

# **SALARY & TRENDS SURVEY**

**2015**

Customer Contact

**PSD**

# Foreword

## Welcome to PSD's Customer Contact 2015 Salary Survey, an essential guide to pay and reward across all industry sectors.

It is the result of a comprehensive salary survey completed online by permanent and interim Customer Contact professionals responding to an email invite and reviewing PSD's own database of 12,000+ Customer Contact specialists.

We believe this is the most useful and comprehensive of all Customer Contact salary surveys and allows customer contact leaders, HR and candidates to analyse trends and benchmark their own company's reward policy.

Our results have been gathered just as the UK economy appears to be rebounding from the downturn however, there are still a number of external risks that could impact our economy. We felt our Client and Candidate surveys would give a good flavour of how 2015 would look.

During 2010 to 2014 permanent candidates were moving for better job security, career prospects and more interesting roles. Although these factors are still a high priority, financial benefits and tailored incentives are becoming increasingly important. Our candidate survey shows confidence has returned to the market.

From our client survey, 52.1% of clients expected to increase their workforce whilst only 14.6% expected to decrease headcount.

Candidates too feel much more positive about changing roles with 76.1% feeling positive or very positive about moving whilst 6.4% felt a level of negativity.

Therefore to ensure you retain your current staff and can also attract new staff this survey proves an invaluable guide.

We expect organisations to demand more from their Customer Contact functions as the need to stand out from the crowd increases during 2015, through stronger brand, communications and customer experience.

### Rob Dermott

Associate Director - Customer Contact Practice.

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# PSD: An Overview

## PSD is a leading international recruitment business operating across Europe and Asia.

We offer expert knowledge of our specialist markets: marketing and sales, technology, IT, finance and banking, property and construction, procurement, customer contact, law and HR. Our strength lies in our dedicated approach to and expert knowledge of our specialist sectors and functional disciplines.

Each specialist division of PSD is well established as a market leader within its specific field of recruitment at the Mid to Senior Executive level.

### Recruitment Services

Our reputation has been built upon our ability to deliver highly effective recruitment solutions to our clients. Each recruitment consultant is fully trained in file search, advertised selection, executive search and contracting; ensuring that we are in the strongest position to recommend solutions that are appropriate to the individual needs of our clients.

The skills and experience of our consultants along with the resources and capability of the PSD Group enable us to handle a wide variety of recruitment requirements. From single key appointments to large-scale recruitment projects, in both international corporations and small private business.

### Our People

Standing out in the recruitment market is never easy; most consultancies tend to offer similar services.

However, at PSD we have a key point of difference - the quality of our people. It is the skills and knowledge of our consultants and support staff that provide clients and candidates with exceptional service. All staff work within a values based culture.

### Commitment to Quality

We continue to adhere to ISO 9001:2008. This year we underwent our three year assessment for Investors in People and we were awarded Gold Status. There are more than 22,000 organisations in the UK with IIP accreditation (40,000 plus internationally) but less than 1% have Gold Status. Corporate Social Responsibility (CSR) standards are becoming increasingly more prominent in clients' selection for suppliers and it is an excellent tool to use in our client relations and communications. We are committed to a high level of CSR.

[www.psdgroup.com/  
customer\\_contact](http://www.psdgroup.com/customer_contact)

PSD's website attracts quality candidates and compliments our advertising response on behalf of clients

The Survey focuses purely on executive and management roles within the Customer Contact field.

# Customer Contact

Established in 1992 our Customer Contact practice comprises of 20 consultants in locations worldwide with specialist teams dedicated to the following sectors:

- Banking & Financial Services
- Business Services
- Energy & Utilities
- FMCG
- Industry
- Leisure & Travel
- Media
- Communications
- Pharmaceutical & Healthcare
- Professional Services
- Retail
- Technology

## Functions

We operate through all functions in Customer Contact and provide expertise in the following areas including:

- Call Centre Directors
- Contact Centre Managers
- Telesales Managers
- Resource Planning
- Collection Managers
- Client Services
- Business Development
- Field Operations
- Training
- General Managers
- Support & Management Roles
- Interim Managers
- Project Managers

## Recruitment Services

Operating at executive, management and board level (typically salaries of between £40,000 and £150,000), we provide comprehensive recruitment services for both single appointments and large-scale assignments delivered through a rigorous project management system.

Our approach is open and collaborative and recommendations are made only after careful consideration and analysis of clients' specific needs.

## Our core services are:

- Executive Search
- Advertised Search
- Assessment Centres & Training
- Contract & Interim
- Contingency

It is the skills and knowledge of our consultants and support staff that provides clients and candidates with exceptional service

PSD successfully works with clients across the UK and Internationally in a broad range of sectors.

# Market Overview

## 2015 should be shaping up to be a bumper year for the Contact Centre Industry.

Our surveys show a very positive balance of organisations looking to expand their workforce over the next 12 months, whilst almost 75% of candidates have an eye on the market.

This could make for some interesting challenges for organisations, especially when considering succession planning.

The fact that many organisations are looking externally for talent as they “have no internal skills” has become apparent from the roles that PSD Customer Contact have been recruiting over the last 12 months. We have seen a skew to non-operational roles - for example project management and change opportunities.

Many clients are seeking to make efficiencies or utilise technology more effectively, so change management, performance optimisation and service delivery have accounted for approaching 60% of the roles we have recruited, whilst operational management and director roles have accounted for 40%.

Some of the key trends we have witnessed include:

- Candidates receiving multiple job offers which had not been so prevalent since before 2008
- Clients need to move swiftly through to interview process. Pace is of the essence to ensure the right talent is engaged and attracted
- A number of recruitment projects have been unsuccessful as clients have been hesitant to reach a conclusion either way, leaving the candidate without confidence in their potential employer
- More pipelining of talent for key clients

Further information on ensuring a successful recruitment outcome appears on **page 29**.

In the Customer Contact industry in general we have seen organisations grappling with what their customer contact strategy will look like. Do they have too many contact centre seats whilst customers increasingly adopt a mobile and digital contact strategy?

Continued overleaf

To enable productive online networking between professionals, PSD has an established **LinkedIn Group; PSD Customer Contact**

Our reputation and continuous improvement produces strong relationships with talented professionals, allowing us to effectively match them with suitable opportunities that meet their career aspirations

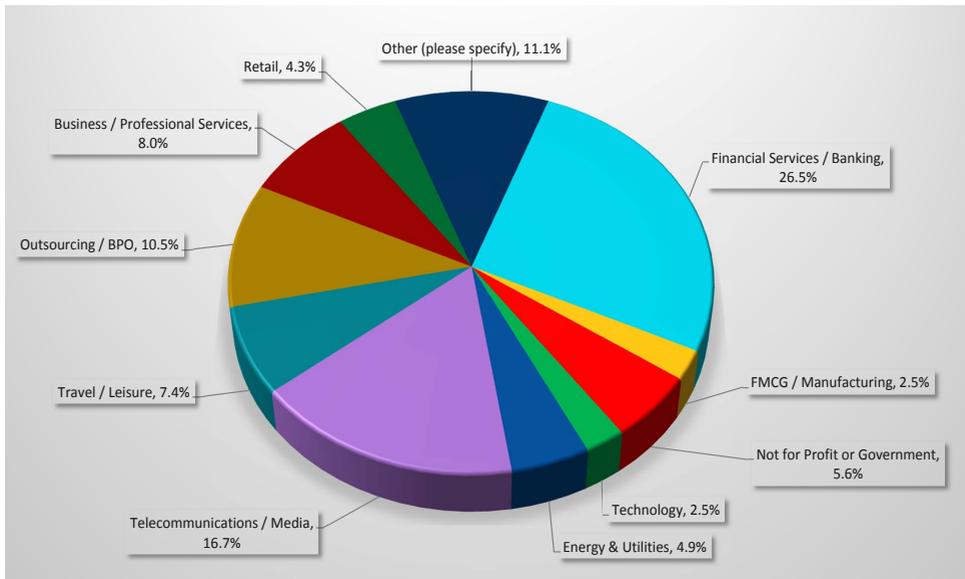
# Market Overview Continued

Even more large organisations in sectors such as Utilities, Retail and Telecommunications are outsourcing the whole of their customer care and support units to outsource partners, other trends we see across the market include:

- Niche businesses are setting up highly specialised centres to provide outstanding customer experience - typically these are c50FTE, with a well paid high calibre workforce
- The Financial Services sector is exceptionally busy as challenger banks, specialist lenders and payments businesses recruit for growth. The overhang of excess contact centre capacity owing to the financial crisis and the merger of some of our largest financial players have now worked through to completion
- PSD has seen increased International demand for experienced UK Contact Centre professionals. Far East - Telecoms; Middle East - Outsourcing, Travel and Technology; South Africa - Outsourcing; India & Philippines - Account Management across Retail, Telecoms and Travel

All in all the marketplace is proving positive however, should you require any specific information to assist your organisation please contact the appropriate consultant on the **Contacts** page.

Our survey has a broad range of respondents across all contact centre sectors (as shown below) giving us a good indication of the overall contact centre industry.



# Candidate Results - gained from our online survey

In July and August 2014 we undertook a survey of both clients and candidates to obtain a picture of what is going on in the contact centre employment marketplace.

For candidates, we wanted a picture of what made up their package and how they felt about prospects to change careers. Between the two surveys and salary findings we feel this gives a good flavour of the factors that can either retain good staff or ultimately make them decide to move on to pastures new.

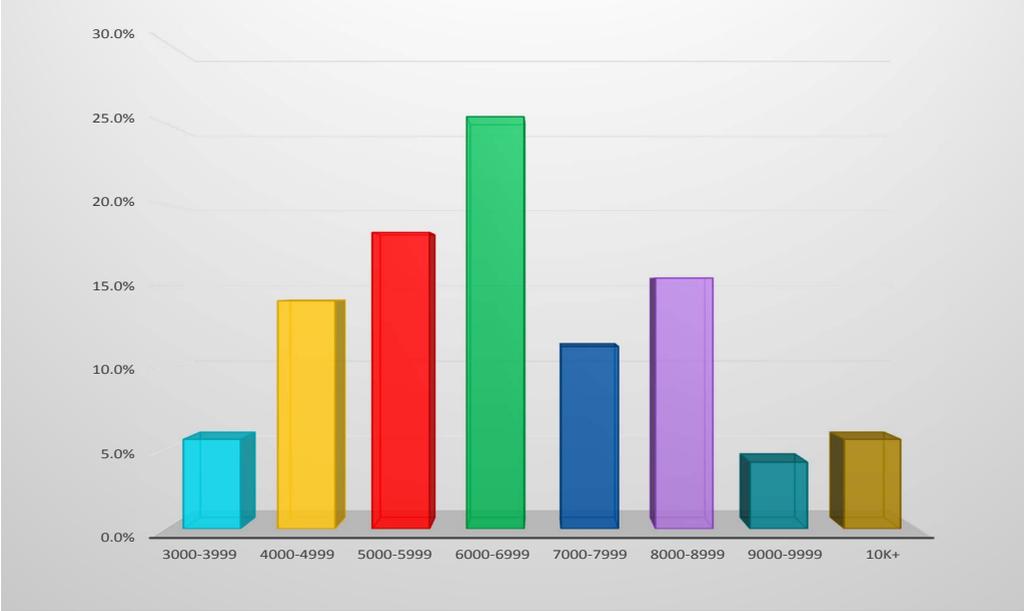
The findings follow but some headlines include:

## Candidate Benefits & Trends Survey:

- 43.8% of candidates surveyed received a car allowance
- Approaching 60% of respondents received a car allowance of between £333pcm and £583pcm
- Bonus is an important part of overall package with 74% receiving some bonus
- Bonus values vary widely, however only a third of respondents received over 20% of their salary as a bonus
- We asked candidates what they felt were the top 5 benefits their employer should provide. Surprisingly “the ability to work from home” was 4th beating good holiday allowance into 5th place. Pension, Private Healthcare and Life Insurance made up the remainder of the top 5 followed by car allowance at 6th position
- Candidates are increasingly confident about their employment prospects at present with only 6.4% feeling negatively
- Worryingly for employers 84% of those surveyed had an eye on the market or were open to a conversation at present - some of this may be down to the last 5 years of uncertainty. *We surveyed both archived candidates and those recently registered along with members of our LinkedIn group*
- A minimum of 20% of employees were recruited externally by their employer, showing the importance of consultancies, referrals and knowledge

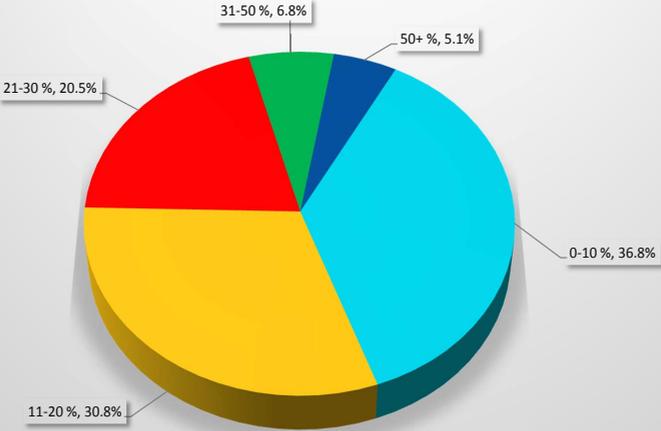
The PSD Customer Contact team focuses on mid to senior level appointments offering a full range of recruitment services

What is the annual value (£) of the car allowance or benefit?



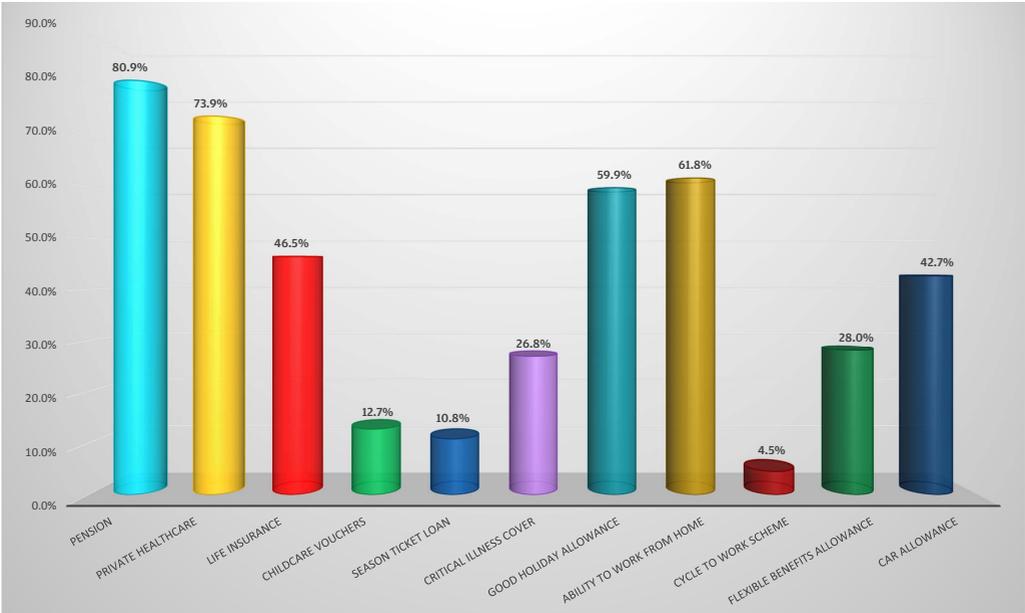
44% of candidates surveyed received a car allowance - the monetary values broke down as highlighted above. The most common amount fell between £6,000 - £6,999 per annum.

What was your last bonus as a % of your basic salary?



74.1% of respondents received a bonus. The bonus percentages vary widely but the largest number of people received 11% - 20% of their basic salary as an additional bonus.

