Role Description
Manager Capability and Development

Role Description Fields	Details
Department/Agency	Department of Customer Service
Division/Branch/Unit	Digital.NSW/Cyber Security NSW
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	262112
OSCA Code	271136
PCAT Code	1236368
Role Family/Function/Type	Digital, ICT & Technology/Cyber Security
Date of Approval	February 2024 (Updated in Oct 2026)
Agency website	www.customerservice.nsw.gov.au

Primary purpose of the role

Lead the strategic direction and oversight of the organisation's crown-jewel environments and critical technology capabilities to enable effective risk management, protect key assets, and support the achievement of strategic and operational objectives.

Key accountabilities

- Lead the strategic direction, delivery and continuous improvement of the organisation’s crown-jewel environments and critical technology capabilities to ensure they are secure, resilient and aligned with organisation-wide objectives and priorities.
- Establish and oversee governance, operating frameworks and standards to drive security, resilience, effective risk management and the sustainable operation of critical technology capabilities.
- Oversee the delivery and strategic evolution of technology services and initiatives to ensure they meet organisational needs, enable business outcomes and deliver long-term value.
- Provide authoritative strategic advice to senior stakeholders to inform organisation-wide decision-making, manage complex technology risks and support the achievement of strategic and operational objectives.
- Influence and negotiate with senior stakeholders to align competing priorities, resolve complex and sensitive issues and secure commitment to shared organisational outcomes.
- Build and sustain a high-performing technical workforce by providing strategic leadership, development and direction to strengthen organisational capability, accountability and performance.
- Lead organisation-wide change and continuous improvement initiatives to enhance operating effectiveness, embed sustainable practices and support the delivery of strategic priorities.
- Develop and leverage strategic partnerships across government and industry to strengthen organisational capability, inform strategic decision-making and advance shared objectives.

Key challenges

- Balancing security, availability, resilience and ongoing enhancement of critical technology capabilities while responding to evolving business needs, emerging threats and competing organisational priorities.

- Maintaining sufficient technical expertise and strategic oversight across a diverse technology landscape given the pace of technological change, the increasing complexity of technology risks and evolving organisational requirements.
- Protecting crown-jewel environments and other critical technology assets from sophisticated and evolving cyber threats while enabling innovation, supporting operational requirements and ensuring long-term resilience and recoverability.

Key relationships

Internal

Who	Why
Director/ Manager	• Escalate significant risks, issues and technical challenges. • Contribute expert advice on planning and decision-making • Seek strategic direction and guidance • Provide updates on operational performance and priorities
Peers	• Provide technical support during cyber incidents • Build effective and tech-savvy incident management tools
Direct Reports	• Lead, coach and develop team capability and performance • Review work to ensure quality and accountability • Set expectations and monitor deliverables • Foster a collaborative and high-performing team culture
Work Team	• Provide cyber technical expertise and guidance • Collaborate on vulnerability analysis and cyber technical services • Share knowledge and promote continuous improvement • Support consistent communication of security-related information
Customers/Stakeholders	• Provide expert customer-focused cyber technical advice and support • Build and maintain effective stakeholder relationships to ensure long-term success, efficient communication channels and optimal major incident process delivery • Understand business needs and align service delivery • Promote consistent cyber security practices and standards

External

Who	Why
Customers/Stakeholders	• Build and maintain trusted partnerships to support cyber products • Provide advice and resolve complex cyber security issues • Understand and respond to stakeholder requirements • Represent the organisation in key stakeholder engagements
Industry professionals/consultants	• Participate in forums and networks to represent the organisation • Exchange technical insights and industry knowledge • Maintain awareness of emerging technical trends and best practice
Other Government Agencies	• Collaborate on cyber security tools to support response management. • Provide and obtain advice to inform decision-making • Support whole-of-government cyber resilience initiatives
Professional & Sector Associations	• Build professional networks and partnerships

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change 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.

Reporting line

Director

Direct reports

Various

Budget/Expenditure

As per the Customer Service Delegations

Key knowledge and experience

- Demonstrated experience leading technical capabilities, services or initiatives within a large and complex environment.
- Demonstrated knowledge and understanding of a wide range of cyber security concepts technologies and practices.
- Demonstrated experience managing critical technology risks and supporting the delivery of secure and reliable technology outcomes.

Essential requirements

- Must be an Australian Citizen with an ability to obtain and maintain an appropriate security clearance at Negative Vetting Level 1 (NV1) or higher, and willingness to undergo a criminal history and identity verification and ongoing probity checks as a condition of employment.
- Strong stakeholder engagement skills, with the ability to work effectively with technical and non-technical stakeholders.
- Demonstrated experience and knowledge of Australian state and federal cyber security policies and frameworks.
- Ability to work outside standard business hours when required to support operational and incident response activities.

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.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
	**Display Resilience & Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Respond constructively when in high pressure and unpredictable situations. • Give frank, honest advice in response to contrary views. • Be open to criticism of your 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 be decisive when dealing with emotionally charged situations and difficult issues. • Support and lead change and overcome discomfort when things are complicated, uncertain or unclear.	Advanced
	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Promote an inclusive, customer-focused culture in your organisation and consider new ways of working to improve customer experience. • Ensure that your organisation's systems, processes, policies and programs collect customer feedback and insights, and use these to inform your response to customer needs. • Initiate and develop partnerships with customers to define and evaluate service performance outcomes. • Promote and manage partnerships within your organisation and across the public, private and community sectors. • Communicate with senior stakeholders about key issues and provide expert and influential advice. • Consider customers' experience when designing business processes and improving services. • Encourage new ideas and creative ways to involve customers in designing business processes and improving services.	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Influence & 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 share and debate ideas to help reach a consensus. • Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes. • Influence others with a fair and thoughtful approach and sound arguments. • Be sensitive and show understanding when resolving conflicts and differences. • Manage challenging relationships with internal and external stakeholders. • Anticipate and minimise conflict.	Adept
	**Plan & Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Consider the future aims and goals of the team, business unit and your organisation when prioritising work. • Set, prioritise, consult on and develop team and business unit goals, strategies and plans. • Anticipate, assess and respond appropriately to the impact of changes, including changes to government policy and economic conditions, on team or business unit goals. • Ensure current work plans and activities support and are consistent with organisational change initiatives. • Evaluate outcomes and adjust plans accordingly.	Adept
	**Think & 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. • 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.	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Technology** Understand and use available technologies 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
	**Manage & Develop People** Engage with and motivate staff, and develop their capability and potential	• Refine roles and responsibilities over time to achieve better business outcomes. • Recognise talent, develop team capability and succession plan. • Coach and mentor staff and encourage professional development and continuous learning. • Prioritise dealing with team and individual performance issues and ensure your organisation uses consistent approach. • Implement performance development frameworks to align workforce capability with your organisation's current and future priorities and objectives. • Develop systems to promote cultural capability as a means of ensuring the cultural safety of all colleagues.	Advanced

Occupation specific capability set

Capability group/sets	Capability name	Behavioural indicators	Level
SFIA	**Stakeholder Relationship Management** Systematically analysing, managing and influencing stakeholder relationships to achieve mutually beneficial outcomes through structured engagement.	• Identifies the communications and relationship needs of stakeholder groups. • Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders. • Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. • Facilitates business decision-making processes. Captures and disseminates technical and business information.	Level 5 - RLMT

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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
Personal attributes	Manage Self	Be persistent, self-reflect and commit to learning	Adept
Personal attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Adept
Relationships	Communicate Effectively	Communicate clearly, pay attention to others and respond with understanding and respect	Advanced
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Deliver Results	Achieve results by using resources efficiently and committing to quality outcomes	Adept
Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate

Capability group/sets	Capability name	Description	Level
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and use effective ways to plan, coordinate and control projects	Adept
	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 others to engage with change	Adept