# Role Description
# Senior Manager Customer Experience

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|---|---|
| **Cluster** | Transport |
| **Agency** | Sydney Metro |
| **Division/Branch/Unit** | Operations, Customer & Place-making / Customer & Service Planning |
| **Location** | 680 George Street, Sydney and other site locations |
| **Classification/Grade/Band** | TSSM |
| **Role Number** | 51020711 |
| **ANZSCO Code** | 131112 |
| **PCAT Code** | 2211192 |
| **Date of Approval** | August 2020 |
| **Agency Website** | www.sydneymetro.info |

## Agency overview

Sydney Metro is leading Australia's biggest public transport infrastructure program, developing and delivering a new world-class metro railway system for Sydney.

As a new NSW Government statutory authority, Sydney Metro has been tasked with developing and delivering metro railways, and managing their operations. Sydney Metro also leads the development of vibrant station precincts to meet customer and community needs, transforming the way Sydney travels and helping shape the future of Australia's largest city.

## Primary purpose of the role

The primary purpose of the role is to lead the provision of specialist advice on transport product design from the customer perspective to other functional and implementation groups across Sydney Metro to enable service standards and service delivery to meet customer requirements.

The role relies on customer data and feedback gained from multiple sources as well as forming close relationships with other customer focused teams throughout the Transport Cluster to place the customer at the centre of service delivery plans.

The role is responsible for providing information to enhance decision making and will advise across the project on design development to drive customer focused outcomes for the organisation.

## Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers

- Provide specialist advice from the customer perspective to inform customer requirements, system and service delivery design, ensuring the customer is centred in all project planning and delivery activities
- Manage research and analysis of customer information, feedback and other available customer data to identify opportunities for improvement through the delivery of projects.
- Advocate the needs of the customer across Sydney Metro through the use of customer research and data gathered from multiple sources, including TfNSW to ensure informed decision making at planning, development and delivery stages
- Prepare consultant project briefs and associated documentation and manage engagement of specialist contractors.
- Led and/or participate in inter- and intra-agency working groups as required to support evidence collection and the decision making process, with a focus on customer.
- Manage a continuous improvement process for Sydney Metro customer requirements to ensure they are consistently informed by new customer and stakeholder insight
- Undertake and commission research as required to inform the design process and provide expert technical advice to design, delivery and operations teams

## Key challenges

- Promoting a customer centric methodology across all project activities
- Understanding how to leverage best practice, trends, issues and opportunities in Customer Experience (people, process and technology)
- Understanding the breadth and subtleties of Sydney Metro project activities and environment

## Key relationships

| Who | Why |
|---|---|
| **Internal** | |
| Director Customer Experience & Analytics | • Escalate issues, keep informed, advise and receive instructions<br>• Provide regular updates on key projects, issues and priorities<br>• Contribute to planning, policy development and decision making |
| Direct reports | • Lead, inspire and motivate, provide direction and manage performance |
| Integrated project teams and wider Sydney Metro Office | • Work within implementation groups across the organisation to ensure customer outcomes are achieved |
| **External** | |
| TfNSW, OpCo and other Transport Operating Agencies | • Monitor and review OpCo's deliverables and management plans to ensure customer experience requirements are achieved<br>• Participate in discussions between Sydney Metro and OpCo to influence product delivery to take advantage of opportunities to improve customer and community outcomes |
| Service providers and contractors, local councils and businesses, adjacent developers, government, community | • Build collaborative working relationships<br>• Represent Sydney Metro on committees, working parties and related forums and advocate the position of SM in line with strategic and business plans |

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## Role dimensions

### Decision making

The Senior Manager, Customer Experience operates with a level of autonomy within the requirements of the agreed work plan and establishes their operational priorities in consultation with the Director, Customer Experience & Analytics. The position holder is expected to deliver assigned projects on time and at or below budget and is fully accountable for the quality, integrity and accuracy of expert advice provided.

### Reporting line

Sydney Metro operates under a matrix reporting model across functional and implementation groups, or project workstreams.

The role reports to the Director Customer Experience & Analytics

### Direct reports

The role has 2-3 direct reports

### Budget/Expenditure

The budget/expenditure allocation for the role will be confirmed.

## Essential requirements

Tertiary qualifications in marketing, business management or another relevant discipline

Demonstrated record of achievement in the development of customer service programs and improvements in a large, complex service organisation

High level knowledge of and experience in the concepts, principles and use of customer data and research to drive improvements in customer service and drive customer focus in the planning, design and delivery of complex service systems

Strong understanding of contemporary issues, problems and directions in transport customer experience and service matters

## 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.

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| NSW Public Sector Capability Framework | | |
| --- | --- | --- |
| **Capability Group** | **Capability Name** | **Level** |
| Personal Attributes | Display Resilience and Courage | Adept |
| | **Act with Integrity** | **Advanced** |
| | Manage Self | Adept |
| | Value Diversity | Advanced |
| Relationships | **Communicate Effectively** | **Advanced** |
| | **Commit to Customer Service** | **Advanced** |
| | **Work Collaboratively** | **Advanced** |
| | Influence and Negotiate | Adept |
| Results | **Deliver Results** | **Advanced** |
| | 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 | Adept |
| | Optimise Business Outcomes | Intermediate |
| | 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**<br>Act with Integrity | Advanced | • Model the highest standards of ethical behaviour and reinforce them in others<br>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow<br>• Ensure that others have a working understanding of the legislation and policy framework within which they operate<br>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government |

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| Group and Capability | Level | Behavioural Indicators |
| --- | --- | --- |
| | | • Monitor ethical practices, standards and systems and reinforce their use<br>• Act on reported breaches of rules, policies and guidelines |
| **Relationships**<br>Communicate Effectively | Advanced | • Present with credibility, engage varied audiences and test levels of understanding<br>• Translate technical and complex information concisely for diverse audiences<br>• Create opportunities for others to contribute to discussion and debate<br>• Actively listen and encourage others to contribute inputs<br>• Adjust style and approach to optimise outcomes<br>• Write fluently and persuasively in a range of styles and formats |
| **Relationships**<br>Commit to Customer Service | Advanced | • Promote a culture of quality customer service in the organisation<br>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes<br>• Promote and manage alliances within the organisation and across the public, private and community sectors<br>• Liaise with senior stakeholders on key issues and provide expert and influential advice<br>• Identify and incorporate the interests and needs of customers in business process design<br>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs |
| **Relationships**<br>Work Collaboratively | Advanced | • Build a culture of respect and understanding across the organisation<br>• Recognise outcomes which resulted from effective collaboration between teams<br>• Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government<br>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions |
| **Results**<br>Deliver Results | Advanced | • Drive a culture of achievement and acknowledge input of others<br>• Investigate and create opportunities to enhance the achievement of organisational objectives<br>• Make sure others understand that on-time and on-budget results are required and how overall success is defined<br>• Control output of business unit to ensure government outcomes are achieved within budget<br>• Progress organisational priorities and ensure effective acquisition and use of resources<br>• Seek and apply the expertise of key individuals to achieve organisational outcomes |

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| NSW Public Sector Capability Framework | | |
|---|---|---|
| **Group and Capability** | **Level** | **Behavioural Indicators** |
| **Results**<br>Demonstrate Accountability | Adept | • Assess work outcomes and identify and share learnings to inform future actions<br>• Ensure that actions of self and others are focused on achieving organisational outcomes<br>• Exercise delegations responsibly<br>• Understand and apply high standards of financial probity with public monies and other resources<br>• Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others<br>• Conduct and report on quality control audits<br>• Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks |
| **Business Enablers**<br>Project Management | Adept | • Prepare clear project proposals and define scope and goals in measurable terms<br>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements<br>• Prepare accurate estimates of costs and resources required for more complex projects<br>• Communicate the project strategy and its expected benefits to others<br>• Monitor the completion of project milestones against goals and initiate amendments where necessary<br>• Evaluate progress and identify improvements to inform future projects |
| **People Management**<br>Manage and Develop People | Adept | • Define and clearly communicate roles and responsibilities to achieve team/unit outcome<br>• Negotiate clear performance standards and monitor progress<br>• Develop team/unit plans that take into account team capability, strengths and opportunities for development<br>• Provide regular constructive feedback to build on strengths and achieve results<br>• Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way<br>• Monitor and report on performance of team in line with established performance development frameworks |

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