

Call Centre Manager interview questions

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What to expect

The interview process for a call centre manager usually combines a conversation about your operational approach with practical questions about rosters, metrics and people leadership. Employers want to see that you can run a floor, use data to make decisions and coach a team through difficult moments.

- **Process and planning questions:** These probe how you build rosters, forecast call volumes and organise daily work across queues and channels.
- **Behavioural questions:** These ask for real examples of coaching, performance management and process improvement, usually using the STAR method.
- **Scenario and judgement questions:** These put you in a live operational problem, such as a spike in wait times or a drop in satisfaction, and ask how you would respond under pressure.
- **Technical and data questions:** These cover your hands-on use of contact centre software, workforce management tools and reporting dashboards.

Typically a phone screen with a recruiter, then a panel interview with the hiring manager and sometimes a team leader or operations peer. The panel may include a practical exercise, such as reviewing a sample dashboard or walking through a rostering scenario, followed by behavioural questions. Some employers ask for a short presentation on how you would improve service levels in their contact centre.

1. Walk me through how you would plan rosters for a contact centre that sees a sharp rise in call volume during a seasonal peak.

Why they ask

This tests your workforce planning process, your understanding of forecasting and your ability to balance service levels with staff wellbeing and budget.

How to structure your answer

Set the context, outline the forecasting and rostering steps in order, explain how you would monitor and adjust during the peak, and finish with the trade-offs you would manage.

Example answer

"First, I would pull historical data for the same seasonal period over the past two or three years, focusing on call volume by half-hour or hour, average handle time and shrinkage. I would use that to build a forecast in a workforce management tool like NICE or Aspect, then map required headcount against current availability. I would check the roster against award conditions and enterprise agreement rules, then build in targeted overtime or casual coverage only for the highest peaks. During the peak itself, I would monitor real-time queues and dashboards and move staff between phone, email and chat as volumes shift. If wait times still climbed, I would trigger a short-term escalation plan, such as allowing team leaders to take calls or offering a callback option. After the peak, I would review the forecast against actuals to improve the next cycle."

2. Tell me about a time you had to coach a team leader or agent who was struggling with difficult customer conversations.

Why they ask

This looks at your coaching ability, empathy and how you handle performance issues without damaging morale.

How to structure your answer

Use the STAR method: describe the situation, the task, the action you took and the result. Focus on the coaching conversation and the follow-up.

Example answer

"At a previous contact centre, one of my team leaders was getting complaints from agents about how she handled escalations. She was technically strong but came across as abrupt under pressure. I sat with her and listened to a few recorded calls, then asked her to identify where the tone shifted. We agreed on a simple framework for opening difficult conversations and practiced it in a role-play. I checked in weekly and gave her specific feedback after real escalations. Within a couple of months, the complaints dropped and her team's satisfaction scores improved. She also started coaching her agents on the same framework."

3. You notice that average handle time has risen while customer satisfaction has dropped. How would you investigate and respond?

Why they ask

This tests your data analysis, problem solving and ability to act on metrics without jumping to conclusions.

How to structure your answer

Define the problem, describe how you would gather and interpret data, outline short-term and longer-term actions, and explain how you would measure whether the fix worked.

Example answer

"I would start by breaking the data down by team, channel and call type to see if the increase is isolated or across the board. I would also pull recent customer feedback and listen to a sample of calls. If the issue is a new product or process, I would check whether agents have had enough training. If it is a system problem, I would escalate to IT. In the short term, I might add extra support for the affected queue or update the knowledge base. Longer term, I would run targeted coaching and review whether the process itself needs simplifying. I would track average handle time and satisfaction weekly to see if the changes are working, and adjust if they are not."

4. Describe your experience with workforce management and contact centre software such as Avaya or Genesys. How do you use them day to day?

Why they ask

This confirms your hands-on technical skills and whether you can step into the platform your team uses.

How to structure your answer

Name the platforms you have used, describe a specific task you perform in them, and explain how that task supports service outcomes.

Example answer

"I have used Avaya and Genesys for routing and real-time queue management, and NICE for workforce management and call recording. On a typical day, I start by checking the intraday forecast against actual call volumes in the workforce management tool. If we are behind, I use the contact centre software to adjust skill groups or move agents to the busiest queue. I also use the recording tool to pull calls for quality assurance and coaching. On the reporting side, I export data into Excel or Tableau to build dashboards for senior management, showing service level, average handle time and first-call resolution."

5. How do you balance service level targets with the wellbeing of your team during a period of high demand?

Why they ask

This assesses your people leadership and whether you can protect your team from burnout while still meeting commitments.

How to structure your answer

Acknowledge the tension, describe how you would communicate with the team, outline practical steps to protect wellbeing, and explain how you would still meet service commitments.

Example answer

"I see service levels and wellbeing as connected. If the team is exhausted, service will drop anyway. During high demand, I would be transparent with the team about the pressure and what we are doing to manage it. I would look at the roster to make sure breaks are protected and that people are not skipping them. I would also bring in extra support, such as overtime or temporary staff, and make sure team leaders are checking in with agents who have had a run of difficult calls. If we still cannot meet every target, I would prioritise the most urgent customer needs and communicate any trade-offs to senior management."

6. Give an example of a process change you implemented after reviewing call recordings or customer feedback.

Why they ask

This looks at your ability to turn insights into action and to drive continuous improvement.

How to structure your answer

Use the STAR method, focusing on the analysis, the change you made and the measurable outcome.

Example answer

"In one contact centre, customer feedback showed that people were frustrated by having to repeat their details every time they were transferred. I listened to a sample of calls and confirmed that the CRM system was not always pulling up the right record, so agents were asking for information again. I worked with the IT team to adjust the screen pop settings and updated the agent script to confirm details once. We also added a short training session on using the CRM search properly. After the change, repeat contact dropped and satisfaction comments improved. I shared the results with the team and made the change part of our standard onboarding."