

Role Description

Customer Service Manager



Customer
Service

Role Description Fields	Details
Cluster	Customer Service
Department/Agency	Department of Customer Service
Division/Branch/Unit	Customer, Delivery and Transformation / NSW Government Digital Channels
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	149211
PCAT Code	1119192
Role Family/Function/Type	Customer Service
Date of Approval	April 2022
Agency website	www.customerservice.nsw.gov.au

Primary purpose of the role

Manage and lead the team to deliver a broad range of day-to-day operational requirements to provide diverse and integrated services to agency customers. This role will collaborate with various internal teams to deliver quality customer outcomes and business requirements.

Key accountabilities

- Lead, coach and develop the team to deliver effective, efficient and quality customer outcomes
- Manage, investigate, and resolve complaints according to set standards to identify causes, trends and improvement opportunities
- Manage and maintain the day-to-day operational requirements including automation of service delivery, 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 stakeholders, to improve customer service, team capability and coaching needs
- Champion and lead a focus on customer experience and customer service across the team to foster organisational vision, mission and values; and the OneCX Program
- 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
- 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

Internal

Who	Why
Manager	<ul style="list-style-type: none">• Contribute to broader unit issues• Provide expert advice on operations and issues• Escalate issues, keeping informed, advise, receive guidance and instructions• Provide recommendations and inform through reporting any sensitive and emerging issues
Direct report/s	<ul style="list-style-type: none">• Be an escalation point to resolve issues raised by the Team Leader• Support team members and work collaboratively to contribute to achieving the team's business outcomes• Provide coaching and guidance on key operational requirements
Work team	<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
Customers/Stakeholder	<ul style="list-style-type: none">• Provide a customer-focused approach to service delivery• Manage the flow of information, seek clarification and provide advice and response to ensure prompt resolution of issues• Articulate the needs and requirements of the service and collaborate 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

Who	Why
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
Customers/Stakeholder	<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• Respond and resolve queries, provide 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 customer focused advice and responses to ensure the prompt resolution of issues

Role dimensions

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, Technology & Operations

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.

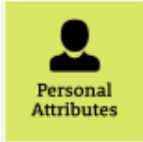
The capabilities are separated into focus capabilities and complementary capabilities

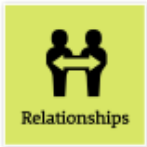
Focus capabilities

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 group/sets	Capability name	Behavioural indicators	Level
	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">• 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

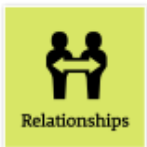


Communicate Effectively

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

Provide customer-focused services in line with public sector and organisational objectives

- 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



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



Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- 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

Advanced



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

Adept



Optimise Business Outcomes

Manage people and resources effectively to achieve public value


- Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
- Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
- When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
- Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
- Monitor performance against standards and take timely corrective actions
- Keep others informed about progress and performance outcomes












Adept

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.

Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept

	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Select Level
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Select Level
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Select Level
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Select Level
	Project Management	Understand and apply effective project planning, coordination and control methods	Select Level
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Select Level
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Select Level