

# Senior Technical Leads (STLs)

Data Science & Engineering Branch

*Senior Technical Leads exist to ensure cross-branch architectural alignment within DS&E and wider ASD. They are also responsible for supporting the technical skills and behaviours of the DS&E workforce.*

## BEHAVIOURS

- 1. Defining Reality:**  
This involved providing a clear understanding of the technical context we are operating in.
- 2. Maintaining Technical Vision:**  
This involves providing support to technical staff to help them understand and align with the technical direction of the branch and the broader ASD enterprise.
- 3. Helping Resolve Complex Technical Issues:**  
An STL is not there to micro-manage or take over, but to provide expertise, support and access to broader context and resourcing to assist technical staff in resolving complex technical issues.
- 4. Review Technical Decisions across DS&E Teams to Ensure Alignment:**  
It is important for STLs across the branch to work together to ensure that as work is done in an adaptive and agile manner, that it remains architecturally aligned. Where it is not aligned, STLs are to provide what is required (see point 3 above) to assist technical staff in achieving alignment and healthy technical diversity.
- 5. Translating Analytic and Engineering Realities into Appropriate Language:**  
Whether for external stakeholders, senior management or new DS&E staff, it is important that STLs can translate the analytic and engineering realities of DS&E into appropriate language to allow us to communicate effectively to solve complex issues across ASD as well as domestic and international partners.
- 6. Allow Technical Staff to Make Progress by “Staying out of Their Way” and Protecting Them from Distractions:**  
This is a delicate balance between meeting the STL’s obligations and getting in the way of staff. This should be achieved by providing context and support, while limiting needless distractions.
- 7. Knowing the Strengths, Weaknesses and Purposes of Technical Staff and Teams Within DS&E:**  
This is important to ensure that the workforce is up to the challenges DS&E and ASD are facing. It should inform workforce planning to ensure we have the skills where we need them now and into the future.
- 8. Mentoring Technical Staff:**  
STLs are also responsible for helping technical staff grow into the people required for the various technical roles across the branch. This is at all levels, including supporting EL1-level technical staff in their mentoring of more junior technical staff.
- 9. Actively Recognising the Positive Contributions of DS&E Staff to Branch Efforts:**  
In technical environments, the best form of recognition is often the gratitude and respect of senior technical leaders, It is also an important aspect in developing the respect needed to effectively lead technical staff across the branch.

## PRIMARY ACCOUNTABILITIES

1. Operating within the DS&E Leadership Framework to support good decision making and governance.
2. Providing technical support to DS&E Business Units (BUs) to ensure they can perform the functions at the level required by DS&E and ASD.
3. Ensuring architectural alignment across DS&E and ASD by working closely with other STLs, the DS&E Technical Director (TD) and TDs across the organisation.
4. Taking Carriage of branch- and organisation-wide initiatives to assist in solving large-scale technical challenges, while protecting DS&E's ability to deliver on its mission.
5. Working with ADGDSE, BU Leads, the DS&E TD and other STLs to ensure all of the DS&E Leadership are aware of what is going on with DS&E architecture at all times.

## RESPONSIBILITIES

1. Support staff within their assigned BU with the technical aspects of their growth and development, including working with the BU Lead to:
  - a. Provide development opportunities to staff appropriate to their ability and development needs;
  - b. Provide training opportunities and suggestions to staff to provide a baseline of technical training;
  - c. Provide training opportunities and suggestions to staff to support their technical specialisation in a required technical domain; and
  - d. Mentor technical staff, including supporting technical leads in mentoring junior technical staff.
2. Workforce Planning to assist ADGDSE in determining the best allocation of FTE across the BUs, particularly in the case of determining when different areas need to grow or change shape.
3. Manage the technical competencies within their BU to ensure the BU has the right breadth, depth and diversity of skills required to perform the functions of the BU. This includes planning for new skills that will be required as DS&E's direction becomes clearer and changes with time.
4. Meet regularly with the DS&E TD and other STLs to ensure architectural alignment within DS&E while solving complex technical issues.