

Job Description – Call Centre Manager

Positions Open: One (1)

Organization: Platform for Social Protection (PSP) Zambia

Job Title: Call Center Manager

Reports to: Directly to Program Manager and Overall to the Country Coordinator

Duty Station: Lusaka

Contract Duration: One (1) year

Organizational Background

The Platform for Social Protection (PSP) Zambia is a national Platform of Civil Society Organisations advocating for the development and implementation of effective policies and programs for social protection in Zambia. The Platform **Vision** is ‘A Zambia in which all individuals are protected from poverty and vulnerability,’ through advocacy for effective social protection policies and programs for all in Zambia. The **Overall goal** of the Platform is to “have an effective civil society voice influencing the development, delivery, monitoring and evaluation of social protection policies, legislation and programs resulting in improved livelihoods for the poor and vulnerable in Zambia.” Its **Overall Organisational Strategy** is ‘evidence based advocacy to influence social protection policies and programs.’ PSP Zambia operates in four program areas namely; Research, Advocacy and Policy Engagement (RAPE), Networking and Coalition Building (NCB), Governance and Organizational Development (GOD) and Capacity Building (CB).

Project Description

The PSP Zambia is collaborating with UNICEF to establish an Independent Grievance Mechanism (IGM) for the Social Cash Transfer Program. The IGM provides alternative channels, independent of the Government structures implementing the Social Cash Transfers, for beneficiaries of the Social Cash Transfers and members of the community to channel their grievances with the Social Cash Transfers and its implementation.

The proposed IGM will utilize three channels for receiving, handling, processing grievances and providing feedback. The three channels will provide a choice to beneficiaries and community members to report their concerns. A grievance mechanism, managed by PSP Zambia will be designed to address concerns promptly, use an understandable and transparent process that is culturally appropriate and

readily accessible to all segments of the communities, and do so at no cost to communities and without retribution. The mechanism should not impede access to judicial and administrative remedies.

The Grievance resolution mechanism will help to make the voice of communities and beneficiaries more audible in the processes of design and implementation. The IGM will capture, resolve, and analyze grievances from beneficiaries and non-beneficiaries about the program. This will have the advantage of strengthening governance and program administration and can contribute to improved outcomes. The IGM will include the following elements:

- A transparent grievance receipt and registration system to provide ways for community members to register complaints and confirm that they have been received
- Grievance eligibility assessment to determine if the issues raised in the complaint fall within the mandate of the grievance mechanism and the complainants have basis
- Use of local languages in receipt of grievances and counseling
- Grievance evaluation to clarify the issues and concerns raised in the complaint, to gather information on how others see the situation, and to identify whether and how the issues might be resolved
- Grievance tracking, monitoring, and reporting to the community
- Learning and identification of systemic problems and the need for changes to policies and procedures to prevent recurrent future grievances.
- An information campaign that provides information to the public on the features/entitlement of the program and the IGM i.e. how to register a complaint; a dedicated unit which logs in complaints and monitors resolutions within a time-bound period; and sanctions against those who break program guidelines.
- A demand based approach which allows civil society to help monitor or expose problems in program implementation.

Since PSP Zambia will be an external arbitrator in grievances arising from the SCT implementation, it will not have any internal process of handling of grievances but will engage with government and if necessary other partners for solving problems. However, based on the assessment of the grievance reported, PSP Zambia will provide the following measures:

- Provision of information
- Escalation of grievance to government
- Referral of case to local level

- Convening of grievance redress committee or Third-party decision making to offer a solution when a voluntary agreement is not possible
- Joint problem solving, in which the Ministry and the complainant engage in direct dialogue
- A strong feedback and information sharing mechanism that will stipulate a realistic yet timely turnaround time in which to have grievances responded to or handled. This includes the process of filing and following-up on complaints such as generating forms for complaints, updating and processing the information, assigning a tracking number to every complaint as well as the person responsible for solving it, and producing reports of complaint resolution.

