Role Description

Agency	**NSW Ombudsman**
Role Title	**Manager, Enterprise Systems & Platforms**
Branch/Portfolio/Unit	**Information Technology & AI Branch**
Location	**Sydney CBD**
Classification/Grade/Band	**Grade 11/12**
Senior Executive Work Level Standards:	**NA**
Kind of Employment	**Ongoing or temporary**
ANZSCO/OSC Code	**135112/223431**
PCAT Code	**3226866**
Date of Approval	**26 November 2026**
Agency Website	**www.ombo.nsw.gov.au**

Agency overview

The NSW Ombudsman is an independent integrity agency that pursues fairness for the people of NSW. We strive to ensure that those entrusted with public power and resources fulfil their responsibilities and treat everyone fairly.

The Ombudsman has a range of statutory functions. These can be broadly grouped into the following 3 categories, which align with the office's 3 organisational portfolios:

- handling complaints about, and where necessary investigating, the conduct of public authorities and community service providers – primarily the focus of the Complaints and Investigations Portfolio.
- oversighting compliance and performance of certain NSW Government and community sector programs and systems through monitoring, auditing, inquiries, conducting reviews and reporting – primarily the focus of the Systems Oversight and Reviews Portfolio.
- delivering tools, guides and other resources, and providing educational and training services, to support capacity building by public authorities and community service providers – primarily the focus of the People, Performance and Sector Improvement Portfolio.

The People, Performance and Sector Improvement Portfolio is also responsible for the office's strategic, corporate and supporting functions.

Primary purpose of the role

The Manager, Enterprise Systems & Platforms leads the planning, delivery, operation, and continuous improvement of the NSW Ombudsman's enterprise systems and platforms across cloud and on-premise environments. The role ensures reliable, secure, integrated, and fit-for-purpose services, while working with business owners to improve processes, implement approved artificial intelligence (AI) and automation solutions, and deliver measurable organisational benefits. The role leads the team's administration, configuration, maintenance, and lifecycle activities, and provides technical leadership for new systems, enhancements, and integrations.

Key accountabilities

- Team leadership and capability development: Lead, coach, and develop the Enterprise Systems & Platforms team, setting clear priorities and building the technical, AI, delivery, and service management capabilities needed for current and future business needs. Foster a collaborative, user-centred culture focused on timely, high-quality outcomes and continuous improvement.
- Platform lifecycle and service performance: Own service performance, availability, and lifecycle management for enterprise systems and platforms, including configuration, patching, upgrades, and decommissioning. Monitor and report on platform health, delivery progress, service performance, incidents, risks, compliance, and costs, and use the findings to drive service improvement.
- Integrated service management: Collaborate with other IT and AI Branch teams to deliver all core service management practices (incident, request, problem, change, release, security and resilience) to minimise service disruption, improve root-cause resolution, and maintain user satisfaction.
- Platform governance, risk and compliance: Establish and maintain suitable platform governance, standards, controls and documentation. Including change management, architecture design decisions, IT risk management, cybersecurity, audit requirements, and information/records management obligations.
- Technology capability planning and delivery: Translate organisational priorities into strategic system and platform roadmaps and lead the delivery of approved new systems, enhancements, upgrades, and integrations. Assess capability gaps, dependencies, technical debt, consolidation opportunities, risks, and whole-of-life costs to inform investment decisions. Lead implementation from requirements and acceptance criteria through development or configuration, testing, vendor assurance, defect resolution, and transition to support, ensuring change impacts, communication, training, and operational readiness are addressed.
- Vendor and commercial management: Manage vendor and service provider relationships, contracts, licensing, and service levels within delegations, including procurement input, performance monitoring, issue escalation, renewals, costs, and exit arrangements. Ensure commercial and technical requirements support value for money, service continuity, and sustainable business outcomes.
- Business partnering, improvement and benefits evaluation: Partner with business owners to define problems, analyse requirements, and redesign processes before selecting solutions. Assess configuration, integration, automation, AI, and non-technology options, and agree priorities, business ownership, adoption activities, and benefit measures covering productivity, service quality, and accessibility. Support technology portfolio leadership to evaluate adoption and realised benefits against agreed measures, using the evidence to prioritise improvements and inform investment decisions.
- AI solution implementation and assurance: Lead the technical assessment, implementation, integration, and ongoing management of approved AI-enabled enterprise solutions, including AI features embedded in existing platforms. Work with business owners and governance specialists to assess data readiness and risks, implement information safeguards and human oversight, evaluate accuracy and limitations, and monitor performance and benefits throughout the solution lifecycle.

