

 <p><b>The Greater Metropolitan Cemeteries Trust</b> Lasting memories, peaceful places.</p>	<b>Position description</b>
<b>Position Title</b>	<b>Client services leader - west</b>
<b>Fixed Term Contract or EBA</b>	Fixed-term-five years
<b>Status</b>	Full-time
<b>Classification</b>	Non-EBA
<b>Remuneration</b>	N/A
<b>Hours of Work</b>	38 hours a week
<b>Region</b>	West
<b>Primary Location</b>	Altona Memorial Park, but may be required to travel to other GMCT sites
<b>Date PD Adopted</b>	June 2018

## 1. Organisational environment

At the Greater Metropolitan Cemeteries Trust (GMCT) we believe in caring for our communities with dignity and compassion. Each year, we help more than 12,000 families, of all cultures and faiths, to plan and prepare for funeral, cremation, interment and memorial services.

GMCT is custodian of 21 cemeteries (including two greenfield sites) and memorial parks which are maintained in perpetuity, giving our families, communities and future generations peace of mind. We are committed to maintaining these beautiful, restful and sustainable places to preserve and protect the memories and history they hold.

GMCT is comprised of three regions (north, east and west). Corporate functions and administration are conducted from the head office, located at Fawkner Memorial Park. The organisation employs approximately 200 staff. We recognise that our industry sector is not immune to change, and is being shaped by a number of trends. We are in a strong position to respond to these trends but require a workforce that is agile, resilient and up for change and innovation.

### Our Vision

Lasting memories, peaceful places

### Our Mission

We provide the final care for your loved ones, with dignity and kindness. We respect all peoples, our heritage, our communities and the environment.

## 2. GMCT Strategic Plan 2016 - 2021

Our 2017-2022 strategic theme – *'stepping up and reaching beyond'* - serves to articulate a commitment to our team and our stakeholders, to ensure we consistently strive to deliver beyond expectations, challenge perceptions of the industry, improve our service offering, and work with our communities. Our aspirational road map for the next five years will see GMCT focus on four fundamental pillars

- **Community connections** – we will lead and nurture strong connections with the communities we serve
- **Lasting stewardship** – we are stewards of the community assets we care for now and in perpetuity
- **Operational excellence** – our people will strive for excellence in everything we do, facilitated by innovative and effective technology, systems and processes
- **Change ready agility** – our culture is brave, innovative and collaborative, and aligns with our corporate values and strategic goals

These priority areas will underpin and inform initiatives and decision making over the next five years and ensure we are focused, transparent and accountable, while also allowing GMCT room to respond to new opportunities, challenges and changing needs and expectations.

## 3. Organisational context

As depicted below, GMCT currently includes 21 cemetery sites across metropolitan Victoria, and may acquire new cemeteries from time to time

- |                               |  |
|-------------------------------|--|
| 1. Altona Memorial Park       | 12. Northcote Cemetery                         |
| 2. Andersons Creek Cemetery   | 13. Northern Memorial Park                     |
| 3. Burwood Cemetery           | 14. Preston Cemetery                           |
| 4. Coburg Pine Ridge Cemetery | 15. Templestowe Cemetery                       |
| 5. Emerald Cemetery           | 16. Truganina Cemetery                         |
| 6. Fawkner Memorial Park      | 17. Werribee Cemetery                          |
| 7. Footscray Cemetery         | 18. Williamstown Cemetery                      |
| 8. Healesville Cemetery       | 19. Yarra Glen Cemetery                        |
| 9. Keilor Cemetery            | 20. Plenty Valley – Yan Yean (greenfield site) |
| 10. Lilydale Lawn Cemetery    | 21. Harkness (greenfield site)                 |
| 11. Lilydale Memorial Park    |  |

## 4. Professional standards

### Our values

At the heart of our strategic plan remain our organisational values. GMCT values inform everything we do and provide the framework for how we conduct our business and how each person goes about their work, regardless of their role in the organisation.

Our values are a description of the way we see the world and what is most important to us. They are the basic principles that will guide and shape the way we think and act. This includes the way we provide services to our customers, the way we treat each other within the organisation and the way we relate to the wider community.

Our values are:

#### Compassion

##### **A staff member who demonstrates the GMCT value of compassion will**

- try to see the situation from the other person's point of view
- respond with sensitivity and kindness to our customers, members of the community and our colleagues
- demonstrate willingness to provide help and support

#### Respect

##### **A staff member who demonstrates the GMCT value of respect will**

- show appreciation for the contribution of others
- seek to understand the priorities and needs of others
- provide high quality service
- demonstrate a 'can do' attitude

#### Sustainability

##### **A staff member who demonstrates the GMCT value of sustainability will**

- portray a positive image of the organisation to build reputation, even when things are difficult
- use the organisation's resources efficiently
- demonstrate concern for our environment
- identify better and innovative ways of doing things

#### Integrity

##### **A staff member who demonstrates the GMCT value of integrity will**

- communicate openly and honestly
- meet commitments to others and do what they say they will do
- deliver services in a professional manner
- accept responsibility for their own decisions and actions even when they make a mistake

## 5. Position organisational relationships

The position of client services leader west will form part of the business and industry team within the directorate of service and engagement. This role has the following organisational relationships:

Accountable to:	Manager business and industry
Supervises:	Client service staff – approximately 6.5FTE
Internal Liaisons:	Executive team, managers, supervisors and other GMCT staff
External Liaisons:	Family members, general public, community groups, funeral directors, stonemasons and others stakeholders

## 6. Position context

The client services team is led by the manager business and industry and is responsible for organisational revenue through delivery of commercial and retail functions, and front-of-house reception services; including direct sales of cemetery products and services, development of products and services to meet community need and management of cemetery inventory.

This position is also responsible for the day-to-day operation of the localised customer care functions including inbound general enquiries.

The GMCT west region currently incorporates: Altona Memorial Park, Keilor Cemetery, Footscray General Cemetery, Truganina Cemetery, Werribee Cemetery and Williamstown Cemetery, as well as the Harkness greenfield site.

## 7. Position objectives

The purpose of this position is to lead and manage the delivery of client service functions, retail sales, B2C and B2B transactions.

The client services leader west will be responsible for the day-to-day management of all retail functions and appointments, identification of products and services to meet community need, monitoring of performance against budget targets, implementation of online sales and coaching and development of client services team members to deliver a consistent, positive and seamless experience for all GMCT customers and stakeholder.

You will provide proactive advice and support to your regional colleagues as well as management and staff within the directorate of service and engagement and other business directorates to assist in the enhancement of employee engagement, productivity, process improvements across the business and general performance levels.

## 8. Key responsibilities

The client services leader west is responsible for a range of duties and tasks which include but are not limited to:

- provide strong leadership and direction to the client services team in the on-going development and delivery of cemetery products and services to GMCT customers and stakeholders
- proactively consider, train and mentor team members on the commercial realities of the client service business offering, including revenue vs. operating expense vs. cost of goods sold and the need to balance this with empathy and sensitivity in a cemetery environment

- identify and implement new revenue streams for new cemetery products and services, and increase revenue and return on investment of existing revenue streams through process improvement leading to increased productivity
- implement new and emerging digital technologies to increase GMCT online sales offerings, including interactive and geo-targeted marketing collateral, social media, remote (field) sales, online web-based e-commerce sales and enhanced use of GMCT supplier e-commerce portals
- provide direct supervision and mentoring (including coaching and development) of team members to ensure their achievement and maintenance of performance measures/indicators, efficient activity coordination, and compliance with standards and procedures
- set, and monitor weekly, monthly and quarterly rosters for team members to ensure consistency of service across all regional sites
- ensure team members are competent in the use of cemetery Client Management Systems and these are regularly audited to ensure accuracy of information and competency of staff
- develop and implement tools which monitor and evaluate key sales performance indicators including but not limited to appointment volumes, scheduling, time per appointment, revenue per transaction, revenue per team member, and return on investment and forecast modelling
- implement a customer first culture within the team, focused on high level customer experience, first call resolution for sales and general enquiry, including proactive follow-up and monitoring of sales processes from transaction to delivery
- demonstrate a highly collaborative approach to building and maintaining productive working relationships with internal and external stakeholders
- in consultation with manager business and industry, develop annual business plans and objectives for work unit, consistent with organisational strategic directions and objectives, and lead the preparation and development of the annual Budget process for work unit, including regional revenue forecast and departmental operating expense budgets
- regularly monitor, interpret and evaluate financial outcome data and end-of-month sales analyses to budget, including weekly and monthly reporting in accordance with finance policies
- provide accurate and timely advice and information to the manager business and industry in respect of sales activity and scheduling, performance against budget targets, stock and inventory management matters, product and service development opportunities and market analysis for sales demand and price tolerance
- assist clients in purchasing burial plots, cremation memorials and mausoleum crypts for their immediate (at-need) or future (pre-need) needs. This includes all associated products and services provided by the cemetery
- assist the senior supervisor business and industry with the localised implementation of the tenure program outputs as relates to reclaimed grave inventory, renewal and conversion of limited tenure memorials, disposition of uncollected cremated remains and subsequent administration to bring tenure inventory back to market for resale
- ensure consistency across site areas for plaques and other retail memorial products, maintaining cemetery rules regarding standards and specifications for each area and
- establish an outbound customer call-back program for customer follow-up, finalisation of memorialisation, cemetery product and service marketing.

## 9. Key capabilities

Essential capabilities	
Capability	Proficiency level
<p><b>Commercial Acumen</b> – understands the GMCT business and industry, and executes business plans to maximise performance and deliver on strategic outcomes</p> <ul style="list-style-type: none"> <li>• Effects the right operational levers at the right time to maximise customer satisfaction and sales/profitability;</li> <li>• Considers how activity in own directorate impacts on other directorates, and GMCT as a whole;</li> <li>• Applies appropriate strategic thinking, governance and planning tools to assist team members to execute on strategic priorities;</li> <li>• Uses principles of financial acumen to improve business efficiency and productivity; and</li> <li>• Mentors and coaches others to develop commercial acumen.</li> </ul>	Advanced
Capability	Proficiency level
<p><b>Customer Experience</b> – Delights our customers by delivering respectful and dignified experiences and services</p> <ul style="list-style-type: none"> <li>• Considers broader purpose and the long-term relationship with the customer when providing advice;</li> <li>• Continually drives self and team to increase customer satisfaction;</li> <li>• Identifies and builds relationships with external stakeholders (eg. Funeral directors) in order to provide a more seamless, transparent and valued customer experience;</li> <li>• Shares knowledge and coaches others in the provision of safe, seamless, consistent and reliable customer service, sales, and valued advice; and</li> <li>• Encourages and supports team to think differently about how to respond to customer needs.</li> </ul>	Advanced
Capability	Proficiency level
<p><b>Digital Experience</b> – providing customers with seamless and consistent experiences, across all GMCT digital channels</p> <ul style="list-style-type: none"> <li>• Consistently uses competitor and industry research to improve and streamline the digital experience;</li> <li>• Ensures team is consistently working to utilise all GMCT channels to deliver the customer experience;</li> <li>• Develops and coaches team and business to build technical expertise across technology solutions and digital channels;</li> <li>• Supports others to provide the right information in the right way, at the right time; and</li> <li>• Has expert knowledge of specialised systems (eg. Authority/Payroll) and manages queries &amp; issues where required.</li> </ul>	Advanced
Capability	Proficiency level
<p><b>Leadership</b> – Provides direction and purpose, and empowers, motivates and inspires others to achieve their potential</p> <ul style="list-style-type: none"> <li>• Takes a broad view when analysing complex and ambiguous situations;</li> <li>• Recognises patterns and draws linkages between ambiguous data or situations;</li> <li>• Reads the situation well and knows when to allow time to work through complexity and when to move quickly on decisions or solutions;</li> <li>• Uses innovative thinking during decision making and planning, by applying learning from</li> </ul>	Advanced

<p>industry research and/or knowledge and experience gained from working outside of GMCT;</p> <ul style="list-style-type: none"> <li>• Plans for the future whilst balancing the need to be agile today;</li> <li>• Adopts an open-minded approach to maximise opportunities whilst minimising and mitigating risk;</li> <li>• Encourages and supports team to take measured risks to implement new initiatives and approaches to deliver growth;</li> <li>• Coaches and develops the innovative thinking and approach in others; and</li> <li>• Creates a supportive environment for generating and testing creative and innovative ideas.</li> </ul>	
<b>Capability</b>	<b>Proficiency level</b>
<b>Communicating with Influence</b> – engages and inspires others through clear, timely, accurate and persuasive communication	Advanced
<ul style="list-style-type: none"> <li>• Generates interest in complex ideas and concepts;</li> <li>• Builds support by taking time to consult and educate others;</li> <li>• Respectfully influences and challenges stakeholder opinions and decisions;</li> <li>• Uses storytelling effectively to meaningfully convey key messages and influence decision making;</li> <li>• Communicates regularly with clarity, transparency and relativity to lead the involvement of all team members in team and project initiatives, ensuring ownership and engagement with desired objectives;</li> <li>• Embraces and leads courageous conversations; and</li> <li>• Coaches others to identify and adjust communication approach and styles according to audience needs.</li> </ul>	
<b>Capability</b>	<b>Proficiency level</b>
<b>Accountability &amp; Results Focus</b> – Plans effectively and takes accountability for behaviour and results	Intermediate
<ul style="list-style-type: none"> <li>• Maintains drive and consistent focus on achieving results;</li> <li>• Plans, manages and prioritises own workload to effectively and consistently deliver on individual and team objectives;</li> <li>• Initiates action without prompting;</li> <li>• Manages expectations, communicates clearly and ensures that issues are escalated and managed appropriately;</li> <li>• Uses knowledge of GMCT Strategic Objectives and GMCT Values to inform decision making, action and behaviour within own role;</li> <li>• Understands the balance between the provision of excellent customer service and driving sales performance; and</li> <li>• Holds team to account for their behaviour.</li> </ul>	
<b>Preferable capabilities</b>	
<b>Capability</b>	<b>Proficiency level</b>
<b>Customer centricity</b> – Has the customer experience at the forefront of every decision and action	Advanced
<ul style="list-style-type: none"> <li>• Continually seeks new ways to improve the customer experience;</li> <li>• Monitors and acts of measures of customer satisfaction to improve the customer experience;</li> <li>• Communicates vision for the customer and business to all team members, and share customer insights and plans to support delivery of this vision;</li> <li>• Drives a culture of always finding a way to say yes to the customer, and to delight them;</li> </ul>	

<ul style="list-style-type: none"> <li>and</li> <li>Supports other areas of the business to meet and exceed expectations of their customers.</li> </ul>	
Capability	Proficiency level
<b>Collaboration</b> – Builds and maintains positive relationships to enhance productivity and increase customer satisfaction	Intermediate
<ul style="list-style-type: none"> <li>Builds and maintains positive, productive relationships with each key internal and external stakeholders;</li> <li>Partners with relevant internal and external stakeholders and teams to achieve individual and team outcomes;</li> <li>Adopts an inclusive approach to collaboration and teamwork;</li> <li>Proactively seeks out teamwork opportunities to deliver outcomes that enhance the customer experience; and</li> <li>Participates in networking and/or community forums beyond immediate requirements of own role.</li> </ul>	
Capability	Proficiency level
<b>Change agility and resilience</b> – Maintains composure and focus under pressure and quickly adapts to change	Intermediate
<ul style="list-style-type: none"> <li>Identifies and addresses resistance to change;</li> <li>Supports other team members during time of change;</li> <li>Communicates key information and wider reasons for change;</li> <li>Gains support and generates enthusiasm for change;</li> <li>Recognises when to ask for support when face with challenges;</li> <li>Remains calm and engaged under pressure; and</li> <li>Consistently demonstrates emotional self-management.</li> </ul>	
Capability	Proficiency level
<b>Innovation</b> – Actively seeks out ways to create and take advantage of opportunities to improve business performance and the customer experience	Intermediate
<ul style="list-style-type: none"> <li>Actively seeks out new insights and perspectives and invites the opinion of others</li> <li>Uses sound judgement, logic, and relevant comparisons to evaluate information and identify solutions</li> <li>Challenges the status quo and tests and trials new ideas</li> <li>Demonstrates an open-minded, considered approach to decision making</li> <li>Identifies appropriate new opportunities to delight the customer and takes calculated risks to achieve these</li> </ul>	

## 10. Corporate involvement

GMCT is a values-based organisation and seeks to cultivate a culture founded on quality of service delivery, responsiveness, collaboration and respect for others. It is an environment that requires all team members to maintain high standards of work.

### All GMCT employees are required to:

- Maintain the highest standards of integrity and behaviour in line with GMCT Values and Code of Conduct.
- Uphold and enhance the reputation of GMCT.
- Participate in the development and review of organisational initiatives and assist in the delivery of organisational goals.



- Participate in regular performance management planning and review processes with immediate manager.
- Undertake identified training and development activities/programmes.
- Provide regular and /or ad-hoc reports to immediate manager when required in an agreed format for the purpose of monthly supervision, team meetings and six monthly and annual individual development reviews.
- Attend Regional and Team meetings as required.
- Maintain confidentiality at all times.
- Comply with all GMCT policies and procedures.
- Understand and adhere to all OH&S policy, legislation, regulation, risk management strategy, policy and procedure.
- Be responsible for effective risk management including incident reporting, and ensuring that management is aware of risks associated with business operations.
- Assist their manager in the identification, development and maintenance of the health and safety improvement action plan.
- Develop agreed and measurable success measures to support the health and safety management action plan and health and safety management strategy.
- Assist their manager in the input of risks, hazards or environmental risks into the risk register database.
- Implement hazard management practices in their daily activities.
- Report any injury, illness, asset or financial losses, hazard and near miss incidents to their manager/supervisor within 24 hours of detection in accordance with GMCT procedures.
- Comply with health and safety practices in accordance with the OH&S Regulations 2007, Victorian WorkCover Authority Codes of Practice and GMCT Safety Management Plan 2014.
- Comply with all other Commonwealth and State legislation relevant to the organisation.
- Undertake other duties as directed by immediate manager not specifically mentioned in this document, but within the capacity, qualifications and experience normally expected from persons occupying positions at this classification.

## 11. Key selection criteria

Applicants **must** address the following criteria in writing to be considered for this position. All selection criteria are essential unless marked as 'desirable'

### Qualifications and experience

- tertiary degree qualification within the Business/Administration field or relevant experience in a similar or comparable retail sales or commercial role at a leadership level.
- knowledge and understanding of the cemetery and/or funeral industry (**desirable**)

### Skills / abilities

- multi-lingual with conversational proficiency (**highly desirable**);

- highly developed written and verbal communication skills and interpersonal skills;
- ability to maintain a professional approach at all times;
- attention to detail which ensures accurate and up to date records are maintained;
- ability to work independently with minimal supervision and within a team;
- ability to manage emotions when faced with demanding and sensitive situations on a regular basis;
- demonstrated acceptance and understanding of cultural diversity;
- maintains integrity, trust and confidentiality at all times;
- personal presentation which reinforces the professionalism and commitment to GMCT;
- ability to work well as part of a team.

### **Technical skills**

- proficient in Microsoft office suite of programs;
- proficient in Cisco suite of programs, including 'Authority' (**desirable**);
- current Victorian driver licence.

## Relevant physical requirements

Requirements	Frequency of Occurrence (tick where appropriate ✓)				Comments
	Rarely 0% to 5%	Occasionally 6% to 33%	Frequently 34% to 66%	Regularly 67%-100%	
<b>Weights and Forces</b>					
Lifting from floor to waist (<5 kg per item)	✓				
Lifting at waist height (<5 kg per item)		✓			
Lifting waist to shoulder (<5 kg per item)	✓				
Carrying	✓				
Pushing (trolley weighing up to 50kg)	✓				
Pulling (trolley weighing up to 50kg)	✓				
Moving equipment and/or furniture	✓				
Holding or supporting	✓				
Above shoulder	✓				
<b>Whole Body and Lower Limb Movement</b>					
Standing			✓		
Sitting - at desk			✓		
Sitting – vehicle			✓		
Walking				✓	
Walking – whilst carrying	✓				
Walking – on uneven ground			✓		
Climbing – stairs	✓				
Climbing - ladders	✓				
Driving – passenger vehicle				✓	
Computer – desktop				✓	
Computer - laptop		✓			
Squatting	✓				
Kneeling	✓				
<b>Upper Body and Upper Limb Movement</b>					
Reach - forward (>30cm from body)	✓				
Reach - side (>30cm from body)	✓				
Reach – above shoulder	✓				
Gripping or grabbing	✓				
Bending neck - looking up		✓			
Bending neck - looking down					
Rotating neck	✓				

Requirements	Frequency of Occurrence				Comments
	Rarely 0% to 5%	Occasionally 6% to 33%	Frequently 34% to 66%	Regularly 67%-100%	
Bending spine - forward	√				
Bending spine - backward	√				
Twisting spine to side	√				
Writing with pen or pencil				√	
Typing				√	
<b>Sensory</b>					
Hearing – holding direct conversation and telephone				√	
Hearing – alarms , signals, disturbance		√			
Visual – read printed material, signage				√	
Visual – read computer screens				√	
Visual - driving				√	
<b>Other</b>					

**I have read and understood the requirements of this role**

**Employee**

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**Signature** **Print Name** **Date**

**Manager**

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**Signature** **Print Name** **Date**