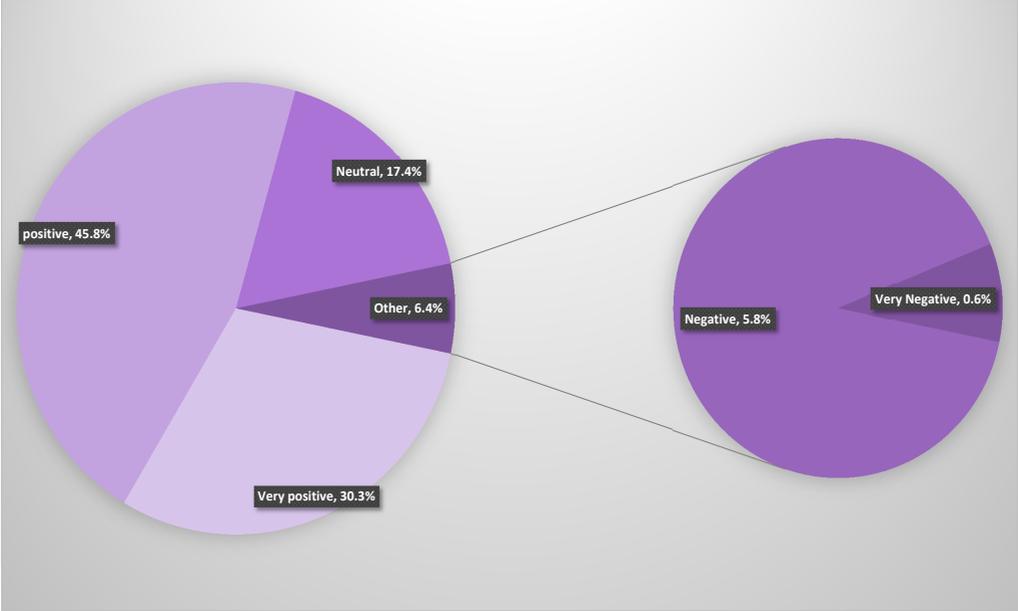
What additional benefits do you feel are most important for your employer to provide?



It is useful to understand which benefits are valued the most so that tailored benefits schemes can be implemented.

Interestingly, the top five benefits include the ability to work from home / flexible working - a benefit that does not necessarily have a direct cost to the business.

How positive do you feel about your employment prospects should you decide to move on?

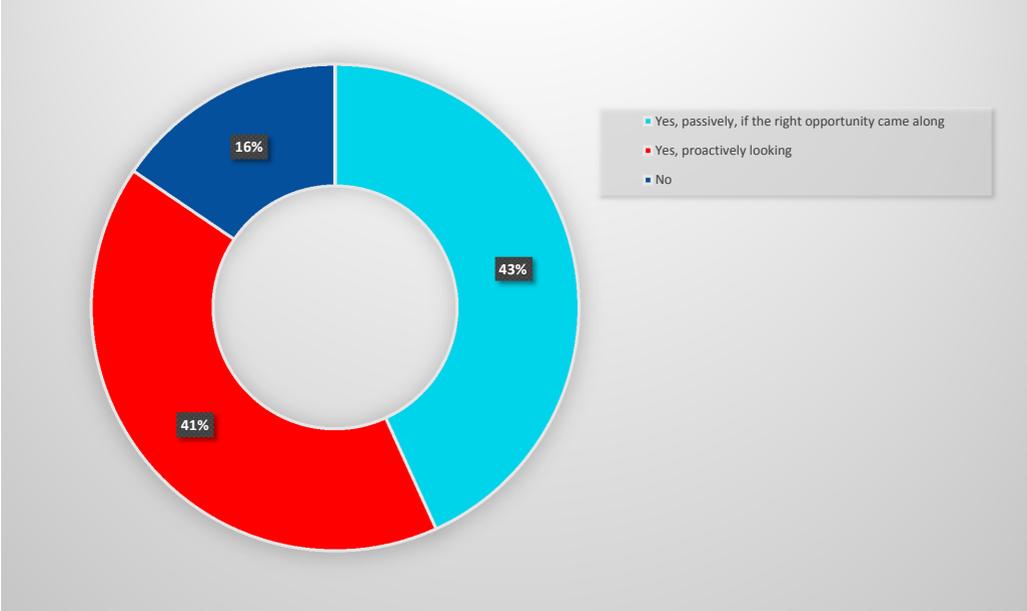


There is a balance of +69.7% of people feeling positive about their ability to secure a new role outside of their current employer.

If we compare this to our 2010 survey, over 60% of respondents felt negatively about their prospects to move on. Confidence appears to have returned to the market.

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# Are you considering a move at the moment?



84% of respondents had an eye on the market to greater or lesser extent. 41% of these individuals are currently searching for their next position whilst an additional 43% would be open to hearing about the right opportunity.

*We appreciate a lot of respondents could be active candidates, however even when we are headhunting the majority of potential candidates are open to a discussion.*

# Client Results - gained from our online survey.

We asked Clients that we have and haven't worked with to answer 13 questions regarding how they felt that their organisation was fairing at present in terms of headcount, optimism and future recruitment.

Some of the key findings include:

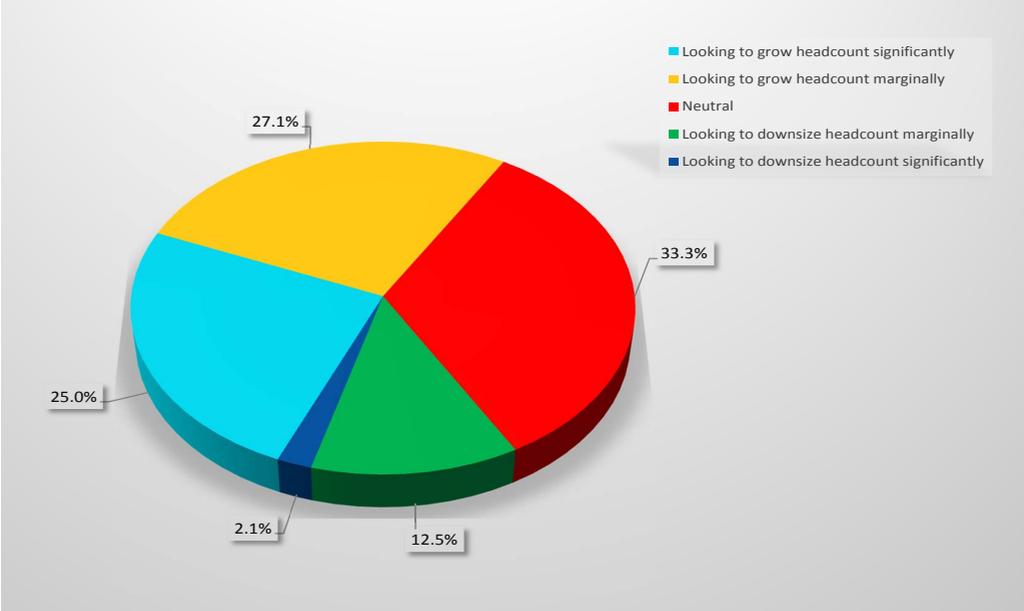
## Client Outlook & Trends Survey:

- With regard to headcount numbers only 14.6% of client respondents were likely to reduce headcount over the 2015 period. That means a large majority will be looking to attract talent
- Although organisations do try to succession plan, the vast majority will need to bring in external talent and 20% of roles are never filled by succession planning
- 81% of organisations have recruited externally for roles of £40K plus; the top three reasons for going external are "Ensuring you get the best talent" for the role, "No internal skills at that level" and "New role within the business".
- The departments with the greatest need for external talent are: sales, customer service and project / programme management
- 52% of all respondents said they had used external interim managers over the last 12 months. The reasons for using interim management mirror those for recruiting permanent staff internally
- Project / Programme Management and Support functions were the departments that required the most interim support
- For the next 12 months only 21% of employers felt there was a definite requirement for Interim Support - does this indicate a tightening of the market?
- 92% of clients had used a recruitment agency to source external talent. The primary reason for this at 90.5% was knowledge of the sector / expertise. This indicates a specialist partner such as PSD Customer Contact is a key consideration when choosing a recruitment partner

For a more detailed opinion on pay and reward do not hesitate to contact a member of the team listed at the **back of this report**.

We wanted to know how clients saw the future direction of their headcount numbers, so we asked the question:

How would you describe your organisation's plans for growth over the next 12 months?

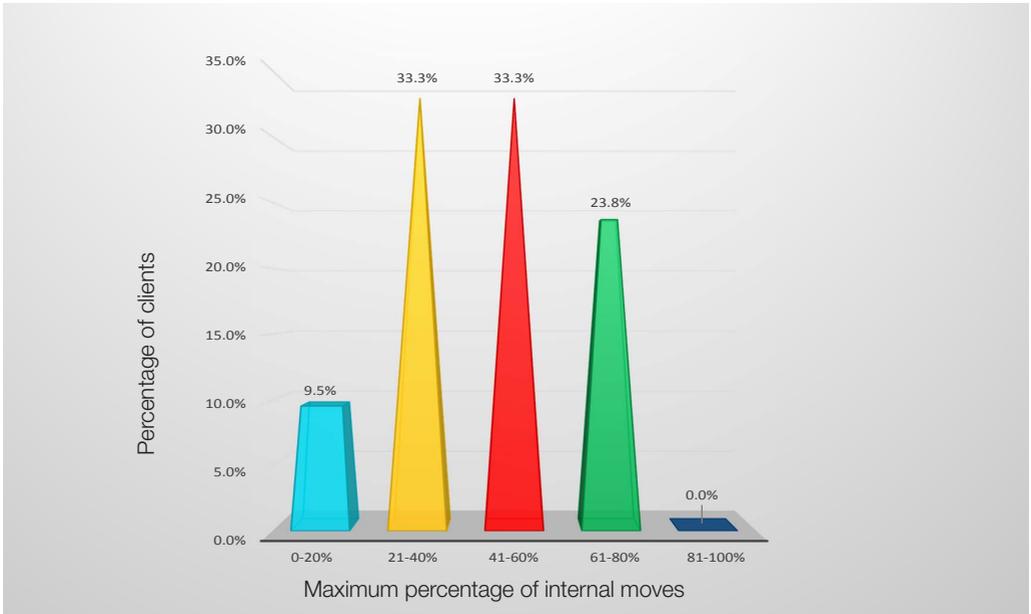


There is a really positive balance of organisations looking at growing over the next 12 months.

There are still 14.6% of organisations looking to reduce headcount, but from our experience this is down to increased use of technology by either the business or their customers.

We wanted to know how successful clients were at succession planning and moving people into management roles, so we asked the following question:

What percentage of management roles do you successfully hire by succession planning or internal moves?



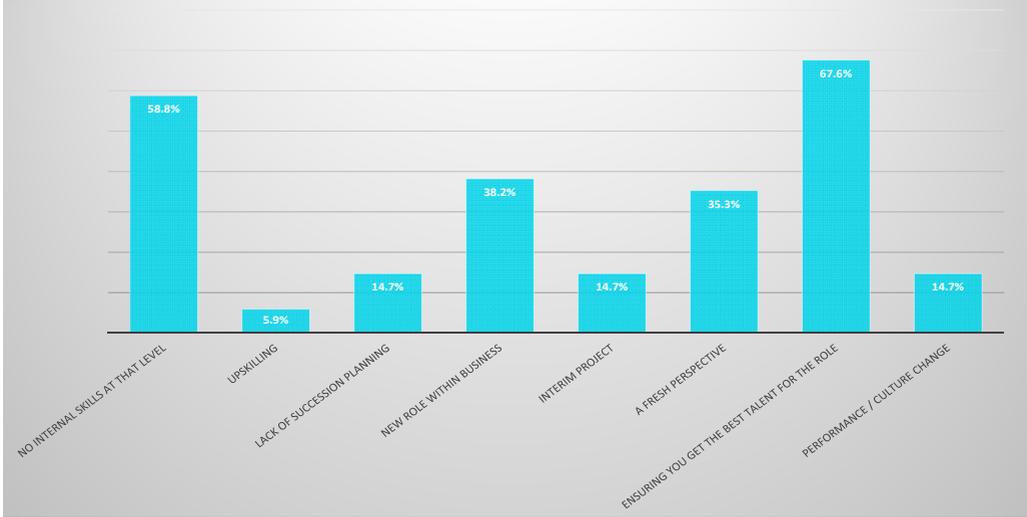
The figures from this question show that internal succession planning is better in some organisations than others.

- The bottom 9.5% of organisations surveyed fell into the lowest segment and recruited less than 20% of their management roles by moving their internal workforce
- No clients indicated an over 80% success rate in succession planning / promoting internally, therefore even in the best companies at least 20% of management roles are filled by external talent

We also asked clients to comment on reasons for any challenges around their internal talent pool - statements included:

*"We are limited by the lack of commitment to training and development across the company. This is down to cost saving", "Probably have an opportunity to benchmark against external candidate pool", "Our Management Academy development programme is our management source pool", "This % will grow as we are just stabilising after a period of massive growth ... our talent and succession pool is now getting much stronger"*

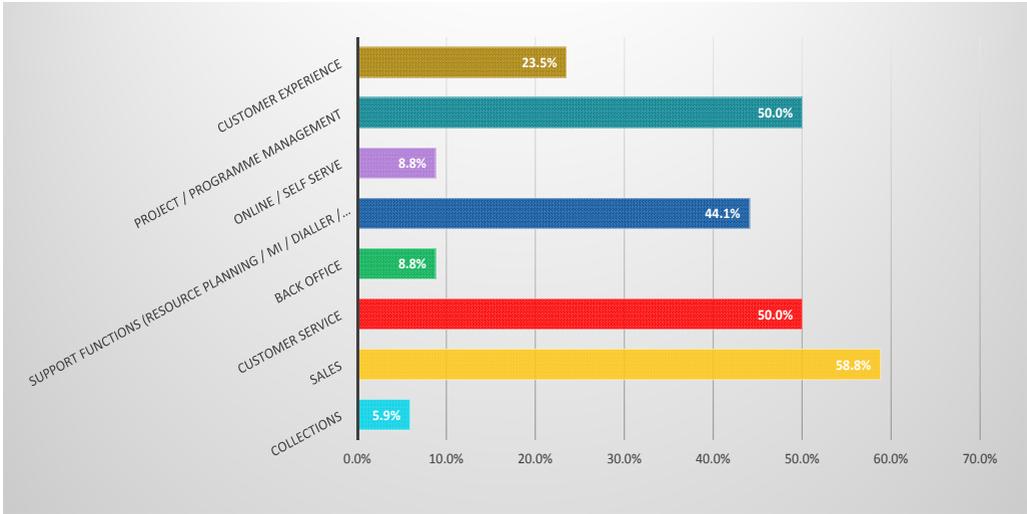
What are the factors for hiring externally?  
Clients highlighted all those that applied.



81% of clients have recruited management hires externally over the last 12 months.

From the survey it appears that clients are keen to ensure that the right talent is recruited for the role. The need to go external can also be because of a new role created within the business and therefore there are no internal skills aligned to the opportunity.

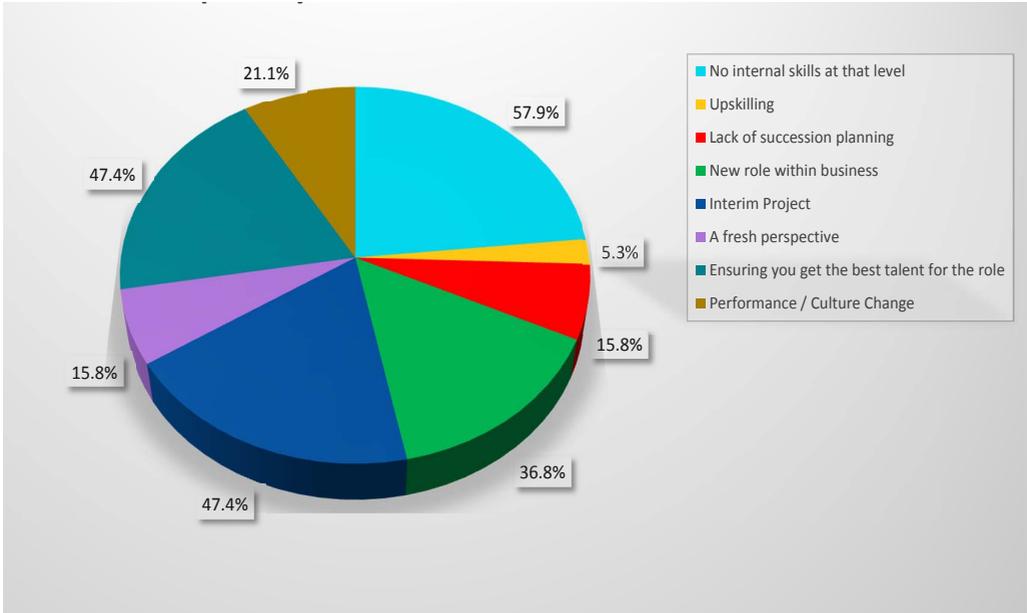
In which functions / job areas have you recruited externally?



External hires are evident across all areas of the contact centres surveyed.

Sales, Customer Service and Project / Programme Management roles dominated external recruitment needs.

