

Role Description

Manager, Contact Centre



Cluster	Customer Service
Department/Agency	ServiceNSW
Division/Branch/Unit	Contact Centre
Classification/Grade/Band	ServiceNSW Award 9/10
ANZSCO Code	149211
PCAT Code	3339192
Date of Approval	November 2019
Agency Website	www.service.nsw.gov.au

Agency Overview

Service NSW is making it easier for people and businesses across NSW to access government services. Since launching in July 2013, we have successfully transformed and streamlined NSW Government service delivery with cutting edge digital solutions and an award-winning culture of passion and teamwork.

Our customer-centric solution offers simpler and faster access to government transactions through our digital channels, a 24/7 phone service and an expanding network of service centres. We currently partner with over 50 agencies to offer over 1,000 NSW Government transactions.

Primary purpose of the role

Manage the day to day operational delivery of a Service NSW Contact Centre to provide diverse and integrated services to the customers of NSW. **Key accountabilities**

- Lead, coach and develop team leaders to deliver effective, efficient and quality customer outcomes
- Manage, investigate, and resolve complaints according to set standards to identify causes, trends and improvement opportunities
- Monitor the application of operating systems including policies and procedures, operating structure and information flow to ensure the work produced meets service standards and/or exceed quality standards and business requirements
- Provide timely and accurate feedback and make recommendations to the relevant managers, to improve customer service, team capability and coaching needs
- Instil a courageous culture focused on promoting ethical values to deliver organisational initiatives
- Oversee team performance against set metrics and standards to ensure the achievement of business objectives and Service Level Agreements
- Facilitate learning and development focused on enhancing customer experience to develop professional expertise and ensure succession planning and continuity of service delivery

Key challenges

- Effectively prioritising continuous improvement and promoting ethical values to ensure Service Level Agreements are met given the limited capacity and likely high volumes of work and customers seeking services

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- Managing a team effectively to deliver services in a high-volume, high pressure contact centre environment, while using a multi-disciplinary approach to enhance customer experience with resource constraints and competing priorities
- Identifying independencies and balancing competing demands to ensure the operation of the contact centre complies with the agencies vision, mission, values, service standards and business requirements

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> Contribute to broader unit issues Provide expert advice on operations and issues Escalate issues, keep informed, advise, receive guidance and instructions Provide recommendations and inform through reporting any sensitive and emerging issues
Direct Reports	<ul style="list-style-type: none"> Be an escalation point to resolve issues raised by Team Leader Support team members and work collaboratively to contribute to achieving the teams business outcomes Provide coaching and guidance on key operational requirements Participate in discussions and decisions of key issues within the team
Work Team / Contact Centre Staff	<ul style="list-style-type: none"> Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice Represent work group perspective and share information Review work and proposals of team members
Internal Customer/ Stakeholders	<ul style="list-style-type: none"> Provide a client-focused approach to service delivery Manage the flow of information, seek clarification and provide 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 advice and regular updates. Address/respond to queries to provide advice where possible, or redirect to relevant party for review and resolution
External	

Outsourced Provider of after-hours services	<ul style="list-style-type: none"> • Develop and maintain effective working relationships and open channels of communication to ensure • Collaborate with and manage the escalation of issues from the outsourced provider, ensuring compliance with standard issues management operating practice and protocols
External Customers/Stakeholders	<ul style="list-style-type: none"> • Develop and maintain effective relationships to facilitate consultation, provide feedback on service delivery and collaborate to enhance service delivery
Who	Why
	<ul style="list-style-type: none"> • Respond and resolve queries, providing 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 advice and responses to ensure the prompt resolution of issues.

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

Director, Contact Centres

Direct reports

This role has various 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	Capability name group/sets	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	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice 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 when
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • 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 and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs • 	Advanced
	Work Collaboratively Collaborate with others and value their contribution •	<ul style="list-style-type: none"> • Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services 	Adept

Deliver Results

efficient use of resources and a

Achieve results through the

commitment to quality outcomes

- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and onbudget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

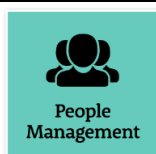
Technology



Understand and use available technologies to maximise efficiencies and effectiveness

- Seek and apply the expertise of key individuals to Advanced achieve organisational outcomes

- Identify opportunities to use a broad range of Adept 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







Manage and Develop People
Engage and motivate staff, and develop capability and potential in others

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way Monitor and report on team performance in line with established performance development frameworks

Complementary capabilities

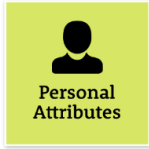
Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

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
	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	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	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	Adept
 Business Enablers	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 project planning, coordination and control methods	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate

Optimise Business Outcomes	Manage people and resources effectively to achieve Intermediate public value
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Manage Reform and Change	Support, promote and champion change, and assist Intermediate others to engage with change
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Act with Integrity	Be ethical and professional, and uphold and promote Adept the public sector values
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