

Job Description

Job Title: Team Manager

Grade: P2 (£45,588 – £48,696)

Overall purpose of the job

To lead a team of diverse multi-site, multi- channel Customer Service Staff in providing a professional and consistent contact handling service to customers ensuring the achievement of performance indicators. To provide coaching, support and development to the team and ensuring timely and effective communication is maintained.

To act as a first escalation point for customer issues and complaints to ensure fulfilment and customer satisfaction.

To maintain operational and financial responsibility for a stated number of services, including delivery to performance metrics as stated in the Service Level Agreement and the on-going development and implementation of associated processes and procedures.

To participate and/or lead and deliver specific change projects as determined by the Council's wider change agenda and service specific developments.

Main accountabilities

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1.	Operational Service Delivery- 25% Be responsible for the delivery of an efficient and effective customer focussed multi-channel service across four operational sites on behalf of County Council Services and other partner agencies to ensure business continuity. Develop and maintain clear and comprehensive operational procedures and instructions for use by the Customer Services Operational Teams based at Amundsen House in St Ives, New Shire Hall at Alconbury Weald, Awdry House in Wisbech, Scott House in Huntingdon and elsewhere as needed. Ensure all ICT systems are used effectively to develop and maintain records and statistical information pertaining to all services delivered by Customer Services. Monitor and review service delivery of Customer Services in conjunction with the performance and Resources Co-Ordinator via performance reporting/metrics and where necessary act on the information provided to design and implement service performance improvements. Ensure corporate performance indicators are met and impacting factors logged. Continuously keep an awareness of and be able to mobilise the service as a Business Continuity mechanism for the council, in the event of an Emergency. Ensure that the business continuity plan is updated with changes in operational service delivery.

2.	Project Management- 20% Maintain an awareness of the broader strategic issues affecting the Council and how they shape the wider programmes within which individual projects are contributed to. Represent Customer Services as a project team member, acting as the work stream lead for Cross Council Transformational projects and key Service lead initiatives which contribute significantly to the organisation's/services' strategic objectives and the effectiveness and efficiency of the service areas. Work in partnership with service representatives in order to deliver the agreed project plan and achieve the required outcomes within agreed quality, time and resource limits. Develop new operational customer service processes, procedures and documentation to handle the customer services requirements, as result of project implementation. Train out procedures to all customer service staff, ensuring existing operational delivery is maintained.
3.	Service Development-15% Inform design and develop new ways of working in conjunction with the Customer Services Manager and colleagues within Customer Services and Business Transformation, to ensure that new services are delivered. Marketing the Customer Services offering to different departments within CCC as well as to other partner organisations. Maintain responsibility for the delivery of internal transformation projects which will change working practices and will lead to greater effectiveness and efficiencies within Customer Services and for operational service teams. Communicate and actively promote the Customer Services and Digital First Strategies to facilitate channel shift from conventional service delivery methods to more cost effective and efficient solutions
4.	Staff Management-15% Provide line management support for Customer Service staff and ensure effective processes in place for recruiting, developing, appraising, rewarding and retaining staff, in line with Council policy. Manage HR issues, disciplinary concerns and grievances Matrix manages team members in accordance with the Customer Services Job Family, ensuring that the team members have appropriate skills and clear understanding of the delivery requirements expected from them. Ensure that skills are utilised and staff are motivated to achieve full potential Contribute to the creation and maintenance of a positive performance management culture focused on the achievement of agreed deliverables, through the provision of performance feedback and the formulation of development plans.

	Lead on recruitment campaigns for recruiting new customer services advisors. Manage induction programme, including training on systems and procedures. Promote and support a culture of continuous learning and agreed personal development.
5.	Contract Management-10% Work with the Head of Customer Services, the Operational Performance Manager and Service leads to ensure that the terms of the Operational Service Level Agreements are reflected in practice, meet specification and deliver best value for money at all times. Ensure that services are appropriately recharged for the services provided by Customer Services, tracking all amendments to service via the formal change control process Assist with the gathering of customer intelligence through a variety of sources and utilise analysis to start building customer profiles of behaviour and a greater understanding of need across council services to drive service improvements. Build and maintain a strong working relationship with services, partners and suppliers to ensure that joint development opportunities are realised, ensuring shared expertise and enabling optimum efficiency gains.
6.	Change Management and Communications-10% Work with Business Transformation and Digital Delivery Services to create and deliver communications to all service users regarding Customer service standards and policies, ensuring the information is accurate, effective, comprehensible and delivered in an appropriate manner. Resolve customer complaints and escalations. Utilise data and customer intelligence to ensure that Customer Service is influenced and shaped by customer views and needs and together with the Customer Services Manager develop the service to meet such needs wherever possible Act as 'change manager' and secure buy-in and support from operational Customer Service staff who will be impacted by projects and Initiatives impacting upon the nature/remit of Customer Services Operational delivery Develop and maintain constructive working relationships with stakeholder groups, partners, internal and external customers and suppliers in order to be able to provide a holistic view and influence opinion on key Customer Services strategic and tactical issues with a view to seeking effective joined-up thinking about future service provision. Influence and negotiate with services and organisations to take up services provided by Customer Services, which will in turn deliver strategic cost savings.
7.	Additional Duties-5% To demonstrate behaviours required of employees at your level and act in accordance

	with the Council's policy, procedures, values, best practice and the law Act as a deputy for the Head of Customer Services and be able to make sound decisions outside of immediate role/responsibilities which require wider thinking to provide effective solutions, in spite of constraints. To undertake additional duties, responsibilities and professional awards as required commensurate with the grade and progression criteria of the post and the post- holder's placing within the grade.
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Person Specification

Qualifications, knowledge, skills and experience

Education Qualifications and Training

Essential

- Educated to Degree level or equivalent
- Excellent IT skills and fully competent in the use of Microsoft products; CRM, queue management software and statistical call reporting systems.
- Evidence of continuing Professional Development

Desirable

- A management qualification or equivalent level experience
- NVQ3 in Customer Care or Recognised Customer Service Qualification
- ECDL/CLAIT qualification
- Project management or supervisory qualification

Knowledge and Experience

Essential

- A working knowledge of Local Government and County Council services and functions.
- Experience of delivering and managing a complex range of transactional services to the public within a large multi-functional organisation.
- A working knowledge of contact centre environments, with particular experience of managing the handling of contacts across a variety of channels.
- Experience of leading and developing a diverse team of Customer Service staff, providing a positive role model in a service delivery setting. Evidencing the ability to match available resources to the demands of the service.
- Experience of leading and managing self and others through fast paced change.
- A demonstrable knowledge and understanding of effective Customer Care.
- A proven track record of devising and implementing plans, procedures and system changes at team and service level to desired outcomes, as part of the development of business solutions.
- Experience of managing multiple pieces of project work, whilst simultaneously maintaining effective control over core responsibilities and delivery against a range of performance metrics.

- Operational Experience of handling formal complaints within a large organisation
- Basic knowledge of health and safety and employment legislation

Desirable

- Public Sector Experience
- Multi- site management experience.
- Experience of introducing new interactions into a customer service function.
- Use of a Customer Relationship Management System.
- A demonstrable understanding of business processes and of the ways in which data and information can be used to leverage service and business benefit (customer insight).
- A working understanding of the Data Protection and Freedom of Information Regulations.
- An understanding of and commitment to the principles of equality of opportunity.
- An awareness of the evolving trends with regard to Customer Behaviours and the changing nature of Customer Service delivery in terms of providing cost effective solutions using the latest technologies.

Skills and Attributes

Essential

- Effective verbal, written and presentation skills-able to adapt personal style to suit the circumstances of a situation and be able to present the service with confidence and professionalism to a range of audiences.
- Listening, questioning and needs identification
- Consultation and negotiation with excellent interpersonal skills- the personal credibility to influence and direct the work of others and to inspire loyalty.
- Coaching and mentoring skills
- Positive customer focused approach
- Ability to deal with difficult and pressured situations in a calm and effective manner.
- Able to confidently and constructively challenge
- Ability to deal with confidential and distressing issues with sensitivity, thus maintaining the credibility of the service.
- Effective Team Working
- Ability to manage a heavy workload, dealing with competing priorities and tight deadlines
- Able to plan, prioritise and manage own time effectively on own initiative and with minimal oversight.
- Able to make decisions, based on a balanced assessment of the technical, business and human factors involved.
- Able to self-monitor performance and outcomes
- Able to improvise and innovate to meet unexpected circumstances- a logical and analytical thinker.
- Able to translate strategy and tactical plans and lead on implementation.
- Excellent attention to detail and accuracy

Desirable

- Project management skills
- Business report writing skills

- Delivery of training to stated objectives and outcomes.

Can also demonstrate:

- A flexible approach to working patterns including weekends, evenings and bank holidays in accordance with business needs. A willingness to participate in an on call rota to meet the needs of the service or to cover colleague absence.
- The ability to travel freely throughout the county and beyond in accordance with business needs.

Cambridgeshire Behaviours

Working together	• I think creatively about opportunities to work together, building rapport • I deliver results across team and organisational boundaries
Integrity	• I focus on outcomes and am self-motivated • I am able to think and plan strategically to deliver services that are based on colleague and customer feedback and input, with decisions being made openly and transparently
Respect	• I identify areas for improvement to meet the diverse needs of customers and colleagues • I challenge poor use of built and natural resources, delivering improvements
Excellence	• I consistently review current practice both in the work I do and in the work of my team • I identify and deliver best practice