Role Description
Manager, Service Delivery (Telecommunications Services)

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Corporate Services - Group Information Technology
Location	Macquarie Park NSW
Classification/Grade/Band	TSSM
Senior Executive Work Level Standards	Professional
Role Number	51020727
ANZSCO Code	135199
PCAT Code	2116192
Date of Approval	January 2020
Agency Website	www.transport.nsw.gov.au

Agency Overview

Transport for NSW (TfNSW) is the lead agency of the NSW Transport cluster. At Transport, we're passionate about making NSW a better place to live, work and visit. Our vision is of a connected roads and public transport network that has higher capacity and gives people the freedom to choose how and when they get around, no matter where they live and work. Right now, we're delivering a $41.5bn program – the largest this nation has ever seen – to keep people and goods moving, connect communities and shape the future of our cities, centres and regions. At Transport, we're also committed to creating a diverse, inclusive and flexible workforce which reflects the community and the customers we serve.

The Group IT function within Transport is responsible for the planning and execution of initiatives across the cluster. It has responsibility for the cluster wide IT strategy, architecture, delivery, operations and commercial environment. It is also responsible for developing the practices across architecture and delivery. IT operates in a federated environment where Operating Agencies are responsible for the delivery of their supporting IT operational systems.

Primary purpose of the role

The primary purpose of the role is to act as the delivery owner for telecommunication services and to ensure that telecommunication suppliers deliver cost efficient and reliable services that meet the needs and expectations of Transport. This role leads the oversight and operational governance of telecommunication service suppliers to ensure compliance with operational service delivery commitments including cross-functional service obligations.

Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Monitor provision of services by supplier/s to ensure the delivery of high quality outcomes, communicate service delivery issues, understand business requirements and demand for services, and provide input into investment decisions and the operational acceptance of new services or changes to existing services.

Monitor the allocation of supplier resources to cross-functional services to ensure appropriate skills and experience.

- Act as a key management and escalation point in service management *processes (including supporting the resolution of escalated technical issues, e.g. P1 incidents, and providing guidance and approvals for major changes or releases)*, and provide support for other management processes such as invoice validation, technical evaluations, supplier proposal reviews, and deliverables acceptance. Lead service delivery/operational forums.
- Manage supplier performance through the review of service delivery related reports provided by suppliers, the escalation of material performance breaches, providing operational updates on supplier performance, reports and metrics to internal stakeholders, monitoring and reviewing supplier compliance with contracted obligations and the periodic review of SLAs and other performance indicators for appropriateness and to ensure issues and improvement opportunities are addressed.
- Develop and monitor strategies to promote a customer-focused culture between Transport and supplier/s to ensure continuous improvement in cost efficient and reliable services and monitor customer satisfaction to identify emerging issues and to implement remedial action. Develop and monitor strategies in conjunction with supplier/s to ensure that cost efficient and reliable services are delivered with ongoing improvements to both cost and service. Review supplier initiatives and provide input, advice and assistance on the development of business cases.
- Responsible for providing oversight and governance of day-to-day service operations of 'assigned services and configurations to ensure agreed performance targets are met which includes delivery ownership responsibilities that span the delivery lifecycle from planning (e.g. advising on concept papers, input to investment decisions), to build (e.g. accepting delivery ownership for new services), to transition *(e.g. providing guidance and approvals to change advisory boards)*, and run *(e.g. acting as a technical reference point for Service Design and Service Transition activities)*.
- Proactively identify and escalate potential risks and contribute to the development of risk management plans, establishment of risk controls and performance of risk mitigation activities to support risk management and awareness as part of the TfNSW culture.

Key challenges

- Manage client expectations and deliver outcomes to agreed targets and timeframes.
- Assess and respond to the impact of changes in the operating environment ensuring a high level of integration with the agency's strategic directions
- Ensuring technical design and solutions meet TfNSW's requirements whilst providing technical assurance across suppliers in a complex federated organisation undergoing significant business and technology change.

