

Role Description

Head of Business Applications



POWERHOUSE

Cluster	Department of Enterprise, Investment and Trade
Agency	Museum of Applied Arts and Sciences
Department	Corporate Resources/ICT
Location	All Powerhouse sites
Classification/Grade/Band	Grade 11/12
ANZSCO Code	135112
PCAT Code	
Date of Approval	19 April 2023
Agency Website	maas.museum

Agency Overview

The Museum of Applied Arts and Sciences sits at the intersection of the arts, design, science and technology and plays a critical role in engaging communities with contemporary ideas and issues. Established in 1881, the museum includes the Powerhouse Ultimo, Sydney Observatory, and the Museums Discovery Centre in Castle Hill and will expand to include the museum's new flagship - Powerhouse Parramatta. The Museum is the custodian of over half a million objects of national and international significance and is considered one of the finest and most diverse collections in Australia.

The Museum of Applied Arts and Sciences is undertaking a landmark renewal program which includes the creation of Powerhouse Parramatta, the largest cultural infrastructure project since the Sydney Opera House; the expansion of the Museum's Discovery Centre, Castle Hill which includes expanded storage and new research and public facilities, the renewal of the iconic Powerhouse Museum in Ultimo and digitisation of the collection.

Primary purpose of the role

In response to the Powerhouse renewal, the Head of Business Applications will develop and lead the design and delivery of exemplary services to support Powerhouse applications and functions. The role is accountable for the co-selection, procurement, deployment, integration, operations, and maintenance of software applications focused on achieving efficient operations and continuous improvement. This role will manage vendors and implementation partners and lead and manage a team of Systems Analysts. Key to this role is collaboration across the Powerhouse and partners to identify needs, priorities and improvements.

Key Accountabilities

- Lead the development, and implementation of application strategies and plans, consulting and co-designing with function leads, system integrators and partners.
- Manage the application support team, and external partners ensuring objectives are aligned with business outcomes, focused on continuous improvement and agile delivery for current and expected future demand.
- Maintain application support services that are timely, relevant, deployable, and consistent and provide support, quality data and analysis for projects and operational requirements.
- Actively seek and build collaborative internal business partnerships, through consultation, collaboration, and co-design to deliver business objectives and service expectations.
- Collaborate with the infrastructure delivery teams to plan and deliver integrated and sustainable applications and smart infrastructure.
- Deliver consistently high-quality business applications, including developing and implementing standards, policies, guidelines, and procedures for application lifecycles.
- Manage all processes for selection, procurement, deployment, quality assurance and appropriate governance of internally and externally delivered line-of-business and business applications and ensure effective design, implementation, testing and documentation.
- Provide technical knowledge and guidance across the Powerhouse on current and emerging business applications as well as solution implementation, risks, and operational challenges.

Key challenges

- Driving strategies and delivering projects to a high standard, on time and within budget, given competing priorities, and logistical complexities of expanded precincts.
- Developing effective transitional arrangements and change management when the outcome and impacts of transitions may be unknown.
- Transforming the current model of decentralised application management into a business-wide service.
- Developing, influencing, and maintaining strong and productive relationships internally and externally, to drive collaboration and achieve renewal priorities.

Key relationships

Who	Why
Internal	
Chief Executive Chief Operating Officer	<ul style="list-style-type: none">• Receive guidance and provide regular updates on key projects, issues, and priorities• Provide advice and contribute to decision making• Identify and provide solutions for emerging issues/risks and their implications
Director, Business Transformation	<ul style="list-style-type: none">• Provide advice, and inform the integration of infrastructure, systems, and operations
Director, Strategy and Operations Head of Digital	<ul style="list-style-type: none">• Work collaboratively to deliver and document the Powerhouse digital transformation
Head of ICT	<ul style="list-style-type: none">• Work collaboratively and give and receive advice to plan and deliver tactical and strategic service delivery and change
Specific Teams/Departments	<ul style="list-style-type: none">• Work collaboratively to contribute to achieving team outcomes

Who	Why
External	
Stakeholders	<ul style="list-style-type: none"> • Provide project-related advice and updates; collaborate and liaise with the resolution of project issues.
Government	<ul style="list-style-type: none"> • Maintain sound working relationships with government and supporting networks, ensure compliance with relevant legislation and identify opportunities for pilot programs/initiatives; work collaboratively with relevant Government departments and seek funding for ICT initiatives where opportunities arise.
Vendors/Service Providers	<ul style="list-style-type: none"> • Engage with the provision of necessary resources and services.
Industry Peers	<ul style="list-style-type: none"> • Discuss ICT service delivery and coordinate the planning and implementation of related initiatives.

Role dimensions

Decision making

- High level of autonomy for delivery of ICT services and programs, working with the approved frameworks, plans and budgets.
- Consults and refers to the Director, Business Transformation and Chief Operating Officer for decisions regarding project outcomes and timeframes, issues that may escalate, high-level financial delegation, or submissions to the Executive Team, Trustees or Government.

