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| **Classification/Grade/Band** | PSSE Band 1 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | XXXX |

Primary purpose of the role

The Director ICT leads and drives day to day functional delivery of ICT services and programs and is responsible for service assurance, performance, availability, support, maintenance and operational risk management. The Director ensures alignment of operational frameworks, standards and processes based on industry leading practices 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 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 deliver outcomes to agreed targets and timeframes
* Identify and address complex ICT service delivery issues and provide alternate 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** |  |
| Manager | * Provide strategic ICT advice to influence decisions regarding ICT initiatives
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| 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
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| **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
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| Other Government agencies | * Represent agency interests and negotiate to achieve optimal outcomes
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# Role dimensions

## Decision making

n/a

## Reporting line

n/a

## Direct reports

n/a

## Budget/Expenditure

n/a

# 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** |
| --- |
| Capability group/sets | Capability name | Behavioural indicators | 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 | * 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 icon | **Commit to Customer Sevice**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 |
| **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
 | Adept |
| 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 |
| **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | * 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
* 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
 | Advanced |
| Business Enablers icon | **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 icon | **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 andSub-Category | Level Descriptions | Level and Code |
| IT managementSkills Framework for the Information Age logo | 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.
* 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.
 | ITMGLevel 6 |
| Enterprise and business architectureSkills Framework for the Information Age logo | Strategy and architectureBusiness 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 |
| Service level managementSkills Framework for the Information Age logo | Delivery and operationService design | * Ensures that a catalogue of available services is created and maintained and that service level agreements are complete and cost effective.
* Ensures that service delivery is monitored effectively and that identified actions to maintain or improve levels of service are implemented.
* Ensures that operational methods, procedures, facilities and tools are established, reviewed and maintained.
* Negotiates with relevant parties in respect of disruptions and major amendments to the provision of services.
* Reviews service delivery to ensure that agreed targets are met and prepares proposals to meet forecast changes in the level or type of service.
 | SLMOLevel 6 |
| Relationship managementSkills Framework for the Information Age logo | 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.
 | RLMTLevel 6 |
| Supplier managementSkills Framework for the Information Age logo | Relationships and engagementStakeholder 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.
* 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.
 | SUPPLevel 5 |

# 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 | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| 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 |
| 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 managementSkills Framework for the Information Age logo | 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. | CHMGLevel 6 |
| Information systems coordinationSkills Framework for the Information Age logo | 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. | ISCOLevel 6 |