

# Role Description

## Chief ICT Officer



**Regional  
NSW**

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Corporate Services/Digital Information Office
Location	Sydney or Orange preferred
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	135111
PCAT Code	1226892
Date of Approval	September 2021
Agency Website	<a href="http://www.regional.nsw.gov.au">www.regional.nsw.gov.au</a>

## About the Department of Regional New South Wales

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.

## Primary purpose of the role

Oversee the transition, integration and modernisation of digital and information technology services, systems and applications for the Department. The role oversees a dedicated DRNSW ICT team and third-party vendors to provide ICT technical support, delivery and consulting services. The role drives the strategic direction of DRNSW ICT, ensuring alignment with DRNSW business and corporate objectives to achieve strategic and operational goals, and leads the organisation's ICT capability to maximise returns from ICT investments to improve operational effectiveness.

## Key accountabilities

- Create and lead a highly professional, customer oriented, innovative and future-focused ICT capability within DRNSW
- Provide vision, leadership and governance of the digital and ICT strategy and architecture, ensuring alignment with the NSW Government ICT Strategy and industry practice
- Drive the integration of multiple legacy and agency standalone IT systems and infrastructure to ensure a seamless transition to a future state model that includes the adoption of new digital technologies (including mobile applications, social media platforms and other virtual applications) for the whole of DRNSW.

- Drive a future state model for the Department to ensure digital and IT technologies reflect and keep pace with consistently evolving technological change and advancements to ensure the Department retains relevancy to the community, industry, and its stakeholders
- Manage third party suppliers for the provision of secure and stable ICT, cloud and digital services to support business outcomes through effective risk management strategies, including the development and implementation of cyber security frameworks and processes
- Identify and evaluate opportunities for business-led innovation and development to deliver digital and ICT solutions, operations and services that meet internal and external customer needs
- Develop, implement, and maintain best practice change, people and financial management strategies and frameworks, ensuring a consistent customer focused approach to the delivery of services and technologies
- Establish and maintain value-based stakeholder and strategic supplier relationships which meet business requirements.

## Key challenges

- Work with suppliers and to implement complex technological changes including the transition of multiple separate entities' systems and platforms into an integrated model which includes the adoption of new digital technologies
- Engage and influence decision makers to align ICT investment with business objectives, in an environment of major change while ensuring consistent value for money
- Maintain currency with industry best practice to ensure ICT solutions are fit for purpose

## Key relationships

Who	Why
<b>Internal</b>	
Secretary	<ul style="list-style-type: none"> <li>• Provide advice to support delivery of digital and ICT strategic direction</li> <li>• Provide timely advice and escalation of issues, complaints and risk</li> </ul>
Deputy Secretary and Executive	<ul style="list-style-type: none"> <li>• Provide expert strategic digital and ICT advice to influence decisions regarding the business initiatives, including innovation, change and business improvement</li> <li>• Build strategic relationships and persuade executive to adopt strategies where there are conflicting business interests and opinions</li> </ul>
DRNSW agencies, Divisions	<ul style="list-style-type: none"> <li>• Provide strategic guidance and direction; ensure the effective integration of systems and platforms, transitioning from existing standalone infrastructure and systems to a future state model</li> </ul>
Work teams	<ul style="list-style-type: none"> <li>• Inspire and motivate team, provide direction and manage performance</li> </ul>
<b>External</b>	
Vendors/Service Providers	<ul style="list-style-type: none"> <li>• Negotiate and approve contracts and service agreements</li> </ul>
Other government agencies	<ul style="list-style-type: none"> <li>• Provides advice and direction with regard to ICT strategy for the Department</li> <li>• Build strategic relationships to integrate Department ICT deliverables with the whole of government ICT strategy</li> </ul>

## Role dimensions

### Decision making

- The Chief ICT Officer leads and develops the strategic direction for digital and ICT change, transition strategy, customer service and ongoing operational programs for the department
- The incumbent has significant autonomy and authority to make decisions and set priorities and directions specific to the role in consultation with the Deputy Secretary, Corporate Services
- The incumbent has operational autonomy in directing and managing the resources and priorities for Digital and Information Technology services and associated changes to work practices and to ensure that agreed performance objectives are met

### Reporting line

Deputy Secretary, Corporate Services

### Direct reports

4 Direct reports; 23 indirect reports

### Budget/Expenditure

Labour Expenditure (LEC) \$4m

Opex \$2m

### Essential requirements

- Tertiary qualifications and experience relevant to the role.

### 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
 <b>Personal Attributes</b>	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector</li> <li>• Publicly celebrate the successful outcomes of collaboration</li> <li>• Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions</li> <li>• Identify and overcome barriers to collaboration with internal and external stakeholders</li> </ul>	Highly Advanced
 <b>Results</b>	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Demonstrate Accountability</b> Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>	Advanced
 Business Enablers	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</li> </ul>	Advanced






## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<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>Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced
	<b>Optimise Business Outcomes</b> Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> <li>Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals</li> <li>Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences</li> <li>Encourage team members to take calculated risks to support innovation and improvement</li> <li>Align systems and processes to encourage improved performance and outcomes</li> </ul>	Advanced
	<b>Manage Reform and Change</b> Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies</li> <li>Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context</li> <li>Create an organisational culture that actively seeks opportunities to improve</li> <li>Anticipate, plan for and address cultural barriers to change at the organisational level</li> </ul>	Highly Advanced


## 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
 <b>Personal Attributes</b>	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
 <b>Relationships</b>	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Highly Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 <b>Results</b>	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	Highly Advanced
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Highly Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
 <b>People Management</b>	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced

## Occupation / profession specific capabilities

Capability Set	Category and Sub-category	Level and Code
	Strategy & Architecture- Information Strategy Enterprise IT Governance	Level 7 - GOVN
	Strategy & Architecture - Information Strategy Information Governance	Level 7- IRMG
	Strategy & Architecture - Business Strategy & Planning Business Process Improvement	Level 7 - BPRE
	Service Management - Service Strategy IT Management	Level 7 - ITMG

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

Category and Sub-category	Level and Code	Level Descriptions
Strategy & Architecture Information Strategy	Level 7 GOVN	Leads the establishment and maintenance of a function that provides a consistent and integrated approach to IT governance in line with the organisation's corporate governance requirements. At the highest levels in the organisation's governance activities, provides assurance to principal stakeholders that IT services meet the organisation's obligations (including legislation, regulatory, contractual and agreed standards/policies). Ensures that a framework of policies, standards, process and practices is in place to guide provision of enterprise IT services, and that suitable monitoring of the governance framework is in place to report on adherence to these obligations as needed. Establishes the appropriate guidance to enable transparent decision-making to be demonstrated, working with senior leaders to ensure the needs of principal stakeholders are understood, the value proposition offered by enterprise IT is accepted by these stakeholders and the evolving needs of the stakeholders and their appetite for balancing benefits, opportunities, costs and risks is embedded into strategic and operational plans.
Strategy & Architecture Information Governance	Level 7 IRMG	Specifies at a strategic level the business functions and data subjects needed to support future business, thereby enabling the development of an Information Architecture. Establishes and communicates the organisation's information management strategy, developing it as an integral part of the business strategy. Directs information resources, to create value for the stakeholders by improving the performance of the organisation, whilst maintaining the principles of professional standards, accountability, openness, equality, diversity, and clarity of purpose. Responsible for compliance with regulations, standards and codes of good practice relating to information and documentation, records management, information assurance and data protection.
Strategy & Architecture Business Strategy & Planning	Level 7 ITMG	Sets strategy for management of technology resources, including corporate telecommunications functions, and promotes the opportunities that technology presents to the employing organisation, including the feasibility of change and its likely impact upon the business. Authorises allocation of



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

Category and Sub-category	Level and Code	Level Descriptions
		resources for the planning, development and delivery of all information systems services and products. Responsible for IT governance. Authorises organisational policies governing the conduct of management of change initiatives and standards of professional conduct. Maintains an overview of the contribution of programmes to organisational success. Inspires creativity and flexibility in the management and application of IT. Sets strategy for monitoring and managing the performance of IT-related systems and services, in respect of their contribution to business performance and benefits to the business.
<b>Strategy &amp; Architecture</b>	<b>Level 7</b>	Directs the creation and review of a cross-functional, enterprise-wide approach and culture for embracing business process management and improvement. Drives the identification, evaluation and adoption of technologies to transform organisational agility; customer and user experience;
Business Process improvement	BPRE	improve supply chains and exploit business opportunities. Aligns business strategies, enterprise transformation and technology strategies. Ensures that the strategic application of business process change is embedded in the governance and leadership of the organisation.