

# CUSTOMER CHANNELS

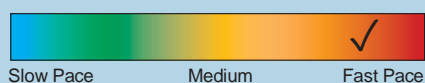


<b>VERSION:</b>	v1 – 17.08.23
<b>DEPARTMENT:</b>	Customer Experience & Corporate Performance
<b>PREPARED BY:</b>	Kristie Pozydajew - Team Leader Customer Channels Kristina Arnaoutis - Continual service improvement Officer Customer Channels Skip Fulton – Team Leader Health and Safety Sharleen Mcewan - HR Business Partner Ben Southam – Pace Health Management
<b>WORK SCHEDULE:</b>	<b>Days Per week:</b> Monday - Friday 8am – 5:30pm <b>Hours/Day:</b> A typical shift is 7.36 hour days worked within these hours <b>Breaks:</b> Set break times during 7.35 hour shift Lunch – 30 min, Morning 10min, Afternoon 10min
<b>LOCATION/S ANALYSIS UNDERTAKEN:</b>	Kingston City Council – Cheltenham Office

<b>Organisation specified objectives of this analysis</b>	Functional Task Analysis
<b>Task Modifications Available - Physical</b>	Assistance from colleagues Ramps, Lifts, Trolleys (load reduction) Lighter duties Reduced work rate Increased breaks
<b>Task Modifications Available – Cognitive</b>	Ability to work independently Remote support
<b>Task Modifications Available Environmental</b>	Ability to rotate work within facility Ability to change tasks depending on environment
<b>Most prevalent workplace injuries:</b>	Lower back pain Repetitive strain injuries Neck pain
<b>Most prevalent workplace injury incidents/tasks:</b>	Prolonged stationary tasks
<b>Description and primary purpose of role:</b>	<p>Council's Customer Channels Team is the first point of call for Kingston residents who require support or information regarding the broad range of services provided by Council.</p> <p>Reporting to the team leader, Customer Service Officers are responsible for responding to enquiries and requests, with excellent customer-focused service and a focus on responsiveness, reliability, and resolution.</p> <p>Customer Service Officers act as a conduit between our customers and Council services striving for improved customer experience across multiple channels, including in person, via telephone and online.</p> <p>Enhancing Councils Customer first commitment is vital in this role, requiring demonstrated capacity to contribute and adapt to change, with a view to continuous improvement.</p>

EnvirOnMEnTAL FACTORs	Description
Temperature	Indoor/Temperature controlled
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	Gloves during clean up tasks as necessary
Machinery/Tools	Photocopiers, Computers, Phones, Laptops, Large delivery boxes – 10kg, Trolleys for deliveries
Uneven Terrain	Not Applicable
Wet/slippery	Not Applicable

### PACE ratings:



### 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 hazardous waste	YES

## PHYSICAL DEMAND MATRIX

**POSITION ASSESSED:** Customer Channels

**KEY:** **R:** Rarely **O:** 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)

### Sustained Postures and Mobility Requirements

Posture required	r	O	F	C	OH	Typical Maximal Holding Time	Typical Holding Time
Standing	X					2 hours	1-2 hours
Sitting				X		7.5 hours	2 hours
Walking			X			5-10 minutes	1-3 minutes
Unilateral Kneel (one knee)		X				1-3 minutes	30 seconds
Bilateral Kneel (two knees)		X				1-3minutes	30 seconds
Reaching Overhead		X				1-3 minutes	30 seconds
Reaching forward		X				1-3minutes	30 seconds
Reaching Shoulder height		X				1-3 minutes	30 seconds
Computer based work				X		7.5 hours	2 hours
Climbing Stairs		X				5 minutes	1-3 minutes
Stooping or bending		X				1-3 minutes	30 seconds
Twisting		X				1-3 minutes	30 seconds
Crouching		X				1-3 minutes	30 seconds
Turning		X				1-3 minutes	30 seconds
Looking up/Down		X				1-3 minutes	30 seconds
Writing/Typing/				X		7.5 hours	2 hours
Squatting		X				1-3 minutes	30 seconds
Sweeping/Mopping		X				1-3 minutes	30 seconds
Brush and Pan		X				1-3 minutes	30 seconds
Push/Pull		X				3 minutes	1-3 minutes

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.

## Manual Handling Demands

Physical Demands	Metrics (Tasks)	r	O	F	C	OH	Typical Distance (m)	Maximal Weight / Load (kg)	Typical Load (kg)	Typical reps/Hr
Lift floor to waist:	Delivery boxes Laptop		X					10kg	1-10kg	10
Lift below the knee to waist:	Delivery boxes Laptop		X					10kg	1-10kg	10
Lift waist to shoulder:	Delivery boxes		X					10kg	1-10kg	10
Lift waist to overhead:	Delivery boxes		X					10kg	1-10kg	10
Carry bilateral (two arms):	Delivery boxes		X					10kg	1-10kg	10
Unilateral Carry (one arm):	Delivery boxes Laptop		X					10kg	1-10kg	10
Push load:	Deliveries on a trolley		X					30kg	20kg	1
Pull load:	Deliveries on a trolley		X					30kg	20kg	1
Grasping	Computer based work Handling Deliveries				X			Light	Light	
Pinching	Computer based work Handling Deliveries Signing documents				X			Light	Light	
Fine finger/ Hand Coordination	Computer based work Handling Deliveries Signing documents				X			Light	Light	



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## PSYCHOSOCIAL MATRIX

**KEY:** **R:** Rarely (<1%) **O:** Occasionally (1-33% or <2.5hour per shift) **F:** Frequently (33-66% or >2.5-5 hours per shift)

**C:** Constant (67-100% or >5-8 hours per shift) **OH:** Occasionally high frequency (repeated for 3+ minutes at a time)

	Attribute	Explanation	Frequency Experienced during typical day	General examples Please provide 2-3 examples to provide context
Personal	Decision making/ reasoning	<p>Making good and timely decisions that keep the department moving forward</p> <ul style="list-style-type: none"> <li>- Makes sound decisions, even in the absence of complete information</li> <li>- Relies on a mixture of analysis, experience, and judgement when making decisions</li> <li>- Considers relevant factors and uses appropriate decision-making criteria and principles</li> <li>- Recognises when and reasonable solution will suffice in a timely matter</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Responding to customer service and business requests</li> <li>- Analysing the steps required to resolve customer and business requests</li> <li>- Prioritising tasks and activities with a service perspective</li> <li>- Responding to business requirements as first point of contact</li> <li>- Filtering, managing and editing confronting, defamatory, negative feedback on social media</li> </ul>
	rule following	Follows policies and procedures in place to ensure business operations are consistent	Constant	<ul style="list-style-type: none"> <li>- Follow a scripting process for how manage a customer interaction and support service targets</li> <li>- Use the personal awareness and knowledge database to apply required codes and rules to customer service and business and business requests</li> <li>- Following safety and service procedures, legislation and standards</li> <li>- Use and maintenance of IT and other equipment</li> <li>- Providing first point of call resolution for customer service and business and business requests</li> <li>- Appropriately escalate and transfer matters as required</li> <li>- Following open and closing procedures</li> <li>- Engage with security for additional support as required for difficult customers</li> <li>- Responsible for safety and security outcomes in customer care environment</li> </ul>
	Literacy skills	An ability to understand written information, to evaluate arguments about this information and formulate necessary written or verbal response.	Constant	<ul style="list-style-type: none"> <li>- Read and understand written information in English</li> <li>- Reading and interpreting written information in different forms (books, handouts, online)</li> <li>- Write clear and concise responses to a high standard of accuracy.</li> <li>- Prepare high level of communication for public viewing.</li> </ul>
	numeracy skills	The ability to understand numerical information as well as the ability to make logical conclusions	Constant	<ul style="list-style-type: none"> <li>- Calculation of financial and accounts information for customers</li> <li>- Interpret and apply pro-rata costs and fees for customers</li> <li>- Manage credit card transactions</li> <li>- Referencing and calculating time and dates</li> <li>- Basic money handling and calculations (cash and card)</li> <li>- Regularly prepare basic financial reports</li> </ul>

# Personal

<b>Technical literacy</b>	<p>Anticipating and adopting innovations in department-building digital and technology applications</p> <ul style="list-style-type: none"> <li>- Anticipates the impact of emerging technologies and makes adjustments</li> <li>- Readily learns and adopts new technologies</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Use call centre and rostering software.</li> <li>- Use service delivery software to lodge, receipt and manage customer service and business requests.</li> <li>- Access and reference knowledge database, internal and external websites</li> <li>- Readily learns and adopts new technologies, software, systems, operating procedures</li> <li>- Confidence to approach and embrace different types of technology</li> <li>- Work with different types of mobile devices, operating systems and apps</li> <li>- Maintain proficiency in internal systems and external sources (eg: websites and search systems)</li> <li>- Using social media and live chat platforms</li> <li>- Active engagement with third party software and apps</li> <li>- Proactive management of multiple mailbox</li> </ul>
<b>Coping with pressure and setbacks</b>	<p>Works productively in a high-pressure environment</p> <ul style="list-style-type: none"> <li>- Responds reasonably to difficulty situations</li> <li>- Balances the demands of work life and personal life</li> <li>- Handles criticism well and learns from it</li> </ul>	Frequent	<ul style="list-style-type: none"> <li>- Responds reasonably to difficult situations (challenging stakeholders, customers)</li> <li>- Meeting work expectations and timelines</li> <li>- Handling conflict and feedback from customers and staff</li> <li>- Adapt with changing priorities, varying levels of workload, and time critical responses to public enquiries</li> <li>- Filtering, managing and editing confronting, defamatory, negative feedback on social media</li> </ul>
<b>Manages complexity</b>	<p>Making sense of complex, varied quantity, and sometimes contradictory information to effectively solve problems</p> <ul style="list-style-type: none"> <li>- Asks questions to accurately analyse situations</li> <li>- Acquires data from multiple and diverse sources when solving problems</li> <li>- Uncovers root causes to problems</li> <li>- Evaluates pros and cons, risks, and benefits of different solution</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Asks questions to accurately analyse needs</li> <li>- Understanding and managing competing priorities and expectations</li> <li>- Balancing customer expectations and needs with the ability to deliver Council services</li> <li>- Being able to interact with multiple sources of information, whilst actively listening to the customer, to determine best advice to provide</li> <li>- Filtering, managing and editing confronting, defamatory, negative feedback on social media</li> <li>- End-to-end case managing social media enquiries in real time</li> </ul>
<b>Manages Ambiguity</b>	<p>Operating effectively, even when things are not certain or the way forward is not clear</p> <ul style="list-style-type: none"> <li>- Deals comfortably with the uncertainty of change</li> <li>- Effectively handles risk</li> <li>- Can decide and act without the total picture</li> <li>- Is calm and productive, even when things are up in the air</li> <li>- Deals constructively with problems that do not have clear solutions or outcomes</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Deals constructively with problems that do not have clear solutions or outcomes</li> <li>- Deals constructively with unclear customer and business requests</li> <li>- Recognising, accepting, and adapting to the ever-changing needs and services</li> </ul>
<b>Ability to work in isolation</b>	<p>Comfortable working in isolation for prolonged periods of time without the company of others</p> <ul style="list-style-type: none"> <li>- Persists in accomplishing objectives despite obstacles and setbacks</li> <li>- Self-led to achieve results</li> </ul>	Occasionally	<ul style="list-style-type: none"> <li>- Ability to stay self-motivated and work without direct supervision</li> <li>- Performs customer service and business activities tasks alone</li> <li>- Ability to manage own workload and activities whilst working flexibly (in office or remotely)</li> </ul>
<b>Emotional stability</b>	<p>Stay composed and forward thinking when faced with challenging situations</p>	Constant	<ul style="list-style-type: none"> <li>- Deal with customer and business requests / upset members of the public (in-person, via phone, via digital)</li> <li>- Support individuals experiencing challenging personal circumstances (staff, public)</li> <li>- Filtering, managing and editing confronting, defamatory, negative feedback on social media</li> </ul>

# social

<b>Concentration</b>	Has the ability to maintain a broad, receptive attention to a variety of demands.	Constant	<ul style="list-style-type: none"> <li>- Active listening/engaging with the customer</li> <li>- Monitor the safety and security of staff and/or customers</li> <li>- Analyse data and information</li> <li>- Operating office equipment</li> <li>- Following checklists and procedures</li> <li>- Multi-tasking in a live social media and chat communication environment</li> </ul>
<b>Persistence</b>	<p>The ability to accept obstacles, discouragement, distraction, or stressful situations</p> <ul style="list-style-type: none"> <li>- Stay committed when faced with adversity</li> <li>- Persevere in pursuit of short and/or long-term goals</li> </ul>	Frequently	<ul style="list-style-type: none"> <li>- Persevere in pursuit of short and/or long-term goals or objectives</li> <li>- The ability to work through unforeseen obstacles, discouragement, distraction, or stressful situations</li> <li>- Supporting unpredictable customers, staff, council services and business strategy</li> </ul>
<b>Was Judgement/ Abstract thinking, to be renamed nimble learning</b>	<p>Actively learning through experimentation and when tackling new problems by using both successes and failures.</p> <ul style="list-style-type: none"> <li>- Learns when facing new situations</li> <li>- Experiments to find new solutions</li> <li>- Takes on the challenge of unfamiliar tasks</li> <li>- Extracts lessons learnt from failures and mistakes</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Ability to problem solve and work towards a solution</li> <li>- Finding a solution through unclear direction and parameters</li> <li>- Ability to learn from past experiences, failures and mistakes, and adopt new strategies</li> <li>- Learning to cater for evolving customers needs</li> <li>- Learning to adapt to new organisational policies, procedures, software, systems and Council Services</li> <li>- Ability to digest and adapt information from multiple sources regarding upgrades, revisions and daily changes</li> </ul>
<b>Ability to follow and complete instructions given</b>	<p>Appropriately follows instructions from others without unnecessarily challenging authority</p> <ul style="list-style-type: none"> <li>- Follows procedures and policies</li> <li>- Keeps to schedule</li> <li>- Arrives punctually for work and meetings</li> <li>- Complies with legal obligations and safety requirements of the role</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Follows procedures and policies</li> <li>- Arrives punctually for work, meetings and the roster schedule</li> <li>- Following safety and service procedures, legislation and standards</li> <li>- Follows reasonable directions from Supervisors and Team Leaders</li> <li>- Seeks clarity on unclear instructions</li> </ul>
<b>short term focus and/or attention to detail</b>	<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"> <li>- The ability to transfer information from one source to another and apply it</li> <li>- The ability to focus on a priority task with distractions present</li> <li>- Able to quickly decipher the importance of number of tasks and prioritise accordingly</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Prioritising tasks and activities with a service perspective</li> <li>- Being able to interact with multiple sources of information, whilst actively listening to the customer, to determine best advice</li> <li>- To provide and record accurate advice and information in line with Council procedures and standards</li> <li>- Maintaining situational awareness of the customer service environment</li> </ul>

