

Manager, Service Performance & Customer Analytics

Agency	Department of Education
Division/Branch/Unit	Operations Shared Services Service Delivery Optimisation
Location	Parramatta
Classification/Grade/Band	Clerk Grade 11/12
Role Number	192996
ANZSCO Code	132311
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Agency Website	www.dec.nsw.gov.au

Agency overview

The NSW Department of Education provides, funds and regulates education services for NSW students from early childhood to secondary school, delivering world-class education through its public schools and providing funding support to non-government schools. We employ, develop and support teachers, leaders and other staff to deliver the best outcomes for students and to advance the wellbeing of Aboriginal people.

EDConnect is a large and complex shared services organisation that exists to support schools and corporate areas in the NSW Department of Education by delivering transactional and support services in the areas of Finance, Business Services and HR; and providing first level advisory support to customers via the Contact Centre in relation to Finance, Business Services, HR, IT and Procurement enquiries.

Primary purpose of the role

The Manager, Service Performance & Customer Analytics is accountable for leading the Service Performance & Customer Analytics team to transform service delivery performance and customer data into actionable insights that improve customer satisfaction, productivity and performance.

The Manager leads the design and development of the EDConnect customer data architecture, utilising analytics, data modelling, and customer segmentation methodologies to generate customer insights that inform new service innovations and customer-centred solutions. The Manager collaborates closely with stakeholders to define data requirements and capture relevant, timely, high quality feedback on the customer experience.

The role also leads the design, implementation and monitoring of EDConnect's service delivery outcomes and performance, in accordance with the Shared Services performance management framework (BPMF). This includes defining and implementing service performance metrics, service quality and compliance policies, and service performance measurement methods. The role works collaboratively with stakeholders to define key performance metrics that align with the service goals and standards of Shared Services and the Department. The Manager is responsible for designing and establishing robust measurement systems to monitor Shared Services' service performance, and generating actionable insights on areas for improvement.

The Manager is part of the Service Delivery Optimisation (SDO) team which works collaboratively with other teams within the Shared Services directorates and enable them to achieve the EDConnect Strategic Plan.

Key accountabilities

- Lead the design and development of Shared Services operational plans that model outstanding people management practices and resource utilisation, resulting in a high-performing service delivery culture. In achieving this, the role provides leadership to functional teams and implements policies and management strategies that reflect, and are responsive to Shared Services, Department and NSW government priorities
- Build and foster strategic partnerships across Shared Services Directorate teams, Corporate Operations, customer groups, and relevant external agencies. As a member of the senior management team, the role is ideally placed to partner with key stakeholders and gain support across the Department for Shared Services' programs and initiatives
- Promote a culture of customer-centred service delivery and continuous service improvement to ensure they meet customer needs and expectation and Service Level Agreements
- Design and inform business requirements for Shared Services technology, systems and process to enable regular evaluation and accurate reporting of the Shared Services Directorate objectives. In this context, the role evaluates available data and research and derives evidence-based solutions to inform the review of Shared Services operations, customer experience, programs and initiatives
- Provide regular updates to the supervisor regarding progress and achievement of the role's agreed business and reporting targets. The supervisor needs to be alerted to potential or emerging business-critical matters that could adversely impact Shared Services program/policy implementation and/or service delivery. In this respect, the role identifies and assesses risk, and proposes and evaluates risk mitigation strategies
- As a role-model, demonstrate a commitment to a continuous-learning culture where team input, innovation and professional learning opportunities are valued
- In consultation with the supervisor, develop an annual work plan that articulates and clarifies specific role responsibilities, key performance indicators and expected outcomes of success over a 12 month period; monitor and evaluate individual and team performance through performance development, to support team members, and enhance individual and team achievements

Key challenges

- Providing efficient and high level customer service delivery while ensuring competing and conflicting business priorities are met within agreed timeframes and to the required standard in the context of a large and complex organisation that is continuously undergoing transformation and implementing reform programs to support the delivery of better educational outcomes for the NSW community

- Embracing Shared Services' objectives by adopting and implementing continuous improvement initiatives in services, processes and technologies to provide high quality, efficient and customer centred services to customers
- Keeping abreast of current and emerging technology, shared services and customer experience trends, policy and legislative reform to support the execution of the Department and Shared Services strategy and objectives

Key relationships

Who	Why
Internal	
Customers	<ul style="list-style-type: none"> • Contributes to strategic planning, policy development and decision making on service delivery • Inspire the support and commitment of customers for Shared Services initiatives and business reforms
Team members	<ul style="list-style-type: none"> • Inspires, motivates and mentors team members and colleagues to achieve goals • Provides ongoing performance feedback, coaching and development to direct reports • Provides a conduit across teams in Shared Services to ensure the consistent provision of advice and service
Supervisor	<ul style="list-style-type: none"> • Provides regular status reports • Consults regarding the management of sensitive, high-risk or business-critical matters • Receives ongoing performance feedback, coaching and development
Shared Services team members	<ul style="list-style-type: none"> • Collaborates and drive consistent application of improving customer experience and service delivery • Provide advice on customer experience and customer needs, and feedback to inform service design and transition of existing and new services • Share and analyse customer and service data to identify opportunities for process and service improvement
Shared Services Executive members and other Directorate members	<ul style="list-style-type: none"> • Develops and maintains effective working relationships and open channels of communication to consult, liaise and negotiate in achievement of mutually beneficial unit and Directorate outcomes
Learning Networks/Communities of Practice	<ul style="list-style-type: none"> • Actively participates in internal and/or external learning opportunities, briefing sessions and workshops to keep up to date with management practices and new development in leading Shared Services practices
External	

Who	Why
Industry professionals/Consultants	<ul style="list-style-type: none"> Maintains role specific specialist knowledge (if applicable) / understanding of Shared Services practices, seeks advice and collaborates on the implementation of Shared Services strategies to keep abreast of best practice
Service Providers	<ul style="list-style-type: none"> Monitors the performance of external contractors, consultants, assists in negotiating and resolving disputes
Key external stakeholders	<ul style="list-style-type: none"> Develops and maintains effective working relationships and open channels of communication to facilitate liaison, consultation and engagement

Role dimensions

Decision making

The role acts independently in performing its core work functions and requires the application of knowledge, skills and professional judgement within Shared Services policies and guidelines to achieve Shared Services Directorate / business unit target outcomes. In matters that are sensitive, high-risk or business critical, the role consults with the supervisor to agree on a suitable course of action.

The role has authority to make decisions about the design and coordination of workflows and project paths, as well as the deployment of team members, tasks and allocated resources to ensure the achievement of business and unit outcomes.

Reporting line

This role reports to the Director, Service Delivery Optimisation (Grade PSSE1)

Direct reports

This role has direct reports. Please refer to the relevant business unit organisational chart

Budget/Expenditure

The role manages a budget and has financial delegation in accordance with Department policy

Essential requirements






- Appropriate tertiary qualifications in Mathematics, Business or IT, and/or demonstrated successful experience in customer analytics and service performance in a Shared Services / Contact Centre environment
- Demonstrated quantitative and analytical skills, including advanced statistical techniques
- Knowledge of and commitment to the Department's Aboriginal Education policies

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	Adept
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

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 Display Resilience and Courage	Adept	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
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	Advanced	<ul style="list-style-type: none"> • Promote a culture of quality customer service in the organisation • 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 • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Think and Solve Problems	Adept	<ul style="list-style-type: none"> • Research and analyse information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option • Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness
Business Enablers Technology	Adept	<ul style="list-style-type: none"> • Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Identify opportunities to use a broad range of communications technologies to deliver effective messages • Understand, act on and monitor compliance with information and communications security and use policies • Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business • Support compliance with the records, information and knowledge management requirements of the organisation
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Work to remove barriers to achievement of goals