Role Description
Chief Information Officer

Cluster	Department of Premier and Cabinet
Department/Agency	Department of Premier and Cabinet
Division/Branch/Unit	People Group / Information Management & Technology
Location	Sydney CBD
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional Specialist
Kind of Employment	Ongoing
ANZSCO Code	TBA
Role Number	TBA
PCAT Code	TBA
Date of Approval	June 2019
Agency Website	www.dpc.nsw.gov.au

Agency Overview

The NSW Department of Premier and Cabinet (DPC) is the lead central agency in the NSW Government. We support the Premier and the Special Minister of State, the Cabinet, Ministers and agencies by coordinating policies and services across government. We lead policy development, provide innovative ideas and support Government plans and projects.

Working with us will give you a broad overview in areas such as public policy formulation, public administration and state administrative matters and an opportunity to be involved in a range of state-wide policies, issues and projects.

For more information go to http://www.dpc.nsw.gov.au/about/about_the_department.

Primary purpose of the role

The Chief Information Officer is responsible for leading and overseeing the strategic information management and technology (IM&T) function and related business activities, staff, resources and systems for DPC. This includes the Department's Briefings and Correspondence Unit (BCU) activities, IM&T and EDRMS activities and Ministerial IM&T to support current and future business and service needs.

The role is the strategic Cluster CIO and is responsible for developing and maintaining organisationally aligned IM&T strategies to enable DPC to achieve its strategic and operational goals. It leads the Cluster's IM&T capability to maximise returns from IM&T investments to improve operational effectiveness.

Key accountabilities

- Provide the vision, leadership and governance of the IM&T strategy and architecture for the Department, Ministry and broader Premier & Cabinet Cluster, ensuring alignment with the NSW Government ICT Strategy and industry best practice to support service delivery reforms and business initiatives, ensuring fully integrated, efficient and cost effective services are implemented to achieve corporate goals.
- Lead and coordinate DPC's IM&T related functions by providing high level strategic, tactical and operations advice and support to other Cluster Agencies to strengthen strategic corporate service capabilities, and identify and evaluate opportunities for business-led innovation and development to deliver IM&T solutions.
- Lead the processing, co-ordination, preparation and assessment of briefings, correspondence, parliamentary material and other strategic advice for the Department to ensure the Premier and the DPC Executive receive risk assessed, timely, clear, relevant, useful and comprehensive information.
- Oversee the development and preparation of DPC's Budget Estimates Briefings and associated supporting documentation including managing consultations with the Department's senior executives, ensuring compliance with budget estimate briefings submission deadlines and presentation standards.
- Drive the development and maintenance of information management and analysis capability including EDRMS to support DPC core policy work, and to ensure the Department's operation meets required standards of probity, equity and best practice in procurement and development of IM&T system and processes.
- Manage the provision of secure and stable IM&T services and maintain integration of DPC department IT systems and support with Ministerial IT support to achieve efficiencies in core corporate service functions.
- Manage DPC's budget estimates for IM&T and BCU planning, monitor expenditure reporting to the Branch Executive on the overall performance of BCU and IM&T, including staff budget and other resources to achieve maximum benefit and results from resources available.
- Lead and manage strategic and effective relationships with service providers for IM&T related functions monitoring service delivery ensuring services meet the changing and evolving requirements of DPC (and where appropriate other Cluster Agencies) and deliver financial benefits and improved levels of service and quality.

Key challenges

- The role will operate in a matrix reporting structure, accountable to the Secretary, whilst having a management reporting line to the Chief People Officer, People Group. It is critical that the management relationship is strong and inclusive to minimise delays in decision making and ensure a consistent 'voice' across all Department ICT issues.
- Lead the design and implementation of strategic IM&T solutions for the DPC cluster that determine an appropriate balance between shared, strategic and agency based services including optimal integration of IT systems between the Department and Ministerial and correspondence services.
- Maintain currency with industry best practice to ensure IM&T solutions are fit for purpose.
- Engage and influence decision makers to align IM&T investment with business objectives.
- Develop and manage capability across a diverse range of key IM&T activities including service delivery reform, record management, in a dynamic environment, at both strategic and operational levels.
- Collaborate with service providers to ensure continued provision of a comprehensive range of timely, high quality and relevant information management services that meet the needs of DPC, and where relevant, to the cluster agencies.
- Develop and manage effective networking and information sharing processes within DPC and across the sector, creating a collaborative environment that will facilitate the delivery of superior executive support and correspondence management services.