Key challenges

- Balance reliable day-to-day operations with delivery of new capability and measurable business improvement within available budget and resourcing, while maintaining service continuity and user confidence.
- Reconcile diverse business needs, competing priorities, vendor dependencies, and legacy constraints across shared platforms, while maintaining coherent architecture and avoiding unnecessary complexity or duplication.
- Enable proportionate, responsible adoption of AI and automation while addressing data quality, privacy, cybersecurity, accuracy, transparency, human oversight, and regulatory obligations, and ensuring benefits are demonstrated rather than assumed.
- Balance user needs and operational priorities with regulatory, cybersecurity and architecture standards when planning, approving and implementing platform changes.

Key relationships

Who	Why
Internal	
Executive & other senior staff	• Provide advice about the progress of work undertaken and other matters of interest to the office to inform decision-making and manage risks • Contribute to the ongoing business planning and intelligence gathering in respect of the work of the division and the office more broadly • Escalate issues, keep informed, advise and receive instructions
IT and AI Branch	• Provide expert advice on enterprise systems, integrations, and approved AI-enabled platforms; coordinate user support, triage, and escalation to resolve incidents and service requests. • Collaborate on architecture, cybersecurity, AI assurance, and service management, including testing backup and recovery arrangements and meeting resilience requirements. • Work with data and information management specialists and business owners to ensure platform data, access controls, records, and integrations support reporting, data quality, and approved AI use.
Direct reports/team managed	• Develop and maintain effective working relationships with staff in the division • Lead discussions and decisions regarding implementation of innovation and best practice • Lead cross-functional meetings and foster teamwork to drive resolution of issues
Business owners and staff throughout the office	• Define business problems, requirements, priorities, and acceptance criteria together; agree business ownership, human oversight, and data responsibilities for systems and AI-enabled solutions. Build effective working relationships and a positive workplace culture; collaborate on process improvement, user acceptance testing, training, adoption, and evaluation of business benefits.
External	
Key agencies (vendors, service providers)	• Negotiate contracts and service agreements, obtain required approvals, and exercise approval authority only within financial and procurement delegations. • Manage contracts and monitor provision of service to ensure compliance with contracts and service agreements and optimise the benefits of the relationship • Resolve delivery and service issues, assess technical proposals and deliverables, and obtain evidence of testing, security, and relevant AI safeguards.
Clients/customers	• Provide strategic advice for business improvement • Resolve issues and provide solutions to problems • Address escalated cost issues with project sponsors as needed

Role dimensions

Decision making

Exercise professional judgement to resolve complex technical and service problems, set team priorities, and make platform design, configuration, and delivery decisions within approved architecture, policies, plans, and delegations.

Recommend platform investments, roadmaps, and AI-enabled solutions to the Director, Information Technology & AI, and relevant governance bodies. Obtain required approvals before implementation and escalate material risks, exceptions, resource constraints, and changes to scope or cost. The role owns technical delivery and operational controls; enterprise AI policy and approval remain with the authorised decisionmakers, while business owners retain responsibility for business decisions, appropriate human oversight, and benefits realisation.

Reporting line

This role reports to the Director, Information Technology & AI.

Direct reports

This role has 3-4 direct reports. Additionally, the role may provide functional leadership and supervision for staff and vendors assigned to enterprise systems, platform operations and improvement activities.

Budget/expenditure

The Manager, Enterprise Systems & Platforms will not directly manage an allocated budget; however, the role may be delegated financial and procurement responsibilities for enterprise systems and platform-related expenditure (e.g., licensing, subscriptions, maintenance, and vendor services) in accordance with delegations and to support agreed service outcomes.

Essential requirements

Employment at the NSW Ombudsman is subject to the satisfactory completion of security and related vetting including, in part, a criminal records check; signed understanding and acceptance of a range of policies; two statutory declarations relating to conflicts of interest, arrests, charges, convictions and a health declaration.

