Role Description
Senior Delivery Lead

Role Description Fields	Details
Department/Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	135199
OSCA Code	113233
PCAT Code	1326192
Role Family/Function/Type	Digital, ICT & Technology / Product Development & Delivery / Digital/IT Service delivery
Date of Approval	February 2020 (updated November 2025)
Agency website	www.customerservice.nsw.gov.au

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

Internal

Who	Why
Manager / Product Owner	• Escalate issues, keep informed, receive guidance and instructions and contribute to decision making • Participate in meetings and discussions to share information, provide advice, input and feedback • Identify sensitive issues, risk & opportunities and recommend potential solutions • Provide regular updates on key projects/programs and priorities
Direct report/s (where applicable)	• Inspire, guide, support, motivate, coach, mentor, develop and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Provide own perspective and share information • Demonstrate the importance of and work collaboratively with to achieve outcomes
Work team	• Guide, support, coach and mentor team members • Support team members and work collaboratively to contribute to achieving business outcomes • Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice • Act as servant-leader in a scrum master role for the product teams
Customers/Stakeholders	• Manage the flow of information, seek clarification, and provide customer focused advice and responses to ensure prompt resolution of issues • Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert customer focused advice and regular updates • Develop and maintain effective relationships, and optimise engagement to achieve defined outcomes and manage expectations • Work with Product Owners to plan resourcing, funding for both short and longer term user stories and EPICS

External

Who	Why
Customers/Stakeholders	• Respond and resolve queries, provide information and/or resources or redirect to the appropriate person or business unit if required • Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards • Engage with, consult, seek clarification and provide customer focused advice and responses to ensure the prompt resolution of issues
Vendors/Service Providers	• Define scope for projects and maintenance activities • Monitor provision of service to ensure compliance with contracts and service arrangements • Communicate needs, facilitate routine business transactions and resolve issues
Industry	• Seek/maintain specialist knowledge/advice to keep abreast of new technologies, trends and best practice

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

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Acknowledge when someone challenges your ideas, seek to understand why and respond appropriately • Raise and work through challenging issues and seek alternatives • Respond professionally when under pressure and in challenging situations	Adept
 Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customers' experience and engage people with lived experience to inform service improvements • Create opportunities to learn about and measure what is important to customers by engaging with a wide range of customer experience • Use customer data, feedback and insights to improve service delivery • Find opportunities to collaborate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in your area of expertise • Connect and collaborate with relevant customers from the community	Adept
 Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Encourage a workplace culture that values collaboration • Communicate with other teams to improve information sharing • Share lessons learned with other teams and business units • Identify opportunities to collaborate with stakeholders, including people with lived experience, to develop better processes and solutions • Actively use digital information platforms, collaboration tools and other digital technologies to share information and work with diverse audiences to solve problems and improve services • Consider diverse cultural perspectives to provide insights into collaborative work	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Consider the future aims and goals of the team, business unit and your organisation when prioritising work • Set, prioritise, consult on and develop team and business unit goals, strategies and plans • Anticipate, assess and respond appropriately to the impact of changes, including changes to government policy and economic conditions, on team or business unit goals • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust plans accordingly	Adept
	**Project Management** Understand and use effective ways to plan, coordinate and control projects	• Prepare and review project scope and business cases for projects with multiple interdependencies • Use key subject matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder communication strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop strategies to correct projects if they vary from their plans • Manage transitions between project stages and ensure any changes to projects are consistent with organisational goals • Participate in governance processes, such as project steering groups	Advanced
	**Manage Reform and Change** Support and champion change, and help others to engage with change	• Support teams to develop new ways to work and generate new ideas for dealing with challenges • Actively promote change processes to staff and participate in communicating change initiatives across various levels within your organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Encourage staff to participate in change processes and provide guidance, coaching and support • Identify workplace cultural barriers to change and implement strategies to manage these barriers • Involve employees in decisions that will affect them	Adept

Occupation specific capability set

Capability group/sets	Capability name	Behavioural indicators	Level
SFIA	**Financial management** Managing the effective use and control of financial resources to support business strategies, compliance and risk mitigation.	• Monitors and maintains financial records to ensure compliance and audit requirements are met. • Provides general support in financial planning and budgeting by compiling and reporting on financial data. • Supports decision-making by collating and summarising financial information at a high level. • Collaborates with business units to gather financial data and understand operational needs.	FMIT - Level 4
SFIA	**Project management** Delivering agreed project outcomes by aligning appropriate management techniques, collaboration, leadership and governance to specific project and organisational contexts.	• Takes full responsibility for the definition, approach, facilitation and satisfactory completion of medium-scale projects. • Provides effective leadership to the project team, adopting suitable project management methods and tools. Manages change control processes and assesses risks, ensuring projects align with governance frameworks and business priorities. • Communicates regularly with stakeholders, ensuring project deliverables meet agreed standards, budgets and timelines. Ensures project and product quality reviews occur on schedule and according to procedure. • Proactively monitors performance metrics, implementing preventive and corrective actions as needed.	PRMG - Level 5

Capability group/sets	Capability name	Behavioural indicators	Level
SFIA	**Resourcing** Acquiring, deploying and onboarding resources.	• Plans and manages the acquisition and deployment of resources to meet specific needs and ongoing demand. • Defines and manages the implementation of resourcing processes and tools. Advises on available options and customises resourcing approach to meet requirements. Adheres to standards, statutory or external regulations and codes of practice and ensures compliance. • Engages with external parties in support of resourcing plans. • Measures effectiveness of resourcing processes and implements improvements.	RESC - Level 5

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.

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
Personal attributes	Manage Self	Be persistent, self-reflect and commit to learning	Adept
Personal attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
Relationships	Communicate Effectively	Communicate clearly, pay attention to others and respond with understanding and respect	Advanced
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
Results	Deliver Results	Achieve results by using resources efficiently and committing to quality outcomes	Adept

Capability group/sets	Capability name	Description	Level
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate
	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 use procurement processes to ensure effective purchasing and contract performance	Intermediate
	Manage and Develop People	Engage with and motivate staff, and develop their capability and potential	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	Intermediate