

# Role Description

## Manager, Partnerships

Cluster	Customer Service
Department/ Agency	Department of Customer Service
Division/ Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	149212
PCAT Code	1339192
Date of Approval	October 2020

### Primary purpose of the role

Manage and support the team in building business relationships between the team and/or branch and its customers. The role will lead the delivery of high-quality, customer-focused support services that improve practices in accordance with relevant legislation, policy, standards and guidelines to increase the value realised from assets, investments and capabilities.

### Key accountabilities

- Build effective business partnerships between the service delivery function and its customers by acting as a central liaison point for engagement to understand the business and support optimal service delivery
- Facilitate and build a collaborative service delivery approach that aligns with business needs and promotes services and its' capabilities within the business
- Develop strategic approaches in the delivery of services that support corporate and business objectives and meets service level agreements
- Improve the quality of customer support through ongoing review of client requirements, services provided, and the skill level of operators to ensure business needs are met
- Lead and drive team management, work planning, coaching and professional development initiatives to align resources to deliver priorities and a positive employee experience
- Use data, research and insights to ensure that business planning incorporates relevant specialist corporate service considerations, and that service delivery plans effectively support business outcomes
- Collaborate with peers to lead the management of service provision and the delivery of fit for purpose solutions for the organisation

### Key challenges

- Managing client and stakeholder requirements while promoting the benefits of meeting requirements and/or improving business processes to customers who may lack understanding of their obligations
- Engaging and influencing a diverse range of stakeholders while ensuring service delivery meets business objectives

- Managing a team to build capability in a complex organisation that experiences constant administrative and organisational change

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>Escalate issues, keep informed, advise, receive guidance and instructions</li> <li>Provide expert strategic and technical advice to influence decisions regarding initiatives and innovation</li> <li>Identify sensitive and emerging issues and risks and provide recommendations</li> <li>Participate in meetings and discussions to share information and provide input and feedback</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>Guide, support, 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>
Work Team	<ul style="list-style-type: none"> <li>Represent work group perspective and share information</li> <li>Lead discussions and decisions regarding implementation of innovation and best practice</li> <li>Inspire and motivate team, provide direction and manage performance</li> <li>Support team members and work collaboratively to contribute to achieving the teams' business outcomes</li> </ul>
Customers/ Stakeholders	<ul style="list-style-type: none"> <li>Provide strategic advice for business and improvement opportunities</li> <li>Resolve issues and provide customer focused solutions to problems</li> <li>Provide access to services</li> <li>Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert advice and regular updates</li> </ul>
<b>External</b>	
Customers/Stakeholders	<ul style="list-style-type: none"> <li>Resolve issues and provide customer focused solutions to problems</li> <li>Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert advice and regular updates</li> <li>Negotiate and liaise with a variety of stakeholders to enable the timely delivery of business initiatives</li> <li>Establish sustainable positive relationships with customers and stakeholders</li> </ul>
Industry leaders	<ul style="list-style-type: none"> <li>Provide agency vision to promote agency perspective within the industry</li> <li>Capitalise on innovation and best practice</li> </ul>

## 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

Director

## Direct reports

This role has various direct reports

## Budget/Expenditure

As per the Customer Service delegations.

## Key knowledge and experience

Understanding of appropriate strategies for, and experience in managing delivery of advice and information services.

## 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.

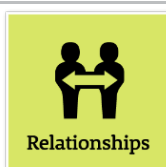
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## 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



### 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

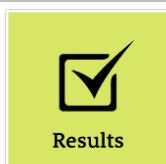
Advanced

### Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

Adept





### Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes
- Make sure staff understand expected goals and acknowledge staff success in achieving these
- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement

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		<ul style="list-style-type: none"> <li>Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>
	<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 Adept technologies to collaborate</li> <li>Monitor compliance with cyber security and the use of technology policies</li> <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>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>

## Occupation specific capability set



### **Relationships and Engagement - Stakeholder Management – Relationship Management**

The systematic identification, analysis, management, monitoring and improvement of stakeholder relationships in order to target and improve mutually beneficial outcomes. Gains commitment to action through consultation and consideration of impacts. Design the relationship management approach to be

- Leads the development of comprehensive stakeholder management strategies and plans
- Builds long-term, strategic relationships with senior stakeholders (internal and external).
- Facilitates the engagement of stakeholders and delivery of services and change projects, acting as a single point of contact for senior stakeholders, facilitating relationships between them
- Negotiates to ensure that stakeholders understand and agree what will meet their needs, and that appropriate agreements are defined
- Oversees monitoring of relationships including lessons learned and appropriate

**Level 6 - RLMT**






taken; including roles and responsibilities, governance, policies, processes, and tools, and support mechanisms. Creatively combines formal and informal communication channels in order to achieve the desired result.

feedback. Leads actions to improve relations and open communications with and between stakeholders.

## 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	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
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	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	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept

## Occupation specific capability set



Relationships and Engagement - Stakeholder Management - Supplier Management	The alignment of an organisation's supplier performance objectives and activities with sourcing strategies and plans, balancing costs, efficiencies and service quality. The establishment of working relationships based on collaboration, trust, and open communication in order to encourage co-innovation and service improvement with suppliers. The proactive engagement of suppliers for mutual benefit to resolve operational incidents, problems, poor performance and other sources of conflict. The use of clear escalation paths for discussing and resolving issues. The management of performance and risks across multiple suppliers (internal and external) using a set of agreed metrics.	Level 6 – SUPP
Strategy and Architecture - Advice and Guidance - Consultancy	The provision of advice and recommendations, based on expertise and experience, to address client needs. May deal with one specialist subject area, or can be wide ranging and address strategic business issues. May also include support for the implementation of any agreed solutions.	Level 5 - CNSL
Relationship and Engagement - Stakeholder Management – Customer Service Support	The management and operation of one or more customer service or service desk functions. Acting as a point of contact to support service users and customers reporting issues, requesting information, access, or other services. The delivery of customer service through multiple channels including human, digital, self-service and automated.	Level 6 - CSMG