



Position Details

Position title:	Head of Customer and Business Improvement
Award Classification:	Senior Executive Officer
Department:	Customer Experience and Transformation
Division:	Organisational Capability and Experience
Date Approved:	September 2024
Approved By:	General Manager Organisational Capability and Experience

Organisational Relationships:

Reports To:	Chief Customer Officer
Supervises:	Up to five diverse team members including Customer Experience Advisor, Continuous Improvement Program Manager, Customer Performance Reporting Analyst, and Customer Experience Design Specialist (TBC)
Internal Stakeholders:	Employees and Managers, Executive Team and Councillors
External Stakeholders:	Residents, members of the public, government representatives, Statutory Authorities, clients, suppliers, consultants and Contractors.

Position Objectives

City of Port Phillip customers expect high quality, efficient services and to be able to easily engage with us. The Customer Experience Department is committed to ensuring quality service is provided to meet the needs and expectations of our customers and the community.

We have invested in systems to improve the customer experience and achieve efficiencies. We are advancing our customer experience maturity. A key focus for Council now is driving cultural change and capability in relation to customer experience, and the simplification of business processes, rules, policy and communications, with customers at the centre.

The Head of Customer and Business Improvement operates at the fourth (4) level of management with responsibility to:

- drive excellence in customer management and service excellence, customer and councillor request support, continuous improvement, and business support.
- work with key stakeholders across the organisation to improve customer experience, including in the delivery of internal services.



Key Responsibilities and Duties

- Drive and work across the organisation to lead the identification and improvement of processes and procedures that deliver efficiencies, improved service delivery and customer experience, along with business support improvements. Develop and implement strategies and initiatives to further strengthen customer focused culture and capability
- Develop reports and briefings for the Executive Leadership Team and Council in collaboration with business areas on service performance and how we are using data and customer insights to improve our service delivery, our response to service requests and to meet customer needs.
- Develop a framework and tools for efficient and effective business support across the organisation, ensuring high quality service provision for the community.
- Oversee and maintain an engaged Business Support Officer (BSO) Network that supports BSOs to provide consistent core business support, support organisational change, and deliver customer and business improvement activities.
- Lead the continued improvement and enhancement of the Customer Request Management (CRM) system, Portal, and customer reporting and analysis, to support the delivery of our Customer Promises and improved service outcomes.
- Lead better practice guidance, processes, procedures, and reporting for internal customer management processes, including internal review, customer case management and Councillor request support.

Accountability and Extent of Authority

- Developing, managing, and implementing customer service management policies, procedures, and standards across the organisation, in line with relevant legislation and regulations.
- Ensure statutory requirements, relating to customer service and complaint management, are complied with across the organisation.
- Providing advice to the Chief Executive Officer and the Leadership Network on the progress of, and risks associated with, key service performance indicators, including councillor requests, complaints management, internal reviews, and case management.
- Delivering accurate, efficient, and quality advice and guidance, in line with strategic priorities and legislative requirements.
- Leading and driving collaboration with internal and external stakeholders to achieve outstanding customer experience outcomes. Identify needs, resolve issues, report on service performance and customer experience, and create business efficiencies (including supporting development and implementation of Customer Experience Improvement Plans).
- Coaching and guiding staff in customer experience and service excellence, and developing and delivering relevant training to support capability and culture uplift
- Oversee the network for business support staff, modelling positive behaviours, building capability, and developing excellent practice standards for internal/external customers to lead continuous improvement.

Judgement and Decision Making

- Leverage excellent problem-solving, strategic-thinking, critical-thinking and analytical

Our values

Working together
Performance

Creative and strategic thinking
Courage and integrity

Personal growth
Accountability, Community First

skills to develop solutions for issues that may not have been previously encountered or may not have clearly defined solutions, within a complex, dynamic and politically sensitive environment.

- Undertake duties without direct supervision and with minimal guidance.
- Demonstrate sound and balanced professional judgement in all decision-making processes, understanding when and how to escalate issues, keeping the Chief Customer Officer, General Manager and Chief Executive Officer informed of relevant issues, trends, or incidents.
- Highly developed skills in identifying and developing innovative policy and process options to pro-actively meet the requirements of the changing and dynamic external regulatory environment.

Specialist Skills and Knowledge

- Extensive knowledge and skills in the delivery of high quality and consistent customer experience across broad contexts (e.g. corporate, contractors, internal, and front-line operational service provision).
- Proven ability to collaborate with subject matter experts and business units to influence, improve and, where necessary, develop new processes and procedures to deliver outstanding customer service experience.
- Expert skills in, and knowledge of, the provision of specialist advice and support in relation to customer and business improvement and administration in broader policy and strategy development processes.
- Extensive knowledge and understanding of contemporary and best-practice customer, complaints and improvement management practices, tools, systems, and procedures; including undertaking reviews, providing advice, and representing the organisation in relevant industry and supplier forums.
- Strong knowledge in the application of Customer Request Management (CRM) solutions and integrations to internal ERP's and external organisations and applications. Experience with the Technology One, OneCouncil system an advantage.
- Advanced skills in educating and supporting service delivery teams to fulfil expected quality service standards and in implementing and adopting new processes and procedures.
- Detailed knowledge, understanding and ability to interpret and apply relevant legislation and guidance from regulatory bodies, including the Victorian Ombudsman.
- Advanced ability to demonstrate flexibility, adaptability and navigate ambiguity, including anticipating changes, planning, and prioritising as needed to deliver on agreed outcomes.

Management Skills

- Utilise highly developed time management skills to plan and organise own work and that of direct reports to achieve objectives within specified timeframes, effectively managing conflicting pressures and objectives.
- Lead, manage and supervise team members (tertiary and post graduate qualified), with extensive specialist experience in their fields, and involve them in goal setting and decision making through encouraging knowledge sharing and joint problem solving.
- Communicate and measure team goals and delegate effectively.
- Plan and integrate service activities to meet broader organisational needs within



financial and other resource constraints.

- Build a high performing team in line with personnel policies and practices, including relevant legislation, awards, EEO and OH&S policies.
- Ability to influence others to demonstrate and uphold organisational values through leading by example.
- Demonstrate highly developed self-discipline and autonomy to deliver outcomes in a complex environment with competing priorities and demands.
- Develop, implement, monitor, and manage financial resources within approved budget and authorised financial delegations (both operational and projects).
- Develop, implement, monitor, and manage effective risk management strategies.
- Develop implement, monitor, and manage key performance indicators for services and programs, including delivery of organisational customer metrics measurement and reporting.

Interpersonal Skills

- Highly developed communication skills (written and verbal) and proven ability to research, prepare, explain, and present complex and detailed case reports and ideas, advice, and correspondence within deadlines.
- Highly developed interpersonal skills with the ability to demonstrate empathy with customer challenges, pain points, desires, expectations, and needs.
- Highly developed teamwork skills, with the ability to connect with colleagues at all levels and across the organisation and work together toward common goals.
- Advanced ability to problem-solve, persuade, convince, and negotiate with key stakeholders across a broad spectrum of matters internally and externally and in reaching positive and/or effective resolutions.
- Ability to lead motivate and develop people and teams in a complex changing environment - including coaching and guiding peers/managers to build customer and business improvement capability and practice.
- Excellent relationship building, stakeholder management and interpersonal skills

Qualifications and Experience

- **Academic:** Degree or diploma in Business or related field with relevant experience or qualifications/experience in another field, or lesser formal qualifications with extensive and diverse experience.
- **Experience:** Extensive and diverse experience in leading a shared service business support function, process and system improvement, change management and customer experience management.

Child-Safe Standards

Maintain a child safe culture at City of Port Phillip by understanding and activating your role in preventing, detecting, responding and reporting suspicions of child abuse to the relevant authorities by adhering to relevant City of Port Phillip policies and relevant legislation.



Occupational Health and Safety Responsibilities

All employees of City of Port Phillip are responsible for maintaining and ensuring the OHS programs in their designated workplace as required by the Occupational Health and Safety Act 2004. Where applicable this includes taking every reasonably practicable step to ensure the health and safety of employees, contractors, visitors, and members of the public through identifying hazards, assessing risk, and developing effective controls within the area of responsibility and by adhering to relevant City of Port Phillip policies and legislation. Our leaders are responsible for championing and enhancing safety in our organisation.

Diversity and Equal Employment Opportunity

The City of Port Phillip welcomes people from diverse backgrounds and experiences, including Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse (CALD) backgrounds, LGBTIQ+, people with disability, as diversity and inclusion drives our success. Our leaders are responsible for championing and enhancing diversity and inclusion in our Organisation and City.

Security Requirements and Professional Obligations

Pre-employment screening will apply to all appointments.

Prior to a formal letter of offer, preferred applicants will be asked to provide:

- Evidence of mandatory qualifications/registrations/licences,
- Sufficient proof of their right to work in Australia
- Sufficient proof of their identity.
- Complete a National Police Check completed **via** City of Port Phillip's Provider.
- Evidence of a Working with Children Check (employee type with City of Port Phillip registered as the organisation).

Key Selection Criteria

- Demonstrated outstanding knowledge and skills in the delivery of high quality and consistent customer service across broad contexts including corporate, internal, and front-line service provision.
- Proven ability to problem-solve and collaborate with subject matter experts, business units and senior leadership to improve and, where necessary, develop and implement new processes and procedures to deliver outstanding customer experience and business efficiencies, within a complex and dynamic environment.
- Demonstrated experience implementing strategies and initiatives to lift customer experience capability and culture across a similar medium-large complex organisation
- Proven ability to lead and motivate staff at all levels of the organisation to achieve high quality outcomes.



- Expert level of knowledge in the application of Customer Request Management applications. (Specific experience with TechnologyOne and OneCouncil system would be an advantage).
- Outstanding ability to navigate complex, dynamic, and sensitive matters, anticipate and adapt to changes, and continue to deliver and influence outcomes despite conflicting pressures.
- Demonstrated advanced ability to influence and negotiate with stakeholders across a broad spectrum of matters internally and externally, reaching positive and/or effective resolutions.

City of Port Phillip celebrates a vibrant and diverse work environment and community, which includes people of Aboriginal and/or Torres Strait Islander background, people of diverse sexual orientation and gender, people from culturally and linguistically diverse backgrounds and people of varied age, health, disability, socio-economic status, faith and spirituality. Employees are able to develop both professionally and personally whilst planning and delivering a range of important services and programs to the community.