

# Role Description

## Shared Services Team Leader (Employee Services)

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	Corporate Services/Transport Shared Services/Service Centre
Location	Various
Classification/Grade/Band	Grade 7
Role Number	TBC
ANZSCO Code	541111
PCAT Code	223111
Date of Approval	5 November 2019
Agency Website	<a href="http://www.transport.nsw.gov.au">www.transport.nsw.gov.au</a>

### Agency overview

Over the next 40 years, Sydney's population is projected to swell to over 12 million residents and regional NSW will accommodate an extra 700,000 people. Transport for NSW is delivering an unprecedented \$55.6b investment into a truly game changing Future Transport strategy which will bring together several modes and cutting edge technologies to deliver satisfaction and safety for our customers while supporting a rapidly growing economy.

### Primary purpose of the role

The primary purpose of the role is to manage a team of support officers, officers and consultants in providing tier 0 and tier 1 enquiry and transactional processing services in a multi-channel environment and building a strong customer-service culture. The role identifies and implements opportunities for service delivery improvement in all areas of operations including resource management, building skills and capabilities in the team, and continuously improving processes, systems and the knowledge base.

### Key accountabilities

- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers.
- Manage and coordinate the team and resources to deliver high quality, seamless and responsive tier 0 and tier 1 enquiry and transactional services, ensuring that approved procedures and processes are consistently applied to deliver services in a compliant and efficient manner.
- Manage more complex enquiries, transactions and the provision of value-adding services and monitor the resolution of these to ensure that tickets are closed out only when the issues have been fully resolved.
- Role model strong culture service culture and communicate with customers in a courteous and empathic way, demonstrating a willingness to assist and a commitment to providing high-quality service.
- Trouble-shoot and problem solve recurring customer service issues and ensure the effective adoption of new systems, processes and procedures within team.

- Take accountability for team performance and achieve agreed customer satisfaction, efficiency and effectiveness KPIs.
- Manage the work schedule for the team and optimise the allocation of work across the team to ensure effective resource utilisation and meeting of service standards.
- Ensure the team is able to use a range of computerised systems, technology and telephony solutions to undertake work tasks, triage, refer or escalate work tasks, enter data and maintain up to date records in order to facilitate work allocation, performance analysis and service improvement.
- Foster a culture of knowledge and information sharing and continuous learning in the team, undertake regular quality assessments and drive ongoing improvements to customer experience by improved processes, systems and the knowledge base.
- Manage the PDR process for the team and have regular performance and development discussions with staff to ensure individual and organisational goals are achieved.

## Key challenges

- Managing the delivery of quality shared services and building a customer service culture in a complex, high-volume work environment where there are competing demands and priorities.
- Consistently achieving team results while managing individual team member performance and contribution as well as scaling up and down to accommodate variable demand and bringing in new services.
- Identifying and applying innovative approaches to increase productivity, maximise the effectiveness of systems and solutions, and achieve and sustain improved customer service levels.

## Key relationships

Who	Why
<b>Internal</b>	
Senior Manager	<ul style="list-style-type: none"> <li>• Escalate issues and keep informed on matters that impact client/customers or business.</li> <li>• Provide expert advice on broader unit issues.</li> <li>• Make recommendations regarding improvements, performance and service standards.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Role model customer service behaviours and values.</li> <li>• Optimise the allocation of work across the team to ensure the most effective resource utilisation.</li> <li>• Guide, support and mentor to deliver business outcomes.</li> <li>• Set performance standards and manage to them.</li> </ul>
Service Improvement team	<ul style="list-style-type: none"> <li>• Work closely with the Service Improvement team to contribute to the development of a high-quality knowledge base.</li> <li>• Contribute to the development of service improvement initiatives and implement new processes, procedures and systems in the team ensuring everyone is well equipped to deliver on the new or adapted service.</li> <li>• In collaboration with the Service Improvement team manage services transitioning into and out of the shared services team.</li> </ul>

- Monitor the quality of service to customers and address systemic issues to ensure that services are delivered efficiently and effectively.

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**External**

External Customers (e.g. vendors, industry groups, public)

- Monitor the quality of service to customers and address systemic issues to ensure that services are delivered efficiently and effectively.
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## Role dimensions

### Decision making

As per the delegation level of the role.

### Reporting line

This role reports to one of the Senior Managers in one of the service lines, namely Finance, Procurement, Employee Services, AWS and Customer Services.

### Direct reports

Depending on the location and the service line, anywhere between 4 and 15 direct reports.

The roles reporting to the Team Leader would be:

- Shared Services Consultant
- Shared Services Officer
- Shared Services Support Officer

### Budget/Expenditure

Nil

## Essential requirements






- Demonstrated ability to manage, schedule and resource service teams to deliver results in a customer-centric service organisation such as a contact centre, service centre, shared service, or corporate services environment.
- Demonstrated ability to shape the culture of a service team, and developing team behaviours to respond to customers in a courteous and empathic way, demonstrating a willingness to assist and a commitment to providing high-quality service.
- Demonstrated ability to improve customer experience and advanced skill in building rapport, understand complex customer requirements and resolving the concerns of dissatisfied customers.
- Demonstrated ability to develop and implement new processes and procedures as new technology, service requirements and work methods emerge.
- Ability to trouble-shoot root causes and address customer issues in a systemic way, driving continuous improvement outcomes.

- Advanced ability to communicate clearly, concisely and appropriately both orally and in writing.
- Demonstrated knowledge and experience across the full range of human resources shared services including expertise in the relevant information systems and sound knowledge of legislative compliance requirements.

## 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](http://www.psc.nsw.gov.au/capabilityframework)

### Capability summary

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Intermediate
	<b>Act with Integrity</b>	<b>Adept</b>
	Manage Self	Intermediate
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	<b>Commit to Customer Service</b>	<b>Adept</b>
	Work Collaboratively	Adept
	Influence and Negotiate	Intermediate
 Results	<b>Deliver Results</b>	<b>Adept</b>
	<b>Plan and Prioritise</b>	<b>Intermediate</b>
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	<b>Technology</b>	<b>Intermediate</b>
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

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.

## 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
<b>Personal Attributes</b> Act with Integrity	Adept	<ul style="list-style-type: none"><li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li><li>• Demonstrate professionalism to support a culture of integrity within the team/unit</li><li>• Set an example for others to follow and identify and explain ethical issues</li><li>• Ensure that others understand the legislation and policy framework within which they operate</li><li>• Act to prevent and report misconduct, illegal and inappropriate behaviour</li></ul>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"><li>• Tailor communication to the audience</li><li>• Clearly explain complex concepts and arguments to individuals and groups</li><li>• Monitor own and others' non-verbal cues and adapt where necessary</li><li>• Create opportunities for others to be heard</li><li>• Actively listen to others and clarify own understanding</li><li>• Write fluently in a range of styles and formats</li></ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Commit to Customer Service	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high quality customer-focused services</li> <li>• Understand customer perspectives and ensure responsiveness to their needs</li> <li>• Identify customer service needs and implement solutions</li> <li>• Find opportunities to co-operate with internal and external parties to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant stakeholders within the community</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering on intended outcomes</li> <li>• Make sure team/unit staff understand expected goals and acknowledge success</li> <li>• Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>• Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>• Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>• Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Results</b> Plan and Prioritise	Intermediate	<ul style="list-style-type: none"> <li>• Understand the team/unit objectives and align operational activities accordingly</li> <li>• Initiate, and develop team goals and plans and use feedback to inform future planning</li> <li>• Respond proactively to changing circumstances and adjust plans and schedules when necessary</li> <li>• Consider the implications of immediate and longer term organisational issues and how these might impact on the achievement of team/unit goals</li> <li>• Accommodate and respond with initiative to changing priorities and operating environments</li> </ul>
<b>Business Enablers</b> Technology	Intermediate	<ul style="list-style-type: none"> <li>• Apply computer applications that enable performance of more complex tasks</li> <li>• Apply practical skills in the use of relevant technology</li> <li>• Make effective use of records, information and knowledge management functions and systems</li> <li>• Understand and comply with information and communications security and acceptable use policies</li> <li>• Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies</li> </ul>

**People Management**  
Manage and Develop People

Intermediate

- Ensure that roles and responsibilities are clearly communicated
  - Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks
  - Develop team capability and recognise and develop potential in people
  - Be constructive and build on strengths when giving feedback
  - Identify and act on opportunities to provide coaching and mentoring
  - Recognise performance issues that need to be addressed and work towards resolution of issues
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