

Role Description

Director, Integration Competency Centre

Cluster	Education
Agency	NSW Department of Education
Division/Branch/Unit	Corporate Services/Information Technology Directorate
Location	Eveleigh
Classification/Grade/Band	PSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery: www.psc.nsw.gov.au/wls
Child Related Role	No
ANZSCO Code	135199
Role number	191657
PCAT Code	3136892
Date of Approval	21 July 2015
Agency Website	education.nsw.gov.au

Agency overview

The NSW Department of Education serves the community by leading the provision of world-class education. The Department protects young children by regulating preschool and long day care providers. Once children move into school, we provide them with a world-class primary and secondary education. We also work to advance the wellbeing of Aboriginal people.

Primary purpose of the role

The Director, Integration Competency Centre drives high-quality support for enterprise integration and architecture across the Department, including schools and corporate business units, and builds / maintains strategic integration partnerships at all levels, including national (e.g. NAPLAN online), inter-agency (e.g. Transport NSW) and vendor (e.g. school-based systems and applications). The Director is an enterprise integration and architecture specialist, and provides high-level, detailed advice and recommendations to the Directorate leadership team and actively contributes to branch business planning.

Key accountabilities

- Promote enterprise integration as a formal discipline of data integration, including data warehousing, data migration, data integration and data synchronization; establish governance structures, frameworks, policies, standards, guidelines, tools and metrics; facilitate effective collaboration and ongoing review to ensure continuous improvement.
- Oversee the assessment and selection of integration technology and tools from the marketplace; manage the testing and documentation of all integration interfaces within the Departments technical

environment to ensure compliance with NSW Government digital policies, agreed Information Technology (IT) Directorate procedures, and good practice.

- Lead and manage the simultaneous, cross jurisdictional enterprise integration projects (i.e. data, systems and processes), including planning, scheduling, delivery, monitoring and reporting to enhance teaching and learning outcomes across the Departments various portfolios; effectively supervise inter-project dependencies, manage project and business risks, coordinate quality reviews, and develop / implement contingency plans; where appropriate, coordinate Tier 3 technical support to resolve issues arising.
- Develop and manage the Integration Competency Centre Roadmap to ensure the timely and cost effective integration of data, systems and processes that are aligned with the Departments core business, information and communications technology (ICT) strategy, branch priorities, and architectural plans; establish appropriate Key Performance Indicators (KPIs) to enable the consistent measurement of team effectiveness.
- Lead integration pilots and other projects that focus on planning, deploying and targeting new or significant modifications to existing data, systems and processes; leverage economies of scale for the integration tools portfolio at enterprise level; provide direction for the decommissioning of legacy data, systems and processes.
- Undertake research and provide high-level advice to senior management regarding integration opportunities and project progress, including resource availability and capacity planning, to optimise investment at the enterprise level.
- Direct and lead the Integration Competency Centre team and ensure there is sufficient capacity in integration operations and processes; develop staff skills and knowledge by providing guidance and access to the information they need to effectively carry out their responsibilities; leverage their expertise portfolios; implement effective knowledge management strategies to ensure cost effective project deliver.
- Contribute to the development of the branch business plan and ICT strategies; provide high-level reports and recommendations to the leadership team regarding enterprise integration and architecture, including potential technical challenges impacting the delivery of ICT solutions.

Key challenges

- Promoting enterprise integration as a formal discipline given the breadth and diversity of the Departments core business, and continual changes to teaching and learning philosophy, tools and delivery needs.
- Maintaining effective working relationships across the IT Directorate, particularly given differing perspectives and priorities, to ensure the integration of data, systems and processes across multi-faceted technologies.
- Simultaneously overseeing the daily operations of the team and leveraging capabilities, whilst focusing on the strategic and long term objectives of the role and maintaining up-to-date awareness and knowledge of ICT developments and trends in a rapidly changing industry.

Key relationships

Who	Why
Internal	
Group Director, Teaching Learning Experience	<ul style="list-style-type: none"> • Provide timely and accurate advice regarding enterprise integration projects; discuss direction, priorities and progress. • Provide thought leadership regarding enterprise integration to inform decision-making and challenge current thinking. • Contribute to ICT strategies and business planning. • Report on the achievement of objectives and team performance. • Actively seek, reflect and act on feedback on own performance.
Other Information Technology Directors	<ul style="list-style-type: none"> • Collaborate to ensure system and application integration and minimise duplication of resources. • Participate on internal and external committees and cross-team projects.
Senior managers across the Department	<ul style="list-style-type: none"> • Build strong partnerships and promote the Integration Competency Centre and enterprise integration as a data integration discipline. • Adopt an internal consulting approach to the provision of advice regarding enterprise integration; determine requirements and ensure the integration of data, systems and process solutions. • Collaborate to deliver educational, training and corporate priorities, and resolve issues arising.
Direct reports	<ul style="list-style-type: none"> • Build and maintain a culture based on timely, on-budget project delivery. • Set priorities, monitor tasks and projects, and provide ongoing performance feedback, coaching and development.
External	
External suppliers and vendors	<ul style="list-style-type: none"> • Build and maintain relationships to enable research regarding product and service availability. • Communicate priorities, negotiate service standards and coordinate delivery of agreed ICT data tools, systems and processes; resolve issues arising.
NSW Public Sector ICT networks	<ul style="list-style-type: none"> • Share information, knowledge management and thought leadership.

Role dimensions

Decision making

- makes decisions in accordance with broad priorities agreed with the role supervisor;
- exercises considerable autonomy and initiative in resolving day-to-day issues associated with enterprise integration projects; displays high level of initiative and independence in dealing with and/or escalating priority issues;
- oversees the development and implementation of work allocation and workflow monitoring systems and practices to ensure data, systems and processes are appropriately supported;
- provides support, coaching, guidance and supervision to direct reports and where necessary, adjusts work priorities and workload;
- provides thought leadership and high-level advice to the role supervisor and IT Directorate leadership team on enterprise integration and architecture; and

- prepares sound reports, analyses, submissions and other forms of written advice; in most cases, documents will be reviewed by the role supervisor before finalisation.

Reporting line

The role reports to the Group Director, Teaching and Learning Experience.

Direct reports

The role has eight direct reports.

Budget/Expenditure

The role is responsible for a total budget of \$2.1M (as at Financial Year 2014-15).

The role has a financial delegation of \$150k.

Essential requirements

- Tertiary qualifications in an IT discipline and/or equivalent industry experience.
- Capacity to lead staff in implementing the Department's Aboriginal Education and Training policies and to ensure quality outcomes for Aboriginal people.

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities



Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.


The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 Relationships	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial 'win-win' outcomes Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders 	Advanced
 Results	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<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 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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement 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 Apply lateral thinking and 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	Technology Understand and use available technologies to maximise efficiencies and effectiveness	<ul style="list-style-type: none"> 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 management to meet government and organisational requirements 	Highly Advanced
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	Advanced






FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
Occupation specific capability set			
	Strategy and Architecture	Technical Strategy and Planning – Solution Architecture	Level 6 - ARCH
	Solution Development and Implementation	Systems Development – Systems Design	Level 5 – DESN
	Solution Development and Implementation	Systems Development – Programming / Software Development	Level 5 – PROG
	Solution Development and Implementation	Installation and Integration – Systems Integration	Level 6 – SINT

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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 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 planning, coordination and control methods	Advanced
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced

Occupation specific capability set

