Salsa Digital Engagement Manager

Be responsible for delivering some of the most high-profile digital projects in Government.

Overview

As a Salsa Digital Engagement Manager you'll be responsible for executing our vision — to help governments become more open, more connected and more consolidated.

Key responsibilities include:

- Building a genuine relationship with clients based on open communication, trust and respect

- Successful delivery of client projects, ensuring client satisfaction

- Managing project risks, issues, budget, scope, resources, conflicts and blockages

- Driving agile delivery

- Business analysis, including running discovery workshops and functional analysis

- Representing Salsa's delivery methodology during pre-sales

The project team assigned to specific projects will report to you for the duration of projects.

Salsa is currently working remotely for all personnel and has been successfully delivering projects, including site assessment, for six months remotely due to COVID restrictions. Little to no impact has been noticed.

Responsibilities

Management of engagements

Salsa Engagement Managers are expected to manage the Salsa internal team and also the client team. They are the prime interface to the client. Responsibilities include:

- **Maintaining project vision** - ensuring the project has an agreed strategic vision and project efforts are aligned to these vision/goals/success factors.

- **Client stakeholder management** - active management of the interface to the client organisation. Building of trust in the client landscape at all levels.

- **Internal stakeholder management** - active management of the Salsa internal team. Building of trust of Salsa resources in representing their interests in executing the project.

- **Delivery risk management** - identification, reporting and active management of project risks to all stakeholders.

- **Managing schedule** - continually updating and communicating project schedule information to the project team, and creating accountability for milestone adherence.

- **Managing budget** - ensuring the project team completes tasks on time and scope is well controlled. Communication of budget status and challenges to the client team.

- **Managing project conflicts** - engage with all required parties to ensure efficient, constructive conflict resolution.

Engagement mechanics

Salsa Engagement Managers are expected to follow proven Salsa agile process and tooling. Responsibilities include:

- **Production of agile project plans** - backlog formation, agile story grooming and sprint compilation and execution. Setting up projects in JIRA and maintaining such controls.

- **Actions management** - identification of to-do and action tasks and the management and delivery of these.

- **Task allocation** - ensuring internal team members have appropriately allocated tasks (agile stories).

- **Task fulfillment** - ensuring tasks/sprints (agile stories) are delivered on time with

reasonable levels of risk .

- **Change Management** - managing a change request process with clients in consultation with business analysts (functional analysis) and technical (estimation) resources as required.

- **Status Reporting** - compile weekly status reports to deliver to client and the delivery of these reports to client team and client executive team as required.

- **Billable hours** - ensure all staff log hours worked on the project accurately to enable forecasting and control.

- **Agile Process** - drive/engage in agile formalities such as standup, sprint planning, sprint demonstrations, and retrospective reviews.

Resource management and engagement

Salsa Engagement Managers are expected to plan and manage the resources assigned to their engagements. They are also responsible to have an appreciation of the entire Salsa programme of work at any time such that their resource requests are broadly aligned to Salsa's entire committed work schedule.

- **Resource capacity planning** - represent resource requirements of engagements at Salsa resource planning meetings. Update resource plans to effectively schedule, and manage, Salsa resources.

- **Resource management** - be accountable/responsible to engage project resources per engagement needs. That is, manage a living sprint plan in consultation with clients to optimally inject Salsa resources into projects.

Business analysis (as required)

It is typical in a Salsa engagement that the Engagement Manager will also fulfill the role of a Business Analyst. As such, it is highly desirable for an Engagement Manager to have Business Analysis skills and responsibilities such as:

- **Drive functional workshops -** run discovery sessions with clients to understand, document and agree functional requirements.

- **Functional analysis** - proactively communicate and collaborate with external and internal customers to analyze information leading to groomed agile stories. Be able to critically evaluate information gathered from multiple sources with differing perspectives arriving

at appropriate functional requirements and brokering the agreement of these.

- **Formalisation** - manage requirements via the production and maintenance of agile stories in JIRA and using other Salsa standard process/tools such functional matrices and feature roadmaps.
- **QA support** - assist Salsa's quality assurance process by acting as the authority of functional requirements and/or brokering agreement on functional testing results with the client Product Owner.

Requirements

Must haves

- Exceptional communication skill both verbally and written
- 5+ Years experience in delivery of projects/programs of work. Government and enterprise experience well regarded
- Significant experience in the delivery of projects/programs using agile methodologies
- Experience in the design of work breakdown structures and plans and management to such plans. Application of agile methods to govern/execute such plans.
- Experience in managing project stakeholders - ensuring all project stakeholders have transparency into project progress and accountable and informed.

Nice to haves

- Experience using Salsa standard engagement tools such as JIRA, Confluence, slack, Google Suite.
- Experience delivering projects using open source frameworks such as Drupal and CKAN.

Key performance indicators

The following KPIs are desired and presented here as a point of reference for discussion and negotiation with the candidate Engagement Manager.

- Each **engagement delivered within budget** per resource allocation of hours, with variations actively managed
- Each engagement **delivered to client expected timeline**, with variations actively managed

- Each engagement results in a **satisfied client** who is willing to be Salsa's advocate in the form of a case study, reference and "Good" or "Superior" ratings on the client's Referee Survey
- **Each engagement leads to follow-on opportunities** within the client's organisation if client budget cycles and client appetite for extension exists

Benefits

In becoming the Engagement Manager of Salsa Digital you can expect the following benefits:

- Deliver interesting projects at the forefront of the application of digital in Government. For example, GovCMS and Victorian Government Single Digital Presence as mentioned above.
- Be challenged at a strategic and operational level.
- Work with a team with incredible flexibility around working hours and working location.
- Work with a team of professionals in a flat organisational culture.
- An annual budget for education, health & wellness
- Work with a team serious abouts its values, serious about open source.
- Work with a team with a strong desire to make governments more open, more consolidated, more connected.
- Attend professional conferences and events that support and improve your insights and thus knowledge to produce great work.
- A company culture that is rigorous, transparent, accountable, continuously improving, commercial, innovative and values diversity - all of Salsa's core values.

About Salsa

Salsa is a Melbourne-based agency with a 15+ year legacy in open source. Currently Salsa Digital is made up of approximately 25 Salsarians.

In more recent years, Salsa Digital has become a key contributor to helping governments become more open, more consolidated and more connected.

Salsa Digital is entrusted by the Australian Government as the exclusive delivery partner for the next generation GovCMS platform. Salsa has also been entrusted by the Victorian Government as

the implementation partner for the Single Digital Presence platform.

On behalf of the Victorian Government, Salsa Digital also manages the open data platform (data.vic.gov.au) designed, built and hosted on CKAN (open source data management system).
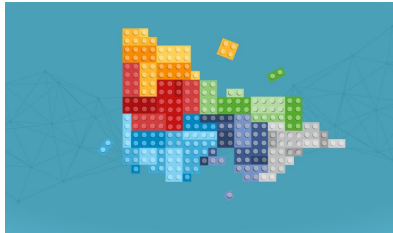
Salsa Digital is a values-driven agency with a strong open source and transparent ethos. Our open source ethos extends beyond Drupal to open data, open platform and open design systems.

Salsa is recognised as an open source - digital platform - leader in government at state and federal level.

Salsa technical landscape

As further context to the role and Salsa's position within digital enablement within government, Salsa offers the following context regarding our technical landscape and the landscape of our clients. Perspective candidates are encouraged to refer to the Salsa articles presented to assist in understanding the calibre of technology underpinning Salsa delivery. Also to provide further context as to Salsa's entrenchment within major digital programs within government.

Single Digital Presence

Publication	Summary
Creating a single digital presence for our citizens	Salsa Digital partnered with the Department of Premier and Cabinet to realise the vision of an open platform that could unify digital services across the Victorian Government. It was a true partnership with co-mingled teams, a shared vision and a shared commitment to open government. Link
Single Digital Presence…delivering value	Victoria's Single Digital Presence (SDP) brings many benefits to citizens, agency content authors and the Victorian Government as a whole. The vision, value, and future are all focused on delivering the best experience possible for Victorians. Link

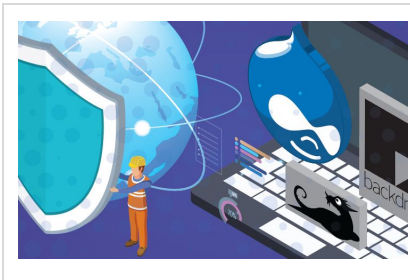|	
Dissecting the Single Digital Presence platform 	Victoria's Single Digital Presence project has delivered an open platform that will deliver significant value to citizens and government agencies. It's broken into three products – Bay (an open-source platform based on Lagoon), Tide (a Drupal CMS distribution) and Ripple coupled with Nuxt (the frontend presentation layer). Link
Victoria's Single Digital Presence - Ripple 	Ripple is the component library of Victoria's new whole-of-government digital platform, Single Digital Presence. Ripple delivers consistent design across government websites to create a more unified citizen experience, while also reducing costs and providing other benefits to government and tax-payers. Link
Victoria's Single Digital Presence - Bay 	Bay is the open source platform product in Victoria's new whole-of-government digital platform, Single Digital Presence. Bay gives Victorian Government agencies access to a secure, open source platform for their digital services and provides many benefits, such as a faster web experience, an automated testing and deployment continuous integration (CI) pipeline, and cost efficiencies. Link
Victoria's Single Digital Presence - Tide 	Tide is the 'headless' Drupal 8 content management system (CMS) in Victoria's new whole-of-government digital platform, Single Digital Presence. Tide gives Victorian Government agencies access to a stable, easy-to-use CMS with a central content repository that can 'serve' content to multiple sites and channels. Link

GovCMS

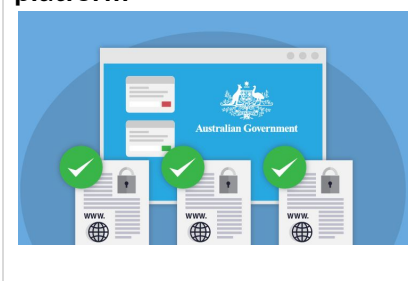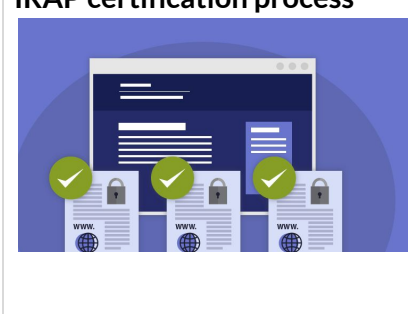| Publication	Summary
102 GovCMS SaaS sites live on the next generation open platform 	Media release: 102 GovCMS sites are now live on the new GovCMS platform, moving from the previous system to the Salsa Digital and amazee.io platform. This migration marks the official launch of the second-generation GovCMS. Link
Salsa Digital and amazee.io to build next generation GovCMS platform 	Media release: Salsa Digital and amazee.io will build the next generation GovCMS platform as part of a three-year contract. The new Salsa Digital/amazee.io solution will bring GovCMS onto an open source platform making the entire technology stack open source for the first time. It will also feature cutting-edge web development tools. Link

Open platform

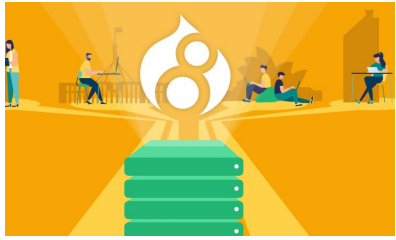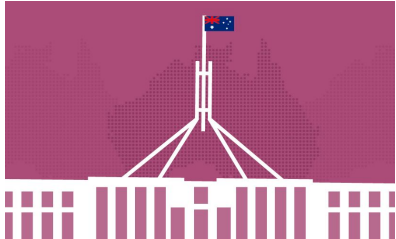| Publication	Summary
What is open platform? 	Open source platforms (open platforms) are a new paradigm shift for government and industry. Link
Containers and OpenShift	A container is a way to package the application and its dependencies so it becomes very easy to install the application. We've used containers in conjunction with

| | OpenShift for a few projects recently.

Link |

Security considerations

Publication	Summary
Security certifying a whole-of-government digital platform	Adoption and the ongoing success of whole-of-government digital platforms requires a security profile agencies can leverage. GovCMS 2.0 needed to be security re-accredited from the ground up given the transformation of the GovCMS program. This was a significant undertaking.

Link |
| **IRAP certification process** | IRAP certification is essential for many government digital platforms and services. Salsa's approach to certification was developed and refined during the GovCMS project and can be applied to many other digital platforms/programs aspiring to various levels of security compliance.

Link |

Other whitepapers and Salsa publication series

Publication	Summary
Building a centralised publishing and distributed	A centralised publishing and distributed authorship model allows you to unify and centralise content with

authorship model	ONE content repository that's managed by an appropriate content management system (CMS), such as Drupal. Distributed authorship means content authors are spread across the organisation, embedded in different business units. Link
Digital Transformation in Government Series	Keeping you up to date with all things digital transformation in government (DTIG). Link
The importance of open data in government	As the open data movement gathers momentum in government, we're kicking off a new blog series that will profile government datasets we believe are worthy of your time. Link
Open sourcing GovCMS training manuals	GovCMS and Salsa have open sourced the GovCMS content administration manual and site building manual. Link

The Salsarian values

A big part of Salsa's culture can be attributed to our seven key values we genuinely live by:

Rigour - what we do, we do well

From the work we produce to how we run the business, we strive to meet the highest standards of quality and are dedicated to a process of continual improvement.

Mutual Respect - we respect people and are sensitive to diversity

We show respect in the way we treat everyone - our colleagues, managers and clients. Everyone around us should be made to feel empowered!

Transparency - we communicate openly and honestly

We talk to each other if we have praise or problems to share, in all aspects of our work. Transparency is the key to trusting relationships both with clients and colleagues.

Personal Growth - we foster a learning and nurturing environment, equipping people to thrive

It's everyone's responsibility to provide opportunities for peer learning, experimentation and professional development wherever possible. We thrive by being challenged to step out of our comfort zone to learn something new in a supportive environment.

Accountability - we take ownership and are highly responsive to requests

We take responsibility and ownership for the quality of the work we do. We stick to the commitments we make, following through by setting realistic expectations, keeping stakeholders informed of changes and delivering on promises.

Commercial Outcomes - we deliver value for all stakeholders

Think like you would if you owned the business when assessing time and money for a task or a project. We provide outstanding value for the client without underselling ourselves or the company. Win-win outcomes build good long-term relationships and foster trust and goodwill.

Fresh Thinking - we seek innovation and evolution in the small and the big things

Always take a moment to step outside the box and think of something new - a new approach, design or process. We strive to create an environment where the floor is always open for fresh ideas to be shared and discussed, for calculated risks be taken and initiative to be used.

Interested?

If this role excites you and would like to explore further then please reach out:

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