The occupant of the role should have appropriate tertiary qualifications in information technology, cyber security or a related discipline, or demonstrated equivalent professional experience

It is expected the occupant of the role can demonstrate:

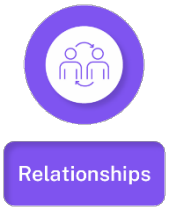
- Strong experience leading enterprise application and platform management, including capability and roadmap planning, lifecycle management, solution architecture, integration design, technical debt reduction, and service optimisation across cloud and on-premise environments.
- Capability in assessing, implementing, integrating, and supporting AI-enabled enterprise solutions, including embedded AI features and workflow automation. Ability to assess data readiness, evaluate outputs and limitations, implement information safeguards and human oversight, and monitor operational risks and business value.
- Experience end-to-end systems delivery, including requirements, acceptance criteria, testing and user acceptance testing, vendor assurance, defect resolution, deployment readiness, and transition to support to deliver target business outcomes.
- Service management practices (incident, problem, change and release), with experience improving service performance, reliability, and user experience.
- Technology governance, risk, and compliance, including cybersecurity, identity and access management, privacy, audit, responsible AI, and information and records management. Ability to work with data owners and specialists to maintain data quality, appropriate access, and reliable integrations.
- Vendor, contract, and licensing management, including procurement processes, service levels, technical and commercial assurance, performance monitoring, renewals, exit planning, and whole-of-life cost assessment to support value for money.
- Stakeholder engagement and communication skills, including translating technical concepts for non-technical audiences, working with business owners on options and priorities, supporting change, training, and adoption, and measuring realised benefits against agreed outcomes.
- Desirable: Relevant industry certifications in Microsoft cloud, enterprise applications, solution architecture, security or service management are desirable, such as Microsoft role-based certifications in Microsoft 365, Dynamics 365, Azure, Power Platform, identity and security.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at The Capability Framework | NSW Public Service Commission.

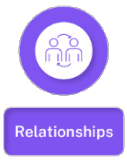
Capability summary

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**
	**Display resilience and courage**	**Adept**
	Act with integrity	Advanced
	Manage self	Adept
	Value diversity and inclusion	Adept
	Communicate effectively	Adept
	Commit to customer service	Adept
	Work collaboratively	**Advanced**
	Influence and negotiate	Adept
	Deliver results	Adept
	Plan and prioritise	Adept
	Think and solve problems	**Advanced**
	Demonstrate accountability	Adept
	Finance	Adept
	Technology	**Advanced**
	Procurement and contract management	Adept
	Project management	Adept
	Manage and develop people	Adept
	Inspire direction and purpose	Adept
	Optimise business outcomes	**Advanced**
	Manage reform and change	Adept

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.

Capability group/sets	Capability name	Behavioural indicators	Level
	**Display resilience and courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Acknowledge when someone challenges your ideas, seek to understand why and respond appropriately • Raise and work through challenging issues and seek alternatives • Respond professionally when under pressure and in challenging situations	Adept
	**Work collaboratively** Collaborate with others and value their contribution	• Recognise when effective collaboration between teams leads to achieving outcomes • Communicate with others in your organisation and across government to improve information sharing and collaboration • Facilitate opportunities to collaborate with stakeholders to develop solutions together • Network widely across government and other organisations to increase opportunities to collaborate • Encourage others to use appropriate ways and tools to collaborate, including digital technology • Encourage diverse cultural perspectives in developing strong team relationships	Advanced
	**Think and solve problems** Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Consider the wider business context when thinking about options to resolve issues • Explore a range of possibilities and creative alternatives to improve systems, processes and business practices • Put systems and processes in place that are supported by high-quality research and analysis • Look for opportunities to design innovative solutions to meet customers' needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Technology** Understand and use available technology to maximise efficiencies and effectiveness	• Promote using creative and accessible technology in your organisation • Actively manage risk to ensure compliance with cyber security and acceptable use of technology, including record keeping, cybersecurity, privacy, and responsible artificial intelligence use • Keep up to date with new technology and technological trends to understand how using them can support business outcomes • Seek advice from appropriate subject matter experts about using technology to achieve business strategies and outcomes • Lead the appropriate use of digital systems, ensuring outputs are aligned with legal, ethical, and organisational standards	Advanced
	**Optimise business outcomes** Engage with and motivate staff, and develop their capability and potential	• Develop and implement strategic and operational workforce planning practices and initiatives to achieve current and future business goals • Remove any barriers to recruiting and retaining people with diverse cultures, backgrounds and experiences • Encourage staff to take calculated risks to support innovation, adaptability and continuous improvement • Align systems and processes to encourage improved performance and outcomes • Create a workplace culture that encourages people to learn from their mistakes and set an example by doing this yourself	Advanced

