

Role Description

Associate Director

Information Management

Portfolio	Creative Industries, Tourism, Hospitality and Sport
Agency	Department of Creative Industries, Tourism, Hospitality and Sport
Division/Branch/Unit	Corporate Services\ Digital, Communications & Performance\ Information Management
Location	Sydney/Regional NSW
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	224214
PCAT Code	3225292
Date of Approval	July 2026
Agency Website	www.nsw.gov.au/dciths

Agency overview

At the Department of Creative Industries, Tourism, Hospitality and Sport we bring vibrancy to NSW by growing our creative industries and workforces, driving strong visitor and night-time economies, ensuring a responsible hospitality sector, and putting arts, culture and sport at the heart of our communities.

Together we:

- create social and economic opportunities for the state
- support the creation of jobs across the creative, visitor and night-time economies
- prioritise First Nations artists, stories and culture
- ensure arts, culture and sport are at the heart of every community to be enjoyed and accessed by all
- drive visitation through events, campaigns and visitor experience development
- activate our night-time and creative economies to unlock unique precincts and community spaces
- deliver a vibrant and responsible hospitality, liquor, racing and gaming environment
- support NSW's key Cultural Institutions to ensure access for all, enable community experiences and education and preserve the state's diverse cultural assets and history.

Primary purpose of the role

Deliver strategic and operational leadership for records and information management standards and practices across the Department and relevant agencies. The role plays a critical role in developing the long-term information management strategy and the implementation of technology platforms to support business operations and provides strategic and operational advice to support business requirements under the State Records Act and associated legislation for providing access to information held by the agency.

Key accountabilities

- Lead the Information Management function to ensure optimal information management policies and processes for DCITHS to meet business and legislative requirements.
- Implement appropriate information management systems, processes, and policies to facilitate the efficient and secure management of all records and information
- Develop a long-term information management strategy and the implementation of technology platforms to support business operations.
- Maintain and execute the Department's information strategy and roadmap that supports core services of analysis, advice and management of the finances and commercial assets
- Act as a key point of contact and provide stakeholders with expert strategic and operational advice and guidance, including end-user training and support to drive adoption and compliance.
- Define, develop, and communicate data classification standards and taxonomies to promote consistent and optimal information storage and retrieval of physical and digital records.
- Manage records and information management requests for the Department within agreed time frames, including supporting the GIPA and Standing Order 52 processes.
- Maintain Information and Record Management Systems and associated data in accordance with internal risk and compliance standards and legislative governance requirements (e.g., State Records Act 1998) and support information audit requests.

Key challenges

- Developing and implementing Information Management systems, procedures and policies that allow departmental records and information to be stored, accessed and shared efficiently, ensuring records and information can be trusted and secured in line with compliance regulations.
- Ensuring that information is stored and managed appropriately in accordance with the State Records Act and reducing duplication of data to provide a single source of truth of data that is identifiable.
- Working with senior stakeholders and subject matter experts to drive effective information management standards and policies across the organisation.

Key relationships

Who	Why
Internal	
Executive	• Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects and new initiatives. • Represent the Executive in discussions establishing the appropriateness and timing of the Executive's involvement. • Facilitate information flow and effective feedback.
Manager	• Receive guidance and instruction, seek clarification and advice, and report on progress against work plans. • Identify emerging issues/risks and their implications and propose solutions. • Report on progress towards business objectives and discuss future directions.
Work Team	• Participate in meetings, share information and provide input on issues.

	- Support team members and work collaboratively to contribute to achieving team outcomes. - Develop and maintain effective working relationships and open channels of communication.
Direct Reports	Support, guide and manage performance.
Internal Stakeholders	Respond to queries, exchange information, and work collaboratively to resolve issues.
External	
Other NSW Government Agencies	Establish professional networks and relationships across NSW Government, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues.
External Stakeholders	- Engage with relevant stakeholders to open channels of communication, provide expert advice, gather and exchange relevant information. - Resolve and provide solutions to issues, ensuring the Executive is apprised of emerging issues.
Vendors/Suppliers/Consultants	- Manage contracts for quality, on time service delivery and performance targets. - Negotiate, collaborate and engage with suppliers to facilitate on-time delivery of projects, business products and services.

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to executive decisions that require significant changes to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables, and outcomes. This role submits reports, business cases, and other forms of written advice with minimal input from the Director Data and Information Technology.

Reporting line

The role is responsible to, and reports to, the Director Data and Information Technology.

Direct reports

This role has a minimum of 2 direct reports that may vary depending on operational requirements.

Budget/Expenditure

Budget and expenditure will be in line with departmental delegations.

Key knowledge and experience

- Demonstrated experience leading a records and information management function within an organisation.
- Experience with Objective, Content Manager / TRIM and Microsoft Office 365 is beneficial
- Stakeholder management expertise and experience navigating through government processes combined with strong leadership skills and the ability to drive performance in complex, politically and commercially sensitive environment.
- Demonstrated experience working at a senior or executive level in a complex organisation, delivering specialist and authoritative advice to executive leadership.

Essential requirements

- Tertiary qualifications in a relevant discipline, or equivalent industry experience.

Capabilities for the role

The [NSW public sector 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.

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal attributes	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 encourage others to do the same - Set an example for others to follow by representing your organisation in an honest, ethical and professional way - Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations - Reinforce and monitor the use of ethical practices, standards and systems - Promote practices and systems that create a workplace culture that values high ethical standards and behaviour	Advanced
 Relationships	Communicate effectively Communicate clearly, pay attention to others, and respond with understanding and respect	- Tailor communication to suit the needs, backgrounds and perspectives of diverse audiences and address barriers to participation - Clearly explain complex ideas and arguments to individuals and groups - Create opportunities for others to contribute - Share information with other teams and business units to enable informed decision-making - Write clearly and concisely in a range of styles and formats - Use contemporary communication channels to share information, engage and interact with diverse audiences	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		Pay attention and encourage others to express their views	
 Relationships	Work collaboratively Collaborate with others and value their contribution	- Encourage a workplace culture that values collaboration - Communicate with other teams to improve information sharing - Share lessons learned with other teams and business units - Identify opportunities to collaborate with stakeholders, including people with lived experience, to develop better processes and solutions - Actively use digital information platforms, collaboration tools and other digital technologies to share information and work with diverse audiences to solve problems and improve services - Consider diverse cultural perspectives to provide insights into collaborative work	Adept
 Results	Deliver results Achieve results by using resources efficiently and committing to quality outcomes	- Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes - Ensure staff understand expected goals and acknowledge staff success in achieving these - Identify the resources people need and ensure goals are achieved within budget and on time - Use business data to evaluate outcomes and inform continuous improvement - Identify priorities that need to change and ensure the way resources are allocated meets new business needs - Ensure you budget for and clearly state the financial impacts of new priorities	Adept
 Results	Think and solve problems Think, analyse and consider the broader context to develop practical solutions	- Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues - Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others - Consider the wider business context when thinking about options to resolve issues	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Explore a range of possibilities and creative alternatives to improve systems, processes and business practices - Put systems and processes in place that are supported by high-quality research and analysis - Look for opportunities to design innovative solutions to meet customers' needs and service demands - Evaluate the performance and effectiveness of services, policies and programs against clear criteria	
 Business enablers	Technology Understand and use available technology to maximise efficiencies and effectiveness	- Promote using creative and accessible technology in your organisation - Actively manage risk to ensure compliance with cyber security and acceptable use of technology, including record keeping, cybersecurity, privacy, and responsible artificial intelligence use - Keep up to date with new technology and technological trends to understand how using them can support business outcomes - Seek advice from appropriate subject matter experts about using technology to achieve business strategies and outcomes - Lead the appropriate use of digital systems, ensuring outputs are aligned with legal, ethical, and organisational standards	Advanced
 People management	Manage and develop people Engage with and motivate staff, and develop their capability and potential	- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes - Adjust performance development processes to meet the diverse abilities and needs of individuals and teams - Develop work plans that consider capability, strengths and opportunities for development - Be aware of the effects of bias when managing team members - Seek feedback about your management capabilities and develop strategies to improve on them - Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		• Monitor and report on team performance in line with established performance development frameworks • Develop positive relationships to ensure cultural safety and trust between team members	

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.

Capability group/sets	Capability name	Description	Level
 Personal attributes	Display resilience and courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Manage self	Be persistent, self-reflect and commit to learning	Adept
	Value diversity and inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to customer service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
	Influence and negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate accountability	Be proactive and responsible for your actions, and follow 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 use procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project management	Understand and use effective ways to plan, coordinate and control projects	Advanced
 People management	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
	Manage reform and change	Support and champion change, and help	Intermediate

Capability group/sets	Capability name	Description	Level
		others to engage with change	

Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
	Application support Delivery and operation Technology Management Delivering management, technical and administrative services to support and maintain live applications.	Follows agreed procedures to identify and resolve issues with applications. Uses application management software and tools to collect agreed performance statistics. Carries out agreed applications maintenance tasks.	Level 3 - ASUP
	Information assurance Strategy and architecture Security and privacy Protecting against and managing risks related to the use, storage and transmission of data and information systems.	Develops information assurance policy, standards and guidelines. Contributes to the development of organisational strategies that address the evolving business risk and information control requirements. Drives adoption of and adherence to policies and standards. Ensures that architectural principles are followed, requirements are defined and rigorous security testing is applied. Ensures that accreditation processes support and enable organisational objectives. Monitors environmental and market trends and assesses any impact on organisational strategies, benefits and risks.	Level 6 - INAS
	Information management Strategy and architecture Strategy and planning Planning, implementing and controlling the full life cycle management of digitally organised information and records.	Leads and plans activities to communicate and implement information management strategies and policies. Develops organisational policies, standards, and guidelines for information and records management. Ensures that the information required to support the organisation is defined, and devises information and records management processes. Identifies the impact of statutory, internal or external regulations on the organisation's use of information and develops strategies for compliance. Coordinates internal and externally sourced information resources to meet specific business objectives.	Level 6 - IRMG