

# Role Description

## Head of Enterprise Applications



**POWERHOUSE**

<b>Cluster</b>	Department of Enterprise, Investment and Trade
<b>Agency</b>	Museum of Applied Arts and Sciences
<b>Department</b>	Corporate Resources/ICT
<b>Location</b>	All Powerhouse sites
<b>Classification/Grade/Band</b>	Grade 11/12
<b>ANZSCO Code</b>	135112
<b>PCAT Code</b>	
<b>Date of Approval</b>	10 March 2023
<b>Agency Website</b>	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 Enterprise Applications will lead a multi-disciplinary team, to deliver and support new and existing enterprise applications.

Develop and lead the design and provision of ICT services to support Powerhouse operations and functions. The role is accountable for the selection, procurement, deployment, operations, and maintenance of line of business and enterprise software applications focused on achieving efficient operations and continuous improvement. This role will manage solution vendors and implementation partners and lead and manage the Enterprise Applications team.

## Key Accountabilities

- Lead the establishment, development, and implementation of application strategies and roadmaps, consulting with function leads, system integrators and partners.
- Lead the process for the deployment and integration of new digital capabilities into the business in a way that is sensitive to and fully compatible with business operations.
- 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 for the enterprise application environment to maintain operational effectiveness.
- Collaborate with the project delivery teams to plan and deliver integrated and sustainable enterprise applications, smart infrastructure, and internet-of-things environment.
- Deliver consistently high-quality enterprise 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 enterprise applications and ensure effective design, implementation, testing and documentation.
- Provide technical knowledge and guidance across the Powerhouse on current and emerging business applications and digital production technologies 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, logistical complexities of expanded precincts, and resource constraints.
- Developing effective transitional arrangements and change management plans when the outcome and impacts of transitions may be unknown and in an environment of competing priorities and being responsive to operational issues to meet the objectives of the Powerhouse renewal.
- Transforming the current model of decentralised application management into an enterprise-wide service.
- Developing, influencing, and maintaining strong and productive relationships internally and externally, to drive collaboration and achieve renewal priorities.

## Key relationships

Who	Why
<b>Internal</b>	
Chief Executive Chief Operating Officer	<ul style="list-style-type: none"><li>• Receive guidance and provide regular updates on key projects, issues, and priorities</li><li>• Provide advice and contribute to decision making</li><li>• Identify and provide solutions for emerging issues/risks and their implications</li></ul>
Director, Business Transformation	<ul style="list-style-type: none"><li>• Provide advice, and inform the integration of infrastructure, systems, and operations</li></ul>
Director, Strategy and Operations Head of Digital	<ul style="list-style-type: none"><li>• Work collaboratively to deliver and document the Powerhouse digital transformation</li></ul>

Who	Why
Head of ICT	<ul style="list-style-type: none"> <li>Work collaboratively and give and receive advice to plan and deliver tactical and strategic service delivery and change</li> </ul>
Specific Teams/Departments	<ul style="list-style-type: none"> <li>Work collaboratively to contribute to achieving team outcomes</li> </ul>
<b>External</b>	
Stakeholders	<ul style="list-style-type: none"> <li>Provide project-related advice and updates; collaborate and liaise with the resolution of project issues.</li> </ul>
Government	<ul style="list-style-type: none"> <li>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.</li> </ul>
Vendors/Service Providers	<ul style="list-style-type: none"> <li>Engage with the provision of necessary resources and services.</li> </ul>
Industry Peers	<ul style="list-style-type: none"> <li>Discuss ICT service delivery and coordinate the planning and implementation of related initiatives.</li> </ul>

## 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 resources.
- Conceptual and innovative problem-solving skills for developing and implementing change.
- Demonstrated experience in stakeholder collaboration, project management and service delivery.
- Comprehensive understanding of current and future ICT and service delivery trends.

- Excellent written and interpersonal communication skills.
- Self-motivated and committed to enhancing workforce diversity and inclusion.
- Ability to plan, develop, and implement projects and plans across the Powerhouse in line with the whole of government commitments and Powerhouse policies.

