

Role Description

Associate Director Enterprise Architecture

Cluster	Transport for NSW
Agency	Transport for NSW
Division/Branch/Unit	Corporate Services/Group IT
Location	Sydney
Classification/Grade/Band	Transport Senior Service Executive 1A
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Specialist www.psc.nsw.gov.au/wls
Kind of Employment	Permanent / full time
Role Number	51005001
ANZSCO Code	261313
PCAT Code	1119192
Date of Approval	August 2016
Agency Website	www.transport.nsw.gov.au

Agency overview

Transport for NSW is the centrepiece of a reshaped transport cluster. It is responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies and operators to deliver improved Transport outcomes.

Primary purpose of the role

Leads the delivery of value-add insights into the identification and formulation of enterprise and domain initiatives that enable the Transport cluster strategy through the application of a structured approach to enterprise architecture and investment planning. Initiates, develops and communicates policies, standards, frameworks, architectures and roadmaps for business domains to guide the planning, selection, design and implementation of new technology capabilities.

Key accountabilities

- Lead the formulation and execution of strategy within the assigned business/technology domain through the application of structured Enterprise Techniques such as capability based planning, road mapping, conceptual and logical modelling. Apply Human-centered design principles and Design thinking process to business engineering services and strategic roadmap development
- Contribute to business and architecture governance forums both in the context of project and program delivery and broader technology functional governance, with a focus on alignment to strategy and architecture
- Provide architectural assurance to projects to ensure that investments deliver on long terms goals and represent value for money while delivering on short term business needs
- Identify and ensure all key architecture decisions are identified and governed in accordance with the TfNSW enterprise governance framework; identify and drive resolution of architectural trade-offs, gaps and dependencies that may have current or potential material impact to the enterprise

- Develop and support the ongoing evolution of the guidelines, principles and standards of the Transport Enterprise Architecture in alignment with industry trends and TfNSW business policy and drivers
- Provide pragmatic and timely guidance and insight as required to Business Managers, Project Managers, Program and Solution architects in alignment with Enterprise Architecture; guide and mentor architects and other IT and business stakeholders as required
- Foster collaboration across the cluster through promoting common architectural approaches, sharing of existing assets and developing common services and build collaborative relationships with senior stakeholders across the organisation, both at an agency and cluster level, across business and IT functions

Key challenges

- Maintaining a focus on forward looking strategy development during a period of significant change with multiple business and technology transformation programs underway
- Balancing current and new business and IT capabilities and resources in the context of competing business demands
- Identifying and articulating key policy, organisational, or technological issues that may lie behind apparent technology challenges

Key relationships

Who	Why
Internal	
Director Enterprise Architecture (immediate manager)	<ul style="list-style-type: none"> • Escalate issues; advise and receive instructions. • Identify opportunities value add provision of architecture services.
Principal Managers, Directors and Executive Directors – of specific Business Domains	<ul style="list-style-type: none"> • Provide value add consulting services that offer actionable insights • Provide domain specific enterprise architecture blueprints and roadmaps that are aligned to the business direction, support investment planning and business unit prioritisation
Delivery and operations teams	<ul style="list-style-type: none"> • Collaborate with the delivery and operations teams, in particular on the development of the strategy and roadmaps. • Socialise the application architecture and roadmaps to increase awareness and support.
PMO	<ul style="list-style-type: none"> • Work with the PMO to develop the investment plans in line with TfNSW investment planning processes • Support the operations of enterprise IT governance through provision of timely and effective architecture governance services
Agency senior stakeholders	<ul style="list-style-type: none"> • Develop relationships and awareness of EA services and value proposition. • Deliver relevant architectures and roadmaps to support business needs in alignment with strategy.
IT Strategy & Architecture team	<ul style="list-style-type: none"> • Play a full role in a small high performing team. • Contribute to the IT architecture community. • Take a leadership position in the socialisation of the architecture value proposition

Who	Why
Whole of Government (in particular the DFSI)	<ul style="list-style-type: none"> Work to ensure that Transport aligns with and contributes to whole of government initiatives and alignment with the whole of govt digital strategy and leverage of the whole of govt building blocks.
Operational Technology stakeholders	<ul style="list-style-type: none"> Work collaboratively to align approaches, strategy, roadmaps and investment across OT/IT/ITS domains to ensure optimal value for money and effectiveness.
External	
Third party suppliers	<ul style="list-style-type: none"> Understand supplier technology roadmaps and strategic direction.
Consultants	<ul style="list-style-type: none"> Research and manage third party consultants for delivery of value on architecture engagements

Role dimensions

Decision Making

The position operates with a high level of autonomy and is expected to determine key operational objectives in consultation with the (Director), allocate work and review performance and exercise delegated authority. The position is individually accountable for the quality, integrity and validity of the content of advice provided and is fully accountable for the delivery of projects/programs assigned on time, achieving the required outcomes and at, or below budget

Reporting line

This role reports to the Director Enterprise Architecture.

Direct Reports

Nil but substantial influencing and leadership of others.

Budget/Expenditure

The budget/expenditure allocation for this role is to be confirmed.

This role plays a strong part in defining capital and operational budget on a strategic planning horizon.

Essential Requirements

- Tertiary qualifications (degree minimum)
- Working knowledge of industry standard methodologies (including TOGAF, ITIL, CoBIT,SDLC)
- Extensive knowledge of Enterprise Architecture at scale and complexity in multiple large organisations across multiple industries / sectors
- Experience in IT roles other than Architecture (Service Delivery, Development, Program Management, Business Management)

- Proven ability to produce a strategy for business and technology domains in a complex organisation using a Design Thinking and Human-centered approach
- Proven ability to identify opportunities to leverage technology for greater business efficiency or effectiveness. Extensive experience in shaping strategy and architecture outputs to communicate and develop support for the required investment.

Capabilities for the role





The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT


Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level (Foundation, intermediate, adept, advanced, highly advanced)
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Advanced
	Procurement and Contract Management	Adept
	Project Management	Adept

Occupation / profession specific capabilities

Capability Set	Category and Sub-category	Level and Code
	Strategy & Architecture - Business Strategy & Planning	Level 6 – STPL
	Enterprise & Business Architecture Development	
	Strategy & Architecture - Advice & Guidance	Level 6 - CNSL
	Consultancy	
	Strategy & Architecture - Information Strategy	Level 6 - ISCO
	Information Systems Coordination	
	Strategy & Architecture - Technical Strategy & Planning	Level 6 - EMRG
	Emerging Technology Monitoring	

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback/advice Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively Raise and work through challenging issues and seek alternatives Keep control of own emotions and stay calm under pressure and in challenging situations
Personal Attributes Manage Self	Advanced	<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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively in a range of styles and formats
Relationships	Advanced	<ul style="list-style-type: none"> Negotiate from an informed and credible position

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Influence and Negotiate		<ul style="list-style-type: none"> • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to 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 transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Technology	Advanced	<ul style="list-style-type: none"> • Show commitment to the use of existing and deployment of appropriate new technologies in the workplace • Implement appropriate controls to ensure compliance with information and communications security and use policies • Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes • Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes • Implement and monitor appropriate records, information and knowledge management systems protocols, and policies

Category and Sub-Category	Level and Code	Level Descriptions
Strategy & Architecture Business Strategy & Planning	Level 6 STPL	ENTERPRISE & BUSINESS ARCHITECTURE DEVELOPMENT (STPL) - Captures and prioritises market and environmental trends, business strategies and objectives, and identifies the business benefits of alternative strategies. Establishes the contribution that technology can make to business objectives, conducting feasibility studies, producing high-level business models, and preparing business cases. Leads the creation and review of a systems capability strategy that meets the strategic requirement of the business. Develops enterprise-wide architecture and processes that ensure that the strategic application of change is embedded in the management of the organisation, ensuring the buy-in of all stakeholders. Develops and presents business cases, for high-level initiatives, for approval, funding and prioritisation. Ensures compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices.
Strategy & Architecture Advice & Guidance	Level 6 CNSL	CONSULTANCY (CNSL) - Manages provision of consultancy services, and/or management of a team of consultants. In own areas of expertise, provides advice and guidance to consultants and/or the client through involvement in the delivery of consultancy services. Engages with clients and maintains client relationships. Establishes agreements/contracts and manages completion and disengagement
Strategy & Architecture Information Strategy	Level 6 ISCO	INFORMATION SYSTEMS CO-ORDINATION (ISCO) - Maintains an awareness of the global needs of the organisation, and promotes the benefits that a common approach to IT deployment will bring to the business as a whole, among information systems and business management. Coordinates the promotion, development, acquisition and implementation of information systems and services in close liaison with those responsible for management and strategy
Strategy & Architecture Technical Strategy & Planning	Level 6 EMRG	EMERGING TECHNOLOGY MONITORING (EMRG) – Coordinates the identification and assessment of new and emerging hardware, software and communication technologies, products, methods and techniques. Evaluates likely relevance of these for the organisation. Provides regular briefings to staff and management