

# Role Description

## Senior Delivery Lead



Customer  
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132411
PCAT Code	1326192
Date of Approval	February 2020

### Primary purpose of the role

Accountable for effective delivery of complex, high-risk products and services; providing both project management 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 and Lean practices and frameworks to ensure delivery of high-quality products, services and user experience
- Build, lead and manage delivery team/s setting the pace to successfully deliver all key milestones and product outcomes within scope, on time, on budget and to expected standards; solving issues, unblocking problems, managing various dependencies across teams and guiding teams through the implementation of new processes
- Develop and manage stakeholder relationships through strong and effective communications, managing expectations, mediation and issues management and negotiation to ensure delivery of products and the achievement of outcomes and benefits, engaging with stakeholders at all levels
- Act as scrum master in allocated product delivery teams, providing coaching to team to develop Agile and Lean 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
- 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, identifying and challenging complex and/or unnecessarily complex processes, analysis of customer feedback, artefact production and identification and mitigation of risks to support decision making
- 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

- Managing stakeholder expectations given competing priorities and tight timeframes
- 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
<b>Internal</b>	
Manager/ Product Owner	<ul style="list-style-type: none"><li>• Participate in meetings and discussions to continuously improve Agile delivery</li><li>• Provide support for Product Owner</li></ul>
Work team	<ul style="list-style-type: none"><li>• Guide, support, coach, provide direction and upskill team members</li><li>• Work collaboratively to contribute to achieving business outcomes</li><li>• Maintain a cohesive culture within the project team</li><li>• Act as servant-leader in a scrum master role for the product teams</li></ul>
Direct Reports (where applicable)	<ul style="list-style-type: none"><li>• Guide, support, coach, mentor and manage performance</li><li>• Review work and proposals to ensure integrity and accountability of decision making</li><li>• Provide own perspective and share information</li><li>• Work collaboratively with, inspire and motivate</li></ul>
Customers/Stakeholders	<ul style="list-style-type: none"><li>• Develop and maintain effective relationships</li><li>• Understand issues and drive resolution</li><li>• Work with Product Owners to plan resourcing, funding for both short and longer term user stories and EPICS.</li></ul>
<b>External</b>	
Customers/Stakeholders	<ul style="list-style-type: none"><li>• Develop and maintain effective relationships, including engagement and consultation in the delivery of the products</li><li>• Resolve and provide solutions to issues</li></ul>
Suppliers/Vendors	<ul style="list-style-type: none"><li>• Define scope for projects and maintenance activities</li><li>• Manage and report on supplier related KPI's and performance targets</li><li>• Keep abreast of new technologies and trends within the industry</li></ul>

## 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/Product Owner

## Direct reports

This role may have direct reports

## Budget/Expenditure

As per the Customer Service Delegations

## Essential requirements

Nil

## Capabilities for the role

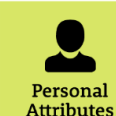

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for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

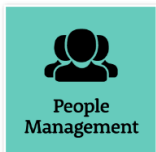
## Focus capabilities

*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.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"><li>• Be flexible, show initiative and respond quickly when situations change</li><li>• Give frank and honest feedback and advice</li><li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li><li>• Raise and work through challenging issues and seek alternatives</li><li>• Remain composed and calm under pressure and in challenging situations</li></ul>	Adept
 Relationships	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"><li>• Take responsibility for delivering high-quality customer-focused services</li><li>• Design processes and policies based on the customer's point of view and needs</li><li>• Understand and measure what is important to customers</li></ul>	Adept

		<ul style="list-style-type: none"> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>	
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>	Adept
	<b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> <li>• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li> <li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>• Evaluate outcomes and adjust future plans accordingly</li> </ul>	Adept
	<b>Project Management</b> Understand and apply effective project planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>	Advanced



## Manage Reform and Change

Support, promote and champion change, and assist others to engage with change (where applicable)

- Participate in governance processes such as project steering groups
- Support teams in developing new ways of working and generating innovative ideas to approach challenges
- Actively promote change processes to staff and participate in communicating change initiatives across the organisation
- Provide guidance, coaching and direction to others who are managing uncertainty and change
- Engage staff in change processes and provide clear guidance, coaching and support
- Identify cultural barriers to change and implement strategies to address these

## Occupation specific capability set



### 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 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

- 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

**Level 5, PRMG**

### 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.

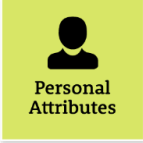


**Level 5, RESC**

	<ul style="list-style-type: none"> <li>Contributes to the development of resource management policies, standards and guidelines and to audits and assessment of resource management processes</li> </ul>	
<b>Strategy and architecture, Business strategy and Planning, Financial management</b> 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	<ul style="list-style-type: none"> <li>Monitors and maintains all required financial records for compliance and audit to all agreed requirements.</li> <li>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.</li> <li>Contributes to financial planning and budgeting.</li> <li>Collates required financial data and reports for analysis and to facilitate decision making</li> </ul>	<b>Level 4, FMIT</b>



## 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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	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	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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	Intermediate

## COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept