

A photograph of three students at Griffith University. A young man with a backpack is talking to two young women. In the background is a white building with the Griffith University logo. The top left corner has a decorative graphic of overlapping blue and orange squares.

Success Profile

## ▀ Head of Data & Technology

Griffith University

August 2018



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# Griffith University in Numbers



**200,000+**

Alumni across 130 nationalities

**5**

Campuses

**200**

Degrees



**9.3 x10<sup>12</sup>**

Records in the Datawarehouse

**1.3 Terabytes** of data in  
the persistent data layer

Ranked in the top

**3%**

Of universities globally



**2,000+**

ETL Module

**50,000**

Students

**4,000**

staff



## About Griffith University

At Griffith, we celebrate, believe in and strive for the remarkable.

The remarkable people who better our world, the remarkable experiences that transform people and communities, and the remarkable contributions that change the future forever.

We know success often comes from being an exception to the norm—challenging convention, adapting and innovating, creating bold new trends and pioneering solutions ahead of their time. At Griffith, remarkable is the norm.

Since we started teaching over 40 years ago, we've been deeply connected to the Asian region, socially conscious and environmentally aware, an integral part of the community and heavily industry focused. We've also become a comprehensive, research-intensive university, ranking in the top 3% of universities worldwide.

Our teaching and research spans five campuses in South East Queensland and all disciplines, while our network of more than 200,000 graduates extends around the world.

To find out more about Griffith University visit their website <https://www.griffith.edu.au/>

## Griffith Digital Vision 2020

The University's reputation as a University of influence in research, learning, and teaching will be underpinned by the innovative exploitation of emergent digital opportunities.

In placing our students first, their experience is enhanced by using rich data analytics to personalise their learning journey and their access to digitally enhanced services. Learning, research, collaboration and knowledge transfer will be facilitated through technology-enriched formal and informal spaces—merging both the virtual and physical. Technology will be a cornerstone for innovative academic program delivery.

Research will be enhanced through the seamless connection of researchers, data, tools, and support services. Access to the University's research outputs will enrich our teaching and our students' learning, while extending the role that Griffith plays in benefitting society.

As a sustainable university, Griffith will leverage technology to deliver digital services, systems and processes that are efficient and integrated. By building a foundation that supports access to the resources we need from any device, anytime and anywhere, we will enhance personalisation, increase productivity, and improve decision-making.

## Strategy

Griffith's strategy is to be at the leading edge of digital innovation to enhance the student experience and Griffith's reputation as a university of influence.

Key priorities of this strategy are to, through digital innovation:

1. Create scalable, authentic, flexible and personalised learning experiences for our students so that all students, regardless of physical or virtual location, are effectively prepared for employment.
2. Exploit emergent technologies to drive research excellence.
3. Provide scalable, personalised, mobile, anywhere anytime digitally-enabled services to students and staff.
4. Deliver systems and infrastructure that are secure, scalable and sustainable, whilst maximising the innovative use of technology for academic and business excellence, and the student experience.
5. Treat information as a strategic asset in support of the University.

The Strategy is underpinned by four key strategic digital enablers of transformation:

### Student Digital Experience

Students will be able to maximise learning opportunities and work across a merging virtual and physical campus – a digital campus – using a personalised digital workspace. A mobile first philosophy will support learning and engagement anywhere and at anytime, bringing the classroom to the student. Immersive technologies and virtual computer laboratories in conjunction with digitally enabled teaching spaces will enhance the learning experience and program delivery.

### Cognitive Computing

The ability for self-learning systems to ingest and analyse unstructured information, in association with structured data, is a powerful tool that will be used to enhance and personalise our interaction and advice to the student, and to support new forms of research. As this capability matures, its use will be expanded into areas of advanced interactive and personalised learning as well as supporting operational areas of facilities and technology delivery.

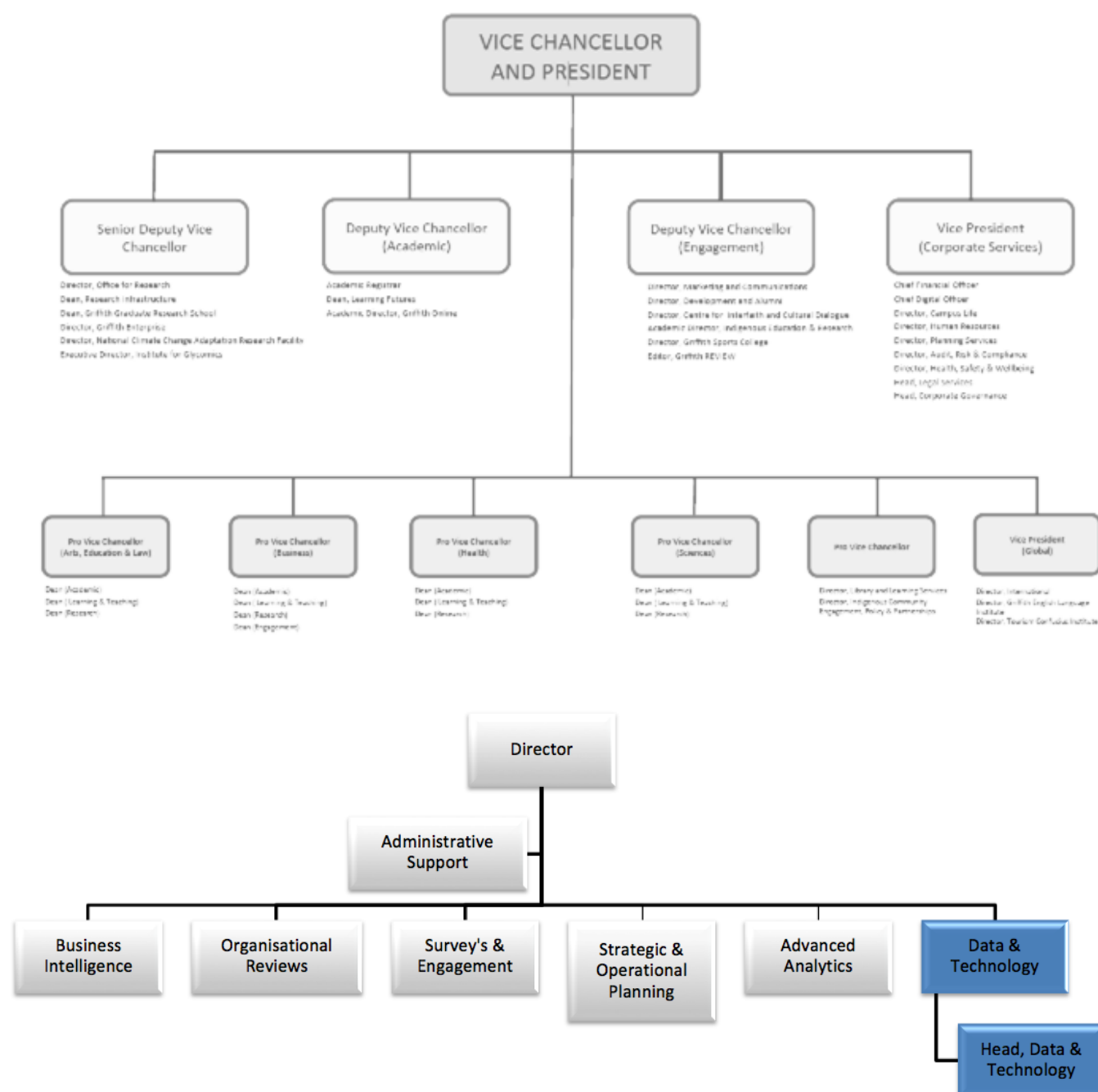
### Information Management and Integration

Information will be made available for enterprise-wide business intelligence and decision-making, and integrated operational reporting. A mature data warehouse capability will utilise full data sets from both cloud and in-house sources, managed through mature data governance frameworks. The student experience, over the full life cycle from recruitment to alumni, will be enhanced through advanced system integration and use of predictive analytics.

### Foundation Technology

Griffith's foundation technology will support an 'information anytime anywhere' environment and enhance student and staff experiences through personalised, mobile, integrated business services. It will, where strategically advantageous and cost effective, be built on an As-a-Service model that maximises the use of Infrastructure-as-a-Service, Platform-as-a-Service and Software-as-a-Service. The foundation technology will deliver and secure the digital identities of persons associated with Griffith, maximise Griffith's digital defence through a set of cybersecurity services, and support collaboration through high-quality, global networks.

# Griffith University Organisational Structure





## About the Office of Planning Services

The Office of Planning Services plays an important role in supporting the University's strategic and operational planning work. The Office has a particular focus on providing the University Executive and academic managers in the Groups and Schools with relevant, timely and accurate information and analysis in order to assist their decision making. The Office is also responsible for ensuring that the University fulfils its statutory reporting obligations to government.

### Our Vision

Through partnership, the Office of Planning Services (OPS) will support the University's engagement in our local and global communities by optimising organisational intelligence to ensure Griffith University is competitive, relevant and prepared to act.

To deliver our vision we must have the very best people, technology and processes available. The OPS 1-3 year plan details the range of activities we are pursuing to achieve our vision. We recognise that data is the foundation for our organisational success.

### Background

The Office of Planning Services was formally established in February 2015, bringing together existing teams in the University with a unified purpose. The Office plays an important role in supporting all levels of the University in its quality assurance, strategic and operational planning activities. Planning Services works collaboratively to provide information for decision making at all levels of the University.

Planning Services plays a key supporting role in defining strategic priorities for institutional analysis and reporting, identifying new business opportunities pertaining to data, optimising organisational success through data, and representing data as a strategic asset.



## Internal Excellence

Our people are our most important asset. The establishment of the Office in 2015 has led to a range of activities that develop a culture of performance and support. Ongoing, these initiatives are designed to improve the activities, products and services provided to the University; create career development and progression; and improve the attraction and retention of staff. The primary activities include:

- Professional development which targets project management, data visualisation techniques, and organisational knowledge
- Enhanced system documentation, processes and inter-team collaboration
- Adoption of, and championing, the Office of Planning Services (OPS) values: producing the highest quality work by optimising innovation and collaboration. Underlying our work we will operate with professionalism and respect
- Review and align structure to meet current and evolving institutional need
- Benchmarking our services

### The OPS comprises 6 areas:



**Data and Technology (DT):** this team manages, expands and enhances the University's data warehouse and is the foundation for many of the products and services provided by Planning Services and feeding in to operational and strategic planning at Griffith.

### Extract from the Corporate Services Strategy on Data & Technology



**Advanced Analytics (AA):** goes beyond traditional descriptive analysis (looking at what has happened) to identify predictive (what will) and prescriptive (what should) information. The advanced analytics team has expertise in data mining, statistical and machine learning, analytical and visualisation techniques to extract business value from the data.



**Business Intelligence (BI):** provides strategic reporting, trend analysis, and publish dashboards and reports on the Planning and Statistics Portal (PSP). Business Intelligence provides a range of the University's data to staff through Statistical Requests, training on self-service BI tools, and to external stakeholders including the Federal government.



**Organisational Reviews (OR):** play an important role in fostering quality and continuous improvement, and are undertaken to improve the planning and performance at Griffith.



**Strategic and Operational Planning (SOP):** plays a key role in the coordination of the University's planning activities and corporate governance reports on the Key Performance Indicators (KPIs) which measure progress towards achievement of the University's Strategic Plan.



**Surveys and Engagement (SE):** plays an important role in supporting the University's strategic and operational planning by gathering feedback from students, alumni and staff.



## IMPROVING DATA WAREHOUSE PROCESSES

Deploying best practice in Data Warehousing to provide agility and high quality intelligence and reporting.



## FEEDBACK

Gather, action and report on stakeholder feedback on key planning service and products.



## DATA LAKE PROOF OF CONCEPT

Build a data lake proof of concept to increase data storage and analytical capability.



## DATA ACQUISITION

Identify and prioritise acquisition activities.



## DATA GOVERNANCE

Improve the maturity of Griffith's Enterprise Data Governance.



## BEST PRACTICE WAREHOUSING

Introduction of standards incorporating data modelling, agile and data vault.



## Role Profile - Head of Data & Technology

|                          |  |
|--------------------------|--|
| <b>Title</b>             | Head of Data & Technology  |
| <b>Salary Package</b>    | \$141,000 to \$151,790 p.a. <u>Plus</u> 17.0 % Superannuation.                           |
| <b>Employment Status</b> | Full-time<br>Fixed-term Executive Contract – 3 Years, mutually renewable – On-going role |
| <b>Location</b>          | Nathan Campus  |
| <b>Staff</b>             | 8  |

## Position objectives

This position is responsible for developing and managing the University's strategic data repositories and technology. It provides an essential foundation to support strategic and management reporting, analysis and decision making at Griffith University. The position will engage with a wide range of stakeholders including University senior executives, management and staff.

The key challenge of the role will be to translate the new Corporate Services Strategy as it relates to Data & Technology into defined projects and action-plans and implement these.

Corporate Services recognise the growing prominence of data and analytics to support greater insights, evidence-based decision making and improved outcomes.

Providing multi-disciplinary insights founded on strong data is critical in order to support the University community's sustainability. That is why we will implement initiatives to ensure consistency of University data governance, data storage, and analytical tools and approaches. We will use a strong governance framework to break down institutional data silos, improve data access and sharing, and enhance University-wide reporting.

