

Executive Brief



Organisation: NSW Department of Customer Service

Position: Chief Financial Officer

Consultant: Emma Alberici, Partner

Date: July 2026

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NSW Department of Customer Service

Chief Financial Officer

- Lead financial decision making in the heart of the NSW Government
- Join a portfolio delivering frontline and digital services
- Be part of an executive team leading 14,000 people

The NSW Department of Customer Service is at the heart of how government works for the people of New South Wales. It is one of government's most complex and far-reaching portfolios. It's one that encompasses digital government, AI and cyber policy, Service NSW, and a constellation of independent agencies. This is a portfolio that drives policy affecting every corner of the state. It is consequential, stimulating and, at this moment, in deliberate and committed motion.

The Opportunity

The appointment of a permanent Chief Financial Officer represents one of the most significant decisions for this portfolio. It has a clear-eyed view of what it needs: not a transactional finance executive, but a strategic leader who can set the financial direction for a large and diverse organisation, build the credibility to be a genuine partner to divisional and agency heads, and achieve budget discipline and sustainable performance. This is genuinely important work that will appeal to a dynamic, proven leader.

What You Will Bring

You will bring proven senior finance leadership, ideally within government or with substantial exposure to it. You will understand what good budget management looks like and have the acumen to apply that discipline in a public sector context.

You will have led substantial multidisciplinary teams, and you will be as comfortable in a minister's office as you are with your own team in Parramatta.

It is important that you have the gravitas to engage at Band 3 Deputy Secretary, CEO and ministerial level, while remaining genuinely collaborative and approachable with the people around you. It is critical that you bring the highest standards of integrity - this portfolio runs processes that demand it.

You will not need deep procurement expertise, but you will need enough strategic literacy to provide cover and direction to the procurement function, and the appetite to grow into a broader corporate leadership remit as the organisation evolves.

What We Are Looking For

You are an experienced CFO or equivalent senior finance leader, ideally CA or CPA qualified. You bring strong executive leadership with a deep track record of financial management, reporting, budgeting and forecasting at scale. You have led the hard conversations that come with budget repair, and you have held your ground without losing the room. You know how to build relationships across a matrix structure, how to earn the respect and make people want to work with finance as partners.

You are a calm, strategic presence who can build for the future while managing the pressures of today.

To Apply

Please forward a cover letter of no more than two pages and a current CV of no more than four pages to Derwent Search via our website at derwentsearch.com.au/jobs. Applications close on Sunday 9th August at 23:59.

For a confidential discussion about the role, you are welcome to contact partner, Emma Alberici on 0419 683 660.

This is a Band 2 position. The total remuneration package for this role is competitive and negotiable within that range for the right candidate.

Introduction

Thank you for your interest in exploring the Chief Financial Officer role with NSW Department of Customer Service. As a trusted partner, we have produced this information to help you become more informed about the context of this appointment.

The NSW Department of Customer Service

The Department of Customer Service is one of NSW's largest and most complex departments. It serves 8 million+ customers, with the ambition to become the world's most customer-centric government by 2030. With increasing demand for our services and facing the same fiscal challenges as all others, we are looking for a new CFO who can lead us into our next phase of service delivery and financial sustainability.

By putting the customer at the centre of all programs and initiatives, DCS is transforming the way government interacts with the people of NSW. Its services are designed to allow everyone to access and interact with them in a meaningful way. From safety inspectors to marriage celebrants, from customer service representatives to emergency response teams, the people are dedicated to making the lives of customers better. DCS embraces the government sector core values of integrity, trust, service and accountability and their underpinning principles to create a positive organisational culture. It provides high quality customer service delivery, effective and efficient regulation, and innovative digital enablement of government. To realise the vision of making NSW a safer, fairer, easier and more productive place to live and work, it has identified the following strategic outcomes. Underpinned by operational excellence, these define what the future will look like, and what the department aims to achieve.

1. Digital enablement
2. Fair and efficient processes
3. Consumer protection
4. Cross-sector partnerships

The Department of Customer Service (DCS) strives to make NSW a fairer, easier and safer place to live and work and to achieve this vision, has committed to strategic outcomes which seek to ensure:

- customer experience, protection of information, and public sector productivity are underpinned by digital enablement
- people in NSW can enjoy easy, fair and efficient processes when transacting with government
- people in NSW experience a high level of consumer protection, fair treatment in the rental and strata sectors, and properly constructed housing
- government agencies across the NSW public sector are supported to deliver for their communities through partnerships that leverage DCS capability
- delivery is enabled by efficient and effective business practices. These strategic directions are underpinned by a commitment to:
 - contribute to key NSW Government priorities
 - robust financial and resource management practices
 - ensuring NSW remains a digital leader
 - leveraging and building on public sector capabilities to drive delivery.

