



## DEPARTMENT MANAGER, CUSTOMER SERVICES

FC: XF117  
PB: 11

PC: 950  
BU: 95  
March 2002

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

### **DEFINITION**

Plans, directs, manages and oversees the activities and operations of the Customer Service Department including the customer service and transit information centers; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the Executive Manager, External Affairs, and performs related duties as assigned.

### **CLASS CHARACTERISTICS**

This single position class manages all activities throughout the District related to the broad function of customer service programs and activities. The incumbent is required to be proactive and creative in the development, implementation and administration of customer service programs and activities including, but not limited to the Transit Information Center, patron complaints, patrons' programs, and tickets and vendor programs. The incumbent is accountable for accomplishing all departmental goals and objectives within general policy guidelines. This class is distinguished from the Executive Manager, External Affairs in that the latter has overall management responsibility for all customer service, government and community relations, and marketing and media activities.

### **EXAMPLES OF DUTIES** –*Duties may include, but are not limited to, the following:*

1. Assumes full management responsibility for all departmental services and activities including administration of all customer services functions; recommends and administers policies and procedures.
2. Manages the development and implementation of departmental goals, objectives, policies and priorities for each assigned service area.
3. Establishes, within District policy, appropriate service and staffing levels; monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; allocates resources accordingly.
4. Plans, directs and coordinates, through subordinate level staff, the customer service Department's work plan; assigns projects and programmatic areas of responsibility; reviews and evaluates work methods and procedures; meets with key staff to identify and resolve problems.

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5. Assesses and monitors work load, administrative and support systems, and internal reporting relationships; identifies opportunities for improvement; directs and implements changes.
6. Manages the retail ticket delivery system; coordinates computer related modifications and upgrades with appropriate staff; ensures compliance with all District financial and operational control procedures.
7. Oversees staff and activities of customer service facilities including the Transit Information Center, Company Store, Customer Service Center, and Customer Complaint Center; ensures all operations are conducted in accordance with District policy and guidelines.
8. Creates and implements customer education programs and campaigns.
9. Coordinates and creates customer outreach programs to inform the community of the Districts operations, goals and objectives.
10. Monitors developments and legislation related to assigned areas of responsibility; evaluates impact upon District operations; recommends and implements policy and procedural improvements.
11. Selects, trains, motivates and evaluates assigned personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.
12. Oversees and participates in the development and administration of the department budget; approves the forecast of funds needed for staffing, equipment, materials and supplies; approves expenditures and implements budgetary adjustments as appropriate and necessary.
13. Explains, justifies and defends department programs, policies and activities; negotiates and resolves sensitive and controversial issues.
14. Represents the Customer Services Department to other departments, elected officials and outside agencies; coordinates assigned activities with those of other departments and outside agencies and organizations.
15. Provides staff assistance to the Executive Manager, External Affairs; participates on a variety of boards, commissions and committees; prepares and presents staff reports and other necessary correspondence.
16. Attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of customer service quality.
17. Responds to and resolves difficult and sensitive citizen inquiries and complaints.

**QUALIFICATIONS**

**Knowledge of:**

Operations of a comprehensive transportation customer service program including ticketing services.  
Principles and practices of customer service program administration.  
Methods and techniques of effective customer complaint resolution.  
Principles and practices of a computerized ticketing system operation.  
Principles of marketing.  
Methods and techniques of evaluating and providing quality customer service.  
Retail sales principles and practices.  
Methods and techniques of procuring services and materials.  
Methods and techniques of financial and statistical analysis.  
Principles and practices of policy development and administration.  
Principles and practices of budget preparation and administration.  
Principles of supervision, training and performance evaluation.  
Related Federal, State and local laws, codes and regulations.

**Skill in:**

Managing and administering a comprehensive customer service program.  
Ensuring delivery of quality customer service to District clients.  
Developing and administering departmental goals, objectives and procedures.  
Analyzing and assessing policies and operational needs and making appropriate adjustments.  
Identifying and responding to sensitive community and organizational issues, concerns, and needs.  
Planning, organizing, directing and coordinating the work of lower level staff.  
Delegating authority and responsibility.  
Selecting, supervising, training and evaluating staff.  
Researching, analyzing and evaluating new service delivery methods and techniques.  
Preparing clear and concise administrative and financial reports.  
Preparing and administering large and complex budgets.  
Interpreting and applying applicable Federal, State and local policies, laws and regulations.  
Communicating clearly and concisely, both orally and in writing.  
Establishing and maintaining effective working relationships with those contacted in the course of work.

**MINIMUM QUALIFICATIONS**

**Education:**

A Bachelor's degree or equivalent in business administration, public administration or a related field from an accredited college or university.

**Experience:**

Six (6) years of (full-time) equivalent verifiable professional customer service program administration experience which must have included at least (3) three years of management and administrative responsibility.

**Substitution:**

Additional (professional) experience as outlined above may be substituted for the education on a year-for-year basis. A college degree is preferred.

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**WORKING CONDITIONS**

**Environmental Conditions:**

Office environment; exposure to computer screens.

**Physical Conditions:**

Requires maintaining physical condition necessary for standing, walking or sitting for prolonged periods of time.

**BART EEO-1 Job Group:** 0500 - Executives/Managers  
**Census Code:** 0430 - Miscellaneous Managers  
**Safety Sensitive:** N