



### Job Description

<b>Job Title:</b>	Contact Centre Manager	<b>Reports to:</b>	Senior Manager Customer Experience
<b>Unit:</b>	Contact Centre	<b>Department:</b>	Customer Experience
<b>Grade:</b>	Band 5	<b>Date:</b>	
<b>Job holder:</b>		<b>Supervisor:</b>	
<b>Signature:</b>		<b>Signature:</b>	

<b>Job Purpose Statement</b>
<p>To deliver exceptional performance by self and team by driving the overall performance of the Customer Contact Centre Front inbound support, through excellent customer service, query and incident resolution as well as business development and support across the board to include both internal and external customers. Ensure nil customer complaints emanating from poor service offered by inbound agents, while managing escalations in a timely manner.</p>

<b>Key Accountabilities (Duties and Responsibilities)</b>		
<b>Perspective</b>	<b>% Weighting</b> <i>(to add up to 100%)</i>	<b>Output</b>
<b>Financial</b>	30%	<ul style="list-style-type: none"> <li>• Manage the Front Office, VTM, Switchboard and Social Media units to ensure set targets are met and achieved</li> <li>• Together with the contact Centre Head, create ownership of the Contact Centre strategy and targets. Ensure that the contact Centre strategies and business goals are aligned to the banks overall growth strategy.</li> <li>• Meet the set targets on new opened accounts and average funding balances.</li> <li>• Lead the Contact Centre team in supporting the CE goal on retention objectives, acquisition and growth goals. Support will include: achieving personal sales goals for all products as outlined in the targets as well as participating and leading branch sales promotions.</li> <li>• Manage cost within budget</li> <li>• Collect revenue for all service offered as indicate on the tariff guide.</li> <li>• Manage VTM and ensure GL are balanced,</li> <li>• Ensure nil operation loss</li> <li>• Support customer life time value</li> </ul>

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		<ul style="list-style-type: none"> <li>• Ensuring there no revenue leakages for all transactions handled</li> </ul>
<b>Internal Controls, Processes &amp; Procedures</b>	20%	<ul style="list-style-type: none"> <li>• Ensure the Service Level targets are met and exceeded</li> <li>• Ensure customer delight is achieved and sustained through favourable customer feedbacks and survey ratings.</li> <li>• Liaise with other departments for all escalated issues to ensure that issues are sorted out within stipulated turnaround time.</li> <li>• Satisfactory audit ratings (internal &amp; external)</li> <li>• Offer shared services support to countries within NCBA network</li> <li>• Provide MIS reports to management analysing root cause and making recommendation for improvement</li> <li>• Back up function for Inbound/outbound and vis versa – including support for other managers within contact centre</li> <li>• Ownership of SLAs, and productivity matrix for the assigned teams</li> <li>• This is a rotational role – to enhance skills, cohesion, and risk assessment abilities</li> <li>• Manage Business Continuity Process(BCP)and Risk Control self-assessment (RCSA) for Contact Centre</li> <li>• Manage general incoming calls and transition of switchboard section into the mainstream contact centre</li> <li>• Ensure that the Contact Centre meet's all the set quality standard</li> <li>• Seamless support to business teams through the Contact Centre</li> <li>• Effectiveness of Contact Centre section structure and systems (policies, processes, procedures and tools) in achieving compliance requirements, optimal efficiency, resource utilisation and cost containment</li> <li>• Ensure Contact Centre systems vendors provide efficient support</li> <li>• Manage 24-hour contact centre operation, and ensure that all channels of communication are efficiently managed (Social media, emails, telephone lines)</li> <li>• Offer shared services support to countries within NCBA network</li> <li>• Ensure compliance with regulatory requirements impacting customer care function and implementation is done on a timely basis</li> <li>• Develop and implement call reduction strategies that will reduce cost of Contact Centre operations</li> <li>• Ensure you and your team remain alert to the risk of money laundering and fraud. Assist in the Bank's efforts in combating it by adhering to the key principles in relation to: "identifying your customer, knowing your customer, reporting suspicions, safeguarding records and not disclosing suspicions to customers"</li> <li>• Management of the units operational risks by minimizing the risks of loss arising out of inadequate or failed internal processes, people, systems and external events.</li> </ul>
<b>Customer Experience</b>	50%	<ul style="list-style-type: none"> <li>• Efficiency in monitoring of bank social media platforms, within quality, standards and speed, while eliminating any reputational and brand risk</li> <li>• Monitor service interruptions and adequately communicate status of these to customers.</li> </ul>

