

Job Task Analysis Report

CUSTOMER ADVOCACY & CUSTOMER EXPERIENCE



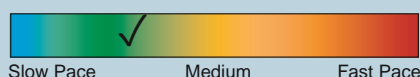
City of
KINGSTON

VERSION:	V1 – 9 June 2024
DEPARTMENT:	Customer Experience & Corporate Performance
PREPARED BY:	Ben Southam - PACE Health Management Amanda Ridby - Manager Customer Experience & Corporate Performance Emma Fernandes –Team Leader Service Improvement & Design Sara Newton - Team Leader Complaint & Service Resolution Megan Hansson – Acting Senior Health & Safety Officer
WORK SCHEDULE:	Days Per Week: 8 am-5:30 pm Hours/Day: 8 hours per day Breaks: Flexible
LOCATION/S ANALYSIS UNDERTAKEN:	Kingston City Council – Cheltenham Office

Organisation specified objectives of this analysis	Functional Task Analysis
Task Modifications Available - Physical	<input type="checkbox"/> Assistance from Manager <input type="checkbox"/> Reduced work rate Increased breaks
Task Modifications Available -Cognitive	<input type="checkbox"/> Ability to work independently <input type="checkbox"/> Ability to work in teams <input type="checkbox"/> Remote support
Task Modifications Available -Environmental	<input type="checkbox"/> Ability to rotate work within the teams <input type="checkbox"/> Ability to change tasks depending on the environment
Most prevalent workplace injuries:	No reported injuries for this role in the period 2018 - 2024
Most prevalent workplace injury incidents/tasks:	No reported injuries for this role in the period 2018 - 2024
Description and the primary purpose of the role:	<p>The primary role of the Customer Advocacy within a council typically involves representing the interests and concerns of constituents or citizens to the council or government body.</p> <p>The Customer Experience (CX) team aims to drive a customer-centric mindset, empowering teams to find innovative ways to continuously improve programs and services.</p>

ENVIRONMENTAL FACTORS	Description
Temperature	<input type="checkbox"/> Indoor - Temperature-controlled office environment <input type="checkbox"/> Vehicle – Temperature-controlled personal or work vehicle <input type="checkbox"/> Outdoor – Public space (weather parameters for safely managing work) <input type="checkbox"/> Combination indoors, vehicles, and outside (split 96%/ 2%/2%)
Noise (e.g could not hear a person talking from 1 metre away/unable to concentrate on task)	Not Applicable
Vibration	Not Applicable
Personal Protective Equipment	Not Applicable
Machinery/Tools	Laptops
Uneven Terrain	Not Applicable
Wet/slippery	Mopping, spill in Kitchen

PACE ratings:



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PH: 9598 3169



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Manual Handling Physical Demand Rating Classification Guide:

Physical Demand rating	Tick	Weight/Force Exerted to push or pull items.	Weight Lifted or carried
Sedentary	✓	Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.	>4.5 kg occasionally, 1-3 kilograms frequently to lift or carry objects.
Light		Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.	Exerting 4.5-9 kg occasionally, 3-4.5kilograms frequently to lift or carry objects.
Medium		Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.	>9-15 kg occasionally, 4.5 -11kg frequently to lift or carry objects.
Heavy		Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.	>15-20 kg occasionally, 11-16kg frequently to lift or carry objects.
Very Heavy		Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.	20kg+ occasionally, 16+ kg frequently to lift or carry objects

Cardiovascular Physical Demand Rating Classification Guide:

Physical Demand rating	Tick	Cardiovascular Demand
Sedentary	✓	A role predominantly involving sitting with occasional standing and walking. Low level force and slow movements required occasionally. Heart Rate <40% maximal Heart Rate or 4/10 effort
Light		A role involving frequent standing or walking with occasional bouts of sitting. Physical tasks in this role are light in nature, completed at a slow pace and could be sustained throughout the working day without noticeable increase in breathing rate or levels of exertion. Heart Rate 40-55% maximal Heart Rate or 4-5.5/10 effort
Medium		A role involving frequent to constant walking and standing with occasional bouts of sitting. Some physical tasks in the role are light to moderate in nature, completed at a moderate pace and could not be sustained for periods of greater than 20 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate but is still able to say a sentence before requiring to take a breath. Heart Rate 55-70% maximal Heart Rate or 5.5-7/10 effort
Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are moderate to heavy in nature, completed at a moderate to fast pace and could not be sustained for periods of greater than 10 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will require to take a breath every few words. Heart Rate 70-90% maximal Heart Rate or 7-9/10 effort
Very Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are heavy in nature, completed at a fast pace and could not be sustained for periods of greater than 5 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will be puffing and panting. The heavy work may be interspersed with short periods of rest. Heart Rate >70% maximal Heart Rate or 9+/10 effort

Health Monitoring Considerations

CRITERIA	Yes/No
Exposure to hazardous noise	No
Exposure to manual handling as part of normal activities	Yes
Exposure to hazardous chemicals	No
Exposure to hazardous manual handling	No
Exposure to biological waste	No

HAZARDOUS MANUAL HANDLING

Manual handling tasks are assessed in accordance with the WorkSafe Victoria Compliance code: Hazardous manual handling. Use this checklist to identify if a manual handling task is considered as hazardous. If any boxes are selected, the task involves hazardous manual handling.

Work/Task	Repetitive or sustained application of force	Sustained awkward posture	Repetitive movement	Application of high force	Exposure to sustained vibration	Handling of live people or animals	Unstable or unbalanced loads or loads that are difficult to grasp or hold	Does the task involve hazardous manual handling?	For known risks are suitable control measures available now?	If yes, provide details
Laptop								No		
Stationary delivery								No		
Stationary Box								No		

PHYSICAL DEMAND MATRIX

SUSTAINED POSTURES AND MOBILITY REQUIREMENTS

KEY: **R:** Rarely 0: Occasionally 1-33% or <2.5hrs/shift **F:** Frequently 33-66% or >2.5-5 hrs/shift **C:** Constant 67-100% or >5-8 hours of shift **OH:** Occasional High Frequency (Posture/Movement repeated/held for 3 + minutes at a time)

Posture required	R	O	F	C	OH	Typical Maximum Holding Time	Typical Holding Time
Standing		X				3 hours	30min -2 hours
Sitting				X		8 hours	60-120min
Walking		X				30 minutes	1-5 minutes
Unilateral Kneel (one knee)		X				30 seconds	5-10seconds
Bilateral Kneel (two knees)		X				30 seconds	5-10seconds
Reaching Overhead		X				2 minutes	1-2 minutes
Reaching forward		X				2 minutes	1-2 minutes
Reaching Shoulder height		X				2 minutes	1-2 minutes
Computer-based work				X		8 hours	60-120min
Stooping or bending		X				30 seconds	5-10seconds
Twisting		X				5 minutes	10-30 seconds
Turning		X				5 minutes	10-30 seconds
Looking up/Down				X		8 hours	60-120min
Writing/Typing/				X		8 hours	60-120min
Scanning		X				5 minutes	10-30 seconds
Squatting		X				5 minutes	10-30 seconds
Push & Pull		X				5 minutes	5 minutes

MANUAL HANDLING DEMANDS

KEY: **R:** Rarely 0: Occasionally 1-33% or <2.5hrs/shift **F:** Frequently 33-66% or >2.5-5 hrs/shift **C:** Constant 67-100% or >5-8 hours of shift **OH:** Occasional High Frequency (Posture/Movement repeated/held for 3 + minutes at a time)

Force Exerted	Description
Sedentary	Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.
Light	Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.
Medium	Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.
Heavy	Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.
Very Heavy	Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.

Physical Demands	Metrics (Tasks)	R	O	F	C	OH	Maximal Weight / Load (kg)	Typical Load (kg)	Typical Reps/Hr	Typical Time Sustained for (min)
Lift floor to waist:	Laptop Stationary delivery		X				5kg	1-3kg		
Lift below the knee to waist:	Laptop Stationary delivery		X				5kg	1-3kg		
Lift waist to shoulder:	Stationary Box	X					5kg	1-3kg		
Lift waist to overhead:	Stationary Box		X				5kg	1-3kg		
Carry bilateral (two arms):	Catering Agenda Training resources	X					5kg	1-3 kg		
Unilateral Carry (one arm):	Catering Agenda Training resources	X					5kg	1-3 kg		
Push load:	Table Catering trolley		X				Light			
Pull load:	Table Catering Trolley		X				Light			
Grasping	Typing Writing				X		Light	Light		
Pinching	Typing Writing				X		Light	Light		
Fine finger/ Hand Coordination	Typing Writing				X		Light	Light		

PSYCHOSOCIAL MATRIX

KEY: **R:** Rarely 1-33% or <2.5hrs/shift **F:** Frequently 33-66% or >2.5-5 hrs/shift **C:** Constant 67-100% or >5-8 hours of shift **OH:** Occasional High Frequency (Posture/Movement repeated/held for 3 + minutes at a time)

	Attribute	Explanation	Frequency Experienced during typical day	General examples
PERSONAL	Decision making/reasoning	<p>Making good and timely decisions that keep the department moving forward</p> <ul style="list-style-type: none"> - Makes sound decisions, even in the absence of complete information - Relies on a mixture of analysis, experience, and judgement when making decisions - Considers relevant factors and uses appropriate decision-making criteria and principles - Recognises when and reasonable solution will suffice in a timely matter 	Constant	<ul style="list-style-type: none"> - Understanding customer needs, preferences, and pain points through feedback, surveys, and market research. - Recognizing inefficiencies, bottlenecks, or issues within current processes that hinder organizational goals or customer satisfaction. - Making decisions that uphold ethical standards and organizational policies while ensuring fairness and transparency in the resolution process..
	Rule following	<p>Follows policies and procedures in place to ensure business operations are consistent</p>	Constant	<ul style="list-style-type: none"> - Following safety and service policy, procedures, legislation, and standards - Monitoring and reporting on complaints and customer service issues as per council policy and safety standards -
	Literacy skills	<p>An ability to understand written information, to evaluate arguments about this information and formulate necessary written or verbal response.</p>	Constant	<ul style="list-style-type: none"> - Reading and understanding written information in English - Reading and interpreting complex complaints and customer documentation - Assisting in the development of the customer service and corporate performance strategy, annual action plans, and quarterly complaint and query reports - Updating and maintaining the customer service, complaints, and corporate performance policy and associated manual/procedures
	Numeracy skills	<p>The ability to understand numerical information as well as the ability to make logical conclusions</p>	Frequently	<ul style="list-style-type: none"> - Analysing quantitative data to identify trends, patterns, and areas for improvement within processes. - Using numerical benchmarks and performance indicators to assess current performance levels and track progress toward improvement goals. - Using historical data and statistical methods, CX team forecasts future customer behaviors, anticipates demand, and predicts potential issues. Numeracy skills are essential for performing accurate forecasting and predictive analytics.
	Technical literacy	<p>Anticipating and adopting innovations in department / building digital and technology applications</p> <ul style="list-style-type: none"> - Anticipates the impact of emerging technologies and makes adjustments - Readily learns and adopts new technologies 	Constant	<ul style="list-style-type: none"> - Utilizing data-driven insights to identify areas for improvement and measure the impact of changes. This involves proficiency in data collection, analysis tools, and interpretation of metrics. - Maintain cloud-based vehicle systems - Understanding and trialing emerging technologies that support customer advocacy

Coping with pressure and setbacks	<p>Works productively in a high-pressure environment</p> <ul style="list-style-type: none"> - Responds reasonably to difficulty situations - Balances the demands of work life and personal life <p>Handles criticism well and learns from it</p>	Frequently	<ul style="list-style-type: none"> - Responding to and supporting staff following a customer and internal stakeholder incident - Using active listening, empathy, and the ability to communicate complex technical concepts clearly and understandably.
Manages complexity	<p>Making sense of complex, varied quantity, and sometimes contradictory information to effectively solve problems</p> <ul style="list-style-type: none"> - Asks questions to accurately analyse situations - Acquires data from multiple and diverse sources when solving problems - Uncovers root causes to problems <p>Evaluates pros and cons, risks, and benefits of different solution</p>	Constant	<ul style="list-style-type: none"> - Self-managing priorities and activities to achieve strategic actions and performance metrics - Making customer and council-related decisions whilst balancing rapidly changing operational demands - Employing mediation techniques to resolve conflicts and find common ground among disputing parties.
Manages Ambiguity	<p>Operating effectively, even when things are not certain or the way forward is not clear</p> <ul style="list-style-type: none"> - Deals comfortably with the uncertainty of change - Effectively handles risk - Can decide and act without the total picture - Is calm and productive, even when things are up in the air <p>Deals constructively with problems that do not have clear solutions or outcomes</p>	Constant	<ul style="list-style-type: none"> - Staying informed about relevant laws, regulations, and council policies to ensure compliance in all actions and decisions. - Navigating uncertain and evolving situations, making decisions with incomplete information, and adapting to change effectively. - Maintaining a curious mindset, always seeking to learn and understand more about customer behaviors and trends. - Asking clarifying questions to better understand ambiguous situations and ensure everyone is on the same page.
Ability to work in isolation	<p>Comfortable working in isolation for prolonged periods of time without the company of others</p> <ul style="list-style-type: none"> - Persists in accomplishing objectives despite obstacles and setbacks <p>Self-led to achieve results</p>	Frequently	<ul style="list-style-type: none"> - Completing operational tasks alone - Working independently on strategic and complex tasks - Self-managing activities to achieve operational priorities and targets
Emotional stability	<p>Stay composed and forward thinking when faced with challenging situations</p>	Constant	<ul style="list-style-type: none"> - Engaging in challenging work activities/discussions with managers, general managers, and colleagues - Maintaining a curious mindset, always seeking to learn and understand more about customer behaviors and trends. - Managing your own emotions and stress levels to stay calm and focused in uncertain situations. - Remaining patient and calm, even when dealing with difficult or upset consumers. This helps in defusing tension and finding solutions more effectively
Concentration	<p>Has the ability to maintain a broad, receptive attention to a variety of demands.</p>	Frequently	<ul style="list-style-type: none"> - Driving a vehicle - Preparing performance metrics and reports for managers and leaders
Persistence	<p>The ability to accept obstacles, discouragement, distraction, or stressful situations</p> <ul style="list-style-type: none"> - Stay committed when faced with adversity - Persevere in pursuit of short and/or long-term goals 	Frequently	<ul style="list-style-type: none"> - Adjusting work activities and priorities in the face of unforeseen obstacles, distractions, or stressful situations - Engaging with staff and stakeholders with different circumstances, personalities, and needs - Focusing on high-impact areas and prioritizing actions that deliver the most value to customers.

	<p>Nimble learning</p>	<p>Actively learning through experimentation and when tackling new problems by using both successes and failures.</p> <ul style="list-style-type: none"> - Learns when facing new situations - Experiments to find new solutions - Takes on the challenge of unfamiliar tasks - Extracts lessons learnt from failures and mistakes 	<p>Constant</p>	<ul style="list-style-type: none"> - Learning from past experiences, failures, and mistakes and adopting new strategies - Identifying problems, suggesting solutions, and making improvements - Using A/B testing and other iterative approaches to experiment and learn from results quickly. - Looking for patterns and trends in customer feedback and behavior to make informed guesses and decisions.
	<p>Ability to follow and complete instructions given</p>	<p>Appropriately follows instructions from others without unnecessarily challenging authority</p> <ul style="list-style-type: none"> - Follows procedures and policies - Keeps to schedule - Arrives punctually for work and meetings - Complies with legal obligations and safety requirements of the role 	<p>Constant</p>	<ul style="list-style-type: none"> - Ensuring legal and safety obligations are met - Following reasonable directions set by the organisation - Seeking clarity on and interpreting unclear instructions - Performing quality checks on your work to identify and correct any errors before submitting.
	<p>Short term focus and/or attention to detail</p>	<p>The ability to document key pieces of information that are frequently relied upon to perform workplace tasks</p> <ul style="list-style-type: none"> - The ability to transfer information from one source to another and apply it - The ability to focus on a priority task with distractions present <p>Able to quickly decipher the importance of number of tasks and prioritise accordingly</p>	<p>Constant</p>	<ul style="list-style-type: none"> - Prioritising tasks and activities with a organisational efficiency and strategic perspective - Defining clear, achievable goals for each day or week to maintain a focused approach to short-term objectives. - Accurately and comprehensively undertaking organisational processes and reporting

	Attribute	Explanation	Frequency Experienced during typical day	General examples
SOCIAL	Autonomy	The ability to follow your own approach and while making informed, uncoerced decisions and remain motivated when working autonomously	Frequently	<ul style="list-style-type: none"> - Recognising key strategic or politically sensitive decisions - Communicating, liaising, collaborating, providing, and receiving feedback - Self-managing activities to achieve operational priorities and targets - Anticipating potential problems by monitoring customer feedback and proactively addressing concerns before they escalate.
	Ability to work with colleagues/ team	Building partnerships and working collaboratively with others to meet shared objectives <ul style="list-style-type: none"> - Works cooperatively with others across the organisation to achieve shared objectives - Represents own views while being respectful to others - Partners with others to get work done - Credits others for their contributions and accomplishments - Gains trust and support of others 	Constant	<ul style="list-style-type: none"> - Liaising and working with Team members, supervisors and managers - Interacting effectively with colleagues face-to-face and via mobile and teams as required - Establishing and maintaining productive working relationships with managers and general managers - Collaborating with other departments as needed to resolve complex customer issues, taking the lead to coordinate efforts and ensure a seamless resolution.
	Ability to work with consumers	Anticipating and balancing the needs of multiple customers/stakeholders/clients <ul style="list-style-type: none"> - Understands internal and external customers/stakeholders/client requirements, expectations, and needs - Considers the interests of multiple customers/stakeholders/clients - Considers cultural and ethical factors relevant to the situation - Acts reasonably despite conflicting demands of customers/stakeholders/clients 	Constant	<ul style="list-style-type: none"> - Working with target community groups (eg: different ages, cultures, abilities, CALD, Indigenous, and First Nations and LBGTQI+, people with accessible needs, and older adults) to develop programs that meet their needs - Asking clarifying questions and repeat back what the consumer has said to ensure understanding. - Communicating clearly and concisely, avoiding jargon and ensuring that your messages are easy to understand.
	Productivity Demands	Understanding the effective and efficient processes to get things done, with a focus on continuous improvement <ul style="list-style-type: none"> - Identifies and follows the processes necessary to get work done - Organises and prioritises activities into efficient workflow - Seeks ways to improve processes 	Constant	<ul style="list-style-type: none"> - Providing responsive directions and instructions to staff/consumers on council and organisational matters - Engaging and scheduling work activities around to departmental priorities - Reporting and actioning safety incidents that arise - Managing work activities to meet performance metrics and operational priorities
	Resilience/ Ability to manage stress	Rebounding from setbacks and adversity when facing difficult situations <ul style="list-style-type: none"> - Manages pressure - Handles and manages issues effectively - Remain productive despite adversity - Learns from workplace challenges 	Constant	<ul style="list-style-type: none"> - Managing complaints and solving problems - Adapting to unplanned outages (eg: it issues, breakdowns, or systems outages) - Self-monitoring and seeking support as required - Remaining patient and calm, even when dealing with difficult or upset consumers. This helps in defusing tension and finding solutions more effectively

Ability to manage conflict	Handling conflict situations effectively - Works with all parties to reach an agreement and settles disputes equitably - Integrates diverse views and finds common ground and/or acceptable alternatives	Occasionally	<ul style="list-style-type: none"> - Navigating complex situations and deescalate effectively - Finding reasonable solutions for all parties involved - Considering all information from different parties to form a suitable solution - Negotiating and using conflict resolution skills
Situational adaptability	Adapting approach and demeanour in real time to match demands of different situations - Readily adapts personal and interpersonal behaviours - Understands that different situations may call for different approaches - Can act differently depending on the circumstances	Constant	<ul style="list-style-type: none"> - Readily adjusts personal behaviour to different audiences, situations, and stakeholders - Understanding when to escalate situations when a reasonable solution cannot be met - Embracing additional and changing tasks and expectations at short notice