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| **Classification/Grade/Band** | PSSE Band 2 |
| **ANZSCO Code** | 135111 |
| **PCAT Code** | NA |
| **Date of Approval** | XXXX |

Primary purpose of the role

The Chief Information Officer (CIO) leads the establishment, prioritisation and delivery of the organisation's investment in information systems and services aligned to the needs of the business and overall organisational corporate governance requirements.

The CIO develops and maintains organisationally aligned ICT strategies to enable the business to achieve strategic and operational goals, and leads the delivery of the organisation’s ICT capability, maximising returns from ICT investments and improving operational effectiveness in the delivery of business services, value and outcomes.

Key accountabilities

* Provide vision, leadership and governance of the ICT strategy, architecture and execution, ensuring alignment with the NSW Government ICT Strategy and industry practice
* Manage the provision of secure and stable ICT services to support the integrity of business outcomes through effective risk management strategies and controls that meet all ICT compliance and legislative requirements.
* Identify and evaluate opportunities for business-led innovation and development to deliver ICT solutions that meet internal and external customer needs, working in partnership with the business to provide ICT systems, tools, support and new technologies to support business operations and improve overall service delivery
* Create and maintain highly professional, customer oriented, innovative and future-focused ICT capability within the cluster
* Develop, implement and maintain best practice change, people and financial management strategies, frameworks and standards
* Make optimal use of working capital through innovative and appropriate financial, lifecycle asset and cost management strategies, ensuring investment is appropriate to return and key business stakeholders understand and support current and future expenditure
* Provide business continuity and financial flexibility through appropriate resourcing strategies and oversee all aspects of external ICT supply management.
* Establish and maintain value-based stakeholder and strategic supplier relationships which meet business requirements

Key challenges

* Engaging and influencing decision makers to align ICT investment with business objectives that deliver value and optimise business outcomes
* Maintaining a deep understanding of the business, the implications of emerging technologies and industry best practice to ensure ICT solutions are fit for purpose

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Executive | * Provide expert strategic ICT advice to influence decisions regarding business initiatives, including innovation, change and business improvement
* Build strategic relationships and persuade executives to adopt strategies where there are conflicting business interests and opinions
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| Work team | * Lead a people-oriented culture to inspire and motivate the team, provide direction and manage performance
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| **External** |  |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts and service agreements
* Foster a culture of performance-based management and continuous improvement with the vendor
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# Role dimensions

## Decision making

x

## Reporting line

x

## Direct reports

x

## Budget/Expenditure

x

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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](https://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/ict-professionals)

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** |
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| Capability group/sets | Capability name | Behavioural indicators | Level |
| Personal Attributes icon | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | * Model the highest standards of ethical and professional behaviour and reinforce their use
* Represent the organisation in an honest, ethical and professional way and set an example for others to follow
* 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 promptly on reported breaches of legislation, policies and guidelines
 | Advanced |
| Relationships icon | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | * Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
* Ensure systems are in place to capture customer service insights to improve services
* Initiate and develop partnerships with customers to define and evaluate service performance outcomes
* Promote and manage alliances within the organisation and across the public, private and community sectors
* Liaise with senior stakeholders on key issues and provide expert and influential advice
* Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
* Ensure that the organisation’s systems, processes, policies and programs respond to customer needs
 | Advanced |
| Results icon | **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 |
| Business Enablers icon | **Finance** Understand and apply financial processes to achieve value for money and minimise financial risk | * Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management
* Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound
* Assess relative cost benefits of various purchasing options
* Promote the role of sound financial management and its impact on organisational effectiveness
* Obtain specialist financial advice when reviewing and evaluating finance systems and processes
* Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner
 | Advanced |
| People Management icon | **Manage Reform and Change** Support, promote and champion change, and assist others to engage with change | * Clarify the 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
 | Advanced |

| **Occupation specific focus capability set** |
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| Capability Set / Skill | Category andSub-Category | Level Descriptions | Level and Code |
| Enterprise IT governanceSkills Framework for the Information Age logo | Strategy and architecture Information strategy | * 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.
 | Level 7GOVN |
| Strategic planningSkills Framework for the Information Age logo | Strategy and architecture Information strategy | * Leads the definition, implementation, and communication of the organisation’s strategic management framework and directs the creation and review of a strategy and plans to support the strategic requirements of the business.
 | Level 7ITSP |
| Information governanceSkills Framework for the Information Age logo | Strategy and architecture Information strategy | * 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.
 | Level 7IRMG |
| Business risk managementSkills Framework for the Information Age logo | Strategy and architecture Business strategy and planning | * Establishes strategy for addressing risks arising from business operations and change.
* Provides resources to implement the strategy, and delegates authority for detailed planning and execution of risk management activities.
 | Level 7BURM |
| Business process improvementSkills Framework for the Information Age logo | Strategy and architecture Business strategy and planning | * 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; 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.
 | Level 7BPRE |

# 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 icon | 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 |
| Relationships icon | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Highly Advanced |
| Work Collaboratively | Collaborate with others and value their contribution | Advanced |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results icon | 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 | Advanced |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
| Business Enablers icon | 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 |
| Project Management | Understand and apply effective planning, coordination and control methods | Advanced |
| People Management icon | 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 | Advanced |
| 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** |
| **Enterprise and business architecture**Skills Framework for the Information Age logo | Strategy and architecture Business strategy and planning | The creation, iteration, and maintenance of structures such as enterprise and business architectures embodying the key principles, methods and models that describe the organisation's future state, and that enable its evolution. This typically involves the interpretation of business goals and drivers; the translation of business strategy and objectives into an “operating model”; the strategic assessment of current capabilities; the identification of required changes in capabilities; and the description of inter-relationships between people, organisation, service, process, data, information, technology and the external environment. The architecture development process supports the formation of the constraints, standards and guiding principles necessary to define, assure and govern the required evolution; this facilitates change in the organisation's structure, business processes, systems and infrastructure in order to achieve predictable transition to the intended state. | Level 7STPL |
| **IT management**Skills Framework for the Information Age logo | Strategy and architecture Business strategy and planning | The management of the IT infrastructure and resources required to plan for, develop, deliver and support IT services and products to meet the needs of a business. The preparation for new or changed services, management of the change process and the maintenance of regulatory, legal and professional standards. The management of performance of systems and services in terms of their contribution to business performance and their financial costs and sustainability. The management of bought-in services. The development of continual service improvement plans to ensure the IT infrastructure adequately supports business needs. | Level 7ITMG |
| **Supplier management**Skills Framework for the Information Age logo | Relationships and engagement Stakeholder management | The alignment of an organisation’s supplier performance objectives and activities with sourcing strategies and plans, balancing costs, efficiencies and service quality. The establishment of working relationships based on collaboration, trust, and open communication in order to encourage co-innovation and service improvement with suppliers. The proactive engagement of suppliers for mutual benefit to resolve operational incidents, problems, poor performance and other sources of conflict. The use of clear escalation paths for discussing and resolving issues. The management of performance and risks across multiple suppliers (internal and external) using a set of agreed metrics. | Level 7SUPP |