

**CONTACT CENTRE  
STAFFING, RECRUITMENT & RETENTION STRATEGY  
DRAFT**

**13th May, 2004**

**STAFFING, RECRUITMENT & RETENTION STRATEGY**

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## Change Control

Version	Reason for Changes
1.0 – April 2nd	First Draft circulated to Project Board and Directors
1.1 – April 20th	Amended and circulated for approval following feedback from Project Board and Directors.
Scrutiny – April 22nd	Final amendments following People and Facilities Project Board. This Version to be circulated to Scrutiny Panel.
Employment Panel / Cabinet – 1.0 May 13th	Access to all appendices added. Changes made to start up staffing requirements and Finances to reflect 12 FTE agents.
Employment Panel/Cabinet 1.1 May 14 <sup>th</sup>	Appendices added as requested by Charris.

## STAFFING, RECRUITMENT & RETENTION STRATEGY

### 1. Introduction

The aim of the Contact Centre Staffing, Recruitment and Retention Strategy is to capture in one place the approach, required activities and issues concerning employees.

It is important to recognise that Contact Centre staff are critical to achieving a successful Contact Centre that will deliver an excellent level of service. Their proper motivation, recruitment, retention, training, reward and health and safety are essential elements of effective use of our Contact Centre.

The Contact Centre staff must also be provided with customer orientated information and support systems in order to deliver the level of service that is desired. It is the outcome of the entire Customer First Programme that will determine the success of the District Council Contact Centre.

To achieve a successful Contact Centre we need to:

- Work in partnership with our employees and their representatives:
  - recognising and valuing the central role of employees in the Contact Centre.
  - having a common understanding of the aims and goals of the Contact Centre.
  - having an agreed work culture (attitudes, beliefs and behaviours) in common with the rest of the Council while recognising this will be a new part of our business that will have some unique characteristics.
  - having a shared commitment to the ongoing training of individuals in the Contact Centre.
  - encouraging and supporting employees to identify and enhance their own skills.
  - having an inclusive relationship between the Contact Centre employees, other employees, their representatives and all other parts of the Council.
  - Consult with ELAG and the Employment Panel.
- Recruit the right people for the right jobs
- Ensure we communicate effectively and sensitively with existing staff and provide them with the opportunities to apply for new jobs or re-deploy them into other roles as appropriate.
- Ensure we continue to provide sufficiently skilled staff to achieve a high level of service through our existing high quality employment standards and equal opportunities policies.

Many of our existing policies and practices (see Section 12) are directly applicable to the Contact Centre, however, there are particular issues that require special attention in this environment.

### 2. Opening Hours and Working Patterns

#### 2.1. Opening Hours

Research on the opening hours of other local authority contact centre services reveals a diverse range of availability. This ranges from 5 day operations (0800: to 17:00) through to others who offer 08:00 to 02:00, Monday to Friday and Saturday mornings.

**The District Council Contact Centre will open with the following hours:**

**Monday to Friday – 08:00 to 18:00**

**Saturdays – 09:00 to 13:00**

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The reasons for this are as follows:

- We will better meet customers needs, 54% of our customers (2002 Survey) would like an extension in opening hours. The recommended hours represent a significant increase (44%) over the District Council's current opening hours and are in line with or above the hours offered by most other authorities.
- Through analysis of the data and consultation with the Cambs Direct Management team, there is currently little demand for County or District service beyond these hours. Taking into consideration that many of these customers are also ours, there is little to suggest our customers will be different.
- The low demand beyond 18:00, Monday to Friday and early Saturday afternoon has implications for staff matching, shift patterns and carries additional cost. This should be reviewed in the future but it will be better from both a staff and PR perspective to extend services rather than reduce them.
- The proposed hours for the District Council should prove easier to manage from a shift perspective and also should be more attractive to potential employees.

**2.2. Working Patterns**

The customer-facing nature of the Contact Centre environment requires certainty for managers on the number of employees available to answer and make calls at a particular time of day, and the need to support an extended business day and week.

The associated change in working patterns for employees will need to be worked through against the background of a clear understanding of the business need and call profiles to the services being provided.

Once the business need and call profiles are understood there are a number of potential ways of achieving working patterns that match the business requirements:

- Maintain a flexi-time system with flexi to be worked being agreed at a team level. The team is responsible for ensuring staffing to an agreed level, but they are able to decide which agents work particular hours amongst themselves.
- Some contact centres use a variety of individual staggered shifts to provide the greatest flexibility. This involves full time staff starting their working day across a range of hours – 08:00, 09:00 and 09:30 for example.
- The identification of shifts that are not popular with full time staff or are the busiest can lead to a creation of new posts to cover extended working hours (Saturdays). Recruitment to a wider range of part time shifts (4 or 5 hours) will give greater flexibility to the Contact Centre manager to meet peaks in demand (Mornings).
- Using existing models within the District Council for offering fixed shifts as with our leisure and depot employees

**We will recruit a mix of full and part time staff, who will work the hours that best balances call demand requirements and staff needs. The actual split will be decided through consultation between the project team, Contact Centre manager and Personnel. The actual**

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**shift patterns and individual hours will be determined by the Contact Centre management team and staff during the implementation period.**

**3. Communication and Involvement****3.1. Contact Centre Employees**

Since they are at the direct link with the customer, Contact Centre employees will often be first to identify solutions to problems or the development of issues that affect performance. They will often have the answer to these problems. It is essential that employees have the ability to contribute ideas and in some cases are also empowered to implement ideas with the support of the Contact Centre management team. This will depend largely on the culture of the Contact Centre

An effective two-way communication process is required which allows for transfer of information. In this way acceptable proposed solutions will often be presented. The key activities measured in the centre should also form a part of the communication process. Employees should fully understand not only what is measured but also why this is done and for what purpose. Communication and involvement in how the work is done are critical to building and maintaining good staff morale.

Also essential will be the communication channels between front and back office. Establishing robust and frequent mechanisms for the Contact Centre management team and their counterparts in the Services to share knowledge, understand each other's roles and feedback on performance will be important. It will also go some way to establishing the principle of joint ownership of customer service. The role of the business support manager and a network of nominated service contacts will be key to this.

**3.2. Existing District Council Employees**

It is important that we communicate with existing staff. A number of principles emerge in establishing how at this stage of the project we should communicate to staff:

1. There needs to be general communication to all staff concerning the scope of the project, timescales, the nature of the BPR work, how some roles might change and the phasing of services.
2. Separate communication / consultation needs to be focused on staff in line with the phasing of services. These staff will be those involved in the BPR work and the impact of changes to their processes and services should be better understood and more certain. Therefore more detailed and definite information regarding their future roles should be possible.
3. However, it will be possible, as the project progresses, to begin to establish the roles across the organisation that will be impacted as and when elements of their services are transferred into the Contact Centre. This should be extremely useful from a planning perspective, and it should be possible to establish a more accurate picture of affected roles.
4. The tools and mechanisms for communicating to employees should be managed by Personnel and the Customer First Communications Manager.

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5. Heads of Service should be consulting with the Personnel Manager if they believe that vacant posts will be impacted by the Contact Centre. Ring fencing, not filling vacancies, and temporary solutions should be considered for these positions.

**The points listed above should be used as inputs into a communication plan to deal specifically with existing staff. The Customer First Communications Manager should produce this in consultation with Personnel. Communication of this Strategy to staff and an early communication concerning how roles will be affected should be key activities.**

**3.3. Proposed Communication Methods**

Some existing employees are also concerned that they may not have the necessary skills that we are seeking in terms of the Contact Centre and Customer Service Centre and may welcome the opportunity to undertake some relevant familiarisation / training so they can, if they wish to compete for those posts. However, they will have a clear advantage in prior Council knowledge over applicants without local government experience. We need to seek ways to keep these employees keen. Some of the methods of keeping existing employees informed and updated will include:

- Publishing the job descriptions once finalised and evaluated with an indication of when the posts would be filled.
- Explaining the recruitment process.
- Through involvement in the Programme activities, in particular the BPR work, staff will gain a far greater understanding of Customer First and also have the opportunity to influence some of the outcomes.
- The continued distribution of regular and relevant Customer First staff briefings, via the Intranet, notice boards and discussed at team briefings. All Activity Managers and Team Leaders should be actively encouraged to raise the content with their staff.
- Organise open sessions with a member of the Customer First Team to discuss the workings of a Contact Centre.
- Organise open sessions with Personnel so that employees can explore what skills they may need in order to be considered for the roles and if there would be any suitable training within the time frames. For example the existing customer service training courses. Any concerns about the recruitment process could also be discussed.
- Evaluating the impact of the business process re-engineering work on existing jobs and ensuring that any changes to roles are reflected in employees job descriptions.
- Trips to existing Contact Centres will be offered to employees interested. The greatest benefit will be derived from visits to Contact Centres that are consistent with our model.
- Once the CRM (Customer Relationship Management) software is under development it may be possible to offer demonstrations in the Corporate Training suite. Sessions could be booked out for employees to see how it would work.
- CuFLink (Customer First Link – An officer liaison group dedicated to the Programme) will be used for general concerns to be raised and responded to.

**4. Employee Retention and Motivation**

Staff feedback from existing Call Centres in the public sector has suggested that the focus on customers has been a positive factor in ensuring that staff are valued and motivated in their work.

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The development of the Contact Centre working environment and culture is something we envisage being a key focus for the Manager, Contact Centre management team and employees. As with all the best examples in industry of the most productive, creative and contented teams the common thread is genuine empowerment and the active involvement of employees in developing their own culture. The Contact Centre team will obviously need support and advice from both Personnel and the Customer First Team to achieve this. This might take the form of finding the resource for facilitating various team building activities and allowing the Contact Centre team the opportunity to visit examples of other “best practice” LA Contact Centres.

**There is no single solution to retaining employees, but we will:**

- **Fully support the new team in determining their own working environment.**
- **Adopt an inclusive management style through open communication, staff representative forums and increased one-to-one feedback.**
- **Our Contact Centre will focus on providing a quality service.**
- **Focus on training and employee development.**
- **Find out people’s long-term ambitions and why they have applied for a job in a Contact Centre to make sure we recruit people who are less likely to get bored and move on.**
- **Organise the workload so that staff have a degree of job and task variety. The Transaction Delivery Project is already taking an approach to the phasing of services such that agents will be dealing with a range of transactions from across a number of services.**
- **Multi-skilling staff in a wide range of services**
- **Potentially moving staff between customer service roles (Once we have a Customer Service Centre).**

### 4.1. Staff Performance Management

We need to ensure that the Contact Centre has targets that are directly linked to the corporate performance management framework. This will be equally true in assessing the performance of Contact Centre staff.

The approach should be balanced and reflect

- Quality objectives – the customer facing nature of the role requires regular feedback from live calls that have been listened to by a team leader.
- The operational objectives of the Contact Centre.
- The business objectives of the Contact Centre.

The need to monitor and manage performance and the associated management information requirements will be included in the statement of requirements for the IT solution.

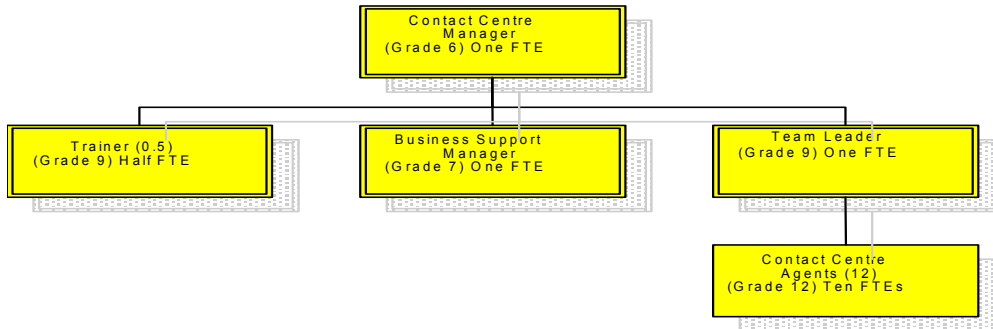
## 5. Staff Structures and Budgets

There are two distinct needs for support for the Contact Centre Manager, firstly during implementation when support and decisions will need to be made regularly and then ongoing support once the service is fully implemented.

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Contact Centre Organisational Structure - Start Up



FTE = A full time equivalent for the Contact Centre is defined as a person working 37 hours per week, available 210 days per year and productive for 42 minutes each hour (12 calls per hour). This is based on figures used in the Customer Service Strategy in 2003.

The recruitment to the Contact Centre will be stepped to reflect the phasing of transactions and services over a period of time. Initially we aim to recruit the Contact Centre Manager, followed by the Trainer, and Business Support Manager. One Team Leader and 12 FTE Contact Centre Agents will be recruited later this year 3 months prior to go live. Based on the estimates used in last years Customer Service Strategy we believe this level of staffing could cope with between 150,000 and 200,000 plus calls per annum. This will require further modelling prior to the recruitment of the agents. Additional posts will be recruited as services are transferred. The estimated number of posts at full capacity is 20 FTE agents and 2/3 Team Leaders.

**5.1. Financing The Contact Centre**

**2004/2005**

The following table outlines the approved budget and breakdown for Contact Centre staffing in 2004/5.





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for the Management appointments and use Personnel Services for recruiting the Contact Centre Agents.

The total recruitment budget for the Contact Centre is split between £30k capital for the initial implementation and then £15k revenue in subsequent years. This should allow for the use of external recruitment expertise if required.

**The Contact Centre Management Team**

The Contact Centre Manager role and Team Leader roles require specialist training, experience and support. Please see the Appendix for the Job Descriptions.

The roles are characterised by:

- Moment by moment management – the need to respond instantly to changing conditions in the Contact Centre – the need to interpret immediately complex management information
- The need to give continuous feedback on performance to staff
- The need to cope with multiple different working patterns
- The need to manage attendance and sick absence so as to provide maximum performance from the Contact Centre.

In addition to the above requirements, the District Council will need to evaluate the skills of individuals against the demands and risks associated with the Contact Centre manager undertaking key project based activities during the initial implementation of the Centre. The aim is to recruit the Manager between 3 and 6 months prior to the “Go Live”. This will enable them to play a key role in agent recruitment, setting up the facility / procedures, building relationships with services and development of the culture. There will also be subsequent development work as more services / transactions are rolled out. This should be a key factor in the selection of the successful candidate

**A detailed selection and evaluation process will be devised to assess the Management and staff candidates against the person specifications and job descriptions. This will involve a wide range of techniques.**

**8. Speke House and Cambridgeshire County Council**

At the end of 2003 the Cabinet approved the decision to use ground floor space at Speke House (subject to the negotiation of requirements and lease), as the temporary accommodation for the District Council’s Contact Centre for a minimum period of 3 years. The final service level agreements and lease arrangements are currently under negotiation and will go to COMT and Cabinet for approval.

