Role Description
Research Manager

Cluster	Customer Service Commission
Department/ Agency	Department of Customer Service
Division/ Branch/Unit	Customer, Delivery and Transformation / Customer Service Commission
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	139999
PCAT Code	3339192
Date of Approval	August 2019

Primary purpose of the role

Lead and manage research, collation and consolidation of available customer experience data (including commissioning new data) to shape and asses priority customer initiatives. This role will lead the development of a whole-of-Government view of customer experience and will coordinate and engage with clusters to diagnose opportunities, predict performance and develop actionable insights for the Minister, Cabinet and its committees.

Key accountabilities

- Design and manage a cross-government customer experience insights program, drawing on all available customer data sources, including identifying and prioritising opportunities for new collection of customer data to describe, diagnose and predict customer experience and performance

- Develop, deliver and continuously improve high-quality reporting dashboards for government to advise on customer experience, service performance, sentiment and brand performance

- Develop clear insights and deliver concrete recommendations to improve the customer experience of NSW Government services

- Design and establish a framework to investigate a range of new opportunities and providers to address emerging issues and trends and deliver enhanced customer experiences

- Manage the delivery of ad-hoc qualitative and quantitative customer research to support and assess priority customer initiatives

- Manage, continuously improve, and generate insights from tool/s to capture customer feedback across all NSW Government websites and other whole-of-Government customer engagement products

- Support the development of a customer-insights based culture across the NSW Government and act as a centre of excellence for best-practice and innovative approaches

Key challenges

- Delivering a range of project management and support services, operating under tight deadlines with limited resources and the need to manage competing priorities across divisions

- Building effective relationships with Business Units to drive a culture of excellence in customer Service and ensure information flow is appropriate and timely with new policies and procedures identified, developed and implemented in consultation with Business Units.
- Managing operational requirements and delivery within the complex customer operating procedures comprising diverse business units and geographic spread and multiple internal and external clients and stakeholders within the broader organisation and Agency environments

Key relationships

Who	Why
Internal	
Director, Customer Insights	▪ Escalate issues, keep informed, advise, receive guidance and instructions ▪ Provide specialist expert advice about the implementation of innovation and best practice ▪ Participate in discussions and decision-making regarding customer service delivery strategy and execution ▪ Develop insights and provide advice, inform and influence others about recommended actions for an integrated approach across channels
Work Team	▪ Provide direction, advice, influence and coach on relevant courses of action for an integrated approach across the Branch/Unit and all channels ▪ Inspire and motivate the team, provide direction and manage performance ▪ Build a shared sense of direction and a culture of service and performance
All Customer Experience Colleagues	▪ Supply relevant information as and when required ▪ Work collaboratively with participating Agencies on the development and successful transfer of information in relation to knowledge management
Client/Customer	▪ Be persuasive in getting information required for reporting and analytical purposes with timeframes ▪ Respond to queries and resolve issues
External	
Customer, External Agencies and Partners	▪ Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues
External stakeholders may include Councils, Industry / Associations, Peak Bodies, Agencies, Industry vendors	▪ Ensure the provision and quality of services is customer focused and aligns to the agreed Branch's/Unit's function objectives and strategy ▪ Manage effective stakeholder engagement, maintaining consistent, clear and concise communication transfer, and supplying relevant information as and when required ▪ Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues ▪ Work collaboratively with participating Agencies on the development and successful transfer of information in relation to knowledge management

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

Director, Customer Insights

Direct reports

This role has various direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

- Tertiary qualifications within a relevant business discipline, or at least three years' demonstrated relevant working experience in a senior research or related role

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at http://www.psc.nsw.gov.au/sector-support/capability-framework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	**Advanced**
	Manage Self	**Advanced**
	Value Diversity	Intermediate
Relationships	Communicate Effectively	Adept
	Commit to Customer Service	**Advanced**
	Work Collaboratively	**Advanced**
	Influence and Negotiate	Intermediate

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Results	**Deliver Results**	**Advanced**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	**Adept**
	Procurement and Contract Management	Adept
	Project Management	**Adept**
People Management	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Personal Attributes Manage Self	Advanced	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Maintain a high level of personal motivation • Take the initiative and act in a decisive way
Relationships Commit to Customer Service	Advanced	• Promote a culture of quality customer service in the organisation • Initiate and develop partnerships with customers to define and evaluate service performance outcomes

NSW
GOVERNMENT

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Advanced	• Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Advanced	• Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Technology	Adept	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Identify opportunities to use a broad range of communications technologies to deliver effective messages • Understand, act on and monitor compliance with information and communications security and use policies

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business • Support compliance with the records, information and knowledge management requirements of the organisation
Business Enablers Project Management	Adept	• Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Adept	• Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks