

Job Description Service Center Manager (SCM)

Position: Service Center Manager (SCM)

Reports to: Chief Operating Officer (CEO) or Chief Operating Officer (COO), to be determined.

Subordinate line: Business Planning, Technical and Commercial Teams

Key Contacts: Chief Human Resources Officer (CHRO), Chief Internal Auditor (CIA), Chief Financial Officer (CFO), Chief Commercial Officer (CCO), Chief Strategic Officer (CSO) and Local Government and Town Authorities.

Department name: Service Center

Background:

The Karachi Joint Water Board, established in 1953, was the first entity responsible for expanding Karachi's water supply system from the Indus River. In 1981, the Karachi Water Management Board (KWMB) was formed, gaining authority over distribution and cost recovery. The KWMB transitioned into the Karachi Water and Sewerage Board (KWSB) in 1983, operating under the governance of the Sindh Government. In 1996, the KWSB was separated from the Karachi Metropolitan Corporation (KMC) and reconstituted with its own Act, along with an independent annual budget approved by the Government of Sindh. This evolution culminated in the implementation of the Karachi Water and Sewerage Corporation in 2023, establishing a new operational framework as outlined in the Karachi Water and Sewerage Corporation Act of 2023.

With a service area covering a population of 23 million, it is nearly unmanageable for a single centralized utility to be solely responsible for water supply, sewerage management, and service provision. To address the challenges of poor service provision, the Karachi Water and Sewerage Corporation (KWSC) intends to ensure that water service delivery is managed at the lowest appropriate governance level. Accordingly, KWSC will deconcentrate its service provision by creating autonomous Service Center operations, aiming to localize service delivery for consumers. This strategic shift intends to improve efficiency and responsiveness to the needs of the community by empowering local units with greater authority and accountability. This approach is inspired by success stories and good practices from other parts of the world.

Job Summary:

Under the direct supervision of CEO/COO, the Service Center Manager at KWSC will play a key role in empowering the system with increased authority over budget, logistics, and human resources, contingent upon improved coordination, performance, and accountability. The anticipated outcomes include enhanced revenue generation and an incentivized human resources system, significantly impacting KWSC's entire business model. Responsibilities include the overall management of the Service center, business planning at the Service center level, and implementing a Performance Improvement Plan (PIP) covering both technical (operations and maintenance) and commercial operations (retail, bulk, Katchi Abadi). The role also involves overseeing bill delivery and collection, updating the customer database (technical and commercial), and managing the Customer Relation Center (CRC). The Service Center Manager will report directly to the senior management team of KWSC, providing regular updates on performance, challenges, and strategic initiatives.

Key Responsibilities:

- Provide leadership and manage all operations (technical and commercial) of the service center, with optimal utilization of financial and human resources.
- Develop and implement revolving 3-year business plans at the service center level to achieve operational and financial goals and align business planning with the broader objectives of KWSC.
- Develop and implement operational and financial Performance Improvement Plan (PIP) with target, values of selected KPIs.
- Supervise operation and maintenance activities, ensuring high standards of technical performance.
- Manage and improve water supply and sewerage services including informal settlements (Katchi Abadi) to enhance commercial efficiency and customer satisfaction.
- Oversee and improve the delivery of bills and bill collection efficiency.
- Complete the customer database and further update with the accurate technical and commercial information.
- Oversee the Customer Relation Center (CRC) to address customer inquiries.
- Leading and managing subordinate offices in the use of budgets, logistics, and fostering a culture of accountability and performance.
- Ensure local decision-making processes are effective and align with overall organizational goals.
- Maintain high standards of operational performance and service delivery.
- Implement deconcentration strategies to facilitate quicker decision-making and local implementation.
- Promote transparency, accountability and responsible decision-making at the local level.
- Engage local communities and stakeholders in service delivery and public awareness for efficient water use.
- In a second stage mentoring service center managers in the mainstreaming and roll-out of other service centers.
- Perform any other tasks as required by KWSC Management.

Qualifications:

1. Professional qualification:

- Bachelor or Master Engineering (Environmental/Civil/Electro-Mechanical/Industrial)
- Preferably holding a Master of Business Administration (MBA) or Public Administration (MPA)

2. Professional experience:

- Minimum 10 years of experience in water utility business operations and management.
- Functional knowledge of legal and institutional framework in water supply and sanitation services.
- Demonstrated experience of working in complex and challenging environment.

3. Skills:

- Having strong interpersonal skills
- Being fluent in local language
- Writing, reading and speaking knowledge of English
- Identify priorities, manage time,
- Plan effectively and establish organized procedures
- Excellent communication
- Strategic planning and operational management skills.
- Demonstrated experience in project management
- Proficiency in budget management and revenue generation strategies.

4. Behavioral competencies:

- **Leadership:** Ability to lead and manage a team, driving performance and fostering a culture of accountability.
- **Strategic Thinking:** Strong capability to develop and implement strategic plans that align with organizational goals.
- **Customer Focus:** Commitment to providing high-quality service to customers and addressing their needs effectively.
- **Adaptability:** Ability to manage change and implement new processes and systems effectively.
- **Problem solving:** Problem-solving and decision-making abilities.