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| --- | --- |
| **Classification/Grade/Band** | Clerk Grade 9/10 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | XXXX |

Primary purpose of the role

The Scrum Master is responsible for leading the way in Lean Agile methodologies and implementing principles and practices aimed at facilitating, developing, and improving teams’ functionality and productivity, ensuring timely and quality delivery of products.

Key accountabilities

* Work closely with the Lean Agile Specialist and the DevOps and Release Unit to determine priorities and apply a range of Scrum processes to projects and sprint cycles that maximise benefits to the program including improved team productivity, increased work progress during sprints and enhanced product delivery success.
* Guide and coach the teams and business stakeholders in relevant Agile/Scrum principles, team practices and processes to increase scrum maturity, support productive interactions, relationships and achievement of deliverables.
* Develop and implement processes, practices and tools that allow for multiple paths for delivery through simplified, consistent, reusable and flexible methodologies and perform reviews of the deliverables based on acceptance criteria.
* Work closely with Platform Managers to develop and facilitate team communication and collaboration strategies, including daily stand up meetings, iteration planning, team demonstrations, iteration retrospectives and planning events, to monitor work progress, manage issues arising and organise work to best support team productivity.
* Work with product managers and facilitate team understanding of the product road map and refinement of user stories to support estimations of time and effort for implementation and effective planning for sprint cycles.
* Manage product backlogs and work with the product manager to prioritise the user stories and the Scrum teams to elaborate the user stories.
* Develop and implement processes to identify and remove impediments and blockers to delivery success and support the team in collaborative problem solving and self-organisation to implement solutions.
* Support the team to develop and implement strategies that effectively deal with unpredictability, changes in requirements and product complexities to improve team agility and effectively meet delivery requirements.
* Working collaboratively with Delivery Managers and other Digital Delivery Leads, build team capability and productivity aimed at addressing gaps and issues as they arise through timely coaching and mentoring strategies in areas including motivation, team dynamics, collaboration, work organisation, communications and effective use of processes and tools.
* Place the customer at the centre of all decision making.
* Work with the Line Manager to develop and review meaningful performance management and development plans.

Key challenges

* Implementing effective strategies to gain optimum benefits from implementation of the agile methodology and Scrum processes within the Digital Platform program.
* Facilitating team collaboration to monitor daily progress and changes and creatively addressing issues as these arise.
* Multiple technical and business stakeholders all with differing requirements need to be consulted and informed in timely, transparent and professional manner.
* Balancing competing priorities, maintaining momentum, team motivation and productivity on a range of projects subject to critical deadlines, interdependencies and changing requirements.
* Optimising team capability to respond flexibly and work collaboratively to improve efficiencies and delivery success without compromising quality through coaching, facilitation, motivation and support rather than relying on the more traditional directive project management and control techniques.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Receive leadership, direction and advice * Escalate issues, advise and receive instructions. * Contribute to and support with decision making |
| Work Team | * Coach and advise on Agile/ Scrum principles and practices. * Motivate, mentor and facilitate strategies to achieve project deliverables. * Work collaboratively to solve issues and align cross team functional work and interdependencies. * Participate in meetings to obtain the work group perspective, creatively problem solve and coordinate outcomes. * Facilitate team collaboration events including daily stand up meetings |
| **External** |  |
| Vendors/Service Providers and Consultants | * Manage relationships and performance as required and align requirements with project timeframes and delivery |

# Role dimensions

## Decision making

* Makes decisions on complex and sensitive issues that are based on professional judgement, evaluating risks and in the context of a complex and changing environment.
* Matters requiring a higher level of approval are referred to the Reporting Line Manager.

## Reporting line

n/a

## Direct reports

n/a

## Budget/Expenditure

n/a

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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.

