



December 12, 2019

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street Suite 400
Alexandria, VA 22314-2753

Dear Brian:

The Postal Service plans to conduct a restructure of the Enterprise Customer Care (ECC). As part of the restructure, and pursuant to Title 39 U.S. Code § 1004 (d), the Postal Service proposes the following:

- (New) Mgr Customer Care Quality Assurance, EAS-26 (Occupation Code: 1910-0030)
- (New) Lead Customer Care Quality Spec, EAS-21 (Occupation Code: 1910-0029)
(One (1) in each of the Care Centers)

Revise the job description for the following position:

- Mgr Customer Care Ops Support, EAS-25 (Occupational Code 0340-0016)

Revise the supervisor to agent ratio in the Customer Care Centers from 1:20 to 1:19.

The purpose of the restructure is to create leadership positions to focus on quality programs and realigns existing teams. It will help to accelerate strategic initiatives and drive continuous improvement enabling the Postal Service to better compete and enhance our customer experience across the organization.

This restructure will not cause a Reduction-in-Force (RIF).

Please review the enclosed proposed job descriptions and requirements and provide your comments and recommendations as soon as possible. The Postal Service will provide a briefing to NAPS regarding this matter.

Please contact Phong Quang at extension 2857 if you wish to discuss or if you have questions concerning this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bruce A. Nicholson".

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

Enclosures

MGR CUSTOMER CARE QUALITY ASSURANCE EAS-26

FUNCTIONAL PURPOSE

Manages the quality assurance programs, systems, and strategies for the USPS national customer contact centers; develops ongoing enhancements to improve the performance of contact centers and the overall customer experience while ensuring customer service needs and quality standards are met. Manages teams at multiple locations responsible for the monitoring, reviewing, and scoring standard, complex, and escalated customer contacts for call center representatives.

DUTIES AND RESPONSIBILITIES

1. Manages the development of quality assurance strategies and metrics including standard processes, procedures, methodologies, and key performance indicators (KPIs). Identifies problems and implements solutions to improve agent performance and the customer experience.
2. Conducts driver analysis on customer surveys; develops and defines quality score evaluation methodology to ensure accurate evaluation of customer calls and that service needs are met. Serves as the point of contact for the quality recording system to ensure proper maintenance and functionality of the system.
3. Conducts journey mapping and develops recommendations for enhancements and improvements to the customer management software/platform used by contact center agents. Ensures that content center training content (e.g., materials, procedures, scripts) reflects ongoing business changes to products and services.
4. Analyzes performance indicators (e.g., surveys, statistics), identifies trends, and makes recommendations to drive ongoing performance improvements. Leads initiatives and leverages technology and industry best practices to improve quality processes, results, and positively impact the customer experience.
5. Provides direction and guidance to training and contact center operations personnel to ensure consistency in quality service requirements. Maintains systems and processes for contact center managers and supervisors to evaluate agent performance consistently to ensure continual improvement of the customer experience.
6. Monitors and reports care center performance against service level agreements and performance standards, initiating improvement actions when opportunities are identified.
7. Collaborates with internal and external stakeholders to support existing quality programs, develop new quality measures, and create development plans related to short and long-term improvements to services.
8. Manages a medium-size group of professional employees. Makes assignments, monitors progress, evaluates performance, and provides continuous oversight and guidance.

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MGR CUSTOMER CARE QUALITY ASSURANCE EAS-26

SUPERVISION

Manager of unit to which assigned.

SELECTION METHOD

See Handbook EL - 312, Section 740 - Selection Policies for Non-bargaining Positions.

(End of Document)

MGR CUSTOMER CARE QUALITY ASSURANCE EAS-26
Occupation Code: 1910-0030

REQUIREMENTS

1. SUPERVISION - Essential
Scale: Yes/No Qualification Proficiency: Yes
Demonstrated ability to supervise the work performance of staff, which includes scheduling and time and attendance functions, evaluating performance against goals, providing technical guidance and feedback, building effective work relationships, and establishing individual development plans.
2. ENVIRON COMPLIANCE SPECIALIST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to interact and coordinate work cross-functionally with internal and external stakeholders at a variety of levels throughout the organization.
3. MGR CUSTOMER CARE QUALITY ASSURANCE - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to lead, develop and conduct briefings for management as it relates to customer feedback, quality performance, and other related customer experience data.
4. MGR CUSTOMER CARE QUALITY ASSURANCE - Essential
Scale: Yes/No Qualification Proficiency: Yes
Knowledge of quality assurance processes sufficient to manage and evaluate operational performance, trends and implement improvements.
5. MGR CUSTOMER CARE QUALITY ASSURANCE - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to analyze performance data, trends, and identify the root cause of poor call quality and low customer satisfaction and make recommendations to improve call performance and customer experience.
6. MGR CUSTOMER CARE QUALITY ASSURANCE - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to manage quality assurance programs at a call center sufficient to develop and maintain quality assurance methods, principals, best practices and procedures related to monitoring calls, chats, and emails.
7. MGR CUSTOMER CARE QUALITY ASSURANCE - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to use and navigate call center software, including Customer Response Management (CRM) (e.g., Salesforce), Workforce Management, and text analytics software.
8. MGR CUSTOMER CARE QUALITY ASSURANCE - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to communicate orally and in writing sufficient to provide technical advice and program guidance, and policy interpretation for quality assurance initiatives at a call center.

