POSITION DESCRIPTION

POSITION PROFILE

Position Title:	Service Manager
Department:	Service
Location:	☑ The P.A. People office (Greenacre) ❑ Hybrid model (office/working from home) ☑ The P.A. People Office/On-Site (various locations, may include intra/interstate)
Type of Employment:	Full time ☑ Part time ❑ Casual ❑
Reports To:	Managing Director
Direct Reports:	As per the company Org Chart
Document Effective:	October 2023 version 1.0
Document Modified:	August 2026 version 2.0

ABOUT THE P.A. PEOPLE

The P.A. People are specialist integrators and contractors in sound reinforcement, audio visual systems, performance lighting and production communications. With over 50+ year history the company has developed a reputation as a leader in these fields, understanding the rigours of working in a design construct environment and working with other trades and services to ensure delivery of a fully integrated package.

The P.A. People are independent, Australian owned and Sydney based, operating locally, nationally and globally. Our activities are divided into four operational groups: service, venue engineering, installed systems and event communications.

POSITION SUMMARY

The Service Manager is responsible for leading and managing the service team and day-to-day service operations to ensure the efficient delivery of maintenance, repair and support services to clients. The role oversees workforce planning, scheduling, resource allocation and service delivery performance to ensure client requirements, contractual obligations and business objectives are consistently met.

The Service Manager is responsible for developing, implementing and continuously improving service policies, procedures and systems to promote operational efficiency, safety, quality and compliance.

The role also focuses on customer relationship management, retention of existing clients and identifying opportunities to secure new maintenance and service agreements to support business growth. Key responsibilities include monitoring service costs and budgets, driving cost control initiatives, managing service-related procurement and ensuring project defects and warranty items are rectified and closed out in a timely manner.

The Service Manager provides leadership, mentoring and performance management for service personnel, prepares operational reports and works closely with clients, project teams and the commercial department to maintain high levels of customer satisfaction and continuous improvement across all service activities.

KEY RESPONSIBLITES AND ACCOUNTABILITIES

Whilst there are numerous key responsibilities and tasks associated with the role (detailed below) the focus is to ensure that key responsibilities are handled in a timely, professional and effective manner and contributing to the continuous improvement of The P.A. People services.

The key responsibilities of this role include, but is not limited to (in no order of priority):

LEADERSHIP

Leadership has a number of key areas of responsibility, these being:

Coaching:	training, mentoring, and supporting others to achieve their goals.
Networking:	building and maintaining relationships with others for mutual benefit.
Communicating:	conveying information clearly, effectively, and persuasively.
Delegating:	assigning tasks and responsibilities to others according to their skills and abilities.
Strategising:	planning and executing actions to achieve a vision or objective.
Role Modelling:	setting an example of positive behaviour and values for others to follow.
Motivating:	encouraging and empowering others to perform well and overcome challenges.
Adapting:	adjusting to changing situations and embraces new opportunities.

MANAGEMENT

1) Operational Leadership and Management

- Manage service and maintenance projects ensuring effective assignment of service technicians based on capability, workload and project requirements.
- Provide end to end leadership of service delivery operations to ensure projects are delivered on time, within budget and to required quality standards.
- Oversee and maintain the full service management workflow, including scheduling, after-sales service and post-service reviews.
- Manage in concert with the Project Delivery Manager defect liability against projects as required from completed projects with a view to gaining ongoing maintenance agreements.

2) Resource & Schedule Management

- Oversee resource scheduling across the department to ensure optimal utilisation of internal staff and contractors.
- Ensure smooth and accurate handover of service projects from the Projects Team into delivery.
- Manage in concert with the Project Delivery Manager to manage the logistics and workflow coordination of dual projects across service and installation teams, internal departments and external service providers as required.

3) Financial & Performance Management

- Conduct monthly budget analysis and prepare detailed performance reports for the Executive Team.
- Manage the service financial forecasting process to ensure accurate forward visibility of costs, revenue and profitability.
- Oversee and approve invoicing processes for all service related billing, ensuring timely invoicing and financial compliance.
- Monitor operational costs versus budgets to maintain and maximise profitability.

4) **Quality, Risk & Compliance**
   - Implement and maintain strong quality control processes and monitor production output to ensure exceptional delivery standards.
   - Lead operational risk management across all phases of service delivery.
   - Oversee contractual management responsibilities, ensuring all obligations are met.
   - Manage defect liability received from the project delivery department ensuring effective resolution and customer satisfaction.
   - In concert with various department senior managers, be alert and aware of project activities working to comply with relevant legislation, standards and industry requirements.

5) **Strategic Leadership & Continuous Improvement**
   - Collaborate with the Managing Director to set short and long term business goals for the service department.
   - Provide strategic insights and operational recommendations to support future growth and departmental development.
   - Drive continuous improvement initiatives aimed at streamlining processes, improving departmental efficiency and enhancing project workflow.
   - Contribute to the development and implementation of best practice methodologies across the project lifecycle.

6) **People Leadership & Stakeholder Engagement**
   - Provide clear direction, expectations and goals to the service team, fostering strong internal and external working relationships.
   - Promote collaboration and effective communication across all teams involved in service delivery.
   - Work with Human Resources on contractor agreements, performance management and workforce planning.
   - Support staff development and uphold a high-performance culture within the service department.

GENERAL

- Manage day-to-day operational issues administration and operational staffing.
- Schedule and run department meetings monthly.
- Always project a professional image to external customers, including fostering and maintaining clear channels of communication and the sharing of information.
- Maintain a working knowledge of the company's various products and services.
- Act as a customer focused, values-based team member and work collaboratively with other staff to achieve strong results across all activities at The P.A. People.
- Fulfil other tasks associated with the company's core peripheral activities that the Managing Director may ask you to perform.
- Ensure behaviour during work interactions is aligned to our values.

WORK HEALTH AND SAFETY

As a member of the management team, you are required to take all reasonable steps to exercise due diligence in respect of the following five key areas:

- keeping up to date with health and safety matters that concern the person conducting a business or undertaking (PCBU);
- have a broad understanding of the organisations operations;
- be aware of the common risks that exist within the business, particularly high risk;
- ensure that appropriate controls are being implemented; and
- ensure that appropriate resources are allocated to eliminate or minimize the risk of those hazards causing work-related harm.

EXECUTIVE TEAM RESPONSIBILITIES

- Working collaboratively with other members of the executive team to achieve strong results across all activities.
- Monitoring and reporting on progress against plans, including tracking margins and communicating plans and progress to the wider team.
- Staying abreast of changes in the industry, sharing insights with the executive team.
- Develop, implement and monitor plans with the executive team for improving group capacity and engagement.
- Reviewing documents tabled at meetings and providing feedback.

DUTIES OF AN EXECUTIVE TEAM MEMBER

Based on the principle that executive team members must act with honesty, diligence and prudence, these duties include duty of:

- Avoidance of conflict of interest: members of the management te4am must declare their interest as per the company Conflict of Interest Policy (PAP_GO_D01).
- Care and Skill: Must exercise caution and competence in all situations as reasonable persons would under the circumstances.
- Confidentiality: Not make improper use of privileged information obtained as member of the management team.
- Fairness: Must deal with other members of the management team and stakeholders without bias or favour.
- Honour: Must not engage in any conduct that may bring disrepute to the company and/or other members of the management team.
- Independence: Not compromise on the right to exercise and independent judgement, but, at the same time must restrict ones own independence in good faith to favour a collective decision that will benefit the company.
- Loyalty: Act in good faith in the best interest of the company and whole heartedly assist the managing director in achieving the company's success

CODE OF CONDUCT

The P.A. People and Executive team are mutually responsible for the success of the business. The Company will endeavour to create an environment in which PAP staff members can realise their full potential. In return, the Service Manager is expected to make contributions that positively impact on our customers and provide best practice when undertaking one's duties.

This includes:

- conduct to the highest degree of ethics and integrity;
- creative thinking and openness to new challenges;
- appreciating diversity in the workplace and treating everyone with courtesy and respect; effective communication, which is open and honest; an
- modelling best practice.

WORKING RELATIONSHIPS

This position has management responsibilities over all members of the service department. As a member of the service department, you will work closely with the following positions in The P.A. People and have external contacts and relationships with:

Internal

- Service Department (administration, service technicians)
  Management of staff members and contractors of the service department with particular emphasis on managing and coordinating processes, budgets, rosters, resources and staffing.
- Managing Director
  Discussions held with respect to:
  - long and short term business goals;
  - the formulation and documentation required against projects, staffing levels and issues; and
  - discussions with the setting of budgets.
- Purchasing Department
  Discussions regarding the procurement of goods and materials.
- Human Resources
  Discussions and working in conjunction with human resources on recruitment, performance issues, training, disciplinary and termination as required in relation to the Installed Systems division.

External

- External Parties
  Liaise with consultants, venue operators, builders and other subcontractors to ensure the best service and maintenance solution for the venue.
  Liaising with internation suppliers regarding product and technical advice.

PERSONAL ATTRIBUTES

Creative and Innovative
- Finds ways to work better and smarter
- Generates options and ideas
- Is open to change and alternatives

Collaborative
- Works with others to achieve common goals
- Engenders a spirit of teamwork
- Inspires trust

Honest
- Is credible and truthful
- Is reliable and trustworthy
- Acknowledges and learns from mistakes

Self-disciplined
- Manages own time to achieve key outcomes
- Avoids distraction and diversions

Determined
- Research options and sets a clear path
- Deals with obstacles
- Has clear goals

Analytical
- Reviews opinions before making judgements
- Presents clear and logical arguments
- Takes a systematic approach when building toward improvements

Flexible
- Adapts to changing circumstances in the workplace
- Prioritises work & addresses what is most important
- Takes advantage of new and emerging opportunities

SELECTION CRITERIA

Qualifications Certificates Licenses	**Mandatory** • Current NSW Working with Children Check • Satisfactory Police Check • Current NSW Drivers licence (manual desirable) • Maintain eligibility to work in Australia • WHS Construction Induction Card **Essential** • Degree in Business, Operations Management or related field. • Relevant qualifications and/or demonstrated experience in a similar position. • Trade qualifications and experience ideally in AV/VE space.
Experience Knowledge and Skills	**Essential** • Minimum of five (5) years proven service management experience. • Experience working in the service and maintenance of pro audio visual, control systems, DSP, signal processing, broadcast video, audio and video teleconferencing systems, sound reinforcement systems, media control systems etc… • Excellent costing/estimating base showing accurate margin delivery. • Proven experience in developing and implementing strategic operational initiatives. • Solid commercial acumen with a strong financial focus. • Experience leading a team of highly skilled service technicians. • Knowledge of organisational effectiveness and operations management. • High-level organisational skills; the ability to prioritise, organise and coordinate a multiple of tasks. • Excellent communication ability including the ability to prepare accurate and relevant written business communications. • Strong knowledge in the different sales techniques required across a variety of customers (venues, small theatres, schools to public bodies and national corporations). • Possesses sound computer skills with intermediate to advances level knowledge of Microsoft programs: Word, Excel, Outlook. • Outstanding leadership capabilities and proven strength in leading and coaching remote teams. • Ability to recognise areas for improvement, create clear plans, communicate the plans to senior management level and then successfully implement. • Possesses the tact, diplomacy and assertiveness to motivate staff to meet deadlines. • General understanding and knowledge of the audio visual and theatre industry.

WORKPLACE POLICIES AND PROCEDURES

It is expected that The P.A. People team members are familiar with and perform their duties in line with The P.A. People's values, relevant code of conduct & ethics, policies and procedures, professional standards and legislative requirements.

WORK HEALTH AND SAFETY

The P.A. People team members are required to take reasonable care for their own health and safety, and that of others in the workplace. That their actions or omissions do not affect the health and safety of themselves or others in the work environment, and comply with all health and safety legislative requirements, policies and procedures as amended from time-to-time.

GENERAL NOTATIONS

- As the primary purpose and the major/substantial function of this role is the exercise of skills of a professional nature and managerial responsibilities, the Miscellaneous Award, or any other modern award, would not apply, even though the role may involve various administrative office functions.
- Inter/intrastate travel will be required to meet clients, provide quotations and project objectives.
- Representing the company at trade shows and business functions, both in/out pf business hours.

DOCUMENT ACCEPTANCE

No position description can capture the complexity of tasks undertaken by a role within The P.A. People. Therefore, this position description should not be seen as limiting. Some flexibility is required when using this position description, as there may be other tasks, not described within this description, which may be given to this position from time to time.

Position descriptions evolve and change over time, The P.A. People will revise and amend position descriptions as required.

I have read and understood all details continued in this Position Description.

I acknowledge this document is not intended to constitute a complete list of my duties and I may be required to carry out other duties consistent with my position or as reasonably instructed by management.

Employee Name	*Employee Signature*	*Date*