

Role Description

Program Manager, ICT and Digital Advisory

Role Description Fields	Details
Cluster	Health
Department/Agency	Health Infrastructure
Division/Branch/Unit	Commercial & Capital Advisory/Building & Asset Advisory
Classification/Grade/Band	Health Manager Level 5
ANZSCO Code	135112 ICT Program Manager
PCAT Code	
Date of Approval	February 2025
Agency Website	www.hinfra.health.nsw.gov.au and www.health.nsw.gov.au

Agency overview

Health Infrastructure was established in 2007 as the capital delivery agency of NSW Health for projects over \$10 million. Today, Health Infrastructure plans and delivers sustainable and innovative infrastructure and asset management solutions to meet the health care needs of NSW communities now and into the future. We are leading the largest health capital works program in Australia, collaborating with our Local Health District/Network customers, with government more broadly and with industry to transform public health facilities across NSW. In doing so, we contribute long term economic and social benefits to NSW communities.

Our people are united by our CORE values of Collaboration, Openness, Respect and Empowerment. We behave with integrity, treat others how we would like to be treated and are trusted advisors to our customers in the Local Health Districts and Networks across NSW. We pride ourselves on our positive organisational culture and are committed to building a diverse, inclusive and flexible workforce.

Primary purpose of the role

As the subject matter expert, the position holder provides advice on, develops, assures and supports the delivery of ICT strategic services on complex capital projects to achieve Corporate Business Strategy objectives and support the NSW Future Health Report and NSW 20 Year Health Infrastructure Strategy.

Key accountabilities

- Lead the ICT Advisory function and provide strategic oversight of Capital Project support service delivery and escalation management of ICT & Digital related issues
- Provide subject matter expertise to support the HI Capital Program and LHD technical teams in the development of ICT and Digital Health technical strategies for major capital works redevelopment projects. Review and validate the ICT & Digital Strategy, ensuring functional alignment and seamless integration.
- Develop strategies to integrate the Capital Program with whole-of-Health Statewide initiatives, including the eHealth 10-year strategy
- Provide expert advice and information to stakeholders on emerging trends and opportunities, presenting recommendations to improve service delivery in line with policy objectives and system priorities.

- Develop strategies that ensure the HI Capital Program is aligned with key strategic objectives including the NSW Digital Government Strategy, NSW Health Future Health Strategy and 20 Year NSW Health Infrastructure Strategy.
- Manage the transformation of ICT Advisory Services to improve service outcomes and ICT/Digital infrastructure effectiveness across the Capital Portfolio including the development of the ICT Advisory Framework for Capital Projects.
- Utilise tools for the continuous monitoring and evaluation of interconnected projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess project progress and overall effectiveness.
- Communicate fluently and persuasively to optimise outcomes while engaging and translating complex information concisely for diverse technical and non-technical audiences.
- Analyse and interpret information from different sources to identify issues and risks and formulate effective strategies to remedy variances from project plans and minimise impact.

Key challenges

- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints, interests across dispersed geographic locations.
- Managing multiple competing priorities across a diverse range of stakeholders and agencies to achieve the best outcome for the community of NSW enabled through effective ICT solutions. Achieving multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities.
- Navigating a complex regulatory compliance environment with a life-critical asset portfolio.

Key relationships

Internal

Who	Why
Line Manager	<ul style="list-style-type: none"> • Receive advice and report on progress towards business objectives and discuss future directions • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members • Lead discussions and decisions regarding key projects and deliverables • Collaborate within integrated project teams to implement complex projects ensuring performance and project completion within agreed timeframes, quality standards and budget.
Asset Programs Delivery Team	<ul style="list-style-type: none"> • Collaborate to ensure solutions integrate with the Statewide Asset Management Framework.

External

Who	Why
Ministry of Health	<ul style="list-style-type: none"> • Ensure the effectiveness of budget planning, decision making and financial governance frameworks within the HI and alignment with Ministry of Health determinations

eHealth NSW	<ul style="list-style-type: none"> Ensure HIs Capital Program aligns and responds to statewide ICT strategies and Programs and represent HI strategic interests in developing and maintaining this key relationship
Other NSW Health Entities	<ul style="list-style-type: none"> Ensure that the HI's strategic interests are advanced by maintaining effective, collaborative relationships and partnerships with other NSW Health Organisations
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> Communicate needs, facilitate routine business transactions and resolve issues Understand and have visibility of future product and solution roadmaps. Providing expert advice on industry requirements to inform decision making and product development.

Role dimensions

Decision making

The role makes decisions and acts within Government and NSW Health legislative and regulatory frameworks, delegations, policy and procedural frameworks and guidelines. The scope of decision-making impacts the entire HI Capital Project portfolio and will influence the effectiveness of service provision across the infrastructure being delivered.

The role is fully responsible for the content, accuracy, validity and integrity of advice provided and consults with the line manager on the more complex, sensitive, and contentious issues and that may have a significant impact on the organisation's functions.

The role is also responsible for the achievement of overall agreed work program commitments and has autonomy and independence to determine day to day work priorities, strategic priorities, deploy resources and allocate duties. The role collaborates effectively with cross functional business units and agencies.

Reporting line

Director

Direct reports

1+

Budget/Expenditure

Nil

Key knowledge and experience

- Significant experience working in a complex ICT and digital asset management related field, developing strategy, implementing complex solutions across a design and delivery infrastructure pipeline.
- Experience analysing and understanding complex information, business processes, and concepts, including experience from an ICT and/or operational perspective.
- A deep understanding of ICT and digital market trends, future development and the ability to integrate those insights into the HI capital pipeline.
- Subject matter knowledge and expertise in the Healthcare ICT and digital space, and the ability to influence key stakeholders the development of future solutions.

Essential requirements

- Degree in Engineering or Information Technology or Industry based certification in BIM / ICT infrastructure, networking, architecture or equivalent relevant experience
- Project Management certification (preferred) – Prince II, PMBOK, PMP

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.

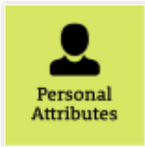
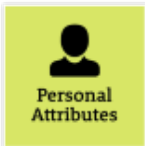
The capabilities are separated into focus capabilities and complementary capabilities.

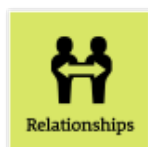
Focus capabilities

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 and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none">• 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
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none">• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement• Actively seek, reflect and act on feedback on own performance• Translate negative feedback into an opportunity to improve• Take the initiative and act in a decisive way.• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced

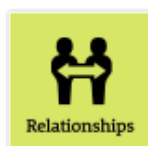


Commit to Customer Service

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

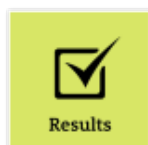


Work Collaboratively

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

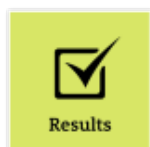


Plan and Prioritise

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

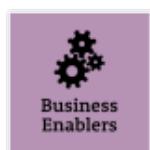


Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness

Advanced



Project Management

Understand and apply effective planning, coordination and control methods



- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects








Adept

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
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced

 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
 Results	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	Intermediate
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate