

# HEAD OF VISITOR EXPERIENCE

LAST UPDATED: February 2019



## JOB DESCRIPTION AT Q

<b>The Role:</b>	<b>HEAD OF VISITOR EXPERIENCE</b>
<b>Responsible to:</b>	<b>CHIEF EXECUTIVE,</b>
<b>Responsible for:</b>	<b>VISITOR EXPERIENCE DEPARTMENT</b>
<b>Engages with:</b>	<b>SENIOR LEADERSHIP TEAM &amp; Q BOARD MEMBERS</b>
<b>Terms:</b>	<b>PERMANENT, FULL TIME</b>

### ROLE PURPOSE

Q's Head of Visitor Experience provides knowledgeable leadership and management across Q's Hospitality (cafe, bar and restaurant), Front of House and Box Office services; ensuring every visitor at Q has an extraordinary experience from start to finish. This is a hands-on role that will require regular evening and weekend work.

Q's hospitality and Manaakitanga are at the heart of Q's business model and the Head of Visitor Experience sets the standard for customer service that creates a positive customer and staff experience whilst uplifting and reflecting Q's welcoming and professional values. As a key part of Q's Business Model, it is critical that your department's financial objectives are attained.

The Head of Visitor Experience forms part of Q's Senior Leadership Team with Q's Chief Executive, Programme Director, Technical Manager and Head of Marketing and Brand Communications.

### SPECIFIC RESPONSIBILITIES

More specifically your responsibilities, in collaboration with the Chief Executive and the Senior Leadership Team includes:

### SENIOR LEADERSHIP

- Design, resource and implement an overall Visitor Experience Strategy and Vision aligning and elevating Q's value of Manaakitanga, supporting the development of Q's overarching business and budgetary goals with support from fellow Senior Leadership Team members.
- Lead by example a high performing visitor experience team with clear communication, professional work ethic and high standards of execution.
- Be an advocate for Q and Q's brand throughout the business.
- Keep up to date and understand hospitality trends, support and drive the evolution of Q's hospitality offering. Develop and uphold Q's reputation and utilise benchmarking opportunities by networking across the sector.
- Refine and enhance operating systems and processes that positively impact the customer experience.
- Working with the Senior Leadership Team, proactively take advantage of revenue-generating opportunities across Q's public spaces, including production related, destination and institutional opportunities.
- Actively engage with Q's Kaupapa when making decisions related to your department e.g. opening and closing times, remembering at all times that Q is an arts organisation first and foremost.
- Lead and take responsibility for projects, including improvements to accessibility for all visitors at Q.

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- Working closely with the rest of the Senior Leadership Team, develop, resource and implement an overall visitor experience strategy; design and implement a system to monitor visitor experience standards and initiate customer-driven improvements
- Ensure staff inductions and ongoing training programmes take place and provide strong foundations for Q Visitor Experience team members to deliver exceptional standards and job satisfaction.
- Manage the Visitor Experience team's productivity and performance on a consistent basis.
- Provide operational advice and information at interdepartmental meetings and promote the needs of visitors and staff.
- Drive and manage, service and sales growth initiatives.
- While Q is primarily an arts organisation, Q also hosts several commercial events, requiring the ability to oversee the delivery of any hospitality elements required as part of these events.
- Maintain all public and non-public areas to a consistently high standard, ensuring they are clean, safe and attractively presented at all times in consultation with Q's Technical Manager.

## FINANCIAL & BUSINESS MANAGEMENT

- Working with Q's Accounts Department and the Chief Executive to ensure financial management policies and procedures are followed and the effective operation of internal financial controls across areas of responsibility.
- Working with Q's Accounts Department and the Chief Executive, continually striving to improve upon and simplify financial processes, including technology updates and implementation.
- Prepare and manage budgets to achieve or exceed financial and operational targets, providing value-for-money service standards to both Q and its visitors.
- With your team, prepare and manage weekly financial reports as part of the F&B operation to improve efficiency and reduce risk.
- Allocate and monitor the use of resources seeking ways to improve value for money, quality and effectiveness, whilst at the same time reducing inefficiency and any associated costs.
- With your team, seek out sustainability practises that support reducing waste and implement where practical and cost effective.

## STAKEHOLDER MANAGEMENT

- Working with your team, implement supplier arrangements that maximise profit margins while delivering Q's delivery standards.
- Manage the departmental risk register within Visitor Experience and feed into the strategic risk register.
- Represent Q at industry conferences, seminars and events as appropriate.
- Act as an advocate for Q and continually seek out opportunities to maximise revenue streams.

## HEALTH, SAFETY & LICENSING

- Oversee health and safety requirements for your department, ensuring compliance with relevant legislation.
- Oversee and arrange regular and preventative maintenance to Q's Kitchen and Citizen Q, in consultation with Q's Technical Manager
- Ensure that all Q staff and audiences adhere to conditions of Q's liquor licence.
- To react in a flexible manner to any shortages in duty management through sickness or other issues that arise



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## PERSON SPECIFICATION

### Experience & Qualifications

- A demonstrable track record in delivering effective Visitor Experience Management within an arts, heritage or visitor attraction
- Minimum of five years' experience in a senior customer service management role including management of F&B staff and operations
- Excellent public and staff communications skills
- Must be able to demonstrate knowledge of audience/visitor needs and expectations, competition and bench mark indicators
- A demonstrable record of leading and directing large multi-functional visitor facing team and had brought measurable change to the visitor experience for an organisation
- Must be able to demonstrate excellent interpersonal and organisational skills together with the experience of gaining the support and commitment of managers and staff to deliver quality outcomes in support of an organisation's strategic objectives.
- General Manager's Licence required
- Educated to a degree level and/or professional qualification in tourism/arts/heritage discipline or equivalent is an advantage
- Ideally a performing arts or entertainment background
- Extensive knowledge of the food and beverage industry with solid experience in negotiating substantial contracts
- Experience of managing teams and in particular diverse pools of casual employees
- Experience and knowledge of effective and appropriate HR strategies and techniques

### Personal Attributes

- Natural leader with self confidence that wins the confidence and trust of colleagues
- Understands the importance of a visitor service focused motivated team and can maintain this through varying circumstances
- Passion for presenting the best possible visitor experience
- Passion for the performing arts, a desire to work in a theatre and to develop an outstanding customer experience for theatregoers
- A persuasive management style that will both achieve objectives and good working relationships with colleagues and Q hirers
- ability to lead a team of people to achieve given outcomes
- Ability to negotiate outcomes in the context of on-going relationships
- Proven ability to lead a team of people to achieve given outcomes
- Ability to negotiate outcomes in the context of on-going relationships
- A natural verbal communicator with good listening and influencing skills.
- The ability to write clearly, simply and to tailor the writing style dependent on the reader
- Able to present and train staff in customer experience