## 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](http://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 the 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	<b>Act with Integrity</b>  Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 Relationships	<b>Commit to Customer Service</b>  Provide customer-focused services in	<ul style="list-style-type: none"> <li>• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>• Ensure systems are in place to capture customer service insights to improve services</li> </ul>	Advanced


## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	
 <b>Results</b>	<b>Deliver Results</b>  Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>Drive a culture of achievement and acknowledge input from others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control business unit output to ensure government outcomes are achieved within budgets</li> <li>Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced
 <b>Business Enablers</b>	<b>Finance</b>  Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> <li>Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management</li> <li>Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound</li> <li>Assess relative cost benefits of various purchasing options</li> <li>Promote the role of sound financial management and its impact on organisational effectiveness</li> <li>Obtain specialist financial advice when reviewing and evaluating finance systems and processes</li> </ul>	Advanced





## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> <li>Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner</li> </ul>	
 <p>People Management</p>	<b>Manage Reform and Change</b>  Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>	Advanced

## Occupation specific focus capability set

Capability Set / Skill	Category and Sub-Category	Level Descriptions	Level and Code
<b>Enterprise IT governance</b>  	Strategy and architecture  Information strategy	<ul style="list-style-type: none"> <li>Leads the establishment and maintenance of a function that provides a consistent and integrated approach to IT governance in line with the organisation's corporate governance requirements.</li> <li>At the highest levels in the organisation's governance activities, provides assurance to principal stakeholders that IT services meet the organisation's obligations (including legislation, regulatory, contractual and agreed standards/policies).</li> <li>Ensures that a framework of policies, standards, process and practices is in place to guide provision of enterprise IT services, and that suitable monitoring of the governance framework is in place to report on adherence to these obligations as needed.</li> <li>Establishes the appropriate guidance to enable transparent decision-making to be demonstrated, working with senior leaders to ensure the needs of principal stakeholders are understood, the value proposition offered by enterprise IT is accepted by these stakeholders and the evolving needs of the stakeholders and their appetite for balancing benefits,</li> </ul>	Level 7  GOVN

## Occupation specific focus capability set

Capability Set / Skill	Category and Sub-Category	Level Descriptions	Level and Code
		opportunities, costs and risks is embedded into strategic and operational plans.	
<b>Strategic planning</b>  	Strategy and architecture  Information strategy	<ul style="list-style-type: none"> <li>Leads the definition, implementation, and communication of the organisation's strategic management framework and directs the creation and review of a strategy and plans to support the strategic requirements of the business.</li> </ul>	Level 7  ITSP
<b>Information governance</b>  	Strategy and architecture  Information strategy	<ul style="list-style-type: none"> <li>Specifies at a strategic level the business functions and data subjects needed to support future business, thereby enabling the development of an Information Architecture.</li> <li>Establishes and communicates the organisation's information management strategy, developing it as an integral part of the business strategy.</li> <li>Directs information resources, to create value for the stakeholders by improving the performance of the organisation, whilst maintaining the principles of professional standards, accountability, openness, equality, diversity, and clarity of purpose.</li> <li>Responsible for compliance with regulations, standards and codes of good practice relating to information and documentation, records management, information assurance and data protection.</li> </ul>	Level 7  IRMG
<b>Business risk management</b>  	Strategy and architecture  Business strategy and planning	<ul style="list-style-type: none"> <li>Establishes strategy for addressing risks arising from business operations and change.</li> <li>Provides resources to implement the strategy, and delegates authority for detailed planning and execution of risk management activities.</li> </ul>	Level 7  BURM
<b>Business process improvement</b>  	Strategy and architecture  Business strategy and planning	<ul style="list-style-type: none"> <li>Directs the creation and review of a cross-functional, enterprise-wide approach and culture for embracing business process management and improvement.</li> <li>Drives the identification, evaluation and adoption of technologies to transform organisational agility; customer and user experience; improve supply chains and exploit business opportunities.</li> <li>Aligns business strategies, enterprise transformation and technology strategies.</li> </ul>	Level 7  BPPE



## Occupation specific focus capability set



Capability Set / Skill	Category and Sub-Category	Level Descriptions	Level and Code
		<ul style="list-style-type: none"> <li>Ensures that the strategic application of business process change is embedded in the governance and leadership of the organisation.</li> </ul>	

## 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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Highly Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced