

Role Description

Chief Customer Officer



Cluster	Transport for NSW
Agency	Sydney Trains
Division/Branch/Unit	Customer and Network Operations
Location	Sydney
Classification/Grade/Band	TSSE Band 3
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Role Number	
ANZSCO Code	
PCAT Code	
Date of Approval	March 2019
Agency Website	www.sydneytrains.info

Agency overview

Sydney Trains is part of an integrated transport authority led by Transport for NSW and provides train services throughout Sydney metropolitan area.

Sydney Trains provides train services throughout Sydney and was established in July 2013. Its vision is to keep Sydney Moving by putting the customer at the centre of everything it does and delivering safe, reliable and clean rail services to the people of Sydney. The organisation is focused on providing sustainable, efficient and cost effective services.

Sydney's population is projected to grow from 5 million people to 8 million people by 2056. Sydney Trains is gearing up to keep pace with growing demand.

Primary purpose of the role

The Chief Customer Officer (CCO) is the executive responsible for embedding a customer-centric approach across the organisation and ensuring the continued and increased focus on the customer as the centre of everything done by Sydney Trains.

The role provides executive leadership and strategic direction to the delivery of customer and network services planning and operations ensuring the successful integration and improvement of the day to day rail passenger services experience for customers. The CCO has particular focus on strategic, long term planning, governance and evaluation of outcomes and performance, and the identification and evaluation of emerging planning and decision influences, to ensure the sustainability and achievement of Sydney Trains, Transport Cluster, and Government vision and objectives.

The role has a dual responsibility as the Deputy Chief Executive, working in close partnership with the Chief Executive, providing leadership across the organisation in relation to specific matters, issues or elements of operations as delegated by the Chief Executive and deputising for the Chief Executive during periods of leave.

Key accountabilities

- Act as the ultimate authority on customers, cultivate the development and utilisation of comprehensive customer insights and metrics, and provide a comprehensive and authoritative view of customers to create and drive the Sydney Trains Customer Strategy to maximise the customer experience, patronage and customer loyalty, and commercial viability.
- Lead the investigation and identification of opportunities for changes and enhancements across the organisation to successfully deliver on the Sydney Trains Customer Strategy; create best-practice customer service delivery goals, standards and measures of success to ensure expectations are clear and that the overall customer strategy is well aligned to overall organisational and Government objectives
- Create and embed a customer-centric approach and culture across the organisation to underpin a focus on customer service and continuous improvement and to ensure accountability and ownership at all levels; proactively collaborate with executives across Sydney Trains and the Transport Cluster on customer strategy, initiatives, and issues that span traditional silos or business units.
- Partner, influence, and proactively contribute as a key participant in critical planning and decision-making processes to support key transformation and customer service strategies, programs, and initiatives within the organisation, TfNSW, and more broadly across the Transport Cluster and government agencies.
- Ensure a consistent customer experience across all methods of access so that customers get the support they require to meet their expectations; lead the identification of major operational causes of customer dissatisfaction, incidents and delays; and implement strategies to improve services for all aspects of train operations, including safety, security, and dealing effectively with periods of disruptions.
- Provide expert advice and recommendations to the Minister, Secretary, and Chief Executive on strategic and day to day operational imperatives including the implications of major decisions, resourcing and performance, and strategies for mitigating risks and managing critical incidents.
- Lead and provide executive direction to a substantial portfolio of functions, programs, and services, negotiating budgets, setting performance expectations, and monitoring and evaluating performance outcomes. Act as the primary escalation point for urgent, complex or highly sensitive network and customer operational issues, evaluate and respond effectively to ensure that financial, reputational, and business risks are minimised.
- Represent Sydney Trains, the Transport Cluster and government generally, in consultations and negotiations with key external stakeholders, including community, industry, and other government jurisdictions nationally and/or internationally. Build proactive relationships to leverage knowledge and intelligence to identify changes in customer requirements, new industry developments, trends and significant issues to fully inform strategic decision-making processes.

