

Manager, Resource Alignment

Role Description (purpose):

- Accountable for matching resource supply to guest demand in all operational areas of the Contact Centre
- Accountable for the end to end resourcing and planning strategy (including data provision within Contact Centre Operations (CCO) ensuring that staff utilisation and service levels are optimised
- Accountable for forecasting, budgeting and monitoring CCO payroll (G&A) spend on a daily, weekly, monthly, quarterly and annual basis
- Drive improvement across CCO to deliver optimum performance delivery on a range of agreed KPIs
- Demonstrate strong leadership to optimise both individual and team performance and output.
- Member of the CCO management team and should demonstrate and promote collaboration across all teams within CCO
- Work across brands and departments leading projects or partner with other department / senior stakeholders to influence and deliver positive, sustainable business change in areas of expertise
- Should use external best practices, emerging trends, technology, brand and strategic requirements, and cross referencing other Carnival Operating lines to define innovative and effective processes for producing and communicating demand resourcing predictions and solutions

RUI: (if updating existing JD)		Grade: CUK07	DBS check required	Not Applicable	
Directorate: (Operating Company where Applicable)	SSO	Reports to:	Director, CCO Telephony		
Function:	CCO	Team:	Planning		
Direct reports :	Job Titles & Level <ul style="list-style-type: none"> • Consultant Planning (Forecasting) – CUK09 • Resource Coordinator (CUK11) 				

Accountabilities

- Design, implement and manage end to end CCO staffing strategies and plans to ensure that all areas meet or exceed service targets while remaining within budget, including strategies to sustain performance through business continuity
- Review analysis of performance metrics and have knowledge of brand requirements through effective key stakeholder management to understand potential areas of improvement to enable recommendations and implement changes for the most effective ways of working
- Have in place effective contact centre planning processes utilising external and internal best practices and emerging trends to define a clear strategy for performance improvement
- Own the implementation of effective processes for the maintenance and utilisation of WFM for resourcing, shift, holiday and activity planning
- Develop solid relationships with key stakeholders across both brands to ensure effective two-way communication is maintained and future brand requirements identified and applied strategically to the resource modelling
- Understands demand driving factors and works with key stakeholders to improve future forecasting to ensure department strategy is achievable
- Lead team through periods of significant and rapid change ensuring that targets are met or exceeded, while improvements are made across CCO
- Based on the direct channel distribution strategy, responsible for designing and delivering an optimal and sustainable CCO resource plan to perform against SLAs and deliver agreed sales targets, based on the guest booking for upcoming promotional periods, provided by the Sales VPs for both brands
- Develop and provide CCO with a robust short, medium and long-term resource forecast, together with a recruitment plan to ensure the contact centre is appropriately staffed to enable consistent customer service levels
- Responsible for ensuring the Guest Facing resourcing and people spend is effectively managed with risks flagged and required actions defined ensuring risks are quickly identified and solutions are implemented so spend remains within budget
- Input into and assist in development of effective resourcing strategies

Health, Environment, Safety, Security (HESS) Responsibilities

- Lead by example by taking care of the health and safety of you and others

- Report all accidents, 'near miss' incidents and work related ill health conditions to your manager/supervisor/team leader
- Follow safety rules and procedures
- Use work equipment, personal protective equipment, substances, and safety devices correctly
- Take part in safety training & risk assessments and suggest ways of reducing risks
- Appoint shore side risk assessment Subject Matter Experts as required to review and approve risk assessments
- Actively promote safe working within your team and encourage safe behaviours
- Demonstrate safety leadership in accordance with our safety leadership behaviours

General Responsibilities

Adheres to Corporate Policies and Procedures, including Code of Conduct, Audit Procedures and any control related responsibility for financial data entered, stored, or reported via business systems within employee's control (list not exhaustive).

To undertake ad hoc duties as required.

Scope:

Problem solving:

- Understand and respond to priorities and impacts, potentially influencing CCO performance due to demands on resourcing, so action is taken in a timely manner to ensure CCO remains with SLA and commercials are not impacted
- Identify and understand reasons for performance levels and enable informed, solution focused decision making for improvement and sustainability
- Understand potential areas of improvement to enable recommendations and implement changes for the most effective ways of working
- Utilising external and internal best practices and emerging trends to support Operational Leaders in defining a clear strategy for performance improvement
- Improve the revenue and service delivery across the contact centre operation through identifying industry best practice design and process to realise improved service and sales delivery

Impact (what impact will the role holder have on the team/ department/ function/ stakeholders):

- Collaborate with the contact centre management team at all levels to create motivated and engaged colleagues
- Lead a team that attracts, retains and develops the capacity, capability and talent to provide for succession and ensure delivery of business objectives
- Set expectations, share best practice and develop leaders and others to ensure that they maximise their performance, meet the required standards, and continuously develop their capabilities and experience
- Work with CCO senior leaders to ensure that resource is fully utilised and any contact demand is effectively covered

Leadership (what level of management is required, ie multiple teams, or small teams) :

- Working with the department VP and other senior leaders, help share the department planning & resourcing strategy to improve the revenue and service delivery across the contact centre operation through identifying industry best practice design and process to realise improved service and sales delivery (this may include sourcing and management of 3rd party providers)
- Work closely with other areas of the business to understand future requirements and develop relevant planning to meet those requirements
- Participate in brand specific meetings to understand future marketing activity and business demands and the resultant impact on volumes and staffing requirements and build a sustainable resourcing plan to meet these requirements
- Support development and improvements within the department e.g. structure reviews, implementing new working practices, implementing sales incentive schemes etc.
- Applying best practise, develop continuous improvement plans and make innovative recommendations based upon employee feedback and customer insight
- Champion change and improvements across the guest experience, drive change and influence future change/projects to support and achieve improvements in the guest experience

Demonstrable Behaviours (what needs to be demonstrated in 'how' to be successful in the role) :

Self Mastery

Is direct, truthful and widely trusted. Reflects on how their approach & behaviour impacts others. Learns from experience, feedback & takes action to continuously improve. Faces difficult issues and provides support and feedback to others to do the same.

Improve & Innovate

Makes progress & remains calm when facing uncertain situations. Seeks to understand both internal and external customer needs to inform actions. Identifies & implements useful ideas that are new, better and enhance guest or people experience. Takes creative ideas then puts them into practice.

Engage & Empower

Invites input & shares ownership and visibility. Seeks to understand different perspectives and cultures. Treats everyone as an individual, safeguards colleagues and teams Wellbeing. Coaches others & creates an environment where people do their best work.

Accountability & Commerciality

Displays a can do attitude in good and bad times. Follows through on commitments. Takes personal responsibility for decisions, actions and failures. Seeks to understand the commercial impact when making decisions.

Inspire & Achieve

Seeks to makes sense of complex situations. Keeps an eye on the future and identifies the impact on team. Communicates with energy and engages the team. Shows a clear connection between company goals and individual’s aspirations & targets.

Knowledge, Experience and Qualifications required:

Qualifications – essential:

Knowledge/ Experience – essential:

- In depth understanding of Call Centre WFM and other technologies
- Experience of working in a management position within a contact centre environment
- Proven background in contact centre planning and intraday management
- Demonstrated ability in scheduling in a multi skill environment
- Functional budgetary management
- Experience of implementing and managing change programs
- PC literacy in Windows, Outlook, MS Office and other associated applications
- Driving through strategic change
- Extensive experience in a contact centre environment and a strong people facing manager
- Ability to influence numerous senior stakeholders and represent the contact centre operation
- Can demonstrate continuous improvement in a fast-paced and changeable environment
- Is customer-centric and can operate at both a tactical and strategic level
- Proven relationship management skills – including negotiation and development skills and strong influencing skills
- Good presentation skills

Qualifications – desirable:

- Degree educated or equivalent preferably in Business Studies, Telecommunications, or Call Centre Management

Knowledge/ Experience – desirable:

- Previous experience within a sales environment (preferably travel/cruise industry)
- Skilled at least one of the following Impact360, Blue Pumpkin, Verint WFM, Avaya WFO

Issue Date:	June 2021	Issued by (name):	Robert Palmer	
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