

Role Description

Delivery Lead



Customer
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Customer, Delivery and Transformation / Brand, Digital and Communications
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132411
PCAT Code	1229192
Date of Approval	August 2019

Primary purpose of the role

Provides both project manager functions (time, cost, quality) with scrum master methodology (Agile) to deliver approved products to meet operational and strategic transformation objectives using agile behaviours, techniques and frameworks

Key accountabilities

- Plan and manage the delivery of approved products using agile techniques and frameworks to ensure delivery of high-quality products and user experience
- Act as scrum master in allocated product delivery teams, providing coaching to team to develop agile behaviours, encourage productivity and facilitate an environment that enables effective delivery and enhanced ways of working that embeds Agile practices into delivery of products and services
- Lead and manage delivery team/s to successfully deliver all key milestones and product outcomes within scope, on time, on budget and to expected standards
- Manage and develop stakeholder relationships including steering committees, through effective communications, documentation, negotiation and issues management to ensure delivery of products and the achievement of outcomes and benefits
- Report and escalate issues such as variances and manage delivery by exception to ensure issues are understood and actions to resolve identified
- Develop strategies for the continuous monitoring, evaluation and improvement of all aspects of product delivery including but not limited to, analysis of customer feedback, facilitation of agile ceremonies and artefact production, identification and mitigation of risks
- Support the delivery of all governance materials, artefacts and meetings to ensure products are delivered and maintained in a transparent fashion and stored and maintained as per Organisational standards

Key challenges

- Supporting the Division to embed a culture of agility and innovation in a rapid collaboration framework given anticipated barriers to change

- Actively developing the delivery team’s knowledge of agile including upskilling in scrum and delivery management whilst working to tight timeframes

Key relationships

Who	Why
Internal	
Manager/ Product Owner	<ul style="list-style-type: none"> • Participate in meetings and discussions to continuously improve Agile delivery • Provide support for Product Owner
Work team	<ul style="list-style-type: none"> • Guide, support, coach, provide direction and upskill team members • Work collaboratively to contribute to achieving business outcomes • Maintain a cohesive culture within the project team • Act as servant-leader in a scrum master role for the product teams
Stakeholders	<ul style="list-style-type: none"> • Develop and maintain effective relationships • Understand issues and drive resolution • Work with Product Owners to plan resourcing, funding for both short and longer term user stories and EPICS.
External	
Customers/Stakeholders	<ul style="list-style-type: none"> • Develop and maintain effective relationships, including engagement and consultation in the delivery of the products • Resolve and provide solutions to issues
Suppliers/Vendors	<ul style="list-style-type: none"> • Define scope for projects and maintenance activities • Manage and report on supplier related KPI's and performance targets • Keep abreast of new technologies and trends within the industry

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Manager. It refers to a Managers’ decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. 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 manager.

Reporting line

Manager, Strategy and Product Delivery

Direct reports

Indirect reports of up to 10 people

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Nil






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	Adept
	Act with Integrity	Intermediate
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Intermediate
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Intermediate
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Advanced
 People Management	Manage and Develop People	Intermediate
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Occupation / profession specific capabilities

Capability Set	Category, Sub-category and Skill	Level and Code
	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 Display Resilience and Courage	Adept	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Relationships Commit to Customer Service	Adept	<ul style="list-style-type: none"> • 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 Work Collaboratively	Adept	<ul style="list-style-type: none"> • Encourage a culture of recognising the value of collaboration • Build co-operation and overcome barriers to information sharing and communication across teams/units • Share lessons learned across teams/units • Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Results Plan and Prioritise	Adept	<ul style="list-style-type: none"> • Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • 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
People Management Manage Reform and Change	Adept	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals

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.
Strategy and architecture Business strategy	Level 4 – FMIT	FINANCIAL MANAGEMENT - Monitors and maintains all required financial records for compliance and audit to all agreed requirements. Assists all other areas of IT with their financial tasks, especially in the areas of identification of process, service, project and component costs and the calculation and subsequent reduction of all IT service, project, component and process failures. Contributes to financial planning and budgeting. Collates required financial data and reports for analysis and to facilitate decision making