Role Description
Delivery Manager

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12 & Service NSW Award 11/12
ANZSCO Code	135199
PCAT Code	1226164
Date of Approval	December 2019

Primary purpose of the role

Responsible for the leadership and direction of innovative and strategic qualitative analysis for product and business enablers and providing assurance with alignment to agency strategy and growth plans. The role supports, the delivery of business and technology output to ensure end-to-end continuity and quality in delivering customer centric transaction products.

Key accountabilities

- Guide a cross-functional team in the management of end-to-end product lifecycles to ensure focus on business objectives with maximum value that are aligned with product strategy
- Define, develop, implement and manage product technology capabilities that align with the product strategy and roadmaps to ensure delivery of high-quality products, services and user experience
- Ensure product technology aligns to agency product portfolios, and complies with relevant security and privacy requirements to ensure products are delivered and maintained in a transparent fashion and stored and maintained within organisational standards
- Evaluate technology policy and framework decisions to ensure they are sound with strong and rigorous evidence base to accelerate digital adoption
- Set and lead the technology standard and methodology for requirement gathering, solution design, development, testing and re-use Lead technology workshops to shape solutions that enhance and grow the service and product portfolio
- Provide expert technical advice, including expertise about the feasibility and suitability of proposed solutions for product transformation and offerings to encourage productivity and facilitate an environment that enables effective delivery and enhanced agile working practices into delivery of products and services
- Support management by providing cost estimates, analysis, process guidelines, process mapping, technical architecture, solution design, test specifications and implementation support to successfully deliver all key milestones and product outcomes within scope, on time, on budget and to expected standards

- Plan and manage the delivery of approved products using Agile practices and frameworks to support to ensure delivery of products and the achievement of outcomes and benefits, engaging with stakeholders at all levels

Key challenges

- Managing stakeholders' expectations in changing business requirements given competing product and project delivery priorities and tight timeframe
- Align existing technology requirements to the enterprise legacy and new platform offerings for technology development, support and re-use, while maintaining current knowledge of emerging technology trends, developments and best practice in rapid change release management and keep up with the latest technology transformation
- Actively developing the delivery team's knowledge of agile while working to tight timeframes to ensure high-quality product is delivered that consistently aligns to organisational objectives

Key relationships

Who	Why
Internal	
Director	• Receiving overarching guidance on portfolio/product management across the department • Provide supporting facts findings and artefacts with accuracy enable sound business decisions
Product Manager	• Identification of new opportunities and capturing proposed changes to product transformation and offerings • Escalate issues, keep informed, advise and receive instructions • Forward plan product roadmaps, resourcing, funding for both short and long-term user stories and EPICS • Assess project risks and mitigations. Support product manager on any technical or process issues and advise on solutions
Work Team	• Prepare clear project delivery timeline and milestones with contingency • Guide, support, coach, provide direction and up-skill team members • Work collaboratively to contribute to achieving business outcomes • Act as leader in a scrum master role for the product teams
Technology Platform Teams	• Engaging and facilitating discussions around technology, development, testing, release environments, deployment and transition. • Support team, work collaboratively to contribute to achieving the teams' business outcomes. • Participate in meetings to represent work group perspective and share information • Participation in discussions and decisions regarding implementation of innovation and best proactive approach
Internal Stakeholders	• Develop and maintain effective relationships • Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues • Identify and capture cross-products collaboration opportunities

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Who	Why
	• Identify opportunities to leverage existing or proposed services across products or business teams
External	
Stakeholders/Customers	• Develop and maintain effective relationships, including engagement and consultation in the delivery of the products • Understand issues, resolve and provide solutions to issues.
Agency Contacts	• Engaging with agencies to identify new opportunities. • Collaborate with agency delivery partners to deliver and assure the outcomes to business. • Resolve issues and provide solutions to problems
Suppliers/Vendors	• Engaging with Suppliers/Vendors to define scope for projects and maintenance activities • Manage and report on supplier related KPI's and performance targets • Provide information regarding agency sector wide rules and standards. • Resolve issues and provide solutions to problems.

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Director, Project Manager or IT Service Delivery Manager

Direct reports

This role has no direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Tertiary qualifications in business, engineering or a related ICT discipline and/or relevant demonstrated working experience

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial

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responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.
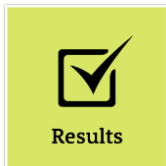
Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Capability group/sets	Capability name	Behavioural indicators	Level
FOCUS CAPABILITIES			
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • 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 and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs	Advanced
	Influence and Negotiate • Negotiate from an informed and credible position		Adept

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	Gain consensus and commitment from others, and resolve issues and conflicts	• Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • 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 business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	Advanced
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning	Advanced

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Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies	Advanced
	Project Management Understand and apply effective planning, coordination and control methods	• Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects	Adept

Occupation specific capability set

SFIA	**Change and Transformation, Business Change Implementation, Project Management** The management of projects, typically (but not exclusively) involving the development and implementation of business processes to meet identified business needs, acquiring and utilising the necessary resources and skills, within	• Takes full responsibility for the definition, approach, facilitation and satisfactory completion of medium-scale projects (typically with direct business impact and firm deadlines). • Identifies, assesses and manages risks to the success of the project. • Ensures that realistic project plans are maintained and ensures regular and accurate communication to stakeholders. • Adopts appropriate project management methods and tools whether predictive (plan-driven)	Level 5 - PRMG

		approaches or adaptive (iterative/agile) approaches. • Ensures Quality reviews occur on schedule and according to procedure. • Manages the change control procedure, and ensures that project deliverables are completed within agreed cost, timescale and resource budgets, and are signed off. • Provides effective leadership to the project team, and takes appropriate action where team performance deviates from agreed tolerances.	
	Skills and Quality, People Management, Resourcing The overall resource management of the workforce to enable effective operation of the organisation. Provision of advice on any aspect of acquiring resources, including employees, consultants and contractors.	• Develops plans to ensure that the organisation has appropriately skilled resources to meet organisational objectives and commitments. • Manages the effective implementation of resource planning, recruitment, selection, assessment, on-boarding and transitioning of resources. • Advises on standards, methods and tools for resource management. • Ensures compliance with relevant statutory or external regulations and codes of good practice. • Contributes to the development of resource management policies, standards and guidelines and to audits and assessment of resource management processes.	Level 5 - RESC

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agreed parameters of cost, timescales, and quality. The adoption and adaptation of project management methodologies based on the context of the project and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches**.**

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	**Capability name**	**Description**	**Level**
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept

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Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate

Occupation specific capability set

SFIA	Strategy and Architecture, Business Strategy and Planning, Financial Management	The overall financial management, control and stewardship of the IT assets and resources used in the provision of IT services, including the identification of materials and energy costs, ensuring compliance with all governance, legal and regulatory requirements.	Level 4 - FMIT

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