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LEAD CUSTOMER CARE QUALITY SPEC EAS-21

FUNCTIONAL PURPOSE

Leads a team responsible for the monitoring, reviewing, and scoring standard, complex, and escalated customer contacts for call center representatives. Provides constructive feedback to supervisors and representatives on product and/or service knowledge, promoting quality service and high customer satisfaction.

DUTIES AND RESPONSIBILITIES

1. Monitors, reviews and scores live and recorded calls, and other call center activities including, but not limited to: emails and chat interactions for each representative in accordance with USPS quality assurance guidelines and criteria.
2. Provides training, coaching, and guidance to team members to drive continuous improvement in agent performance.
3. Documents adherence to required customer service quality standards and provide supervisors with scorecards along with sample call, email and/or chat session. Prepares scorecard reports for individual and overall call center performance for management; creates ad-hoc reports as required.
4. Develops quality performance plans using established call center policies, procedures and metrics. Recommends modifications to standards where appropriate. Facilitates intra-site calibration ensuring consistency in interaction evaluations and scoring.
5. Provides technical advice to representatives; identifies trends and training opportunities and communicates to supervisors. Performs internal quality program audit ensuring consistency in application of evaluation standards.
6. Collaborates with supervisors to arrange side-by-side monitoring opportunities for new employees and create development plans for new and existing representatives.
7. Maintains knowledge of USPS products and services by reviewing reference materials such as manuals, handbooks, bulletins, trade periodicals and attending training sessions and seminars.
8. Manages a small group employees. Makes assignments, monitors progress, evaluates performance, and provides continuing oversight and guidance.

SUPERVISION

Manager of unit to which assigned.

SELECTION METHOD

See Handbook EL - 312, Section 740 - Selection Policies for Non-bargaining Positions.

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LEAD CUSTOMER CARE QUALITY SPEC EAS-21
Occupation Code: 1910-0029

REQUIREMENTS

1. QUALITY ANALYST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Knowledge of quality monitoring methods, principles, practices and procedures.
2. QUALITY ANALYST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to monitor and evaluate the quality of inbound and/or outbound customer contacts including, but not limited to, telephone calls, email, and chat interactions.
3. QUALITY ANALYST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to document adherence to required contact center quality standards, customer satisfaction indicators and performance scores.
4. SUPERVISORY QUALIFICATION - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to supervise the work performance of staff which includes providing technical guidance and feedback, establishing goals and evaluating performance, and building effective work relationships.
5. PRIVACY & RECORDS COMPLIANCE SPEC - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to use word processing and spreadsheets (e.g., Microsoft Suite) to prepare briefings and reports.
6. LEAD CUSTOMER CARE QUALITY SPEC - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to monitor and evaluate the effectiveness of quality scorecard programs against operational requirements, and develop recommendations and feedback for improvements to management.
7. LEAD CUSTOMER CARE QUALITY SPEC - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to communicate orally and in writing to provide technical advice, functional guidance, and policy interpretation as it applies to a call center to staff and team members.

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MGR CUSTOMER CARE OPS SUPPORT EAS-25

FUNCTIONAL PURPOSE

Administers USPS Customer Care Center support programs to include: administrative and office functions, quality, training, and information technology support. Collaborates with supervisors and managers to promote call quality and high customer satisfaction.

DUTIES AND RESPONSIBILITIES

1. Assesses the day to day operations of the Contact Center to maximize Agent knowledge for USPS products and services, first-contact resolution, service quality and customer satisfaction.
2. Leads and plans the daily work and activities of quality, training and administrative/office support including recruitment, on-boarding, time and attendance, personnel actions, staffing and/or complement management, planning, budget, and procurement.
3. Oversees the work of domiciled IT support to ensure all the Center's systems are running properly; partners with Headquarters IT to provide guidance on hardware, software, and applications.
4. Manages the analysis and assessment of Center performance; uses quality scorecard and training data to identify strategic objectives and approaches to ensuring a quality customer service experience.
5. Oversees the development of key performance indicators and monitors quality performance metrics. Reports metrics and service level agreements to Headquarters and the Command Center.
6. Communicates with Network Monitoring Analysts at the Command Center for system maintenance, system performance monitoring, and troubleshooting.
7. Ensures quality and training programs are aligned with national objectives as established by Headquarters; identifies areas for improvement.
8. Monitors the realignment of training initiatives established to meet key performance indicators and examines the outcome of trainings to ensure they meet established service standards.
9. Coordinates initiatives to improve Center performance with supervisors and management.
10. Prepares the budget for Center support, quality, and training programs.

SUPERVISION

Manager, Customer Care Center

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MGR CUSTOMER CARE OPS SUPPORT EAS-25

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies For Nonbargaining Positions.

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MGR CUSTOMER CARE OPS SUPPORT EAS-25
Occupation Code: 0340-0016

REQUIREMENTS

1. MGR BUSINESS CUSTOMER EVENTS - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to coordinate the work of employees, vendors and multidisciplinary project teams to achieve business objectives, including project planning, budgeting, procurements, making assignments, monitoring work, managing, and providing professional guidance.
2. SUPV, QUALITY & TRAINING - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to use Microsoft Word, PowerPoint and Excel and Postal Service applications.
3. MGR CUSTOMER CARE OPS SUPPORT - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to provide technical and system support and maintenance.
4. MGR CUSTOMER CARE OPS SUPPORT - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to provide project supervision and technical guidance to subordinate professional staff and other assigned employees.
5. CUSTOMER EXPERIENCE ANALYST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Knowledge of postal products and services.
6. WORKFORCE MGMT ANALYST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Knowledge of policies, procedures and standards related to contact center management, including data gathering and trend analysis.
7. MGR CUSTOMER CARE OPS SUPPORT - Essential
Scale: Yes/No Qualification Proficiency: Yes
Knowledge of hardware, software, and applications.
8. QUALITY ANALYST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Knowledge of quality monitoring methods, principles, practices and procedures.
9. QUALITY ANALYST SR - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to oversee and coordinate the work of others to meet organizational goals, including planning, organizing, directing, and monitoring work efforts, facilitating the flow of work-related information, and providing technical guidance and feedback.
10. MGR CUSTOMER CARE OPS SUPPORT - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to manage administrative support activities and programs, including recruitment, accounting, and personnel administration.
11. MGR CUSTOMER CARE OPS SUPPORT - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to implement performance improvement programs at a level sufficient to facilitate such initiatives to successful conclusion.

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MGR CUSTOMER CARE OPS SUPPORT EAS-25

12. MGR CUSTOMER CARE OPS SUPPORT - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to define key performance indicators and develop and implement training solutions.
13. MGR CUSTOMER CARE OPS SUPPORT - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to communicate orally and in writing sufficient to prepare and present reports, proposals, and recommendations on call center related data.
14. QUALITY ANALYST - Essential
Scale: Yes/No Qualification Proficiency: Yes
Ability to provide technical advice, functional guidance, and policy interpretation as it applies to a contact center.

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MGR CUSTOMER CARE OPS SUPPORT (EAS-25)
OCCUPATION CODE: 0340-0016

FUNCTIONAL PURPOSE

Administers USPS Customer Care Center support programs to include: administrative and office functions, quality, training, and information technology support. Collaborates with supervisors and managers to promote call quality and high customer satisfaction.

DUTIES AND RESPONSIBILITIES

1. Assesses the day to day operations of the Contact Center to maximize Agent knowledge for USPS products and services, first-contact resolution, service quality and customer satisfaction.
2. Leads and plans the daily work and activities of ~~quality~~, training and administrative/office support including recruitment, on-boarding, time and attendance, personnel actions, staffing and/or complement management, planning, budget, and procurement.
3. Oversees the work of domiciled IT support to ensure all the Center's systems are running properly; partners with Headquarters IT to provide guidance on hardware, software, and applications.
4. Manages the analysis and assessment of Center performance; uses quality scorecard and training data to identify strategic objectives and approaches to ensuring a quality customer service experience.
5. Oversees the development of key performance indicators (KPIs) and monitors quality performance metrics. Reports metrics and service level agreements to Headquarters and the Command Center.
6. Communicates with Network Monitoring Analysts at the Command Center for system maintenance, system performance monitoring, and troubleshooting.
7. Coordinates with Headquarters (HQ) Ensures quality and training programs are aligned with national objectives as established by Headquarters; to ensure KPI's and scorecards provide insight and actionable information to address evolving customer issues. identifies areas for continuous improvement. Monitors the realignment of training initiatives established to meet KPIs and examines the outcome of trainings to ensure they meet established service standards.
- ~~7. Monitors the realignment of training initiatives established to meet KPIs key performance indicators and examines the outcome of trainings to ensure they meet established service standards.~~
8. Coordinates initiatives to improve Center performance with supervisors and management.
9. Prepares the budget for Center support, quality, and training programs.

