

Role Description

Service Delivery Manager



Planning,
Industry &
Environment

Cluster	Planning Industry and Environment
Agency	Department of Planning Industry and Environment
Division/Branch/Unit	Corporate Services / Digital Information Office
Location	Sydney
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	135199
Role Family	Bespoke/Information and Communication Technology/Delivery
PCAT Code	1226092
Date of Approval	May 2020
Agency Website	www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster (DPIE) was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

The Corporate Services division develops, manages and advises on systems, infrastructure, policies and standards for the department in the areas of finance, procurement and administration, asset management, information and communication technology.

Primary purpose of the role

The Service Delivery Manager leads and manages the risk, quality and progress of ICT work packages and releases, to organisational standards, and ensures these are completed on time, on budget, to quality standards, and within agreed scope.

Key accountabilities

- Lead and manage the planning and delivery of critical and often complex work packages and releases and provide oversight as a project manager to meet operational requirements and the needs of clients.
- Manage a range of permanent and/or ad hoc teams and associated projects to ensure the outcomes are achieved.
- Develop and implement plans, procedures and policies to ensure the success of ICT work packages or releases.
- Establish and maintain working relationships with internal and external stakeholders, at a senior level, sharing and exchanging information to ensure project deliverables are met.

- Analyse current and emerging issues, prepare detailed and timely reports and briefings, and contribute to the development of a strong and effective team culture and leadership to staff in the provision of support to the Executive leadership team.
- Provide high quality advice and guidance concerning issues management, including provision of strategies to proactively and effectively manage critical issues and stakeholder relations to ensure the achievement of agreed deliverables.

Key challenges

- Identify interdependencies and balance competing demands to ensure project objectives are achieved.
- Establish effective teams and relationships with stakeholders to develop trust and ensure reliable and accurate information.

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions • Inspire and motivate team, provide direction and manage performance
Work team	<ul style="list-style-type: none"> • Represent work group perspectives, provide advice and share information • Lead discussions and decisions regarding implementation of innovation and best practice
Clients/customers	<ul style="list-style-type: none"> • Provide strategic advice for business improvement • Resolve issues and provide solutions to problems
External	
Vendors/service providers	<ul style="list-style-type: none"> • Negotiate and approve contracts and service agreements • Manage contracts and monitor provision of service to ensure compliance with contracts and service agreements • Contact to provide and gather information and resolve routine issues

Role dimensions

Decision making

The role sets own priorities within the parameters and directions of the work program, maintaining a degree of independence in developing a suitable approach in managing allocated projects and providing regular progress reports to the Manager/Supervisor.

Reporting line

Reports to the Branch Director

Direct reports

Project teams as allocated

Budget/Expenditure

As per project allocated.

Key knowledge and experience

- Knowledge and previous experience managing major ICT work programs and projects in a large and complex organisation.
- Experienced user of MS Project or similar software.

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
 <p>Personal Attributes</p>	<p>Display Resilience and Courage</p> <p>Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations 	Adept
 <p>Relationships</p>	<p>Commit to Customer Service</p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	Adept
	<p>Influence and Negotiate</p> <p>Gain consensus and commitment from others, and resolve issues and conflicts</p>	<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 diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict 	Adept
 <p>Results</p>	<p>Deliver Results</p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are 	Adept


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<p>achieved within set budgets and deadlines</p> <ul style="list-style-type: none">• Use business data to evaluate outcomes and inform continuous improvement• Identify priorities that need to change and ensure the allocation of resources meets new business needs• Ensure that the financial implications of changed priorities are explicit and budgeted for	

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p>Think and Solve Problems</p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness 	Adept
 <p>Business Enablers</p>	<p>Finance</p> <p>Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> • Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending • Consider financial implications and value for money in making recommendations and decisions • Understand how financial decisions impact the overall financial position • Understand and act on financial audit, reporting and compliance obligations • Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these 	Intermediate
	<p>Project Management</p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> organisational goals Participate in governance processes such as project steering groups 	
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes 	Adept

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	Adept
	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
	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	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	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

Occupation / profession specific capabilities

Capability Set	Category and Sub-category	Level and Code
	Strategy and Architecture - Advice and Guidance Consultancy	Level 6 - CNSL
	Business Change Relationship - Management Stakeholder Relationship Management	Level 6 - RLMT
	Strategy and Architecture - Business Strategy and Planning Business Risk Management	Level 6 - BURM

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 6 CNSL	CONSULTANCY (CNSL) – Manages provision of consultancy services, and/or management of a team of consultants. In own areas of expertise, provides advice and guidance to consultants and/or the client through involvement in the delivery of consultancy services. Engages with clients and maintains client relationships. Establishes agreements/contracts and manages completion and disengagement
Business Change Relationship Management	Level 6 RLMT	STAKEHOLDER RELATIONSHIP MANAGEMENT (RLMT) – Supports business change, acting as a single point of contact for senior stakeholders, facilitating relationships between them. Ensures that stakeholders understand available IT services, and promotes financial and commercial awareness in order to deliver value-for-money. Conducts analysis of demand for services and influences stakeholders to ensure that the necessary investments are made to deliver required services. Negotiates at senior level on technical and commercial issues, to ensure that customers, suppliers and other stakeholders understand and agree what will meet their needs, and that appropriate service level agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Initiates improvement in services, products and systems
Strategy and Architecture Business Strategy and Planning	Level 6 BURM	BUSINESS RISK MANAGEMENT (BURM) – Plans and manages the implementation of organisation-wide processes and procedures, tools and techniques for the identification, assessment, and management of risk inherent in the operation of business processes and of potential risks arising from planned IT- enabled change