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| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Operational Delivery |
| **Classification/Grade/Band** | Band 1 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | 29 June 2020 |

Primary purpose of the role

The Director, Customer Experience leads communications and customer engagement programs and develops innovative approaches to research, collaboration, and customer satisfaction measurement that create improved value for the Agency and enhanced experiences for customers.

Key accountabilities

* Lead the development, implementation and evaluation of strategic, tactical and operational customer engagement plans, programs, and initiatives to align with NSW Government's customer service vision and strategies
* Advise the Senior Executives on customer satisfaction measures, customer experience strategies, programs, initiatives and emerging issues to enable customer-centric strategic decision processes and major or critical issues response
* Plan and provide leadership to the implementation of integrated customer engagement and communication initiatives to improve and enhance the perceptions and experiences of customers and communities
* Lead and/or 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
* Drive the ongoing development of a customer service culture across the organisation, supported by effective policy and process frameworks and responsive customer service systems to embed best practice customer-centric behaviours
* Identify opportunities for enhanced service delivery through online and e-services delivery, and the application of social media, mobile apps and technologies to optimise customer experience

Key challenges

* Achieving a fully integrated approach across a range of innovative and diverse communication channels including the proactive adoption of digital and social media opportunities
* Championing a long-term strategic focus on driving the customer experience, balanced against the need for immediate response to urgent unplanned issues

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide strategic advice, counsel and recommendations on customer engagement and experience matters to influence organisational strategy, decisions and initiatives * Prepare briefs and support the Executive in communications and response to the Minister * Report on progress towards business objectives and discuss future directions |
| Executive | * Provide expert advice on customer experience and customer satisfaction to influence decisions and support initiatives * Share and evaluate customer satisfaction measurement outcomes, and consider strategic and tactical responses |
| Direct Reports | * Lead, guide and support * Set performance expectations and mange performance and development |
| **External** |  |
| Other NSW Government Agencies | * Establish effective networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues |
| Media Organisations, Community and Customer Advocacy Groups | * Establish and sustain proactive relationships to achieve effective bilateral information sharing |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts or service level agreements with external providers (e.g. research, web design, social media) and monitor performance standards and service outcomes to ensure the high quality and effectiveness of activities |

# Role dimensions

## Decision making

NA

## Reporting line

NA

## Direct reports

NA

## Budget/Expenditure

NA

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences  Speak in a highly articulate and influential manner  State the facts and explain their implications for the organisation and key stakeholders  Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations  Anticipate and address key areas of interest for the audience and adapt style under pressure | Highly Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes  Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice  Ensure that responsiveness to customer needs is central to the organisation’s strategic planning processes  Set overall performance standards for service delivery across the organisation and monitor compliance | Highly Advanced |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| Results | **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | | Understand the links between the business unit, organisation and the whole-of-government agenda  Ensure business plan goals are clear and appropriate and include contingency provisions  Monitor the progress of initiatives and make necessary adjustments  Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately  Consider the implications of a wide range of complex issues and shift business priorities when necessary  Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| Business Enablers | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Champion the use of innovative technologies in the workplace  Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies  Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes  Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes  Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies | Advanced |
| **Project Management**  Understand and apply effective planning, coordination and control methods | | 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 |
| People Management | **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | | Support teams in developing new ways of working and generating innovative ideas to approach challenges  Actively promote change processes to staff and participate in communicating change initiatives across the organisation  Provide guidance, coaching and direction to others who are managing uncertainty and change  Engage staff in change processes and provide clear guidance, coaching and support  Identify cultural barriers to change and implement strategies to address these | Adept |

# 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 | Adept |
| 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 | Advanced |
| Relationships | Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
| Business Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Adept |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Adept |