

Position Title:	Service Delivery Manager
Department / Division:	Operations
Reporting to:	General Manager
Direct Reports:	Service Delivery Coordinator Service Support Manager
Date Last Reviewed:	June 2020

Job Purpose

The purpose of the role is to manage and facilitate all aspects of delivery of the highest quality service to clients. To effectively monitor and facilitate optimum LCR performance across the states/territories to whom we provide an afterhours service; and work with stakeholders to deliver LCR reduction initiatives. Manage all aspects of the Operations Centre including staff, manning levels, roles and functions and liaising with other states/territories to ensure exceptional service from the afterhours team.

Stakeholders (Key Contacts)	<ul style="list-style-type: none"> • Service Delivery Coordinators • General Manager • State Operations Managers • Business Managers Client Services • Service Support Managers • Security Officers • Clients
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Key Responsibilities May Include:

Measuring & Managing LCR	<ul style="list-style-type: none"> • Identifying and rectifying issues • Developing and regularly improving a total system applicable for the business and other states/territories • Ensuring budget and target levels are met • Developing and maintaining strategic relationships with key customers, both internal and external • Efficiently and effectively processing payroll to minimise errors and rework • Ensuring a high-level understanding of all industrial state instruments to facilitate an understanding of rostering implications • Describing skills, knowledge and attitude required of MSS Security Officers • Determining skill sets required for individual sites • Managing the provision of all quotes for casual services as required • Producing labour cost ratios • Writing a cost-effective roster • Obtaining regular occurrence reports • Identifying and rectifying issues immediately prior to them becoming a cost to either the business or the client • Working cohesively with coordinators to stay abreast of any changes that may affect the business or the client
Afterhours Service	<ul style="list-style-type: none"> • Liaising with state and territory contacts to ensure briefing sheets and other information is current • Monitoring workloads of Coordinators to assess resourcing requirements and training and development needs • Reviewing daily reports to establish whether any issues have occurred and rectify accordingly • Developing a scheduled reporting and discussion forum with other states and territories to ensure after hours service delivery is exceptional and any issues are identified and rectified
Customer Retention	<ul style="list-style-type: none"> • Assigning the right people • Ensuring specified service levels are maintained • Reading and interpreting contracts • Obtaining regular client updates from Business Managers

	<ul style="list-style-type: none"> • Interpret and monitor client Key Performance Indicators • Liaising with industry bodies and keep up-dated with best practice offerings and innovative approaches
<p>Employee Engagement</p>	<ul style="list-style-type: none"> • Building and maintaining a strong team with a balance of operational efficiency, customer service skills and experience • Identifying training and development needs • Providing guidance, coaching and professional development • Communicating effectively with direct and indirect reports • Developing rapport with Service Delivery Coordinators and coaching and mentoring process improvement change • Communicating the required skills, knowledge and attitude to Human Resources • Assessing team competencies and benchmarking those against business and industry standards • Applying performance management techniques • Conducting regular team meetings • Communicating changes to industry regulations • As the Rolecall expert, coaching and supporting the Service Delivery Coordinators and Commercial & Business Support to ensure accurate and timely processing of payroll • Any additional duties as requested by Management
<p>Health, Safety & Environment</p>	<ul style="list-style-type: none"> • Ensuring development of an effective and comprehensive HSE program with the business • Implementing and sustaining an effective HSE management system throughout their business • Ensuring health, safety and environment targets and performance are reviewed at a regular basis throughout the year and minute meetings. Where performance is falling short of targets, to agree on planned actions to improve the results • Driving engagement in HSE activities in order to meet agreed targets and lead by example in displaying proactive and positive behaviour in relation to the company values and HSE activities. • Being aware of the environmental and safety impacts throughout the lifecycle of the services we provide (e.g. general operational purchasing, during tender stage, transition in stage, duration of contract, transition out stage) • Consciously purchasing/using environmentally friendly products/services
<p>Wellness</p>	<p><i>MSS is committed to protecting the health, safety and wellbeing of our employees and the natural environment. We work to continuously integrate safety into our operations by providing resources, training, monitoring and leadership designed to prevent each and every incident.</i></p> <ul style="list-style-type: none"> • Supporting the implementation and driving activities of the wellness program and initiatives which build a healthy mind and body for all • Providing feedback on needs or ideas that would improve the wellness of employees • Supporting employees through complex, difficult and emotional issues by drawing on and using resources and services within the Wellness program • HSE Leaders work collaboratively within the broader People and Culture team to deliver a consistent message across the company through designing and promoting wellness campaigns and initiatives in line with the company goals and objectives. • Actively supporting the roll out of campaigns that promote a healthy lifestyle and general wellness and driving engagement in these campaigns
<p>Ethics & Compliance</p>	<ul style="list-style-type: none"> • Actively promoting an ethics-based culture and ensuring that they are aware of and fully comply with the Company Code of Ethics

Personal Competencies

<p>Experience</p>	<ul style="list-style-type: none"> • Prior industry experience • Extensive experience managing large numbers of people • Previous experience dealing with Industrial Relations and Industry Awards / Agreements • Proven experience dealing with clients
<p>Competencies</p>	<ul style="list-style-type: none"> • Ability to identify and implement complex LCR Reduction plans • Proficiency with MS Office • General computer literacy • Able to influence and manage conflict constructively • Able to work under pressure, adapt well to changing and unforeseen conditions