Key relationships

Who	Why
Internal	
Director, Network Services	- Escalate issues, keep informed, advise and receive instructions - Provide regular updates on key projects, issues and priorities - Contribute to strategic planning, policy development and decision
Work team	Lead, inspire and motivate and provide direction and manage performance.
Commercial / Supplier Management	Escalate supplier service delivery issues for instance material breaches of contracted service levels or potential invoice discrepancies.
Application and Project Teams (throughout cluster)	- Act as a key management and escalation point for delivery issues related portfolio services or third party suppliers. - Lead service delivery/operational forums
Clients/customers	Provide an escalation point for customers of IT IS network services *(e.g. application portfolio teams, senior end user stakeholders)*, for recurrent and material delivery issues.
External	
Third party suppliers	- Build collaborative working relationships - Communicate Transport initiatives, opportunities and interests - Monitor provision of services by supplier/s to ensure high quality outcomes are delivered - Work together to accurately identify and manage emerging issues and challenges affecting service delivery.

Role Dimensions

Decision Making

As per the delegations of the role.

Reporting Line

This role reports to the Director, Network Services.

Direct Reports

The number of direct reports is to be confirmed.

Budget/Expenditure

The budget/expenditure allocation for this role is to be confirmed.

Essential Requirements

- Relevant tertiary qualifications
- Proven experience leading the operational delivery governance of managed IT services in large, complex organisations, and experience monitoring the provision of services by suppliers including adherence to contracted SLAs and delivery obligations, facilitating the resolution of escalated issues, promoting collaborative relationships, and partnering with suppliers to accurately identify and manage emerging issues and challenges affecting service delivery
- Extensive knowledge of and experience in IT infrastructure services in particular voice, mobile and data network services, and transformation programs consolidating disparate networks into agile software defined networks.
- Extensive knowledge of voice, mobile and data network services, cross-functional architectural elements, and service consumption patterns.
- Experience with PSTN services, ISDN carriage services, dark fibre, IP VPN, NBN and wireless technologies.
- From time-to-time there may be a requirement to work additional hours (outside of ordinary work hours).

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 https://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/ict-professionals.

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	Adept
Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	**Advanced**
	Work Collaboratively	**Advanced**
	Influence and Negotiate	Advanced
Results	**Deliver Results**	**Advanced**
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	**Adept**

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NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Business Enablers	Finance	Adept
	Technology	**Advanced**
	Procurement and Contract Management	Advanced
	Project Management	Adept
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Occupation / profession specific capabilities		
Capability Set	**Category, Sub-category and Skill**	**Level and Code**
SFIA	**Strategy and Architecture | Advice and Guidance Specialist Advice**	**Level 5 – TECH**
	Strategy and Architecture | Technical Strategy & Planning Network Planning	**Level 5 – NTPL**
	Development and Implementation | Installation and Integration Systems Installation/Decommissioning	Level 5 – HSIN
	Delivery and Operation | Service Design Service Level Management	Level 6 – SLMO
	Delivery and Operation | Service Operation Network Support	**Level 5 – NTAS**
	Skills and Quality | Quality and Conformance Quality Management	Level 6 - QUMG
	Relationships and Engagement | Stakeholder Management Relationship Management	**Level 5 – RLMT**

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 Act with Integrity	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour
Relationships	Advanced	• Promote a culture of quality customer service in the organisation

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Commit to Customer Service		• 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 Work Collaboratively	Advanced	• Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Adept	• Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Demonstrate Accountability	Advanced	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
Business Enablers Technology	Advanced	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Incorporate sound risk management principles and strategies into business planning
People Management Manage and Develop People	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category and Sub-Category	**Level and Code**	**Level Descriptions**
Strategy and Architecture Advice and Guidance	**Level 5 – TECH**	**SPECIALIST ADVICE –** Actively maintains recognised expert level knowledge in one or more identifiable specialisms. Provides definitive and expert advice in their specialist area(s). Oversees the provision of specialist advice by others, consolidates expertise from multiple sources, including third party experts, to provide coherent advice to further organisational objectives. Supports and promotes the development and sharing of specialist knowledge within the organisation.
Strategy and Architecture Technical Strategy and Planning	**Level 5 – NTPL**	**NETWORK PLANNING –** Creates and maintains network plans for own area of responsibility, contributes to setting service level agreements, and plans the infrastructure necessary to provide the network services to meet such agreements.
Delivery and Operation Service Operation	**Level 5 – NTAS**	**NETWORK SUPPORT –** Drafts and maintains procedures and documentation for network support. Makes a significant contribution to the investigation, diagnosis and resolution of network problems. Ensures that all requests for support are dealt with according to set standards and procedures.
Relationships and engagement Stakeholder management	**Level 5 - RLMT**	**RELATIONSHIP MANAGEMENT –** Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders, acting as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding. Facilitates business decision-making processes. Captures and disseminates technical and business information.

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