# social

<b>Autonomy</b>	<p>The ability to follow your own approach and while making informed, uncoerced decisions and remain motivated when working autonomously</p>	Constant	<ul style="list-style-type: none"> <li>- Completing work tasks from a daily diary or checklist</li> <li>- Ability to be self-reliant to interact with multiple sources of information, whilst actively listening to and engaging with customers, suppliers and visitors to determine best advice</li> <li>- Ability to manage technological issues and troubleshoot or escalate or resolve.</li> <li>- Ability to autonomously manage work time in accordance with roster requirements to deliver service outcomes</li> </ul>
<b>Ability to work with colleagues/ team</b>	<p>Building partnerships and working collaboratively with others to meet shared objectives</p> <ul style="list-style-type: none"> <li>- Works cooperatively with others across the organisation to achieve shared objectives</li> <li>- Represents own views while being respectful to others</li> <li>- Partners with others to get work done</li> <li>- Credits others for their contributions and accomplishments</li> <li>- Gains trust and support of others</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Abilities to liaise and work with Supervisors and Managers, on a daily basis</li> <li>- Ability to interact face-to-face with colleagues as required</li> <li>- Working collaboratively with at least one other person in the office</li> <li>- Interaction with colleagues is face-to-face, phone, email, messaging</li> </ul>
<b>Ability to work with consumers</b>	<p>Anticipating and balancing the needs of multiple customers/stakeholders/clients</p> <ul style="list-style-type: none"> <li>- Understands internal and external customers/ stakeholders/client requirements, expectations, and needs</li> <li>- Considers the interests of multiple customers/ stakeholders/clients</li> <li>- Considers cultural and ethical factors relevant to the situation</li> <li>- Acts reasonably despite conflicting demands of customers/stakeholders/clients</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Working with the community from all demographics (eg: different ages, cultures, abilities, CALD, Indigenous, and First Nations and LBGTQI+, people with accessible needs and older adults)</li> <li>- Assist patron with requests and enquiries to access and use customer service and business materials and resources</li> <li>- Responding to customer service and business requests and interaction with the public via face-to-face in public space, over the counter, phone, email, messaging</li> <li>- Maintaining situational awareness of the customer service environment</li> </ul>
<b>Productivity Demands</b>	<p>Understanding the effective and efficient processes to get things done, with a focus on continuous improvement</p> <ul style="list-style-type: none"> <li>- Identifies and follows the processes necessary to get work done</li> <li>- Organises and prioritises activities into efficient workflow</li> <li>- Seeks ways to improve processes</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Provide timely customer service and business to patrons face-to-face and via phone/email</li> <li>- Dealing with customer and business requests and engaging with internal stakeholders to provide satisfactory outcomes</li> <li>- Manage a customer interaction and support service targets and performance indicators</li> <li>- Prioritising and organising a large variety of activities/tasks into efficient workflow.</li> </ul>
<b>resilience/ Ability to manage stress</b>	<p>Rebounding from setbacks and adversity when facing difficult situations</p> <ul style="list-style-type: none"> <li>- Manages pressure</li> <li>- Handles and manages issues effectively</li> <li>- Remain productive despite adversity</li> <li>- Learns from workplace challenges</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Dealing with predictable, unpredictable and/ or challenging situations and customers</li> <li>- Adapting to unplanned outages (eg: faulty technology or service outages)</li> <li>- Balancing customer and business expectations / needs with Council's ability to deliver services</li> <li>- Managing competing service and work priorities</li> <li>- Ability to self-monitor and seek support as required</li> </ul>

social	Ability to manage conflict	<p>Handling conflict situations effectively</p> <ul style="list-style-type: none"> <li>- Works with all parties to reach an agreement and settles disputes equitably</li> <li>- Integrates diverse views and finds common ground and/or acceptable alternatives</li> </ul>	Occasionally	<ul style="list-style-type: none"> <li>- Ability to manage and action concerns / complaints that arise</li> <li>- Supporting vulnerable colleagues and members of the community</li> <li>- Ability to self-monitor and seek support to de-escalate conflict as required</li> </ul>
	situational Adaptability	<p>Adapting approach and demeanour in real time to match demands of different situations</p> <ul style="list-style-type: none"> <li>- Readily adapts personal and interpersonal behaviours</li> <li>- Understands that different situations may call for different approaches</li> <li>- Can act differently depending on the circumstances</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Maintaining situational awareness of the customer service environment</li> <li>- Readily adjust personal behaviour to difference audiences, situations, and stakeholders</li> <li>- Maintaining awareness of Council services, business needs, events and activities</li> <li>- Adopting a creative mindset to explore options to resolve customer and business requests, if required.</li> <li>- Ability to embrace a daily changing service requirement needs</li> <li>- Embrace additional and changing tasks and expectations at short notice</li> </ul>