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| **Portfolio** | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Courts, Tribunals and Service Delivery / Strategy, Reform and Support |
| **Location** | Sydney |
| **Classification/Grade/Band** | Senior Executive Band 1 |
| **Senior Executive Work Level Standards:** | Service/Operational Delivery |
| **Role Number** | 50016062 |
| **ANZSCO Code** | 135199 |
| **PCAT Code** | 1221192 |
| **Date of Approval** | 4 December 2024  | **Ref: B1/0048** |
| **Agency Website** | www.dcj.nsw.gov.au |

***Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.***

# Agency overview

The Department of Communities and Justice (DCJ) is the lead agency in the Communities and Justice Portfolio. Communities and Justice aims to achieve a safe, just, and inclusive New South Wales (NSW) by operating an effective legal system; increasing access to social and affordable housing; protecting children and families; addressing domestic and family violence; promoting public safety; reducing reoffending; and supporting community harmony and social cohesion.

DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community by providing services that are effective and responsive to community needs.

# Primary purpose of the role

The Director, Courts and Tribunals Digital Priorities is responsible for identifying and delivering digital projects and programs to support the delivery of Courts and Tribunals strategic priorities and business improvement outcomes. The role works collaboratively with business areas to identify and make the most of digital opportunities to deliver exceptional customer experiences, streamline operational efficiency and ensure NSW courts and tribunals are fit for the digital future.

# Key accountabilities

* Develop a digital strategy and roadmap to enable Courts and Tribunals to provide simpler, faster, and better services for users and staff. Lead the scoping, planning and delivery of court and tribunal digital initiatives, applying Human-Centred Design, Service Design and agile approaches to successfully deliver against relevant strategic plans and digital strategies.
* Provide high quality advice to support strategic decision making and prioritisation of digital investment options, including by supporting the business to identify problems and developing quality business cases to support investment.
* Establish key performance indicators and success criteria to enable ongoing monitoring and review of results and progress so as to evaluate and articulate business benefits and return on investment.
* Actively collaborate to embed new ways of working, developing strategies to accelerate digital transformation and innovation, foster creative thinking and drive operational efficiency
* Lead and mentor high-performing digital teams that demonstrates DCJ values, a culture of continuous improvement, a strong focus on service delivery, and a commitment to personal and team development and wellbeing.
* Establish and maintain positive working relationships, communicating with influence with a wide network of colleagues, external stakeholders, and cross jurisdictional partners to maximise outcomes and to capitalise on digital and other innovation opportunities.

# Key challenges

* Working collaboratively with the business to change current state working methods and disrupt current models, and providing clear, insightful analysis and advice to a wide range of non-technical audiences.
* Encouraging new ways of thinking and working across the organisation to enable delivery of ambitious digital transformation and business excellence outcomes.
* Maintaining currency in digital technologies and new methodologies .

# Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Executive Director, Strategy, Reform and Support  | * Provide status updates on work program.
* Receive direction, advice, guidance, and performance feedback.
* Identify and escalate major, new or emerging issues and recommend approaches, strategies, practices, solutions, options, and responses.
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| CTSD Executive  | * Build and maintain effective collaborative working relationships
* Provide strategic advice for business improvement, propose technical solutions to issues and receive feedback on service delivery.
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| Work Team  | * Inspire, guide, support and motivate team
* Provide direction and manage performance
* Promote a positive and collaborative culture that actively identifies and embraces customer-centred digital transformation and innovation
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| DCJ Information and Digital Services  | * Key partner in the development and delivery of technology projects, including integrations with enterprise systems.
* Responsible for ICT strategic plans and architecture with which program deliverables must align.
* Manage dependencies between program deliverables and other ICT programs and requirements
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| **External** |  |
| Vendors/Service Providers | * 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 NSW Government Agencies  | * 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
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| Commonwealth, State and Territory justice agencies  | * Establish professional networks and relationships across the cluster and NSW government Departments/agencies and with similar Departments/agencies across other jurisdictions
* Liaise to maintain currency of issues, share ideas and learning and to benchmark information
* Collaborate on common responses to emerging issues
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# Role dimensions

## Decision making

* Makes decisions on complex and sensitive issues through the detailed analysis of alternative courses of action and their implications on achieving organisational objectives and strategies.
* Manages functional expenditure and resourcing within relevant policy and delegation frameworks.
* Responsible for day-to-day decisions, prioritising activities, projects and programs within delegation and scope.

## Reporting line

Executive Director, Strategy, Reform & Support

## Direct reports

Approximately 4-5 (with additional resource augmentation depending on the approved program/s of work)

## Budget/Expenditure

Budgets and expenditure of both capital and operational funds up to the value of approx. $20 million.

# Key accountabilities

* Comprehensive knowledge and experience of IT concepts and methodologies
* Extensive experience in managing, planning, and coordinating projects.

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# Essential requirements

* Appropriate tertiary qualifications in a discipline relative to the project or recognised equivalent experience.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

* National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
* Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

# 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.

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 logo | **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 logo  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | * Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes
* Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice
* Ensure that responsiveness to customer needs is central to the organisation’s strategic planning processes
* Set overall performance standards for service delivery across the organisation and monitor compliance
 | Highly Advanced |
| Relationships logo  | **Work Collaboratively**Collaborate with others and value their contribution | * Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
* Publicly celebrate the successful outcomes of collaboration
* Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
* Identify and overcome barriers to collaboration with internal and external stakeholders
 | Highly Advanced |
| Results logo | **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 logo | **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 |
| Business Enablers logo | **Project Management**Understand and apply effective planning, coordination and control methods | * Ensure there are systems and effective governance processes in place for project management
* Make decisions on accepting projects based on business cases
* Use the historical, political and broader context to inform project directions and mitigate risk
* Obtain key stakeholders’ commitment to major project strategies, including cross- organisational initiatives, and ensure ongoing communication
* Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances
* Drive the changes required to realise the business benefits of the project
* Ensure that project management decisions consider interdependencies between projects
 | Highly Advanced |
| People Management logo | **Optimise Business Outcomes**Manage people and resources effectively to achieve public value | * Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
* Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
* When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
* Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
* Monitor performance against standards and take timely corrective actions
* Keep others informed about progress and performance outcomes
 | Adept |
|  | **Inspire Direction and Purpose**Communicate goals, priorities and vision, and recognise achievements | * Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders
* Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
* Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders
* Work to remove barriers to achieving goals
 | Advanced |

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 <http://www.psc.nsw.gov.au/workforce-management/capability-framework/access-the-capability-framework/occupation-specific/occupation-specific>

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| **Focus Occupation Specific Capabilities**  |
| SFIA logo | **Capability name**Capability description | **Capability Set** | **Level** |
| **Change & Transformation Change Planning** **Business Process Improvement**Creating new and potentially disruptive approaches to performing business activities. | Plans and leads strategic, large and complex business process improvement activities aligned with automation, or exploiting existing or new technologies.Develops organisational policies, standards, and guidelines for business process improvement.Leads the introduction of techniques, methodologies and tools to meet business requirements, ensuring consistency across all user groups.Leads the development of organisational capabilities for business process improvement and ensures adoption and adherence to policies and standards. | BPRELevel 6  |
| **Change and Transformation Change Planning** **Benefits Management**Forecasting, planning and monitoring the emergence and effective realisation of anticipated benefits from projects and programmes. | Works with operational managers to ensure maximum improvements are made as groups of projects deliver their products into operational use.Communicates the change programme vision to staff at all levels of the business and keeps a focus on business objectives.Maintains the business case for funding the programme and confirms continuing business viability of the programme at regular intervals. | BENMLevel 6 |
|  | **Strategy and Architecture** **Strategy and Planning****Enterprise and Business Architecture**Aligning an organisation's technology strategy with its business mission, strategy, and processes and documenting this using architectural models. | Develops models and plans to drive the execution of the business strategy, taking advantage of opportunities to improve business performance.Contributes to creating and reviewing a systems capability strategy which meets the business's strategic requirements.Determines requirements and specifies effective business processes, through improvements in technology, information or data practices, organisation, roles, procedures and equipment. | STPLLevel 5  |



NSW Government employees can access the ICT set through the [Skills Framework for the Information Age](https://www.sfia-online.org/en)Foundation website by registering as a corporate user via their NSW Government email address.

# 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 is not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES |
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| **Capability Group/Sets** | **Capability Name** | **Description** | **Level**  |
| Personal Attributes logo |  |  |  |
| 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 | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| Relationships logo  |  |  |  |
| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Influence and negotiate  | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  Results logo |  |  |  |
| 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 logo |  |  |  |
| Finance  | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| People Management logo |  |  |  |
| 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 |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |

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| **Complementary Occupation Specific Capabilities** |

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| SFIA logo | Capability name | Description | Level |
| **Relationships and engagement** - Stakeholder Management - Relationship Management | Influencing stakeholder attitudes, decisions, and actions for mutual benefit. | RLMTLevel 6 |
| **Change and Transformation** - Change Implementation - Programme Management | Identifying, planning and coordinating a set of related projects and activities in support of specific business strategies and objectives. | PGMGLevel 6 |