

# Role Description

## Executive Director Data, Insights and Transformation



Agency	Department of Customer Service
Division/Branch/Unit	Customer Delivery and Transformation
Location	Sydney
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Kind of Employment	Ongoing
Role Number	TBC
ANZSCO Code	TBC
PCAT Code	TBC
Date of Approval	TBC

### Agency overview

#### Primary purpose of the role

Implement the government's vision for the provision and application of highly specialised knowledge and advice that supports the delivery of the NSW Government priorities, with a focus on the use of data, digital tools and insights. Drive the design and delivery of better value government services that put customers at the center of service design, using digital technology and new business models to reinvent service delivery and improve outcomes.

The role includes significant responsibility for collaborating, influencing and negotiating with key departmental stakeholders, including other business unit executives, to lead the transformation agenda to clearly deliver the vision to transform the way NSW Government operates. This role includes strategic reporting and governance.

#### Key accountabilities

- Drive the sector wide adoption and application of highly specialised knowledge and advice, with a focus on data, digital tools and insights, to inform and support decisions of government, and optimize outcomes for customers.
- Lead the transformation and reform agenda for customer focused services, and deliver exemplar projects, that provide innovative application of data, insights, digital, technology, and alternative business models to deliver better outcomes.
- Lead the development and implementation of strategies and policies, tools and approaches to improve the performance of the NSW Government, including through innovative solutions that address policy challenges in a wide range of government services and areas of community need.
- Provide practical design solutions to support the Government's, Minister's and Department's key priorities.
- Internal and external stakeholder leadership and management, including negotiating conflicting priorities or resources and resolving complex and unprecedented issues.



- Apply a comprehensive understanding of the economic, financial and policy challenges in service reform and the evaluation of new business models to achieve desired outcomes for Government.
- Identify emerging issues, risks and opportunities and provide timely, relevant, expert and authoritative information and advice to the Secretary, NSW Government and others, to facilitate informed decision making.
- Effectively manage division/unit performance and resources in a manner that meets requirements and optimizes outcomes (includes managing budget, staff/contract performance, staff development, staff engagement, asset management, internal and external reporting).
- Contribute to the leadership and reform of the agency/division to achieve government directions/objectives, identify and pursue performance improvement opportunities.

## Key challenges

- Driving sector wide adoption of data and insights as inputs to service and policy design and delivery within resource constraints.
- Influence and drive service reform across the cluster and sector.
- Challenge existing practices and develop innovative and acceptable solutions to meet the continually changing needs of across the sector.
- Keeping abreast of developments within diverse industries, communities, and technologies.
- Achieving a culture which embraces change and innovation, continuous development and improvement to service offerings while maintaining commitment to high efficiency and effective outcomes.

## Key relationships

Who	Why
<b>Ministerial</b>	
The Minister	<ul style="list-style-type: none"> <li>• Provide updates and authoritative information and advice through the Department executive</li> </ul>
<b>Internal</b>	
Secretary and Deputy Secretary	<ul style="list-style-type: none"> <li>• Consult, support, receive direction, provide updates and authoritative information and advice</li> </ul>
Executive	<ul style="list-style-type: none"> <li>• Communicate, collaborate, consult, contribute to planning and the pursuit of performance improvement opportunities</li> </ul>
Work Team	<ul style="list-style-type: none"> <li>• Consult in relation to specialty areas, inform, provide direction, build engagement, develop capability and manage performance</li> </ul>
<b>External</b>	
Representatives of other Government agencies, Professional, industry and community organisations	<ul style="list-style-type: none"> <li>• Consult, provide information and support, promote, influence, negotiate and build mutually beneficial relationships.</li> <li>• May Chair or otherwise participate and represent the agency in relevant committees/working parties etc</li> </ul>

## Who

## Why

- Lead the Department's engagement with industry and community in areas of service reform and innovation.

## Role dimensions

### Decision making

Has a high level of autonomy and is directly accountable for the achievement of outcomes, accuracy, validity and integrity of the advice provided and the quality of work performed, often in connection with strategic and complex issues that have a broad and potentially significant impact. The incumbent pursues the acquisition, provision and application of highly specialised knowledge and is accountable for all decisions and actions associated with their area of responsibility.

### Reporting line

Deputy Secretary Customer Delivery and Transformation

### Direct reports

This role has up to 5 direct reports.

### Budget/Expenditure

As per the Customer Service Financial delegations

## Essential requirements

Relevant tertiary qualifications.

Experience leading large, complex organizational transformations involving significant systems, capability and cultural change.

Demonstrated capability in developing and maintaining high level collaborative relationships with a range of senior level stakeholders.

## 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](http://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
	<b>Display Resilience and Courage</b>	<b>Highly Advanced</b>
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	<b>Commit to Customer Service</b>	<b>Highly Advanced</b>
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Highly Advanced
	<b>Deliver Results</b>	<b>Highly Advanced</b>
	<b>Plan and Prioritise</b>	<b>Highly Advanced</b>
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Advanced
	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Highly Advanced</b>
	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	<b>Optimise Business Outcomes</b>	<b>Advanced</b>
	<b>Manage Reform and Change</b>	<b>Highly Advanced</b>

### 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
<b>Personal Attributes</b> Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> <li>• Create a climate which encourages and supports openness, persistence and genuine debate around critical issues</li> <li>• Provide sound exposition and argument for agreed positions while remaining open to valid suggestions of change</li> <li>• Raise critical issues and make tough decisions</li> <li>• Respond to significant, complex and novel challenges with a high level of resilience and persistence</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations</li> </ul>
<b>Relationships</b> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government</li> <li>Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Commitment to Customer Service	Highly Advanced	<ul style="list-style-type: none"> <li>Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</li> <li>Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice</li> <li>Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes</li> <li>Set overall performance standards for service delivery across the organisation and monitor compliance</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation</li> <li>Recognise outcomes which resulted from effective collaboration between teams</li> <li>Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Results</b> Deliver Results	Highly Advanced	<ul style="list-style-type: none"> <li>Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>Identify, recognise and celebrate success</li> <li>Establish systems to ensure all staff can identify direct connection between their effort and organisational outcomes</li> <li>Identify and remove potential barriers or hurdles to ongoing and long-term achievement of outcomes</li> <li>Initiate and communicate high level priorities for the organisation to achieve government outcomes</li> <li>Use own professional knowledge and expertise of others to drive organisational and government objectives forward</li> </ul>

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Group and Capability	Level	Behavioural Indicators
<b>Results</b> Plan and Prioritise	Highly Advanced	<ul style="list-style-type: none"> <li>Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff</li> <li>Understand the organisation's current and potential future role within government and the community, and plan appropriately</li> <li>Ensure effective governance frameworks and guidance enable high quality strategic, corporate, business and operational planning</li> <li>Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes</li> <li>Drive initiatives in an environment of ongoing, widespread change, including whole-of-government policy directions</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Project Management	Highly Advanced	<ul style="list-style-type: none"> <li>Implement effective governance processes for acceptance of project based on sound business cases</li> <li>Use historical, political and broader context to inform project directions and mitigate risk</li> <li>Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication</li> <li>Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variance</li> <li>Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals</li> </ul>
<b>People Management</b> Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> <li>Develop workforce plans that effectively distribute organisational resources to achieve business goals</li> <li>Plan for strategic use of human resources that links to wider organisational aims and goals</li> <li>Encourage others to strive for ongoing performance improvement</li> <li>Align systems and processes to encourage improved performance and outcomes</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>People Management</b> Manage Reform and Change	Highly Advanced	<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 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>