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		<ul style="list-style-type: none"> <li>• Manage customer communication requests from business units and countries</li> <li>• To monitor service Level provided by the agents in order to ensure standards achieved against the promised delivery levels.</li> <li>• Monitoring of the customer complaints to ensure constant update and timely resolution whilst compiling feedback on recurrent issues for management information use</li> <li>• Provide high level of service to the internal customer based on accuracy, responsiveness and turnaround time.</li> <li>• Embed a performance culture, framework and review processes to achieve service levels and improvements against set targets</li> <li>• Ensure excellent customer experience is maintained at all times. Ensure set TAT is achieved at all times.</li> <li>• In conjunction with the Contact Centre Head, co-ordinate Contact Centre and support Customer Experience initiatives aimed at gathering feedback from customers on service standards and advise business heads on improvements.</li> <li>• Appraise and promptly address customer issues /complaints escalating as necessary to ensure timely resolution. Ensure set TAT on response to customer queries on phone or by letters is strictly adhered to.</li> <li>• Ensure there is a robust departmental internal customer satisfaction rating by ensuring the team lives the NCBA bank Values.</li> <li>• Overall accountability for contact Centre merchandising. Monitor contact centre premises and BCP sites to ensure high standards of appearance are maintained to project the NCBA Bank's image favourably.</li> <li>• Monitor the inbound Team Schedules to ensure proper resource capacity, this is to ensure minimal or no queue of customers by having a work plan for both peak and off peak periods.</li> <li>• monitor random calls to improve quality, minimise errors and track operative performance</li> <li>• Handle the complex customer complaints or enquiries escalated.</li> <li>• liaise with team leaders and the banks stakeholders to gather information and resolve issues/crisis</li> <li>• Decision making on down time management at the contact centre. Managing of scripts to be applied, customer communication and service recovery.</li> <li>• Manage 24-hour contact centre operation, and ensure that all channels of communication are efficiently managed (Social media, emails, telephone lines)</li> </ul>
<b>Learning and growth</b>	10%	<ul style="list-style-type: none"> <li>• Provide leadership around customer experience by development and coaching of Team Leaders and Agents to ensure conducive work environment and employee satisfaction.</li> <li>• Training to ensure adequacy of personal and staff competence to effectively perform Contact Centre tasks.</li> <li>• Ensure that staff abide by the NCBA Bank Values at all times.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Ensure the set number of learning/training hours are achieved for self and direct reports, through E-learning and Internal training activities.</li> <li>• Manage performance /disciplinary issues/grievances for staff.</li> <li>• Willing to perform any other reasonable and lawful duties assigned by management</li> </ul>
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## Job Dimensions

Reporting Relationships: jobs that report to this position directly and indirectly	
Direct Reports	Contact Centre Officer
Indirect Reports	Contact Centre Assistants

Stakeholder Management: key stakeholders that the position holder will need to liaise/work with to be successful in this role.	
<p>Internal</p> <p>All internal departments, units and sections and business regions</p> <ul style="list-style-type: none"> <li>• All branch staff</li> <li>• All other Departments</li> <li>• Other bank staff (internal customers)</li> </ul>	<p>External</p> <ul style="list-style-type: none"> <li>• Vendors</li> <li>• Outsources service providers</li> <li>• Regulators</li> <li>• Partners</li> <li>• External Customers</li> <li>• Other Local Banks</li> </ul>

Decision Making Authority /Mandates/Constraints: the decisions the position holder is empowered to make (Indicate if it is Operational, Managerial or Strategic). Please also highlight any budgetary control responsibility if applicable for the role.
<ul style="list-style-type: none"> <li>• Reversals to customer accounts.</li> <li>• Exceptional approval on customer requests</li> <li>• Approve write offs as per policy</li> <li>• Team requests – for offs , leave , shift etc</li> <li>• Approval on costs within set budgets e.g. staff catering expenses, taxi expenses, facilities maintenance &amp; overtime.</li> <li>• Discretion on Rotation of Contact Centre staff within the various roles.</li> </ul>

