

# Role Description

## Manager, Customer Research & Insights



Customer  
Service

Cluster	Customer Service
Department/ Agency	Department of Customer Service
Division/ Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	139999
PCAT Code	3339192
Date of Approval	August 2020

### Primary purpose of the role

Lead and manage research, collation and consolidation of available customer experience data (including commissioning new data) to shape and assess priority customer initiatives. This role will lead the development of organisational and/or a whole-of-Government view of customer experience and will coordinate and engage with customers and stakeholders to diagnose opportunities, predict performance and develop actionable insights to support informed decision making and improve customer experience

### Key accountabilities

- Design and manage organisational and/or 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 to provide timely and accurate advice on customer experience, service performance, sentiment and brand performance
- Research, analyse and develop clear insights to deliver concrete recommendations to improve the customer experience of organisational and/or NSW Government services
- Design and establish a framework to investigate a range of new opportunities 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 and generate insights from tool/s and contribute to continuous improvement of tool/s to capture customer feedback across all NSW Government websites and other whole-of-Government customer engagement products to ensure a positive customer experience
- Act as a centre of excellence for best-practice and innovative approaches to support the development of a customer-insights based culture across the Organisation and/or NSW Government

## 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 customers and stakeholders to drive a culture of excellence in customer service while ensuring information flow is appropriate and timely with new policies and procedures identified, developed and implemented in consultation with stakeholders.
- 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
<b>Internal</b>	
Director, Customer Insights	<ul style="list-style-type: none"> <li>▪ Escalate issues, keep informed, advise, receive guidance and instructions</li> <li>▪ Provide specialist expert advice about the implementation of innovation and best practice</li> <li>▪ Participate in discussions and decision-making regarding customer service delivery strategy and execution</li> <li>▪ Develop insights and provide advice, inform and influence others about recommended actions for an integrated approach across organisation</li> </ul>
Work Team	<ul style="list-style-type: none"> <li>▪ Provide direction, advice, influence and coach on relevant courses of action for an integrated approach across organisation</li> <li>▪ Inspire and motivate the team, provide direction and manage performance</li> <li>▪ Build a shared sense of direction and a culture of service and performance</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>▪ Lead, direct, manage and support performance and development</li> <li>▪ Guide, support, coach and mentor</li> </ul>
Colleagues	<ul style="list-style-type: none"> <li>▪ Supply relevant information as and when required</li> <li>▪ Work collaboratively on the development and successful transfer of information in relation to knowledge management</li> </ul>
Customer/Stakeholder	<ul style="list-style-type: none"> <li>▪ Be persuasive in getting information required for reporting and analytical purposes with timeframes</li> <li>▪ Respond to queries and resolve issues</li> </ul>
<b>External</b>	
Customer, External Agencies and Partners	<ul style="list-style-type: none"> <li>▪ Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues</li> </ul>
Stakeholders may include Councils, Industry / Associations, Peak Bodies, Agencies, Industry vendors	<ul style="list-style-type: none"> <li>▪ Ensure the provision and quality of services is customer focused and aligns to the agreed Business objectives and strategy</li> <li>▪ Manage effective stakeholder engagement, maintaining consistent, clear and concise communication transfer, and supplying relevant information as and when required</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>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</li> <li>Work collaboratively with participating Agencies on the development and successful transfer of information in relation to knowledge management</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

Director, Customer Insights

### Direct reports

This role has various direct reports

### Budget/Expenditure

As per the Customer Service Delegations

## Essential requirements

- Relevant Tertiary qualifications and/or relevant experience in a senior research or related role

## 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>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
	<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> <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>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>Recognise outcomes achieved through effective collaboration between teams</li> <li>Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>Network extensively across government and organisations to increase collaboration</li> <li>Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced
 Results	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>Drive a culture of achievement and acknowledge input from others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control business unit output to ensure government outcomes are achieved within budgets</li> <li>Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>Implement systems and processes that are underpinned by high quality research and analysis</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Business Enablers		<ul style="list-style-type: none"> <li>Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	
	<b>Technology</b> Understand and use available technologies to maximise efficiencies and effectiveness	<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
	<b>Project Management</b> Understand and apply effective project planning, coordination and control methods	<ul style="list-style-type: none"> <li>Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>Identify and consult stakeholders to inform the project strategy</li> <li>Communicate the project's objectives and its expected benefits</li> <li>Monitor the completion of project milestones against goals and take necessary action</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept
 People Management	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<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> </ul>	Adept

## FOCUS CAPABILITIES





Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> <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>	

### 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
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 <b>Relationships</b>	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	Intermediate
 <b>Results</b>	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
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept

## COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 People Management	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