Role Description
IT Service Delivery Manager

Cluster	Customer Service
Department/Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	135199
PCAT Code	1226168
Date of Approval	September 2019

Primary purpose of the role

Responsible for establishing and managing the range of service level agreements across all processes, services, systems and applications in the ICT portfolio to develop, promote, refine and administer the ICT services available to the business. The role will lead and develop the implementation of strategic technology management platforms to increase service performance, availability, and deliver superior ICT services for user and customers.

Key accountabilities

- Formulate and manage service level processes and procedures to ensure service level agreements, operational level agreements and underpinning contracts are developed and administered in a consistent manner across the organisation
- Carry out service level agreement audits and extract necessary information to maintain currency and enable the business to establish and deliver effective and efficient services and sustainable targets; including analysing and reporting on performance against service level agreements to highlight inconsistencies and guide the development of remediation activities
- Ensure the resolution and completion of services, including escalations, release changes, systems patches and versions, end-to-end ICT delivery and uptime of operations to meet service delivery standards and optimal customer experience
- Identify opportunities to improve value for money and/or reduce cost, eliminate unnecessary delivery processes and administrative procedures without adversely impacting service to the business
- Lead, design, and implement the service model framework to deliver on improvements and enable the consistent monitoring and measurement of team and service effectiveness to expected standards
- Evaluates and engages suppliers using developed and agreed criteria to support alignment and understanding of the expectations and requirements of engagement and oversees the monitoring and reporting on vendor performance to ensure service delivery and performance metrics are met
- Drives and delivers continuous lifecycle and service improvements, including new and existing services, to achieve efficiency across technology platforms
- Lead and manage project planning, including business requirements, forecasting, budget, planning, and governance ensuring projects are aligned with business priorities

Key challenges

- Following and bridging support challenges, given the changing technology landscapes within and outside of the organisation

- Reviewing and ensuring ICT service designs are practical and add value to minimise user down-time and maximise productivity, while managing limited resource allocations
- Managing escalations and expectations from internal and external stakeholders, while ensuring compliance standards are upheld and sensitive and contentious issues are addressed promptly

Key relationships

Who	Why
Internal	
Manager	▪ Escalate issues, advise and receive instructions
	▪ Provide regular updates on key projects and priorities
	▪ Identify risk and contentious issues
Direct reports	▪ Inspire and motivate, provide direction and manage performance
	▪ Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate outcomes and achievements
	▪ Provide own perspective and share information
Work team	▪ Inspire and motivate team, provide direction and manage performance
	▪ Guide, support, coach and mentor team members
	▪ Review the work and proposals of team members in the role's areas of specialisation, accountability and the development of service level agreements
	▪ Encourage team to work collaboratively to contribute to achieving the team's business outcome
Clients/customers	▪ Provide client-centred approach to service delivery
	▪ Manage expectations, resolve and provide solutions to issues
	▪ Communicate costing models for ICT services
	▪ Report on performance metrics agreed in service level agreements
Internal partners and Project Team/s	▪ Provide costing and chargeback information and data to enable agreed cost recovery
	▪ Contribute to the delivery of ICT services
	▪ Develop and maintain effective working relationships and open channels of communication
External	
Vendors, Service Providers, and Government Agencies	▪ Develop and maintain effective working relationships and open channels of communication
	▪ Collaborate as a single team to delivery on and off roadmap initiatives
	▪ Escalate issues to address current and potential problems

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Who	Why
Suppliers	- Provides application support and enhancement services - Manages and negotiate service contracts based on service level agreement requirements - Develop and manage supplier performance improvement plans

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

Various

Direct reports

This role has various direct and indirect reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Relevant Tertiary Qualifications and/or Certification

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 utilises 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**	**Advanced**
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept

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NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Relationships	Communicate Effectively	Adept
	Commit to Customer Service	**Adept**
	Work Collaboratively	Advanced
	Influence and Negotiate	**Advanced**
Results	Deliver Results	Adept
	Plan and Prioritise	**Adept**
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	**Intermediate**
	Project Management	Intermediate
People Management	**Manage and Develop People**	**Intermediate**
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

Occupation / profession specific capabilities		
Capability Set	**Category, Sub-category and Skill**	**Level and Code**
SFIA	Delivery and Operation - Service Design **Service Level Management**	**Level 5 – SLMO**
	Relationships and Engagement – Stakeholder Management **Supplier Management**	**Level 5 - SUPP**
	Skills and Quality – Quality & Conformance **Conformance Review**	**Level 5 - CORE**

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 Display Resilience and Courage	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way

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Group and Capability	Level	Behavioural Indicators
		• Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Relationships Commit to Customer Service	Adept	• Take responsibility for delivering high quality customer-focused services • Understand customer perspectives and ensure responsiveness to their needs • Identify customer service needs and implement solutions • Find opportunities to co-operate with internal and external parties to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant stakeholders within the community
Relationships Influence and Negotiate	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Results Plan and Prioritise	Adept	• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team/unit goals, strategies and plans • Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate achievements and adjust future plans accordingly
Business Enablers Procurement and Contract Management	Intermediate	• Understand and comply with legal, policy and organisational guidelines and procedures in relation to procurement and contract management • Conduct delegated purchasing activities, complying with prescribed guidelines and procedures • Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements
People Management Manage and Develop People	Intermediate	• Ensure that roles and responsibilities are clearly communicated • Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Develop team capability and recognise and develop potential in people • Be constructive and build on strengths when giving feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolution of issues

Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category and Sub-Category	**Level and Code**	**Level Descriptions**
Delivery and Operations Service Design	Level 5 - SLMO	**SERVICE LEVEL MANAGEMENT** Ensures that service delivery meets agreed service levels. Creates and maintains a catalogue of available services. In consultation with the customer negotiates service level requirements and agrees service levels. Diagnoses service delivery problems and initiates actions to maintain or improve levels of service. Establishes and maintains operational methods, procedures and facilities in assigned area of responsibility and reviews them regularly for effectiveness and efficiency.
Relationships and Engagement Stakeholder Management	Level 5 - SUPP	**SUPPLIER MANAGEMENT** Manages suppliers to meet key performance indicators and agreed targets. Manages implementation of supplier service improvement actions. Use suppliers' expertise to support and inform development roadmaps. Manages operational relationships between suppliers. Ensures potential disputes or conflicts are raised at an early stage, with clear escalation paths for resolving them. Performs bench-marking and makes use of supplier performance data to ensure that supplier performance is properly monitored and regularly reviewed. Identifies constraints and opportunities when negotiating or renegotiating contracts.
Skills and Quality Quality & Conformance	Level 5 – CORE	**CONFORMANCE REVIEW** Plans formal reviews of activities, processes, products or services. Evaluates and independently appraises the internal control of processes, based on investigative evidence and assessments undertaken by self or team. Ensures that independent appraisals follow agreed procedure and advises others on the review process. Provides advice to management on ways of improving the effectiveness and efficiency of their control mechanisms. Identifies and evaluates associated risks and how they can be reduced.

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