

Role Description

Chief Information Officer



Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Systems Group
Role number	TBC
Classification/Grade/Band	PSSE Band 2
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	TBC
PCAT Code	TBC
Date of Approval	March 2022
Agency Website	www.tafensw.edu.au

Agency overview

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments, 134 campuses and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

Primary purpose of the role

The Chief Information Officer (CIO) provides vision and leadership for developing and assisting in the implementation of information technology initiatives that align with the business strategy and objectives. The role supports the planning and implementation of organisationally aligned ICT strategies and systems to enable the business process owners to improve operational effectiveness, service quality and maximise returns from ICT investments.

As part of the role, the incumbent will be responsible for supporting the development and deployment of a new TAFE NSW digital learning system and applications to support innovation in the delivery of cost effective web-based education programs, for blended learning through TAFE NSW programs, and for standalone highly regarded and competitive web-based products.

Key accountabilities

- Lead ICT strategic and operational planning to achieve TAFE NSW objectives through the prioritisation and appropriate governance of ICT initiatives, and the coordination and evaluation, deployment, and management of current and future ICT systems across the organisation.
- Lead the information and communications technology team to design, procure, and form business relationships and partnerships to maintain software and platform for a service cloud-based enterprise-wide ICT systems across TAFE NSW in accordance with the TAFE NSW strategic plan.
- Provide strategic ICT advice to the Managing Director, Board, Executive team and Government.
- Identify and evaluate opportunities for business-led innovation and development to deliver web-based and other ICT solutions that meet internal and external customer needs, through maximising standardisation and harmonisation of IT system platforms and functions across TAFE NSW.
- Manage the provision of secure and stable ICT services to support business outcomes through effective risk management strategies, addressing any identified issues.
- Support the senior executive of TAFE Digital, with strategic guidance and make decisions in developing market leading digital learning systems.
- By intimately supporting business function and process owners, create and maintain highly professional, customer oriented, innovative and future-focused ICT capability.
- De-commission non-essential non-enterprise and LAN supported applications and systems.
- Where required, approve, prioritise, and support projects and the business establishment portfolio as they relate to the selection, acquisition, development, and installation of major information systems, for maximum return on investment.

Key challenges

- Engage and influence decision makers to align ICT investment with business objectives.
- Maintain currency with industry best practice to ensure ICT solutions are fit for purpose.
- Integrating the ICT strategy, governance and implementation for TAFE NSW into a revised operating model that is developed as part of the OneTAFE NSW modernisation agenda.
- Developing a funding model for digital delivery that encourages innovation and collaboration across TAFE NSW.

Key relationships

Internal

Who	Why
Managing Director TAFE NSW	<ul style="list-style-type: none">• Provide advice to support delivery of ICT strategic direction• Provide timely advice and escalation of issues, complaints
TAFE NSW Executive	<ul style="list-style-type: none">• Provide expert strategic ICT advice to influence decisions regarding the business initiatives, including innovation, change and business improvement• Build strategic relationships and persuade executives to adopt strategies where there are conflicting business interests and opinions
Work team	<ul style="list-style-type: none">• Inspire and motivate team, provide direction and manage performance

External

Who	Why
Vendors/Service Providers	<ul style="list-style-type: none">• Negotiate and approve contracts and service agreements
State and federal government agencies and stakeholders	<ul style="list-style-type: none">• Provides advice and direction with regard to ICT strategy• Build strategic relationships to integrate TAFE NSW ICT deliverables with the whole of government ICT strategy

Ministerial

Who	Why
Minister and Minister's Office	<ul style="list-style-type: none">• Provide advice to support delivery of ICT strategic direction

Role dimensions

Decision making

- The Chief Information Officer leads and develops the information technology strategic direction for the organisation.
- Makes decisions and set priorities and directions for the future direction of ICT and web based learning platforms in consultation with the Managing Director TAFE NSW.
- The incumbent has day-to-day autonomy in directing and managing the resources and priorities for Information Technology Services and associated changes to work practices and to ensure that agreed performance objectives are met.

Reporting line

Managing Director TAFE NSW

Direct reports

~4-5

Budget/Expenditure

TBC

Essential requirements

- Tertiary qualifications in an ICT related discipline or relevant equivalent experience.

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.

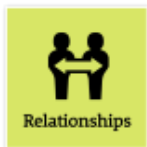
Focus capabilities

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
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly 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

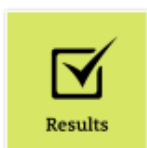


Deliver Results

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

- Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
- Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation
- Identify, recognise and celebrate success
- Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes
- Identify and remove potential barriers or hurdles to achieving outcomes
- Initiate and communicate high-level priorities for the organisation to achieve government outcomes

Highly Advanced



Demonstrate Accountability

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

- Design and develop systems to establish and measure accountabilities
- Ensure accountabilities are exercised in line with government and business goals
- Exercise due diligence to ensure work health and safety risks are addressed
- Oversee quality assurance practices
- Model the highest standards of financial probity, demonstrating respect for public monies and other resources
- Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks
- Incorporate sound risk management principles and strategies into business planning

Advanced



Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- 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

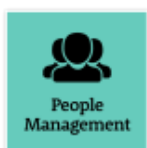


Project Management

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

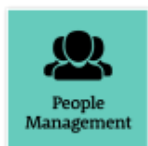


Manage and Develop People

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

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Advanced



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

Advanced

Occupational Specific Capabilities

Capability group/sets	Category – Sub-category – Skill	Level
SFIA	Strategy and architecture – Governance, risk and compliance - Governance	Level 7 GOVN
	<ul style="list-style-type: none"> • Directs the definition, implementation, and monitoring of the governance framework to meet the organisation's obligations under regulation, law, or contracts. • Provides leadership, direction, and oversight for an organisation's governance activities. • Secures resources required to execute activities to achieve the organisation's governance goals with effective transparency. • Provides assurance to stakeholders that the organisation can deliver its obligations with an agreed balance of benefits, opportunities, costs, and risks. 	
SFIA	Strategy and architecture – Strategy and planning – Information management	Level 7 IRMG
	<ul style="list-style-type: none"> • Establishes and communicates the organisation's information management strategy. • Specifies at a strategic level the information needed to support the business strategy and business functions. • Directs information resources to create value for stakeholders. • Accountable for compliance with regulations, standards and codes of good practice relating to information and records management. 	



- Directs the development of enterprise-wide architecture and processes to embed the strategic application of change in the management of the organisation.
- 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.
- Ensures compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices.














- Sets strategy for the management of the portfolio of technology services.
- Aligns technology service management with organisational strategies, objectives and emerging opportunities. Promotes the opportunities technology offers the organisation, including the feasibility of change and its likely impact.
- Authorises the establishment of new or modified technology service delivery capabilities. Integrates in-house and outsourced options, as well as delivery options leveraging multiple service delivery capabilities.
- Authorises allocation of resources for the planning, development and delivery of all technical services and products. Maintains an overview of the contribution of technology services to organisational success.

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	Advanced
	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
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced

	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced