

Debt Operations Team Manager

CAP celebrates the value of diversity and our aim is for our workforce to be as inclusive as possible as well as representing the communities we serve. With this in mind, we welcome and encourage job applications from people of all backgrounds. We particularly welcome applications from candidates from black and ethnic minority backgrounds. We are committed to continue building an environment that embraces diversity and includes all.

Context

CAP's debt help is our flagship service delivered in partnership with our network of local churches across the UK. All regulated activities and the operational service to clients happens in the Debt Operations department, operating from CAP head office in Bradford. We are made up of a variety of teams, all of whom are collectively responsible for the delivery of CAP's debt advice service, from initial client contact through to debt free.

Purpose

The role of the Debt Operations Team Manager is vital to the successful running of our debt service operation. You will draw on your skill and expertise in each of the management competencies as you lead your team of people. You will support, equip and empower your staff to carry out their roles to the best of their ability. You will enable your staff to be trained and equipped in their roles and monitor and allocate workload. You will identify and enable the implementation of changes, and provide management and leadership to your team in order to ultimately provide an excellent service to our clients. You will work closely with Heads and other Managers within your section of the department as well as being a member of the broader Debt Operations management team.

Passion

We are passionate about enabling our teams to provide excellent customer service to our clients and frontline staff. We are passionate about supporting, equipping, and challenging others to excel in their roles. We seek to continually enable and champion development of the service we provide to clients and churches.

Personality

We are highly capable, organised and efficient, with a heart for our people. We are good communicators, inspirers, and encouragers. We think big-picture, as well as about the details. We are committed to building and developing our teams.

Role:

Accountabilities:

- To carry out personnel management of staff including: onboarding of new team members, managing holiday requests in order to ensure the team is

adequately staffed at all times and handling staff member absence due to sickness.

- Responsible for fostering healthy team culture through regular and effective stand ups and team meetings. Ensuring the team are engaged with and contributing to organisation wide life at CAP. This includes monitoring team morale using data sources available, such as pulse survey data and staff survey results, as well as one-to-one catch ups and team stand ups.
- Responsible for monitoring and allocating team workload effectively to ensure relevant service level agreements are maintained. Balancing advocacy and wider operational awareness to communicate effectively with Heads and peers to manage workloads Debt Operations wide.
- Responsible for providing a high level of support and coaching to team members through catch ups to aid them in their ongoing performance. Providing regular quality audit feedback to team members, and providing feedback on individual outputs based on the monitoring of team dashboards. Challenging and resolving poor performance where required, whether in regards to output or quality of work, behaviour within the team, or engagement with wider culture within CAP.
- To provide opportunities for longer term growth of individuals, ensuring all team members are being invested in through PDPs. Enabling attendance and engagement with the Debt Operations CPD programme. This includes responsibility for understanding and championing the value of personal development by leading in this within your own role and across the team.
- Taking ownership alongside others for identifying areas where improvements and efficiencies can be made to our debt help service and to the wider organisation as necessary. To be available for general queries, strategic oversight and advice on operational impact during preparation and implementation of new processes and policy updates led and by others.
- Responsible for delivering effective team communication, both written and verbal, to engage staff members in business as usual and aid smooth change management. Within this, to demonstrate active ownership of organisational awareness and wider strategy, actively engaging in charity wide management meetings.
- Participation in the wider Debt Operations management team. This includes working with other Team Managers in your section, taking ownership of decisions pertinent to your area and covering responsibilities as needed when other managers are absent. Also included is attendance and participation on a department wide level and the willingness and ability to lead in that broader context where required.
- Any other tasks relating to these or other operational functions of the charity that are seen necessary by your line manager.

Manager Accountabilities:

- Manager is proactive in creating a culture of personal development in the team, including but not limited to Personal Development Programmes (PDPs), reviews and coaching for every direct report
- Manager is a secure and honest leader, able to acknowledge mistakes, lead with vulnerability and build a high trust team
- Manager has excellent written and verbal communication skills and can tailor these to the audience and situation as needed
- Consistently and professionally articulates the needs of the team to wider stakeholders, whether as part of specific projects or business-as-usual tasks
- Manager is able to balance team workloads, boundaries and health using appropriate and effective strategic methods such as LEAN, problem definition and ideation tools

Measurable Outputs:

- New staff members signed off within the expected timeframes. Signed off team members proficient in meeting their expected level of outputs and the quality standards expected for their role. If these are not achieved, ensuring effective performance management processes and personalised action plans are in place.
- Team rota management and department wide resource collaboration carried out effectively to enable service level agreements to be maintained at agreed levels.
- Demonstrable use of effective development tools such as weekly catch ups, coaching, performance reviews and PDP's, ensuring engagement and attendance with the CPD programme.
- Effective allocation of time for personal development, both personally and for team members. Examples include, Q2 days, attending and contributing to peer learning sessions both within department and charity wide, and participation in broader training provided by People Transformation.
- Demonstrating familiarity with CAP management and leadership updates and the ability to effectively communicate and lead through change, leading to improvements to the health of our operations and the quality of our service delivery. Showing an ability to learn from experience and effectively implement those new learnings.

Culture:

- Clearly live out and embrace the cultural values of CAP.
- Clearly demonstrate a heart and passion for the charity.
- Sincere acceptance, understanding and practice of the Christian ethos and purpose of the charity.

Other Responsibilities Include:

- Being willing to pray with staff and fully engaged with our Christ-centered culture.
- Encouraging friends, family and other contacts to support the charity through the Life Changer programme and other fundraising initiatives.
- Attending annual CAP staff conferences.
- Completing all compulsory CAP training within given timescales.
- This role falls within the scope of the FCA's conduct rules, and you will be provided with training as to how these apply to the role. It is your responsibility to ensure that you follow these conduct rules.

The above job profile is a guide to the work you may be required to undertake but does not form part of your contract of employment. It may change from time to time to reflect changing circumstances.

Person:

Education:

- A Levels or equivalent

Experience:

Essential

- Experience of delivering results in a service based environment
- Experience of having to work using your own initiative

Desirable

- Experience of working within Debt Operations, and CAP debt help procedures
- Experience of leading and managing a team of staff
- Experience of leading teams to meet key objectives or targets

Skills/Abilities:

- Confident decision maker
- Excellent communication at all levels
- Ability to produce excellent results through the use of team dashboards

- Ability to lead a team in actively promoting the cultural values of CAP
- Ability to develop strengths and skills in others
- Ability to challenge poor performance
- Ability to prioritise time, tasks and attention effectively in a pressured environment
- Able to hold a good balance between detail and the 'big picture'
- Good strategic insight and understanding of organisational aims
- Ability to collaborate across teams and departments
- High emotional intelligence and ability to understand the human factors involved in the role
- An empathetic ear whilst having an objectivity to know what will inspire others
- Capable of maintaining own emotional wellbeing
- Skilled in techniques that assist in team strategy e.g. problem definition, ideation, LEAN methodologies

Christian Commitment:

- The candidate must be able to verbally assent to and practically demonstrate Christians Against Poverty's Statement of Faith and Core Values.
- The candidate must be able to actively participate in prayer and worship, whether individual, small group or corporately, as an expression of their own personal faith and in line with CAP's Statement of Faith.

All adults working in or on behalf of CAP have a responsibility to safeguard and promote the welfare of children and adults. This includes:

- A responsibility to ensure a safe environment in which CAP services can be delivered.
- Identifying children and adults where there may be safeguarding concerns.
- Following the CAP *Safeguarding policy* in addressing any concerns appropriately.

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