There are a number of staffing implications from operating our Contact Centre out of the same building as Cambs County Council and South Cambs DC. It will create some positive opportunities:

- The potential to share District and County staff on a relief basis to cover sickness and absence or unusually high demand. All of which could cause operational disruption. The County council have expressed an interest in this and it could involve a number of nominated staff receiving minimal additional training. It could potentially work through agreements between the two

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management teams, with perhaps the organisation in debit, paying the other at the end of each financial year at an agreed rate.

- The Sharing of a Training post. We have budgeted for a 0.5 FTE Trainer post, the County have expressed an interest in contributing to a full time post.
- The opportunities for sharing knowledge, job shadowing and training will be very beneficial during the implementation and on an ongoing basis.

**It will be essential that good working relationships are established between the County's and the District Council's Contact Centre Management and Personnel teams to develop these opportunities. This will also help pre-empt and deal with any issues, some will be inevitable.**

**9. Conditions of Service**

A statement of particulars is shown in Appendix 8 which is based on the standard employee contract.

**9.1. Shift structure**

It is envisaged that we would require a minimum input from part time employees of 18.5 hours per week, this may be increased to 20 hours depending on the shift structure agreed. This would allow for the hours to be broken down easily into full or half shifts and ensure that employees are using the system regularly and receiving constant updates. If the shift structure of 8-6 Monday-Friday and 9-1 on Saturday is adopted then we could include a clause in to the contracts of employment stating that these timings could be changed to meet the needs of the service. Employees will only be contracted to an amount of hours not specific shifts, these requests will be agreed with the Contact Centre Manager and should not be contractual.

It is likely we will need to recruit an approximate 70% to 30% split between full and part timers to provide a combination of shift flexibility and stability.

**10. Training Plan**

The dynamic environment of the Contact Centre requires a constant focus on skills development and training. Training is a vital management tool. An effective training strategy that covers both induction and ongoing development is integral to any successful Contact Centre. This will be developed in full following approval of this Strategy. We will also address the any training needs the Contact Centre creates for staff who work in the back office.

**10.1. Induction training**

This programme is a key influencer in culture emergence and, as such, care should be taken to ensure it results in the desired performance and behaviour. It is important to allow sufficient time for induction training – 3 months prior to Go Live has been scheduled in the plan. At a minimum level our induction programme should cover the topics listed in Appendix 14.

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Ongoing training and development is essential to reinforce the initial training message and support continuous improvement. A motivational programme should be implemented, focusing on the learning and personal development of the individual.

Many Contact Centres often refer to their team leaders as coaches, thus highlighting the importance of coaching in managing and developing people. Coaching, skilfully developed, is a powerful management tool that delivers results. Appropriate investment should be made to ensure managers are equipped with the expertise to coach effectively.

Accredited training programmes for Contact Centre staff are available in the form of National Vocational Qualifications (NVQs). Qualifications in both Call Handling and Customer Service have been developed specifically for people working in fast paced service environments and the competencies covered are outlined in Appendix 8. The Call Centre Association (CCA) has developed a rigorous process to approve or accredit specific training offered by suitable external bodies.

**11. Policies and Procedures**

Huntingdonshire District Council has established a number of policies and procedures that are designed to protect employees and set out the standards of behaviour and performance expected from our employees. Employee guidance notes/leaflets are either given at the time of induction, or are available for reference from Personnel or via the Council's Intranet site. Employees must familiarise themselves with these and comply with their requirements – failure to do so may lead to disciplinary action being taken against them and could result in dismissal.

A summary of the District Council's employee procedures can be found in Appendix 13. The following points will be specific to the Contact Centre:

**Health and Safety**

Although regulations and guidance exist which cover office environments, Local Authority Enforcement Officers, the TUC and the Chartered Institute of Environmental Health Officers have all proposed that telephone handling centres present a unique working environment. An initial scoping study, commissioned by HSE, confirmed that greater knowledge of the health risks in the context of call centre work was needed. The study also indicated that some current work practises may have a detrimental effect on the psychological and physical well-being of call centre employees.

As we have decided to use the Cambs Direct building, Speke House, to house our Contact Centre, the physical environment will be managed through the County's Facilities and property divisions. This will be controlled through an SLA with county that will be negotiated as part of the leasing arrangements.

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**Appendices**

**Appendix 1 Job Descriptions**

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**DEPARTMENT:**

**JOB TITLE:** Contact Centre Manager

**POST NO:**

**SALARY GRADE:** Grade 6

**RESPONSIBLE TO:**

**RESPONSIBLE FOR:** Direct Reports: Team Leaders, Support Manager and Training & Development Adviser (5)  
Indirect Reports: Customer Contact Agents (20)

**LOCATION:** Speke House, St Ives

**HOURS:** Full -time (37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

- To develop and manage a team providing high standards of modern customer focused service for the Contact Centre.

Key Areas of Responsibility	Key Requirements
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Act as the point of expert support, feedback and guidance for all employees within the Contact Centre</li> <li>• Proactively share knowledge and experiences with all the team</li> <li>• Ensure that quality standards are achieved</li> <li>• Ensure contact monitoring to achieve and promote quality service, improve service processes and resolve customer complaints and escalations</li> </ul>
<b>Communication and Technology</b>	<ul style="list-style-type: none"> <li>• Enabling the development skills of the team on a day to day basis, through the Training &amp; Development Adviser and providing feedback regarding the teams performance and areas for development</li> <li>• Identify and disseminate good and consistent practise across the team</li> <li>• Contribute to improvements to contact handling activities</li> <li>• Produce statistical information as required</li> </ul>
<b>Professional skills</b>	<ul style="list-style-type: none"> <li>• Organise and control the administration of the Contact Centre function, provide an efficient and professional service, taking responsibility for associated budgets.</li> <li>• To determine priorities, monitor and co-ordinate work plans to ensure the provision of high quality front line information and advice that is flexible and accessible.</li> <li>• To review systems and working practices, identifying current and emerging areas of customer need and implement change programme as required</li> </ul>

<p><b>Professional skills</b></p>	<ul style="list-style-type: none"> <li>• To develop and market the activities of the team internally and externally and support and improve service delivery by:             <ul style="list-style-type: none"> <li>- developing and agreeing with service areas and external agencies standards of service delivery to reflect customer needs</li> <li>- developing policies linked to service delivery</li> <li>- developing processes and systems to enhance delivery of service to customers and services</li> </ul> </li> <li>• Create effective working relationships within the team, and with other professionals and agencies</li> <li>• Lead contact handling team and individuals to meet their Key Performance Indicators</li> <li>• Contribute to the selection of contact handling personnel</li> <li>• Create positive work environment that fosters team performance through own work and behaviour</li> <li>• Monitor, analyse and maintain performance</li> <li>• Sustain an effective working environment including relationship with Facilities Management</li> <li>• Ensure that performance metrics are achieved, and provide performance statistics to Line Manager</li> <li>• Provide coaching and mentoring</li> <li>• Conduct performance reviews and assist individuals in drafting and pursuing their personal development plans</li> <li>• Maintain regular communications with team and pursue and communicate continuous improvement initiatives</li> <li>• Identify trends and service expectations</li> <li>• Assist in the development of workflows and procedures and plans, direct, supervise and evaluate workflow</li> <li>• Manage information for action – assess and prioritise risk, ensuring appropriate action and follow up</li> <li>• Support the efficient use of resource</li> <li>• Manage yourself</li> <li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li> <li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li> <li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li> <li>• Collate data to inform Government returns</li> <li>• Prepare reports for senior managers and Cabinet in relation to the development and progress of the Contact Centre function</li> <li>• To support the Line Manager in preparing, delivering and reviewing Service Plans</li> </ul>
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**PERSON SPECIFICATION****Contact Centre Manager  
Directorate****Post no.**

