

Role Description

Director Service Operations

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Systems Group/Technology Management & Support
Role number	
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	135112
PCAT Code	2226392
Date of Approval	01 August 2020
Agency Website	

Agency overview

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.

Primary purpose of the role

The Director Service Operations is responsible for leading all aspects of strategy and operations to provide service lifecycle management, service desk and field support to ensure high quality IT services are efficiently delivered to meet business needs.

Key accountabilities

1. Lead the development and implementation of the organisation's IT service lifecycle management and technical support plans incorporating the identification of communication and information systems which support critical business processes to meet user needs.
2. Responsible for the assessment of risks to critical business systems' availability, integrity and confidentiality; evaluating the critical risks in relation to systems operation and identifying priority areas for improvement.

3. Responsible for the design and implementation of a testing strategy to ensure that services delivery, transition and support procedures address exposure to risk and maintains agreed levels of service standards.
4. Oversee and direct the relationships with technical specialists with authority for critical communication and information business systems to ensure collaboration and agreed organisational consistency across development and deployment of IT services solutions.
5. Responsible for strategies and practice including process and procedure development, services deployment, transition and change management, problem management, release management and services support to ensure Systems Group Service Operations is continually delivering optimal services to internal and external customers.
6. Develop and implement asset and configuration management standards, plans and procedures that are compliant with ITIL, responsive and agile to evolve and customise to changing business needs and drawn from industry innovation.
7. Manage the day to day running of Systems Group Service Operations ensuring the alignment and capability of resources meet operational needs and service level standards.
8. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures.
9. Place the customer at the centre of all decision making.
10. 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.
11. Collaborate with staff to ensure the development and regular review of meaningful individual performance development and review plans that are clearly aligned to strategic objectives and focused to develop the individual.

Key challenges

- Maintaining a flexible and agile service delivery platform to meet changing business priorities, deadlines and tight timeframes.
- Maintaining positive and productive working relationships with business stakeholders and external suppliers to ensure business requirements and expectations are met.
- Ensuring that input from the relevant areas of the organisation is sought and reflected in TAFE learning and business services systems and platforms.
- Ensuring appropriate change management solutions are developed to support the effective implementation of new learning and business services platforms.

Key relationships

Internal

Who	Why
Director Technology Management & Support	<ul style="list-style-type: none">• Receive leadership, advice and support .
Direct Reports	<ul style="list-style-type: none">• Provide leadership, advice and support.
TAFE Managers and Staff	<ul style="list-style-type: none">• Work collaboratively with TAFE NSW stakeholders to identify and implement a program of continuous improvement to ensure that TAFE service operations platforms meet the current and future learning and business needs of TAFE NSW and other key stakeholders.• Coordinate the management of projects leading to the improvement and enhancement of learning and business services and systems.

External

Who	Why
Contractors and Vendors	<ul style="list-style-type: none">• Negotiate contractual arrangements and management of the delivery and deployment of new learning and business systems.

Role dimensions

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.

Reporting line

Director Technology Management & Support

Direct reports

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Budget/Expenditure

TBA

Key knowledge and experience

1. Demonstrated experience leading and managing comprehensive IT services operations for a large and complex organisation including service lifecycle, service desk and field support.

Essential requirements

1. Degree qualification in related field or equivalent significant industry experience.
2. Ability to address and meet focus capabilities as stated in the Position Description.

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

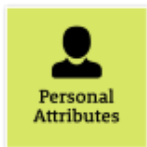
Focus capabilities

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
	Display Resilience & Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none">• 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

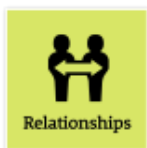


Act with Integrity

Be ethical and professional, and uphold and promote the public sector values

- Model the highest standards of ethical and professional behaviour and reinforce their use
- Represent the organisation in an honest, ethical and professional way and set an example for others to follow
- 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 promptly on reported breaches of legislation, policies and guidelines

Advanced

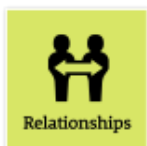


Communicate Effectively

Communicate clearly, actively listen to others, and respond with understanding and respect

- Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences
- Speak in a highly articulate and influential manner
- State the facts and explain their implications for the organisation and key stakeholders
- Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations
- Anticipate and address key areas of interest for the audience and adapt style under pressure.

Highly Advanced

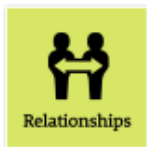


Commit to Customer Service

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

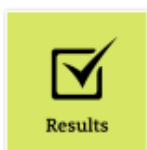


Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- 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



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced



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

- 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

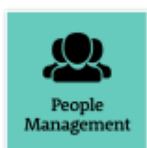


Technology

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 management to meet government and organisational requirements.

Highly Advanced



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Champion the organisational vision and strategy, and communicate the way forward
- Create a culture of confidence and trust in the future direction
- Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation
- Communicate the parameters and expectations surrounding organisational strategies
- Celebrate organisational success and high performance, and engage in activities to maintain morale

Highly Advanced



Manage Reform & Change

Support, promote and champion change, and assist others to engage with change

- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty.
- Assist others to address emerging challenges and risks and generate support for change initiatives.
- Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them.
- Implement structured change management processes to identify and develop responses to cultural barriers.

Advanced

Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
SFIA	Strategy & Architecture, Information Strategy, Information Governance (IRMG)	Understands the implications of information, both internal and external, that can be mined from business systems and elsewhere. Makes decisions based on that information, including the need to make changes to the systems. Reviews new change proposals and provides specialist advice on information and records management, including advice on and promotion of collaborative working and assessment and management of information-related risk. Creates and maintains an inventory of information assets, which are subject to relevant legislation. Prepares and reviews the periodic notification of registration details and submits them to the relevant regulatory authorities. Ensures that formal information access requests and complaints are dealt with according to approved procedures. Contributes to development of policy, standards and procedures for compliance with relevant legislation.	5
	Strategy & Architecture, Business Strategy & Planning, Business Risk Management (BURM)	Plans and manages the implementation of organisation-wide processes and procedures, tools and techniques for the identification, assessment, and management of risk inherent in the operation of business processes and of potential risks arising from planned change.	6
	Strategy & Architecture, Information Strategy, Information Security (SCTY)	Develops and communicates corporate information security policy, standards and guidelines. Contributes to the development of organisational strategies that address information control requirements. Identifies and monitors environmental and market trends and pro-actively assesses impact on business strategies, benefits and risks. Leads the provision of authoritative advice and guidance on the requirements for security controls in collaboration with experts in other functions such as legal, technical support. Ensures architectural principles are applied during design to reduce risk and drives adoption and adherence to policy, standards and guidelines..	6

Relationship & Engagement, Stakeholder Management, Relationship Management (RLMT)









Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders and delivery of services and change projects, acting as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.

6

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.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	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
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
 Business Enablers	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




Optimise Business
Outcomes

Manage resources effectively and apply sound
workforce planning principles

Advanced

Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
	Strategy & Architecture, Advice & Guidance, Consultancy (CNSL)	Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution. Identifies, evaluates and recommends options, implementing if required. Collaborates with, and facilitates stakeholder groups, as part of formal or informal consultancy agreements. Seeks to fully address client needs, enhancing the capabilities and effectiveness of client personnel, by ensuring that proposed solutions are properly understood and appropriately exploited.	5