Position Description
Manager Customer Relations and Communication

Position No: 100718  Date Approved: 14.08.15
Department: Customer Relations and Communication
Division: Community Services
Status: Fixed Term, 5 year tenure
Classification: Senior Officer

Position Objectives

The Manager Customer Relations and Communication will engage and lead in building responsive, positive and customer centric relationships with our community. They will be skilled at creating a whole of organisational narrative – using that narrative to engage and communicate with customers and the community. They will provide superior strategic communication services to the whilst utilising customer metrics and a library based community development paradigm to enhance services for the community. Being able to drive accountability through cross-organisational data and metrics will be essential.

The Manager Customer Relations and Communication will serve the organisation through the provision of metrics and data analysis to track, measure and enhance the customer experience. They will support other leaders as cultural ambassadors in a transformation journey. They must have a persistent focus on the community, community-responsive library services and the customer experience.

They will also be responsible for:

1. Communications
   - Media strategy
   - Issues management
   - Digital communications
   - Data capture, analysis and reporting
   - Social media analysis
   - Internal communications

2. Community Engagement
   - Engagement planning
   - Engagement tools and techniques
   - Engagement mapping
   - Quantitative and qualitative Measurement and evaluation methodologies
   - Methodology for highly volatile and disenfranchised communities.
   - Reflective practice

3. Customer Service
   - Operational planning and delivery
   - Measuring and evaluating the customer value chain
   - Voice of Customer
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- Real time reporting
- Standard responses and quality management
- Measuring Cost to serve

4. Library
   - Contemporary library practice and programming methodologies
   - Visitation enhancement
   - Community development
   - Life Long Learning paradigms
   - Research methodology.

**KEY RESPONSIBILITY AREAS**

1. GENERAL
   - Plan and execute effective customer service strategies in order to ensure consistently high levels of service.
   - Manage core contact systems and metrics including clear KPI reporting;
   - Control budgets and processes in order to manage and improve operational efficiencies.
   - Coordinate relevant customer satisfaction measures to amplify the voice of customer.
   - Be a change agent for customer service and contribute to significant whole of business change initiatives.
   - Manage the overall provision of high quality media activities and campaigns, marketing and communications functions for Latrobe City.
   - Establish metrics and reporting processes which seek to identify opportunities to enhance Council's relationship with its customers.
   - Voice of customer competency development:
     - Real time reporting issues – trending and tracking
     - Corralling surveys and uniting a company wide data approach.
     - Optimising for ‘listening’ pipe opportunities, web, social media, field etc.
   - Lead and direct the functions of the library team to achieve maximum efficiency, productivity and facility utilization.
   - Build library patronage through the development and delivery of client orientated programs and initiatives.

2. COUNCIL RELATIONS
   - Ensure all plans and reports required to be produced for and by Council are provided within identified timeframes and are of suitable quality, and attend Council meetings as required.
   - Follow through to ensure that Council decisions are executed promptly and effectively.
   - Develop and maintain positive relationships across Council.
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- Provide a responsive and positive customer oriented service to Councillors.

3 STRATEGIC AND INNOVATIVE
- Develop an understanding of “Latrobe 2026 – The vision for Latrobe Valley” and articulate this with meaning and purpose to others.
- Lead and participate in cross functional initiatives which increase the agility, commerciality and service delivery of the organisation. Contribute rich customer data to change discussions and seek to leverage data to inform and shape new initiatives, programs and services.
- Demonstrate a sound understanding of the political environment and respect for others roles with a commitment to democratic governance.
- Provide expert analysis, reports and advice to senior management to support the strategic priorities of Council.
- Provide strategic issues management support to the Executive Team.
- Research, develop and implement strategic media and communication plans.
- Use customer engagement and customer service data to provide strategic insights.

4 LEADERSHIP OF PEOPLE
- Challenge people to grow and nurture a culture of personal and professional development.
- Consistently recognise people for a job well done and value individuals for their ongoing contribution.
- Empower people to get their work done and select the best way to get it done.
- Effectively manage and challenge the performance of others by developing relationships, setting clear expectations and providing meaningful and timely feedback.
- Recruit and retain high performing people.
- Lead with integrity and be a role model to others in living the organisational values.
- Build a cohesive and cooperative work environment where people work together in a spirit of teamwork, trust and loyalty.
- Delegate appropriately to ensure the right person with the right skills and experience is doing the right task at the right time.
- Listen generously to others, communicate effectively and engage with people.
- Proactively manage upwards in the provision of information and support and be responsive to manager requirements.
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- Maintain a commitment to personal development and consistently seek and respond to feedback from your manager, peers and staff.

5 MANAGEMENT OF OPERATIONS
- Design, develop, implement and report on business and project management plans and manage projects on time and on budget.
- Actively seek opportunities for improvements in process and performance.
- Utilise sound financial management practices to maximise capital and operational deliverables while staying within budget.
- Monitor and report regularly on financial and business plan performance and ensure full statutory, regulatory and policy compliance in all areas of responsibility.
- Identify and manage stakeholder expectations through consultation and communication and by delivering on what is promised.
- Manage safety in the workplace in accordance with statutory, organisational and OH&S requirements.
- Identify, understand and manage business risks to reduce disruption and maintain business continuity.
- Make well informed properly considered and timely decisions and recommendations.

6 MANAGEMENT OF TECHNICAL
- Use your expertise to deliver the technical requirements of the business.
- Develop policies and procedures that facilitate the management of superior customer service, customer data and communications integration.
- Proactively provide clear & meaningful technical advice to others which is able to be understood and applied.
- Conceptualise, develop and implement a Latrobe City wide customer experience strategy to enhance knowledge and build positive relationships across all areas of Council.
- Maintain professional skills and knowledge through a commitment to ongoing learning.
- Initiate the education of others through the development of either formal training programs or through informal means such as mentoring and advising.
- Develop technical proficiency in others by supporting the development of technical skills and knowledge.
- Appropriately allocate and delegate technical responsibilities to suitably experienced people.
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- Contribute to the corporate knowledge base through documented processes and procedures and management of information, expertise and learning.

**ORGANISATIONAL RELATIONSHIP**

**Reports to:** General Manager, Community Services

**Supervises:**
- Coordinator Community Information Services
- Coordinator Community Engagement
- Coordinator Communications
- Coordinator Libraries

**Internal Liaisons:** Latrobe City Employees, Councillors

**External Liaisons:** Media agencies, journalists, customers, residents, external agencies.

**A. ACCOUNTABILITY AND EXTENT OF AUTHORITY**

The incumbent must have a proven ability to:

- Develop and deliver long term strategies within the areas of responsibility.
- Develop, implement and achieve key performance indicators within the corporate plan and business plans.
- Provide highly effective leadership, management and coordination of operations, programs and projects within the community engagement, library, customer service and communication activities.
- Work independently, with limited oversight and direction to deliver upon the business plan activities, and new organisational priorities and directives.
- Deliver quality, effective, on time and within budget programs and projects.

**B. JUDGEMENT AND DECISION MAKING**

The incumbent must have a proven ability to:

- Solve complex problems in a demanding operating environment and contribute to policy development for the Division and Council.
- Make decisions on all matters which are the responsibility of the position, provided that these are within delegated authority, legislative requirements, established policy or recognised standards.
- Use customer and engagement data to make decisions in an environment where guidance will not always be available.
- Use data and business intelligence to make decisions that may be outside established processes.
Provide high quality advice on complex strategic media or reputational risk issues to the General Manager, Executive team, other managers and staff.

C. SPECIALIST SKILLS AND EXPERIENCE

The incumbent must have specialist skills and experience in at least 3 of the following four areas.

COMMUNICATION:
- Media strategy
- Issues management
- Digital communications
- Data capture, analysis and reporting
- Social media analysis
- Internal communications

Demonstrated by:
- Experience in the development and delivery of a digital communications strategy.
- Extensive experience in the establishment of monthly metrics and data to demonstrate return on investment across the media and community engagement platforms.
- Experience in the development of strategic communication campaigns and strategy.
- Proven ability to manage proactive external communications and media strategy
- Experience in developing and delivering internal communications to support enhanced staff engagement and alignment.
- Proven ability to use data to drive continuous improvement and embed a customer centric focus to all areas of operation.
- Experience in establishing real time reporting for digital issues trending and tracking.
- The ability to undertake a social media community network analysis.
- Demonstrated business acumen including an ability to analyse cost to serve and a range of associated financial business metrics.

COMMUNITY ENGAGEMENT
- Engagement planning
- Engagement tools and techniques
- Engagement mapping
- Quantitative and qualitative Measurement and evaluation methodologies
- Methodology for highly volatile and disenfranchised communities.
- Reflective practice

Demonstrated by:
- Proven ability to develop and deliver a strategic community engagement plan and associated action.
- Proven track record in improving community engagement practice across Council.
- Demonstrated ability to developing systems and processes to measure community engagement effectiveness and outcomes.
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• Proven track record in coordinating community engagement activities across Council.
• Demonstrated ability to develop and deliver community engagement plans for key priorities and actions.

CUSTOMER SERVICE
• Operational planning and delivery
• Measuring and evaluating the customer value chain
• Voice of Customer
• Real time reporting
• Standard responses and quality management
• Cost to serve

Demonstrated by:
• Experience in fundamentally transforming the customer service experience.
• Experience in establishing whole of organizational systems and procedures that create excellence in customer service.
• Demonstrated ability to creating systems and processes to capture and leverage ‘voice of customer’ to enhance services, communication, engagement and Council’s strategic activities.
• Demonstrated capability in developing a Customer Experience Plan.
• Extensive knowledge in the establishment of real time reporting for issues trending and tracking.
• Experience in leading the development of the accountability action chain, analyzing processes, removing waste and reducing rework

LIBRARIES
• Contemporary library practice and programming methodologies
• Visitation enhancement
• Community development
• Life Long Learning paradigms
• Research methodology.

Demonstrated by:
• Proven ability to lead the library program and service delivery to meet identified community needs.
• Demonstrated ability to implement strategies which place learning at the heart of individual growth and social cohesion.
• Experience in utilising the community development paradigm to enrich the library experience through education and extension activities.
• Demonstrated ability to craft a Learning Communities Plan.
• Experience in increase visitation and utilization of Council’s library assets.
• Demonstrated experience in establishing a new Library and Customer Service Centre as a transformative community hub.
• Proven ability to establish systems and procedures that create excellence in customer and library services.
• Demonstrating strong commercial and business analytical skills.
D. MANAGEMENT SKILLS

The incumbent must demonstrate:

- Excellent management skills at a senior level to achieve goals and objectives and ensure effectiveness of a group of diverse functions and teams.
- Outstanding issues management skills.
- Well developed human resource management skills including ability to implement EEO and OH&S requirements and individual & team development initiatives.
- Ability to identify key opportunities and develop and implement strategies to achieve objectives and goals.
- The ability to measure, track and use data to deliver excellent outcomes in a challenging and changing environment.
- Demonstrated ability to prepare and adhere to budgets and business plans.
- Demonstrated ability to measure the cost to serve.
- Ability to manage information flow upwards and downwards from an organisational perspective.
- Ability to establish, inspire and lead a high performing brand, customer experience and engagement team.

E. INTERPERSONAL SKILLS

The incumbent must have:

- Outstanding ability to guide and influence others and to lead and motivate, and develop staff.
- Ability to resolve issues and solve problems at a strategic and organisational level.
- Excellent negotiation skills.
- Exceptional written and verbal communication skills and effective presentation skills.
- High level analytical skills, including a grasp of technological issues.
- Demonstrated commitment to a team approach.
- High quality online communication, engagement and customer service skills.
- Ability to delegate responsibly.
- A committed ‘change agent’ with ability to initiate, implement and manage change.
F. SKILLS AND EXPERIENCE

The incumbent requires the following essential skills and experience:

- A bachelor degree in a relevant discipline with significant and diverse experience in each of the operational areas.
- Experience in a commercial or public newsroom, print media or broadcasting role.
- Experience in managing communications and customer engagement on a digital platform and within a 24/7 media cycle.
- Expertise and proven ability in successfully leading, managing and delivering the full range of services as outlined under specialist skills and experience, for at least 3 of the following:
  - Communications
  - Community Engagement
  - Customer Service
  - Libraries
- Extensive management experience and experience in managing highly complex change initiatives.
- Experience in establishing systems to capture and analyse customer and media value data for service and system improvements.
- Extensive experience in developing measurement and key performance indicator and using that measurement to drive organisational efficiency.
- Current Victorian drivers licence.

KEY SELECTION CRITERIA

Key Selection Criteria will be based on the skills and knowledge required in relation to:

- Accountability and Extent of Authority
- Judgement and Decision Making
- Specialist Skills and Knowledge
- Management Skills
- Interpersonal Skills
- Skills and Experience