



## Job Description

*Please note this job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for this job.*

<b>Job title</b>	Director of Customer Service
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### **GENERAL PURPOSE**

Under policy direction, plans, organizes, directs and implements comprehensive customer service strategies and programs supporting call center operations, billing, and meter services; plans, organizes and directs the activities of customer service staff; ensures exceptional customer service and develops and implements comprehensive programs, strategies, and technologies; and performs related duties as assigned.

### **DISTINGUISHING CHARACTERISTICS**

This is a department director classification that oversees, directs, and participates in all activities of the Customer Service Department, including short and long-term planning as well as development and administration of departmental policies, procedures, and services. This class provides assistance to executive management in a variety of administrative, coordinative, analytical, and liaison capacities. Successful performance of the work requires knowledge of public policy, District functions and activities, including the role of the District's Board of Directors, and the ability to develop, oversee, and implement projects and programs in a variety of areas. Responsibilities include coordinating the activities of the department with those of other departments and outside agencies and managing and overseeing the complex and varied functions of the department. The incumbent is accountable for accomplishing departmental planning and operational goals and objectives, and for furthering District goals and objectives within general policy guidelines.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives policy direction from the Deputy General Manager. Exercises direct supervision over managerial, supervisory, professional, technical, and administrative support staff through subordinate levels of supervision.

### **TYPICAL DUTIES AND RESPONSIBILITIES**

*The duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to this position.*

- Plans, organizes, controls, integrates and evaluates the work of staff in the customer service call center, billing, and meter service divisions of the department; with subordinate managers and staff, develops, implements and monitors long-term plans, goals, and objectives focused on achieving the department's mission and assigned priorities; participates in the development of and monitors performance against the department's annual budget; manages and directs the development, implementation and evaluation of plans, policies, systems, and procedures to achieve goals, objectives, and customer service excellence.
- Evaluates the effectiveness of customer service and billing practices, and compares with industry best practices; develops and implements procedural or system changes to enhance processes and/or comply with District or regulatory changes; analyzes performance, conducts studies, develops and presents reports to senior management or the Board; initiates and leads technology and system improvements; develops, maintains and utilizes performance measurements to monitor and ensure efficient and effective operations and levels of service.
- Monitors reports to ensure staffing levels are appropriate to handle customer call volumes; monitors billing reports to ensure District funds are being collected according to expectations; meets with collections agencies periodically to review performance and share best practices on collection campaign improvements; monitors daily reports to ensure performance and service levels are met.
- Ensures timely, accurate, and highly reliable metering and customer billing practices; develops and implements payment strategies and technologies supporting revenue collection and customer convenience.
- Plans and evaluates the performance of assigned staff; establishes performance requirements and personal development targets; regularly monitors performance and provides coaching for performance improvement and development; provides compensation and other rewards to recognize performance; takes disciplinary action, up to and including termination, addresses performance deficiencies, in accordance with the District's personnel rules, policies and labor contract provisions.
- Plans operational capacity and resources consistent with service level expectations; oversees the scheduling of staff to maximize effectiveness.
- Provides and demonstrates highly effective leadership and soft skills in managing a dynamic call center operation; provides effective coaching, mentoring, and leadership supporting the development of staff and performance excellence.
- Responds to complex or sensitive customer concerns by exhibiting strong customer relations skills and knowledge of District policies on services, rates, rules, and regulations.
- Develops responses to customer inquiries and complaints received directly or referred from other departments and resolves problems in a professional and effective fashion.

- Monitors trends and developments in areas of responsibility; recommends and implements policy and procedural changes consistent with new requirements or to address customer problems; directs research and analysis of District and customer needs within areas of responsibility, recommends appropriate actions, and implements programs.
- Develops and maintains disaster preparedness plans for assigned areas of responsibility.
- Ensures staff observe and comply with all District and mandated safety rules, regulations, and protocols.
- Performs related duties as assigned.

Continuous Improvement Related Duties:

- Applies Continuous Improvement principles in the deployment of branch and department business plans, processes and performance measures, ensuring that they align with the District's Strategies and Operational Plans.
- Participates in organizational performance assessments and the system of continuous improvements and effectively integrates and evaluates the linkages between the District's key value creation and support processes and related key performance indices.
- Ensures effectiveness of the business processes undertaken by the division, department, or branch.
- Defines customer service segments being served and establishes processes to obtain feedback to improve performance.
- Develops, maintains, and utilizes departmental performance indicators in making decisions.
- Establishes performance criteria for assigned staff.
- Ensures a thorough understanding of the Strategic Planning Cycle with each individual's responsibility associated with the cycle.
- The incumbent, while exercising his/her authority, shall abide by and promote the District's values and beliefs and adhere to the District's ethics policy.

**REQUIRED QUALIFICATIONS**

Knowledge of:

- Principles and practices of employee supervision, including work planning, assignment review and evaluation, discipline, and the training of staff in work procedures.

- Principles and practices of leadership.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned area of responsibility.
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- Characteristics of the District's customer base; methods, practices and processes for billing, collections and credit; laws and regulations governing collections processes; advanced call center, utility billing, and meter services tools, systems, strategies, and techniques; customer call center and utility billing technologies.
- Workforce management applications, quality tools and technologies; effective business communications; problem solving and analysis; water utility rate design and conservation strategies.
- District personnel rules, policies and labor contract provisions.
- Principles and practices of budgeting, purchasing and maintenance of public records.
- Research methods and analysis techniques.
- District and mandated safety rules, regulations, and protocols.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions and program, project, and task coordination, including computers and software programs relevant to work performed.

Continuous Improvement Based Knowledge:

- The core values, concepts, and framework of continuous improvement criteria, including the principles of management by fact, and organizational and personal learning.
- The means of developing alignment between strategic goals and individual performance standards.
- Practices of process mapping (control).
- Practices of structured problem solving.
- The Strategic Planning Cycle and the various responsibilities within that cycle.

Ability to:

- Select and supervise staff, provide training and development opportunities, ensure work is performed effectively, and evaluate performance in an objective and positive manner.
- Develop and implement goals, objectives, practices, policies, procedures, and work standards.

- Provide administrative and professional leadership and direction for the Customer Service Department and the District.
- Analyze and make sound recommendations on complex management and administrative issues; plan and direct a customer service call center, billing department and meter services operation.
- Understand, interpret, explain, and apply District policy and procedures governing assigned areas of responsibility.
- Present proposals and recommendations clearly and logically in public meetings.
- Represent the District effectively in negotiations.
- Prepare clear, concise and comprehensive correspondence, reports, studies, and other written materials.
- Effectively use computer systems, software applications relevant to work performed, and modern business equipment to perform a variety of work tasks.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Continuous Improvement Based Abilities:

- Develop a systems perspective for managing department operations and its key processes to achieve results.
- Use the seven continuous improvement categories and the core values as building blocks for department operations.
- Define and explain key processes and process requirements within the department.
- Develop and deploy strategic plan elements and key performance measures consistent with District goals.
- Develop and maintain continuous improvement in all areas of operations.
- Develop and monitor performance standards for all divisions within the department.
- Ensure department goals and objectives are aligned with other departments, branches, and the District as a whole.
- Track and monitor department performance.
- Make sound decisions based on departmental performance indicators.

Experience:

*Any combination of experience and education that provides the required knowledge and abilities is qualifying, along with the specific licenses/certifications as outlined below:*

- Ten (10) years of progressively responsible experience in a customer service call center, at least five (5) of which should be in a management capacity.

Education:

- Equivalent to a bachelor's degree from an accredited college or university with major coursework in business administration, or a closely related field.

Licenses/Certifications:

- A valid California driver's license and the ability to maintain insurability under the District's vehicle insurance policy.

**PHYSICAL DEMANDS**

*The physical demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; vision to read printed materials and a computer screen, to operate a motor vehicle and visit various District sites; and hearing and speech to communicate in person and over the telephone. This primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard of calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

**WORK ENVIRONMENT**

*The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

Eastern Municipal Water District  
Job Title: Director of Customer Service  
Last Update: October 2019

This job description has been reviewed and approved by all levels of management in cooperation with the union (if applicable):

<b>Approved by:</b>	<i>Board of Directors</i>
<b>Date adopted:</b>	<i>October 2, 2019</i>
<b>Date modified:</b>	
<b>FLSA determination:</b>	<i>Exempt</i>

**Job Description Acknowledgment**

*I have received, reviewed and fully understand the job description for Director of Customer Service. I further understand that I am responsible for the satisfactory execution of the essential functions described therein, under any and all conditions as described.*

*Employee Name (print):* \_\_\_\_\_ *Date:* \_\_\_\_\_

*Employee Number:* \_\_\_\_\_

*Employee Signature:* \_\_\_\_\_