	<b>Essential</b>	<b>Desirable</b>
<p><i>Applicants should be able to demonstrate their ability to meet the following requirements:</i></p>		
<p><b>Qualifications</b></p> <p>Overall high standard of education Professional or Management Qualification NVQ Customer Services</p>	<p>✓</p>	<p>✓ ✓</p>
<p><b>Experience</b></p> <p>Minimum of four year's office experience in a front line senior position in a customer services or Call Centre environment Several years experience of managing a team working directly with the public Experience of using Customer Relationship Management Systems Highly IT literate Basic knowledge of health and safety, data protection principles, performance management, IT development and employment legislation Public Sector experience</p>	<p>✓ ✓ ✓ ✓ ✓ ✓</p>	<p>✓</p>
<p><b>Skills and Attributes</b></p> <p>Good report-writing, verbal communication skills and attention to detail Imagination and the ability to innovate and motivate others Organisational skills and ability to meet deadlines Flexibility to adapt to changing work requirements Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner</p>	<p>✓ ✓ ✓ ✓ ✓</p>	
<p><b>Good promotional skills</b></p> <p>Ability to take initiative and to work to demanding deadlines in a changing environment</p>	<p>✓</p>	<p>✓</p>



## **JOB DESCRIPTION**

**Job Title: Business Support Manager**

**Section: Contact Centre**

**Directorate:**

**Reports to: Contact Centre Manager**

**Grade: Grade 7**

**Location: Speke House St. Ives**

**Hours: Full time – 37 hours (you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.)**

**Job Purpose:** To be responsible for development and implementation process and systems to be delivered to customers via the Contact Centre. Overall co-ordination of day-to-day operational support to the Contact Centre team. Supports business strategy and planning. Plans own work and that of others to meet given objectives and processes. Makes decisions around business operations.

### **Principal Accountabilities**

#### **1. Systems Support**

- Audit, analyse and review departmental processes
- Research and implement new processes where improvements in customer service can be made
- Raise awareness of procedures and compliance within the department
- Deal with complex and technical issues as required
- Ensure system down-time is kept to a minimum
- Keep disaster recovery plan up-to-date and test regularly
- Ensure department is up-to-date with data protection legislation and relevant policies and procedures
- Ensure all data handling compliant with legislation and relevant policies and procedures
- Manage case-based reasoning tool and associated knowledge base
- Ensure all system maintenance tasks are carried out as required by Business Support team, including system security routines

#### **2 Office Support**

- Document and data management (design and delivery)
- Organisation, co-ordination and delivery of facility management services (office moves, office maintenance, office equipment)

- Ensure that all communication (telephone, letters, e mails, face to face) is delivered to the agreed standards
- Ensure that support employees are conversant with and competent in using specific core systems, procedures and packages
- Oversee ordering procedures and research specialised product and service requirements
- Consistently seek ways to improve production and presentation of operational performance information in a timely manner, ensuring effective processes and routines are in place, documented and followed

### **3 Financial Support**

- Develop operating budgets and standards
- Control and management of budgets in accordance with financial procedures and authorisation from the Contact Centre Manager
- Interrogate the District Council financial systems and makes recommendations for appropriate action
- Ensure that District Council financial processes and systems are complied with

### **4 Management Support**

- Assist in drafting departmental service plan
- Monitor corporate policies and procedures
- Support work to establish KPIs as the basis for performance management for the Contact Centre and support benchmarking studies to drive targets and improvements to performance.
- Deliver weekly, monthly and ad hoc analysis of performance for the Contact Centre Manager, incorporating any changes as business needs develop
- Use databases and District Council systems to produce reports requiring analysis and provide recommendations for action
- Assist with the development of marketing, promotional or training materials or initiatives
- Interact with other functions/business units to ensure optimal support for Contact Centre
- Identify information providers and sources relevant to specific issues and work proactively with them to establish root causes and potential improvements

### **5 Manage and develop team and individuals**

- Develop skills of team on a day to day basis, providing feedback regarding performance and areas for development
- Proactively share knowledge and experiences with team

### **6 Performance management and continuous improvement**

- Maintain performance and an effective and healthy working environment
- Ensure that performance metrics are achieved, and analyse performance statistics provided by Team Leaders
- Identify and disseminate good and consistent practice across the team
- Provide coaching and mentoring
- Conduct performance reviews and assist individuals in drafting and pursuing their personal development plans
- Maintain regular communications with team and pursue and communicate continuous improvement initiatives
- Respond to conflicting requirements for information and analysis,

establish and manage priorities and ensure effective communication to those concerned

- Actively seek feedback from customers, colleagues and managers and respond constructively
- Facilitate learning through demonstration and instruction

#### **7 Quality Assurance**

- Conduct contact monitoring to ensure quality standards are achieved and to make improvements in service processes
- Handle complaints and escalations regarding Business Support services

#### **8 Demonstrate required behaviours**

- Manage self
- Develop the District Council's commitment to equal opportunities and promote anti-discriminatory practices in all aspects of work undertaken.
- Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues
- Model behaviours required of all Huntingdonshire District Council employees, in line with the Council's agreed policy, procedures, values, best practice and the law

#### **9 Health and Safety**

- Take action to reduce risk to self and others
- Develop and maintain an effective and safe working environment
- May undertake Health and Safety checks
- Ensure security of premises and regular testing of evacuation procedures

#### **10 Other**

- Understand the core business and values of the Contact Centre
- Undertake specific tasks and duties as required by the Contact Centre Manager to keep the operation running smoothly



<ul style="list-style-type: none"> <li>pressure and to agreed deadlines</li> <li>• Communicate effectively with colleagues, senior managers, elected members and partner agencies</li> </ul>		
<b>Attributes</b>		
Good report-writing, verbal communication skills and attention to detail	✓	
Imagination and the ability to innovate and motivate others	✓	
Organisational skills and ability to meet deadlines	✓	
Flexibility to adapt to changing work requirements	✓	
Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner	✓	
<b>Good promotional skills</b>		✓
Ability to take initiative and to work to demanding deadlines in a changing environment	✓	

**DEPARTMENT:**

**JOB TITLE:** Training & Development Adviser

**POST NO:**

**SALARY GRADE:** Grade 9

**RESPONSIBLE TO:** Contact Centre Manager

**RESPONSIBLE FOR:** No employees

**LOCATION:** Speke House, St Ives

**HOURS:** Full -time (37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

- To assist the Contact Centre Manager in the provision of a Corporate Training Plan and the delivery of identified training and development needs

Key Areas of Responsibility	Key Requirements
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Act as the point of expert support, feedback and guidance for all Contact Centre employees</li> <li>• Proactively share knowledge and experiences with all Contact Centre employees</li> <li>• Ensure that quality standards are achieved</li> <li>• Ensure continuous training and development of employees to achieve and promote quality service, improve service processes and resolve customer complaints and escalations</li> </ul>
<b>Communication and Technology</b>	<ul style="list-style-type: none"> <li>• Develop skills of employees providing feedback regarding Agent performance and areas for development</li> <li>• Identify and disseminate good and consistent practise across the team</li> </ul>

<b>Professional skills</b>	<ul style="list-style-type: none"><li>• Create effective working relationships within the team, and with other professionals and agencies</li><li>• To co-ordinate and prepare a training plan/programme on a yearly basis through the collation, maintenance and analysis of the skills matrix and appraisals</li><li>• To identify, organise and where appropriate design in-house courses to meet the training objectives of the Contact Centre. Continually review and evaluate the effectiveness of such courses, implementing appropriate changes to ensure that identified skills gaps are addressed</li><li>• Administering and commissioning training courses to be run in-house by external trainers</li><li>• Ensure compliance with all Investors in People indicators. Maintain and improve existing systems in accordance with the principles of Investors in People</li><li>• Create positive work environment that fosters team performance through own work and behaviour</li><li>• Manage yourself</li><li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li><li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li><li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li></ul>
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**DEPARTMENT:**

**JOB TITLE:** Team Leader

**POST NO:**

**SALARY GRADE:** Grade 9

**RESPONSIBLE TO:** Contact Centre Manager

**RESPONSIBLE FOR:** Call Agents

**LOCATION:** Speke House, St Ives

**HOURS:** Full and part-time vacancies (full-time 37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

- To assist in the management of the Contact Centre, through managing staff performance, developing individuals and teams and liaising with other Departments and partners.
- To provide expert support in defined activities to Contact Centre staff and first escalation point for customer issues and complaint.

Key Areas of Responsibility	Key Requirements
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Act as the point of expert support, feedback and guidance for all Agents within the assigned team</li> <li>• Assess risk and eligibility against criteria with all Agents in the team</li> <li>• Proactively share knowledge and experiences with all Agents in the team</li> <li>• Ensure that quality standards are achieved</li> <li>• Ensure contact monitoring to achieve and promote quality service, improve service processes and resolve customer complaints and escalations</li> </ul>
<b>Communication and Technology</b>	<ul style="list-style-type: none"> <li>• Develop skills of Agents on a day to day basis, providing feedback regarding Agent performance and areas for development</li> <li>• Identify and disseminate good and consistent practice across the team</li> <li>• Contribute to improvements to contact handling activities</li> <li>• Carry out all contact centre duties related to delivery of Huntingdonshire District Council's services using relevant ICT systems effectively to develop and maintain records, files and statistical information</li> <li>• Design and produce spreadsheets</li> </ul>

<p><b>Professional skills</b></p>	<ul style="list-style-type: none"> <li>• Create effective working relationships within the team, and with other professionals and agencies</li> <li>• Lead contact handling team and individuals to meet their Key Performance Indicators</li> <li>• Contribute to the selection of contact handling personnel</li> <li>• Create positive work environment that fosters team performance through own work and behaviour</li> <li>• Monitor, analyse and maintain performance and an effective working environment</li> <li>• Ensure that performance metrics are achieved, and provide performance statistics to Contact Centre Manager</li> <li>• Provide coaching and mentoring</li> <li>• Conduct performance reviews and assist individuals in drafting and pursuing their personal development plans</li> <li>• Maintain regular communications with team and pursue and communicate continuous improvement initiatives</li> <li>• Identify trends and service expectations</li> <li>• Assist in the development of workflows and procedures and plans, direct, supervise and evaluate Agents workflow</li> <li>• Manage information for action – assess and prioritise risk, ensuring appropriate action and follow up</li> <li>• Support the efficient use of resource</li> <li>• Communicate staffing needs and forecasting/scheduling issues to the Contact Centre Manager</li> <li>• Develop and maintain team activity schedules, maintain adequate staffing levels at all times to meet demand and ensure efficient handover</li> <li>• Manage yourself</li> <li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li> <li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li> <li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li> <li>• Collate data to inform Government returns</li> </ul>
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**PERSON SPECIFICATION**

**Team Leader  
Directorate**

**Post no.**

<i>Applicants should be able to demonstrate their ability to meet the following requirements:</i>	<b>Essential</b>	<b>Desirable</b>
<p><b>Qualifications</b></p> <p>GCSE English GCSE Maths</p> <p><b>Experience</b></p> <p>Minimum of four year's office experience</p> <p>2 years' experience in a customer facing role, preferably gained in an advice giving/guidance environment</p> <p>2 years' experience of managing employees</p> <p>Basic knowledge of health and safety, data protection principles and employment legislation</p> <p>Experience in a public sector, preferably local authority, organisation Call/Contact Centre qualifications or training</p> <p><b>Skills and Attributes</b></p> <p>Good report-writing, verbal communication skills and attention to detail</p> <p>Imagination and the ability to innovate and motivate others</p> <p>Organisational skills and ability to meet deadlines</p> <p>Flexibility to adapt to changing work requirements</p> <p>Familiarity with use of internet and word processing software</p> <p>Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner</p>	<p>✓ ✓</p> <p>✓ ✓ ✓ ✓</p> <p>✓ ✓</p> <p>✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓</p>

**DEPARTMENT:**

**JOB TITLE:** Customer Contact Agent

**POST NO:**

**SALARY GRADE:** Grade 12

**RESPONSIBLE TO:** Team Leader or Contact Centre Manager

**RESPONSIBLE FOR:** No employees

**LOCATION:** Speke House, St Ives

**HOURS:** Full and part-time vacancies (full-time 37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

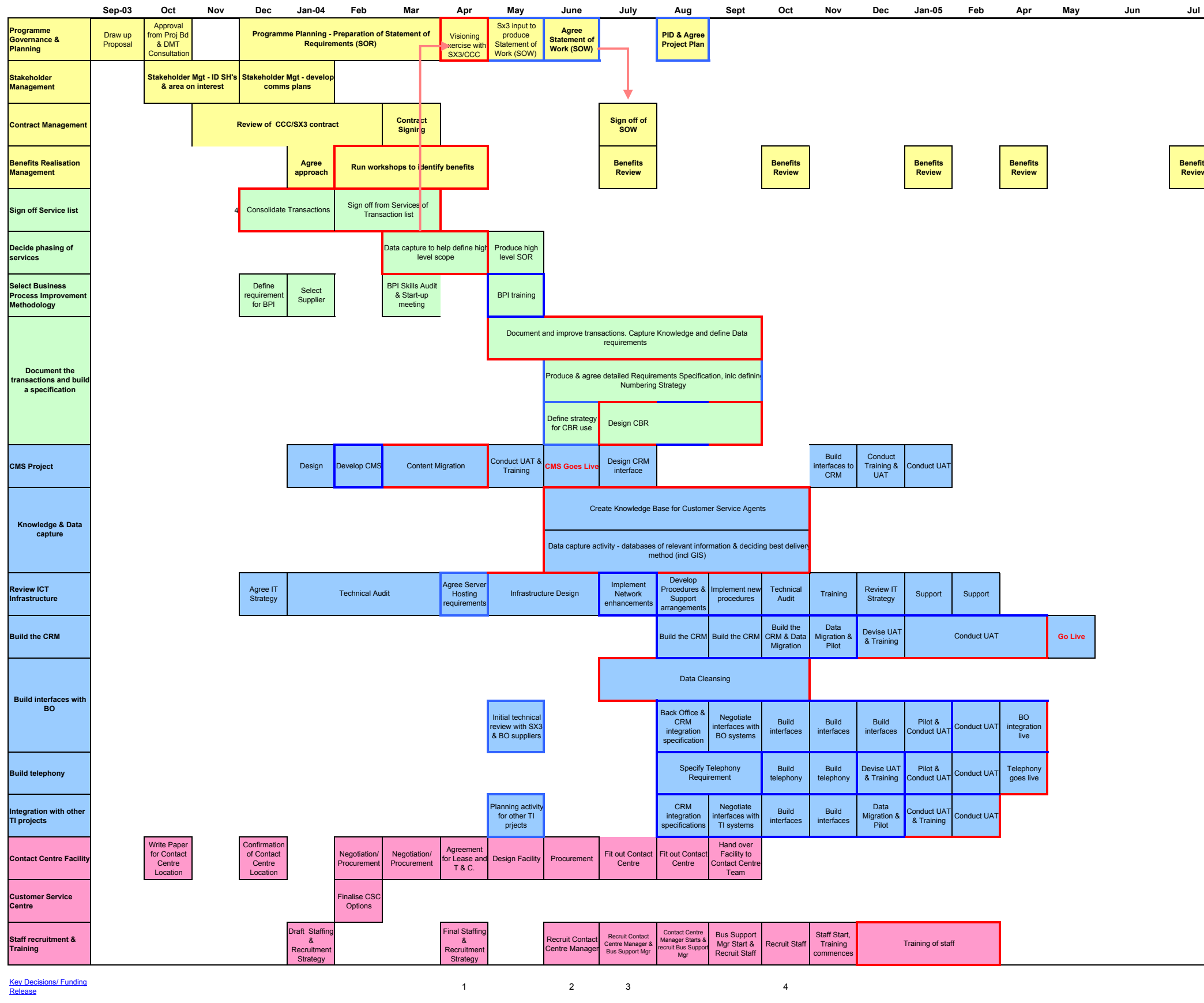
- To act as first point of contact for customer access to public services offered through the Contact Centre, fulfil routine and complex requests, respond to enquiries, perform routine and complex transactions and customer care activities.

Key Areas of Responsibility	Key Requirements
Customer Service	<ul style="list-style-type: none"> <li>• Commission and ensure provision of services for customers via telecommunications</li> <li>• Identify needs and solve problems for customers, managing challenging behaviour and hostility</li> <li>• Research and supply information</li> <li>• Take steps to ensure that customer rights are safeguarded, including risk assessment and consulting others</li> <li>• Develop and maintain positive and supportive relationships with customers</li> <li>• Respond to routine and more complex queries across a broad range of services, which may involve the application of law and policy, demonstrating due attention to customer care and a professional approach at all times</li> <li>• Contribute to improvements in call and contact handling activities, systems and content</li> <li>• Contribute to the handling of incidents and resources</li> <li>• Manage all contacts in terms of time spent on resolution, customer expectations and fulfilment</li> <li>• Maintain procedures and codes of working practice that promote and enhance a comprehensive quality approach to service delivery</li> <li>• Log comments, compliments and complaints in accordance with procedure</li> </ul>

<p><b>Communication and Technology</b></p>	<ul style="list-style-type: none"> <li>• Report to Team Leaders discrepancies in the information systems or where additional information or advice is needed</li> <li>• Provide specialist assistance using telecommunications</li> <li>• Design and produce documents using word processing software</li> <li>• Design and produce spreadsheets</li> <li>• Use and maintain appropriate computer based information systems and customer relationship management databases</li> <li>• Process and authorise transactions using telecommunications</li> <li>• Identify quickly where on-line advice is not readily available and re-direct customers appropriately</li> <li>• Carry out all contact centre duties related to delivery of Huntingdonshire District Council's services using relevant ICT systems effectively to develop and maintain records, files and statistical information, including service shortfall</li> <li>• Maintain strict confidentiality at all times and adhere to Data Protection legislation and service guidelines on the use of data</li> </ul>
<p><b>Professional skills</b></p>	<ul style="list-style-type: none"> <li>• Work as flexibly as possible and undertake any other duties and responsibilities within the grade of the post</li> <li>• Develop and maintain a safe working environment</li> <li>• Participate in performance appraisal and personal and workforce development</li> <li>• Manage your work load yourself</li> <li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li> <li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li> <li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li> <li>• Collate data to inform Government returns</li> </ul>



# Customer First Programme - Phase 1



Key Decisions/ Funding Release

1

2

3

4

Other issues yet to be included	Transactional Website,	Culture Issues & Change Management	Contact Strategy	Marketing of service
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Key:

- Denotes significant service input
- Denotes significant supplier input
- Transaction Delivery
- Technical Infrastructure
- People and Facilities
- Programme Level





### **3. Salary**

Your post is in grade number ? based on the Huntingdonshire District Council job evaluation scheme and local grades as adopted by the Council and your commencing salary is £???? per annum. The grade salary range is from £???? to £. You will be paid on the 15th of each month in twelve equal monthly payments by credit transfer.

The grade salary value will be reviewed each year by the Council with any change being effected on 1st April. Your personal position in the grade will be reviewed having regard to an annual appraisal of your performance against key performance indicators agreed between you and your Chief Officer.

### **4. Continuous Employment**

Your period of continuous service for statutory rights dates from the commencement of employment with this Authority.

If you have previous continuous service with an organisation covered by the Redundancy Payments (Local Government)(Modification) Orders (which covers local authorities and related bodies) this will be included in calculating your entitlement to:

- a redundancy payment
- annual leave
- sickness allowance
- notice period

with exception of redundancy entitlement, the above will also apply if, prior to joining the Council, you were made redundant from an organisation covered by the above Orders within the last 2 years, or if you left such an organisation for maternity reasons within the last 8 years and have not been in permanent full-time paid employment since. The 8 year time limit does not apply in the latter circumstances for the calculation of annual leave entitlement.

### **5. Hours of Work**

Your normal working week is one of ?? hours from Monday to Saturday. Normal office hours are 8.00am to 8.00pm Monday to Saturday. The Council operates a scheme of flexible working hours which allows an officer some discretion in arranging working time.

### **6. Leave Entitlement**

The annual leave period is from the 1st April to 31st March and the leave entitlement is twenty one working days relating to a five day week. In addition to this there are 8 public and 3 extra statutory days. The leave entitlement is increased by six working days in the case of officers, who, immediately prior to the commencement of the leave year, have had not less than five years' continuous service under one or more local authority. Those employees starting or leaving employment during the year are entitled to leave proportionate to the number of completed months service during the year. Employees leaving the authority are not entitled to pay in lieu of any untaken leave. You will be paid at your full basic rate for all authorised absence on annual leave.

### **7. Notice**

You may terminate your employment by giving ??? months notice in writing. You will be entitled to receive the period of notice as set out below from the Authority.

