Role Description
Director Digital Transformation

Cluster	NSW Parliament
Agency	Department of Parliamentary Services
Division/Branch/Unit	Digital Transformation
Role number	
Classification/Grade/Band	Senior Executive Band 1
ANZSCO Code	TBA
PCAT Code	TBA
Date of Approval	September 2022
Agency Website	www.parliament.nsw.gov.au

Agency overview

Administratively, the Parliament comprises three main Departments: the Department of Parliamentary Services (DPS); Department of the Legislative Council (LC); and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the heads of their respective House Departments. These House Departments are responsible for providing procedural advice to the Council and Assembly, and their respective members, on parliamentary proceedings in each House and their Committees, undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions; Parliament Services and Corporate Services, and two project Branches; Digital Transformation and Capital Works Strategy Delivery.

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises the corporate functions that provide services to all staff and Members across Parliament House. This includes: the Financial Services & Governance Branch; People, Property & Security Branch; and the Information Technology Branch.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly, supported by a contemporary governance framework.

Primary purpose of the role

The Director Digital Transformation leads, manages, budgets and plans for the delivery of information and communications technology (ICT) and digital programs and projects across the Parliament and is responsible for project performance, reporting and risk management. The Director ensures alignment of project frameworks, standards and processes based on industry leading practices and with the DPS project delivery framework, and achieves optimal outcomes for the organisation's strategic operational and business requirements, delivering high levels of customer engagement and satisfaction.

Key accountabilities

- Lead the delivery of high-quality ICT and digital projects across the Parliament to provide optimal levels of support for the organisation's key operational requirements
- Identify and define specific ICT and digital business requirements in collaboration with directors, managers, members and staff, to develop and implement tailored ICT solutions
- Drive the implementation and delivery of new systems, technologies and services to deliver innovative and flexible ICT and digital solutions that achieve business requirements
- Collaborate with the Information Technology branch and provide leadership for the effective transition of projects into ongoing operations, delivering high levels of customer engagement and satisfaction
- Develop, implement, review, evaluate and report on the organisation's ICT and digital programs and projects, ensuring alignment with the strategic directions of the Parliament
- Operate as a senior member of the DPS executive team and act as a reference point for colleagues across the Parliament in providing advice and support
- Contribute to business cases and budget submissions to NSW Treasury in collaboration with colleagues for projects of a substantial nature
- Foster and promote the Department of Parliamentary Services (DPS) values of integrity, collaboration, service, excellence and innovation within the Digital Transformation branch and beyond.

Key challenges

- Manage client expectations and deliver outcomes to agreed targets and timeframes
- Manage change sensitively and effectively across the diverse parliamentary stakeholder groups
- Identify and address complex ICT and digital service delivery issues and provide alternative solutions based on well considered and balanced assessment of the facts and consequences
- Assess and respond to the impact of changes in the operating environment ensuring a high level of integration with the agency's strategic directions.

Key relationships

Who	Why
Internal	
Chief Executive, Presiding Officers, Clerks and executives of parliamentary departments	• Develop strategic relationships and provide strategic ICT and digital advice to influence decisions, support initiatives and promote collaboration across Parliament • Collaborate and maintain open relationships to expedite responses and information transfer
Chief Information Officer and Senior IT Manager	• Collaborate to achieve the smooth and successful delivery of projects and their transition to BAU and operational support

Who	Why
Work Team	• Inspire, guide, support and motivate team, provide direction and manage performance • Encourage team to work collaboratively to contribute to achieving the team's business outcomes
External	
Client/Customers	• Provide information and guidance regarding ICT service delivery issues • Provide strategic advice for business improvement, propose technical solutions to ICT issues and receive feedback on service delivery • Provide information regarding agency rules and standards
Vendors/Service Providers and Consultants	• Agree and manage underpinning contracts for service delivery • Consult, provide and obtain information, negotiate required outcomes and timeframes • Manage and report on supplier related performance targets
NSW Government agencies and other parliaments	• Establish collaborative relationships and partnerships • Participate in high level networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues • Comply with the project assurance requirements of the Department of Customer Service including Gateway reviews • Represent agency interests and negotiate to achieve optimal outcomes

Role dimensions

Decision making

The Director Digital Transformation operates with a high level of autonomy and is fully accountable for the executive management of their branch functions. This role is responsible for the quality, integrity and validity of strategic advice and reporting provided to the departmental and parliamentary executives.
The role is responsible for ensuring that the Chief Executive, and other departmental and parliamentary executives, are fully informed on matters relevant to the branch functions.