SUPERVISION

Manager, Customer Care Center

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies For Nonbargaining Positions.

REQUIREMENTS:

1. Ability to provide technical advice, functional guidance, and policy interpretation as it applies to a contact center.
2. Ability to coordinate the work of employees, vendors and multidisciplinary project teams to achieve business objectives, including project planning, budgeting, procurements, making assignments, monitoring work, managing, and providing professional guidance.

3. Ability to use word processing, data analysis and presentation development software applications such as Microsoft Word, Excel and PowerPoint to prepare briefings, reports and presentations.

~~1. Ability to use Microsoft Word, PowerPoint and Excel and Postal Service applications. Ability to provide technical and system support and maintenance.~~

~~2. Ability to provide project supervision and technical guidance to subordinate professional staff and other assigned employees.~~

~~3. Knowledge of postal products and services.~~

3.4. Knowledge of policies, procedures and standards related to contact center management, including data gathering and trend analysis.

~~4. Knowledge of hardware, software, and applications.~~

4.5. Knowledge of quality monitoring methods, principles, practices and procedures.

5.6. Ability to oversee and coordinate the work of others to ~~provide project supervision and~~ meet organizational goals, including planning, organizing, directing, providing project supervision, and monitoring work efforts, facilitating the flow of work-related information, and providing technical guidance and feedback.

6.7. Ability to ~~manage administrative~~ provide technical system support maintenance and support activities and programs, including recruitment, accounting, and personnel administration.

7.8. Ability to define key performance indicators and implement performance improvement programs at a level sufficient to facilitate such initiatives to successful conclusion.

8.9. ~~Ability to define key performance indicators and develop and implement training solutions~~ Ability to communicate orally and in writing sufficient to prepare and present reports, proposals, and recommendations on call center related data.

MGR CUSTOMER CARE OPS SUPPORT (EAS-25)
OCCUPATION CODE: 0340-0016

FUNCTIONAL PURPOSE

Administers USPS Customer Care Center support programs to include: administrative and office functions, quality, training, and information technology support. Collaborates with supervisors and managers to promote call quality and high customer satisfaction.

DUTIES AND RESPONSIBILITIES

1. Assesses the day to day operations of the Contact Center to maximize Agent knowledge for USPS products and services, first-contact resolution, service quality and customer satisfaction.
2. Leads and plans the daily work and activities of training and administrative/office support including recruitment, on-boarding, time and attendance, personnel actions, staffing and/or complement management, planning, budget, and procurement.
3. Oversees the work of domiciled IT support to ensure all the Center's systems are running properly; partners with Headquarters IT to provide guidance on hardware, software, and applications.
4. Manages the analysis and assessment of Center performance; uses quality scorecard and training data to identify strategic objectives and approaches to ensuring a quality customer service experience.
5. Oversees the development of key performance indicators (KPIs) and monitors quality performance metrics. Reports metrics and service level agreements to Headquarters and the Command Center.
6. Communicates with Network Monitoring Analysts at the Command Center for system maintenance, system performance monitoring, and troubleshooting.
7. Coordinates with Headquarters (HQ) quality and training programs, to ensure KPIs and scorecards provide insight and actionable information to address evolving customer issues. Monitors the realignment of training initiatives established to meet KPIs and examines the outcome of trainings to ensure they meet established service standards.
8. Coordinates initiatives to improve Center performance with supervisors and management.
9. Prepares the budget for Center support, quality, and training programs.

SUPERVISION

Manager, Customer Care Center

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies For Nonbargaining Positions.

REQUIREMENTS:

1. Ability to coordinate the work of employees, vendors and multidisciplinary project teams to achieve business objectives, including project planning, budgeting, procurements, making assignments, monitoring work, managing, and providing professional guidance.
2. Knowledge of policies, procedures and standards related to contact center management, including data gathering and trend analysis.
3. Knowledge of quality monitoring methods, principles, practices and procedures.
4. Ability to oversee and coordinate the work of others to meet organizational goals, including planning, organizing, directing, providing project supervision, and monitoring work efforts, facilitating the flow of work-related information, and providing technical guidance and feedback.
5. Ability to provide technical system support maintenance support activities and programs, including recruitment, accounting, and personnel administration.
6. Ability to define key performance indicators and implement performance improvement programs at a level sufficient to facilitate such initiatives to successful conclusion.
7. Ability to communicate orally and in writing sufficient to prepare and present reports, proposals, and recommendations on call center related data.
8. Ability to provide technical advice, functional guidance, and policy interpretation as it applies to a contact center.