



Career Service Authority

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Contact Center Operations Manager

GENERAL STATEMENT OF CLASS DUTIES

Supervises customer service agents working in a contact center environment while managing continuous improvement initiatives for the operation and supporting customer service initiatives of city department and agencies. Provides leadership and direction over contact center operations to include conducting long range/short term planning and developing operational policy and performance criteria.

DISTINGUISHING CHARACTERISTICS

The Contact Center Operations Manager is distinguished from the *Lead Customer Service Agent*, which performs permanently assigned lead work responsibilities and provides comprehensive customer service, in a contact center environment, by responding to a variety of customer requests for information while providing thorough, complex, and accurate information regarding services and procedures in the City and County of Denver.

The Contact Center Operations Manager is also distinguished from the *Operational Supervisor I*, which performs supervisory duties over administrative, paraprofessional, and/or technical staff and supports professional and/or higher level supervisors/managers through the application of the principles of a particular discipline, profession, and/or field of study in order to accomplish the operational goals of the assigned area(s).

Finally, the Contact Center Operations Manager is distinguished from the *Manager 1*, which manages an operational and/or functional area(s) and performs some elements of supervision by recommending and implementing plans, procedures, policies, programs, and projects.

Guidelines, Difficulty and Decision Making Level:

Guidelines are in the form of stated vision and objectives for the division or agency.

Work assignment is unstructured and employee is responsible for implementing and managing a variety of objectives, resources, and strategies to achieve the goals of the division or agency. Duties performed include operational and organizational planning, developing standards, schedules, priorities, guidelines, processes, measurement (evaluation) systems, implementation of production and performance management standards, and allocating resources.

Employee is responsible for implementing operational goals and objectives for the management of a range of complex divisions and/or city wide responsibilities and overall functions in which several projects and programs may be in progress with simultaneous, multiple resource involvement. Develops solutions to organizational and operational problems, responsible for organizational management (development, staffing, and conflict), and allocating resources.

Level of Supervision Received and Quality Review:

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit or section within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level supervisors and reviewed for soundness of judgment and feasibility of decisions.

Interpersonal Communications and Purpose:

Contacts are of a non-prescribed nature involving the negotiation and resolution of problems and where exceptional degrees of discretion, judgment, and knowledge are required. Contacts where the exchange of information, support, influence, and cooperation may have a very significant impact on the division, programs, and/or policies of the organization.

Level of Supervision Exercised:

Supervises two or more employees classified as Lead Customer Service Agents, 311 Customer Service Specialists, 311 Customer Service Agents, or DHS Customer Service Agents.

ESSENTIAL DUTIES

Supervises customer service agents to ensure a high-performance, customer service oriented work environment which involves: reviewing, developing, or modifying work plans, methods, and procedures; determining work priorities and developing work schedules to provide adequate staff coverage; assigning and distributing work; and reviewing work for accuracy and completeness and returning assignments with recommendations for proper completion.

Responds to Tier II customer service escalations and complaints and assists subordinate staff with difficult or unusual assignments; resolves problems and mediates conflicts encountered during daily operations; promotes teamwork and encourages regular communication; informs staff of relevant business issues and their impact on the organization.

Conducts hiring interviews and selects candidate(s) for job opening(s).

Develops the performance enhancement plan, documents performance, provides performance feedback and formally evaluates the work of the employee; provides reward and recognition for proper and efficient performance. Develops and implements training and development plans and opportunities for subordinate staff.

Documents causes for disciplinary action and initiates letters of reprimand and makes formal recommendations for disciplinary action. Responds to formal and informal employee grievances and prepares written responses.

Provides leadership and technical expertise in the development of long range and short term planning initiatives and overall goals, objectives, and priorities for the contact center; recommends and establishes objectives and strategies for operations and special projects to achieve these overall goals, objectives, and priorities.

Manages the development and implementation of performance criteria for contact center operations and evaluates the operation's performance in meeting goals and objectives; oversees the tracking,

monitoring, and analysis of performance statistics for the operation and subordinate staff and provides qualitative and quantitative assessments to staff members.

Implements and maintains operating policies and procedures for the contact center; evaluates proposed changes to policies and procedures and makes recommendations to support day-to-day operations and improve customer service performance, workflow, and operating efficiency.

Provides advice and technical guidance to all users of the Customer Relationship Management (CRM) module of PeopleSoft; functions as a liaison between users and information technology staff on telephony, internet, and CRM issues.

Develops and maintains effective working relationships with a variety of partner agencies and work groups to improve internal business processes related to customer service, to identify trends and issues in customer service and provide solutions, and to strengthen relationships among city departments/agencies, divisions, and groups.

Performs professional level work on special projects that focus on promoting customer service or supporting the services provided by other departments or agencies in the city; project work may include responsibility for contract and/or other personnel.

Administers the financial operations for the contact center, which includes developing the annual operating budget; monitoring financial activities; developing required budget reports; and preparing fiscal reports showing the financial status of operations for the review by departmental managers.

Any one position may not include all of the duties listed.
However, the allocation of positions will be determined by
the amount of time spent in performing the essential duties
listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Oral Communication – Clearly communicates and explains agency/departmental policies and work assignments to staff, and communicates information about the assigned functional and/or operational area's activities to peers, high-level managers, administrative staff of other organizations, internal and external customers of a localized function, and local stakeholder groups.

Written Communication – Composes, reviews, edits, and issues written materials for diverse audiences; communicates purpose in a succinct and organized manner that is appropriate for context, time, and place. Written materials are of routine nature and affect the immediate functional and/or operational area.

Interpersonal Skills – Established and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, or staff of other organizations, internal customers, and a limited population of external customers of a localized functional and/or operational area, and local stakeholder groups to generate areas of agreement and joint action.

Conflict Management – Minimizes confrontations, disagreements, complaints, and grievances and resolves them in a constructive manner. Works with staff, higher-level managers, peers, and administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups to generate areas of agreement and joint action.

Financial Management – Recommends, administers, allocates, reallocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of programs, projects, and policies for a functional and/or operational area.

Decisiveness – Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems or policies that affect a functional and/or operational area. Legal, public, and financial consequences are generally limited to assigned area(s).

Problem Solving – Uses logic to identify and solve problems for the assigned functional and/or operational area. Considers well-defined choices, where there are a limited number of possible actions and the impact is limited to the assigned functional and/or operational area.

Flexibility – Is open to new ideas and adapts to changing work situations and priorities by modifying existing plans and work methods that affect the assigned functional and/or operational area, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Remains calm under pressure.

Self-Direction – Sets goals and takes initiative in implementing ideas, systems, or policies that affect the assigned operational or functional area. Manages time efficiently; encourages feedback; and invests in self-development.

Client Orientation – Applies quality management principles and processes for delivery of high quality products and service(s) within a functional and/or operational area, meets routine demands of internal and external customers of a localized functional and/or operational area, and strives for continuous improvement.

Leadership – Initiates and sustains action to accomplish the goals of a functional and/or operational area by guiding and motivating others and gaining the confidence and active support of subordinates, peers, administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

Planning and Evaluating – Established program objectives and strategies for a functional and/or operational area within and agency/department; identifies required resources and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that program and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Program impact is limited to the immediate functional and/or operational area.

Human Resource Management - Works with human resource staff to implement human resource policies for part of an organization to ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action; maintains effective employee relations and complies with government/citywide regulations and policies.

Managing Diverse Workforce - Implements diversity policies for part of an organization; supports opportunities to recruit, develop and retain a diverse workforce; promotes teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

Team Building - Encourages and facilitates cooperation and open communication; promotes team work at all levels within a functional and/or operational area; cooperates with staff, higher-level managers, peers, administrative staff of other organizations, internal and external customers of a

localized functional and/or operational area, and local stakeholder groups to accomplish the organization's goals.

Internal Controls/Integrity - Follows guidelines to implement and maintain accounting and administrative controls for the assigned functional and/or operational area within an agency/department. Exhibits personal integrity and promotes ethical conduct by employees and abides by the City's Code of Ethics.

Technical Competence - Is knowledgeable about the subject matter, procedures, requirements, regulations and policies related to area of responsibility. Provides expert advice to staff, higher-level managers, peers, administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Impact is limited to the assigned functional and/or operational area.

Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.

Carrying: transporting an object, usually by hand, arm, or shoulder.

Balancing: maintaining body equilibrium to prevent falling over.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Lifting: raising or lowering an object 10-25 pounds.

Near Acuity: ability to see clearly at 20 inches or less.

Accommodation: ability to adjust vision to bring objects into focus.

Working Environment:

Subject to many interruptions.

Pressure due to multiple calls and inquiries.

Education Requirement:

Associate's degree.

Experience Requirement:

Three years of experience at the type and level of a 311 Customer Service Agent (or DHS Customer Service Agent).

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.
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Licensure and/or Certification:

Completion of the Career Service Authority supervisory training courses by the completion of probation.

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: 04/10/2011

ESTABLISHED BY: Melissa Fisher

REVISED DATE:

REVISED BY:

CLASS HISTORY This is a new classification.