Reporting line

The role accounts and reports directly to the Chief Executive, DPS

Direct reports

Number of staff reporting directly: 5
Three Senior Program Managers
One Senior Project Manager
One Branch Program Office Manager

Budget/Expenditure

Budget approximately $13m (2022: capital plus recurrent)

Expenditure as per the approved DPS Financial Delegations.

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.

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at [www.psc.nsw.gov.au/capabilityframework/ICT](#)

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• 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
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	• 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	Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	Advanced
Results	**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
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	changing circumstances	• Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning	
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies	Advanced
People Management	**Manage Reform and Change** Support, promote and champion change, and assist others to engage with change	• Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these	Adept

Occupation specific focus capability set

Capability Set / Skill	Category and Sub-Category	Level Descriptions	Level and Code
IT management SFIA	Strategy and architecture Business strategy and planning	• Identifies and manages resources needed for the planning, development and delivery of specified information and communications systems services (including storage, modification and communication of data, voice, text, audio and images). • Engages with and influences senior level stakeholders and project teams through change management processes, ensuring that the infrastructure is managed to provide agreed levels of service and data integrity.	ITMG Level 6

Capability Set / Skill	Category and Sub-Category	Level Descriptions	Level and Code
		• Takes full responsibility for budgeting, estimating, planning and objective setting. • Plans and manages implementation of processes and procedures, tools and techniques for monitoring and managing the performance of automated systems and services. • Aligns the contribution of systems and services to clearly stated business and financial goals and performance targets. • Monitors performance and takes corrective action where necessary and in line with policies. • Develops new methods and organisational capabilities (including automation) for the management of systems and services.	
Enterprise and business architecture SFIA	Strategy and architecture Business strategy and planning	• Contributes to the creation and review of a systems capability strategy which meets the strategic requirements of the business. • Develops models and plans to drive the execution of the strategy, taking advantage of opportunities to improve business performance. • Takes responsibility for investigative work to determine requirements and specify effective business processes, through improvements in information systems, data management, practices, procedures, organisation and equipment.	STPL Level 5
Relationship management SFIA	Relationships and engagement Stakeholder management	• Leads the development of comprehensive stakeholder management strategies and plans. • Builds long-term, strategic relationships with senior stakeholders (internal and external). • Facilitates the engagement of stakeholders and delivery of services and change projects, acting as a single point of contact for senior stakeholders, facilitating relationships between them. • Negotiates to ensure that stakeholders understand and agree what will meet their needs, and that appropriate agreements are defined. • Oversees monitoring of relationships including lessons learned and appropriate feedback. • Leads actions to improve relations and open communications with and between stakeholders.	RLMT Level 6
Supplier management SFIA	Relationships and engagement Stakeholder management	• Manages suppliers to meet key performance indicators and agreed targets. • Manages implementation of supplier service improvement actions. • Use suppliers' expertise to support and inform development roadmaps. • Manages operational relationships between suppliers. • Ensures potential disputes or conflicts are raised at an early stage, with clear escalation paths for resolving them.	SUPP Level 5

| | | • Performs bench-marking and makes use of supplier performance data to ensure that supplier performance is properly monitored and regularly reviewed.
• Identifies constraints and opportunities when negotiating or renegotiating contracts. | |

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	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	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

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
	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	Adept

Occupation specific complimentary capabilities

Capability Set / Skill	Category and Sub-category	Description	Level and Code
Change management SFIA	Delivery and operation Service transition	The management of change to the service infrastructure including service assets, configuration items and associated documentation. Change management uses requests for change (RFC) for standard or emergency changes, and changes due to incidents or problems to provide effective control and reduction of risk to the availability, performance, security and compliance of the business services impacted by the change.	CHMG Level 6
Information systems coordination SFIA	Strategy and architecture Information strategy	Typically within a large organisation in which the information strategy function is devolved to autonomous units, or within a collaborative enterprise of otherwise independent organisations, the coordination of information strategy matters where the adoption of a common approach (such as shared services) would benefit the organisation.	ISCO Level 6