Role Description
Manager Customer Resolution

Cluster	Transport for NSW
Agency	Roads and Maritime Services
Division/ Branch/ Unit	Safety, Environment and Regulation / Enrolment / Customer Resolution
Location	Parramatta
Classification/ Grade/ Band	USS11
Role Number	51010441
ANZSCO Code	149211
PCAT Code	2129192
Date of Approval	July 2019
Agency Website	www.transport.nsw.gov.au

Agency overview

At Transport, we're passionate about making NSW a better place to live, work and visit. Our vision is to give everyone the freedom to choose how and when they get around, no matter where they live. Right now, we're delivering a $51.2bn program – the largest Australia has ever seen – to keep people and goods moving, connect communities and shape the future of our cities, centres and regions. At Transport, we're also committed to creating a diverse, inclusive and flexible workforce, which reflects the community and the customers we serve.

Our organisation – Transport for NSW – is comprised of nine integrated divisions that focus on achieving community outcomes for the greater good and on putting our customers at the centre and our people at the heart of everything we do.

Primary purpose of the role

The Manager Customer Resolution leads a specialist team to deliver quality, accurate, sensitive and timely information to customer regulatory service enquiries. This role will also provide an escalation point for TfNSW policy and technical advice, managing customer enquiry lines, managing and investigating applications for new driver licence numbers and providing business support to Service NSW on proof of identity and overseas document verification enquiries according to relevant TfNSW policies and legislation.

Key accountabilities

- Provide leadership to effectively manage customer enquiries, including the receipt, analysis, assessment and resolution of customer feedback, proof of identity and technical enquiries.
- Provide an escalation point and resolution for a broad range of complex customer service issues and complaints.
- Manage and lead a diverse team in delivering quality, accurate and timely information to customers that seek input and comment from across the Division.
- Ensure effective processes, workflows and systems allow for resource utilisation and customer service delivery to agreed performance standards.
- Maintain appropriate systems and records to track end to end resolution of customer enquiries.

- Collaborate with Insights and Reporting to identify and advise on emerging trends and patterns so timely remedial action may be initiated or issues escalated to appropriate areas for action.
- Lead, manage and mentor to build knowledge, skill capability and embed a customer service focus for all team members.

Key challenges

- Driving performance in a high volume environment to deliver quality correspondence content within strict deadlines and with limited resources.
- Negotiating and influencing subject matter experts in a challenging and complex environment ensuring correspondence is accurate and complete, and customer feedback is positive and within tight timeframes.
- Interpreting and consistently applying relevant legislation as it applies to enforcement systems, including developing a sound understanding of light and heavy vehicles compliance requirements.

Key relationships

Who	Why
Internal	
Director Enrolment	• Receive broad guidance, provide specialist advice, escalate contentious issues and exchange information
Direct reports	• Provide guidance and support, exchange information and facilitate their ongoing professional development
Compliance and Regulatory Services Division	• Consult and collaborate, provide specialist advice and exchange information
External	
Other Government Departments including Service NSW	• Establish and maintain effective professional relationships to exchange information, consult and collaborate

Role dimensions

Decision making

The Manager Customer Resolution operates with a high level of autonomy and is expected to determine key operational objectives in consultation with the Director, allocates work and reviews performance and exercises delegated authority.

The role is individually accountable for the quality, integrity and validity of the content of advice provided in relation to compliance information and related issues

Reporting line

This role reports to the Director of Enrolment

Direct reports

This role has 4 direct reports and 15 indirect reports

Budget/Expenditure

Approx. $2.4 Million

Essential requirements

- Extensive knowledge and understanding of policies, relevant legislation and its implications and application to governing program participants
- Experience in records management and detailed understanding of correspondence and customer resolution procedures and process.
- Experience in leading teams in a service delivery based environment including motivating, training and developing staff, setting and achieving goals within critical time constraints.

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

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	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour
Personal Attributes Manage Self	Adept	• Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate a high level of personal motivation
Relationships Communicate Effectively	Adept	• Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently in a range of styles and formats
Relationships Work Collaboratively	Advanced	• 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	Adept	• 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

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GOVERNMENT

Group and Capability	Level	Behavioural Indicators
		explicit and budgeted for
		• Use own expertise and seek others' expertise to achieve work outcomes
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Technology	Advanced	• Show commitment to the use of existing and deployment of appropriate new technologies in the workplace • Implement appropriate controls to ensure compliance with information and communications security and use policies • Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes • Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes • Implement and monitor appropriate records, information and knowledge management systems protocols and policies
People Management Manage and Develop People	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives