Role Description
Principal Advisor

Role Description Fields	Details
Department/Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	224912
OSCA Code	221332
PCAT Code	1339192
Role Family/Function/Type	Marketing, Communications & Engagement / Engagement
Date of Approval	June 2020 (2026 capability framework updated – Oct 2026)
Agency website	www.customerservice.nsw.gov.au

Primary purpose of the role

Manages and coordinates effective plans, reports, and relationships that ultimately ensure delivery of the organisational and government priorities.

Key accountabilities

- Manage stakeholder and partnership relationships through effective communication, negotiation and issues management to coordinate and ensure delivery of organisational objectives
- Lead and oversee the delivery of key initiatives across a broad portfolio of complex projects to deliver organisation's priorities and a positive employee experience
- Provide expert advice and information to customers and stakeholders on emerging issues and present recommendations to support delivery in line with plans, budgets, timeframes, policy objectives and/or other project priorities
- Develop, establish and manage the framework for reporting routines, data analysis and/or fieldwork to support decision making across priority outcomes
- Build and maintain effective and transparent reporting routines that provide insights and trends to highlight key performance areas, and identify and address issues and opportunities for improvements to inform decision making
- Oversee research and formulate recommendations to support evidence-based interventions to support delivery of organisational priorities
- Interpret and translate data and complex information into clear communication using 'story telling' techniques to illustrate the delivery of government priorities benefits citizens
- Review and evaluate processes to identify opportunities for enhancement and ongoing improvement to agency/organisation delivery plans

Key challenges

- Managing complex and sensitive consultations and building trust with diverse stakeholders and partners, within agreed timeframes, considering their varying expectations, viewpoints and interests
- Making sound decisions and exercising good judgement in collecting and interpreting complex data and information across a broad portfolio of projects and initiatives
- Having a focused and disciplined approach to achieving the organisation's priorities within a diverse and dynamic environment within resource constraints

Key relationships

Internal

Who	Why
Executive Director /Director	• 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	• 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 • Review work and proposals of team members
Direct Reports	• Guide, support, coach, mentor and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Provide own perspective and share information • Work collaboratively with, inspire and motivate
Customer/Stakeholders	• 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 • Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert advice and regular updates. • Address/respond to queries to provide advice where possible, or redirect to relevant party for review and resolution

External

Who	Why
Other government agencies	• 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 • Engage with, consult, seek clarification and provide advice and responses to ensure the prompt resolution of issues • Participate in meetings and represent the Organisation's perspective • Provide and share information, discuss and seek input on matters or issues
Industry professionals/ consultants	• Collaborate with and seek/maintain specialist knowledge/advice • Participate in forums, groups to represent the unit and share information • Participate in discussions regarding innovation and best practice
Industry and Industry Leaders	• Develop and maintain effective working relationships • Collaborate with and provide expert opinion on the Minister's priorities • Advocate agency position, influence and negotiate

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. 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 Director.

Reporting line

Executive Director or Director

Direct reports

This role has up to 4 direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

- Tertiary qualifications in relevant field and/or relevant work experience
- Satisfactory Criminal Record Check

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Respond constructively when in high pressure and unpredictable situations • Give frank, honest advice in response to contrary views • Be open to criticism of your ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and be decisive when dealing with emotionally charged situations and difficult issues • Support and lead change and overcome discomfort when things are complicated, uncertain or unclear	Advanced
 Relationships	**Communicate Effectively** Communicate clearly, pay attention to others and respond with understanding and respect	• Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to share information and communicate with diverse audiences • Leverage insights from people with lived experience to shape communication and engagement strategies • Write clearly, concisely and persuasively in a range of styles and formats	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customers' experience and engage people with lived experience to inform service improvements • Create opportunities to learn about and measure what is important to customers by engaging with a wide range of customer experience • Use customer data, feedback and insights to improve service delivery • Find opportunities to collaborate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in your area of expertise • Connect and collaborate with relevant customers from the community	Adept
	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to share and debate ideas to help reach a consensus • Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes • Influence others with a fair and thoughtful approach and sound arguments • Be sensitive and show understanding when resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the links between the business unit, your organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor how initiatives are progressing and adjust them as needed • Anticipate, assess and respond appropriately to the impact of changes, including government policy and economic conditions, on business plans and initiatives • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Support and lead your organisation through change, and evaluate processes and outcomes to inform future planning	Advanced
	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Consider the wider business context when thinking about options to resolve issues • Explore a range of possibilities and creative alternatives to improve systems, processes and business practices • Put systems and processes in place that are supported by high-quality research and analysis • Look for opportunities to design innovative solutions to meet customers' needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
 Business enablers	**Project Management** Understand and use effective ways to plan, coordinate and control projects	• Understand all components of the project management process, including the need for change management to achieve 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 with stakeholders, including people with lived experience to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take steps to address any problems • Evaluate progress and identify improvements to inform future projects	Adept
 People management	**Optimise Business Outcomes** Manage people and resources effectively to achieve public value	• Initiate and develop longer-term goals and plans to guide the team's work in line with organisational objectives • Consider impacts of industry trends when planning and allocating resources to achieve business outcomes • When planning resources, implement processes that encourage the attraction and retention of people with diverse cultures, backgrounds and experiences • Ensure team members base their decisions on a sound understanding of public sector business and risk management principles • Monitor performance against standards and keep others informed about progress and performance outcomes	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.

Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Be persistent, self-reflect and commit to learning	Adept
	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Deliver Results	Achieve results by using resources efficiently and committing to quality outcomes	Adept
	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Adept
	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	Adept
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate
	Manage and Develop People	Engage with and motivate staff, and develop their capability and potential	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support and champion change, and help others to engage with change	Adept