

Job Capsule Supplementary Information

**Performance Manager**

**Job Family:** Customer Service **Job Zone:** 5.1

**Role Purpose**

The role of the Performance Manager is all about leading a team of performance specialists who will provide performance coaching, performance insight analysis and demand forecasting to the Contact Centre to ensure we deliver for our people and customers. Your team will act as one – although you’ll have two types of roles within your team; Performance Coaches and Performance Analysts. The Performance Coaches will focus on improving people and processes; this will be achieved by working with Team Managers across the Contact Centre to understand team performance and designing performance interventions, The Performance Analysts will provide analytical insight for the Contact Centre at a department, team and individual level. The analysts will work with the Contact Centre to create customer contact forecasts with resource models and mitigation plans. Your team will be a vital support function for the contact centre and will be the catalyst in ensuring performance excellence, and that we ultimately deliver for customers.

Contact Camden had over one million conversations in 2018 – through phone and email. We’re looking for a self-starter who can deliver results through people, and lead on transforming our call quality framework, forecast resource models and agent coaching. You’ll be someone who has the ability to work at a strategic level, and at the same time be able to get stuck into the detail.

**Example outcomes or objectives that this role will deliver:**

**Leadership**

* Lead the team by inspiring them towards a clear strategic vision and team purpose; with the ability to deliver the Contact Camden 2020 priorities
* Create a positive and engaging working environment that fosters innovation and excellence. You and your team will continually be enhancing your skills, experience and performance levels
* Mentor and develop each of your direct reports through regular 1:1’s, coaching conversations and co-creating their development plan
* Part of the Customer Services leadership team; you’ll be expected to have an opinion about topics that don’t sit within your area and contribute to the leadership of the department. We want positive critique about everything we do, to ensure we become to best we can be
* You’ll form strong relationships across the council, enabling you to work across boundaries to achieve results and influence teams to re-design services to transform the citizen experience

**Improving performance through people & process**

* Lead a team of Performance Coaches who will be responsible for improving Contact Camden performance through people and processes; you’ll ensure your Coaches support the Contact Centre teams with quality assurance, coaching agents and process re-design
* Create and lead the new ‘Contact Camden Academy’. The academy will be a designated place for development; on-boarding new team members and an innovative area focused on improving performance
* Develop and embed the new customer contact quality framework and coaching approach
* With your Performance Coaches design and deliver a new induction programme for new starters to Contact Camden; ensuring that new team members achieve the appropriate capability within six months

**Providing performance insight and forecasting**

* Lead the Contact Camden monthly performance meetings; which will review monthly performance and look ahead at the next month through forecasting data
* Define the Contact Camden performance measures, aligning with the wider organisational strategies, and most importantly what matters to customers
* Your team will use available data and business intelligence tools to provide a 360 degree view of Contact Camden performance across all channels – you’ll be using this insight to work with the Contact Camden management team to improve performance
* Your team will produce daily, weekly and monthly demand forecasts with monthly mitigation plans; this will allow us to become more pro-active and better plan for customer demand
* Through your Performance Analysts ensure the Contact Camden management team have consistently effective and quality performance insight on a department, team and individual level. Performance analysis is key to this, and will bring to life the performance reports – we don’t just want a routine monthly report, we want analysis and rich insight that shares learnings and ways we can improve performance going forward

**People Management Responsibilities:**

Directly manage: 3 Performance Coaches and 2 Performance Analysts

**Key relationships;**

* Head of Customer & Registration Services, Contact Centre Manager, Performance Coaches, Performance Analysts, Improvement Manager, Contact Camden Team Managers, HR Business Advisor and Service area Managers across the organisation

**Work Environment:**

You’ll split your time between the Contact Camden Hub in Mornington Crescent and Camden Council’s main office in Kings Cross. Occasionally, you may be needed to attend meetings at the Repairs Contact Centre in Kentish Town.

**Technical Knowledge and Experience:**

**Forecasting, resource models & performance reporting**

You’ll have strong knowledge and experience of producing demand forecasting and resource models; proven at delivering and using these tools to improve performance. You’ll know how to effectively analyse data, and more importantly have the ability to bring different data together go give a full picture that tells a compelling story through quantitative and qualitative data

**Improving the customer experience**

You’ll have a desire to improve things for customers, and ideally you’ll have tools and experience to help us do that. Tools such as systems thinking, lean and process re-engineering skills would be ideal.

**Leadership**

You’ll have the ability and proven experience in delivering and achieving results through a management team, by engaging and coaching your team to be the best they can be. Strong experience in performance management and HR policies.

**Collaborator**

You’ll be an expert in working with different teams to achieve results, and able to breakdown silos by working with teams across the council

**Innovator**

You can demonstrate how you have done things differently, and you’ll have a desire to always improve yourself, your team, the department and ultimately improve the customer experience

**Deliver high performance results**

You’ll have proven experience in delivering multiple priorities at the same time and proven at delivering high performance

**Engaging and a clear communicator**

You’ll be a people person who enjoys and has the ability to engage large teams through effective and personable communication

**Leadership behaviours:**

1. Inspire
2. Develop people
3. Collaborate
4. Drive quality and value
5. Influence

**Camden Additional Behaviours – identify one or two relevant additional behaviours with the appropriate level for this role:**

Analysis and judgement

**Structure Chart:**