Objectives:

- Provide timely, multi-disciplinary insights and information to support evidenced based decision making
- Support organisational agility and provide rigour in transformation support
- Create a continuous improvement culture and approach to service design and execution

The role provides leadership to a team of self-directed staff. This is an external-facing role with stakeholder engagement and partnering, and strategy development.

Broad areas for attention over the coming year include:

- Development and Implementation of a Data Strategy across the University
- Data Structure
- Data Governance Strategy progression and communication
- Data Vault standards and progression
- Data Warehouse and Data Lake

## Benefits & Conditions

The following links provide access to information regarding the range of benefits enjoyed by Griffith staff and also key information regarding employment conditions.

### BENEFITS

- [Education Assistance for General staff](#)
- [Health plan](#)
- [Salary Packaging](#)
- [Superannuation](#)

### CONDITIONS

- [Code of Conduct](#)
- [General Staff Enterprise Agreement](#)
- [Fairwork Australia Information Statement](#)

Griffith is committed to diversity and inclusion for people from all backgrounds and identities and committed to the recognition, values and contribution of the First People of this nation.

Griffith offers professional development opportunities to support employees in their career progression and offers an excellent working environment that supports flexible working arrangements.

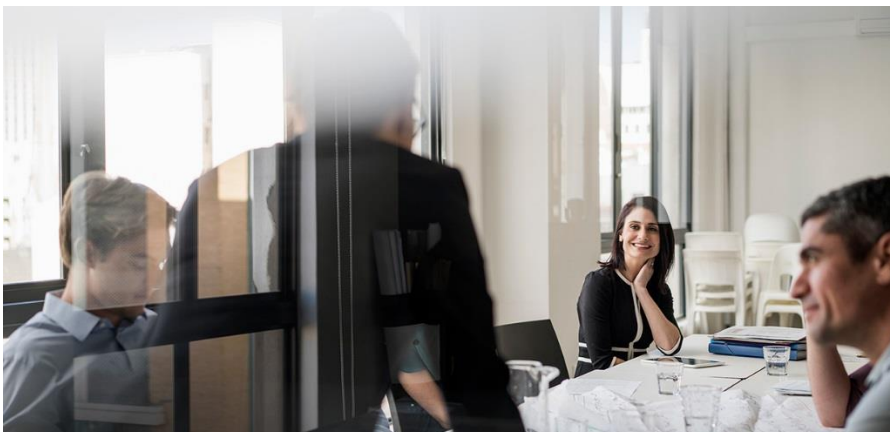
For more benefits and conditions information please refer to the web link below:

- [Griffith University | Pay, conditions and benefits > Employment](#)

