

Role Description

Manager, Customer & Service Strategy



Role Description Fields	Details
Cluster	Education
Department/Agency	Operations
Division/Branch/Unit	Service Experience
Role number	236548
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	224999
PCAT Code	1111692
Date of Approval	January 2022
Agency Website	https://education.nsw.gov.au/

Agency overview

The NSW Department of Education serves the community by providing world-class education for students of all ages.

We ensure young children get the best start in life by supporting and regulating the early childhood education sector. We are the largest provider of public education in Australia with responsibility for delivering high-quality public education to two-thirds of the NSW student population. We are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

We are responsible for enacting NSW Government policy, driving improvement in education, and overseeing policy, funding and compliance issues relating to non-government schools. We respect and value Aboriginal and Torres Strait Islander people as First Peoples of Australia.

Primary purpose of the role

The Service Experience function is responsible for developing and embedding a new customer experience capability that will transform how we deliver services to our customers: students, parents and carers, teachers, principals, as well as administrative and corporate staff.

The Manager, Customer & Service Strategy is responsible for:

- Leading the development of the Support Services Customer Strategy with a focus on enhancing and improving the experience of consumers of support services
- Leading the development of the Service Strategy with a focus on delivering services that meet the needs of customers
- Supporting the development of the service performance framework
- Defining the customer data and governance strategy.

Key accountabilities

- Develop and define the customer experience strategy and roadmap, focusing on transforming the end-to-end customer journey and partnering with various teams to execute the strategy
- Develop and define the service strategy and roadmap focusing on embedding a service mindset and transforming the services delivered to customers
- Scope projects to ensure they support the customer and service strategy
- Improve the overall customer experience and ideation of future experiences
- Use customer insights and the “voice of the customer” to drive action plans
- Work proactively with internal stakeholders across the group
- Identify and communicate opportunities that create business value and improve the customer experience based on user research, heuristics and best practice
- Develop visually compelling frameworks, process/screen flows and wireframes to drive service re-design and continuous improvement
- Collaborate with stakeholders to continually improve the customer and service strategy
- Manage and facilitate the delivery of stakeholder workshops to communicate key themes from interviews and inception workshops and working with the team to achieve alignment on key success factors
- Identify where operational procedures, user documentation and training materials in a changing environment need developed or updated
- Contribute to assessing change with a clear emphasis on the impact on people, operations, systems and technologies.

Key challenges

- Embedding a culture of customer centricity and service mindset to ensure optimal and best practice outcomes are achieved that challenge the status quo
- Developing compelling narratives and visual representations that gain stakeholder buy-in and support business case development and change management requirements

Key relationships

Internal

Who	Why
Director, Service Customer Experience Strategy	<ul style="list-style-type: none">• Receive advice and report on service design progress towards business objectives and discuss future directions• Provide advice, input and recommendations and influence planning and decision making• Identify emerging issues/risks and their implications and propose solutions.
Team members	<ul style="list-style-type: none">• Support team members and work collaboratively to contribute to achieving the team's business outcomes• Guide, support, coach and mentor team members• Review the work and proposals of team members• Participate in meetings to share information and provide input on issues.
Service Experience Directorate	<ul style="list-style-type: none">• Develop and maintain effective working relationships ensuring open channels of communication to liaise, consult, engage and/or participate in projects.• Ensure supported initiatives are consistent and cohesive and align with processes and systems.

Who	Why
Stakeholders and clients	<ul style="list-style-type: none"> • Build collaborative relationships and provide specialist advice and support to enable capacity building • Provide advice on best practice service design, human-centred design and innovation to influence program design and continuous improvement initiatives • Collaborate to understand challenges, risks and opportunities • Resolve and provide solutions to issues.

External

Who	Why
Schools	<ul style="list-style-type: none"> • Build collaborative relationships to understand unique needs and operating conditions of schools so service delivery decisions improve customer outcomes
Other agencies, learning networks and/or communities of practice	<ul style="list-style-type: none"> • Collaborate to share best practice, findings and incorporate continuous improvement • Build and maintain strong networks to appropriately share information regarding good practice and emerging methodologies.

Role dimensions

Decision making

This role acts independently in performing its core work functions in accordance with relevant policies, procedures and guidelines. In matters that are sensitive or complex the role consults with the Director, Service & Customer Experience Strategy.

Reporting line

This role reports to the Director, Service & Customer Experience Strategy

Direct reports

As per the organisational chart.

Budget/Expenditure

The role manages a budget and has financial delegation in accordance with department policy.

Key knowledge and experience

- Knowledge of and commitment to implementing the Department's [Aboriginal Education Policy](#) and upholding the [Department's Partnership Agreement with the NSW AECG](#) and to ensure quality outcomes for Aboriginal people.
- Strong, demonstrated service design experience including design research, concept development, experimentation, prototyping, facilitation and change management






Essential requirements

- Degree qualification in related field or equivalent significant experience

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.

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	Advanced
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Intermediate
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

Focus capabilities for the role

It is expected that an employee new to the role will demonstrate immediate competence in each of the Focus Capabilities. The level indicated is a minimum requirement for immediate competence in the role.

In addition, behavioural indicators need to be specified for each of the focus capabilities (sourced directly from the [Capability Framework](#)).

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none">• Remain composed and calm and act constructively in highly pressured and unpredictable environments• Give frank, honest advice in response to strong contrary views• Accept criticism of own ideas and respond in a thoughtful and considered way• Welcome new challenges and persist in raising and working through novel and difficult issues• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none">• 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• Take the initiative and act in a decisive way• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none">• Tailor communication to the audience• Clearly explain complex concepts and arguments to individuals and groups• Create opportunities for others to be heard, listen attentively and encourage them to express their views• Share information across teams and units to enable informed decision making• Write fluently in plain English and in a range of styles and formats• Use contemporary communication channels to share information, engage and interact with diverse audiences
Relationships Commit to Customer Service	Advanced	<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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> 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
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> 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
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Seek and apply the expertise of key individuals to achieve organisational 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 on-budget 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
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> 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 in collaboration with others Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements Implement systems and processes that are underpinned by high-quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Technology	Advanced	<ul style="list-style-type: none">• Champion the use of innovative technologies in the workplace• Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies• Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes• Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes• Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies