

POSTING IS REQUIRED

Classification Notice No. 1341

To: Agency Heads and Employees
From: Christopher M.A. Lujan, Interim Director
Date: March 23, 2011
Subject: Proposed Change to the Classification and Pay Plan

The proposed change amends the Classification and Pay Plan by changing the titles of 3-1-1 Customer Service Agent to 311 Customer Service Agent and 3-1-1 Customer Service Specialist to 311 Customer Service Specialist. We are also changing the title and pay grades of 3-1-1 Lead Customer Service Agent (614-S) to Lead Customer Service Agent (615-S), 3-1-1 Operations Support Assistant (612-C) to 311 Operations Assistant (613-A) and 3-1-1 Operations Support Trainer/Analyst (806-A) to 311 Analyst/Trainer (809-A). We are adding the following classes; DHS Customer Service Agent (613-S), Contact Center Operations Manager (809-A) and Contact Center Director (813-A). Lastly, we are abolishing 3-1-1 Customer Service Operations Supervisor (807-S).

Career Service Authority (CSA) conducted a study on the 311 Operations within the City and County of Denver. The 311 Operations was created in 2005 to provide a cohesive front line of customer service to Denver citizens by responding to and resolving non-emergency inquiries regarding city services. The study had three main objectives: 1) to revise and update existing 311 classifications, 2) to create new classifications to account for the addition of the DHS Contact Center, and 3) to conduct a pay analysis to ensure the appropriate pay grades for all classifications used within the 311 Operations.

The following classifications were revised based on data gathered through a series of interviews and observations of 311 staff members: 311 Customer Service Agent, Lead Customer Service Agent, 311 Analyst/Trainer, and 311 Operations Assistant. Over the past six years, the role of 311 in providing customer service for the city has evolved from its original concept. Changes made to the classifications listed above are based on the increased responsibilities 311 staff members have for providing customer service to both Denver citizens and city departments/agencies.

The following classifications were created based on data gathered through a series of interviews and observations of DHS staff members and members of 311 management: DHS Customer Service Agent, Contact Center Operations Manager, and Contact Center Director. The DHS Customer Service Agent is responsible for providing comprehensive customer service, in a contact center environment, by responding to a variety of complex customer requests for information on programs and services offered by the Denver Department of Human Services (DDHS).

The Contact Center Operations Manager was created for members of management at both 311 and DHS contact centers responsible for supervising customer service agents working in a contact center environment while managing continuous improvement initiatives for the operation and supporting customer service initiatives of city department and agencies. In addition, the Contact Center Operations Manager also provides leadership and direction over contact center operations to include conducting long range/short term planning and developing operational policy and performance criteria.

Finally, the Contact Center Director was created for the head of the 311 Operations, who is responsible for directing and managing contact center operations while maintaining relationships with department/agency executives and elected officials to provide technical advice on customer contact opportunities, to ensure the delivery of contact center services, and to develop and recommend alternative business processes in order to continuously improve customer contact within the city.

REVISED CLASS SPECIFICATIONS INCLUDING TITLE CHANGES

<u>Job Code:</u>	<u>Current Classification Title:</u>	<u>Proposed Classification Title</u>
CS2154	3-1-1 Customer Service Agent	311 Customer Service Agent
CS2374	3-1-1 Customer Service Specialist	311 Customer Service Specialist

REVISED CLASS SPECIFICATIONS INCLUDING PAY GRADE AND TITLE CHANGES

<u>Current Job Code</u>	<u>Proposed Job Code</u>	<u>Current Classification Title</u>	<u>Proposed Classification Title</u>
CS2155	CS2155	3-1-1 Lead Customer Service Agent	Lead Customer Service Agent
CC2158	CA2434	3-1-1 Operations Support Assistant	311 Operations Assistant
CA2157	CA2157	3-1-1 Operations Support Trainer/Analyst	311 Analyst/Trainer

Present Pay Grade & Range

614-S (\$33,597 to \$49,038)
 612-C (\$31,573 to \$46,117)
 806-A (\$42,917 to \$68,454)

Proposed Pay Grade& Range

615-S (\$35,124 to \$51,268)
 613-A (\$35,912 to \$52,419)
 809-A (\$52,419 to \$83,640)

NEW CLASSES

<u>Job Code</u>	<u>Classification Title</u>	<u>Pay Grade & Range</u>
CS2435	DHS Customer Service Agent	613-S (\$32,130 to \$46,904)
CA2433	Contact Center Operations Manager	809-A (\$52,419 to \$83,640)
CA2436	Contact Center Director	813-A (\$68,454 to \$109,238)

ABOLISHMENT

<u>Job Code</u>	<u>Classification Title</u>	<u>Pay Grade</u>
CS2156	3-1-1 Customer Service Operations Supervisor	807-S

Per Career Service Rule 7-37 A – “If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting re-allocations shall be the beginning of the first work week following approval by the Board.”

The Career Service Executive Personnel Director shall provide those appointing authorities who are affected with a draft of proposed changes in the plan, and notice shall be posted on appropriate bulletin boards at least thirteen calendar days from the date of this notice.

Public Notice of Changes:

The scheduled time for the public hearing is **Thursday April 7, 2011 5:00 p.m.** in the CSA Board Room, Room 4.F.6, Webb Municipal Building, 201 West Colfax Avenue.

Note: Please submit any questions or comments on this proposal in writing to Bruce Backer bruce.backer@denvergov.org, Career Service Authority, in care of Alena Martinez alena.martinez@denvergov.org by 8:00 a.m. on **Wednesday, April 6, 2011**. Please include a contact name and phone number so that we may respond directly.

If anyone wishes to be heard by the Board on this item, please call Leon Duran leon.duran@denvergov.org at (720) 913-5168 no later than noon on **Tuesday, April 5, 2011**.



Career Service Authority

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311 Analyst/Trainer

GENERAL STATEMENT OF CLASS DUTIES

Performs full performance professional level analytical support for 311 operations by analyzing, evaluating, and maintaining content in the Customer Relationship Management (CRM) module of PeopleSoft; analyzing business processes and recommending improvements; and compiling, analyzing, and maintaining operational and performance metrics. Performs the full training lifecycle for 311 operations, which includes analysis and assessment of training needs and the design, development, and delivery of training curriculum.

DISTINGUISHING CHARACTERISTICS

The 311 Analyst/Trainer is distinguished from the *Agency Trainer*, which performs intermediate level training work by conducting classroom and on-the-job training for employees on the methods, techniques, and procedures associate with their work assignment, develops training curriculum and materials, and evaluates the effectiveness on the training program. While both classes perform training work, the 311 Analyst/Trainer is also responsible for performing analytical support for the 311 operations.

The 311 Analyst/Trainer is also distinguished from the *Management Analyst* series, which performs professional level analytical work researching and analyzing a variety of operational or administrative issues and preparing recommendations or conducting studies and advising management on specific operational or administrative issues. While the 311 Analyst/Trainer performs analytical work that is similar to the work performed by the Management Analyst series, the 311 Analyst/Trainer is also responsible for performing the full training lifecycle.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

By position, performs lead work.

ESSENTIAL DUTIES

Analyzes, evaluates, and maintains content on city services and processes and customer information within the Customer Relationship Management (CRM) module of PeopleSoft; works with information technology staff to ensure the consistency of content between the city's website and the CRM.