SFIA Focus Capabilities

SFIA focus capabilities identify the occupation-specific professional skills most critical to successful performance in the role. They complement the NSW Public Sector Capability Framework by describing the technical, digital, security, and service management capabilities required to deliver the role's key outcomes. The proposed skill selection and levels are aligned to SFIA 9. Indicators for solution architecture and delivery management are tailored to this role and should be read alongside the essential requirements, including the explicit AI delivery and assurance requirements.

Occupation Specific SFIA Focus Capability Set			
Occupation specific	**System software administration** Installing, managing and maintaining operating systems, data management, office automation and utility software across various infrastructure environments.	• Ensures system software is provisioned and configured to support the achievement of service objectives. • Develops and maintains diagnostic tools and processes for troubleshooting and performance analysis. • Evaluates new system software and recommends adoption if appropriate. Plans the provisioning and testing of new versions of system software. • Ensures operational procedures and diagnostics for system software are current, accessible and well understood. Investigates and coordinates the resolution of potential and actual service problems	SYSP Level 5
Occupation specific	**Technology service management** Managing the provision of technology-based services to meet defined organisational needs.	• Takes responsibility for managing the design, procurement, installation, upgrading, operation, control, maintenance and effective use of specific technology services. • Leads service delivery, ensuring agreed service levels, security requirements and other quality standards are met. Ensures adherence to relevant policies and procedures. • Ensures processes, procedures and practices are aligned across teams and providers to operate effectively and efficiently. • Monitors technology services performance. Provides appropriate status and other reports to managers and senior users.	ITMG Level 5
Occupation specific	**Systems development management** Planning, estimating and executing systems development work to time, budget and quality targets	• Plans and drives systems development work to deliver the organisation's objectives and plans. • Selects, adopts and adapts appropriate systems development methods, tools and techniques. Ensures stakeholders are aware of required resources and that they are made available. Facilitates availability and optimum utilisation of resources. • Monitors and reports on the progress of development projects. Ensures projects are carried out in accordance with agreed architectures, standards, methods and tools and addresses security and privacy requirements. • Develops roadmaps to communicate future development activity	DLMG Level 5

Occupation Specific SFIA Focus Capability Set			
	**Software configuration** Designing and deploying software product configurations into software environments or platforms	• Takes technical responsibility across all stages and iterations of configuration development and deployment. • Plans and drives software configuration activities. Adopts and adapts appropriate software configuration methods, tools and techniques. • Measures and monitors the application of standards for configuration design and deployment including software security. • Contributes to the development of organisational policies, standards and guidelines for software configuration design and deployment	PORT Level 5

Complementary Capabilities

Additional SFIA complementary capabilities support effective performance in the role. Indicators for systems integration and build are tailored to the role and aligned to the proposed SFIA 9 skill and level.

Occupation Specific SFIA Complementary Capability Set			
	**Strategic planning** Creating and maintaining organisational-level strategies to align overall business plans, actions and resources with high-level business objectives	• Contributes to the collection and analysis of information to support strategy development • Assists in the preparation of reports and insights for strategic planning • Supports the communication of strategic plans and related change initiatives to relevant stakeholders • Helps monitor progress against strategic objectives and provides feedback	ITSP Level 4
	**Delivery management** Ensuring successful delivery of new or updated products and services through effective leadership and collaboration within defined delivery cycles.	• Leads delivery of products or services for large or complex initiatives. • Adapts delivery approaches based on the context and complexity of the initiative. Provides leadership and guidance to multiple delivery teams. Collaborates with stakeholders to align delivery objectives with business goals. Proactively manages risks, dependencies and changes that may impact delivery. • Ensures optimal allocation of resources and skills across teams. Monitors key delivery metrics, ensuring transparency and visibility. • Drives the continuous improvement of delivery processes and practices across the organisation.	DEMG Level 5