Reporting line

Director, Business Transformation

Direct reports

System Analysts (x 3)

Systems Developer

Consultants/contractors as required

Budget/Expenditure

As per agreed program plans and Powerhouse delegation

Key knowledge and experience

- Appropriate tertiary qualification or relevant, equivalent professional experience in Computer Sciences, Information Technology and Communication Systems Management.
- Demonstrated experience in successfully managing the delivery of major ICT projects.
- Demonstrated experience in managing ICT service delivery teams and vendors effectively and efficiently to achieve performance targets and operational outcomes.
- Experience managing ICT operating budgets, including planning, forecasting and resourcing.
- Excellent written and interpersonal communication skills.

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.



This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT

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	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none">• 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	Communicate Effectively Communicate clearly, actively listen to others, and respond with	<ul style="list-style-type: none">• Present with credibility, engage diverse audiences and test levels of understanding• Translate technical and complex information clearly and concisely for diverse audiences• Create opportunities for others to contribute to discussion and debate• Contribute to and promote information sharing across the organisation	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	understanding and respect	<ul style="list-style-type: none"> • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	Adept
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • 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 • Anticipate and minimise conflict 	Adept
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • 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 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> 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 	
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> 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
 Business Enablers	Technology Understand and use available technologies to maximise efficiencies and effectiveness	<ul style="list-style-type: none"> 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
 People Management	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context Monitor performance against standards and take timely corrective actions 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
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- Keep others informed about progress and performance outcomes

Occupation specific focus capability set

Capability Set / Skill	Category and Sub-Category	Level Descriptions	Level and Code
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User experience design



Development and implementation

User experience

- Determines the approaches to be used to design and prototype digital and off-line tasks, interactions and interfaces in line with the usability and accessibility requirements of the system, product or service.
- Uses iterative approaches to rapidly incorporate user feedback into designs.
- Plans and drives user experience design activities providing expert advice and guidance to support adoption of agreed approaches. Integrates required visual design and branding into the user experience design activities.

HCEV
Level 5

Specialist advice



Strategy and architecture

Advice and guidance

- 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.

TECH
Level 5

Systems design




Development and implementation

Systems development

- 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.
- 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.

DESN
Level 5





Occupation specific focus capability set

Capability Set / Skill	Category and Sub-Category	Level Descriptions	Level and Code
Software design 	Development and implementation	<ul style="list-style-type: none"> Contributes to development of systems design policies and standards and selection of architecture components. 	SWDN Level 5
	Systems development	<ul style="list-style-type: none"> Selects, adopts and adapts appropriate software design methods, tools and techniques, selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches. Specifies and designs large or complex software components. Undertakes impact analysis on major design options, makes recommendations and assesses and manages associated risks. Specifies prototypes/simulations to enable informed decision making. Evaluates the quality of others' systems designs to ensure adherence to standards and identifies corrective action, if needed. Ensures that the system design balances functional, quality, security and systems management requirements. Contributes to development of organisational software design and architecture policies and standards. 	


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
	Value Diversity	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	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 planning, coordination and control methods	Advanced
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

Occupation specific complimentary capabilities

Capability Set / Skill	Category and Sub-category	Description	Level and Code
User research 	Development and implementation User experience	<p>The identification of users' behaviours, needs and motivations through ethnography, observation techniques, task analysis, and other methodologies that incorporate both the social and technological context. Taking an approach that incorporates significant involvement of users in research to generate deep understanding and uncover new opportunities for systems, products and services.</p> <p>The quantification of different user populations and their needs, identifying target users and segments in order to maximise the chances of design success for systems, products and services.</p> <p>The inclusion of a range of users in research activities to capture the diversity of users of the organisation's systems, products and services and the imperative to make these usable and accessible for everyone."</p>	URCH Level 5

Occupation specific complimentary capabilities			
Capability Set / Skill	Category and Sub-category	Description	Level and Code
User experience analysis 	Development and implementation	The identification, analysis, clarification and communication of the context of use in which applications will operate, and of the goals of products, systems or services.	UNAN
	User experience	Analysis and prioritisation of stakeholders' user experience needs and definition of required system, product or service attributes, behaviour and performance. The definition and management of user experience and user accessibility requirements for all potential users.	Level 5
User experience evaluation 	Development and implementation	Validation of systems, products or services, to assure that the stakeholder and organisational requirements have been met, required practice has been followed, and systems in use continue to meet organisational and user needs. Iterative assessment (from early prototypes to final live implementation) of effectiveness, efficiency, user satisfaction, health and safety, and accessibility to measure or improve the usability of new or existing processes, with the intention of achieving optimum levels of product or service usability.	USEV
	User experience		Level 5