PETERBOROUGH CITY COUNCIL

Job Description

Department:	ITDS
Division/Section:	Corporate Services
Job Title:	Customer Access Transformation Lead
Post No:	TBC
Grade:	TBC
Reports to:	Head of Customer Experience
Organisation Chart: **Show immediate manager and any jobs reporting to this post.**	
DBS Check applicable?	**Basic ☐** **Standard ☐** **Enhanced ☐** **None ☒**
	Is post exempt under the Rehabilitation of Offenders Act 1974 in respect of declaration of spent convictions? **Yes ☐** **No☐**
Line Management responsibility for:	**No. of direct reports: two** **No. of indirect reports: sixteen**
Size of budget: (Per annum)	**- state whether *accountable* for (i.e., budget holder) or *accounting* for (e.g. monitoring)**

Job Purpose:

The Customer Access Transformation Lead is responsible for leading and executing initiatives that enhance the efficiency, effectiveness, and overall experience of customer service operations. This role drives strategic changes across customer service processes, technologies, and teams, ensuring the seamless integration of innovative solutions, such as AI, automation, and self-service tools. The Customer Access Transformation Lead works closely with cross-functional teams to identify opportunities for improvement, streamline workflows, and implement best practices, delivering a superior and consistent customer experience aligned with the organization's goals. Through data-driven insights and collaboration, the role plays a key part in evolving the customer service function to meet both current and future demands.

The position also requires overseeing the daily operations of the call centre, ensuring that customer interactions are managed efficiently and with elevated levels of satisfaction. This role focuses on managing staff performance, optimising workflows, and maintaining key performance indicators (KPIs) such as response times and resolution rates. The Customer Access Transformation Lead also implements strategies to improve customer service quality, drive operational efficiency, and foster a positive work environment for the team, aligning the call centre's performance with the organisation's goals and customer service standards.

Main Duties:

- **Leadership and Operations:**
  - Oversee day-to-day operations of the call center, ensuring smooth functioning and adherence to performance standards.
  - Lead and mentor a team of customer service agents, supervisors, and support staff, fostering a high-performance culture.
  - Set and monitor Key Performance Indicators (KPIs) such as customer satisfaction, response times, and call resolution rates.
  - Ensure compliance with company policies, procedures, and industry regulations.
- **Transformation and Strategy:**
  - Drive the strategic transformation of the call center by implementing new processes, technologies, and systems to enhance efficiency.
  - Develop and execute a roadmap for operational improvements, focusing on digital solutions such as AI, automation, and self-service platforms.
  - Lead the integration of new tools like CRM systems, telephony, and analytics to optimize customer interactions.
  - Identify opportunities for continuous improvement and implement best practices in customer service delivery.
- **Change Management:**
  - Manage the adoption of modern technologies and processes, ensuring smooth transitions and minimizing disruptions to service.
  - Collaborate with cross-functional teams (IT, marketing, product) to align transformation initiatives with business goals.
  - Communicate change plans to stakeholders and ensure proper training and support for staff during transitions.
- **Customer Experience Focus:**
  - Champion customer-centric strategies, ensuring the transformation efforts enhance overall customer experience and service delivery.
  - Gather and analyse customer feedback and data to inform decision-making and improve service levels.
  - Ensure consistent and high-quality customer interactions across all touchpoints, aligning with organizational goals.

- **Data and Performance Analysis:**
  - Utilize management information (MI) and analytics to monitor trends, identify issues, and measure the effectiveness of transformation efforts.
  - Prepare and present performance reports and insights to senior management, providing recommendations for further improvements.
  - Ensure data accuracy and integrity across all call center systems and processes.
- **Budget and Resource Management:**
  - Manage the call center budget, ensuring cost-effective operations and identifying opportunities for savings through automation and process optimization.
  - Allocate resources efficiently to meet operational goals, including staffing, technology, and tools.

Leadership and Collaboration:
Leadership Responsibilities:

- **Strategic Vision and Direction:**
  - Define and communicate an unobstructed vision for the transformation of the call centre, aligning it with the broader organizational strategy.
  - Set performance goals and transformation objectives for the call centre team, fostering innovation and continuous improvement.
- **Team Leadership and Development:**
  - Lead, inspire, and mentor call centre managers and agents through the transformation journey, cultivating a high-performance culture.
  - Identify skill gaps and provide training and development opportunities to prepare the team for new processes and technologies.
  - Foster an environment that encourages ownership, accountability, and empowerment among team members.
- **Change Management Leadership:**
  - Champion and drive organizational change, ensuring buy-in from staff and stakeholders across all levels.
  - Manage resistance to change by clearly communicating the benefits of transformation and addressing concerns proactively.
  - Oversee the smooth implementation of new processes, tools, and technologies, ensuring minimal disruption to service.
- **Decision-Making and Problem-Solving:**
  - Lead decision-making on process improvements, technology upgrades, and workforce management to optimize call centre operations.
  - Address operational challenges and conflicts, providing effective solutions and ensuring continued focus on customer satisfaction.

Collaboration Responsibilities:

- **Cross-Departmental Collaboration:**
  - Collaborate with IT, marketing, HR, and other departments to ensure seamless integration of modern technologies (e.g., CRM, telephony, automation).
  - Work closely with the leadership team to align call centre transformation goals with broader business objectives.
- **Stakeholder Engagement:**
  - Engage with key stakeholders, including senior management, to present updates, performance reports, and insights on the transformation process.

- Gather input from various business units to ensure that transformation initiatives meet the needs of all departments involved.

- **Vendor and Partner Coordination:**
  - Consult with external vendors and technology partners to ensure timely implementation and integration of new systems and tools.
  - Manage relationships with third-party service providers, ensuring they align with the organization's goals and deliver the required support.
- **Customer Experience Advocacy:**
  - Collaborate with customer experience teams to ensure that transformation efforts positively impact the customer journey, enhancing satisfaction and loyalty.
  - Align customer service strategies with other departments to create a unified, customer-centric approach across the organization.

Governance:

Equality, Diversity & Inclusion:

Areas of responsibility:

Operational Excellence

- **Oversee Call Center Operations**: Ensure smooth day-to-day functioning, managing staffing, resource allocation, and adherence to performance metrics (KPIs).
- **Process Optimization**: Continuously identify and implement improvements to streamline workflows, reduce response times, and enhance service efficiency.
- **Performance Monitoring**: Track and analyse key performance indicators (KPIs), including call resolution rates, customer satisfaction scores, and agent productivity.

Transformation and Innovation

- **Digital Transformation Leadership**: Lead the implementation of modern technologies, such as AI, automation, and self-service platforms, to improve efficiency and customer experience.
- **System Integration**: Oversee the integration of new systems (CRM, telephony, analytics tools) to ensure seamless data flow and communication across platforms.
- **Change Management**: Manage the adoption of new processes and tools, ensuring minimal disruption and securing team buy-in for new ways of working.

Customer Experience Enhancement

- **Customer Journey Optimization**: Align transformation efforts with customer needs, focusing on improving the overall customer experience and satisfaction.
- **Omnichannel Service**: Ensure that the call center delivers consistent, high-quality service across all communication channels (phone, email, chat, social media).
- **Feedback Loop**: Collect and analyse customer feedback to inform decisions and further improve service offerings.

Leadership and Team Development

- **Team Leadership**: Lead and develop the call center team, fostering a culture of continuous improvement, accountability, and high performance.
- **Talent Development**: Identify skill gaps and provide training and coaching to prepare team members for new tools, technologies, and roles.
- **Performance Management**: Set clear performance goals for staff, monitor progress, and ensure ongoing development to meet transformation objectives.

Collaboration and Stakeholder Engagement

- **Cross-Departmental Collaboration**: Work closely with IT, marketing, sales, and customer experience teams to ensure alignment on transformation projects and goals.
- **Stakeholder Communication**: Regularly update senior leadership and key stakeholders on progress, challenges, and opportunities related to transformation initiatives.
- **Vendor Management**: Manage relationships with external vendors and partners involved in technology implementation and support.

Data-Driven Decision Making

- **Management Information (MI)**: Use MI and analytics tools to track performance, identify trends, and support data-driven decision-making.
- **Reporting and Insights**: Provide regular performance reports to senior management, offering actionable insights and recommendations for further improvements.
- **Predictive Analytics**: Utilize data analytics to forecast trends, customer behaviour, and operational needs, adjusting strategies accordingly.

Budget and Resource Management

- **Financial Responsibility**: Manage the budget for the call center and transformation projects, ensuring cost-effective solutions and identifying areas for cost savings.
- **Resource Allocation**: Ensure that staffing, technology, and tools are properly allocated to meet operational needs and transformation goals.

Key Relationships:

Senior Management/Executive Team

- Provide regular updates on the progress of transformation initiatives and operational performance.
- Align call center strategy with overall business goals and secure executive buy-in for key decisions.

Customer Service/Call Center Team

- Directly manage call center supervisors and agents, ensuring the team's alignment with performance goals and transformation efforts.
- Provide leadership, training, and support to facilitate change and foster a high-performance culture.

IT/Technology Team

- Collaborate on the implementation and integration of modern technologies (e.g., CRM systems, telephony, AI, automation).

- Work closely to ensure technical issues are resolved promptly and systems are maintained efficiently.

Customer Experience/Operations Team

- Partner to ensure transformation efforts enhance the overall customer journey and service delivery.
- Align customer service strategies and improvement initiatives across departments.

HR/Training and Development

- Work together to recruit, onboard, and train staff on new systems and processes introduced during the transformation.
- Collaborate on performance management and development plans for call center staff.

Marketing and Sales Teams

- Align call center initiatives with marketing campaigns and sales goals, ensuring consistent customer communication.
- Use feedback from these teams to improve lead handling, customer interactions, and conversion processes.

Finance/Budgeting Team

- Collaborate to manage the call center and transformation project budgets, ensuring financial alignment and cost-effectiveness.
- Work on resource allocation and budget planning for modern technology investments and operational changes.

Legal/Compliance

- Ensure that any transformation initiatives comply with legal regulations, including data protection (e.g., GDPR) and industry-specific requirements.
- Work together on compliance issues, especially with customer data and interactions.

External Relationships:

Vendors/Technology Partners

- Collaborate with external vendors responsible for implementing and maintaining new systems, such as CRM providers, telephony solutions, and AI tools.
- Manage these relationships to ensure that projects are delivered on time and within budget.

Consultants/Advisors

- Engage with external consultants for expertise in call center optimization, change management, or digital transformation when needed.
- Seek advice on industry best practices and innovative strategies to enhance operations.

Customers

- Indirect relationship through customer feedback and satisfaction surveys to understand their experience and make data-driven improvements.

- Use insights from customer interactions to influence transformation priorities and improve service delivery.

Personal Specification:
Experience:

- **Call Center/Customer Service Management Experience:**
  - Proven experience (5+ years) in a senior call center management or customer service leadership role (essential).
  - Demonstrated experience leading large teams and improving call center operations (essential).
- **Transformation and Change Management:**
  - Considerable experience in leading digital transformation initiatives, particularly in customer service, call centers, or related functions (essential).
  - Experience in managing end-to-end implementation of modern technologies (e.g., CRM, telephony, AI, automation) (essential).
  - Experience in successfully driving change management, including staff training, communication, and minimizing resistance (essential).
- **Project Management:**
  - Experience managing complex projects with multiple stakeholders and timelines, including budgeting and resource allocation (essential).
- **Customer Experience Improvement:**
  - Proven history of improving customer journeys, satisfaction levels, and overall customer experience through transformation projects (essential).

Skills and Abilities:

- **Leadership and Team Management:**
  - Strong leadership skills with the ability to inspire and motivate large teams through periods of change.
  - Experience in building high-performance teams and fostering a culture of accountability and excellence.
- **Change Management:**
  - Expertise in managing organizational change, particularly in driving technology adoption and process improvements.
  - Ability to communicate the vision and benefits of transformation to staff and stakeholders, ensuring smooth transitions.
- **Communication and People Skills:**
  - Excellent communication skills, both written and verbal, with the ability to convey complex ideas to a variety of audiences, including senior executives and frontline staff.
  - Strong stakeholder management skills, able to influence and collaborate across departments and levels.
- **Customer-Centric Mindset:**
  - Strong understanding of customer service principles and a passion for improving the customer experience.
  - Ability to design and implement strategies that focus on enhancing the customer journey.
- **Data-Driven Decision Making:**
  - Proficiency in using data and analytics to make informed decisions, monitor performance, and identify areas for improvement.
  - Ability to interpret and present management information (MI) to drive operational excellence.
- **Technical Knowledge:**

    - Strong knowledge of call center technologies (CRM systems, telephony platforms, AI chatbots, self-service solutions) and the ability to oversee their integration.
    - Understanding of omnichannel customer service delivery, including web, phone, chat, and social media.
- **Project Management:**
    - Strong organizational and project management skills, able to balance competing priorities and manage multiple initiatives simultaneously.
    - Ability to deliver projects on time and within budget while managing risks and issues effectively.

Personal Attributes:

- **Adaptability and Resilience:**
    - Ability to thrive in a fast-paced, dynamic environment, managing ambiguity and adapting to changing circumstances.
    - Resilient under pressure, with a calm and methodical approach to problem-solving.
- **Strategic Thinking:**
    - Ability to think strategically and align operational changes with broader business objectives.
    - Visionary mindset to drive innovation and future-proof the call center operations.
- **Initiative-taking and Results-Oriented:**
    - A initiative-taker who takes the initiative to identify opportunities for improvement and act on them.
    - Purposeful with a strong focus on achieving targets and KPIs.
- **Collaboration and Teamwork:**
    - Strong collaborator, with the ability to work collaboratively across functions and build consensus around transformation efforts.
    - Willingness to support and guide others through change, fostering a positive and inclusive work environment.

DATE: 16 Sep 24 **COMPLETED BY:** David Peck

PETERBOROUGH CITY COUNCIL

Person Specification

Job title:	Customer Access Transformation Lead	**Directorate:**	Corporate Services
Grade:	TBC	**Service / Team:**	ITDS
Date:	16/09/24	**Completed by:**	David Peck

ATTRIBUTES	ESSENTIAL CRITERIA	DESIRABLE CRITERIA
KNOWLEDGE	• In-depth knowledge of call centre operations, inbound/outbound processes, WFM, performance metrics (AHT, ASA, RPC etc.) • Familiar with customer service feedback metrics and tools, CSAT, NEP Promoter (NPS) • Strong knowledge of call centre tech, CRM, WFM, Bots, AI, IVR systems. • Experience of how to manage resistance, engage with key stakeholders, and ensure successful implementation of new processes and procedures. • Experienced in customer transformation projects, including moving call centres, skills-based routing, process mapping and redesigning policies and procedures	
SKILLS & ABILITIES	• Strong leadership skills to guide team through change, inspire staff and encourage innovation. • Ability to lead cross-functional teams. • Experienced in change management. • Strong analytical skills, to be able to identify operational issues, develop solutions and rive down customer contacts. • Ability to design and implement streamlined processes that reduce costs and improve service delivery. • Deep focus on improving the customer experience whilst managing budgets and working to strategic goals.	

EXPERIENCE	● Five years plus of experience in call centre management, with a strong understanding and previous experience in operational transformation. ● Experienced in managing large-scale transformation or change initiatives, including the implementation of technologies, systems, processes, and procedures. ● Experienced in end-to-end customer journey mapping, customer experience redesign (SLAs, KPIs). ● Proven track record of driving down costs, making savings across organisational departments. ● Strong experience in designing, using, and reporting data and performance metrics to guide operational decisions.	
QUALIFICATIONS	● Five plus years working at managerial level within call centres. ● Call centre coaching and training. ●	
PERSONAL CIRCUMSTANCES		
EQUALITY	Candidates must demonstrate understanding of acceptance and commitment to the principals underlying equal opportunities. (A & I)	
CUSTOMER CARE	Knowledge and understanding of effective customer care (A & I)	

[At the end of each criteria the following codes are used to indicate how the criteria will be assessed: (AI) Application / Interview, (P) Presentation, (W) Written Test.]