Key challenges

- Leading implementation of critical and imperative changes and strategic initiatives, and achieving a culture which embraces change and innovation, continuous development and improvement to customer services and experience while maintaining commitment to high levels of operational and fiscal efficiency
- Achieving a balance between increasing the return on government's investment in infrastructure and assets, programs and services, and evolving stakeholder and/or customer expectations for enhanced

service delivery in a context characterised by political, media, and community scrutiny; a diverse customer base; and multiple sites throughout the Sydney metropolitan area

- Driving and strengthening an integrated singular focus on vision, goals and key outcomes across multiple programs and services and a diverse and geographically dispersed workforce

Key relationships

Who	Why
Ministerial	
Minister/Office of Minister	<ul style="list-style-type: none"> • Consult directly with the relevant Minister, providing accurate information, professional advice and timely responses to issues • Collaborate and maintain open relationships to expedite responses and information transfer
Internal	
Chief Executive	<ul style="list-style-type: none"> • Establish effective communications processes and protocols • Negotiate budgets and resources are consistent with strategic plans and goals • Communicate information related to performance against budget and potential variations which may have impact on budgeting at the Agency level • Achieve endorsement of strategic and business plans
Agency Executive	<ul style="list-style-type: none"> • Provide strategic and operational advice of an authoritative nature • Collaborate to create and drive customer strategy across the organisation • Proactively contribute as a key participant in critical planning and decision-making processes
Cluster – Secretary and Senior Executives	<ul style="list-style-type: none"> • Establish productive and collaborative working relationships • Partner to understand interdependencies between strategic directions and planning and operational programs and initiatives • Provide strategic and operational advice • Proactively contribute as a key participant in critical planning and decision-making processes
Direct Reports	<ul style="list-style-type: none"> • Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate strategic and operational outcomes and achievements • Drive effective planning, decision making and financial governance frameworks
External	
Other NSW Government Agencies	<ul style="list-style-type: none"> • Ensure that the Agency maintains effective, collaborative relationships and partnerships • Collaborate on common response to emerging issues
Key Stakeholders - Community/Industry /Media/Other – National and International	<ul style="list-style-type: none"> • Build strategic partnerships and cooperative working relationships to understand and address stakeholder needs and concerns • Manage relationships to ensure that programs and services are high

Who	Why
	<p>quality and targeted to meet evolving needs</p> <ul style="list-style-type: none"> • Identify and resolve emerging issues and general levels of satisfaction with service delivery • Communicate and gain support for the Agency strategies, initiatives and plans • Manage political sensitivities • Negotiate commercial arrangements • Represent the Agency in public fora and with the media • Establish effective high-level networks to enable performance benchmarking, monitor industry trends to maintain currency, and collaborate on common response to emerging issues
Union Representatives	<ul style="list-style-type: none"> • Represent the organisation in enterprise negotiations

Decision making

The Chief Customer Officer:

- operates with a high level of autonomy and is fully and directly accountable for the content, accuracy, validity and quality of strategic advice and reporting
- represents the Sydney Trains and the Government position to state and national agencies, industry, community and individual stakeholders to deliver decisions that achieve desired planning, operational, and infrastructure outcomes
- has responsibility to develop and manage overall strategies and business plans consistent with the Sydney Trains vision and corporate objectives and plan, and Transport Cluster and Government objectives
- is directly accountable for strategic and business planning, work performed in the Customer and Network Operations, delivery of outcomes and effective management and utilisation of human, financial and capital resources within resource and budget parameters and delegated authority
- makes decisions in relation to priority activities with recommendations and advice considered to be of critical importance
- may be required to exercise judgement in the absence of precedent and must effectively balance social, environment and economic considerations as well as impacts to Government, Sydney Trains and the Transport Cluster, other agencies, and the community

Reporting line

The role reports to the Chief Executive, Sydney Trains

Direct reports

3 direct reports; Total FTE = approximately 3476

Budget/Expenditure

TBD

Essential requirements

- Tertiary qualification/s in a relevant discipline






- Extensive senior executive experience in a transport and/or transport logistics industry with a demonstrated record of achievement in embedding a customer-centric approach across an organisation

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

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

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	Highly Advanced	<ul style="list-style-type: none"> • Champion and act as an advocate for the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government • Define, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government • Actively listen, and identify ways to ensure all have an opportunity to contribute • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> • Create a culture which embraces high quality customer service across the organisation, 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
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes

Group and Capability	Level	Behavioural Indicators
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward • Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Results Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> • Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness • Promote a culture of accountability with clear line of sight to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes,

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Highly Advanced	<p>addressing areas of non-compliance</p> <ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences • Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers