

# OUC—The *Reliable One*

Invites You to Consider Joining Our Team as:  
Vice President of Customer Service  
Orlando, Florida



[www.ouc.com](http://www.ouc.com)

**OUC**   
The *Reliable One*®



OUC – *The Reliable One* is an industry leader and the second largest municipal utility in Florida. We are seeking creative, forward-thinking, self-motivated candidates who can assist us with achieving our vision of being recognized as the *best utility in the nation*. As a testament to our family-friendly culture, OUC is ranked #8 out of the Top 100 Companies for Working Families in Central Florida for 2014.

OUC offers a competitive compensation & benefits package, which includes an employer-paid medical program for employees, a robust dependent coverage contribution, employer-paid life insurance, a hybrid retirement package, paid vacation, holidays and sick time. Relocation assistance is available for professional-level candidates who live outside the tri-county Central Florida area.

## OUC—The *Reliable One*

At OUC, we provide reliable, quality service to the entire City of Orlando, portions of unincorporated Orange County and Osceola County, and the City of St. Cloud.

- OUC's heritage dates back to 1922 when the city of Orlando bought Orlando Water & Light Co., a privately held company in operation since 1901.
- In 1923, the state Legislature granted the city a charter to establish the Orlando Utilities Commission to operate the system.
- Over the past 85 years, OUC's customer base has grown from about 5,000 electric and water customers to more than 250,000, serving a population of more than 342,000.
- OUC's five-member governing board, known as the Commission, is responsible for setting the utility's rates and operating policies.
- The history of OUC reveals a consistent record of forward-thinking expansion and service delivery improvement, which is characteristic of locally controlled utilities.

### MISSION

To provide reliable and affordable electric and water service to our customers in an environmentally responsible manner.

### VISION

OUC is recognized as the best utility in the nation.

### VALUES

Safe, Customer-focused,  
Collaborative, Responsible,  
Efficient and Innovative.

## About Orlando

- Orlando, located in the heart of Central Florida, is the region's hub for finance, government and commerce. More than 6,000 businesses bring 104,131 daily workers to 10.1 million square feet of office space.
- Downtown Orlando serves as the region's largest employment center and is home to the most diverse office inventory in the Metro Orlando region. Downtown is currently experiencing a sports and cultural renaissance through the development of state-of-the-art community venues including the new Amway Center, a world-class performing arts center, an upgraded Florida Citrus Bowl and a new Major League Soccer stadium.
- Orlando is one of only two communities in the world currently building a "medical city." The emerging biotechnology and life sciences sector has evolved from a renowned regional healthcare system comprised of some of the top hospitals in the country.
- Orlando has become one of the nation's top digital media clusters with more than 1,200 companies, 30,000 workers and collective annual revenues estimated at \$14 billion. From feature films to video games, Orlando is a hub for cutting-edge technologies.
- While Orlando is renowned worldwide for its tropical climate and relaxed lifestyle, the region also is one of the top 10 locations in the country for business. From corporate headquarters to regional distribution centers, from product manufacturing to high tech research, the Orlando region spans a dynamic economic spectrum.



## Candidate Requirements

### Education/Knowledge

- BA/BS degree from an accredited college in Business Administration or related field is required; MBA is preferred and a minimum 10 years of Customer Service Management experience.
- Experience working within the utility industry preferred but not required.

### Skills/Abilities

- Experience identifying customer pain points and leveraging tools to drive short-term solutions and long-term roadmaps.
- Process improvement/change management experience; concrete examples and opportunities from a customer standpoint and proven results implementing solutions.
- Proven track record of developing service and support strategies and improving service.
- Demonstrated ability to lead an improvement program over a multi-year period.
- Ability to work across functions in the organization to educate on the role each plays in the customer experience.
- Expertise in strategic planning and execution.
- Results-oriented with the ability to balance all key business considerations.
- Demonstrated team building experience, leading a team or teams through change, and is a “roll-up-your sleeves” personality who is comfortable being hands-on.
- Project management experience with a strong understanding of and application of lean sigma or other process improvement methodologies.
- Exceptional verbal and written communication with attention to detail.
- Knowledge of customer service principles, standards and metrics.
- Strong knowledge of technology including customer touch points and channels.

### Essential Functions

#### Executive Team

- Participates in key decisions pertaining to strategic initiatives, operating models and operational execution; contributes to strategic planning, supports Commission initiatives; keeps abreast of critical issues in other business units; understands market and economic factors affecting the organization; participates in policy development; and creates and delivers an outstanding experience for OUC’s customers and employees.
- Partners with the Executive Leadership team to adopt and integrate key Customer Service strategies and initiatives.
- Challenges and influences the Executive Leadership team on implications of internal and external business trends and issues that could influence the operating environment with a focus on continuous improvement across the organization.
- Attends Commission Meetings and updates the Commissioners as appropriate throughout the year.

