|  |  |  |  |
| --- | --- | --- | --- |
| **ROLE Title:** | **Team Manager** | **Date:** | **October 2023** |
| **ROLE Code:** | **Grade C (Transition from Band 6 from 2023 onwards)** | **Business Unit:** | **Consumer** |
| **Job Family:** | **Sales Operations/SME** |  |  |
| **Role** | **Need to Do** | **Need To Know** | **Need to Be** |
| **Role Purpose:**  To lead a team of multi skilled specialists across inbound and outbound channels within a high pressured Sales Contact Centre to achieve exceptional levels of performance and behaviours.  Coach and develop leadership qualities in contact centre agents and Seniors and share best practice with peers and Senior Managers to drive continuous improvement and performance excellence across the whole contact centre.  **Role Dimension:**  **Financial:**  Accountable for achieving key individual and team KPIs through effective leadership and motivation of the team. Contribution to the achievement commercial targets: • Budget of c£10m  • Revenue target of c£200m  • Contact with c1m members per year.  Responsibility to meet all operational standards for quality and compliance, as set by the business.  **Non-Financial:**  Lead a team of between 12-15FTE contact centre colleagues to meet operational targets.  Working hours will be shifts that cover opening hours of centre including weekends, evenings and bank holidays. Act as a deputy for your peers and Contact Centre management team as required.  **Reports to:**  Head of Renewal & Retention  **Relationships:**  **Internal:**  Build strong relationships with all internal support functions including: Real Time; QA; Planning & Forecasting; Adherence Manager; Training and HR  **External:**  RAC Customers | **Key Deliverables:**   * To deliver Exceptional Service to our customers through up to date regulatory compliance and knowledge including but not limited to FCA, IDD and GDPR, ensuring we have the customer at the heart of everything we do. * To implement operational standards in line with RAC values and ensure the effective management of individuals performance to meet and exceed commercial objectives, budgets and standards of quality for customer service and compliance.   **Regulatory:**   * In scope of IDD - Ensure personal, team and departmental completion of annual regulatory Essential Learning, Insurance Distribution Directive CPD and ongoing training & development required to fulfil the requirements of the role and ensure clarity and knowledge of personal responsibility to demonstrate compliance. * Ensure products are sold in a compliant manner, that we treat our customers fairly in all our activities, are adhering to any regulatory requirements, taking action to deliver a right first time experience for members. Ensure appropriate action is taken for any team member not achieving this and ensure regulatory feedback is actioned in a timely manner ensuring potential detriment is minimal and mitigated. * Review and act on quality feedback from the QA team to identify trends and address risk areas with their teams and with individuals. Complete the required number of quality monitoring calls to support ongoing compliance. * Identify opportunities to improve the service to customers (quality of conversation, customer journey and experience)   **KPI’s:**   * Achievement of Key Performance Indicators for acquiring and retaining customers through adherence to Perfect Call metrics in line with contact centre targets. * Ensuring that individuals are supported to be effective on calls to ensure that AHT targets are achieved, without detriment to performance or customer experience. * Handling calls efficiently and compliantly when the Contact Centre is experiencing high call volumes, being a role model to team * To achieve the budget for acquiring and retaining members, and revenue and margin (conversion, ARPU and discounting) for both the teams and for the department overall. * To implement standards of operational performance and support the department achieving the operational cost budget * Inspire and influence key stakeholders to grow revenue by sharing ideas and suggestions for business improvement. Support and deliver continuous improvement procedures/projects across the Contact Centre as directed by Manager.   **Typical KPIs (subject to change in line with business need and operational targets):**  • Call abandonment rate <3% - all lines  • Average Handling Time to budget – all lines  • Average Time to Answer to budget – all lines  • Leavers Rate 11% / discount less than 20%  • Absence < 7%  • Attrition <10%  • Achievement of Quality and compliance gateways  **People Focus:**   * Inspire, coach and motivate colleagues to ensure they are engaged with RAC values and put the customer at the heart of everything they do. * Utilise operating rhythm to ensure time spent effectively, devoting majority to driving a performance coaching. Communicate effectively to deliver clear and consistent messages supporting delivery of business plans/KPIs * Set a high support, high expectation culture within your team and department, leading by example and managing standards. Challenge individuals to be the best and achieve exceptional levels of performance, developing your teams to deliver performance improvements against the agreed commercial, customer and quality standards. * Ensure all colleagues have regular performance reviews and 121s, managing any decline in performance, identifying gaps and training needs to effectively motivate, support and drive performance. * Promote a positive attendance culture and manage cases of absence and lateness according to RAC HR policies to achieve attendance targets and ensure the contact centre meets its required resourcing levels. * Implement HR policies and procedures as necessary, including performance capability and conduct, ensuring that all employment relations and performance cases within your team and across the Centre are handled with skill and pragmatism. * Manage the retention of your team to ensure we retain the right skills and performance to support achieving the business’s attrition target and retention of talent. Support in the recruitment of new colleagues. * Achieve positive benchmark scores for employee engagement surveys, taking proactive action to improve team engagement. | **Skills/Knowledge/Experience:**   * A real desire to the best and offer market leading service to our customers. * Proven success working within a Sales Contact Centre environment, within a fast paced, high volume/profile consumer services brand. * Demonstrable experience of achieving and exceeding key contact centre KPIs over a sustained period * Experience of leading teams in a multi-functional Contact Centre across both inbound and outbound to achieve business performance targets across a multi-product portfolio and metrics. * Proven track record of coaching and developing individuals to drive performance improvements across a range of business and people metrics. A strong people leader with the ability to adapt your coaching or management style to individuals to get the best results from your team. * Experience of developing people through different engagement initiatives to deliver stretching objectives. * Ability to communicate effectively with all levels of stakeholders. * Proven successful coach with a broad knowledge of coaching techniques and styles to increase sales and service performance   **Qualifications/FCA:**  Good working knowledge of regulatory and compliance procedures.  Customer Service or Team Management qualification desirable. | **Core Competencies:**  Achievement Drive (L3)  Commercial Awareness (L3)  Customer Focus (L3)  Developing Self and Others(L3)  Interpersonal & Influencing(L3)  Leadership (L3)  Team Working(L3)  **Need to exhibit behaviours consistent with RAC core values:**   * **H**andle it Together – We work as one team; showing trust, respect, fairness and integrity * **E**xceptional Service – we deliver excellent results and service, every time * **R**aise the Bar – We always look for new ways to be even better * Own It – We are empowered to take action   Bring to life the RAC values in everything you do and take responsibility and accountability for your own standards of performance and attendance.  Based in Manchester but able to travel and work across various locations, particularly Bristol and occasionally Bescot. |