DCS takes its strategic and specific priorities from the NSW Government. It directly contributes to eight State Outcomes across five wellbeing themes in the NSW Performance and Wellbeing Framework:

1. Prosperous: State finances are robust and sustainable, markets are fair and competitive, and workplaces are safe
2. Housed: Quality housing solutions are sufficiently affordable
3. Secure: Communities are safe, communities are prepared for and resilient to disasters and emergencies
4. Community: Government is coordinated, transparent and trusted
5. Connected: Government services are accessible, effective and integrated, people and businesses have access to digital services. These strategic directions of the State, and consequently of DCS, guide decision-making and enable them to focus the contributions it delivers to achieve the best outcomes for the people of NSW.

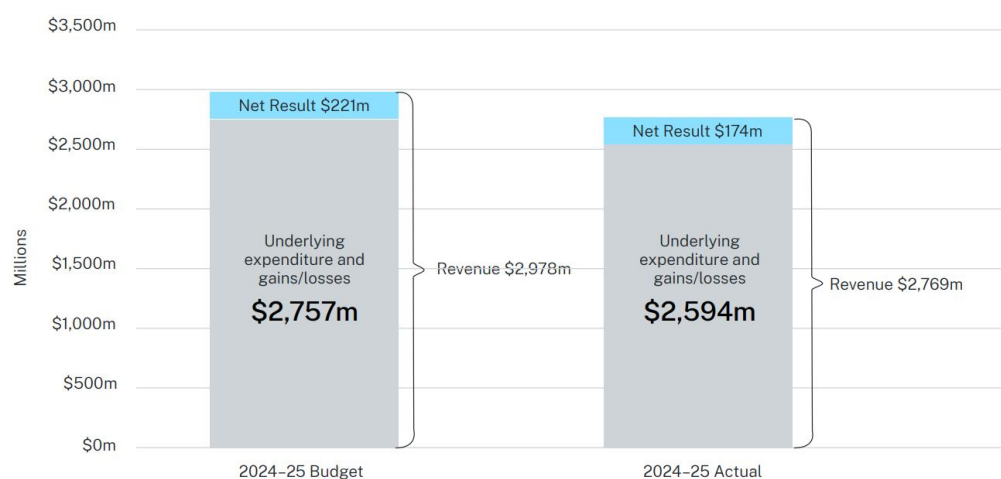
Financial Highlights 2024 – 2025

Net result

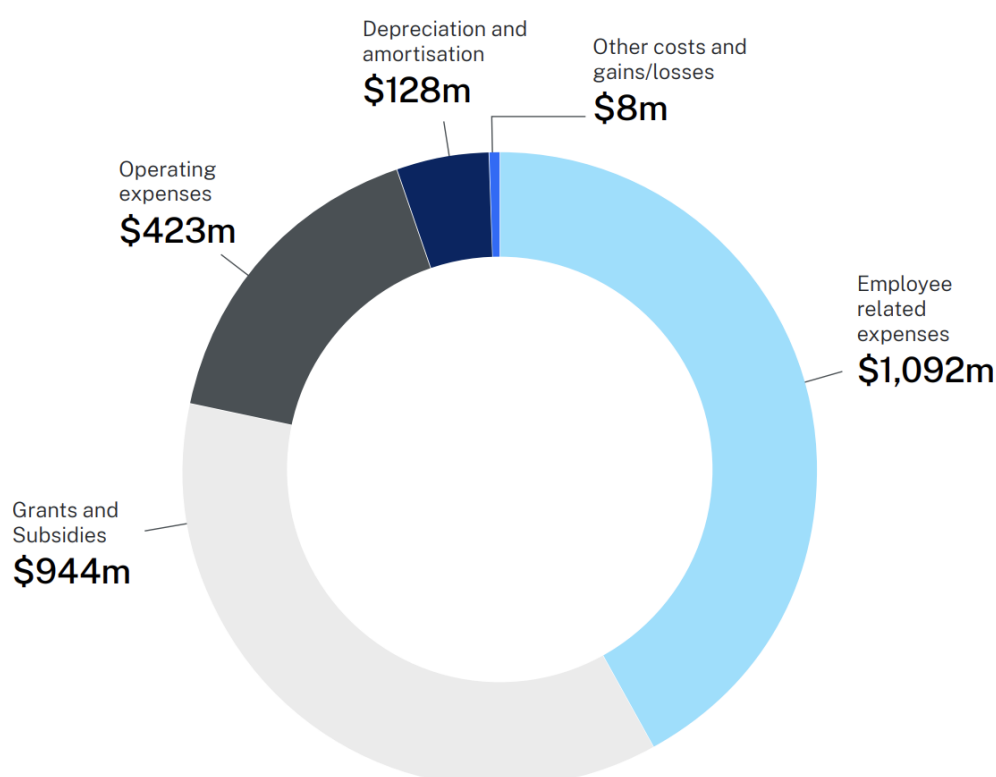
DCS had a net result surplus for 2024–25 of \$174 million compared to a budgeted \$221 million surplus resulting in an unfavourable variance of \$46 million¹.

