Role Description
Associate Director – IT Operations

Cluster	The Treasury
Agency	NSW Treasury
Division/Branch/Unit	Information Technology / IT Operations
Location	Sydney CBD
Classification/Grade/Band	Grade 11/12
ANZSCO Code	135111
PCAT Code	1125292
Date of Approval	September 2020
Agency Website	https://www.treasury.nsw.gov.au

Agency overview

NSW Treasury leads the economic, jobs and investment conversation across New South Wales (NSW). From its position at the centre of government, Treasury drives the economic development strategy to guide the State's growth for the benefit of the people who live, work and study in NSW. Its work includes boosting trade, investment and tourism, developing industry, supporting jobs growth, improving service delivery to the community and increasing living standards, now and into the future.

Information about the structure and functions of the NSW Treasury can be sourced on our website: https://www.treasury.nsw.gov.au (Refer to "About Treasury" and "Our Treasury Team").

Primary purpose of the role

The Associate Director IT Operations oversees the provision of IT support services to Treasury employees delivered by both internal technology teams and external providers. The role is responsible for service excellence ensuring the professional and timely provision of services and resolution of issues.

Key accountabilities

- Manage internal technology team personnel and outsourced service providers.
- Implement well documented and efficient procedures and processes and ensure they are followed.
- Manage IT operations projects including requirements gathering and implementation.
- Manage IT communications to the business ensuring clear and succinct plain English drafting and selection of appropriate communication methods (eg when to email, when to publish on Intranet, etc).
- Facilitate strong working relationships with key stakeholders to support collaboration, the exchange of information and issues management to build on existing relationships and influence outcomes.
- Work with key stakeholders to define business requirements and trends to enable informed business decisions and service level improvements

Key challenges

- Identify and implement clear processes.
- Establish effective teams and relationships with stakeholders

Key relationships

Who	Why
Internal	
Manager	• Escalate issues, keep informed, advise and receive instructions • Inspire and motivate team, provide direction and manage performance
Work team	• Support team, work collaboratively to contribute to achieving the team's business outcomes • Participate in meetings to represent work group perspective and share information • Participate in discussions and decisions regarding implementation of innovation and best practice
Clients/customers	• Resolve issues and provide solutions to problems • Provide strategic advice for business improvement • Provide information regarding agency sector wide rules and standards

Role dimensions

Decision making

Operates with a reasonable degree of autonomy and is directly accountable for the quality of outcomes. Services and solutions provided have a direct impact on agency/program performance and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services. They implement strategic directions and are accountable for decisions and actions associated with their area of responsibility.

Reporting line

Reports to the Director, IT Operations.

Direct reports

This role will have direct reports

Essential requirements

▪ Extensive proven project management experience of multiple, complex IT projects including controlling the planning and implementation of projects and demonstrated ability to establish and adhere to strict project timeframes.
▪ Good written and oral communication skills and demonstrated effective stakeholder management, influencing, and dispute resolution skills.
▪ Proven ability to simplify, document and implement IT operations procedures.
▪ Understanding of the ITIL framework.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at https://www.psc.nsw.gov.au/workforce-management/capability-framework/nsw-public-sector-capability-framework

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	Adept
	Work Collaboratively	Intermediate
	Influence and Negotiate	**Adept**
Results	**Deliver Results**	**Adept**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Adept**
	Demonstrate Accountability	Adept
Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	**Adept**
People Management	**Manage and Develop People**	**Adept**
	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	**Strategy and Architecture - Business Strategy and Planning** **Business Process Improvement**	**Level 6 - BPRE**
	Business Change - Business Change Management **Business Analysis**	**Level 6 - BUAN**
	Business Change - Business Change Management **Requirements Definition and Management**	**Level 5 - REQM**
	Business Change - Relationship Management **Stakeholder Relationship Management**	**Level 6 - RLMT**

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	• 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 • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Relationships Influence and negotiate	Adept	• 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 and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results Deliver Results	Adept	• 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. • 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	• 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 Project Management	Adept	• Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others

Group and Capability	Level	Behavioural Indicators
		• Monitor the completion of project milestones against goals and initiate amendments where necessary
		• Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Adept	• 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

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Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category and Sub-Category	Level and Code	Level Descriptions
Strategy and Architecture Business Strategy and Planning	Level 6 BPRE	**BUSINESS PROCESS IMPROVEMENT (BPRE) –** Analyses business processes; identifies alternative solutions, assesses feasibility, and recommends new approaches, typically seeking to exploit technology components. Evaluates the financial, cultural, technological, organisational and environmental factors which must be addressed in the change programme. Establishes client requirements for the implementation of significant changes in organisational mission, business functions and process, organisational roles and responsibilities, and scope or nature of service delivery
Business Change Business Change Management	Level 6 BUAN	**BUSINESS ANALYSIS (BUAN) –** Takes full responsibility for business analysis within a significant segment of an organisation where the advice given and decisions made will have a measurable impact on the profitability or effectiveness of the organisation. Establishes the contribution that technology can make to business objectives, defining strategies, validating and justifying business needs, conducting feasibility studies, producing high-level and detailed business models, preparing business cases, overseeing development and implementation of solutions, taking into account the implications of change on the organisation and all stakeholders. Guides senior management towards accepting change brought about through process and organisational change
Business Change Business Change Management	Level 5 REQM	**REQUIREMENTS DEFINITION AND MANAGEMENT (REQM) –** Facilitates scoping and business priority setting for large or complex changes, engaging senior stakeholders as required. Selects the most appropriate means of representing business requirements in the context of a specific change initiative. Drives the requirements elicitation process where necessary, identifying what stakeholder input is required. Obtains formal agreement from a large and diverse range of potentially senior stakeholders and recipients to the scope and requirements, plus the establishment of a base-line on which delivery of a solution can commence. Takes responsibility for the investigation and application of changes to programme scope. Identifies the impact on business requirements of external impacts affecting a programme or project
Business Change Relationship Management	Level 6 RLMT	**STAKEHOLDER RELATIONSHIP MANAGEMENT (RLMT) –** Supports business change, acting as a single point of contact for senior stakeholders, facilitating relationships between them. Ensures that stakeholders understand available IT services, and promotes financial and commercial awareness in order to deliver value-for-money. Conducts analysis of demand for services and influences stakeholders to ensure that the necessary investments are made to deliver required services. Negotiates at senior level on technical and commercial issues, to ensure that customers, suppliers and other stakeholders understand and agree what will meet their needs, and that appropriate service level agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Initiates improvement in services, products and systems