Communicates with 311 agency liaisons and 311 staff to identify business needs and opportunities for enhancing the functionality and efficiency of 311 operations and processes.

Analyzes 311 business processes and makes recommendations for changes and improvements to enhance functionality and efficiency; analyzes and evaluates initiatives, identifies training, provides feedback, and develops performance and organizational improvement recommendations.

Evaluates enhanced business processes for potential automation using integrated technology solutions; works with information technology staff to develop or improve integrated technology solutions using the city's website and the CRM.

Plans and participates in the implementation of new or updated integrated technology solutions by providing advice and technical assistance to staff, conducting or managing user acceptance testing, and developing or providing training to users on changes or improvements to technology.

Compiles, analyzes, and maintains performance and operational metrics for 311 staff; creates reports and queries within CRM to provide operational statistics to 311 agency liaisons.

Creates and manages communications on upcoming projects, operational and technical changes to internal staff and other city personnel.

Researches, analyzes, and compiles information on instructional area(s) in order to determine training needs for 311 operations; evaluates and applies appropriate customer service and contact center training approaches to the design and development of curriculum.

Designs, develops, and presents training curriculum on city processes and procedures, customer service, communication, technology, and 311 operational procedures.

Evaluates training programs and prepares reports regarding the effectiveness of training; modifies training programs and materials as needed; and maintains records on student progress.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Reasoning – Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

Attention to Detail – Is thorough when performing work and conscientious about attending to detail.

Decision Making – Makes sound, well-informed, and objective decisions, perceives the impact and implications of decisions, commits to action even in uncertain situations to accomplish goals, and causes change.

Creative Thinking – Uses imagination to develop new insights into situations, applies innovative solutions to problems, and designs new methods where established method and procedures are inapplicable or are unavailable.

Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements, determines short- or long-term goals and strategies to achieve them, coordinates with other organizations or parts of the organization to accomplish goals, and monitors progress and evaluates outcomes.

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Information Management – Identifies a need for and knows where and how to gather information and organizes and maintains information or information management systems.

Technical Competence – Uses knowledge that is acquired through formal training and extensive on-the-job experience to perform one's job, works with, understands, and evaluates technical information related to the job, and advises others on technical issues.

Reading – Understands and interprets written material including technical material, rules, regulations, instructions, reports, charts, graphs, or tables and applies what is learned from written material to specific situations.

Writing – Recognizes or uses correct English grammar, punctuation, and spelling, communicates information in a succinct and organized manner, and produces written information including technical material that is appropriate for the intended audience.

Interpersonal Skills – Shows understanding, courtesy, tact, empathy, and concern, develops and maintains relationships, may deal with people who are difficult, hostile, and/or distressed, relates well to people from varied backgrounds and situations, and is sensitive to individual differences.

Oral Communication - Expresses ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others and facilitates an open exchange of ideas.

Customer Service – Works with customers to assess needs, provide assistance, resolves problems, and satisfy expectations, knows products and services, and is committed to providing quality products and services.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Self-Management – Sets well-defined and realistic personal goals, displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner, works with minimal supervision, is motivated to achieve, and demonstrates responsible behavior.

Flexibility - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions or unexpected obstacles; effectively deals with pressure and ambiguity.

Education and Training – Knowledge of teaching, training, research, making presentations, lecturing, testing, and other instructional methods.

Teaching Others – Helps others learn through formal or informal methods, identifies training needs, provides constructive feedback, coaches others on how to perform tasks, and acts as a mentor.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, and grasping or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Standing: remaining on one's feet in an upright position.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Near Acuity: ability to see clearly at 20 inches or less.

Far Acuity: ability to see clearly at 20 feet or more.

Field of Vision: ability to see peripherally.

Accommodation: ability to adjust vision to bring objects into focus.

Color Vision: ability to distinguish and identify different colors.

Working Environment:

Occasional pressure due to multiple calls or inquiries.
Subject to many interruptions.

Education Requirement:

Bachelor's degree

Experience Requirement:

Three years of professional level experience analyzing business processes and recommending solutions and implementation strategies to include one year of experience assisting with educational or training duties and responsibilities in a structured setting.

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.

Additional appropriate experience may be substituted for the minimum education requirement.

Licensure and/or Certification:

None

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: 12/1/2005

ESTABLISHED BY: Lori Mack

REVISED DATE: xx/xx/2011

REVISED BY: Melissa Fisher

CLASS HISTORY

8/2009: The distinguishing characteristics section and the education requirement were updated. The education/experience equivalency statement was clarified. (PW)

xx/2011: The specification was revised and updated. Changes occurred to the GSD, distinguishing characteristics, essential duties, competencies, and minimum qualifications. (MF)



Career Service Authority

311 Customer Service Agent

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GENERAL STATEMENT OF CLASS DUTIES

Provides comprehensive customer service, in a contact center environment, by responding to a variety of customer requests for information while providing thorough, complex, and accurate information regarding services and procedures in the City and County of Denver.

DISTINGUISHING CHARACTERISTICS

The 311 Customer Service Agent is distinguished from the *Lead Customer Service Agent*, which performs permanently assigned lead work responsibilities in addition to providing comprehensive customer service.

The 311 Customer Service Agent is also distinguished from the *311 Customer Service Specialist*, which, in addition to providing comprehensive customer service by responding to a variety of customer inquiries for information, also performs duties that assist the continuous improvement of 311 Call Center services, maintenance of a high level of customer service, and the further development of 311 Call Center capabilities.

Finally, the 311 Customer Service Agent is distinguished from the *Emergency Communications Operator*, which performs full performance emergency and non-emergency telephone assistance to individuals who are calling Denver 911 for police, emergency medical services, and fire and provides emergency medical dispatch triage and instructions over the phone.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

By assignment, performs some elements of lead work.

ESSENTIAL DUTIES

Assists customers via telephone, email, or online with inquiries or problems related to city procedures and services by asking questions to determine customer needs.

Creates or accesses cases in the Customer Relationship Management (CRM) module of PeopleSoft to enter information on customer inquiries or problems and to provide updates on previously created cases; enters resolutions provided to customers and assigns cases or creates service orders for various partner departments and agencies.

Conducts research, using a variety of city resources, to provide customers with answers to inquiries or problems.

Provides complete and accurate information to customers, which may involve explaining applicable regulations, policies, procedures or standards based on a comprehensive knowledge of city procedures and services.

Acts as a liaison between the customer and department or agency staff by following up on customer requests or complaints and solving problems related to service issues; possesses the authority to resolve discrepancies in city provided services.

Observes and complies with departmental policies and procedures, customer service quality standards and compliance guidelines.

Receives on-going training and updates on changes in the operations of departments and agencies; participates in opportunities to cross train with staff in partner departments and agencies to learn procedures and services.

By position, provides customer service support to partner departments and agencies on an on-going basis, to include support during times of heavy workload or high absences.

Performs other related duties as assigned.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Customer Service - Works and communicates with customers to exceed their expectations and is committed to providing quality service.

Integrity/Honesty - Displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, chooses an ethical course of action, and is trustworthy.

Conscientiousness - Displays a high level of effort and commitment towards performing work and demonstrates responsible behavior.

Interpersonal Skills - Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations.

Reading - Learns from written material by determining the main idea or essential message and recognizes correct English grammar, punctuation, and spelling.

Listening - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations.

Writing - Uses correct English grammar, punctuation, and spelling to communicate thoughts, ideas, information, and messages in writing.

Flexibility - Adapts quickly to changes.

Speaking - Uses correct English grammar to organize and communicate ideas in words that are appropriate to listeners and situations and uses appropriate body language.

Memory - Recalls information that has been presented previously.

Reasoning - Discovers or selects rules, principles, or relationships between facts and other information.

Decision Making - Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Problem Solving – Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Knowledge of standard customer service delivery practices and procedures sufficient to be able to process various types of phone/email contacts associated with customer service duties.

Knowledge of policies, procedures, rules, and laws relative to the specialized area.

Skill in utilizing computer software to accomplish a variety of tasks.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.
Handling: seizing, holding, grasping, or otherwise working with hand(s).
Fingering: picking, pinching, or otherwise working with fingers.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by the ear.
Repetitive motions: making frequent movements with a part of the body.
Eye/hand/foot coordination: performing work through using two or more.
Near Acuity: ability to see clearly at 20 inches or less.
Depth Perception: ability to judge distances and space relationships.
Field of Vision: ability to see peripherally.
Accommodation: ability to adjust vision to bring objects into focus.
Color Vision: ability to distinguish and identify different colors.

Working Environment:

Work involves pressure due to multiple calls and inquiries and is subject to interruption.
Subject to varying and unpredictable situations.
Work is performed while sitting in a confined workspace and requires wearing a headset.
Shift work includes scheduled breaks and lunches.
Shift work may involve varying days off, working holidays and weekends, and may be subject to changing work schedule.

Education Requirement:

Graduation from high school or the possession of a GED Certificate.

Experience Requirement:

Two years customer service experience in a call center environment.

Education/Experience Equivalency:

Two years of experience working in an environment similar to a call center based on the type and volume of phone calls can substitute for the minimum experience requirement.

CLASS DETAIL

FLSA CODE: Non-Exempt

ESTABLISHED DATE: 12/1/2005

ESTABLISHED BY: Lori Mack

REVISED DATE: xx/xx/2011

REVISED BY: Melissa Fisher

CLASS HISTORY:

4/2007 (MP) - Changes were made to the working environment and experience requirement to better reflect the how the work is performed and what experience is needed. An education/ experience equivalency was added.

8/2009 (PW) - The distinguishing characteristics section was updated and the substitution of added work experience for graduation from high school or the possession of a GED Certificate was deleted.

x/2011 (MF) – The specification was revised and updated. Changes occurred to the GSD, distinguishing characteristics, essential duties, and competencies.



Career Service Authority

311 Customer Service Specialist

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GENERAL STATEMENT OF CLASS DUTIES

As well as performing comprehensive customer service duties in a contact center environment by responding to a wide variety of citizen/customer requests for information, performs broader duties that assist the continuous improvement of 311 contact center services, maintenance of a high level of customer service and the further development of 311 contact center capabilities.

DISTINGUISHING CHARACTERISTICS

Both the 311 Customer Service Agent and the 311 Customer Service Specialist provide comprehensive customer service in a contact center environment by responding to citizen/customer requests. However, the 311 Customer Service Specialist is distinguished from the *311 Customer Service Agent* by the performance of additional duties aimed at improving and maintaining the quality, scope and further development of 311 contact center services. These additional duties occupy the majority of the work time of positions classified as 311 Customer Service Specialist.

The 311 Customer Service Specialist is also distinguished from the *Lead Customer Service Agent* class, which performs permanently assigned lead work responsibilities and provides comprehensive customer service, in a contact center environment, by responding to a variety of customer requests for information while providing thorough, complex, and accurate information regarding services and procedures in the City and County of Denver.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

By position, performs leadwork that is not permanently assigned.

ESSENTIAL DUTIES

Performs comprehensive customer service duties in a contact center environment as described in the 311 Customer Service Agent class specification.

For the majority of total work time, performs some combination of the following duties:

- Monitors and responds to 311 incoming e-mail and online inquiries.
- Serves as a 311 Contact Center ambassador to all city agencies by providing non-partner agencies with information about 311 operations and addressing potential concerns.
- Individually or by assisting 311 management, serves as a liaison to City 311 partner agencies.
- Provides partner agencies with education and information and assists them in the identification and resolution of 311 related problems.
- Serves in the capacity of an on-the-job trainer for 311 Customer Service Agents during new hire training and continues to coach and mentor them.
- Assists in training and mentoring partner agency employees who have 311 related job assignments.
- Individually or in participation with others, carries out short and long term projects assigned by 311 management.
- Serves in a leadwork capacity in the absence of a 311 Lead Customer Service Agent.

Performs other duties as requested or assigned.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledges & Skills:

Customer Service - Works and communicates with customers to exceed their expectations and is committed to providing quality service.

Integrity/Honesty - Displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, chooses an ethical course of action, and is trustworthy.

Conscientiousness - Displays a high level of effort and commitment towards performing work and demonstrates responsible behavior.

Interpersonal Skills - Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations.

Reading - Learns from written material by determining the main idea or essential message and recognizes correct English grammar, punctuation, and spelling.

Arithmetic/Mathematical Reasoning - Performs computations such as addition, subtraction, multiplication, and division correctly using whole numbers, fractions, decimals, percentages, and formulas.

Listening - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations.

Writing - Uses correct English grammar, punctuation, and spelling to communicate thoughts, ideas, information, and messages in writing.

Flexibility - Adapts quickly to changes.

Speaking - Uses correct English grammar to organize and communicate ideas in words that are appropriate to listeners and situations and uses appropriate body language.

Memory - Recalls information that has been presented previously.

Reasoning - Discovers or selects rules, principles, or relationships between facts and other information.

Self Management - Sets well-defined and realistic personal goals, monitors progress and is motivated to achieve, manages own time, and deals with stress effectively.

Technical Competence - Knowledge of the specialized/technical area. Refers to specialized knowledge that is acquired through formal education or extensive on-the-job experience.

Decision Making - Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Knowledge of standard customer service delivery practices and procedures sufficient to be able to process various types of phone/email contacts associated with customer service duties.

Knowledge of standard office practices and procedures sufficient to be able to process various types of paper work associated with office support duties.

Skill in recognizing non-standard situations and preparing recommendations for problem resolution.

Skill in utilizing computer software to accomplish a variety of tasks.

Knowledge of policies, procedures, rules, and laws relative to the specialized area.

Physical Demands:

Sitting: remaining in the normal seated position.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.
Repetitive motions: making frequent movements with a part of the body.
Eye/hand/foot coordination: performing work through using two or more.
Near Acuity: ability to see clearly at 20 inches or less.
Depth Perception: ability to judge distances and space relationships.
Field of Vision: ability to see peripherally.
Accommodation: ability to adjust vision to bring objects into focus.
Color Vision: ability to distinguish and identify different colors.

Working Environment:

Pressure due to multiple calls and inquiries.
Subject to many interruptions.

Education Requirement:

Graduation from high school or possession of a GED Certificate.

Experience Requirement:

Three years of customer service experience in a call center environment, one year of which must have been of the type and at the level of 311 Customer Service Agent.

Education/Experience Equivalency:

None.

Licensure and/or Certification:

None

CLASS DETAIL

FLSA CODE: Non-exempt

ESTABLISHED DATE: 01/18/2009

ESTABLISHED BY: Paul Wiberg

REVISED DATE: xx/xx/2011

REVISED BY: Melissa Fisher

CLASS HISTORY: x/2011 – Job Title was changed; distinguishing characteristics were updated to reflect changes to other 311 classifications.



Career Service Authority
311 Operations Assistant

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GENERAL STATEMENT OF CLASS DUTIES

Provides administrative and secretarial support to the Contact Center Director; provides operational support to 311 Operations.

DISTINGUISHING CHARACTERISTICS

The 311 Operations Assistant is a classification specifically designed to provide both administrative and secretarial support to the 311 Director and operational support to 311 Operations. The 311 Operations Assistant is distinguished from the *Operations Assistant*, which performs paraprofessional operational duties that serve the needs of the business unit, evaluates operational practices, and makes recommendations for improvements.

The 311 Operations Assistant is also distinguished from the *Executive Assistant I*, which provides administrative and secretarial support and/or office management for a core "middle" manager responsible for significant operational/functional area(s).

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

None

ESSENTIAL DUTIES

Maintains the calendar for the director and supervisors within the operation, which includes arranging and coordinating meetings, appointments, and side-by-sides; makes travel and conference requests, when necessary.

Attends a variety of operational, project, and committee meetings and trainings to stay current on operational issues and procedures; takes notes and documents action items that result from the meeting; keeps the director advised of office problems and handles matters not requiring assistance.

Prepares, maintains, and tracks internal and external documents; tracks records and works with the city's Records Manager to establish and maintain retention procedures; maintains inventory of all computers used within 311 operations.

Drafts, edits and proofreads policy, procedures, and service level agreements; prepares detailed presentations for the director on technical subjects/areas; participates in developing, revising, and updating instructional materials, manuals, and websites.

Researches and analyzes a variety of operational issues, collects data from various sources, evaluates data, and prepares reports and presents preliminary recommendations to the director.

Evaluates and monitors new or existing procedures for effectiveness, outlines needed changes for improvements, and assists in the implementation of new and revised methods, procedures, or systems.

Determines office equipment and supply needs, purchases equipment and operating supplies, contacts vendors to resolve discrepancies, and monitors expenditures. Monitors internal billing transfers to 311's partner agencies for services rendered.

Functions as a liaison with City Council to handle constituent complaints about graffiti; attends meetings with city council and other city agencies to discuss the graffiti reporting and abatement process and to make improvements as needed.

Assists customers via telephone, email, or online with inquiries or problems related to graffiti; provides complete and accurate information to customers, which may involve explaining applicable regulations, policies, procedures or standards based on knowledge of city procedures and services.

Collects graffiti logs from other departments and creates cases in the Customer Relationship Management (CRM) module of PeopleSoft to enter graffiti complaints or to provide information on investigations into the damage; enters resolutions provided to customers and assigns cases or creates service orders for various partner departments and agencies.

Develops a working knowledge of the relevant policies and procedures related to 311 operations; provides customer support to staff members and the public by explaining policies and procedures, collecting complaints or requests, and communicating general information on a variety of city services.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Integrity/Honesty – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.

Reading – Understands and interprets written material including technical material, rules, regulations, instructions, reports, charts, graphs, or tables and applies what is learned from written material to specific situations.

Conscientiousness - Takes on added responsibilities when requested; completes multiple work assignments on time; learns new skills to enhance own work and teaches others.

Interpersonal Skills – Shows understanding, courtesy, tact, empathy, and concern, develops and maintains relationships, may deal with people who are difficult, hostile, and/or distressed, relates well to different people from varied backgrounds and situations, and is sensitive to individual differences.

Writing – Recognizes or uses correct English grammar, punctuation, and spelling, communicates information in a succinct and organized manner, and produces written information including technical material that is appropriate for the intended audience.

Listening – Listens to moderately complex or detailed information to acquire a working knowledge about a topic or assignment; responds appropriately.

Oral Communication – Expresses ideas and facts to individuals or groups effectively, makes clear and convincing oral presentation, listens to others, and facilitates an open exchange of ideas.

Reasoning – Organizes and integrates information based on existing examples; applies rules to problems that contain a few abstract and several concrete concepts and that require a moderate number of steps to resolve.

Decision Making – Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Flexibility – Makes adjustments in work procedures and schedule to accommodate planned or unexpected changes.

Customer Service – Works with customers to assess needs, provide assistance, resolves problems, and satisfy expectations, knows products and services, and is committed to providing quality products and services.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Conflict Management – Manages and resolves conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Organizational Awareness – Knows the organization's mission and function and how its social, political, and technological systems work and operates effectively with them including the program, policies, procedures, rules, and regulations of the organization.

Information Management – Identifies a need for and knows where and how to gather information and organizes and maintains information or information management systems.

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distance and space relationships.

Field of Vision: ability to see peripherally.

Accommodation: ability to adjust vision to bring objects into focus.

Color Vision: ability to distinguish and identify different colors.

Working Environment:

Pressure due to multiple calls and inquiries.
Subject to many interruptions.

Education Requirement:

Graduation from high school or possession of a GED Certificate.

Experience Requirement:

Three years of clerical experience that includes two years of experience at the type and level of Administrative Support Assistant III.

Education/Experience Equivalency:

Additional appropriate education may be substituted for one year of the experience requirement.

Licensure and/or Certification:

None

CLASS DETAIL

FLSA CODE: Non-exempt

ESTABLISHED DATE: 12/1/2005

ESTABLISHED BY: Lori Mack

REVISED DATE: xx/xx/2011

REVISED BY: Melissa Fisher

CLASS HISTORY

8/2009: the distinguishing characteristics and experience requirement were updated. The education substitution for experience was limited to one year of the required three years. The substitution of experience for required graduation from high school or possession of a GED Certification was deleted.

xx/2011: the general statement of duties, essential duties, competencies, and minimum qualifications were revised and updated.



Career Service Authority

Contact Center Director

Page 1 of 6

GENERAL STATEMENT OF CLASS DUTIES

Directs and manages contact center operations while maintaining relationships with department/agency executives and elected officials to provide technical advice on customer contact opportunities, to ensure the delivery of contact center services, and to develop and recommend alternative business processes in order to continuously improve customer contact within the city.

DISTINGUISHING CHARACTERISTICS

The Contact Center Director is distinguished from the *Contact Center Operations Manager*, which supervises customer service agents working in a contact center environment while managing continuous improvement initiatives for the operation and supporting customer service initiatives of city department and agencies. The Contact Center Operations Manager also provides leadership and direction over contact center operations to include conducting long range/short term planning and developing operational policy and performance criteria.

The Contact Center Director is also distinguished from the *Manager 2*, which directs and manages an operational and/or functional area(s) by developing objectives while implementing strategies and managing plans, programs, and projects.

Guidelines, Difficulty and Decision Making Level:

Guidelines are in the form of stated vision and objectives for the division or agency.

Work assignment is unstructured and employee is responsible for implementing and managing a variety of objectives, resources, and strategies to achieve the goals of the division or agency. Duties performed include operational and organizational planning, developing standards, schedules, priorities, guidelines, processes, measurement (evaluation) systems, implementation of production and performance management standards, and allocating resources.

Employee is responsible for implementing operational goals and objectives for the management of a range of complex divisions and/or city wide responsibilities and overall functions in which several projects and programs may be in progress with simultaneous, multiple resource involvement. Develops solutions to organizational and operational problems, responsible for organizational management (development, staffing, and conflict), and allocating resources.

Level of Supervision Received and Quality Review:

Under executive direction, the employee is delegated personal responsibilities and authorities over a division, agency, or department. Agency managers or directors, the Mayor, cabinet members, and/or a commission or board may review work for soundness of judgment and conclusion.

Interpersonal Communications and Purpose:

Contacts are of a non-prescribed nature involving the negotiation and resolution of problems and where exceptional degrees of discretion, judgment, and knowledge are required. Contacts where the exchange of information, support, influence, and cooperation may have a very significant impact on the division, programs, and/or policies of the organization.

Level of Supervision Exercised:

Supervises two or more employees classified as Contact Center Operations Managers.

ESSENTIAL DUTIES

Cultivates, fosters, and maintains positive working relationships with department/agency executives and elected officials in order to provide technical advice on customer contact opportunities and to ensure the delivery of contact center services according to service level agreements.

Works closely with executives and elected officials to identify operational issues and to develop and recommend alternative business processes in order to continuously improve customer contact within the city.

Represents the city and contact center operations with outside neighborhood groups and professional organizations in order to communicate and market the use of the city's customer contact channels; works with marketing and communications professionals across the city to develop procedures for disseminating emergency and non-emergency information to the community.

Serves as a member of the Denver Emergency Operations team, which involves responding to emergency alerts and coordinating the dissemination of emergency information through contact center operations.

Maintains positive working relationships with professional associations in order to maintain current knowledge on governmental contact center industry trends and on call center policies, procedures, and technologies and to incorporate best practices into contact center operations when possible.

Participates in the development and implementation of a customer contact strategy for the city, which includes developing and implementing policies, procedures, and performance standards/criteria. Develops, implements, and evaluates processes and procedures for utilizing multiple channels (e.g. voice, web, counter, and social media) of customer contact with the city.

Develops and implements business and process improvement strategies for both contact center operations and partner departments/agencies to resolve issues or problems with service delivery or to capitalize on new opportunities.

Contributes to and participates in the strategic planning process for Technology Services and contact center operations; utilizes technical expertise to develop goals and objectives that support the strategic initiatives and vision of contact center operations; directs and manages processes, programs, and projects that support the implementation and achievement of goals and objectives.

Participates in the development of budget recommendations for Technology Services; researches financial impacts and consequences of proposed projects, programs, actions, and provides justification to managers, executives, and others as part of review/approval process; secures resource allocations or

seeks alternative resource solutions for contact center operations; and develops and incorporates approved innovations or changes to create fiscal efficiencies and realize cost savings.

Manages and directs subordinate staff, which includes establishing and approving individual performance plans, provides coaching and feedback, conducts performance reviews; sets priorities, objectives, and performance standards for the contact center; provides general guidance and instruction on expected outcomes; delegates and reviews work.

Prepares staffing plans and submits requests to higher level managers to meet operational requirements. Initiates and implements hiring procedures, oversees and/or conducts interviews, approves subordinate staffs' candidate selection decisions.

Initiates and implements activities to develop, build upon and encourage performance strengths of subordinate managers and staff. Identifies training opportunities that support implementation and ongoing compliance with new or revised policies, procedures, rules and regulations.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Oral Communication - Clearly communicates and explains agency/department policies and work assignments to staff and others, and communicates information about the assigned functional and/or operational area's activities to peers, higher-level managers, staff of other organizations, internal and external customers of a localized function, and local stakeholder groups.

Written Communication - Composes, reviews, edits and issues a variety of written materials for diverse audiences; communicates purpose in a succinct and organized manner, appropriate for context, time and place. Written materials affect a local assigned functional and/or operational area(s), a program(s) or segment thereof or limited population of customers.

Interpersonal Skills - Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff of other organizations, internal customers, and external customer and stakeholder groups to accomplish the organization's mission. Adapts approaches to different people and situations.

Conflict Management - Minimizes confrontations, disagreements, complaints, and grievances and resolves them in a constructive manner. Works with staff, higher-level managers, peers, staff of other organizations, internal customers, a limited population of external customers and local stakeholder groups to generate areas of agreement and joint action.

Influencing/Negotiating - Uses persuasion to change the decisions, opinions, attitudes and behaviors of staff, higher-level managers, peers, internal customers, a limited population of external customers, and local stakeholder groups. Brings opposing groups or individuals together in order to reconcile differences and accomplish organizational goals that affect a local functional and/or operational area or a program segment.

Financial Management - Plans, administers, allocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of programs, projects and policies for functional and/or operational area(s).

Decisiveness - Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems or policies that affect a local functional and/or operational area, program segment, or limited population of customers.

Problem Solving - Uses logic to identify and solve problems involving part of an organization. Considers various choices, competing viewpoints and alternatives. Solutions primarily affect a local functional and/or operational area(s), program segment(s), or limited population of customers.

Flexibility - Is open to new ideas and adapts to changing work situations and priorities by modifying existing plans and work methods that affect part of an organization, higher-level managers, peers, staff of other organizations, internal customers, a limited population of external customers, and local stakeholder groups. Remains calm under pressure.

Self-Direction - Sets goals and takes initiative in implementing ideas, systems or policies that affect a functional and/or operational area(s), program(s), or limited population of customers. Manages time efficiently; encourages feedback; and invests in self-development.

Client Orientation - Applies quality management principles and processes for delivery of high-quality services in part of an organization; anticipates and meets demands of internal customers and a limited population of external customers; strives for continuous improvement.

Leadership - Initiates and sustains action to accomplish the goals of part of a functional and/or operational area within an agency/department by guiding and motivating others and gaining the confidence and active support of subordinates, peers, staff of other organizations, internal customers, a limited population of external customers, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

Planning and Evaluating - Establishes goals and objectives of a functional and/or operational area; identifies required resources and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that program(s) and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Impact is limited to an operational or functional area, program(s), or limited population of customers.

Human Resource Management - Works with human resource staff to implement human resource policies for part of an organization to ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action; maintains effective employee relations and complies with government/citywide regulations and policies.

Managing Diverse Workforce - Recognizes diversity as a business strategy; recruits, develops and retains a diverse workforce for an organization within an agency/corporation; promotes teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

Team Building - Encourages and facilitates cooperation and open communication and promotes team work at all levels in part of an organization; cooperates with staff, higher-level managers, peers, staff of other organizations, internal customers, a limited population of external customers, and local stakeholder groups to accomplish the organization's goals.

Internal Controls/Integrity - Implements, and maintains accounting and administrative controls for part of an organization within an agency/department. Exhibits personal integrity and promotes ethical conduct by employees; abides by the City's Code of Ethics.

Technical Competence - Is knowledgeable about the subject matter, procedures, requirements, regulations and policies related to area of responsibility. Provides expert advice to staff, higher-level managers, peers, program and administrative staff of other organizations, internal customers, a limit functional and/or operational area(s), program(s) or segment thereof or limited population within the City and County.

External Awareness - Stays informed about key issues affecting the assigned functional and/or operational areas and/or the agency/department, including political, economic, social, technological and administrative factors, and uses the information in making decisions that affect a wide range of agency/department activities, work of other organizations, or the public.

Technology Management - Integrates technology into the workplace; develops strategies using new technology to manage and improve the effectiveness of multiple functional and/or operational area(s) or program(s); understands the impact of technological changes on the organization.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.

Carrying: transporting an object, usually by hand, arm, or shoulder.

Balancing: maintaining body equilibrium to prevent falling over.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Lifting: raising or lowering an object 10-25 pounds.

Near Acuity: ability to see clearly at 20 inches or less.

Accommodation: ability to adjust vision to bring objects into focus.

Working Environment:

Pressure due to multiple calls and inquiries.

Subject to many interruptions.

Subject to varying and unpredictable situations.

Subject to long irregular hours.

Education Requirement:

Bachelor's Degree

Experience Requirement:

Three years of management level experience in a call center environment of which one year must have included budget and fiscal oversight responsibilities and one year of establishing objectives and strategies for the operational area.

Education/Experience Equivalency:

Two years of the appropriate type and level of experience will serve as an equivalency to one year of education. (For example, if a Bachelor's Degree is required, eight years of relevant experience can be substituted.)

Licensure and/or Certification:

Completion of the Career Service Authority supervisory training courses by the completion of probation.

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: xx/xx/2011

ESTABLISHED BY: Melissa Fisher

REVISED DATE:

REVISED BY:

CLASS HISTORY This is a new class.



Career Service Authority

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Contact Center Operations Manager

GENERAL STATEMENT OF CLASS DUTIES

Supervises customer service agents working in a contact center environment while managing continuous improvement initiatives for the operation and supporting customer service initiatives of city department and agencies. Provides leadership and direction over contact center operations to include conducting long range/short term planning and developing operational policy and performance criteria.

DISTINGUISHING CHARACTERISTICS

The Contact Center Operations Manager is distinguished from the *Lead Customer Service Agent*, which performs permanently assigned lead work responsibilities and provides comprehensive customer service, in a contact center environment, by responding to a variety of customer requests for information while providing thorough, complex, and accurate information regarding services and procedures in the City and County of Denver.

The Contact Center Operations Manager is also distinguished from the *Operational Supervisor I*, which performs supervisory duties over administrative, paraprofessional, and/or technical staff and supports professional and/or higher level supervisors/managers through the application of the principles of a particular discipline, profession, and/or field of study in order to accomplish the operational goals of the assigned area(s).

Finally, the Contact Center Operations Manager is distinguished from the *Manager 1*, which manages an operational and/or functional area(s) and performs some elements of supervision by recommending and implementing plans, procedures, policies, programs, and projects.

Guidelines, Difficulty and Decision Making Level:

Guidelines are in the form of stated vision and objectives for the division or agency.

Work assignment is unstructured and employee is responsible for implementing and managing a variety of objectives, resources, and strategies to achieve the goals of the division or agency. Duties performed include operational and organizational planning, developing standards, schedules, priorities, guidelines, processes, measurement (evaluation) systems, implementation of production and performance management standards, and allocating resources.

Employee is responsible for implementing operational goals and objectives for the management of a range of complex divisions and/or city wide responsibilities and overall functions in which several projects and programs may be in progress with simultaneous, multiple resource involvement. Develops solutions to organizational and operational problems, responsible for organizational management (development, staffing, and conflict), and allocating resources.

Level of Supervision Received and Quality Review:

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit or section within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level supervisors and reviewed for soundness of judgment and feasibility of decisions.

Interpersonal Communications and Purpose:

Contacts are of a non-prescribed nature involving the negotiation and resolution of problems and where exceptional degrees of discretion, judgment, and knowledge are required. Contacts where the exchange of information, support, influence, and cooperation may have a very significant impact on the division, programs, and/or policies of the organization.

Level of Supervision Exercised:

Supervises two or more employees classified as Lead Customer Service Agents, 311 Customer Service Specialists, 311 Customer Service Agents, or DHS Customer Service Agents.

ESSENTIAL DUTIES

Supervises customer service agents to ensure a high-performance, customer service oriented work environment which involves: reviewing, developing, or modifying work plans, methods, and procedures; determining work priorities and developing work schedules to provide adequate staff coverage; assigning and distributing work; and reviewing work for accuracy and completeness and returning assignments with recommendations for proper completion.

Responds to Tier II customer service escalations and complaints and assists subordinate staff with difficult or unusual assignments; resolves problems and mediates conflicts encountered during daily operations; promotes teamwork and encourages regular communication; informs staff of relevant business issues and their impact on the organization.

Conducts hiring interviews and selects candidate(s) for job opening(s).

Develops the performance enhancement plan, documents performance, provides performance feedback and formally evaluates the work of the employee; provides reward and recognition for proper and efficient performance. Develops and implements training and development plans and opportunities for subordinate staff.

Documents causes for disciplinary action and initiates letters of reprimand and makes formal recommendations for disciplinary action. Responds to formal and informal employee grievances and prepares written responses.

Provides leadership and technical expertise in the development of long range and short term planning initiatives and overall goals, objectives, and priorities for the contact center; recommends and establishes objectives and strategies for operations and special projects to achieve these overall goals, objectives, and priorities.

Manages the development and implementation of performance criteria for contact center operations and evaluates the operation's performance in meeting goals and objectives; oversees the tracking,

monitoring, and analysis of performance statistics for the operation and subordinate staff and provides qualitative and quantitative assessments to staff members.

Implements and maintains operating policies and procedures for the contact center; evaluates proposed changes to policies and procedures and makes recommendations to support day-to-day operations and improve customer service performance, workflow, and operating efficiency.

Provides advice and technical guidance to all users of the Customer Relationship Management (CRM) module of PeopleSoft; functions as a liaison between users and information technology staff on telephony, internet, and CRM issues.

Develops and maintains effective working relationships with a variety of partner agencies and work groups to improve internal business processes related to customer service, to identify trends and issues in customer service and provide solutions, and to strengthen relationships among city departments/agencies, divisions, and groups.

Performs professional level work on special projects that focus on promoting customer service or supporting the services provided by other departments or agencies in the city; project work may include responsibility for contract and/or other personnel.

Administers the financial operations for the contact center, which includes developing the annual operating budget; monitoring financial activities; developing required budget reports; and preparing fiscal reports showing the financial status of operations for the review by departmental managers.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Oral Communication – Clearly communicates and explains agency/departmental policies and work assignments to staff, and communicates information about the assigned functional and/or operational area's activities to peers, high-level managers, administrative staff of other organizations, internal and external customers of a localized function, and local stakeholder groups.

Written Communication – Composes, reviews, edits, and issues written materials for diverse audiences; communicates purpose in a succinct and organized manner that is appropriate for context, time, and place. Written materials are of routine nature and affect the immediate functional and/or operational area.

Interpersonal Skills – Established and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, or staff of other organizations, internal customers, and a limited population of external customers of a localized functional and/or operational area, and local stakeholder groups to generate areas of agreement and joint action.

Conflict Management – Minimizes confrontations, disagreements, complaints, and grievances and resolves them in a constructive manner. Works with staff, higher-level managers, peers, and administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups to generate areas of agreement and joint action.

Financial Management – Recommends, administers, allocates, reallocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of programs, projects, and policies for a functional and/or operational area.

Decisiveness – Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems or policies that affect a functional and/or operational area. Legal, public, and financial consequences are generally limited to assigned area(s).

Problem Solving – Uses logic to identify and solve problems for the assigned functional and/or operational area. Considers well-defined choices, where there are a limited number of possible actions and the impact is limited to the assigned functional and/or operational area.

Flexibility – Is open to new ideas and adapts to changing work situations and priorities by modifying existing plans and work methods that affect the assigned functional and/or operational area, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Remains calm under pressure.

Self-Direction – Sets goals and takes initiative in implementing ideas, systems, or policies that affect the assigned operational or functional area. Manages time efficiently; encourages feedback; and invests in self-development.

Client Orientation – Applies quality management principles and processes for delivery of high quality products and service(s) within a functional and/or operational area, meets routine demands of internal and external customers of a localized functional and/or operational area, and strives for continuous improvement.

Leadership – Initiates and sustains action to accomplish the goals of a functional and/or operational area by guiding and motivating others and gaining the confidence and active support of subordinates, peers, administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

Planning and Evaluating – Established program objectives and strategies for a functional and/or operational area within and agency/department; identifies required resources and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that program and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Program impact is limited to the immediate functional and/or operational area.

Human Resource Management - Works with human resource staff to implement human resource policies for part of an organization to ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action; maintains effective employee relations and complies with government/citywide regulations and policies.

Managing Diverse Workforce - Implements diversity policies for part of an organization; supports opportunities to recruit, develop and retain a diverse workforce; promotes teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

Team Building - Encourages and facilitates cooperation and open communication; promotes team work at all levels within a functional and/or operational area; cooperates with staff, higher-level managers, peers, administrative staff of other organizations, internal and external customers of a

localized functional and/or operational area, and local stakeholder groups to accomplish the organization's goals.

Internal Controls/Integrity - Follows guidelines to implement and maintain accounting and administrative controls for the assigned functional and/or operational area within an agency/department. Exhibits personal integrity and promotes ethical conduct by employees and abides by the City's Code of Ethics.

Technical Competence - Is knowledgeable about the subject matter, procedures, requirements, regulations and policies related to area of responsibility. Provides expert advice to staff, higher-level managers, peers, administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Impact is limited to the assigned functional and/or operational area.

Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.

Carrying: transporting an object, usually by hand, arm, or shoulder.

Balancing: maintaining body equilibrium to prevent falling over.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Lifting: raising or lowering an object 10-25 pounds.

Near Acuity: ability to see clearly at 20 inches or less.

Accommodation: ability to adjust vision to bring objects into focus.

Working Environment:

Subject to many interruptions.

Pressure due to multiple calls and inquiries.

Education Requirement:

Associate's degree.

Experience Requirement:

Three years of experience at the type and level of a 311 Customer Service Agent (or DHS Customer Service Agent).

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.
Additional appropriate experience may be substituted for the minimum education requirement.

Licensure and/or Certification:

Completion of the Career Service Authority supervisory training courses by the completion of probation.

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: xx/xx/2011

ESTABLISHED BY: Melissa Fisher

REVISED DATE:

REVISED BY:

CLASS HISTORY This is a new classification.



Career Service Authority

DHS Customer Service Agent

Page 1 of 5

GENERAL STATEMENT OF CLASS DUTIES

Provides comprehensive customer service, in a contact center environment, by responding to a variety of complex customer requests for information on programs and services offered by the Denver Department of Human Services (DDHS).

DISTINGUISHING CHARACTERISTICS

The DHS Customer Service Agent is distinguished from the *311 Customer Service Agent*, in that the DHS Customer Service Agent focuses on providing customer service to DDHS callers based on a comprehensive knowledge of DDHS procedures, program, and services. To contrast, the 311 Customer Service Agent provides customer service to callers based on a comprehensive knowledge of city procedures and services.

The DHS Customer Service Agent is also distinguished from the *Lead Customer Service Agent*, which performs permanently assigned lead work responsibilities in addition to providing comprehensive customer service.

Finally, the DHS Customer Service Agent is distinguished from the *Emergency Communications Operator*, which performs full performance emergency and non-emergency telephone assistance to individuals who are calling Denver 911 for police, emergency medical services, and fire and provides emergency medical dispatch triage and instructions over the phone.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

By assignment, performs some elements of lead work.

ESSENTIAL DUTIES

Assists customers with inquiries or problems related to DDHS programs and services by asking questions to determine customer needs; determines the critical nature of a call and if immediate action is required.

Creates or accesses cases in the Customer Relationship Management (CRM) module of PeopleSoft to enter information on customer inquiries or problems and to provide updates on previously created cases; enters resolutions provided to customers and assigns cases or creates service orders for various partner departments and agencies.

Conducts research, using the Colorado Benefits Management System (CBMS), to provide customers with answers to inquiries or problems.

Provides complete and accurate information to customers, which involves identifying customer needs and explaining applicable regulations, policies, procedures or standards based on a comprehensive knowledge of DDHS procedures, programs, services, and CBMS.

Acts as a liaison between the customer and DDHS staff by following up on customer requests or complaints and solving problems related to service issues; possesses the authority to resolve discrepancies in DDHS provided services.

Observes and complies with departmental policies and procedures, customer service quality standards and compliance guidelines.

Receives on-going training and updates on changes in the operations of departments and agencies; participates in opportunities to cross train with staff in partner departments and agencies to learn procedures and services.

Performs other related duties as assigned.

Any one position may not include all of the duties listed.
However, the allocation of positions will be determined by
the amount of time spent in performing the essential duties
listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Customer Service - Works and communicates with customers to exceed their expectations and is committed to providing quality service.

Integrity/Honesty - Displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, chooses an ethical course of action, and is trustworthy.

Conscientiousness - Displays a high level of effort and commitment towards performing work and demonstrates responsible behavior.

Interpersonal Skills - Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations.

Reading - Learns from written material by determining the main idea or essential message and recognizes correct English grammar, punctuation, and spelling.

Listening - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations.

Writing - Uses correct English grammar, punctuation, and spelling to communicate thoughts, ideas, information, and messages in writing.

Flexibility - Adapts quickly to changes.

Speaking - Uses correct English grammar to organize and communicate ideas in words that are appropriate to listeners and situations and uses appropriate body language.

Memory - Recalls information that has been presented previously.

Reasoning - Discovers or selects rules, principles, or relationships between facts and other information.

Decision Making - Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Problem Solving – Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Knowledge of standard customer service delivery practices and procedures sufficient to be able to process various types of phone/email contacts associated with customer service duties.

Knowledge of policies, procedures, rules, and laws relative to the specialized area.

Skill in utilizing computer software to accomplish a variety of tasks.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distances and space relationships.

Field of Vision: ability to see peripherally.

Accommodation: ability to adjust vision to bring objects into focus.

Color Vision: ability to distinguish and identify different colors.

Working Environment:

Work involves pressure due to multiple calls and inquiries and is subject to interruption.

Subject to varying and unpredictable situations.

Work is performed while sitting in a confined workspace and requires wearing a headset.

Shift work includes scheduled breaks and lunches.

Shift work may involve varying days off, working holidays and weekends, and may be subject to changing work schedule.

Education Requirement:

Graduation from high school or the possession of a GED Certificate.

Experience Requirement:

Two years customer service experience in a call center environment.

Education/Experience Equivalency:

Two years of experience working in an environment similar to a call center based on the type and volume of phone calls can substitute for the minimum experience requirement.

Two years of experience working in a human services environment may substitute for the minimum experience requirement

-OR-

Two years of experience working with the Colorado Benefits Management System (CBMS) may substitute for the minimum experience requirement.

CLASS DETAIL

FLSA CODE: Non-exempt

ESTABLISHED DATE: xx/xx/2011

ESTABLISHED BY: Melissa Fisher

REVISED DATE:

REVISED BY:

CLASS HISTORY: This is a new classification.



Career Service Authority

Lead Customer Service Agent

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GENERAL STATEMENT OF CLASS DUTIES

Performs permanently assigned lead work responsibilities and provides comprehensive customer service, in a contact center environment, by responding to a variety of customer requests for information while providing thorough, complex, and accurate information regarding services and procedures in the City and County of Denver.

DISTINGUISHING CHARACTERISTICS

The Lead Customer Service Agent is distinguished from the *311 Customer Service Agent* classification, which provides comprehensive customer service, in a contact center environment, by responding to a variety of customer requests for information while providing thorough, complex, and accurate information regarding services and procedures in the City and County of Denver.

The Lead Customer Service Agent is distinguished from the *DHS Customer Service Agent*, which provides comprehensive customer service, in a contact center environment, by responding to a variety of complex customer requests for information on programs and services offered by the Denver Department of Human Services (DDHS).

Next, the Lead Customer Service Agent is distinguished from the *311 Customer Service Specialist*, which, in addition to providing comprehensive customer service by responding to a variety of customer inquiries for information, also performs duties that assist the continuous improvement of 311 Call Center services, maintenance of a high level of customer service, and the further development of 311 Call Center capabilities.

Finally, the Lead Customer Service Agent is distinguished from the *Lead Emergency Communications Operator*, which performs permanently assigned lead-work and full performance emergency and non-emergency telephone assistance to individuals who are calling Denver 911 for police, emergency medical services, and/or fire and provides emergency medical dispatch triage and instructions over the phone.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

Performs permanently assigned lead work on a different shift or in a different location from the work unit supervisor or in a work unit where the first line supervisor's span of control is ten or more employees.

ESSENTIAL DUTIES

Monitors and documents contact center metrics (e.g. call length or number of calls in queue) and agent statistics, including amount of time spent taking calls; determines work priorities and develops or modifies work schedules to provide adequate staff coverage.

Ensures established performance standards are met or exceeded by conducting quality assurance sessions with staff and working to correct any deficiencies observed; provides work instruction and guidance towards a common team goal.

Acts as a liaison between the customer and department or agency staff by following up on escalated customer requests or complaints and solving problems related to service issues; provides operational and emergency updates to both internal staff and partner department and agency staff.

Resolves problems encountered during daily operations and determines appropriate solutions.

Identifies and recommends process improvement changes that will effectively and efficiently enhance customer service delivery; assists with the training and development of staff, when necessary.

Contributes to the development of the performance enhancement plan, documents performance, provides performance feedback, and furnishes information for the formal performance evaluation.

Responds orally to informal grievances and relays information to the supervisor.

Documents situations which may be cause for disciplinary action and provides this information to the supervisor.

Assists customers with inquiries or problems related to city or department procedures and services, by conducting research and explaining applicable regulations, policies, procedures or standards based on a comprehensive knowledge of city or department procedures and services.

Creates or accesses cases in the Customer Relationship Management (CRM) module of PeopleSoft to enter information on customer inquiries or problems and to provide updates on previously created cases; enters

resolutions provided to customers and assigns cases or creates service orders for various partner departments and agencies.

Provides complete and accurate information to customers, which may involve explaining applicable regulations, policies, procedures or standards based on a comprehensive knowledge of city or department procedures and services.

By position, performs work on special projects that support the goals and objectives of the 311 operations.

Performs other related duties as assigned.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledges & Skills:

Customer Service - Works and communicates with customers to exceed their expectations and is committed to providing quality service.

Integrity/Honesty - Displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, chooses an ethical course of action, and is trustworthy.

Interpersonal Skills- Shows understanding, courtesy, tact, empathy, concern; develops and maintains relationships; may deal with people who are difficult, hostile, distressed; relates well to people from varied backgrounds and situations; is sensitive to individual differences.

Reading- Understands and interprets written material, including technical information, rules, regulations, instructions, reports, charts, graphs or tables; applies what is learned from written materials to specific situations.

Listening - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations.

Written Communication- Expresses facts and ideas in writing in a succinct and organized manner.

Oral Communication- Expresses ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others and facilitates an open exchange of ideas.

Teamwork- Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works with others to achieve goals.

Flexibility- Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.

Memory - Recalls information that has been presented previously.

Problem Solving – Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Reasoning- Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

Self Management- Sets well-defined and realistic personal goals; displays a high level of initiative, effort and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.

Technical Competence- Uses knowledge that is acquired through formal training and/or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Leadership- Interacts with others to influence, motivate, and challenge them; adapts leadership styles to a variety of situations.

Decision Making- Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks and evaluates and chooses the best alternative in order to make a determination, draw conclusions or solve a problem.

Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Knowledge of supervisory principles and practices sufficient to be able to perform a variety of lead work functions.

Knowledge of supervisory principles and practices sufficient to be able to contribute to the development of an employee performance plan and document employee performance.

Knowledge of standard customer service delivery practices and procedures sufficient to be able to process various types of phone/email contacts associated with customer service duties.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Sitting: remaining in the normal seated position.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distances and space relationships.

Field of Vision: ability to see peripherally.

Accommodation: ability to adjust vision to bring objects into focus.

Color Vision: ability to distinguish and identify different colors.

Working Environment:

Work involves pressure due to multiple calls and inquiries and is subject to interruption.

Subject to varying and unpredictable situations.

Work is performed while sitting in a confined workspace and requires wearing a headset.

Shift work includes scheduled breaks and lunches.

Shift work may involve varying days off, working holidays and weekends, and may be subject to changing work schedule.
Subject to many interruptions.

Education Requirement:

Graduation from high school or possession of a GED Certificate.

Experience Requirement:

Three years of customer service experience in a call center environment, one year of which must have been of the type and at the level of 311 Customer Service Agent or DHS Customer Service Agent.

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.

By position (for DDHS positions only), three years of experience working in a human services environment may substitute for the minimum experience requirement.

-OR-

By position (for DDHS positions only), three years of experience working with the Colorado Benefits Management System may substitute for the minimum experience requirement.

CLASS DETAIL

FLSA CODE: Non-Exempt

ESTABLISHED DATE: 12/01/2005

ESTABLISHED BY: Lori Mack

REVISED DATE: xx/xx/2011

REVISED BY: Melissa Fisher

CLASS HISTORY: 08/2009 (PW) - The distinguishing characteristics section was updated and the experience requirement was changed to make it consistent with and support career progression opportunities for employees wanting to promote from 311 Customer Service Agent positions. Education and experience equivalencies were also deleted.

xx/2011 (MF) – The specification was revised and updated. Changes occurred to the GSD, distinguishing characteristics, essential duties, and competencies.