GENERAL MANAGER, ICT SOLUTIONS DELIVERY

BRANCH/UNIT	ICT Solutions Delivery
TEAM	ICT Solutions Delivery
LOCATION	TBD
CLASSIFICATION/GRADE/BAND	TAFE NSW General Manager
POSITION NO.	TBA
ANZSCO CODE	135199 PCAT CODE 2226492
TAFE Website	www.tafensw.edu.au

1. ORGANISATIONAL ENVIRONMENT

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

2. POSITION PURPOSE

The General Manager ICT Solutions is responsible for delivering, managing and optimising TAFE NSW's technology solutions to deliver outstanding outcomes and experiences for all stakeholders, at the most cost effective level (i.e. by traversing the balance between insourcing and outsourcing in order to gain the best value for money in service and solutions delivery).

TAFENSW.EDU.AU

3. KEY ACCOUNTABILITIES

1. Manage integration competency capabilities in order to ensure effective enterprise application integration.
2. Lead and manage demand management and resource planning activities across the ICT Portfolio to ensure resourcing meet demand needs and that a forward view of demand is maintained.
3. Responsible for ensuring that customer experience is always at the centre in all design decisions to inform portfolio demand strategies and prioritisation plans and ensure that tailored solutions are delivered that align with business needs.
4. Contribute to the development of TAFE enterprise technology standards and ensure the alignment of ICT solutions to NSW TAFE enterprise standards, including architecture patterns, security, support and quality.
5. Create and implement effective management strategies to establish guidelines for the creation of multidisciplinary teams responsible for the development of solutions across TAFE NSW.
6. Provide specialist Business Partnering for senior stakeholders in order to ensure open lines of communication and enable the identification and resolution of service and solutions.
7. Drive the ongoing analysis and review of product metrics (adoption, usage, costs improvements, efficiency gains) of technology solutions to drive business acceptance and ensure the delivery of flexible solutions that meet service levels agreements and allow for effective monitoring of performance, usage and adoption.
8. Lead and motivate ICT Solutions Delivery staff to enable the continual development of professional and customer focused ICT Solutions Delivery Teams; the formation of a positive and engaging business unit(s) focused on delivering solutions to TAFE NSW business needs.
9. Champion the importance and value of solutions design principles and the selection of appropriate systems design lifecycle models, whether predictive (plan-driven) approaches or more adaptive (iterative/agile) approaches in order to drive cultural change in the solutions delivery environment.
10. Lead the establishment, implementation and review of a systems acquisition management framework, the overarching Systems/ Applications Development Lifecycle, delivery methodology and associated processes and supporting tools for use in TAFE NSW.
11. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures
12. Place the customer at the centre of all design decisions.
13. Build and develop a high performance team, aligned to the core values of TAFE NSW, through effective leadership, support and feedback.
14. Collaborate with staff to ensure the development and regular review of meaningful individual performance management and development plans that are clearly aligned to strategic objectives and focused to develop the individual.

4. KEY CHALLENGES

- Building and leading a team, developing the internal capability and processes to make TAFE NSW a world class delivery group.
- Developing new methods and organisational capabilities and driving adoption of, commitment to and adherence to policies and standards.
- Keeping up with business demand, (noting that the majority of demand in future coming from the business will flow through to this team) and given the modernisation objectives of TAFE NSW, being aware that demand over the last few years to develop/ enhance systems and applications is steadily increasing.
- Keeping up to date with software and applications development technologies (both vendors and in house development software) while retaining an awareness on balancing costs to deliver.
- Managing complex business relationships while facilitating effective evaluation of systems, products and services.

TAFENSW.EDU.AU

5. KEY RELATIONSHIPS

WHO	WHY
Internal	
Chief Information Officer	• Receive leadership, direction and advice. • Proactively identify solution delivery issues and provide effective remediation strategies and resolutions.
Direct and indirect reports	• Provide leadership, direction and advice. • Specify standards and methods to achieve organisational objectives for usability and accessibility and to ensure that this is addressed in future design. • Develop or source organisational resources and capabilities to conduct effective user experience evaluation including specialist user-centred facilities, communities of users.
TAFE Managers and staff	• Work collaboratively with TAFE NSW stakeholders to identify and implement a program of continuous improvement to ensure that TAFE Digital platforms meet the current and future learning and business needs of Regions and other key stakeholders.
Internal business partners / clients and collaborators	• Facilitate effective evaluation of systems, products and services.
External	
Vendors and suppliers	• Negotiate contractual arrangements and management of the delivery and deployment of new learning and business systems.

6. POSITION DIMENSIONS

Reporting Line: Chief Information Officer

Direct Reports: 5
Indirect Reports: Nil

Financial delegation: up to $500,000
Budget/Expenditure: TBA

Decision Making:

- Makes decisions on highly complex and sensitive issues where there may be no readily available source of advice and guidance and outcomes may break new ground for the organisation..
- Manage functional expenditure and resourcing within relevant policy and delegation frameworks.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

TAFENSW.EDU.AU

Last Updated: January 2019   Version 1   Page 3 of 8
Owner: TAFE NSW – Corporate Office   Disclaimer: Printed copies of this document are regarded as uncontrolled.

7. ESSENTIAL REQUIREMENTS

1. Degree qualification in related field or equivalent significant experience.
2. Strong understanding of software development processes, techniques, technologies and skillsets.
3. Experience managing complex business relationships.
4. Ability to address and meet focus capabilities as stated in the Position Description.

8. CAPABILITIES

NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the NSW Public Sector Capability Framework. The capabilities **in bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational **>** Intermediate **>** Adept **>** Advanced **>** Highly Advanced

CAPABILITY GROUP	NAME	LEVEL
Personal Attributes	**Display Resilience & Courage**	**Advanced**
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	**Advanced**
	Work Collaboratively	Advanced
	Influence and Negotiate	**Advanced**
Results	**Deliver Results**	**Advanced**
	Plan And Prioritise	Advanced
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Advanced
Business Enablers	Finance	Advanced
	Technology	**Highly Advanced**
	Procurement and Contract Management	Adept
	Project Management	Advanced
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

TAFENSW.EDU.AU

Occupation / profession specific capabilities		
Capability Set	**Category and Sub-category**	**Level and Code**
	Development and Implementation – Systems Development	**Level 7 - DLMG**
	Development and Implementation – User Experience	**Level 6 - HCEV**
	Development and Implementation – Installation and Integration	**Level 6 - SINT**

FOCUS CAPABILITIES

The focus capabilities for the General Manager, ICT Solutions Delivery 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 position's key accountabilities.

NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Display Resilience and Courage	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments. • Give frank, honest advice in the face of 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, difficult and controversial issues.
Relationships Communicate Effectively	Advanced	• 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	• 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.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Advanced	• Influence others with a fair and considered approach and present persuasive counter-arguments. • Work towards mutually beneficial win/win outcomes. • Show sensitivity and understanding in resolving acute and complex conflicts. • Identify key stakeholders and gain their support in advance. • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise. • Pre-empt and minimise conflict within the organisation and with external stakeholders.
Results Deliver Results	Advanced	• Drive a culture of achievement and acknowledge input of others. • Investigate and create opportunities to enhance the achievement of organisational objectives. • Make sure others understand that on-time and on-budget results are required and how overall success is defined. • Control output of business unit to ensure government outcomes are achieved within budget. • Progress organisational priorities and ensure effective acquisition and use of resources. • Seek and apply the expertise of key individuals to achieve organisational outcomes.
Results Think and Solve Problems	Advanced	• 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. • Take account of the wider business context when considering options to resolve issues. • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements. • Implement systems and processes that underpin high quality research and analysis.
Business Enablers Technology	Highly Advanced	• Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes. • Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation. • Establish effective governance to ensure organisational compliance with information and communications security and use policies. • Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation. • Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements.
People Management	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes.

TAFENSW.EDU.AU

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Manage and Develop People		• Recognise talent, develop team capability and undertake succession planning. • Coach and mentor staff and encourage professional development and continuous learning. • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way. • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives.

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category and Sub-Category	Level and Code	Level Descriptions
Development & Implementation Systems Development	Level 7 DLMG	**Systems Development Management(DLMG): Level 7** Leads the definition, implementation and review of the organisation's systems development management framework. Authorises the structure of systems development functions and platforms and is responsible for alignment with business strategy & objectives and with emerging IT and digital opportunities. Sets strategy for resource management within systems development, authorises the allocation of resources for systems development programmes, and maintains an overview of the contribution of such programmes to organisational success. Manages the quality and appropriateness of the work performed and delivers measurable business benefits**.** .
Development & Implementation User Experience	Level 6 HCEV	**User experience design(HCEV): Level 6** Obtains organisational commitment to policies, standards, and strategies to deliver required usability, accessibility and security. Specifies user experience design standards and methods to meet organisational objectives for systems, products and services and combining digital and off-line experiences. Plans and leads user experience design activities for strategic, large and complex programmes**.**

TAFENSW.EDU.AU

Last Updated: January 2019   Version 1   Page 7 of 8
Owner: TAFE NSW – Corporate Office   Disclaimer: Printed copies of this document are regarded as uncontrolled.

Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category and Sub-Category	**Level and Code**	**Level Descriptions**
Development & Implementation Installation & Integration	Level 6 SINT	**Systems integration and build (SINT): Level 6** Develops organisational policies, standards, and guidelines for systems integration and build. Leads the development of organisational capabilities for systems integration and build including automation and continuous integration. Provides resources to ensure systems integration and build can operate effectively and ensure adoption and adherence to policies and standards**.**

TAFENSW.EDU.AU