The unfavourable budget variance was primarily due to:

- \$209 million lower underlying total revenue
- \$163 million underspend on underlying total expenditure



Actual underlying expenditure by category (\$2,594 million)





From 1 July 2024, the Secretary of the Department of Customer Service (DCS) is the head of Service NSW.

Service NSW remains a Public Service executive agency related to DCS, and the Managing Director of Service NSW reports directly to the Secretary.

In the 2025-26 reporting period, the following transfers also occurred

- The SafeWork NSW branch of DCS was transferred to SafeWork NSW, coinciding with SafeWork NSW's establishment as a Public Service executive agency related to DCS on 1 July 2025
- The myWorkZone Service Level 3 Operations and Support branch and the Shared Services and Customer Experience branch were transferred from the Department of Communities and Justice to DCS
- The Shared Services branch was transferred from the Department of Planning Housing and Infrastructure to DCS.

Corporate Strategy

Goals:



Digital Enablement

Customer experience, the protection of information, and public sector productivity are underpinned by digital enablement.

Supporting victims of identity theft

Cybercrime is on the rise, and so is the number of victims. In recent years, many people across NSW have suffered identity theft due to data breaches.

The ID Support team offers tailored assistance, remediation, and recovery advice to the public, while also leading data breach response coordination for NSW Government agencies. This includes promptly notifying affected individuals and providing swift support to restore or replace stolen identification.



Consumer Protection

People in NSW experience a high level of consumer protection, fair treatment in the rental and strata sectors and properly constructed housing.

Addressing the housing crisis

The Building Commission NSW plays an important role in delivering the NSW Government commitment to deliver 377,000 homes by 2029 by ensuring that builders comply with safety and quality standards.

Placing strategic focus on this matter will help restore trust in the housing market, giving homebuyers the confidence that their largest investment is safeguarded by reliable, high-quality construction that meets safety requirements.



Fairness and efficient process

People in NSW can enjoy easy, fair and efficient processes when transacting with government.

Better support for vulnerable cohorts

In response to the growing need for accessible support, particularly during challenging economic times, agencies across DCS are looking to join forces to improve how we identify and assist vulnerable customers.

By securely sharing learnings and designing a consistent approach, along with streamlining services, and sharing capabilities, we can ensure that vulnerable people receive the support they need without delays.



Cross sector partnerships

Government agencies across the NSW public sector are supported to deliver for their communities through partnerships that leverage DCS capability.

Improving experiences with early childhood education services

Engaging with the education system for the first time can be overwhelming for parents. To address this, the Department of Education (DoE) partnered with the DCS Data Analytics Centre (DAC) to identify key challenges and opportunities for improvement.

Through 35 focus groups, two large-scale surveys, and independent research, the DAC mapped the current-state experience and developed user journeys that provided a clear roadmap for improving early childhood education services, ensuring a smoother and more supportive experience for parents.

Values:

We are guided by our core values of integrity, trust, service and accountability.

DCS employees embrace the government sector core values and their underpinning principles to create a positive organisational culture and act with integrity. DCS employees* are also expected to comply with the Code of Ethics and Conduct.

Integrity	• Consider people equally without prejudice or favour. • Act professionally with honesty, consistency and impartiality. • Take responsibility for situations, showing leadership and courage. • Place the public interest over personal interest.
Trust	• Appreciate difference and welcome learning from others. • Build relationships based on mutual respect. • Uphold the law, institutions of government and democratic principles. • Communicate intentions clearly and invite teamwork and collaboration. • Provide apolitical and non-partisan advice.
Service	• Provide services fairly with a focus on customer needs. • Be flexible, innovative and reliable in delivering services. • Engage with the not-for-profit and business sectors to develop and implement service solutions. • Focus on quality while maximising service delivery.
Accountability	• Recruit and promote employees on merit • Take responsibility for decisions and actions • Provide transparency to enable public scrutiny • Observe standards for safety • Be fiscally responsible and focus on efficient, effective and prudent use of resources. • DCS employees are also expected to comply with the Code of Ethics and Conduct.

