Role Description
Development Operations (DevOps) Manager

Cluster	Customer Service
Department/ Agency	Department of Customer Service
Division/ Branch/Unit	Customer Delivery and Transformation / Revenue NSW / Revenue Digital / Product Lead
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132112
PCAT Code	1336864
Date of Approval	February 2020

Primary purpose of the role

Lead a team and plan to deliver Development Operations practices and systems and ensure frequent delivery of software to agreed and optimal standards, including platform engineering, implement service offerings, platform maintenance/administration and issue resolution for best practice administration is embedded into Development Operations.

Key accountabilities

- Lead a team to develop continuous integration and continuous delivery strategies ensuring security, stability and capacity are embedded in the development and deployment of services including the development and support of Continuous Integration/Continuous Delivery pipeline to manage deployment and release management
- Drive the analysis, identification, prioritisation and implementation of improvements and efficiencies to maximum value from services, including the potential for automation of processes, determining costs and benefits of new approaches and managing change or assisting implementation to optimise service delivery
- Develop and maintain support strategies, operational standard procedures, and continuous integration and continuous delivery strategies, applying best practice methodologies and industry recognised systems, processes and standards to meet defined business needs
- Manage the integration and testing of components, systems and their interfaces to create operational services, ensuring that all platform services are working efficiently in on-premise and cloud environments This includes, data landing systems, Extract, Transform, Load (ETL) systems and databases
- Manage resources and issue resolution as per agreed Service Level Agreements to ensure that the systems integration function works effectively and corrective actions and standard operating procedures to solve operational issues are applied
- Manage and drive services and stakeholder relationships to ensure the effective translation of user stories and business problems into specifications and technical designs of systems to meet defined business needs
- Provide coaching and mentoring and direct support to internal and external teams during various operations, such as deployment and general production operational issues to produce efficient and effective services

Key challenges

- Supporting the Development Operations platform in a complex hybrid environment given the wide variety of services
- Managing service delivery optimisation across the Development Operations platform to achieve Service Level Agreements given competing priorities and limited resources
- Effectively maintaining and supporting relationship management in an environment where user needs may be in conflict with their desires

Key relationships

Who	Why
Internal	
Manager	- Escalate issues, keep informed, advise, receive guidance and instructions - Provide recommendations and inform through reporting any sensitive and emerging issues - Participate in meetings and discussions to share information and provide input and feedback
Work Team	- Support team members and work collaboratively to contribute to achieving the teams' business outcomes - Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice - Represent work group perspective and share information - Review work and proposals of team members
Direct Reports	- Guide, support, coach, mentor and manage performance - Review work and proposals to ensure integrity and accountability of decision making - Provide own perspective and share information - Work collaboratively with, inspire and motivate
Internal Customer/ Stakeholders	- Provide a client-focused approach to service delivery - Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues - Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert advice and regular updates - Address/respond to queries to provide advice where possible, or redirect to relevant party for review and resolution
External	
External Customers/ Stakeholders	- Respond and resolve queries, providing information and/or resources or redirect to the appropriate person or business unit if required - Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards

Who	Why
	• Engage with, consult, seek clarification and provide advice and responses to ensure the prompt resolution of issues
Vendors/Service Providers	• Negotiate and approve contracts and service agreements • Monitor provision of service to ensure compliance with contracts and service arrangements • Contact to provide and gather information and resolve routine issues. • Manage contracts, including communications and business requests to ensure contract compliance
Industry professionals/ consultants	• Collaborate with and seek/maintain specialist knowledge/advice • Participate in forums, groups to represent the agency and share information • Participate in discussions regarding innovation and best practice
Other Government Agencies	• Participate in meetings and represent business interests • Provide and share information, discuss and seek input on matters or issues
Industry and Industry Leaders	• Develop and maintain effective working relationships • Collaborate with and provide expert opinion and advice • Advocate agency position, influence and negotiate

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Executive Director, Business Technology

Direct reports

This role has up to 8 direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Nil

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**
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation	Adept
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• 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

	Work Collaboratively Collaborate with others and value their contribution	• Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies	Advanced
Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• 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	• 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

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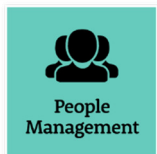
	Manage and Develop People	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes	Adept
		• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams	
		• Develop work plans that consider capability, strengths and opportunities for development	
		• Be aware of the influences of bias when managing team members	
		• Seek feedback on own management capabilities and develop strategies to address any gaps	
		• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way	
		• Monitor and report on team performance in line with established performance development frameworks	

Occupation specific capability set

	Development and Implementation, Systems Development, Testing	• Coordinates and manages planning of the system and/or acceptance tests, including software security testing, within a development or integration project or programme.	Level 5 - TEST
SFIA	The planning, design, management, execution and reporting of tests, using appropriate testing tools and techniques and conforming to agreed process standards and industry specific regulations. The purpose of testing is to ensure that new and amended systems, configurations, packages, or services, together with any interfaces, perform as specified (including security requirements) , and that the risks associated with deployment are adequately understood and documented. Testing includes the process of engineering, using and maintaining testware (test cases, test scripts, test reports, test plans, etc) to measure and improve the quality of the software being tested	• 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.	

Service Management, Service Transition, Release and Deployment	• Sets the release policy for the organisation in the context of both development and production/operations.	Level 6 – RELM
The management of the processes, systems and functions to package, build, test and deploy changes and updates (which are bounded as "releases") into a live environment, establishing or continuing the specified service, to enable controlled and effective handover to operational management and the user community. The application of automation to improve the efficiency and quality of releases	• Ensures that management processes, tools, techniques and resources (including automation) are in place to ensure that the transition of services, service components and packages are planned and compliant and that test and validation and configuration management are partnered in all release and deployment activities. • Provides authorisation for critical release activity and point of escalation.	
Strategy and architecture, Technical strategy and planning, Methods and tools	• Develops organisational policies, standards, and guidelines for methods and tools.	Level 6 - METL
The definition, tailoring, implementation, assessment, measurement, automation and improvement of methods and tools to support planning, development, testing, operation, management and maintenance of systems. Ensuring methods and tools are adopted and used effectively throughout the organisation	• Sets direction and leads in the introduction and use of techniques, methodologies and tools, to match overall business requirements, ensuring consistency across all user groups. • Leads the development of organisational capabilities for methods and tools (including automation) to ensure adoption and adherence to 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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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	Intermediate
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective project planning, coordination and control methods	Adept
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

Occupation specific capability set

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
SFIA	**Development & Implementation, Systems Development, Programming/software development**	The planning, designing, creation, amending, verification, testing and documentation of new and amended software components in order to deliver agreed value to stakeholders. The identification, creation and application of agreed software development and security standards and processes. Adopting and adapting software development lifecycle models based on the context of the work and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches	Level 5 - PROG