Role Description
Director ICT, Spatial and Data

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	Corporate Services/Digital Services Group/ Business Information and Services Branch
Location	Sydney
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	135199
PCAT Code	1226492
Date of Approval	November 2019
Agency Website	www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

Primary purpose of the role

The Director ICT, Spatial and Data drives day to day functional delivery of ICT services and programs that reflect contemporary best practice and achieve optimal outcomes for the organisation's strategic operational and business requirements. This role will also be accountable for design and delivery of high-quality analytics and business intelligence. The role oversights the data information systems and GIS designed to evaluate planning proposals, manage the data function and leads modelling to provide insights. The role also engages networks with other government agencies, industry, academia and researchers to source datasets and deliver high quality data analysis to support the business needs.

Key accountabilities

- Lead the delivery, management and support of the GIS/spatial applications
- Lead a data analytics team to enable the business to have increased control over operational and executive reporting, and data analytics and insights to drive business reforms.
- Lead the delivery of high-quality ICT services across the organisation to provide optimal levels of support for the organisation's key operational requirements.
- Identify and define specific ICT business requirements in collaboration with directors, managers, clients across the organisation and third-party stakeholders to develop tailored ICT solutions.
- Drive the implementation and delivery and of new systems, technologies and services to deliver innovative and flexible ICT solutions that achieve business requirements.
- Develop, implement, review, evaluate and report on the organisation's ICT strategic, business and operating plans and associated projects, ensuring alignment with the strategic directions of the organisation.

- Drive ongoing analysis and review of ICT service delivery to identify opportunities to improve and enhance the services for the organisation.

Key challenges

- Manage client expectations and delivery outcomes to agreed targets and timeframes
- Identify and address complex ICT service delivery issues and 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 corporate direction and across government

Key relationships

Who	Why
Internal	
Manager	▪ Provide expert strategic ICT advice to influence decisions ICT initiatives and innovation ▪ Influence and convince others to achieve business outcomes
Clients/customers	▪ Provide strategic advice for business improvement, propose technical solutions to ICT issues and receive feedback on service delivery ▪ Provide information regarding agency sector wide rules and standards ▪ Share and seek information and advocate a particular position
Work team	▪ Lead discussions and decisions regarding implementation of innovation and best practice ▪ Inspire and motivate team, provide direction and manage performance leading to implementation of government policies ▪ Provide guidance, professional support, coaching and mentoring ▪ Conduct/participate in meetings to represent work group perspective and share information
External	
Vendors/suppliers Central and other Government agencies	▪ Consult, give and obtain information, negotiate required outcomes and timeframes and develop and maintain ongoing working relationships and networks ▪ Represent agency interests and influence and convince others to achieve business outcomes

Role dimensions

Decision making

This role has a high level of autonomy and is fully accountable for the delivery of work assignments and projects on time, within budget and to expectations in terms of quality, deliverables and outcomes.

Reporting line

This position reports to the Chief Information Officer within the Business Information and Services Branch.

Direct reports

TBA

Budget/Expenditure

TBA

Essential Requirements

- Experience in leading the delivery, management and support of GIS/spatial applications coupled with the experience in delivery, management and support of Enterprise Data Warehouse, Business Intelligence and Analytics environments is essential.
- Experience leading projects within a highly complex matrix organisation is essential.

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

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

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	Adept
	Manage Self	Adept
	Value Diversity	Adept
Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	**Adept**
	Work Collaboratively	Adept
	Influence and Negotiate	**Adept**
Results	**Deliver Results**	**Advanced**
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	**Advanced**
	Procurement and Contract Management	Adept
	Project Management	Intermediate

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	**Adept**

Occupation / profession specific capabilities		
Capability Set	**Category, Sub-category and Skill**	**Level and Code**
SFIA	**Strategy and Architecture – Information Strategy Information Systems Coordination**	**Level 6 – ISCO**
	Strategy and Architecture – Business Strategy and Planning Business Process Improvement	**Level 6 - BPRE**
	Business Change – Business Change Management Change Implementation Planning and Management	**Level 6 - CIPM**
	Service Management – Service Strategy IT Management	**Level 6 - ITMG**

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours 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 Display Resilience and Courage	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of 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, difficult and controversial issues
Relationships Commit to Customer Service	Adept	• Take responsibility for delivering high quality customer-focused services • Understand customer perspectives and ensure responsiveness to their needs • Identify customer service needs and implement solutions • Find opportunities to co-operate with internal and external parties to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant stakeholders within the community
Relationships	Adept	• Negotiate from an informed and credible position

NSW GOVERNMENT

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Influence and Negotiate		• Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results Deliver Results	Advanced	• Drive a culture of achievement and acknowledge input of others • 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 output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Business Enablers Technology	Advanced	• Show commitment to the use of existing and deployment of appropriate new technologies in the workplace • Implement appropriate controls to ensure compliance with information and communications security and use policies • Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes • Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes • Implement and monitor appropriate records, information and knowledge management systems protocols, and policies
People Management Manage Reform and Change	Adept	• Actively promote change processes to staff and participate in the communication of change initiatives across the organisation • Provide guidance, coaching and direction to others 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

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 6 ISCO	**INFORMATION SYSTEMS COORDINATION (ISCO) -** Maintains an awareness of the global needs of the organisation, and promotes the benefits that a common approach to IT deployment will bring to the business as a whole, among information systems and business management. Coordinates the promotion, development, acquisition and implementation of information systems and services in close liaison with those responsible for management and strategy.
Strategy & Architecture Business Strategy and Planning	Level 6 BPRE	**BUSINESS PROCESS IMPROVEMENT (BPRE) –** Analyses business processes; identifies alternative solutions, assesses feasibility, and recommends new approaches, typically seeking to exploit technology components. Evaluates the financial, cultural, technological, organisational and environmental factors which must be addressed in the change programme. Establishes client requirements for the implementation of significant changes in organisational mission, business functions and process, organisational roles and responsibilities, and scope or nature of service delivery.
Business Change Business Change Management	Level 6 CIPM	**CHANGE IMPLEMENTATION PLANNING AND MANAGEMENT (CIPM) –** Ensures that there is a business perspective on how the new technical capabilities will be delivered to 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 business case after delivery. Outlines key business engagement messages that need to take place throughout the programme / project.
Service Management Service Strategy	Level 6 ITMG	**IT MANAGEMENT (ITMG) –** Identifies and manages resources needed for the planning, development and delivery of specified information and communications systems services (including data, voice, text, audio and images). Influences senior level customers and project teams through change management initiatives, ensuring that the infrastructure is managed to provide agreed levels of service and data integrity. 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, in respect of their contribution to business performance and benefits to the business, where the measure of success depends on achieving clearly stated business/financial goals and performance targets. Monitors performance and takes corrective action where necessary.

NSW
GOVERNMENT