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

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 icon | **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 * 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 |
| Relationships icon | **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 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 |
| **Work Collaboratively**  Collaborate with others and value their contribution | * Recognise outcomes achieved through effective collaboration between teams * Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government * Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions * Network extensively across government and organisations to increase collaboration * Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| Results icon | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | * 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 achieved within set budgets and deadlines * 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 | Adept |
| Business Enablers icon | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | * Identify opportunities to use a broad range of technologies to collaborate * Monitor compliance with cyber security and the use of technology policies * Identify ways to maximise the value of available technology to achieve business strategies and outcomes * Monitor compliance with the organisation’s records, information and knowledge management requirements | Adept |
| **Project Management**  Understand and apply effective planning, coordination and control methods | * 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 organisational goals * Participate in governance processes such as project steering groups | Advanced |

| **Occupation specific focus capability set** | | | |
| --- | --- | --- | --- |
| Capability Set / Skill | Category and Sub-Category | Level Descriptions | Level and Code |
| Project management  Skills Framework for the Information Age logo | Change and transformation  Business change implementation | * Takes full responsibility for the definition, documentation and successful completion of complex projects (typically with significant business, political, or high-profile impact, and high-risk dependencies). * Adopts and adapts project management methods and tools, selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches. * Ensures that effective project control, change control, risk management and testing processes are maintained. * Monitors and controls resources, revenue and capital costs against the project budget and manages expectations of all project stakeholders. | PRMG  Level 6 |
| Relationship management  Skills Framework for the Information Age logo | Relationships and engagement  Stakeholder 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. | RLMT  Level 5 |
| Specialist adviceSkills Framework for the Information Age logo | Strategy and architecture  Advice and guidance | * 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. | TECH  Level 5 |
| MeasurementSkills Framework for the Information Age logo | Skills and quality  Quality and conformance | * Supports projects, functions or teams in the development of project and/or operational methods for measurement. * Specifies base and derived measures which support agreed information needs. Identifies and prioritises appropriate measures, scales, and targets. * Specifies how to collect and store the data for each required measure. * Provides guidance on collection of data including automation. * Designs reports and reporting formats. | MEAS  Level 4 |
| Organisational capability developmentSkills Framework for the Information Age logo | Change and transformation  Business change management | * Develops and maintains a detailed knowledge of capability improvement approaches and techniques and selects appropriate approaches for the organisation. * Contributes effectively to identifying new areas of capability improvement within the organisation which may be enhancements to skills, technology or processes. * Carries out capability improvement assignments, such as maturity or performance assessments to identify strengths and weaknesses. * Selects and prioritises improvement opportunities, generates buy-in and plans improvement activities justified by measurable organisational benefits. * Mentors and supports localised continuous improvement activities. | OCDV  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.

| **COMPLEMENTARY CAPABILITIES** | | | |
| --- | --- | --- | --- |
| Capability group/sets | Capability name | Description | Level |
| Personal Attributes icon | 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 | Intermediate |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| Relationships icon | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results icon | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | 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 |
| Business Enablers icon | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |

| Occupation specific complimentary capabilities | | | |
| --- | --- | --- | --- |
| **Capability Set / Skill** | **Category and Sub-category** | **Description** | **Level and Code** | |
| Methods and tools  Skills Framework for the Information Age logo | Strategy and architecture  Technical strategy and planning | The definition, tailoring, implementation, assessment, measurement, automation and improvement of methods and tools to support planning, development, testing, operation, management and maintenance of systems. Ensuring methods and tools are adopted and used effectively throughout the organisation. | METL  Level 5 | |
| Business analysisSkills Framework for the Information Age logo | Change and transformation  Business change management | The methodical investigation, analysis, review and documentation of all or part of a business in terms of business goals, objectives, functions and processes, the information used and the data on which the information is based. The definition of requirements for improving processes and systems, reducing their costs, enhancing their sustainability, and the quantification of potential business benefits. The collaborative creation and iteration of viable specifications and acceptance criteria in preparation for the deployment of information and communication systems. The adoption and adaptation of business analysis approaches based on the context of the work and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches. | BUAN  Level 5 | |