HEAD OF STRATEGY & ENTERPRISE ARCHITECTURE

BRANCH/UNIT	Systems Group Strategy & Enterprise Architecture
TEAM	Strategy & Enterprise Architecture
LOCATION	Negotiable
CLASSIFICATION/GRADE/BAND	TAFE Manager Level 6
POSITION NO.	TBA
ANZSCO CODE	135112 PCAT CODE 2226492
TAFE Website	www.tafensw.edu.au

1. ORGANISATIONAL ENVIRONMENT

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

2. POSITION PURPOSE

The Head of Strategy & Enterprise Architecture is responsible for ensuring the ongoing development of enterprise architecture and Systems Group strategic planning capabilities across TAFE Digital, regional and corporate domains and maintain alignment between the commercial business strategy and Systems Group strategy and enterprise architecture.

3. KEY ACCOUNTABILITIES

1. Leverage technological and organisational nous to establish, maintain and enhance the enterprise architecture capability for TAFE NSW, including development of architecture domains, integration architecture patterns and standards that will support the evolving needs of TAFE NSW as it moves towards digitisation.
2. Direct and manage the enterprise application portfolio, portfolio planning and management methodology, and application health assessment processes to strengthen the strategic position and architecture and strategy capability of TAFE NSW.
3. Establish, maintain and enhance the Systems Group strategic planning capability, including IT strategy development methods and tools, a recurring IT roadmap lifecycle and alignment of IT strategy direction across digital, regional and infrastructure domains.
4. Deliver expert, accurate advice and ensure factual information is available to senior decision makers throughout the enterprise technology evaluation and selection lifecycle, ensuring alignment with Procurement policy and procedure, concurrently driving the development of efficient and effective methods, tools and competencies related to technology decision making.
5. Maintain stewardship of the Systems Group Strategy and Investment Steering Committee (ICTISC) agenda and pipeline in consultation with the Systems Group leadership team, building a forum that is inclusive, proactive and forward-thinking to inherently respond to, and pre-empt, TAFE NSW Systems Group needs now and into the future.
6. Chair the Enterprise Architecture and Design Review Board and ensure decision process is transparent and aligned with Systems Group Business Strategy outcomes.
7. Monitor major vendor and technology market trends and evolutions and provide the Systems Group leadership team with timely updates and updated roadmap reference points to facilitate optimised planning and robust risk management.
8. Drive the distribution and marketing of shared research resources across Systems Group and the greater TAFE NSW stakeholder environment as appropriate to support focused and customer-oriented activities that will enhance Systems Group as a value-adding service provider.
9. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures.
10. Place the customer at the centre of all decision making.
11. Build and develop a high performance team, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.
12. Collaborate with staff to ensure the development and regular review of meaningful individual performance management and development plans that are clearly aligned to strategic objectives and focused to develop the individual.

4. KEY CHALLENGES

- Operating in both tactical and strategic spheres simultaneously with the ability to change context quickly.
- Navigating both traditional and innovative ways of working across groups, geographies and regional operating environments.
- Establishing practical and effective processes with minimal time, resources and capacity.
- Establishing effective teams and relationships with the high number of key stakeholders (+9 regions + business functions).
- Working in an ambiguous environment where change is consistent, valued and encouraged.

TAFENSW.EDU.AU

Last Updated: August 2020   Version 2   Page 2 of 8
Owner: TAFE NSW – Systems Group   Disclaimer: Printed copies of this document are regarded as uncontrolled.

5. KEY RELATIONSHIPS

WHO	WHY
Internal	
GM Systems Group Strategy and Enterprise Architecture	• Receive leadership, advice and support • Escalate issues, keep informed, advise, receive guidance and instructions. • Provide recommendations and inform through reporting any emerging issues. • Participate in meetings and discussions to share information and provide input and feedback.
Direct Reports	• Provide leadership, advice and support
CIO	• Work closely to resolve and provide Systems Group strategic planning coordination, support and internal or external briefings.
Heads of Systems Groups	• Support team members and work collaboratively to contribute to achieving the team's business outcomes. • Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice. • Participate in meetings and discussions to share information and provide input and feedback.
Other TAFE Systems Group Leaders	• Support team members and work collaboratively to contribute to achieving the team's business outcomes. • Represent work group perspective and share information.
TAFE Managers and Staff	• Resolve issues and provide solutions to problems. • Provide strategic advice for business improvement. • Provide information regarding TAFE NSW sector wide rules and standards.
External	
NSW Government Stakeholders	• Collaborate, contribute, and seek advice for recommended enterprise standards, alignment with NSW government shared architecture principles and related guidelines
Contractors and Vendors	• Develop and maintain effective working relationships and open channels of communication