Key features of the proposed Independent Grievance Mechanism

Receiving and registering complaints will follow a simple 3 option process where local people will inform the Platform anonymously and through a third party (civil society). The proposed key features of the IGM include the following:

1. A toll free hotline
2. Village suggestion box
3. Bi monthly caucus
4. A referral system where trusted institutions within the community are engaged in resolving grievances

Toll free Hotline

The IGM will use a toll free hotline with the existing mobile service providers (Zamtel, MTN and Airtel) where callers can report their complaints. The hotline has several advantages as a grievance mechanism including the following:

- Allow callers anonymity
- Provide accurate and timely information,
- Provide an opportunity for dialogue,
- Give support to callers by listening to them and providing guidance when possible and/or necessary,
- Provide referral information, and
- Identify trends in information requests from the communities.

The proposed hotline will host grievance databases, which will tracks the nature, origin, location and status of complaints such as targeting errors, payment irregularities, fraud, corruption, etc.

With regards to the hotline channel, a central point of contact will be established to receive complaints and log them into a central register. Designated complaint-resolution staff, consisting of both male and female employees, will accept complaints, provide relevant information on the process, discuss the complainants' situations with them, and explore possible approaches for resolution. Processes for acknowledging the receipt of a grievance and informing the complainant about the time frame in which a response can be expected will also be in place.

Village suggestion box

Suggestion boxes will be placed in strategic centers around the communities as repositories for collecting written complaints from aggrieved parties. The suggestion boxes will be useful for the section of the target group that is able to write and may not wish to use the toll free hotline facility. Suggestion boxes also provide a level of anonymity to the user and allow members of the community to air out their grievances freely, openly and in as much detail as they wish because they may not feel the consciousness of speaking to somebody over the phone. The suggestion boxes will be firmly secured and placed in neutral yet easy to access locations around the communities.

Bi monthly caucus

The bi-monthly caucus will provide the first push component of the grievance mechanism to address issues by community members who may not proactively report issues or those that may be more reassured by actual presence of people that they can air their grievances to. This will be done by selected organizational representatives that are partners of PSP Zambia at the local level and that are recognized and esteemed in the communities. The caucus will be structured in a way that will provide group feedback as well as one-on-one sessions.

Referral system

The referral system will be triggered once a grievance submitted via the hotline is seen to require immediate on the ground attention or further clarity from the community from which the complaint is arising. This system will use local trusted institutions within the community in resolving grievances.

Call Centre Manager Specific Job Duties

- The Centre Manager will have overall responsibility to review performance, provide feedback and coach the Call Centre Agents. The Centre Manager will also ensure that the Agents are

able to reach the targets set for them and that they develop the necessary skills and competencies.

- Responsible for supervising and managing a team of agents and ensuring individual agents are performing against targets
- Ultimately responsible for the overall performance of the agents and budget of the call centre
- Will be responsible for the recruitment, development and coaching of call centre agents.
- Will make decisions regarding the people, the process, the technology and the Callers and communicate these to management for approval
- part of the call centre and perform in-bound call centre operations when the centre is busy
- the future strategy and development of the centre.
- Liaise with Management for HR, IT and other needs to strengthen the performance of the centre.
- Reviewing agents' performance and coaching/training them improve client handling and data management.
- Will meet regularly with Management both to provide feedback and to receive instructions or actions
- Responsible for keeping agents informed of what is happening in the centre and anything that may impact on the agents.
- Will be a point of reference when agents need to escalate difficult queries
- Update job knowledge by studying and participating in relevant learning opportunities.
- Accomplish milestones and organization mission by completing related results as needed.
- Manage specific district data from the suggestion box grievances, community caucuses and referral mechanism
- Support community sensitization processes and IIGM publicity campaigns
- Keep database updated by making regular and real time updates
- Perform other relevant tasks as may be reasonably assigned by the Programmes Manager and Country Coordinator

Required Professional skills/Voluntary Work Experience

- Minimum diploma in relevant field
- At least five years of experience in in-bound and out-bound call centres
- Ability to organise and train

Other Competencies and Person Attributes

- Team Leadership Skills, People Skills, Management Skills, Attention to Detail, Professionalism, Multi-tasking
- financial planning and budget management
- people management
- strong communication – verbal, presentational, written
- Process management
- relationship management – internal to the organisation and external
- organisational skills
- leadership and motivational skills