Environment, Social and Governance

Environmental

DCS's 2024-25 climate-related financial disclosure provides an assessment of DCS's level of exposure to climate change impact at an enterprise level as at 30 June 2025. The disclosure sets out DCS's approach and basis of preparation, and addresses the governance, strategy, risk management, and metrics and targets in line with the reporting requirements of TPG24-33 Reporting Framework for Climate-Related Financial Disclosures (TPG24-33).

DCS Secretary and the ELT provide governance oversight of DCS's approach to climate risk and opportunity management, with independent advice from the Audit and Risk Committee. Management oversight is delegated to the Policy, Strategy and Governance (PSG) Division, with day-to-day management being the responsibility of the Chief Risk Officer and the Principal Climate Change Risk Officer.

DCS commenced its first Climate Risk and Opportunity Assessment Project (CROA Project) in January 2025. The climate risk identification part of the assessment is complete as at the end of the reporting period. This disclosure details five physical and three transition enterprise climate risks, and five climate opportunities. No risks or opportunities identified at the end of the reporting period have been excluded from this disclosure.

DCS's ability to examine the impact of identified climate risks and opportunities on its strategy, business model, financial position, major transactions, transition and adaptation planning approaches and associated decision making processes is dependent upon

the completion of its CROA Project during the next reporting period. DCS anticipates that additional resource investment will be required to address the impacts of climate risks and realise the benefits of climate opportunities.

DCS has adopted the CROA methodology set out in the Climate Risk Ready NSW Guide and aligned the climate scenarios used in the process with those established under the NSW and Australian Regional Climate Modelling (NARCLiM2.0) project (for physical climate risks) and the International Energy Agency's Global Energy and Climate modelling framework (for transition climate risks). Timeframes used in DCS's CROA process are also consistent with Climate Risk Ready NSW guidance and DCS's strategic and operational planning cycles.

DCS's reported greenhouse gas emissions from direct (scope 1 – stationary and transport fuels) and indirect (scope 2 – purchased electricity) sources for 2024-25 totalled 3,111 tonnes equivalent carbon dioxide (tCO₂e). This is reasonably consistent with total emissions for the period 2021-22 to 2023-24 and reduced from over 12,900 tCO₂e in 2018-19 and over 7,700 tCO₂e in 2019-20. This reflects the impact of COVID-19 and related changes to working arrangements. Purchased electricity accounted for approximately 67% of DCS' total emissions for 2024-25.

DCS is guided by the whole of government emissions reduction targets set out in the Net Zero Government Operations Policy. DCS will also consider further targets that align with its strategic objectives, operational priorities, organisational values and enterprise risk management approach, as well as its policy obligations and the outcomes of its climate risk and opportunity assessment processes to address the impacts and benefits of climate risks and opportunities.

Read more about the Climate-related financial disclosure on pages 111 – 126 of the [Annual Report](#).

Social and Governance

Diversity strategy

In 2024-25, DCS advanced its vision of making NSW a safer, fairer, easier and more productive place to live and work including through its commitment to diversity, equity and inclusion (DEI) and refreshed the DEI strategy.

In 2024-25, DCS adopted a new approach to inclusion— where inclusion benefits everyone—aligned with the DCS Strategy.

Inclusion Action Plans

In 2024-25, DCS focused on delivering and embedding key inclusion plans across DCS, with program governance and delivery supported by the DCS Inclusion Steering Committee. We finalised and published DCS's inaugural Gender Equality Action Plan (GEAP) which supports a NSW Government commitment to ensure that everyone receives equitable access, treatment and opportunities in the workplace and community.

DCS continued to monitor progress under the Multicultural Policies and Services Plan (MPSP) and strengthen support for culturally and linguistically diverse (CALD) employees and communities. Key achievements include the Cultural Diversity Champions Program and the rollout of the Multicultural NSW learning module supporting newly arrived refugees in the workplace. Services have been enhanced with NSW Fair Trading continuing to engage with multi-cultural communities and stakeholders across NSW through Community Voice Networks and Let's Talk roadshows, raising awareness of consumer rights and identifying emerging issues to inform government programs and initiatives.

These plans are key to embedding inclusion into our systems, services and culture which attracts diverse talent, supports psychological safety and builds strategic partnerships.

Proposed diversity strategies

In the coming year, DCS will continue embedding a refreshed, inclusive approach across its operations, focusing on strategic initiatives that promote equity, support diverse communities, and foster a workplace culture where all employees feel valued and empowered. Specific initiatives for 2025-26 are outlined in DCS' Gender Equality Action Plan, draft Disability Inclusion Action Plan, current Aboriginal Employment Strategy, and Multicultural Plan.

Employee Resource Groups (ERGs)

DCS's ERGs play a key role in fostering a culture where inclusion benefits everyone. They help build psychological safety, support career development, and nurture future leaders from all backgrounds. ERGs also provide valuable insights into the needs of our diverse workforce and communities and have been active participants in co-designing more inclusive policies, services and experiences.

Additional Information

Company Website	Click Here
Office Location	McKell Building, 2/24 Rawson Pl, Haymarket NSW 2000
Annual Report	Click Here
News and Media	Click Here

Leadership Team

Responsible Ministers



The Hon. Jihad Dib, MP

Jihad is a former board member of the Australia Day Council of NSW, the NSW Police Commissioners' Advisory Panel, and the SBS Community Advisory Committee.

Jihad has campaigned tirelessly for inclusiveness and the celebration of diversity in our society, believing in the notion that "if you can see it, you can be it".

Prior to being elected to the NSW Parliament in 2015, Jihad was Principal of Punchbowl Boys' High.

Over a period of 9 years, he transformed the school by developing strong relationships with the community, local organisations and government agencies.



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The Hon. Anoulack Chanthivong MP

Minister for Better Regulation and Fair Trading

Minister for Industry and Trade

Minister for Innovation, Science and Technology

Minister for Corrections

Minister for Building



The Hon. Sophie Cotsis MP

Minister for Industrial Relations

Minister for Work Health and Safety



The Hon. Courtney Houssos MLC

Minister for Finance

Minister for Natural Resources

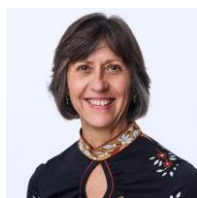
Minister for Domestic Manufacturing and Government Procurement



The Hon. Janelle Saffin MP

Minister for Small Business, Minister for Recovery, and Minister for the North Coast

Secretary and Executive Team



Elizabeth Mildwater

Elizabeth brings more than 30 years of management experience across customer services, legal, company secretarial, compliance, risk, management, human resources and operations.

Previously, she served as CEO of the Greater Cities Commission, and held senior leadership roles at Transport for NSW, as well as in the not-for-profit sector and private sector.

Passionate about collaboration and innovation, Elizabeth champions stakeholder engagement and the use of technology to deliver exceptional services.

She serves as a NSW Council member with the Institute of Public Administration Australia (IPAA) and was appointed an IPAA National Fellow in October 2022.

Elizabeth is also a member of Chief Executive Women and the Australian Institute of Company Directors.

Elizabeth's leadership team includes:

- Jody Grima, Chief People Officer, People & Culture
- Laura Christie, Deputy Secretary, Digital.NSW, Govt Chief Information & Digital Officer
- Greg Wells, Managing Director, Service NSW
- Natasha Mann, Deputy Secretary & NSW Fair Trading Commissioner
- Leigh Sanderson, Deputy Secretary for Policy, Strategy & Governance
- Phil Minns, Deputy Secretary, Revenue NSW
- Catherine D'Elia, Deputy Secretary, Government Shared Services
- James Sherrard, NSW Building Commissioner
- Catherine Morgan, Acting General Counsel

Independent agencies

Building Commission NSW

Geographical Names Board

Information and Privacy Commission

Long Service Corporation

NSW Fair Trading

NSW Registry of Births, Deaths & Marriages

NSW Small Business Commission

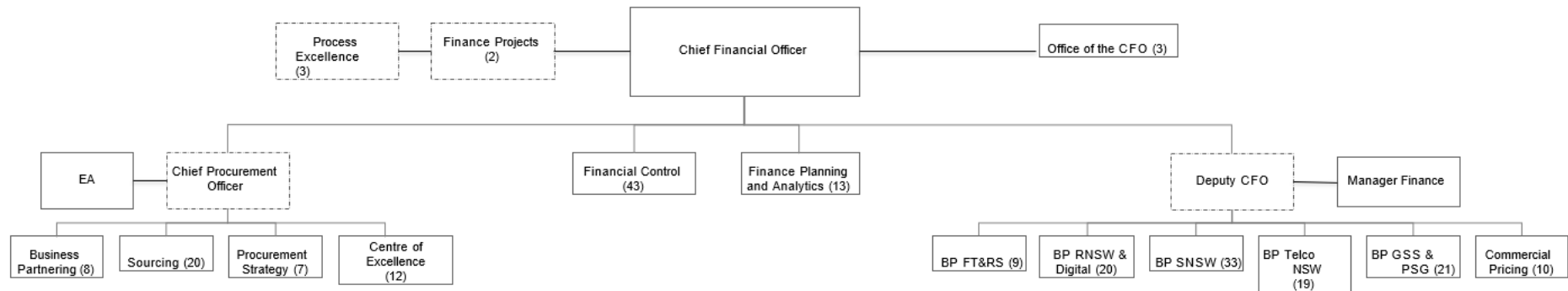
Office of the Independent Review Officer

Revenue NSW

Service NSW

Organisation Structure

DCS Office of the CFO – Current



RNSW – Revenue NSW
SNSW – Service NSW
Telco NSW – Telco Authority NSW
GSS – Government Shared Services
PSG – Policy, Strategy and Governance
FT&RS – Fair Trading and Regulatory Services

Role Description

POSITION TITLE	Chief Financial Officer
DEPARTMENT/AGENCY	Department of Customer Service
DIVISION/BRANCH/UNIT	DCS Finance
CLASSIFICATION/GRADE/BAND	PSSE Band 2
SENIOR EXECUTIVE WORK LEVEL STANDARDS	Professional/ Specialist
ANZSCO CODE	132211
OSCA CODE	111231
PCAT CODE	2223783
ROLE FAMILY/FUNCTION/TYPE	Executive Leadership
DATE OF APPROVAL	July 2026
AGENCY WEBSITE	www.customerservice.nsw.gov.au

Primary Purpose of the Role

The Chief Financial Officer for the Department of Customer Service (DCS) provides enterprise-wide strategic leadership and stewardship of the finance functions, including financial strategy and procurement services, statutory reporting, financial governance and accounting policy.

Key Accountabilities

- Provide enterprise-wide strategic leadership of the department's finance and corporate operations functions, including financial management and procurement to ensure alignment with Government priorities and long-term sustainability.
- Lead and develop a high-performing finance and procurement function, building organisational capability, fostering a culture of integrity, innovation and continuous improvement, and ensuring the workforce, systems and processes are positioned to deliver strategic, efficient and customer-focused services.
- Lead financial strategy, budgeting and resource management frameworks, including forward estimates, annual State Budget submissions, internal allocations and financial sustainability planning, to optimise performance, fiscal discipline and strategic investment outcomes.
- Deliver authoritative strategic advice to the Secretary, Executive Leadership Team, Ministers and NSW Treasury, including oversight of Cabinet, Expenditure Review Committee (ERC) and Budget Estimates processes, to ensure robust financial, commercial and risk analysis underpins decision-making.
- Together with colleagues in the Governance, Risk and Assurance function, establish and maintain integrated governance, risk and control frameworks, including fraud prevention, probity, financial controls, commercial assurance and accounting policy, to ensure compliance with legislative and whole-of-government requirements while safeguarding public resources.
- Oversee statutory, financial and performance reporting, including procurement and commercial performance insights, to ensure accuracy, integrity and timeliness in accordance with NSW Treasury, Audit Office and regulatory obligations.

- Build and sustain influential whole-of-government relationships, collaborating with NSW Treasury, the Audit Office, central agencies, suppliers and portfolio entities to strengthen procurement capability, secure funding, drive reform initiatives and enhance cross-agency outcomes.
- Foster a culture which drives and encourages high performance, collaboration, agility and accountability in the delivery of departmental outcomes aligned to the Public Sector core values of Integrity, Trust, Service and Accountability. Model and promote a strong ethical culture, act with integrity and in the public interest to deliver trusted, high-impact outcomes.

Key Challenges

- Balancing fiscal discipline with service delivery imperatives in an environment characterised by variable demand, cost escalation and competing Government priorities, while ensuring accurate forecasting, forward estimates integrity and sustainable resource allocation across the department and portfolio.
- Embedding robust financial, procurement, commercial and probity frameworks that meet legislative and whole-of-government requirements, while enabling timely, customer-focused and innovative operational outcomes that support strategic objectives.
- Challenging existing practices and developing new and more effective solutions to meet the changing needs of the agency to meet its long-term financial management goals in a complex political and industrial environment.

Key Relationships

Ministerial	
Minister	• Provide timely, high level strategic financial advice and reporting on a wide range of corporate finance matters enabling fully informed decisions to be made
Internal	
Secretary	• Provide timely, high level strategic financial advice and reporting on a wide range of corporate finance matters enabling fully informed decisions to be made
Finance and Procurement Team	• Directing a specialised group of financial professionals to provide accurate and timely advice in a complex and changing environment
Senior Leaders	• Provide direct advice to senior executives on corporate finance matters and exercise final judgement about the management of urgent and complex matters • Govern and direct arrangements for “outposted” finance directors in the divisions of the agency
External	
The Treasury & Other Government Agencies	• Provide timely, high level strategic financial advice and reporting to Treasury on a wide range of corporate finance matters enabling fully informed decisions to be made • Develop and maintain a strong professional relationship with NSW Treasury • Establish professional networks and relationships across NSW Government, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues.

Role Dimensions

Decision making

The role contributes to the overall direction, planning and management of DCS as a member of the Executive Leadership Team.

Other characteristics which will be essential is that they ~

- Operate with a very high level of autonomy and makes independent decisions about the management and operations of finance within DCS.
- Direct forward planning and sets priorities.
- Has the highest functional accountability for the executive management of the provision of the entire finance function across DCS.
- Is the authoritative source of advice with respect to better practice, efficiency and effectiveness, internal controls, risk management, corporate finance services across the agency.
- Is fully and individually accountable for the quality, integrity and validity of advice provided and decisions taken.
- Exercises exceptional judgement, quality, integrity and accuracy at all times.

Reporting line

Secretary

Direct reports

This role has up to 10 direct reports (team of circa 130)

Budget/Expenditure

As per the Customer Service Delegations

Key Knowledge and Experience

- Extensive experience at an executive leadership level in financial management and control, financial project management and delivery of sustained financial performance.
- Knowledge and understanding of and experience with government accounting policies, Public Sector Finance and Audit Act and Treasurer's Directions.
- Proven senior leadership experience in building organisational capabilities and sustainability.
- Experience working in complex larger multi divisional organisations.

Essential Requirements

Tertiary qualifications in a financial or accounting discipline and membership with an accredited professional accounting body (i.e. Institute of Chartered Accountants (Australia), CPA Australia)

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	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
 Results	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	- Establish broad organisational objectives, and ensure these are the focus for all planning activities and are communicated to staff - Influence your organisation's current and future role within government and the community, and plan appropriately - Ensure effective governance frameworks and guidance enable high-quality strategic, corporate, business and operational planning - Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes - Lead initiatives in an environment of ongoing and widespread change with consideration given to policy directions set by the government	Highly Advanced

 Results	Think and Solve Problems	• Establish and promote a data-literate culture that focuses on using reliable data to inform decisions, innovate and continuously improve • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Think laterally to develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform	Highly Advanced
 Business enablers	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	• Advocate for committed outcomes to be considered when making decisions about prioritising projects and allocating resources • Define organisational directions and set priorities and business plans that refer to key financial indicators and non-financial committed outcomes • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them • Ensure your organisation uses appropriate advice from finance and risk professionals to make strategic decisions • Establish effective governance to ensure financial resources are used ethically and prudently across your organisation	Highly Advanced
 Business enablers	Procurement and Contract Management	• Ensure whole-of-government approaches to procurement and contract management are integrated into your organisation's policies and practices • Ensure effective governance processes are in place for your organisation's procurement and contracting policies, processes and outcomes • Monitor and evaluate compliance and the effectiveness of procurement and contract management within your organisation • Promote continuous improvement through evaluation of procurement outcomes and risk controls • Champion responsible procurement aligned with government priorities and long-term public value	Highly Advanced
 People management	Manage and Develop People Engage with and motivate staff, and develop their capability and potential	• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Lead the development of executive capability and ensure effective succession management practices • Implement effective approaches to identify and develop talent across your organisation • Encourage a culture of continuous learning and leadership that values constructive feedback and new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority • Set an example to others and encourage teams to build an organisational culture of care, belonging and trust	Highly Advanced

		• Monitor and evaluate cultural capability as a central part of development efforts • Set an example by regularly giving and asking for constructive feedback and participating in new experiences	
 People management	Optimise Business Outcomes Manage people and resources effectively to achieve public value	• Ensure your organisational structure is aligned with your organisation's goals and responds to change • Optimise outcomes through strategic workforce planning and resource utilisation aligned with the government's objectives • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for risk-taking in your organisation • Hold yourself and others accountable for implementing and maintaining inclusive workforce management practices	Highly Advanced

Occupation Specific Capability Set

Capability group/sets	Capability name	Behavioural indicators	Level
 Finance	Financial Strategy, Governance and Risk Management Establish effective and appropriate governance, assess the organisation's strategic financial position, and ensure effective investment and financing decisions	• Interpret the broader business environment and determine an overall financial strategy which balances risk mitigation with achievement of the optimum financial position for the organisation in the longer term • Ensure the integrity of the organisation's mechanisms for managing short, medium and long-term working capital and cash flow and large-scale programmes, optimising the allocation of resources • Ensure the implementation of effective planning, financial management and reporting frameworks consistent with NSW Treasury policy statements • Provide financial leadership and direction across the organisation, defining organisational direction, priorities and business plans in terms of key financial indicators • Act as primary source of expertise and provide high quality strategic financial advice to the Executive and business leadership in support of business planning, and on the financial implications of specific policies • Commercially challenge the plans and actions of business leaders, testing financial compliance and integrity	Level 5
 Finance	Audit and Assurance Evaluate overall governance frameworks, financial and program information systems, and internal controls and practices to	• Interpret the broader business environment and determine an overall financial strategy which balances risk mitigation with achievement of the optimum financial position for the organisation in the longer term • Ensure the integrity of the organisation's mechanisms for managing short, medium and long-term working capital and cash flow and large-scale programmes, optimising the allocation of resources	Level 5

identify potential deficiencies or opportunities

- Ensure the implementation of effective planning, financial management and reporting frameworks consistent with NSW Treasury policy statements
- Provide financial leadership and direction across the organisation, defining organisational direction, priorities and business plans in terms of key financial indicators
- Act as primary source of expertise and provide high quality strategic financial advice to the Executive and business leadership in support of business planning, and on the financial implications of specific policies
- Commercially challenge the plans and actions of business leaders, testing financial compliance and integrity

Complimentary Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal attributes	Display Resilience and Courage	• Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
 Personal attributes	Manage Self	• Be persistent, self-reflect and commit to learning	Advanced
 Personal attributes	Value Diversity and Inclusion	• Be inclusive and respect diverse backgrounds, experiences and perspectives	Advanced
 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	Advanced

 Relationships	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Deliver Results Achieve results by using resources efficiently and committing to quality outcomes	Advanced
 Results	Demonstrate Accountability Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Advanced
 Business enablers	Technology Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 Business enablers	Project Management Understand and use effective ways to plan, coordinate and control projects	Adept
 People management	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	Advanced
 People management	Manage Reform and Change Support and champion change, and help others to engage with change	Advanced

Occupation Specific Capability Set

Capability group/sets	Capability name	Behavioural indicators	Level
 Finance	Financial Accounting and Statutory Reporting	Apply and comply with accounting standards, legislation and specific organisational policies, standards and protocols, and implement effective statutory and other external reporting requirements	Level 5
 Finance	Taxation	Comply with taxation regulations and systems and implement effective taxation planning	Level 5
 Finance	Finance Operations and Systems	Ensure appropriateness and reliability of financial information systems, and effective governance, cash management and controls over transactional processes	Level 5
 Finance	Finance Business Partnering	Partner with key stakeholders, and provide expert professional advice, coaching and consulting expertise to ensure the effective alignment of financial management strategies and organisational objectives	Level 5
 Procurement	Strategic Procurement Leadership	Lead the development of Procurement as a professional, strategic, value adding function enabling delivery of organisational business objectives and optimising procurement quality, productivity and performance outcomes	Level 4

The Application and Selection Process

Applications

Closing date: Sunday, 9 August 2026.

Applications:

All applications are to be received by Derwent. To apply, please go to www.derwentsearch.com.au and “Search Jobs” where you will find links to submit your application. Your application should include a resume and a cover letter highlighting your suitability.

Inquiries:

Please contact Derwent and we will reply with appropriate information and/or arrange a convenient time to speak. You may also contact Emma Alberici, Derwent Partner on 0419 683 660.

Merit based selection process

The selection panel will assess applicants against the selection criteria to select a short list of applicants to be invited to attend an interview with the selection panel. Candidates may also be invited to attend a pre-screening interview with Derwent to support the panel’s decision making.

Candidates may be required to attend additional interviews and or complete additional assessments such as presentation tasks, or psychometric assessments.

Reference Checks

Candidates at an advanced stage of consideration will be requested to provide at least two referees who may be contacted before an offer is made. Any written references provided will also be checked.

Pre-employment verification and background checks

Before an offer of employment is made, the following checks will be undertaken:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check
- Financial Regulatory Check
- Bankruptcy Check
- Media and public commentary searches.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to field inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

Candidates with a Disability

Derwent aims to ensure people with disability can access secure and sustainable employment opportunities and are respected for their skills and capabilities. If required, we will provide reasonable adjustments such as access, equipment or other practical support at relevant stages of the recruitment process. You can specify in the application if you have necessary adjustments, or please inform us at any stage, and we can arrange reasonable adjustments on your behalf. If you need to contact us about reasonable adjustments during the recruitment process, please contact publicsector@derwentsearch.com.au

**Thank you for your interest in the
NSW Department of Customer Service**