6. POSITION DIMENSIONS

Reporting Line: General Manager Systems Group Strategy and Enterprise Architecture

Direct Reports: 3
Indirect Reports: 4

Financial delegation: TBA

TAFENSW.EDU.AU

Budget/Expenditure: TBA

Decision Making:

- Makes decisions on highly complex and sensitive issues where there may be no readily available source of advice and guidance and outcomes may break new ground for the organisation.
- Manage functional expenditure and resourcing within relevant policy and delegation frameworks.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

7. ESSENTIAL REQUIREMENTS

1. Degree qualification in an Information Technology related area or equivalent relevant industry experience.
2. Ability to sell enterprise architecture and strategy concepts to business people with a focus on business value and benefit.
3. Demonstrated deep, practical experience in enterprise architecture, application portfolio management, and integration architecture and enterprise level portfolio planning and prioritisation methods and practices.
4. Demonstrated understanding and experience across the IT project management lifecycle, design thinking concepts and agile methodologies, roadmap development and resource estimating.
5. Ability to address and meet focus capabilities as stated in the Position Description.

8. CAPABILITIES

NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the NSW Public Sector Capability Framework. The capabilities **in bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational **>** Intermediate **>** Adept **>** Advanced **>** Highly Advanced

TAFENSW.EDU.AU

Last Updated: August 2020   Version 2   Page 4 of 8
Owner: TAFE NSW – Systems Group   Disclaimer: Printed copies of this document are regarded as uncontrolled.

CAPABILITY GROUP	NAME	LEVEL
Personal Attributes	Display Resilience & Courage	Advanced
	Act with Integrity	**Advanced**
	Manage Self	Adept
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	Advanced
	Work Collaboratively	Adept
	Influence and Negotiate	**Advanced**
Results	Deliver Results	Advanced
	Plan And Prioritise	**Advanced**
	Think and Solve Problems	**Highly Advanced**
	Demonstrate Accountability	Advanced
Business Enablers	Finance	Adept
	Technology	**Advanced**
	Procurement and Contract Management	Adept
	Project Management	Adept
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	**Highly Advanced**
	Manage Reform and Change	Advanced

Occupation / profession specific capabilities		
Capability Set	**Category and Sub-category**	**Level and Code**
SFIA	**Strategy & Architecture, Business Strategy & Planning, Enterprise & Business Architecture**	**Level 6 - STPL**
	Strategy & Architecture, Advice & Guidance, Consultancy	Level 6 - CNSL
	Strategy & Architecture, Information Strategy, Information Systems Coordination	Level 6 - ISCO
	Strategy & Architecture, Technical Strategy & Planning, Emerging Technology Monitoring	**Level 6 - EMRG**

FOCUS CAPABILITIES

The focus capabilities for the Head of Strategy & Enterprise Architecture 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 position's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others. • Represent the organisation in an honest, ethical and professional way and set an example for others to follow. • Ensure that others have a working understanding of the legislation and policy framework within which they operate. • Promote a culture of integrity and professionalism within the organisation and in dealings external to government. • Monitor ethical practices, standards and systems and reinforce their use. • Act on reported breaches of rules, policies and guidelines.
Relationships Communicate Effectively	Advanced	• 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 Influence and Negotiate	Advanced	• 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. • 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. • Pre-empt and minimise conflict within the organisation and with external stakeholders.
Results Plan and Prioritise	Advanced	• 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	Highly Advanced	• Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement.

TAFENSW.EDU.AU

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Solve Problems		• 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 long standing, organisation-wide impact. • Ensure effective governance systems are in place to guarantee quality analysis, research and reform.
Business Enablers Technology	Advanced	• 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.
People Management Manage and Develop People	Advanced	• 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. • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way. • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives.
People Management Optimise Business Outcomes	Highly Advanced	• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time. • Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives. • Align workforce resources and talent with organisational priorities.

TAFENSW.EDU.AU

Last Updated: August 2020   Version 2   Page 7 of 8
Owner: TAFE NSW – Systems Group   Disclaimer: Printed copies of this document are regarded as uncontrolled.

Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
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) –** 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.

TAFENSW.EDU.AU

Last Updated: August 2020   Version 2   Page 8 of 8

Owner: TAFE NSW – Systems Group   Disclaimer: Printed copies of this document are regarded as uncontrolled.