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| --- | --- |
| **Cluster** | Customer Service |
| **Agency** | Service NSW |
| **Division/Branch/Unit** | Various |
| **Classification/Grade/Band** | Clerk Grade 9/10 & SNSW Grade 9/10 |
| **ANZSCO Code** | 224711 |
| **PCAT Code** | 1339192 |
| **Date of Approval** | February 2020 |

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

Lead a team coaches and analysts within Service NSW contact centres focusing on improving call quality by building and implementing quality business improvement programs, embedding coaching frameworks and preparing documentation and supporting materials for business case development and funding.

Key accountabilities

* Develop, prepare and maintain call quality framework and communicate requirements for success to business partners and frontline teams
* Build and maintain collaborative relationships with Contact Centre Leadership Team and key stakeholders focused on strong engagement, feedback and recognition
* Translate data insights from call quality observations into meaningful coaching and development plans for team members
* Build and develop a coaching and development framework for leaders supporting them with having constructive coaching conversations with their teams whilst advocating the benefits of call quality coaching
* Ensure appropriate risk management steps are incorporated into the call quality process with a supporting review and escalation process in collaboration with the Operational Risk and Compliance team
* Lead, manage and develop Call Quality Analysts, including through training, coaching and mentoring, as well as business process improvement workshops, to achieve high levels of performance in contemporary quality management techniques and coaching and development practices
* Gather data, customer and team member insights to develop a process improvement strategy focused on making it easier for customers to engage with SNSW contact centres
* Prepare supporting business cases for process improvement agenda to ensure adequate funding is obtained to deliver process improvement strategies.

Key challenges

* Advocating for a culture of quality and continuous improvement while balancing the competing needs and expectations of customers and internal/external stakeholders in a complex environment
* Determining priorities and managing complex projects by identifying potential risks in a high volume and time pressured environment where inputs and information from multiple internal and external sources are required to complete activities
* Working to ensure that the products or services are fit for purpose. consistent and meets both external and internal requirements, including legal compliance and customer expectations, while maintaining the integrity of the service

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 |
| Direct reports (where relevant) | * Guide, support, coach, mentor and manage performance * Review work and proposals to ensure integrity and accountability of decision making * Provide own perspective and share information * Work collaboratively with, inspire and motivate |
| 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 |
| Customer/ 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** |  |
| NSW Government client agencies and business partners including Service NSW | * Manage effective stakeholder engagement, maintaining consistent, clear and concise communications * Negotiate and agree with participating agencies on the transformation road map and service migration plan * Participate in forums, groups and meetings to represent the Registry and share information. |

# 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

This role reports to the relevant Director

## Direct reports

This role may have direct reports

## Budget/Expenditure

As per the Customer Service Delegations

**Essential requirements**

Nil

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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** |
| Personal Attributes logo | **Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning | * Keep up to date with relevant contemporary knowledge and practices * Look for and take advantage of opportunities to learn new skills and develop strengths * Show commitment to achieving challenging goals * Examine and reflect on own performance * Seek and respond positively to constructive feedback and guidance * Demonstrate and maintain a high level of personal motivation | | | Adept | |
| Relationships logo | **Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives | * Take responsibility for delivering high-quality customer-focused services * Design processes and policies based on the customer’s point of view and needs * Understand and measure what is important to customers * Use data and information to monitor and improve customer service delivery * Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers * Maintain relationships with key customers in area of expertise * Connect and collaborate with relevant customers within the community | | | Adept | |
| **Work Collaboratively** Collaborate with others and value their contribution | * 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 | |
| Results logo | **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 | |
| People Management logo | **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 | |
| |  | | --- | | **Occupation specific capability set** | | | | | | | |

# 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 logo | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept | | |
| Act with Integrity | | Be ethical and professional, and uphold and promote the public sector values | Intermediate | | |
| Value Diversity | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate | | |
| Relationships logo | 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 logo | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept | | |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate | | |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate | | |
| Business Enablers logo | 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 planning, coordination and control methods | Intermediate | | |
| People Management logo | | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Intermediate |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Intermediate |