



City of Philadelphia

Office of the Managing Director

Performance Management Team

3-1-1 Contact Center Director

Overview

This new position will report to the Managing Director and be an integral part of the City of Philadelphia's Performance Management Team. The Performance Management Team is focused on creating and enhancing the managerial capacity of City government to provide efficient, high quality services. Our goal is to make Philadelphia the highest performing government in the nation while adhering to rigorous customer service standards.

Background

Philadelphia does not have a centralized contact center in which citizen complaints and issues are received and processed (by phone, walk-in, etc), nor is customer management relationship software (or other automated tracking systems) usage prevalent. Our goal is to have an operational 3-1-1 system by the end of calendar year 2008 along with an integrated CRM solution. Several related initiatives are moving forward simultaneously, including development of a strategic blueprint, fit out of call center space in City Hall and development of call/contact center staffing strategies.

3-1-1 Contact Center Manager Duties and Responsibilities

The following is a non-exhaustive list of 3-1-1 Contact Center Director duties and responsibilities:

- Responsible for managing and directing all aspects of the 3-1-1 Contact Center, including management of supervisory and subordinate staff.
- Will work with City departments to establish and refine service request routing protocols and will meet regularly with relevant departmental personnel to ensure that the customer relationship management system and its configuration are consistent with current points of contact, business process mapping and work flows, and existing knowledge bases.
- Will generate standardized and ad hoc reports tracking and analyzing internal 3-1-1 Contact Center metrics; additionally, the 3-1-1 Contact Center Director will work to produce analytics and graphics that present 3-1-1 Contact Center data in a format useful to the City's newly created PhillyStat¹ program.
- Create recommended process improvements to relevant departmental personnel based on feedback from inbound call analysis and feedback from citizens.

¹ PhillyStat is a management program based upon similar, successful programs in other cities including CapStat in Washington, DC and CitiStat in Baltimore, Maryland. The basic idea behind PhillyStat is that regular meetings are held involving senior executives and department heads so that "real time" management decisions can be made with all relevant decision makers at the same table.

- Ensure efficient and effective operation of the Contact Center that focuses on important Contact Center metrics and quality assurance goals.

Experience

Applicants should possess the below experience and credentials:

- Completion of a bachelor's degree program at an accredited college or university; a Master's degree in business, government, or related field is preferred but not required.
- Applicants should have at least five years of administrative and managerial experience (experience with budgeting, human resources, policies and procedures, business process mapping, and knowledge base development is preferred) working as a call center manager in a high-volume operation where customer relationship management software was effectively used.
- Experience with customer service by way of a call/contact center in a large urban government is preferred. However, private sector call/contact center professionals are welcome to apply as well.
- Experience in call center start up environment is preferred along with experience integrating multiple existing call centers into a unified system.

Current Call Center Environment

Currently, there are around 480 employees fielding approximately 6.1 million calls annually in over 20 call centers or hotlines. Excluding the volume of the police and fire call center operations, the total non-emergency staffing complement in other agencies is approximately 170 call takers who field 2.6 million calls annually. For some of the smaller operations, dedicated call taking staff are not present; rather call center responsibilities are assumed by a number of employees who dedicate a portion of their time to the function.

Our goal is to consolidate much of the existing call center infrastructure – including non-emergency police and fire calls at some point – into a single 3-1-1 System, including a walk-in citizen contact center at City Hall that will operate 365 days of the year, 24 hours a day.

Please note that when hired, the successful applicant must move to the City of Philadelphia six months after appointment. Those interested should send a cover letter, resume, and salary requirements to:

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