Role Description
Customer Experience Manager

Cluster	Customer Service
Department/ Agency	Department of Customer Service
Division/ Branch/Unit	Digital.NSW and Customer Service ICT / NSW Telco Authority / Customer and Stakeholder Services
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132411
PCAT Code	2119192
Date of Approval	April 2021

Primary purpose of the role

Lead the provision of expert strategic advice, analysis, research, measurement and advocacy in identifying customer needs and requirements to allow for informed decision making processes on initiatives and improvements to the customer experience.

Key accountabilities

- Provide, expert strategic advice to the Director and other key stakeholders on the design and development of customer experience strategies and standards in order to inform evidence-based decision making.
- Lead and develop Customer Experience team capabilities, performance and reporting to enable and enhance customer interactions. experience and support the alignment of strategic directions and objectives
- Develop, build and maintain collaborative working relationships with internal and external stakeholders using effective communication, negotiation and issues management to leverage expertise and optimise service delivery.
- Lead and manage the development and implementation of customer experience strategies, systems and processes to ensure the effective integration and alignment with strategic directions and objectives to improve and enhance customer satisfaction.
- Define the end-to-end Customer Experience framework that evaluates and measures customer perception in a consistent manner ensuring accurate reporting and metrics, translate learnings, information and research data into meaningful insights and recommendations.
- Create and coordinate a Customer Council with representation across the organisation and work collaboratively to develop and implement improved and streamlined processes to ensure that an optimal customer experience is delivered.
- Develop key metrics and measures to regularly report on customer satisfaction, meeting of delivery targets against customer objectives and expectations and use this insight to drive data-based decision making to optimise the customer experience.
- Act as the advocate for the customer, lead ongoing customer research for customers to understand, identify track and measure the customer journey to ensure we are continually understanding, responding and improving the customer experience across the end to end journey.

Key challenges

- Developing a long-term strategic focus on driving the customer experience, balanced against the need for immediate response to urgent unplanned issues.
- Promoting a customer-centric culture to achieve consistency and quality whilst ensuring key deliverables are met.

Key relationships

Who	Why
Internal	
Manager	- Escalate issues, keep informed, advise, receive guidance and instructions - Provide recommendations and inform through reporting any sensitive and emerging issues - Provide expert advice and contribute to decision making
Work Team	- Support team members and work collaboratively to contribute to achieving the team's business outcomes - Participate in discussions and decisions regarding resolution of issues and implementation of innovation and future state operating models - Represent work group perspective and share information
Customers/ Stakeholders	- Build trust and understanding in the model to remove and manage uncertainty where possible. - 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
External	
Customers/ Stakeholders; Other NSW government agencies	- 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
Vendors/Service Providers	- Monitor provision of service to ensure compliance with contracts and service arrangements - Contact to provide and gather information and resolve routine issues - Manage contracts, including communications and business requests to ensure contract compliance
Industry professionals/ consultants	- Collaborate with and seek/maintain specialist knowledge/advice - Participate in forums, groups to represent the agency and share information - Participate in discussions regarding innovation and best practice

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Who	Why
Industry and Industry Leaders	• Develop and maintain effective working relationships • Collaborate with and provide expert opinion to on CX matters • Advocate agency position, influence and negotiate

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 and Stakeholder Services

Direct reports

This role has three (x3) direct reports

Budget/Expenditure

As per the Customer Service Delegations

Knowledge and experience

Expertise and demonstrated experience in building and driving and implementing customer experience strategies

Essential requirements

- Satisfactory Criminal Record Check
- Qualifications in relevant discipline, or demonstrated, relevant, equivalent significant professional experience in customer experience management.
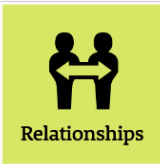
Capabilities for the role

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.

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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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• 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	Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	• 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	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	Advanced
	Commit to Customer Service	• Create a culture that embraces high-quality customer service across the organisation,	Highly Advanced

	Provide customer-focused services in line with public sector and organisational objectives	ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance	
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• 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	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• 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	Advanced

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Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of 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	Adept
	Project Management Understand and apply effective planning, coordination and control methods	• Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups	Advanced
People Management	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced
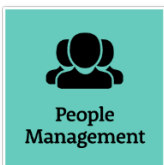
Complementary capabilities

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
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
Business Enablers	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
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	Adept

Occupation specific capability set

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category and Sub-Category	Level and Code	Skill and Level Descriptions

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Change and Transformation Business Change Management:	Level 6 - ORDI	**ORGANISATIONAL DESIGN AND IMPLEMENTATION (ORDI) -** Champions the value of new ways of working to address internal and external opportunities and threats arising from changes in technology, society and business models. Sets direction and leads in the introduction and use of organisation design techniques, methodologies and tools to change and improve organisation structures and culture to deliver business outcomes. Plans and leads organisation design activities; identifies alternatives, assesses feasibility, and recommends solutions. Identifies major changes affecting the organisation, and mobilises resources to implement changes. Initiates the definition of new organisation boundaries, and creates future organisation design, including location strategy and the number of locations required. Outlines performance measurement objectives and the high-level implementation approach.
Development and implementation User Experience	Level 6 - URCH	**USER RESEARCH (URCH)-** Champions user-centred design and secures organisational commitment to the significant involvement of users in research to achieve a deep understanding of their current and future needs. Develops organisational policies, standards, and guidelines to ensure research continually informs the development of systems, interactions, products and services to optimise utility and usability for users and enable them to achieve their required outcomes. Develops or sources organisational resources and capabilities to facilitate adoption and exploitation of user research, including specialist user-centred facilities and user communities. Collaborates with internal and external partners to facilitate effective user research.
Relationships and Engagement Stakeholder Management	Level 6 - RLMT	**RELATIONSHIP MANAGEMENT (RLMT)** - Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders and delivery of services and change projects, acting as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.
Development and implementation User Experience	Level 5 - HCEV	**USER EXPERINCE DESIGN (HCEV)** - Determines the approaches to be used to design and prototype digital and off-line tasks, interactions and interfaces in line with the usability and accessibility requirements of the system, product or service. Uses iterative approaches to rapidly incorporate user feedback into designs. Plans and drives user experience design activities providing expert advice and guidance to support adoption of agreed approaches. Integrates required visual design and branding into the user experience design activities.