Key relationships

Who	Why
Internal	
Cluster Executive	• Engage across the cluster Executive to ensure that appropriate resources procurement and other functional advice is available to optimise operational and service delivery performance. • Contribute to quality of leadership across the cluster by participating in leadership planning and communication initiatives.
Premier and Ministerial Offices	• Build, manage and maintain strong working relationships and partnerships with the Premier and Ministerial Offices to facilitate the provision of considered and comprehensive responses, and the exchange of information.
Department Executive	• Contribute to executive decision making processes and implementation of appropriate governance frameworks
Chief People Officer	• Alert the Chief People Officer to issues which may escalate, or matters which may have unforeseen impact on achievement of a particular initiative. • Communicate information related to performance against budget and potential variations which may impact on budgeting or budget performance at the Department or cluster level • Achieve endorsement of Group strategic and corporate plans and goals, and prioritisation of strategic initiative development and implementation.
Director – Governance & Cluster	Provide support to this role by: • Managing the provision of IM&T input on Cluster agency matters • Working with the Governance and Audit functions with regards to IM&T controls, policies and governance strategies.
IM&T team /Ministerial ICT / Briefings and Correspondence Unit	• Provide professional leadership, direction, guidance, people management and development for the IM&T and BCU teams • Set overall performance expectations and oversee the implementation of effective collaboration on major IM&T projects • Management of corporate responsibilities
External	
Broader government stakeholders	• Maintain effective relationships with key stakeholders across other tiers of government in NSW, across other jurisdictions, to exchange intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services. • Keeping abreast of advances in technology to ensure relevant new products, technologies and practices are identified and evaluated and adopted.
Other NSW Government stakeholders	• Ensure that the IM&T and BCU services maintains effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of the cluster
Vendors/service providers	• Negotiate and approve contracts and service agreements

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Role dimensions

Decision making

The Chief Information Officer operates with a high level of autonomy and is fully accountable for the quality, integrity and validity of the advice provided and work performed, and has full authority to determine day to day work priorities, allocating duties and decisions relating to the quality of the work assigned.

The position is fully accountable for the management of the team/unit assigned and provides leadership, direction and motivation, ensuring that team members work collaboratively and effectively.

The Chief Information Officer is the principal, authoritative source of advice related to IM&T upon which the Premier, Ministry, Secretary and Departmental Executive will rely on to guide high level strategic and tactical information technology and business intelligence decisions.

Reporting line

The Chief Information Officer reports to the Chief People Officer, People Group.

Direct reports

Number of staff reporting directly: 7

Total number of staff: 36

Budget/Expenditure

Budget Managed - $12.5million

Financial Delegation: Expenditure limit $200,000

Administrative Delegation: Category B

Essential requirements

- Tertiary qualifications in computer science or a related discipline or relevant equivalent experience.

- Proven leadership and management at an executive level within the IM&T area, leading IM&T reforms and implementing change management processes and strategies including IM&T service delivery in a shared services environment.

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

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

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioral indicators provide examples of the types of behaviors 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 Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • 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 on reported breaches of rules, policies and guidelines

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Value Diversity	Adept	• Seek to promote the value of diversity for the organisation • Recognise and adapt to individual differences and working styles • Support initiatives that create an environment in which diversity is valued
Relationships Communicate Effectively	Highly Advanced	• 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 cross-government, cross-jurisdictionally and outside of government • Actively listen, and identify ways to ensure all have an opportunity to contribute • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Influence and Negotiate	Advanced	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Think and Solve Problems	Highly Advanced	• Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Business Enablers Technology	Highly Advanced	• Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation • Establish effective governance to ensure organisational compliance with information and communications security and use policies • Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation

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Group and Capability	Level	Behavioural Indicators
		• Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements
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	Advanced	• 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 • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers