

Role Description

Delivery Manager



Cluster	Customer Service
Agency	ServiceNSW
Division/Branch/Unit	Digital and Middle Office (DMO)
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	135199
PCAT Code	1226164
Date of Approval	December 2019

Agency Overview

Service NSW is making it easier for people and businesses across NSW to access government services. Since launching in July 2013, we have successfully transformed and streamlined NSW Government service delivery with cutting edge digital solutions and an award-winning culture of passion and teamwork.

Our customer-centric solution offers simpler and faster access to government transactions through our digital channels, a 24/7 phone service and an expanding network of service centres. We currently partner with over 50 agencies to offer over 1,000 NSW Government transactions.

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	<ul style="list-style-type: none"> • Receiving overarching guidance on portfolio/product management across the department • Provide supporting facts findings and artefacts with accuracy enable sound business decisions
Product Manager	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Who	Why
Internal Stakeholders	<ul style="list-style-type: none"> • 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 • Identify opportunities to leverage existing or proposed services across products or business teams
External	
Stakeholders/Customers	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Product 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 applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also uses an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT

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
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Advanced
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Advanced
	Procurement and Contract Management	Intermediate
	Project Management	Adept

Occupation / profession specific capabilities		
Capability Set	Category, Sub-category and Skill	Level and Code
 SFIA	Change and Transformation, Business change implementation, Project management	Level 5, PRMG
	Skills and quality, People management, Resourcing	Level 5, RESC
	Strategy and architecture, Business strategy and Planning, Financial management	Level 4, FMIT

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.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> 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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> Promote a culture of quality customer service in the organisation 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 Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Influence and Negotiate	Adept	<ul style="list-style-type: none"> Negotiate from an informed and credible position Lead and facilitate productive discussions with staff and stakeholders Encourage others to talk, share and debate ideas to achieve a consensus Recognise and explain the need for compromise Influence others with a fair and considered approach and sound arguments Show sensitivity and understanding in resolving conflicts and differences Manage challenging relations with internal and external stakeholders Pre-empt and minimise conflict
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate including contingency provisions Monitor progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, such as government policy/economic conditions, to 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 transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Business Enablers Technology	Advanced	<ul style="list-style-type: none"> Show commitment to the use of existing and deployment of appropriate new technologies in the workplace Implement appropriate controls to ensure compliance with information and communications security and use policies Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes Implement and monitor appropriate records, information and knowledge management systems protocols, and policies
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects Communicate the project strategy and its expected benefits to others Monitor the completion of project milestones against goals and initiate amendments where necessary Evaluate progress and identify improvements to inform future projects

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category and Sub-category	Level and Code	Level Descriptions
Change and Transformation Business change implementation	Level 5 – PRMG	PROJECT MANAGEMENT - 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) 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	Level 5 – RESC	RESOURCING - 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.