

Role Description

Manager Application Services

Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	ICT
Location	Central Sydney
Classification/Band/Grade	Clerk Grade 9/10
ANZSCO Code	262113
PCAT Code	1326092
Date of Approval	29 August 2019
Agency Website	www.legalaid.nsw.gov.au

Agency overview

Legal Aid NSW is the largest legal aid agency in Australia, comprising a Central Sydney office and 28 regional offices in metropolitan and regional centres across NSW including two satellite offices located at Walgett and Bourke and a number of specialist services and advice clinics. It was established under the Legal Aid Commission Act 1979 as an independent authority to assist economically and socially disadvantaged people to understand and protect their rights in the legal system. People with disabilities, people from culturally and linguistically diverse backgrounds, women and children, Indigenous people and people with mental illness are some groups who may experience difficulties when enforcing and defending their rights.

Working in partnership with private lawyers, Legal Aid NSW provides legal advice, information and minor assistance and legal representation to eligible people in many areas of law. Legal Aid NSW also provides alternative dispute resolution services, community legal education programs, and publications on legal issues.

Primary purpose of the role

Leads the Application Service team and responsible and accountable for efficient management and administration of the Information Technology Platforms and Applications. The Manager Application Services uses the highly developed information technology knowledge and skills to enhance productivity in the complex and diverse areas of platforms and applications management, implementation, quality assurance, support and vendor management.

Key accountabilities

- Provides direction and leadership to the Application Services team, and ensures effective up-to-date knowledge sharing and coaching to build team capacity
- Accountable for effective provisioning, implementation, operations and maintenance of corporate platforms and applications including cloud based and ensure a high level of system availability and reliability
- Proactively identify business risks and opportunities to continually improve efficiency and effectiveness of the corporate platforms and applications, escalate performance issues with internal and/or external providers to minimise adverse impact of systems availability
- Manage platform and application service providers against a consistent set of KPI's, SOW's, agreed deliverable, capture business feedback of vendor performance and provide monthly reporting against

system performance metrics to highlight trends and exceptions for assistance in future capacity planning and incident management

- Lead and coordinate range of test activities for both BAU and Project, throughout the software development and release lifecycle to determine readiness for transition to the production environment

Key challenges

- Determine the future demand of application services resources based on changing business needs
- Constructive management of a diverse range of application services across multiple platforms and technologies and system owners, balancing their needs within the strategic architecture and operational/delivery timeframes and organisational efficiency

Key relationships

Who	Why
Internal	
Principal Manager	<ul style="list-style-type: none"> ▪ Escalate issues, keep informed, advise and receive instructions ▪ Determine support requirements and plan for requested changes ▪ Agree system installation activities and provide feedback on projects
Work team	<ul style="list-style-type: none"> ▪ Inspire, guide, support and motivate team, provide direction and manage performance ▪ Encourage team to work collaboratively to contribute to achieving the team's business outcomes ▪ Lead discussions and decisions regarding implementation of innovation and best practice
Clients/customers	<ul style="list-style-type: none"> ▪ Manage expectations, resolve and provide solutions to issues ▪ Enhance availability, efficiency and quality of service to end users ▪ Proactively seek to understand business needs and provide tailored advice on how to achieve improvements for application services delivery ▪ Provide information and guidance regarding ICT applications service delivery issues
External	
Suppliers/Vendors	<ul style="list-style-type: none"> ▪ Manage contracts related to application service delivery ▪ Consult, provide and obtain information, negotiate required outcomes and timeframes ▪ Manage and report on supplier related performance targets

Role dimensions

Decision making

The Manager Application Services operates with autonomy in respect to their day to day work priorities and the coordination of work and resources to meet service levels. The role provides advice on complex matters to staff and colleagues, and exercise discretion and judgement.

Reporting line

Reports to Principal Manager Application and Architecture Services

Direct reports

- Application Specialists x 3
- Application Support Officer

Budget/Expenditure

Nil

Essential Requirements

- Relevant tertiary and/or professional qualifications in ICT or related discipline or
- Significant demonstrated experience with management of ICT platforms and applications including cloud based within large organisations



Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework




This role also utilises an [occupation specific capability set](#).

Capability summary


Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	intermediate
	Manage Self	Intermediate
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	Deliver Results	Advanced
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
	Finance	Intermediate
	Technology	Advanced
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
	Manage and Develop People	Adept
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Adept

Occupation / profession specific capabilities

Capability Set	Category, Sub-category and Skill	Level and Code
	Service Management, Service Operation, System Software	Level 5 - SYSP
	Service Management, Service Operation, Application Support	Level 5 - ASUP
	Solution Development, Systems Development, Systems Development Management	Level 5 - DLMG
	Solution development and implementation, System development, Testing	Level 5 - TEST
	Service Management, Service Transition, Change management	Level 5 – CHMG

Focus capabilities

The focus capabilities for the role 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 role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback/advice Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Work Collaboratively	Adept	<ul style="list-style-type: none"> • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
		<ul style="list-style-type: none"> • Encourage a culture of recognising the value of collaboration • Build co-operation and overcome barriers to information sharing and communication across teams/units • Share lessons learned across teams/units • Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • 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 output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Think and Solve Problems	Adept	<ul style="list-style-type: none"> • Research and analyse information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option • Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness
Business Enablers Technology	Advanced	<ul style="list-style-type: none"> • 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> Define and clearly communicate roles and responsibilities to achieve team/unit outcomes Negotiate clear performance standards and monitor progress Develop team/unit plans that take into account team capability, strengths and opportunities for development Provide regular constructive feedback to build on strengths and achieve results Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way Monitor and report on performance of team in line with established performance development frameworks

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

Category and Sub-category	Level and Code	Level Descriptions
Service Management, Service Operation, Application Support	Level 5 ASUP	Drafts and maintains procedures and documentation for applications support. Manages application enhancements to improve business performance. Ensures that all requests for support are dealt with according to set standards and procedures.
Solution development and implementation, System development, Testing	Level 5 TEST	Coordinates and manages planning of the system and/or acceptance tests within a development or integration project or programme. Takes responsibility for integrity of testing and acceptance activities and coordinates the execution of these activities. Provides authoritative advice and guidance on any aspect of test planning and execution. Defines and communicates the test strategy for the project. Manages all test processes, including test plans, resources, costs, timescales, test deliverables and traceability. Manages client relationships with respect to testing matters. Identifies process improvements, and contributes to corporate testing standards and definition of best practice.

