation to enable delivery of ambitious digital transformation and business excellence outcomes
- Maintaining currency in digital technologies and new methodologies

## Key relationships

| Who                                   | Why                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Internal</b>                       |                                                                                                                                                                                                                                                                                                                                                                                      |
| Director Digital Transformation       | <ul style="list-style-type: none"> <li>• Advise and present recommendations on ideas and best approaches to delivering digital transformation outcomes for DPI and industry</li> <li>• Provide updates and report on the status of projects.</li> <li>• Facilitate the creation of ideas for innovative processes, products and services provided to industry and clients</li> </ul> |
| Senior managers across DPI            | <ul style="list-style-type: none"> <li>• Working with senior colleagues to advocate for new ways of working and digital transformation</li> </ul>                                                                                                                                                                                                                                    |
| Team                                  | <ul style="list-style-type: none"> <li>• Promote a positive and collaborative culture that actively identifies and embraces customer-centred digital transformation and innovation</li> </ul>                                                                                                                                                                                        |
| <b>External</b>                       |                                                                                                                                                                                                                                                                                                                                                                                      |
| Service providers                     | <ul style="list-style-type: none"> <li>• Manage procurement of, and engagement with, external service providers</li> </ul>                                                                                                                                                                                                                                                           |
| State and federal government agencies | <ul style="list-style-type: none"> <li>• Build and maintain networks and partnerships to deliver outcomes collaboratively; build ownership and capacity; and better understand different perspectives on critical issues.</li> </ul>                                                                                                                                                 |
| Industry participants                 | <ul style="list-style-type: none"> <li>• Gather information and identify future opportunities, build and maintain effective and supportive relationships</li> </ul>                                                                                                                                                                                                                  |

## Role dimensions

### Decision making

- Develops strategies, presents recommendations and works with the Director, Digital Transformation to drive outcomes for DPI through digital and data

- Make day to day decisions on his/her own work, and on project work involving multi-disciplinary teams, including advice, guidance and feedback.
- Refer to Director for decisions that require significant change to strategy, project outcomes or timeframes; are likely to escalate or create substantial or contentious precedent; require a higher administrative or financial delegation, or submission to a higher level of management.

## Reporting line

Director Digital Transformation

## Direct reports

Nil

## Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

## Key knowledge and experience

- Extensive applied experience in applying human centred design, service design and agile approaches to project delivery
- Experience in implementing digital transformation and organisational change, and fostering digital culture and capability development
- Experience in identifying and evaluating emerging disruptive trends, including digitisation and data analytics, analysing potential opportunities, risks and barriers to adoption internally and across primary industries

## Essential requirements

- Qualification in human-centred design, service design or a related discipline, or equivalent relevant experience
- Valid Australian driver's licence and an ability to travel within NSW, including regional and rural areas

## 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**.

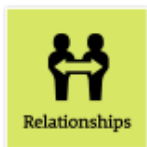
## Focus capabilities

*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    |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <br>Personal Attributes | <b>Act with Integrity</b><br>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    |
| <br>Relationships       | <b>Communicate Effectively</b><br>Communicate clearly, actively listen to others, and respond with understanding and respect | <ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul> | Advanced |

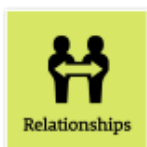


### **Commit to Customer Service**

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

Advanced



### **Work Collaboratively**

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

Advanced



### **Deliver Results**

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- 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 business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

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



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### **Demonstrate Accountability**

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

Adept



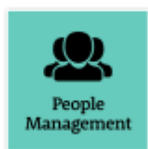
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### **Project Management**

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

Advanced



## Manage and Develop People

Engage and motivate staff, and develop capability and potential in others







- Collaborate to set clear performance standards and deadlines in line with established performance development frameworks
- Look for ways to develop team capability and recognise and develop individual potential
- Be constructive and build on strengths by giving timely and actionable feedback
- Identify and act on opportunities to provide coaching and mentoring
- Recognise performance issues that need to be addressed and work towards resolving issues
- Effectively support and manage team members who are working flexibly and in various locations
- Create a safe environment where team members' diverse backgrounds and cultures are considered and respected
- Consider feedback on own management style and reflect on potential areas to improve

Intermediate






## 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.

| Capability group/sets                                                               | Capability name                | Description                                                                                            | Level        |
|-------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------|--------------|
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change         | Adept        |
|  | 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 |
|  | Influence and Negotiate        | Gain consensus and commitment from others, and resolve issues and conflicts                            | Adept        |
|  | Plan and Prioritise            | Plan to achieve priority outcomes and respond flexibly to changing circumstances                       | Adept        |
|  | 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               | Adept        |
|  | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept        |
|  | 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                                    | Intermediate |
|  | Manage Reform and Change            | Support, promote and champion change, and assist others to engage with change                      | Adept        |