Role Description
Cutover Manager

Cluster	Customer Service
Department/ Agency	Department of Customer Service
Division/ Branch/Unit	Corporate Services/ Information Communication Technology
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	135199
PCAT Code	1339168
Date of Approval	May 2020

Primary purpose of the role

Leads and manages the business cutover plans for migration of client agencies onto the organisation's technology systems, and formulate business interim processes to support the business in meeting their objectives

Key accountabilities

- Define, develop and implement cutover plans for the migration of client agencies to the organisation's technology systems to support harmonisation of organisational data and information
- Contribute to the development of the technical cutover schedules and plans to ensure they align to business cutover plans and meet business objectives
- Plan, design, develop and implement new and innovative applications to solve business problems and optimise business outcomes
- Design, prototype, and deliver Application Programming Interfaces and applications in varied deployment models (including cloud-based, on-premise or hybrid), to meet project needs including cost-efficiency, competitive offering, and agility to meet business needs
- Maintain knowledge and awareness of relevant issues, insights, practices and opportunities to identify and make recommendations for new business opportunities
- Provide technical leadership to developer team members on projects to support and facilitate agile project delivery and ensure timely service delivery and cost effectiveness
- Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met
- Lead and connect all parties involved in the cutover activities including business managers, project managers and project team/s, to ensure the creation of integrated solutions and plans meet organisational change management guidelines and priorities
- Provide expert advice and information to stakeholders on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities

Key challenges

- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
- Identifying interdependencies and balancing competing demands to ensure project objectives are achieved and governance and reporting requirements are met

Key relationships

Who	Why
Internal	
Director	• 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
Work Team	• Guide, support, coach, and mentor to ensure optimal performance • Work collaboratively with, inspire and motivate to ensure teams thrive • Represent work group perspective and share information • Support team members and work collaboratively to contribute to achieving the team's business outcomes
Customers/Stakeholders	• Provide expert advice on a range of project related issues and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues
External	
Customers/Stakeholders	• Engage in, consult and negotiate the development, delivery and evaluation of projects • Manage expectations and resolve issues

Role dimensions

This role has autonomy and makes decisions that are under their direct control as directed by their Manager . It refers to the Manager decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the manager.

Reporting line

Program Manager

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Direct reports

This role has no direct reports

Budget/Expenditure

As per the Customer Service Delegations

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.

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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	• 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
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	Adept

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Capability group/sets	Capability name	Behavioural indicators	Level
		• Anticipate and minimise conflict	
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	Adept
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• 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 in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced

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Capability group/sets	Capability name	Behavioural indicators	Level
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies	Advanced

Occupation specific capability set

SFIA	**Strategy & Architecture, Technical Strategy & Planning, Solution Architecture** The design and communication of high-level structures to enable and guide the design and development of integrated solutions that meet current and future business needs. In addition to technology components, solution architecture encompasses changes to service, process, organisation, and operating models. The provision of comprehensive guidance on the development of, and modifications to, solution components to ensure that they take account of relevant architectures, strategies, policies, standards and practices (including security) and that existing and planned solution components remain compatible.	• Leads the development of solution architectures in specific business, infrastructure or functional areas. • Ensures that appropriate tools and methods are available, understood and employed in architecture development. • Within a change programme, leads the preparation of technical plans and, in liaison with business assurance and project staff, ensures that appropriate technical resources are made available. • Provides advice on technical aspects of solution development and integration (including requests for changes, deviations from specifications, etc.) and ensures that relevant technical strategies, policies, standards and practices (including security) are applied correctly.	Level 5 - ARCH
	Development & Implementation, Systems Development, System Design The design of systems to meet specified requirements, compatible with agreed systems architectures, adhering to corporate standards and within constraints of performance and	• Adopts and adapts appropriate systems design methods, tools and techniques selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches, and ensures they are applied effectively. • Designs large or complex systems. • Undertakes impact analysis on major design options and trade-off.	Level 5 - DESN

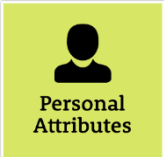|		
feasibility. The identification of concepts and their translation into a design which forms the basis for systems construction and verification. The design or selection of components. The development of a complete set of detailed models, properties, and/or characteristics described in a form suitable for implementation. The adoption and adaptation of systems design lifecycle models based on the context of the work and selecting appropriately from predictive (plandriven) approaches or adaptive (iterative/agile) approaches.	• Makes recommendations and assesses and manages associated risks. • Reviews others' systems designs to ensure selection of appropriate technology, efficient use of resources, and integration of multiple systems and technology. • Ensures that the system design balances functional and non-functional requirements. • Contributes to development of systems design policies and standards and selection of architecture components.	
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.	• Actively maintains recognised expert level knowledge in one or more identifiable specialisms. • Provides definitive and expert advice in their specialist area(s). • Oversees the provision of specialist advice by others, consolidates expertise from multiple sources, including third party experts, to provide coherent advice to further organisational objectives. • Supports and promotes the development and sharing of specialist knowledge within the organisation.	Level 5 - TECH

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	Adept

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COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective project planning, coordination and control methods	Adept

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SFIA	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.	Level 5 - EMRG
	Relationships & Engagement, Stakeholder Management, Relationship Management	The systematic identification, analysis, management, monitoring and improvement of stakeholder relationships in order to target and improve mutually beneficial outcomes. Gains commitment to action through consultation and consideration of impacts. Design the relationship management approach to be taken; including roles and responsibilities, governance, policies, processes, and tools, and support mechanisms. Creatively combines formal and informal communication channels in order to achieve the desired result.	Level 5 - RLMT

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