Periods of Continuous Employment

- One month or more, but less than two years
- Two years or more, but less than twelve years
  
- Twelve years or more

Minimum Notice

- One week
- One week for every year of continuous employment
- Not less than twelve weeks notice

## **8. Sickness Absence**

Subject to certain provisions set out in full in the conditions of service, an officer absent from duty owing to illness (which term is deemed to include injury or other disability), shall be entitled to receive an allowance in accordance with the following scales:

during 1st year of service	1 month's full pay and (after completing 4 months service) 2 months' half pay
during 2nd year of service	2 months' full pay and 2 months' half pay
during 3rd year of service	4 months' full pay and 4 months' half pay
during 4th and 5th year of service	5 months' full pay and 5 months' half pay
after 5 years service	6 months' full pay and 6 months' half pay

The procedure to be followed when sick is set out on an enclosed leaflet.

An employee who is absent as the result of an accident shall not be entitled to an allowance if damages may be recoverable from a third party in respect of such accident. In this event, the Council may, having regard to the circumstances of the case, advance to the employee a sum not exceeding the sickness allowance provided under this scheme, subject to the employee undertaking to refund to the Council the total amount of such allowances or the proportion thereof represented in the amount of damages received. Any period of absences in such a case where a refund of the monies advanced is made in full, shall not be recorded for the purposes of this scheme. Whereas however, a refund is made in part only, the authority may at its discretion decide to what extent, if any, the period of absence may be so recorded.

## **9. Membership of Union**

The Authority, as your employer, supports the system of collective bargaining in every way and believes in the principle of solving industrial relations problems by discussion and agreement. For practical purposes, this can only be conducted by representatives of the employers and of the employees. If collective bargaining of this kind is to continue and improve for the benefits of both, it is essential that the employees be fully represented. You have the right to join a trade union and to take part in its activities. Details of the specified trade unions on the appropriate negotiating body are available for you to refer to at the office of the Head of Personnel Services.

## **10. Pensions**

Cambridgeshire County Council administers a pension scheme, the Local Government Pension Scheme, on behalf of this Authority's employees.

Subject to an upper age limit of 65, membership of the scheme is open to any employee and the following rules will apply:

- (i) If you are a newly appointed employee (other than a casual employee) you will automatically become a member of the Scheme (although you have the right to opt not to become a member). A booklet about the Scheme has already been sent to you with your letter of appointment.
- (ii) If you are a current employee who already contributes to the Scheme membership will continue. You may, if you wish, opt not to continue membership of the Scheme.
- (iii) If you are a current employee but do not presently contribute to the Scheme you may opt to be a member. A booklet about the Scheme together with an option form is available from the Personnel Section.
- (iv) For the purposes of the Pension Scheme, you are classified as a whole time/part-time employee.

**11. Disciplinary Procedure**

I enclose a copy of the Authority's disciplinary rules applying to you, together with the procedure that will be followed at local hearings on appeals against dismissals or other disciplinary action taken under these rules.

**12. Grievance Procedure**

If you have a grievance relating to your employment, you should refer to the procedure set out in the attached document.

**13. Maternity/Paternity Rights**

Your rights to maternity/paternity leave and pay, where appropriate, may be obtained from the office of the Head of Personnel Services.

**14. Safety Policy**

A copy of the District Council's Statement of Safety Policy is attached.

**P Duerden**  
**Head of Personnel Services**  
**Central Services Directorate**

Signature .....Date .....

## **Appendix 4 – NVQ Training information**

### **Level 2 NVQ in Call Handling Operations NVQ Units Of Competence**

What are the NVQ units of competence?

The national occupational standards that apply to Call Handling Operations at Level 2 are contained in a group of fifteen units. Each unit covers a particular call handling activity:

To achieve the full NVQ, candidates must complete the **3** mandatory units plus **3** optional units, a total of **6** units.

#### **Mandatory units**

Contribute to developing and maintaining positive caller relationships  
Contribute to an effective and safe working environment  
Contribute to improving the quality of service provision

#### **Optional units**

Address the needs of callers  
Make arrangements on behalf of callers  
Authorise transactions using telecommunications  
Generate sales leads for follow-up calls  
Offer products/services over the telephone  
Undertake telephone research  
Enter and retrieve information using a computer system  
Communicate information using e-mail facilities  
Process telephone calls  
Provide information and documentation to meet requirements  
Contribute to the handling of incidents and resources  
Remotely provide, modify or cease telecommunications service

### **Level 3 NVQ in Call Handling Operations NVQ Units Of Competence**

The national occupational standards that apply to Call Handling Operations at Level 3 are contained in a group of thirteen units. To achieve the full NVQ, candidates must complete the 4 mandatory units plus 4 optional units, a total of 8 units. Each unit covers a particular call handling activity:

#### **Mandatory units**

Contribute to developing and maintaining positive caller relationships  
Solve problems for telephone callers  
Develop and maintain an effective and safe working environment  
Manage yourself

#### **Optional units**

Develop and maintain supportive relationships with telephone callers  
Provide specialist assistance using telecommunications  
Offer products/services over the telephone  
Design and produce documents using word processing software  
Design and produce spreadsheets  
Research and supply information  
Contribute to the handling of incidents and resources  
Contribute to improvements to call handling activities  
Facilitate learning through demonstration and instruction

## **Appendix 4 – NVQ Training information**

### **Level 2 NVQ in Customer Service NVQ Units Of Competence**

The national occupational standards that apply to Customer Service at Level 2 are contained in a group of eight units. To achieve the full NVQ, candidates must complete the 4 mandatory units plus 1 optional unit, a total of 5 units. Each unit covers a particular customer service activity:

#### **Mandatory units**

- Give customers a positive impression of yourself and your organisation
- Deliver reliable customer service
- Develop customer relationships
- Resolve customer service problems

#### **Optional units**

- Support customer service improvements
- Develop personal performance through delivering customer service
- Promote additional products or services to customers
- Process customer service information

### **Level 3 NVQ in Customer Service NVQ Units Of Competence**

The national occupational standards that apply to Customer Service at Level 3 are contained in a group of eight units. To achieve the full NVQ, candidates must complete the 5 mandatory units plus 1 optional unit, a total of 6 units. Each unit covers a particular customer service activity:

#### **Mandatory units**

- Organise, deliver and maintain reliable customer service
- Improve the customer relationship
- Work with others to improve customer service
- Monitor and solve customer service problems
- Promote continuous improvement

#### **Optional units**

- Develop your own and others' customer service skills
- Organise and promote products or services to customers
- Lead the work of teams and individuals to improve customer service

## **Statement of Guiding Principles**

### **Job descriptions/Person Specifications**

Any revisions to job descriptions/person specifications at Head of Service and Activity Manager levels shall be undertaken by relevant Directors in consultation with the Head of Personnel Services.

### **Job Evaluations**

All new posts and those posts, which will be subject to substantial change, will be evaluated.

The Head of Personnel Services, after consultation with the relevant Head of Service, will advise Directors on those posts which in his view will be subject only to minor change and as such will not require a re-evaluation.

There will be no review of local salary grades as part of this exercise.

### **Early Retirement**

The appropriate Directors together with the Head of Personnel Services will prepare two lists of posts indicating those which are likely to change materially and those which are not and will seek registrations of interest (subject to appropriate safeguards) from employees who might wish to consider terms for early severance. There will be no commitment given by either side to early retirement, however, at this stage.

### **Ongoing Consultation**

The Head of Personnel Services will throughout the exercise continue to consult with ELAG representatives as necessary and will arrange for briefing updates to be communicated to employees.

### **Contractual Matters**

Notices of termination of contract will not be served at the beginning of the process, and thereafter will only be given as a last resort .

Job offers on new contracts will only be issued in respect of appointments to posts where there is a material change in the job description.

The effective starting date for appointments to posts in new structures will be left to the discretion of individual Directors as appropriate.

### **Ring Fencing**

Ring fencing arrangements will have regard to the skills, expertise and qualifications required for posts in new structures and will be restricted to two grades or one level of seniority either side of the post in question whichever is the greater.

## **Appendix 5 - Guiding principles (Already adopted by Employment Panel)**

### **Recruitment and Selection Process**

Recruitment to new posts will take place on a phased basis, having regard to the requirement to maintain the Council's services overall. The timing of the phases of recruitment will remain flexible.

The recognised process of competition, whether ring-fenced or otherwise, will fill all new posts, and there will be no slotting-in arrangements. Where appropriate, posts will be advertised initially within a ring fence: thereafter they will be advertised internally to other District Council employees and/or externally.

The appropriate Director, after consultation with the Head of Personnel Services, will be authorised to approve shortlists of candidates for posts on Grade 6 and below.

Appointing Panels/Officers will have appropriate regard to the security of employment enjoyed by existing post holders whose jobs are unlikely to change materially as a result of the new structures. The Head of Personnel Services will co-ordinate the process of recruitment in its entirety.

### **Appointments**

Salaries and conditions of employment will remain unchanged where employees are appointed to posts on the same grade in the new structures.

### **Protections**

In appropriate cases, protection of salary and other conditions of service will be available for a period of 18 months.

Protected salaries will be subject to annual salary review, but will not attract increments for performance during the period of protection if an employee's salary is higher than the maximum point of the grade of his/her new post.

Existing personal protections of terms and conditions of service enjoyed by certain members of staff will continue to apply.

### **Displaced Employees**

Redundancy payments and early retirement terms will be available to qualifying staff in accordance with the Council's existing policies.

Early retirement compensation for any staff under the age of 50 will be considered as and when any cases emerged. Consideration will be given to providing "outplacement" facilities either from in-house training or, in appropriate cases by using the services of an outplacement agency.

The principle of establishing supernumerary posts will not be supported.

### **Performance Appraisals**

Appraisals will proceed as normal.

**STAFFING, RECRUITMENT & RETENTION STRATEGY**

**Appendix 6 Customer Service Centre**

The Customer Service Centre is not covered in this strategy. Due to the uncertainty over the future plans for the Service Centre and also the different staffing requirements, the People and Facilities Project will produce a strategy for this facility at a later stage. It is clear though that a high number of existing staff in customer service roles are likely to have the skills suited to this environment. Therefore the emphasis on future strategy may well focus on internal recruitment.

**Appendix 7 Examples of Job Descriptions from Other Local Authorities**

[Job Descriptions](#) – Available on request

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**STAFFING, RECRUITMENT & RETENTION STRATEGY****Appendix 8 Policies and Procedures Summary**

**Dignity at Work** - All employees have the right to work in an environment that is safe and to be protected from all forms of abuse, violence and harassment. Huntingdonshire District Council is committed to ensuring all employees are treated with dignity and respect

**Employee Code of Conduct** – the purpose of this Code is to lay down guidelines which will maintain and improve standards and help to protect employees from misunderstanding or criticism. The Code applies to all employees of the District Council.

**Whistle blowing** - the Council encourages its employees to raise genuine concerns about the actions or behaviour of other employees, including managers, without fear of reprisal.

**Equality Strategy** – the Council is an equal opportunities employer. Employees must participate in any mandatory Equal Opportunities training as requested and ensure that they facilitate service delivery to all service users, fairly and without discrimination.

**Flexible Working Policy** - Flexible working enables employees to have a greater degree of control over the pattern of their working hours. Wherever the service allows, all employees should be given the opportunity of flexitime working. In adopting this framework, it is recognised that the service to the public and all our customers and the general level of efficiency is paramount

**First Contact leaflet** - Huntingdonshire District Council places a high value on the physical and mental health of its employees and, as part of their stress management policy, provides alternatives for staff who feel in need of support in times of difficulty

**Counselling services** - Certain employees may need some form of counselling during their life. Depending on the circumstances, this can be provided by line managers, personnel officers or through an external counselling service.

**Health and Safety**

The Council is committed to promoting good health and safe working among its employees. All employees have a duty to:

Take reasonable care not risk injury, or cause danger, to themselves or others; and comply with local safety codes and procedures; and participate in any mandatory health and safety training required for their job.

**No Smoking Policy** – the Council operates a no smoking policy.

**Working Hours** – Employees must observe the Council's policy on working time and declare any other paid/unpaid work to their line manager. Employees

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

paid above Grade 9 must not engage in any other business or take up any other appointment without the express consent of the Council.

**Data Protection** – the Council will ensure that employees’ personal information is held in accordance with the Council’s Data Protection Registration and employees are required to ensure that this information is kept up to date and accurate, by informing the Council of any changes to your personal details. You must ensure that all information, to which you have access as part of your job, is treated as confidential.

Huntingdonshire District Council is registered with the Data Protection Act 1998 for the purpose of processing personal data in the performance of its legitimate business. Any information held by the Council will be processed in compliance with the principles set out in the Act.

The Council must protect the public funds it holds so any information you have provided on this form the Council may use to prevent and detect fraud. The information may be shared, for the same purpose, with other organisations which handle public funds. A full copy of our policy is enclosed.

**Confidentiality/Fidelity** – the relationship between the Council and employees is founded on trust. Any breach of this trust i.e. unauthorised disclosure to a third party of any confidential information, will result in disciplinary action being taken.

**Performance Appraisal** – the Council’s policy is that all employees will participate in regular supervision and in an annual performance appraisal. Through this process training and development needs will be identified.

**Training & Development** – The Council has Investor in People status and is committed to training and development. All employees will go through formal induction in accordance with our procedures. Employees are expected to attend both mandatory training and that identified as necessary by their line manager. Employees are encouraged to take responsibility, with the Council, for their own development.<sup>9</sup> Induction Plan

**STAFFING, RECRUITMENT & RETENTION STRATEGY****Appendix 9 Suggested Outline Induction Training Plan****Suggested Outline Induction Training Plan**

- Corporate Induction - Aims and structure of the organisation and the role and purpose of the Contact Centre
- Customer service techniques
- Corporate Health & Safety Induction (Plus specific Health and Safety training to include, Personal Safety, Risk Assessments, VDU Assessments, Fire & Bomb training).
- Call Handling skills
- IT systems (CRM, Email, Telephony, Internet and Back office systems as required)
- Team building
- Appraisal training for Line managers
- Organisational policies and procedures
- Equal Opportunities training
- Product training – linked to service delivery including obtaining knowledge of the particular service(s) processes and key contacts.
- Communication skills
- Values and behaviours for all employees
- Stress Management (One day for all employees, Two days for line manager)

First Aid (2-3 nominated officers)

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