

## POSITION DESCRIPTION

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<b>Position title:</b>	Head of Customer Service
<b>Location:</b>	Geelong Head Office
<b>Reports to:</b>	Chief Operations Officer
<b>Entities:</b>	GMHBA, Frank
<b>Organisational level:</b>	Management
<b>Reports:</b>	4 Direct reports Approximately 120 Indirect reports

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### Job Purpose:

To Lead GMHBA's Private Health Insurance Customer Service teams to deliver sales and service propositions in accordance with the strategic business plan and departmental budgets.

The Private Health Insurance Customer Service teams comprise of our multi-brand/multi-channel Customer Contact Centres, a branch network, membership back office department and associated operations functions. These include workforce planning and optimisation, operations readiness, incident management and operational risk management.

### Accountabilities:

#### Strategy & Leadership

- Contribute to setting and delivery of PHI's overall strategic plan and objectives. Provide thought leadership and significant input into the creation of key business strategy documents.
- Set and deliver annual plans to support the delivery of the overall business strategy and plans. Accountable for achieving operational sales and service targets - monitoring performance and progress against plan and taking action to ensure targets are met.
- Design and implement all aspects of the Customer Service roadmap/plan, in conjunction with key stakeholders, utilising project management and agile principles as appropriate.
- Ensure resourcing, performance and capability of the team is aligned to deliver operational goals. Anticipate future skill requirements and acquire and develop these in appropriate time frames.
- Coach and develop the Customer Service leadership team to support them to manage their teams to achieve business objectives and to drive employee engagement across Customer service teams.
- Develop and manage operating budgets.
- Collaborate and seek input from specialist functions as required, to maximise performance outcomes. Proactively engage with shared services and other PHI stakeholders to ensure alignment of priorities. Proactively engage with Health Services stakeholders to ensure alignment of priorities and work collaboratively to support or deliver initiatives to achieve the organisation's strategic objectives.
- Be a role model and ambassador to others in setting, and upholding, organisational values, culture and performance standards.

Review date: 16/09/2019



BE PEOPLE-FOCUSED



BE PURPOSEFUL



BE WORTHY OF TRUST



BE REMARKABLE

## Customer Experience

- Oversee creation and implementation of effective policies and practices, targets and measurements for the provision of quality customer sales and service to members and prospective members. Implement strategies to achieve NPS and customer satisfaction targets.
- Ensure that our customer interaction, people and processes are aligned to (and helps shape) the GMHBA Customer Experience Strategy.
- Instil a culture of quality customer service and continuous improvement across the customer service teams.

## Operations

- Ensure that our customer service channels are managed as a portfolio of 'assets' and relationships (designed, opened, operated) to optimise the achievement of growth and retention targets at an industry competitive cost of acquisition and cost to serve.
- Manage the customer service functions to ensure the delivery of services are designed and operated to achieve targeted member satisfaction outcomes at targeted and industry competitive cost to serve.
- Ensure that customer complaints are managed according to our dispute resolution procedures and our obligations to the Private Health Insurance Ombudsman (PHIO)
- Ensure that all operations processes are carried out in line with published policies and procedures including controls to mitigate operational risks as outlined in our risk management framework.
- Work closely with the Quality and Continuous improvement team to drive operational efficiency and to ensure training and development is provided to front line staff that improves time to competency and key target achievement.
- Ensure service levels are achieved through embedding a workforce planning methodology and managing resource capacity across skills and capabilities. Ensure resource forecasts are accurately projected and that proactive steps are taken to ensure teams are appropriately staffed to achieve service levels, working with specialist areas (e.g. recruitment) as needed.
- Ensure new and emerging systems and technology are embedded where appropriate through leading operations related projects.

## Regulatory & Reporting

- Ensure compliance with the Company's Delegated Authorities, Business Plan, Policies and Standards.
- Submit to company audit processes and make recommendations as required.
- Keep up to date with regulatory trends and changes, and ensure the company anticipates and navigates changes successfully.
- Prepare reports and submissions for stakeholders and committees as required.

## Stakeholders & Advice

- Participate as a member of the PHI Operations Leadership team

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- Provide expert advice and recommendations to key stakeholders to facilitate understanding for robust decision making.
- Take opportunities to maintain positive and constructive relationships with regulators, auditors and other external stakeholders.
- May be required to provide organisation representation of GMHBA at external partner, supplier and industry meetings and working groups

#### Other

- Participate in the design, build and roll-out of business change programs designed to strengthen GMHBA's performance
- Embrace the mindset and actively contribute towards embedding the GMHBA Way including working in an Agile environment.
- It is not the intention of this position description to limit the scope or accountabilities of the position but to highlight the most important aspects of the position.
- The accountabilities described within may be altered in accordance with the changing requirements of the role.

#### Key Relationships:

##### Internal:

- GM Private Health Insurance;
- CX team
- PHI Leadership team
- Executive Management team
- Head of Quality and Continuous Improvement
- Operations Capability Manager and team

##### External:

- PHIO
- DoHA
- GMHBA Suppliers and Contractors
- Industry Groups
- GMHBA providers
- Outsource service providers
- Contractors and suppliers



## Skills, Experience and Qualifications:

### Mandatory

- Recent experience in leadership of multiple operational teams responsible for delivery of customer service and sales in contact centre and face-to face environments across multiple brands
- Five years or more experience in senior operational roles reporting to GM level
- Experience implementing process improvements to enhance performance and customer service in operational functions.
- Demonstrated ability to analyse, forecast, plan and execute strategies to drive sales and service results

### Highly desirable

- Experience in member based organisations
- Private Health Insurance, Banking, or General Insurance experience
- Tertiary Qualification in relevant area i.e. management, business, commerce etc
- Experience working in an Agile environment
- Proven ability to successfully develop large high-performing teams and build engagement and commitment across multiple teams and locations.

