

Role Description

Program Manager - ICT



Cluster	Stronger Communities
Agency	NSW Police Force
Command/Business Unit	Various
Location	Various
Classification/Grade/Band	SE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: www.psc.nsw.gov.au/wls
ANZSCO Code	123112
PCAT Code	3226492
NSWPF Role Number	RD 556
Date of Approval	07/11/2018
Agency Website	www.police.nsw.gov.au

Agency overview

The NSW Police Force (NSWPF) vision is for *A Safer New South Wales*, which is achieved by police working with the community to prevent, disrupt and respond to crime.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 17,000 sworn officers providing a range of law and order services 24 hours a day, seven days a week to the socially, geographically and culturally diverse community of NSW.

The organisation has four function lines, based across a number of locations. Metropolitan Field Operations and Regional NSW Field Operations provide frontline services directly to the community. Investigations & Counter Terrorism provides investigative, technical and counter terrorism expertise. Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSW Police Force is a proud employer of a diverse range of people. This includes, but is not limited to, people who identify as Aboriginal or Torres Strait Islander, LGBTIQ, people with disability, people who come from a variety of cultural, religious or ethnic backgrounds, and workers of all ages. The NSWPF is committed to reflecting the diverse community we serve and creating an inclusive and respectful workplace for all employees, where difference is embraced, contributions are valued, and everyone has a sense of connection and belonging. This enables the growth and development of a talented and diverse workforce across the state, in a wide range of roles, at all levels.

The NSWPF *Statement of Values* and *Code of Conduct & Ethics* outlines appropriate behaviour for all NSW Police Force staff. All employees of NSWPF are expected to ensure ethics are incorporated into all aspects of their work making ethical behaviour, practices and decision making a part of daily routine. This further extends to ensuring confidentiality and information security is maintained at all times.

Work, Health and Safety legislation requires all employees to have specific responsibilities. This role is responsible for identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

Primary purpose of the role

The Program Manager – ICT leads and manages programs from inception to completion, providing leadership, management, coordination and direction to teams delivering ICT projects and liaises closely with ICT project managers, clients and stakeholders to plan, prioritise and resource the program.

Key accountabilities

- Lead and manage the planning and delivery of critical, highly complex and/or large projects.
- Provide strategic and technical advice and direction on information systems and projects including ICT replacement projects and programs.
- Lead and manage project teams to ensure project outcomes are achieved on time and within budgets.
- Lead procurement processes and manage contracts related which fall under the programs within the Program Manager’s responsibility.
- Develop and implement program and project management plans to ensure the success of the project within established budgets.
- Foster mutually supportive relationships with key stakeholders including key external and internal stakeholders and vendors on behalf of the organisation.
- Develop a strategic approach to manage the risks within the technology business for major projects and reforms and facilitate the innovation and creation of new technologies projects across the organisation.
- Develop and implement program management plans to ensure the success of the program including resource requirements and ensure efficient resource utilisation across the project.

Key challenges

- Manage interdependencies and balance competing demands to ensure program objectives are achieved
- Manage complex and sensitive consultation and negotiations with diverse stakeholders within agreed timelines given their varying expectations, viewpoints, and interests.
- Manage interdependencies and balance competing demands to ensure program objectives are achieved while controlling project scope creep to optimise return on investment.

Key relationships

Who	Why
Internal*	
Executive Director	<ul style="list-style-type: none"> • Provide expert strategic and technical advice to influence decisions regarding ICT initiatives and innovation
Work team	<ul style="list-style-type: none"> • Represent work group perspective and share information • Lead discussions and decisions regarding implementation of innovation and best practice • Inspire, motivate, and provide direction
Stakeholders	<ul style="list-style-type: none"> • Provide advice on a range of portfolio issues, strategies, and governance activities • Optimise engagement to achieve defined outcomes
Clients/customers	<ul style="list-style-type: none"> • Provide strategic advice for business improvement
External	
Industry leaders	<ul style="list-style-type: none"> • Provide agency vision to promote agency perspective within the industry • Capitalise on innovation and best practice

Role dimensions

Decision making

The Program Manager ICT is responsible for managing existing and emerging ICT projects and programs and delivering integrated operational technology for the NSW Police Force.

The role is expected to exercise independent judgment in the implementation and delivery of approaches and practices and is fully accountable for the quality and integrity of advice provided. The Program Manager ICT has autonomy to make decisions in relation to ICT solutions in line with NSW Police Force delegations.

The role defers to the next line of command on complex issues of a technical, legislative or political nature or decisions that will substantially alter the outcome or timeframes, major issues or conflicts arising in the course of duties or matters requiring a higher delegated authority including approval for expenditure or sensitive issues.

Reporting line

- Commander NSWPF Business Unit and/or
- Program Sponsor and/or
- Program Board

Direct reports

- Project and Program Contingent Labour Resources
- Project and Program Temporary Resources
- Those people that may be seconded from their full-time roles into the Project or Program
- Those who may be allocated to the Project or Program at a % of their time

Budget/Expenditure

General financial delegation (Category 5) of \$250k per transaction

Key knowledge and experience

- Proven experience in successfully delivering multimillion-dollar information technology projects for large scale organisations, preferably within politically sensitive environments.
- Ability to analyse/review and ultimately recommend technology solutions which consider enterprise technology architecture and integrate with existing infrastructure to meet business and legislative requirements.
- Proven experience in managing challenging stakeholders and risks while delivering project outcomes.
- Business, commercial, and political acumen to achieve outcomes combined with clear understanding of the dynamic nature of IT delivery in a policing or 24/7 operational environment.

Essential requirements

- Tertiary qualifications in Information Technology and/or equivalent experience in a related field
- Experience in delivering and managing diverse information and technology systems to a large organisation
- Obtain and maintain the requisite security clearances for this position.

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
 <p>Personal Attributes</p>	<p>Display Resilience and Courage</p> <p>Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
 <p>Relationships</p>	<p>Work Collaboratively</p> <p>Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> • 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
 <p>Results</p>	<p>Deliver Results</p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> • 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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p>Think and Solve Problems</p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> • 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
 <p>Business Enablers</p>	<p>Technology</p> <p>Understand and use available technologies to maximise efficiencies and effectiveness</p>	<ul style="list-style-type: none"> • Support research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation • Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies • Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness • Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements 	Highly Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p>Project Management</p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • 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
 <p>People Management</p>	<p>Optimise Business Outcomes</p> <p>Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning • When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes 	Adept

Occupation / profession specific capabilities		
Capability Set	Category, Sub-category and Skill	Level and Code
	Change and Transformation, Business change Management Benefits Management	Level 6 - BENM
	Change and Transformation, Business Change Implementation, Project Management	Level 6 - PGMG
	Change and Transformation, Business Change Management Change Implementation Planning and Management	Level 6 - CIPM
	Strategy and Architecture, Advice and Guidance, Consultancy	Level – 6 CNSL








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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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	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	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and Priorities	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	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category, Sub-category	Skill and Level Description	Level and Code
Change and Transformation Business Change Management	Benefits Management Promotes the change programme vision to staff at all levels of the business operation, brings order to complex situations, and keeps a focus on business objectives. Works with senior people responsible for the line business operation, to ensure maximum improvements are made in the business operations as groups of projects deliver their products into operational use. Maintains the business case for funding the programme and confirms continuing business viability of the programme at regular intervals	Level 6 - BENM
Change and Transformation Business Change Implementation	Project Management Takes full responsibility for the definition, documentation and successful completion of complex projects (typically with significant business, political, or high-profile impact, and high-risk dependencies). Adopts and adapts project management methods and tools, selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches. Ensures that effective project control, change control, risk management and testing processes are maintained. Monitors and controls resources, revenue and capital costs against the project budget and manages expectations of all project stakeholders	Level 6 - PGMG
Change and Transformation Business Change Management	Change Implementation Planning and Management Ensures that there is a business perspective on how any new technical capabilities will be integrated into the business, including planning around key business cycles, selecting appropriate customers for migration, etc. Initiates the business implementation plan, including all the activities that the business needs to do to prepare for new technical components and technologies. Ensures sites deliver site implementation plans that align with the overall plan. Tracks and reports against these activities to ensure progress. Defines and manages the activities to ensure achievement of the projected business benefits after delivery. Outlines key business engagement messages that need to be communicated throughout the programme/project	Level 6 - CIPM



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Version Control

Version	Summary of Changes	Date
V1.0	Position Description translated into Role Description template	07.11.2018
V1.1	Role Description updated to new Template	13.10.2020

Roles attached

Position Number	Region	Position Number	Region	Position Number	Region	Position Number	Region
51251669							