Work cycle and impact: time horizon and nature of impact (Planning) (e.g. Less than 1 week, 2 weeks, 2 weeks – 1 month, 1month – 3 months, 3-6 months, 6-12 months, above 1 year)
<ul style="list-style-type: none"> <li>• Ensure the development plan is accomplished.</li> <li>• Shift management.</li> <li>• Leave management.</li> <li>• Performance Reviews</li> <li>• Monthly Allowances</li> </ul>

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Ideal Job Specifications
<p>Academic: University Degree</p> <p>Professional:</p> <ul style="list-style-type: none"> <li>• Business, and Finance management training</li> <li>• Leadership management</li> </ul> <p>Desired work experience:</p> <ul style="list-style-type: none"> <li>• 4 years in Contact Centre operations in medium to large organization.</li> <li>• 2 years in supervisory role</li> <li>• Proven track record of consistently meeting customer expectations and exceeding set targets.</li> <li>• Excellent Bank product knowledge</li> <li>• Versatility, flexibility, passion and commitment to quality Customer experience/Service delivery.</li> </ul>

NCBA Bank Core Value Behaviours (Performance Drivers)
<p><b>DRIVEN:</b> - We are <b>passionate</b>, make <b>bold decisions</b> and learn from our failures. We <b>seek new challenges</b> and appreciate different views constantly raising the bar. We <b>explore our full potential</b>.</p> <p><b>OPEN:</b> - Our interactions are <b>candid, honest and transparent</b>. We listen to each other and our clients. We are inclusive and always <b>respect each other</b>.</p> <p><b>RESPONSIVE:</b> - We are <b>proactive</b>, act quickly and resolutely to <b>deliver results</b>. We put our <b>customer's interests at the heart</b> of all that we do. We keep it simple and seek <b>new ways to improve</b>.</p> <p><b>TRUSTED:</b> - As a trusted partner we do what is <b>morally right</b> always. We <b>keep our word</b>. We are <b>accountable</b> and <b>believe in each other</b>.</p>

## Ideal Job competencies

Technical Competencies	
<b>Leadership Skills</b>	<ul style="list-style-type: none"> <li>• Leadership to nurture and sustain employee satisfaction; and to manage changes</li> <li>• Organisation development to effectively structure operations of the Contact Centre for optimal performance</li> <li>• The ability to act and make decisions without the help or advice of other people</li> </ul>
<b>People Management</b>	Performance Management to optimise employee productivity

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Technical Competencies	
<b>Communication skills(Oral &amp; Written)</b>	Well-developed oral and report-writing skills, ability to work with, lead and build motivated teams.
<b>Compliance and Regulatory Framework</b>	Top notch understanding of the regulatory issues, reporting and operational requirement as provided by CBK, KRA, KIB, etc
<b>Banking Knowledge</b>	Broad knowledge of banking operations and processes as well as the banks products
<b>Customer Focus</b>	A frontline mind-set and organisational culture that aims to amaze customers at every turn by exceeding their expectations both in terms of performance and product excellence
<b>Risk management</b>	Ability to anticipate and mitigate risk by developing appropriate Risk Management Policies for the Bank
<b>Problem Solving and Analysis</b>	Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.
<b>Financial Acumen</b>	Has knowledge and tact in achieving financial targets, generating leads, maintaining and retention of customers

Behavioural Competencies	
<b>Human Resources Management Skills</b>	Leadership Skills, Team Building and ability to train, develop, coach and mentor staff.
<b>Responsiveness</b>	Available , ready, willing and going out of way to perform tasks in an extra ordinary way, while meeting turnaround time, and exceeding customer expectations
<b>Negotiation Skills</b>	Must be a good negotiator, particularly in changing behaviour and work practices but always Win/Win.
<b>Personal Ethics</b>	Must be honest, fair, just but firm with self, and of high integrity
<b>Results and Achievement Oriented</b>	Strives to achieve results, enjoys measuring others, being measured, and being judged on performance standards and those of others he leads.
<b>Personal Motivation and Team Drive</b>	Self-empowerment to enable development of open communication, teamwork and trust that are needed to fuel performance and customer-service oriented culture.
<b>Engagement</b>	To engage all stakeholders within the set brand values, while upholding integrity, morals, professionalism ,moral ethics and without prejudice

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