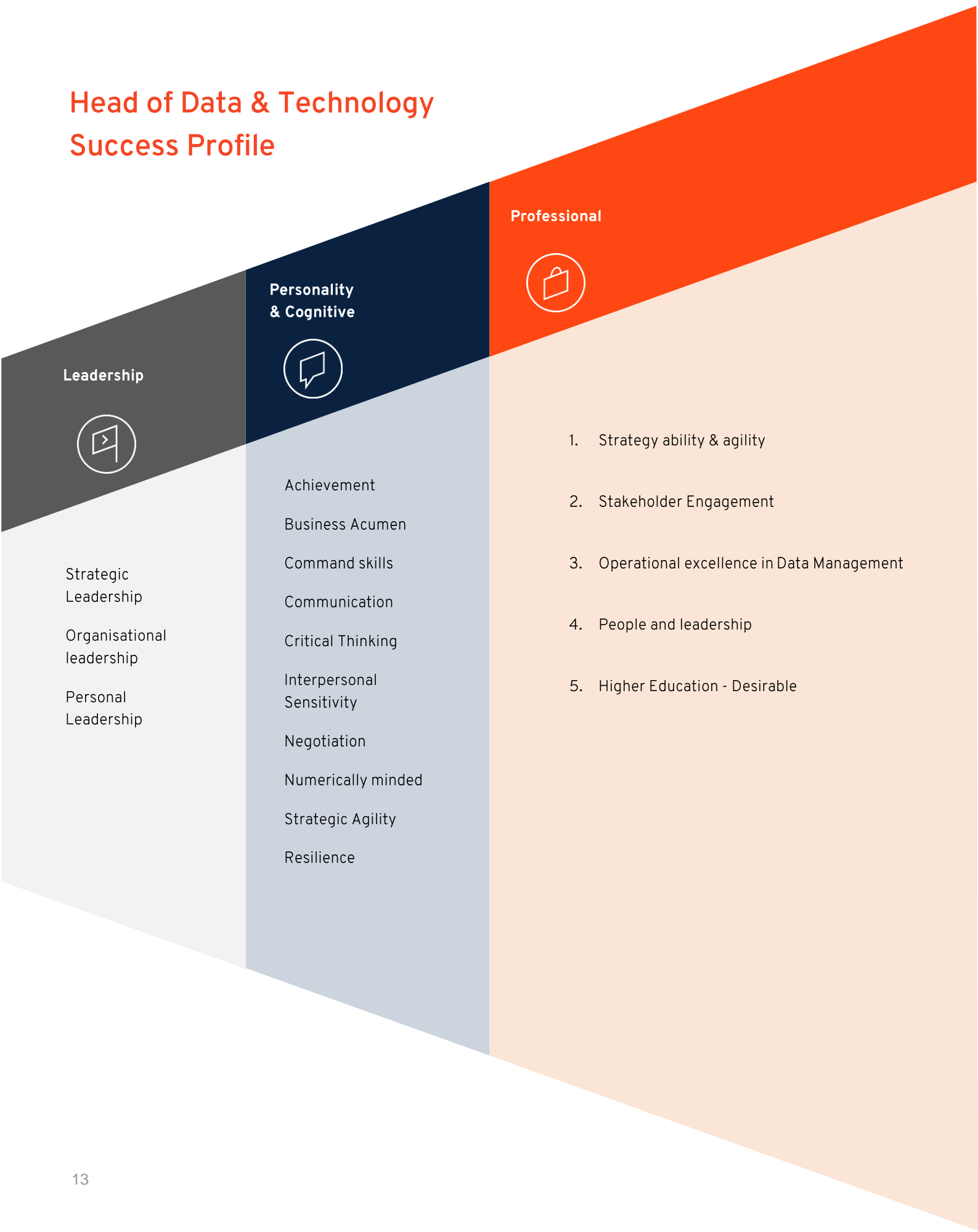


## Principal Accountabilities

- Lead the analysis, design, development, testing and direction of the University's strategic data repositories to ensure strategic data and technology priorities align with the University's Strategic Plan.
- Formulate and further develop the University's Data Strategy as approved by senior management, and execute activities in conjunction with stakeholders.
- Develop and manage the data governance framework and ensure key stakeholders understand their roles and responsibilities relating to data governance.
- Lead and manage the development, performance and outcomes of a professional team.
- Develop collaborative, working relationships with OPS colleagues, key stakeholders, executive and business owners to support the achievement of the University's objectives around strategic use of data and technology.
- goals and outputs, by providing advice regarding forecasting and management of team resources, and making contributions to continuous improvements, including application of knowledge and current professional and industry trends.
- Lead and promote compliance with relevant legislation and University policies and procedures, including equity and health & safety and exhibit good practice in relation to same.
- Lead and promote fair, ethical and professional work practices in accordance with the University Code of Conduct.



## Head of Data & Technology Success Profile





# Professional Competencies

## Competency 1 – Strategic Ability and Agility

- Demonstrated experience in provision of high-level advice in relation to meeting the strategic goals of a complex and competitive organization.
- Ability to think laterally and assess the impact of change on interrelated processes.

## Competency 2 – Stakeholder Engagement

- Highly developed oral and written communication skills and an ability to liaise effectively with all levels of staff across the University, as well as external contacts. The ability to translate complex, technical information to simple terms
- Demonstrated experience in provision of high-level advice in relation to meeting the strategic goals of a complex and competitive organization

## Competency 3 – Operational Excellence

- Experience implementing data lakes and data governance activities in a large complex organisation.
- Demonstrated sound knowledge and understanding of contemporary data management practices and concepts, including data quality and dimensional modelling.
- Demonstrated ability to lead significant projects that have widespread impact in a large and complex organisation.
- Superior analytical and conceptual skills and excellent problem-solving skills.
- Strong organisational skills and time management skills, including an ability to determine priorities, work under pressure and meet deadlines.
- Postgraduate qualifications in data and technology or related area, or an equivalent combination of relevant skills, knowledge and experience

## Competency 4 – People and Leadership

- Demonstrated ability to manage and lead staff to foster a service-focused team, and to work independently with minimal supervision in a busy, changing environment.
- Demonstrated ability to lead significant projects that have widespread impact in a large and complex organisation.
- Highly developed oral and written communication skills and an ability to liaise effectively with all levels of staff across the University, as well as external contacts. The ability to translate complex, technical information to simple terms.
- Ability to think laterally and assess the impact of change on interrelated processes.

## Competency 5 – Higher Education (Desirable)

- Experience in a Higher Education environment.





**Griffith**  
UNIVERSITY

GRIFFITH HEALTH CENTRE  
G40

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