#### Department

- Work to establish the baseline customer experience and moments of truth; works cross-functionally to align and mobilize OUC around the view of the customer experience.
- Management of the Meter Services and Billing Department responsible for ensuring customers receive accurate, timely bills and issues are identified and resolved quickly. Ensure compliance with all laws, rules and regulations related to customer information and monitors and maintains the effectiveness of OUC’s meter-to-cash system including the proper use and functioning of advanced metering technology. Oversees the identification and correction of revenue leakage.
- Oversee the Commercial Customer Service Department including Customer Call Center, Billing and Collections, and Large Customer Accounts. Ensure implementation of initiatives to improve the customer experience and enhance the use of sustainable business practices.
- Oversee the Residential and Small Business Customer Service Department including Customer Connection Call Center and the Inbound Collections Call Center and develop initiatives to continually improve the experience for customers interacting with these areas.



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- Responsible for the Customer Experience Department tasked with establishing performance metrics to monitor, measure and maintain quality standards of the call centers and agents. Develop comprehensive customer service representative training and development programs.
- Continually assess the competitiveness of all Customer Service Department programs and procedures benchmarking OUC against industry best practices.
- Leverage data to identify key opportunities for improving the customer experience and building customer loyalty.
- Define, develop and oversee implementation of a portfolio of initiatives designed to improve the customer experience.
- Responsible for long-range planning, investment in infrastructure, continuous improvement and achievement of excellent service delivery.
- Define and successfully execute organizational process improvements to increase levels of service and reduce costs.
- Foster and embed a culture of customer service by clearly defining optimal levels of customer engagement, consistency, accountability and continuous improvement.
- Work cross-functionally with operational business partners and other OUC departments to affect change via people, policy or systems with the customer in mind.
- Ensure the effective implementation of initiatives to improve the experience and increase revenues from the medium and large commercial customers.
- Substantially improve productivity in the Customer Service Department through the reengineering of processes, establishing of best performance metrics to drive productivity and the introduction of new technologies and methodologies.
- Responsible for comprehensive training programs to ensure continuous quality performance.
- Foster positive relationships between the organization's resources and external entities (i.e. government, vendors and other organizations).

### **Team Management**

- Evaluates the Customer Service structure and team to continually improve the efficiency and effectiveness of the group, as well as provides professional and personal growth for all employees on the team.
- Mentors, develops and promotes appropriately skilled and experienced staff. Provides team development; establishes direction and motivates team members; creates an atmosphere of trust; leverages diverse view points and experiences; coaches; encourages team dialogue; and encourages improvement and innovation.
- Attract and retain highly talented service professionals and oversee the employee relations functions of the customer service center to ensure a positive, productive environment where employees are well suited to their position, there is a dedication to providing continuous, valuable performance reviews with candid, meaningful and timely feedback; career development and training with challenging assignments to develop the employee; and succession planning.

### **NON-ESSENTIAL FUNCTIONS**

- Maintains professional and technical knowledge by reviewing professional publications; establishes personal networks; benchmark state-of-the-art practices; and participates in professional organizations.
- Keeps abreast of current market and industry trends and issues, new regulations and policies, and participates in industry trade groups. Identifies and updates the organization on any new opportunities or concerns.
- Continually strives to update personal awareness, knowledge and skills not only in area of expertise, but also a broader base of knowledge and skill in overall business acumen. This can include advanced degrees, education, certifications for self or team.
- Represents the organization in the community through community outreach programs, non-profit work, politics or through other community involvement activities.



## Purpose of the Position

The Vice President of Customer Service is a passionate advocate committed to ensuring the highest quality customer experience. This member of the executive team provides leadership and direction for day-to-day activities associated with the meter to payment process including: Residential and Small Business Customer Service, Commercial Customer Service and Key Account Management, Meter Services, Billing, Collections, Training and Quality Assurance.

This position is both strategic and hands-on requiring extensive experience leading a successful customer service organization, interpreting customer feedback and using analytics to define, evaluate, map and improve business processes. The Vice President is responsible for benchmarking the current customer experience, developing key performance indicators to monitor quality, leveraging consumer research to determine gaps, fixing impactful customer experience issues and defining and aligning the organization around key strategic goals to continually improve the level of service provided throughout the customer journey.



## Customer Service Department Profile

The Vice President of Customer Service oversees about 200 Full Time Employees (FTEs) and a budget of approximately \$27.5 million across four departments with the following functions:

### Commercial Customer Service/Collections

- Develops and manages positive and proactive business relationships with key commercial and industrial (C&I) customers, such as Universal Orlando and Orlando International Airport (GOAA).
- Offers appropriate products and services to the C&I customer class.
- Ensures the retention and expansion of OUC's C&I customer base.
- Develops and implements new products and service offerings for C&I customers.

### Residential Customer Service/Collections

- Promptly handles all inbound telephone customer inquiries regarding billing, account information, service problems and payments.
- Reviews and improves business processes to ensure operating efficiencies.

### Digital Metering/Billing

- Responsible for deploying and maintaining a complete network of meter reading devices, as well as meter data management for billing, account review, work orders, meter shop, field investigation and call center uses.
- Reviews the billing process to ensure a sustainable, timely and accurate billing methodology for Orlando and St. Cloud customers. (OUC has 100 percent deployment of both electric and water digital meters.)

### Customer Experience

- Develops, reviews and maintains quality management initiatives and quality control standards, training programs and policies and procedures across divisions within OUC in order to ensure sustained employee performance and exceptional customer service.



## How to Apply:

*Interested applicants should email their resume to:*

vpsearch@ouc.com

Attention: OUC Recruiting





OUC Recruiting – Orlando Utilities Commission  
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