



## Job Description

<b>Job Title:</b>	Team Lead	<b>Reports to:</b>	
<b>Unit:</b>	Contact Centre	<b>Department:</b>	Customer Experience
<b>Grade:</b>	Band 4	<b>Date:</b>	
<b>Job holder:</b>		<b>Supervisor:</b>	
<b>Signature:</b>		<b>Signature:</b>	

### Job Purpose Statement

Deliver exceptional performance by leading the overall performance of the inbound and outbound Customer Contact Centre support. This includes driving excellent customer service, query and incident resolution, using the CRM to track and monitor query resolution TATs and performance reporting, as well as supporting business development across both internal and external customers. Ensure zero customer complaints due to poor service from inbound agents, while managing escalations in a timely manner.

Key Accountabilities (Duties and Responsibilities)		
Perspective	% Weighting (to add up to 100%)	Output
<b>Financial</b>	5%	<ul style="list-style-type: none"><li>Manage the Front and Back Office units to ensure set targets are met and achieved</li><li>Together with the Senior Customer Experience 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>Manage cost within budget</li><li>Ensure nil operation loss</li></ul>
<b>Internal Controls, Processes &amp; Procedures</b>	35%	<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>Back up function for Inbound/outbound units is readily available</li><li>Ownership of SLAs, and productivity matrix for the assigned teams</li><li>Manage Business Continuity Process(BCP)and Risk Control self-assessment (RCSA) for Contact Centre</li><li>Manage general incoming calls into the contact centre</li></ul>

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		<ul style="list-style-type: none"> <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>• Manag contact centre operation, and ensure that all channels of communication are efficiently managed (Social media, emails, telephone lines)</li> <li>• Ensure compliance with regulatory requirements impacting customer experience 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 inbound and outbound 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 as per the consumer protection regulation</li> <li>• <b>Maintain effective communication with customers</b> by managing, translating and ensuring timely release of customer communication requests from business units and countries</li> <li>• <b>Ensuring proper and prompt service delivery</b> through monitoring service Levels 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>• In conjunction with the Senior Customer Experience Manager, 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> </ul>

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		<ul style="list-style-type: none"> <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.</li> <li>• Create reward and recognition initiatives to drive employee engagement at the contact center</li> <li>• Monitor the inbound &amp;Outbound team Schedules to ensure proper resource capacity for both peak and off peak periods.</li> <li>• Monitor random calls to improve quality, minimize errors and track operative performance</li> <li>• <b>Demonstrate appropriate attitudes towards consumers</b> through handling the complex customer complaints or enquiries escalated.</li> <li>• Liaise with contact center team 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> </ul>
<b>Learning and growth</b>	10%	<ul style="list-style-type: none"> <li>• Provide leadership around customer experience by development and coaching of 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> <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>

## Job Dimensions

<b>Reporting Relationships: jobs that report to this position directly and indirectly</b>	
Direct Reports	Contact center team
Indirect Reports	

<b>Stakeholder Management: key stakeholders that the position holder will need to liaise/work with to be successful in this role.</b>	
Internal  All internal departments, units and sections and business regions  • All branch staff	External  • Vendors • Outsources service providers • Regulators • Partners

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<b>Stakeholder Management: key stakeholders that the position holder will need to liaise/work with to be successful in this role.</b>	
• All other Departments • Other bank staff (internal customers)	• External Customers • Other Local Banks
<b>Decision Making Authority /Mandates/Constraints: the decisions the position holder is empowered to make</b> (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>• Team requests – for offs, leave, shift etc</li><li>• Approval on costs within set budgets</li><li>• Discretion on Rotation of Contact Centre staff within the various roles.</li></ul>	
<b>Work cycle and impact: time horizon and nature of impact (Planning)</b> (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></ul>	
<b>Ideal Job Specifications</b>	
Academic: University Degree- Upper Second or GPA 3.0	
Professional: <ul style="list-style-type: none"><li>• Business, and Finance management training</li><li>• Leadership management</li></ul>	
Desired work experience: <ul style="list-style-type: none"><li>• 4 years in Contact Centre operations in medium to large organization.</li><li>• 1 year 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>	
<b>NCBA Bank Core Value Behaviours (Performance Drivers)</b>	

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**DRIVEN:** - We are **passionate**, make **bold decisions** and learn from our failures. We **seek new challenges** and appreciate different views constantly raising the bar. We **explore our full potential**.

**OPEN:** - Our interactions are **candid, honest and transparent**. We listen to each other and our clients. We are inclusive and always **respect each other**.

**RESPONSIVE:** - We are **proactive**, act quickly and resolutely to **deliver results**. We put our **customer's interests at the heart** of all that we do. We keep it simple and seek **new ways to improve**.

**TRUSTED:** - As a trusted partner we do what is **morally right** always. We **keep our word**. We are **accountable** and **believe in each other**.

## 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
<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 BNR, RRA 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.

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<b>Technical Competencies</b>	
<b>Financial Acumen</b>	Has knowledge and tact in achieving financial targets, generating leads, maintaining and retention of customers
<b>Behavioural Competencies</b>	
<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