

# Role Description

## Training Manager



Customer  
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12 & SNSW Grade 11/12
ANZSCO Code	223311
PCAT Code	1224392
Date of Approval	September 2020
Agency Web Site	<a href="http://www.customerservice.nsw.gov.au">www.customerservice.nsw.gov.au</a>

### Primary purpose of the role

Manage and lead the development and delivery of a range of project learning and development activities in relation to building individual and organisational capability, aligned with project specific outcomes, business unit objectives and Agency wide strategies.

### Key accountabilities

- Manage and lead the development, review and maintenance of training programs to ensure they align with organisational goals and objectives.
- Partner with key stakeholders and project teams to understand people impacts, provide expert advice and recommendations and implement localised project plans and activities to delivery on desired business outcome.
- Analyse training needs and develop and coordinate new training programs and training schedules for all streams of training, to deliver innovative training solutions , in line with the Agency's objectives.
- Monitor and evaluate training standards and outcomes, including using feedback from stakeholders and recommend improvements, to continuously improve learning and development offerings
- Develop and maintain strong working relationships with internal and external stakeholders to develop and implement a cohesive, integrated and comprehensive offering of programs and services across the Agency to drive desired outcomes.
- Prepare and present accurate and relevant strategic plans, position papers, reports including analysis and recommendations on training and development activities and initiatives to support informed decision making
- Oversee development of all new training materials, including online modules and virtual training to ensure the provision of quality delivery outcomes.
- Motivate, coach and mentor a high performing team to build internal expertise, capability and collaboration

### Key challenges

- Developing innovative, fit for purpose solutions within an organisation where needs are varied and continually changing
- Delivering and achieving targeted learning and behavioural outcomes that support project and business objectives in an environment when requirements may be rapidly changing.
- Managing business expectations of project related learning, concurrently with other programs where expectations may vary

## Key relationships

Who	Why
<b>Internal</b>	
Director (Manager)	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions</li> <li>• Provide strategic and technical advice to influence decisions regarding Agency training and development initiatives</li> <li>• Provide regular updates on key programs, issues and priorities</li> <li>• Identify risks, opportunities and emerging and contentious issues to facilitate informed decision making by the Leadership team</li> </ul>
Direct Reports	<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, motivate and create a positive work environment</li> </ul>
Work Team	<ul style="list-style-type: none"> <li>• Work closely and collaboratively to develop and implement a cohesive, integrated and comprehensive offering of programs and services across the Organisation</li> <li>• Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice</li> <li>• Represent work group perspective and share information</li> </ul>
Divisional executive teams and managers	<ul style="list-style-type: none"> <li>• Provide expert strategic advice to influence decisions regarding organisational development, cultural change, capability development and performance management</li> <li>• Provide customer focused information on organisational development related matters</li> <li>• Ensure compliance with agency and sector policies and legislation</li> </ul>
<b>External</b>	
Vendors/Consultants/Training providers (If required)	<ul style="list-style-type: none"> <li>• Consult, give and obtain information, negotiate required outcomes and timeframes and develop and maintain ongoing working relationships and networks</li> </ul>

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. 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 Director.

## Reporting line

This role reports to the Director

## Direct reports

This role has up to 10 direct reports

## Budget/Expenditure

As per 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	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"><li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li><li>Actively seek, reflect and act on feedback on own performance</li><li>Translate negative feedback into an opportunity to improve</li><li>Take the initiative and act in a decisive way</li><li>Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li></ul>	Advanced
 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>Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li><li>Ensure systems are in place to capture customer service insights to improve services</li></ul>	Advanced

		<ul style="list-style-type: none"> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position Adept</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relationships with internal and external stakeholders</li> <li>• Anticipate and minimise conflict</li> </ul>
 Results	<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 Adept</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>
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence Adept</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on</li> </ul>






		<p>organisational objectives and the user experience</p> <ul style="list-style-type: none"> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>	
 <p><b>Business Enablers</b></p>	<p><b>Technology</b></p> <p>Understand and use available technologies to maximise efficiencies and effectiveness</p>	<ul style="list-style-type: none"> <li>• Identify opportunities to use a broad range of technologies to collaborate</li> <li>• Monitor compliance with cyber security and the use of technology policies</li> <li>• Identify ways to maximise the value of available technology to achieve business strategies and outcomes</li> <li>• Monitor compliance with the organisation's records, information and knowledge management requirements</li> </ul>	Adept
 <p><b>People Management</b></p>	<p><b>Manage and Develop People</b></p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on team performance in line with established performance development frameworks</li> </ul>	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
 <b>Personal Attributes</b>	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 <b>Relationships</b>	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 <b>Results</b>	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 <b>Business Enablers</b>	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	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 <b>People Management</b>	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate