

Role Description

Director Transformation



Cluster	Customer Service
Agency	Customer Service Department
Division/Branch/Unit	Customer, Delivery and Transformation
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	2339192
Date of Approval	

Primary purpose of the role

Identify, research, lead and drive opportunities for transformation across the entire Customer Service Cluster to drive the Government's priority of putting the customer at the centre of everything we do. This includes the exploration and demonstration of the use of emerging technologies and methods to enable a digitally fit and responsive public service into the 21st century. It involves advance stakeholder engagement and management up to Secretary and Ministerial level, sensitivity to workforce and agency cultures, a combination of delivery, management, technology, analysis and planning skills, as well as designing fit for purpose future states for the agencies or functions being transformed. The roles takes a proactive role in understanding business practice and identifying the necessary business, structural, workforce, program and technology changes to deliver more efficient practices and better outcomes for the customer across the diverse group of agencies that make up the Customer Service Cluster.

Key accountabilities

- Develop a transformation blueprint that will allow government agencies to streamline future transformations projects by building on an understanding through real-world transformation projects
- Build and manage a motivated, multi-disciplinary and lean Cluster Transformation team to drive Cluster Transformation.
- Leads cross-government engagement on business transformation, including the design of a transformation plan and program and future state operating model that enables excellent customer service and a fit for purpose public sector
- Identify opportunities for process automation and consolidation of effort using a system-thinking approach across the entire Customer Service Cluster
- Drive transformation making use of an agile approach and leveraging emerging technology where applicable
- Ensure that advice and practice complies with best practice guidelines, integrates relevant input from sources internal and external to the Department, and considers the broader policy and operating environment, including effective consultation
- Identify and capitalise on opportunities to develop and maintain strategic stakeholder relationships within, and outside government, to generate commitment and ensure the highest level of support and engagement to drive the NSW Government Digital Strategy



- Oversee transformation delivery according to Transformation Governance Framework and assure realisation of transformation objectives and benefits
- Motivate, coach and mentor a high performing team to work productively and collaboratively to support optimal organisational performance and meet all governance and legislative requirements

Key challenges

- Building and maintaining a thorough understanding of emerging environmental, social and stakeholder context, and an appreciation of whole of government policy priorities
- Prioritising tasks and program delivery in a formative transformation program within a complex and changing environment
- Maintaining knowledge of emerging technologies and their potential for application on a whole-of-government scale

Key relationships

Who	Why
Internal	
Executives	<ul style="list-style-type: none"> • Advise and report on Operations matters and ensure that stakeholder satisfaction with services informs decisions at all executive levels • Engage executives in service design and evaluation, to continually improve operations and service delivery models and solutions • Provide expert advice on transformation, customer experience and customer satisfaction to influence decisions and support initiatives • Share and evaluate customer satisfaction measurement outcomes, and consider strategic and tactical responses • Establish Cluster governance over all initiatives to ensure cohesion and coordination to the transformation agenda of the Secretary
Direct Reports	<ul style="list-style-type: none"> • Lead, guide and support and coach • Set performance expectations and manage performance and development • Work collaboratively with, inspire and motivate • Ensure a high performing team that demonstrates through delivery
External	
Other Directors, Operations	<ul style="list-style-type: none"> • Establish effective networks with Directors, Service Delivery or Operations of other NSW clusters and agencies, and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Other NSW Government Agencies	<ul style="list-style-type: none"> • Foster collaborative relationships and partnerships with other NSW Government stakeholders and agencies, to advance mutual interests • Establish effective networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues • Establish all of government buy in and governance of the program
Community/Industry/Client Stakeholders	<ul style="list-style-type: none"> • Facilitate relationships with key client/community and/or industry stakeholders to ensure that programs and services meet current and evolving needs and expected service delivery standards

Who	Why
	<ul style="list-style-type: none"> <li data-bbox="630 153 1349 180">• Negotiate and approve contracts and service agreements <li data-bbox="630 191 1471 249">• Monitor performance standards and service outcomes to ensure the high quality, effectiveness and compliance of activities

Role dimensions

Decision making

This role operates with a reasonable degree of autonomy and is directly accountable for the quality of outcomes. Services and solutions provided have a direct impact on agency/program performance and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services. They implement strategic directions and are accountable for decisions and actions associated with their area of responsibility.

Reporting line

Executive Director Data Insights and Transformation

Direct reports

This role has 7 Direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

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	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Advanced
	Procurement and Contract Management	Adept
	Project Management	Highly Advanced
 People Management	Manage and Develop People	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	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
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	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
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 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
Business Enablers Technology	Adept	<ul style="list-style-type: none"> Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions Understand and apply financial audit, reporting and compliance obligations

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none">• Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate• Seek specialist advice and support where required• Make decisions and prepare business cases paying due regard to financial considerations• Develop workforce plans that effectively distribute organisational resources to achieve business goals• Plan for strategic use of human resources that links to wider organisational aims and goals• Encourage others to strive for ongoing performance improvement• Align systems and processes to encourage improved performance and outcomes