Role Description
Director Systems & Enterprise Architecture

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	261313
PCAT Code	1226892
Date of Approval	April 2020

Primary purpose of the role

Builds and maintains a holistic view of the organisation's technology strategy, processes, information and information technology assets, ensuring that the business and ICT are in alignment, and links the business mission, strategy and processes of an organisation to its existing and future ICT strategy. The role is also accountable for managing critical enterprise applications and delivering key ICT initiatives in an effective, agile, sustainable and flexible manner.

Key accountabilities

- Provide high level strategic advice with the development of financial and business case models to assess technologies and assist in the prioritisation of future investment in ICT systems and processes to support business objectives and the business eco-system
- Lead all phases of enterprise architecture development: defining scope, modelling systems, analysing requirements and planning implementation in support of business objectives, to enable the business to become operationally efficient and effective
- Develop ICT architectures, standards and models and provide architectural leadership in the resolution of inter-program and inter-project issues including cyber security to support the successful implementation of the ICT strategy for the organisation
- Translate business practices and processes into architectures to enable delivery of appropriate solutions to meet customer and business needs
- Provide guidance and direction for design and implementation of development frameworks and design patterns for consumption across multiple development teams to ensure fit for purpose solutions
- Undertake high level research, horizon scanning and analysis to identify future ICT trends, and assess and explain the value of existing investments and emerging technologies and their applicability to inform decision making and support business objectives
- Manage, drive and coordinate application support for a range of critical business applications to ensure fit-for-purpose and optimal service delivery

Key challenges

- Maintain currency with industry best practice and architectural standards to ensure ICT solutions are fit for purpose given potentially competing priorities
- Balance current and new architecture and resources in the context of competing business demands
- Develop and maintain relationships with key stakeholders
- Align ICT strategies and outcomes with business needs while managing expectations in an environment of limited resources

Key relationships

Who	Why
Internal	
Manager	• Provide expert strategic and technical advice to influence decisions regarding ICT initiatives and innovation • Identify emerging issues/risks and their implications and propose solutions • Participate in meetings and discussions, receive guidance and instructions
Direct Reports	• Inspire, motivate, lead, guide and support • Set performance expectations and manage performance and development • Provide own perspective and share information • Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate outcomes and achievements
Customers/Stakeholders	• Develop, manage and maintain effective working relationships to understand requirements and capabilities, coordinate efforts and/or provide customer focused advice • Provide strategic advice on ICT architecture for business planning, development and improvement
Work team	• Participate in meetings to represent work group perspective and share information • Participate in discussions and decisions regarding implementation of innovation and best practice • Actively support projects and solution architects with definition and guidance to align delivery within enterprise architecture • Support team members and work collaboratively to contribute to achieving outcomes
External	
Industry Leaders	• Participate in forums and other groups to represent the agency and share information • Participate in discussions regarding innovation and best practice
Research organisations	• Leverage external research organisations to inform technology roadmaps and inform decision making

Role dimensions

Decision making

This role operates with a reasonable degree of autonomy.   The role implements strategic directions and is directly accountable for the quality of outcomes, decisions and actions associated with their area of responsibility. Services and solutions provided have a direct impact on agency/program performance and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services.

Reporting line

Executive Director or Cluster Chief Information Officer

Direct reports

 This role has up to 14 direct and indirect reports

Budget/Expenditure

As per Customer Service Delegations

Key knowledge and experience

- Extensive experience in an ICT functional role including developing technology strategy in a complex organisation, successfully leveraging technology to deliver key business outcomes and managing enterprise applications
- Strong commercial and technology management skills; experience with modern technology applications and team leadership experience

Essential requirements

- Satisfactory criminal record check

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept
Relationships	**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
	Influence and 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 talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	Adept

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Results	**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	• 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
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Support research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation • Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies • Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness Ensure that effective policy and procedures are in place for records, information and knowledge	Highly Advanced

		management to meet government and organisational requirements	
People Management	**Optimise Business Outcomes** Manage people and resources effectively to achieve public value	• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes	Advanced

Occupation specific capability set

SFIA	**Strategy & Architecture, Business Strategy & Planning, Enterprise & Business Architecture** The creation, iteration, and maintenance of structures such as enterprise and business architectures embodying the key principles, methods and models that describe the organisation's future state, and that enable its evolution. This typically involves the interpretation of business goals and drivers; the translation of business strategy and objectives into an "operating model"; the strategic assessment of current capabilities; the identification of required changes in capabilities; and the description of inter-relationships between people, organisation, service, process, data, information, technology and the external environment. The architecture development process supports the formation of the constraints, standards and guiding principles necessary to define, assure and govern the required evolution; this facilitates change in the organisation's structure, business processes, systems and infrastructure in order to achieve predictable transition to the intended state.	• Leads the creation and review of a systems capability strategy that meets the strategic requirements of the business. • Captures and prioritises market and environmental trends, business strategies and objectives, and identifies the business benefits of alternative strategies. • Develops enterprise-wide architecture and processes which ensure that the strategic application of change is embedded in the management of the organisation, ensuring the buy-in of all key stakeholders. • Develops and presents business cases, for high-level initiatives, approval, funding and prioritisation. • Sets strategies, policies, standards and practices to ensure compliance between business strategies, technology strategies, and enterprise transformation activities.	Level 6 - STPL

Strategy & Architecture, Information Strategy, Information Systems Coordination Typically, within a large organisation in which the information strategy function is devolved to autonomous units, or within a collaborative enterprise of otherwise independent organisations, the coordination of information strategy matters where the adoption of a common approach (such as shared services) would benefit the organisation.	• Maintains an awareness of the global needs of the organisation and promotes (to both information systems and business management) the benefits that a common approach to information and communications technology deployment will bring to the business as a whole. • Coordinates the promotion, acquisition, development, and implementation of information systems and services in close liaison with those responsible for management and strategy.	Level 6 – ISCO
Strategy & Architecture, Technical Strategy & Planning, Emerging Technology Monitoring The identification of new and emerging technologies, products, services, methods and techniques. The assessment of their relevance and the potential impacts (both threats and opportunities) upon business enablers, cost, performance or sustainability. The communication of emerging technologies and their impact.	• Plans and leads the identification and assessment of new and emerging technologies and the evaluation of the potential impacts, threats and opportunities. • Creates technology roadmaps which align organisational plans with emerging technology solutions. • Engages with, and influences, relevant stakeholders to obtain organisational commitment to technology roadmaps. • Develops organisational guidelines for monitoring emerging technologies. • Collaborates with internal and external parties to facilitate intelligence gathering.	Level 5 - EMRG

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.

COMPLEMENTARY CAPABILITIES			
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
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

Occupation specific capability set

SFIA			
	Strategy & Architecture, Business Strategy & Planning, Business Process Improvement	The creation of new and potentially disruptive approaches to performing business activities in order to create business opportunities; deliver new or improved products/services; or to improve supply chains. The identification and implementation of improvements to business operations, services and models. The assessment of the costs and potential benefits of the new approaches. The analysis and design of business processes in order to adopt and exploit technologies to improve business performance. The development of enterprise process management capabilities to increase organisational agility and responsiveness to change.	Level 5 – BPRE
	Strategy & Architecture, Advice & Guidance, Specialist Advice	The development and exploitation of expertise in any specific area of information or communications technology, digital working, specific techniques, methodologies, products or application areas, for the purposes of providing specialist advice.	Level 5 - TECH

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