

Role Description

Senior Manager - Enterprise Systems

Cluster / Agency	Stronger Communities / Crown Solicitor's Office
Division/Branch/Unit	Practice Group / Information Technology
Location	Sydney
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	
PCAT Code	
Date of Approval	Jan 2020
Agency Website	www.cso.nsw.gov.au

Overview

The Crown Solicitor's Office (CSO) is the largest provider of legal services to the NSW Government and its agencies, and the sole provider of legal services in all matters which are regarded as being core to Government functions. The CSO provides core legal services to the NSW Government on a cost recovery basis and competes with the private sector for general legal work.

The CSO, headed by the Crown Solicitor, is a Public Service Executive agency related to the Department of Communities and Justice under the *Government Sector Employment Act 2013*. The CSO's business initiatives are linked to the Department's and Government's goals and directions in terms of the delivery of quality client services and responsiveness to the needs of the NSW Government and its agencies.

The CSO's vision is to be:

- the legal service provider of choice for NSW Government Agencies.
- the legal services employer of choice.

The CSO provides quality legal services to the NSW government and its agencies.

Legal services are provided to the clients of the Crown Solicitor through specialist Legal Practice Groups. The Crown Solicitor heads a Legal Practice Group focusing on Government Law issues. Other Legal Practice Groups are organised into four Legal Divisions, and each Division is headed by an Assistant Crown Solicitor. Each Legal Practice Group is headed by an executive lawyer at Director level.

The Corporate Services Division comprises: Finance and Support Services; Human Resources; Information Technology; Information Services and Marketing and Communications. The Division drives practice consistency and excellence in corporate service delivery. With a strong client focus, it delivers critical corporate functions to support the delivery of excellent legal services.

Primary purpose of the role

The Senior Manager, Enterprise Systems drives the delivery of high quality enterprise systems support across the organisation to provide a single point of contact for all enterprise systems incidents, service and change requests, and manages the business relationship between the organisation and the ICT enterprise systems service function.

The Senior Manager, Enterprise Systems is responsible for the definition, development and support of the application service(s) used by the business and ensuring the service is managed over its entire lifecycle and contributes to the objectives of the organisation.

Key accountabilities

- Deliver support to users in line with agreed organisational Service Level Agreements (SLAs)
- Review, analyse and provide feedback to systems owners of escalated cases to provide for improved support aligned with agreed SLAs
- Actively manage the business systems for logging, monitoring and resolving ICT systems-based difficulties to provide for continuous performance improvement
- Improve the quality of support delivered to users through the ongoing review of services provided, including management of both internal and external service providers
- Define current and future services that meet the demands of the business and are well aligned to the organisations' Enterprise Architecture, thereby maximising return on investment
- Work with service and technology providers to integrate products and services to maximise value for money in service delivery
- Proactively work with suppliers and support organisations to ensure IT services deliver against business case benefits and continue to maximise contribution to business objectives

Key challenges

- Manage complex and competing demands with multiple stakeholders whilst meeting customer expectations
- Optimise the resource allocation to minimise user down-time and maximise productivity
- Define and maintain the financial viability of products and services and ensure effective use of resources
- Balance the immediate need of the business with future requirements and align investments accordingly

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> ▪ Escalate issues, keep informed, advise and receive instructions. ▪ Provide guidance regarding the future direction of ICT investments and portfolio strategy ▪ Escalate issues, receive instructions and provide feedback
Work team	<ul style="list-style-type: none"> ▪ Inspire and motivate team, provide direction and manage performance ▪ Guide, support, coach and mentor team members ▪ Review the work and proposals of team members ▪ Encourage team to work collaboratively to contribute to achieving the team's business outcomes ▪ Participate in meetings to obtain the work group perspective and share information ▪ Work with Enterprise Architects to influence product direction ▪ Work with CIO/CTO on ICT strategy ▪ Work collaboratively to contribute to achieving the team's business outcomes
Clients/customers	<ul style="list-style-type: none"> ▪ Manage expectations, resolve and provide solutions to issues

Who	Why
	<ul style="list-style-type: none"> ▪ Determine future requirements for new or modified services and products ▪ Determine satisfaction with existing services ▪ Resolve and provide solutions to issues
External	
Suppliers	<ul style="list-style-type: none"> ▪ Escalate issues to address current and potential problems. ▪ Review Service Level Agreements and key performance indicators ▪ Manage underpinning contracts and service delivery expectations

Role dimensions

Decision making

The Senior Manager Enterprise Systems makes decisions within the appropriate level of delegation assigned to the role. The role makes decisions on the operations of the team.

As a senior member of the ICT Services team, the role contributes to decisions on strategies, policies and procedures affecting the CSO.

Reporting line

The role reports to the CIO.

Direct reports

Manager Business Applications (Grade 9/10)

Technical Manager Applications Support (Grade 9/10)

Budget/Expenditure

Nil

Essential requirements

Expert Knowledge of practice management systems and information / document management systems

Strong enterprise applications management skills (business and technical)

Strong vendor management skills.

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 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


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	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 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	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Occupation / profession specific capabilities

Capability Set	Category, Sub-category and Skill	Level and Code
 SFIA	Service Management, Service Operation, Service Desk and Incident Management	Level 5 – USUP
	Strategy and Architecture, Technical Strategy and Planning, Methods and Tools	Level 5 – METL
	Service Management, Service Design, Service Level Management	Level 4 - SLMO

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	Adept	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Display Resilience and Courage		<ul style="list-style-type: none"> • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • 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 Commit to Customer Service	Advanced	<ul style="list-style-type: none"> • Promote a culture of quality customer service in the organisation • 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 • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work 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 options • 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"> • Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Identify opportunities to use a broad range of communications technologies to deliver effective messages • Understand, act on and monitor compliance with information and communications security and use policies • Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business • Support compliance with the records, information and knowledge management requirements of the organisation • 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	Adept	<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,

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		including unsatisfactory performance in a timely and effective way
		<ul style="list-style-type: none">• 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, Service Desk and Incident Management	Level 5 - USUP	Ensures that the inventory of components to be supported is complete and current. Drafts and maintains policy, standards and procedures for the service desk and incident management. Schedules the work of service desk staff to meet agreed service levels.