

Role Description

Senior Operations Officer



Customer
Service

Cluster	Customer Service
Department/ Agency	Department of Customer Service
Division/ Branch/Unit	Revenue NSW
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	139999
PCAT Code	3339192
Date of Approval	July 2019

Primary purpose of the role

Manage a team to maximise the effectiveness and efficiency of the branch in accordance with administered legislation and ensure outcomes consistent with the operational and strategic plans.

Key accountabilities

- Manage and develop staff to ensure the activities and performance of the branch meet service standards
- Oversee workforce planning and resources to effectively meet service delivery standards
- Develop, implement and integrate strategic and operational plans and report on progress and identify trends to enable development of remedial action plans
- Develop, manage and monitor key performance indicators (KPIs) to ensure service delivery meets customer and business needs
- Research and identify areas of potential avoidance or evasion by developing projects and programs to amend legislation or policies
- Lead, manage and/or contribute to continuous business and customer service improvement initiatives
- Develop and maintain networks to ensure effective coordination of information and timely responses to meet business strategies
- Develop, review and implement improved business procedures, develop assessment protocols, guidance and supporting material and facilitate technical advice and training to staff to allow appropriate professional development

Key challenges

- Leading, coaching and motivating staff working on diverse and complex matters to ensure performance meets or exceeds branch KPIs and customer service standards
- Maximising the efficiency and effectiveness of resources to ensure integrated operations and workforce planning processes, given the competing demands and multiple data sources

- Administering legislative changes while monitoring and assessing client needs to ensure that strategies remain client focused

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise, receive guidance and instructions • Provide recommendations and inform through reporting any sensitive and emerging issues • Participate in meetings and discussions to share information and provide input and feedback
Work Team	<ul style="list-style-type: none"> • Support team members and work collaboratively to contribute to achieving the team's business outcomes • Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice • Represent work group perspective and share information
Direct Reports	<ul style="list-style-type: none"> • Guide, support, coach, mentor and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Work collaboratively with, inspire and motivate
Internal Customer/ Stakeholders	<ul style="list-style-type: none"> • Provide a client-focused approach to service delivery • Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues
External	
External Customers/ Stakeholders	<ul style="list-style-type: none"> • Respond and resolve queries, providing information and/or resources or redirect to the appropriate person or business unit if required • Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards
Other Government Agencies	<ul style="list-style-type: none"> • Develop and maintain effective working relationships • Participate in meetings and represent the organisation's perspective • Provide and share information, discuss and seek input on matters or issues

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Manager. It refers to a Managers' decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. 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 manager.

Reporting line

Director / Manager

Direct reports

This role has various direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Nil

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	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • 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
 Results	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> • Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team and unit goals, strategies and plans • Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust future plans accordingly 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
<div> Business Enablers</div>	Project Management Understand and apply effective project planning, coordination and control methods	<ul style="list-style-type: none">• Understand all components of the project management process, including the need to consider change management to realise business benefits• Prepare clear project proposals and accurate estimates of required costs and resources• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements• Identify and evaluate risks associated with the project and develop mitigation strategies• Identify and consult stakeholders to inform the project strategy• Communicate the project's objectives and its expected benefits• Monitor the completion of project milestones against goals and take necessary action• Evaluate progress and identify improvements to inform future projects	Adept
<div> People Management</div>	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none">• 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• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced

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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Intermediate
	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	Intermediate
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
	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
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	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
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate