

JOB DESCRIPTION

POST TITLE:	Workforce Improvement Manager
GRADE	Indicative 12
DIVISION / UNIT	Housing and Modernisation
DEPARTMENT	Customer Services
REPORTS TO:	Customer Engagement Manager – Quality & Performance

PURPOSE OF THE JOB

To serve as the lead subject matter expert for the service in all aspects of workforce improvement and development. They will carry out dynamic and iterative training needs analysis and identify gaps in officers' development, with a view to optimising personal development and productivity. To combine and apply a variety of coaching, mentoring, training and buddying techniques in developing officers and boosting their performance. To identify potential and opportunities for multi-skilling and cross-training; so officers can be deployed intuitively across work streams in real time based on demand trends

PRINCIPAL ACCOUNTABILITIES

Responsibilities

1. To guide the training and conformance teams in developing flexible training modules and courses bespoke to the needs of customer operations staff, based on the results of team and individual capability assessments.
2. To participate in technical capacity building, so adequate resources are allocated to specific tasks, as per Erlang C and other capacity building models.
3. To deputise sometimes for the Customer Engagement Manager and work with the HoS on transformative projects.
4. To design and implement a holistic approach for technical learning and development for customer operations team, whilst embedding current trends and best practice in training.
5. To Deliver a robust induction and on-boarding programme for new starters, tailoring content where necessary according to learner needs and ensuring feedback is given to line managers
6. To Work with other areas of the business to facilitate training sessions, ensuring all content is suitable for the Customer Service audience, developing implementation plans for training rollouts for any system and/or process change.
7. To create a consistent coaching, mentoring, buddying and frameworks for the development of the entire workforce.
8. To convert key finding documented in Performance Improvement Plans (PIP) into training deliverables, with a view to improving officers' performance and productivity.

To lead the training and productivity teams in conducting regular training needs analysis and developing training plans in line with results.

9. To have overall responsibility for the development of training packages and guide the training officer in delivering them; whilst ensuring that the non-numeric aspects of officers' training are prioritised. To review the methodologies applied by the training officer is delivering purpose-designed training modules and nurture a professional outlook in officers' development.
10. To create and maintaining a range of engaging learning materials and associated resources, using a variety of media, including on demand digital learning and role-specific training, ensuring that training materials and process documents are available for all standard customer operations tasks.
11. To ensure that facilitated sessions are highly interactive and that learners are engaged, inspired and challenged within their learning and manage workforce development budget as applicable..
12. To carry out any other duties consistent with the level and responsibilities of the role

JOB CONTEXT

This role sits within a busy customer operations and contact centre service vested with the responsibility of handling more than 500,000 customer enquiries annually, with scope for rapid and incremental growth. The service is predominantly a call handling service but with strategic aspiration and roadmap for diversification of its current model iteratively; such that the contact centre can operate a diversity of channels in dealing with customer demands. Hence, the service is prioritising Channel Shifting as part of its strategic roadmap towards the promotion of a digital transformation.

Contacts

Cabinet members, directors and chief officers across the council, Internal stakeholders, leasehold and tenant representatives. Frequent attendance at departmental and corporate review boards including occasional cabinet meetings. Also external stakeholders, planning and governance bodies and procurement bodies.

Staff and Self-Management

The post holder will report to the Customer Engagement Manager – Quality & Performance and will have management responsibilities and development

The post holder will line manage the training officer and have significant influence over a range of senior managers and professionals across the council in performing their role, both to council standards and best practice.

Grade/Conditions of Service

The grade of the post has been set at Grade 12 using the Council's local grading scheme.

The employment is subject to a probationary period of twenty six weeks from your start date of employment with Southwark Council, during which time you will be required to demonstrate to the council's satisfaction your suitability for the position in which you are employed.

PERSON SPECIFICATION

The person specification is a picture of skills, knowledge and experience required to carry out the job.

Knowledge, including educational qualifications:	Essential (E)	How assessed (S/ I/ T)
Previous experience of training and workforce development in a contact centre or multi-dimensional customer services environment.	E	S/I/T
Ability to facilitate shadowing and coaching of new or less experienced staff on a 1-2-1 basis and provide feedback to management about progress.	E	S/I/T
Able to analyse and present the results of qualitative and quantitative data and make evidence-based recommendations to staff at varying levels, adapting the content and style to the audience appropriately	E	S/I/T
Experience:		
Experience of devising and managing protocols, systems and toolkits that achieve widespread adoption by staff delivering measurable culture and service improvements benefiting customers	E	I
Experience of managing end to end customer issues ensuring customer satisfaction	E	S I
Experience of achieving key performance indicators. Experience of leading, motivating and developing teams to deliver targets	E	S I
Demonstrable experience of participating in and influencing digital transformation projects within the context of a contact centre environment or similar sector.		
Previous experience of facilitating training and course delivery in a contact centre or customer facing environment.	E	S I
Aptitudes, Skills & Competencies:		
Able to influence and motivate staff within customers services and beyond to achieve measurable improvements to staff culture and the customer experience	E	IT
Training qualification or evidence of CPD in this regard.	E	IT
Ability to use a diverse range of analytical software and databases. Advanced capability in Microsoft Suite of applications and bespoke software	E	IT
Inherent ability to act with integrity by taking ownership of and presenting issues with clarity and accuracy; whilst at the same time managing customer expectations factually and reasonably.	E	IT
Flexibility in a fast-paced service delivery environment.	E	I
Special Conditions of Recruitment:		
The post holder may be required to work occasional evenings in order to attend meetings.		
To comply with the Council's Health & Safety Policy.		
Comply with and promote the Council's Equal opportunities policy		

Key:

E	Essential	S	Shortlisting criteria
		I	Evaluated at interview
		T	Subject to test