Leadership Competencies

<p>Customer Centric</p>	<ul style="list-style-type: none"> • Delivers courteous and prompt service • Always delivers what has been promised • Develops excellent understanding of individual customer needs and concerns • Takes personal responsibility for resolving customer concerns • Seeks customers' improvement ideas and exceed customer expectations • Makes the organisation 'easy to do business with'
<p>People Management</p>	<p>Managing & Measuring:</p> <ul style="list-style-type: none"> • Provides detailed feedback for correction and improvement • Actively monitors progress against the measures to achieve work goals • Empowering others to be self-monitoring and correcting • Ensuring all processes and measures are fully understood at the beginning of an assignment or task, to reduce the need for personal intervention <p>Managing Team Members:</p> <ul style="list-style-type: none"> • Develops objectives that are achievable • Demonstrates ability to manage projects and areas of responsibilities • Team members assess them as having their trust and respect; and feel they can openly communicate their views, issues and progress <p>Team Member Performance Development & Appraisal:</p> <ul style="list-style-type: none"> • Ability to encourage and support personnel to develop • Identify and manage learning and development needs of individuals, relative to their position and career ambitions • Honestly manage employee expectations <p>Treating Team Members with Fairness & Equity:</p> <ul style="list-style-type: none"> • Be consistent in approach • Preparedness to have courageous conversations • Treating everyone fairly and equally <p>Delegation:</p> <ul style="list-style-type: none"> • Provides clarity on what the task is, what criteria or elements it contains, and what expectations are • Knows when to, and when not to, delegate tasks or projects • Identifies and addresses when performance criteria are not being followed and/or expectations are not being met • Displays a tolerance for mistakes and uses errors as an opportunity for improvement
<p>Leadership</p>	<ul style="list-style-type: none"> • Inspirational • Matches pace and complexity to the audience • Patience in all dealings • Balance between results and teamwork/development • Willing to challenge the norm

- Demonstrates and encourages initiative
- Gives credit where is due, and celebrates successes
- Has perspective
- Predicts how people are going to react
- Approachable
- Communicates the larger picture
- Collaborates
- Low need to be liked when leading
- Addresses and resolves conflicts
- Takes charge when times are tough
- Overcomes obstacles - doesn't slow down when blocked
- Personally resilient

Behavioural Competencies

Adaptability

Learning on the Fly:

- Ability to be innovative
- Willingness to learn and be open to new ideas
- Adapts to change
- Encourages others to support change

Dealing with Paradox:

- Talk the talk, walk the walk
- Talks about incompatible things (tough vs. caring); doesn't have to fit everything into single categories
- Looks at situations on a case by case basis
- Tolerant of different approaches
- Operationally and intelligently flexible

Organising & Prioritising

Organising:

- Sense of timing
- Clear communication style
- Tracks simultaneous tasks and activities
- Effectively self-manages
- Works autonomously and as part of a team
- Identify and know what resources are required to get a task or project completed

Priority Setting:

- Understands what's important
- Clearly focused effort in a few areas
- Open to others' input
- Changes priorities when context changes
- Results orientated

Time Management:

- Estimates how long things should take
- Shifts priorities easily when circumstances change
- Clear sense of priorities
- Willingness to delegate
- Awareness of impact and/or risk of making quick decisions

Interpersonal & Communication Skills

Interpersonally Savvy:

- Aware of one's own impact on others
- Anticipates reactions and objections
- Genuinely values people
- Demonstrates respect

Understanding Others:

- Identifies the strengths and weaknesses in different groups
- Understands but not necessarily agrees with groups
- Willing to listen, evaluate and challenge if necessary

	<ul style="list-style-type: none"> Willing to challenge a group's thinking <p>Peer Relationships:</p> <ul style="list-style-type: none"> Ability to anticipate people's reactions Appreciation of due process Can follow other people's lead Loyalty to the values and objectives of the organisation Reliable and an active contributor
Work / Life Balance	<ul style="list-style-type: none"> Understands the importance of finding balance between personal, family and work commitments for oneself and team members Enjoyment from all sectors – personal, family and work Tolerance of temporary imbalance – the exception rather than the rule Maintain a variety of interests
Accountability	<ul style="list-style-type: none"> Employee engagement Demonstrates skills, enthusiasm and motivation to do the job Strives to meet job expectations Solid contributor in positive and challenging times Continuously seeks feedback on performance from supervisors, peers and subordinates Encourages the establishment and the on-going development of performance standards for him/herself

Organisational Values

Integrity	<ul style="list-style-type: none"> The Employee Standing Instructions principles are upheld with pride Builds trust by keeping word, commitments, and promises Leads by personal example Respects confidentiality
Teamwork	<ul style="list-style-type: none"> Collaborates with others to get the job done Supports and respects others in word and action Conflict is identified and managed constructively Contributes own fair share to the teams' work
Attitude	<ul style="list-style-type: none"> Is consistently professional and dignified when dealing with external or internal clients Has a positive approach to work Takes pride in delivering a high-quality service
Performance	<ul style="list-style-type: none"> Measures oneself against evolving standards and meets or exceeds those standards Continuously learns and develops Goes the extra mile if necessary Uses time and resources wisely Organises and prioritises work
Passion	<ul style="list-style-type: none"> Is enthusiastic about everything they do Work is as natural as play Motivates others through positive energy Pursues work with energy and drive
Health, Safety & Wellbeing	<ul style="list-style-type: none"> Responsible for own actions Respond positively towards safety goals, ideas, plans and procedures Practice excellent workplace safety & wellbeing attitude and actions Demonstrate a high level of hazard and risk awareness and preventative behaviours Work collaboratively with all co-workers and stakeholders regarding own safety and wellbeing and that of others

This position description is to serve as a guide. It is intended to be flexible and will continue to evolve over time with business needs and demands and may be updated periodically and at the Company's discretion.