

# Role Description

## Manager, Dispute Services



Customer  
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Workers Compensation Commission
Classification/Grade/Band	Clerk 11/12
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	July 2020

### Primary purpose of the role

Lead and manage integrated registry and case management teams to deliver dispute resolution services in compliance with prescribed statutes/legislation and policies. The role oversees the performance of operational teams to deliver transparent, efficient, effective, high quality and customer focused resolution services.

### Key accountabilities

- Lead and manage a team to deliver comprehensive and legally binding dispute resolution services in line with legislative and procedural requirements, to meet performance targets and organisational objectives
- Provide direction and leadership to develop a supportive culture and collaborative team environment and build internal expertise and capability to ensure delivery of high-quality dispute resolution services
- Provide expert technical advice on complex and sensitive case management practice and procedure issues to build capability within the frontline teams to ensure optimal service delivery
- Develop and maintain effective working relationships with arbitrators, mediators, delegates and other stakeholders to deliver solutions that meet regulatory requirements
- Monitor the delivery of services, including identifying and resolving challenging issues, to ensure on time and quality registry and case management outcomes
- Lead the development, implementation and assessment of continuous improvement initiatives including improvements to registry, case management and end-to-end dispute resolution processes to ensure a high standard of quality and efficiency service is maintained
- Provide specialist advice on programs, initiatives and opportunities for service improvement, enhanced customer experience and digital innovation to support change and business improvement
- Identify, evaluate and report on business operational performance issues and risks to formulate plans and strategies to ensure effective use of resources and deliver improved outcomes and services

### Key challenges

- Maintaining an up to date knowledge of the legislation, rules, regulations, practice and procedures and any changes or reforms relevant to registry and case management functions within a dynamic legislative and regulatory framework

- Leading a collaborative and empowered culture across diverse teams, supporting team members to communicate across teams to resolve issues and ensure effective service delivery in a dynamic and complex work environment
- Coordinating and managing the delivery of dispute resolution services by identifying issues, evaluating and promoting continuous process and service improvement in a high-volume environment

## Key relationships

Who	Why
<b>Internal</b>	
Manager / Director	<ul style="list-style-type: none"> <li>• Participate in meetings with, escalate sensitive issues and collaborate with to determine approach on strategic issues and their impact on business operating decisions and processes</li> <li>• Seek advice on deviations from case management practice and procedures, and the development of new arrangements</li> <li>• Provide expert advice and regular updates on key issues, projects and milestones</li> <li>• Supporting statutory officers in the delivery of decision-making responsibilities</li> </ul>
Management Team	<ul style="list-style-type: none"> <li>• Work collaboratively with peers to achieve quality business outcomes</li> <li>• Lead business communities of practice, projects and initiatives across the management team and the division</li> </ul>
Work Team	<ul style="list-style-type: none"> <li>• Guide, support, advise and collaborate to achieve business outcomes</li> <li>• Participate in meetings to share information and provide input on issues and opportunities for improvement</li> <li>• Review work and provide direction and manage performance</li> <li>•</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Inspire, guide, support, motivate, coach, mentor and manage performance</li> <li>• Review work and proposals to ensure integrity and accountability of decision making</li> <li>• Provide own perspective and share information</li> <li>• Work collaboratively with, inspire and motivate</li> </ul>
Specialist Stakeholders	<ul style="list-style-type: none"> <li>• Manage the relationship with arbitrators, mediators and delegates with regards to listing and case management support</li> <li>• Address/report on process delivery to support specialist services</li> <li>• Collaborate with relevant business groups, provide information, advice and guidance on business processes and regulatory frameworks to improve processes</li> </ul>
<b>External</b>	
Industry Professionals/Service Partners	<ul style="list-style-type: none"> <li>• Seek/maintain specialist knowledge/advice on current processes/services</li> <li>• Explore alternative best practice approaches and methods to maximise outcomes</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>• Participate in forums, groups and discussions to represent and share information regarding innovation and best practice</li> <li>• Represent the Division and the service area in external industry seminars and events</li> </ul>
Customers/Specialist Stakeholders	<ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships and open channels of communication</li> <li>• Address/respond to queries where possible, or redirect relevant party for review and resolution</li> </ul>

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control and referred to under legislation. It refers to the Director/Registrar 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, assessments, decisions, business cases and other forms of written advice with minimal input from Director.

### Reporting line

Director/Registrar

### Direct reports

Varies.

### Budget/Expenditure

As per Customer Service Delegations

## Key knowledge and experience

- Current and extensive technical knowledge of case management practice and procedure in a dispute resolution environment.
- Extensive experience in delivering sustainable improvements in processes, procedures, and systems in a high-volume case management environment.

## Essential requirements

- Tertiary qualifications and/or relevant industry experience.
- Satisfactory criminal records check

## 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
 Personal Attributes	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	Advanced
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>Ensure systems are in place to capture customer service insights to improve services</li> <li>Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Advanced
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>Implement systems and processes that are underpinned by high quality research and analysis</li> <li>Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced
	<b>Technology</b> Understand and use available technologies to maximise efficiencies and effectiveness	<ul style="list-style-type: none"> <li>Identify opportunities to use a broad range of technologies to collaborate</li> <li>Monitor compliance with cyber security and the use of technology policies</li> </ul>	Adept






## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> <li>Identify ways to maximise the value of available technology to achieve business strategies and outcomes</li> <li>Monitor compliance with the organisation's records, information and knowledge management requirements</li> </ul>	
	<b>Procurement and Contract Management</b> Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> <li>Understand and comply with legal, policy and organisational guidelines and procedures relating to purchasing</li> <li>Conduct delegated purchasing activities in line with procedures</li> <li>Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements</li> </ul>	Intermediate
	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced
	<b>Manage Reform and Change</b> Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>Support teams in developing new ways of working and generating innovative ideas to approach challenges</li> <li>Actively promote change processes to staff and participate in communicating change initiatives across the organisation</li> <li>Provide guidance, coaching and direction to others who are managing uncertainty and change</li> <li>Engage staff in change processes and provide clear guidance, coaching and support</li> <li>Identify cultural barriers to change and implement strategies to address these</li> </ul>	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.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
 <b>Personal Attributes</b>	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
 <b>Relationships</b>	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
 <b>Results</b>	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	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Project Management	Understand and apply effective project planning, coordination and control methods	Intermediate
 <b>People Management</b>	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