

SENIOR MANAGER CUSTOMER EXPERIENCE (CX) DESIGN

BRANCH/UNIT	Product & Quality Group		
TEAM	Insights & Innovation		
LOCATION	Negotiable		
CLASSIFICATION/GRADE/BAND	TAFE Manager Level 4		
POSITION NO.	TBA		
ANZSCO CODE	139999	PCAT CODE	2226168
TAFE Website	www.tafensw.edu.au		

1. ORGANISATIONAL ENVIRONMENT

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

2. POSITION PURPOSE

The Senior Manager Customer Experience (CX) Design is responsible for leading the creation of useful, effective and desirable education and training experiences that people want to use – now and into the future. The position will identify, design and implement effective customer experience initiatives, in collaboration with stakeholders across TAFE NSW, leading organisation-wide Customer Experience (CX) maturity, applying innovative and experimental methodologies to strategic problem solving.

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3. KEY ACCOUNTABILITIES

1. Provide CX/Human-Centered Design (HCD) expertise in the collaborative effort to develop, implement and evaluate the TAFE NSW CX strategy through strategic, tactical, and operational customer engagement plans, programs, and initiatives.
2. Provide specialist advice and direction to research, analyse and gain insights from diverse qualitative and quantitative sources (e.g., research, surveys, learning analytics, external sources, stakeholder feedback and market intelligence) to be able to provide effective recommendations to management.
3. Design and conduct research into the effectiveness of TAFE NSW services and be able to draw insights to transform the way education services are delivered as well as invent new services.
4. Lead and direct specific customer research programs, dialogue, and other forms of engagement to understand key concerns and issues and inform review and enhancement of customer services and service delivery models.
5. Provide CX/HCD expertise and coach the CX Team in the use of various human-centered design and CX design methods and tools to engage customers and other stakeholders in innovations to inspire change.
6. Lead the CX team to develop innovative educational and customer experience initiatives that are focused on, and responsive to, the current and future needs of students and teachers.
7. Oversee the design and implementation of research strategies, methodologies, and activities into new and innovative educational technology requirements to support new pedagogic opportunities.
8. Demonstrate a genuine commitment to safety excellence and safety leadership. This includes actively consulting, promoting and contributing to initiatives, monitoring safety performance, and making decisions and acting on health, safety and wellbeing matters.
9. Place the customer at the centre of all decision making.
10. Build and develop a high performance team, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.
11. Collaborate with staff to ensure the development and regular review of meaningful individual performance development and review plans that are clearly aligned to strategic objectives and focused to develop the individual.

4. KEY CHALLENGES

- Aligning disparate parts of the organisation around the customer through effective collaboration and evidence-based insight while developing the maturity of the CX Team.
- Championing a long-term strategic focus on driving the customer experience, balanced against the need for immediate response to urgent business issues.
- Effectively planning to meet future customer needs and incorporate innovative approaches in the context of diverse and changing internal and external stakeholder needs.

5. KEY RELATIONSHIPS

WHO	WHY
Internal	
Director of Insights and Innovation	<ul style="list-style-type: none"> Receive leadership, advice and support. Provide advice and expertise as required, gain relevant approvals, report on programs status and outcomes.
Direct Reports	<ul style="list-style-type: none"> Provide leadership, coaching and support, manage performance, and receive information and feedback on achievement of goals and objectives
Insights & Innovation team	<ul style="list-style-type: none"> Collaborate on education quality improvement and innovation project selection, design and implementation, ensuring alignment with strategic priorities. Collaborate to access product expertise, SMEs, assist with prototypes, identify pain points, requirements, opportunities (e.g. opportunities for competitive advantage), curriculum design.
Student Experience Group, Market Group and Capability Group	<ul style="list-style-type: none"> Collaborate on education quality improvement and innovation project selection, design and implementation, ensuring alignment with strategic priorities. Collaborate to access product expertise, SMEs, assist with prototypes, identify pain points, requirements, opportunities (e.g. opportunities for competitive advantage), curriculum design.
Shared Services Group & Transformation Group	<ul style="list-style-type: none"> Gather requirements and provide insights and advice.
Systems Group	<ul style="list-style-type: none"> Collaborate on Edu-Tech and innovative technologies, guidelines regarding enterprise technology strategy and pilot-to-scale support.
Across Product & Quality Group	<ul style="list-style-type: none"> Collaborate on education quality improvement and innovation project selection, design and implementation, operationalising and integrating innovations. Collaborate to access product expertise, SMEs, assist with prototypes, identify pain points, requirements and opportunities.
External	
NSW Government Stakeholders	<ul style="list-style-type: none"> Ensure that TAFE NSW's strategic interests are advanced by maintaining effective, collaborative relationships and partnerships with NSW Government stakeholders.
Third party vendors, Networks and Specialists	<ul style="list-style-type: none"> Scanning for innovative education quality and learner experience ideas, including uses of EduTech and other technologies. Flexing project resourcing with external specialists, dependent on project requirements; maintenance of panels and experts to draw on as required
Students	<ul style="list-style-type: none"> Gain insights on education quality improvement and innovation projects.

6. POSITION DIMENSIONS

Reporting Line: Director of Insights and Innovation

Direct Reports: Nil~ 7

Indirect Reports: Nil

Financial delegation: TBA

Budget/Expenditure: TBA

Decision Making:

- Makes decisions on complex and sensitive issues through the detailed analysis of alternative courses of action and their implications on achieving organisational objectives and strategies.
- Manage functional expenditure and resourcing of projects within relevant policy and delegation frameworks.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

7. ESSENTIAL REQUIREMENTS

1. Degree qualification in human-centered design, CX design or a related field or equivalent significant experience in large, complex organisations.
2. Demonstrated skills and experience in measuring, analysing and translating customer insights into customer experience strategy and design.
3. High level interpersonal, negotiation and communication skills with the ability to manage the relationships with a range of senior internal and external employees and stakeholders.
4. Demonstrated ability to inspire and mobilise people towards positive cultural change through deep collaboration in CX/HCD projects, methodologies, mindsets and capabilities.
5. Ability to address and meet focus capabilities as stated in the Position Description.






8. CAPABILITIES

NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the [NSW Public Sector Capability Framework](#). The capabilities **in bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational > Intermediate > Adept > Advanced > Highly Advanced

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

FOCUS CAPABILITIES

The focus capabilities for the Senior Manager Customer Experience (CX) Design 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 position's key accountabilities.

NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Remain composed and calm and act constructively in highly pressured and unpredictable environments. Give frank, honest advice in response to strong contrary views. Accept criticism of own ideas and respond in a thoughtful and considered way. Welcome new challenges and persist in raising and working through novel and difficult issues. Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues.
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding. Translate technical and complex information clearly and concisely for diverse audiences.

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Create opportunities for others to contribute to discussion and debate. • Contribute to and promote information sharing across the organisation. • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints. • Explore creative ways to engage diverse audiences and communicate information. • Adjust style and approach to optimise outcomes. • Write fluently and persuasively in plain English and in a range of styles and formats.
Relationships		
Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector. • Publicly celebrate the successful outcomes of collaboration. • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions. • Identify and overcome barriers to collaboration with internal and external stakeholders.
Relationships		
Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments. • Work towards mutually beneficial 'win-win' outcomes. • Show sensitivity and understanding in resolving acute and complex conflicts and differences. • Identify key stakeholders and gain their support in advance. • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise. • Anticipate and minimise conflict within the organisation and with external stakeholders.
Results		
Deliver Results	Advanced	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes. • Drive a culture of achievement and acknowledge input from others. • Determine how outcomes will be measured and guide others on evaluation methods. • Investigate and create opportunities to enhance the achievement of organisational objectives. • Make sure others understand that on-time and on-budget results are required and how overall success is defined. • Control business unit output to ensure government outcomes are achieved within budgets. • Progress organisational priorities and ensure that resources are acquired and used effectively.
Results		
Think and	Highly Advanced	<ul style="list-style-type: none"> • Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement.

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Solve Problems		<ul style="list-style-type: none"> Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues. Identify and evaluate organisation-wide implications when considering proposed solutions to issues. Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact. Ensure effective governance systems are in place to guarantee quality analysis, research and reform.
Results Demonstrate Accountability	Adept	<ul style="list-style-type: none"> Assess work outcomes and identify and share learnings to inform future actions. Ensure that own actions and those of others are focused on achieving organisational outcomes. Exercise delegations responsibly. Understand and apply high standards of financial probity with public monies and other resources. Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety. Conduct and report on quality control audits. Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks.
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> Prepare and review project scope and business cases for projects with multiple interdependencies. Access key subject-matter experts' knowledge to inform project plans and directions. Design and implement effective stakeholder engagement and communications strategies for all project stages. Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning. Develop effective strategies to remedy variances from project plans and minimise impact. Manage transitions between project stages and ensure that changes are consistent with organisational goals. Participate in governance processes such as project steering groups.
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty. Assist others to address emerging challenges and risks and generate support for change initiatives. Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them. Implement structured change management processes to identify and develop responses to cultural barriers.