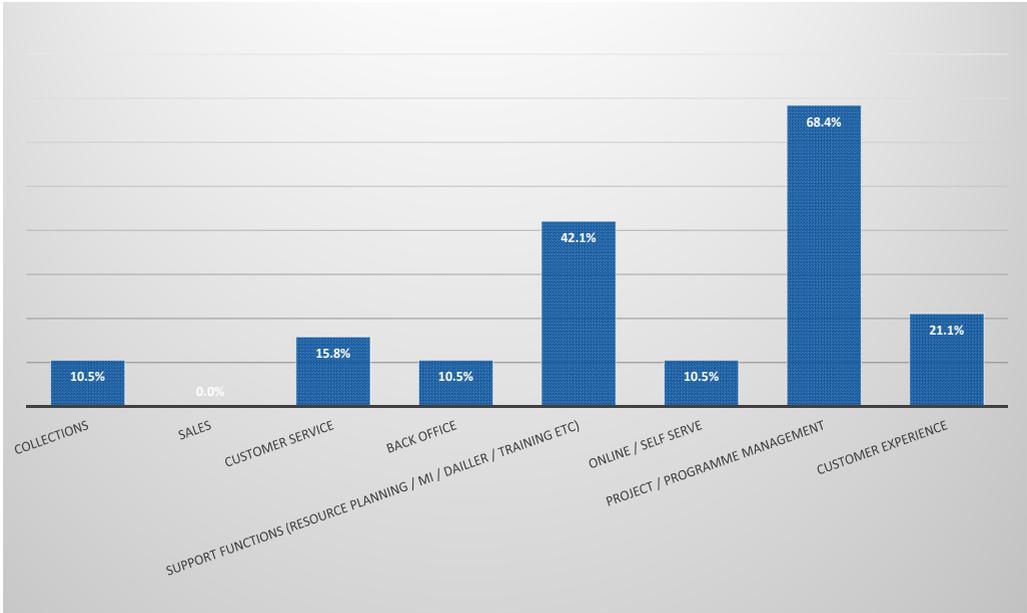
If you go external for your interim resource what are the primary factors for this?



We asked clients which factors were the 5 most important to consider.

Client responses ranged from 5.3% for upskilling to 57.9% with no external skills at that level in their organisation. 45.2% of clients have used Interim Managers over the last 12 months.

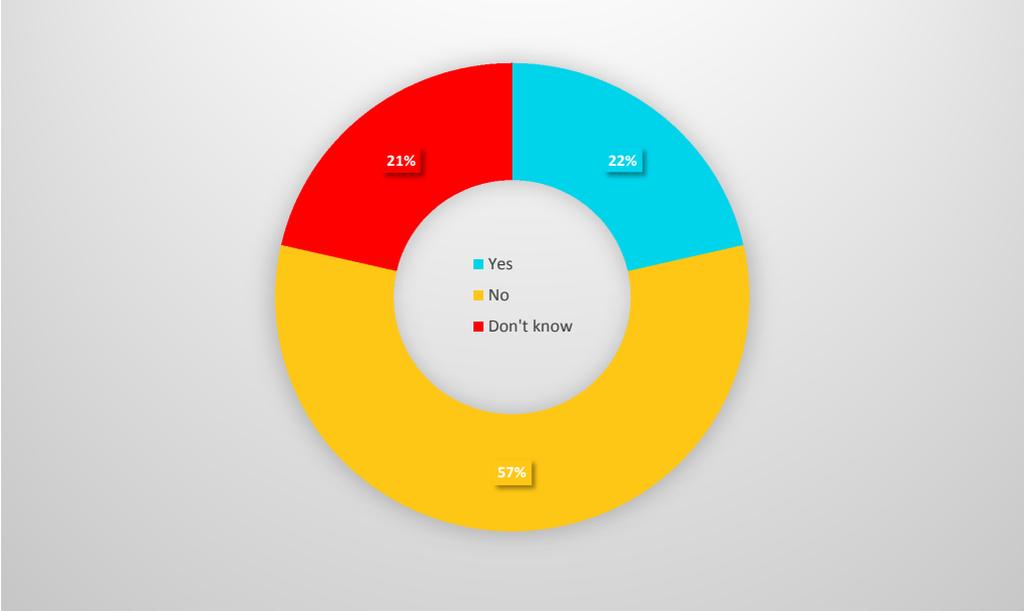
In which department have you required an interim management resource?



As expected Project /Programme Management dominated the need for Interim Management Support.

This finding is also evident in the mix of contractors that PSD have working for clients at present. Currently we are working with a large number of organisations to support transformation and performance improvement projects.

Do you see the need to use external interim managers over the next 12 months?



Although 52% of companies have used interim management support over the last 12 months, the future looks significantly tighter.

PSD have seen a slight slowdown in contract requirements, however as new budgets and programmes are agreed for 2015 we are confident that the percentage of organisations who will use contractors will increase dramatically from the 21% noted above.

# Salary Survey Methodology

**PSD currently has a database of 12,912 registered candidates in the contact centre industry.**

PSD has also worked on in excess of 350 senior appointments over the last 12 months, so this gives us an unrivalled opportunity to use this information to survey current salaries in the marketplace. The survey targets the 7 most popular job families over the last 12 months.

- Director - Customer Service / Sales / Customer Experience
- Site Director / Head of
- Call Centre Manager - c200FTE
- Support Manager - Resource Planning / Change / MI
- Customer Experience Manager
- Project Manager
- Interim Manager (Day Rate)

We have also surveyed two relevant roles for each specific contact centre sector.

We looked at the lowest and highest salaries in that job family, but then looked at where the median banding spiked. Each organisation has specific requirements so salaries do vary widely.

For more bespoke information on a position please feel free to contact your sector focused **PSD Consultant**.

The PSD Customer Contact brand continues to attract high calibre candidates with over 800 new CVs registered in the last 12 months

Expert knowledge of our specialist markets, precision search techniques and rigorous project management ensure that we can adapt to the fast changing and complex needs of our clients and achieve unparalleled accuracy and speed of results

# Banking & Financial Services

4283 Candidates Surveyed

ROLE	MINIMUM SALARY	MEDIAN BANDING	MAXIMUM SALARY
Director (Customer Service / Sales / Experience)	£70,000	£80,000 - £110,000	£170,000
Site Director /Head of	£60,000	£70,000 - £95,000	£120,000
Manager Call Centre c200FTE	£40,000	£45,000 - £60,000	£80,000
Support - Head of RPM / Change / MI	£48,000	£65,000 - £80,000	£105,000
Senior Customer Experience Manager	£35,000	£60,000 - £80,000	£100,000
Project Manager	£40,000	£50,000 - £65,000	£75,000
Collections Manager	£40,000	£50,000 - £65,000	£75,000
Claims Manager	£40,000	£50,000 - £70,000	£75,000
Interim Project Manager (Day Rate)	£350	£500 - £650	£1100

## Recent Customer Contact Appointments in the Banking & Financial Services Sector:

- Director of Operations - Leading Bank
- Resource Planning Manager - Retail Bank
- Head of Telephony - Financial Services Provider
- Head of Planning - Retail Bank
- Head of Collections - Credit Card Organisation
- Dialler Manager - Expanding Bank
- Head of Planning - Insurance
- Operations Manager - Financial Services
- Head of Sales - Insurance
- Trainer / Coach - Financial Services Provider
- Interim Head of Operations - International Bank
- Head of Continuous Improvement - Boutique Insurer

Open-Minded - The idea behind the value of open-minded is a genuine ability to listen to clients and colleagues. Rather than just thinking about what we have to say about ourselves, we should first concentrate on openness.



# Business, Professional Services & Outsourcing

2071 Candidates Surveyed

ROLE	MINIMUM SALARY	MEDIAN BANDING	MAXIMUM SALARY
Director (Customer Service / Sales / Experience)	£69,000	£79,000 - £96,000	£172,000
Site Director /Head of	£48,000	£55,000 - £68,000	£102,000
Manager Call Centre c200FTE	£37,000	£44,000 - £52,000	£56,000
Support - Head of RPM / Change / MI	£44,000	£71,000 - £80,000	£107,000
Customer Experience Manager	£48,000	£62,000 - £68,000	£80,000
Project Manager	£40,000	£50,000 - £60,000	£75,000
Business Development Manager	£43,000	£60,000 - £67,000	£85,000
Client Services Director	£62,000	£75,000 - £86,000	£100,000
Interim Project Manager (Day Rate)	£400	£500 - £650	£1,000

## Recent Customer Contact Appointments in the Business, Professional Services & Outsourcing Sector:

- Managing Director - BPO
- Call Centre Manager - Business Services
- Head of Planning - Outsourcer
- Head of Call Centre - Offshore Outsourcer
- Head of Site - Business Services
- Consultant - Professional Services
- Customer Experience Manager - Consultancy
- Account Director - BPO
- Complaints Manager - Outsourcer
- Programme Manager (Six Sigma) - Management Consultancy

Accessible - Our willingness to communicate helps to set us apart, because our collective knowledge of recruitment and the industries we serve makes us different from our competitors.



# Energy & Utilities

745 Candidates Surveyed

ROLE	MINIMUM SALARY	MEDIAN BANDING	MAXIMUM SALARY
Director (Customer Service / Sales / Experience)	£74,000	£97,000 - £109,000	£167,000
Site Director /Head of	£54,000	£64,000 - £71,000	£106,000
Manager Call Centre c200FTE	£40,000	£48,000 - 57,000	£66,000
Support - Head of RPM / Change / MI	£51,000	£71,000 - £80,000	£105,000
Customer Experience Manager	£42,000	£61,000 - £65,000	£86,000
Project Manager	£43,000	£55,000 - £62,000	£79,000
Collections Manager	£39,000	£57,000 - £67,000	£85,000
Billing Manager	£35,000	£48,000 - £53,000	£75,000
Interim Project Manager (Day Rate)	£400	£500 - £650	£1100

**Our Energy & Utilities practice comprises 25 consultants in locations worldwide with specialist teams dedicated to:**

- Water
- Electricity
- Oil & Gas
- Waste
- Renewable
- Nuclear

Commitment - Commitment is mutual. With clients we know that it is often our willingness to work harder and to deliver outstanding customer service that keeps us ahead.



# Not For Profit

566 Candidates Surveyed

ROLE	MINIMUM SALARY	MEDIAN BANDING	MAXIMUM SALARY
Director (Customer Service / Sales / Experience)	£68,000	£90,000 - £100,000	£145,000
Site Director /Head of	£47,000	£62,000 - £70,000	£87,000
Manager Call Centre c200FTE	£39,000	£46,000 - £54,000	£63,000
Support - Head of RPM / Change / MI	£48,000	£67,000 - £74,000	£102,000
Customer Experience Manager	£48,000	£59,000 - £69,000	£94,000
Project Manager	£38,000	£49,000 - £60,000	£87,000
Customer Service Manager	£38,000	£51,000 - £56,000	£67,000
Colleague Engagement	£40,000	£48,000 - £54,000	£75,000
Interim Project Manager (Day Rate)	£350	£500 - £675	£1050

**Our Not-for-Profit / Public Sector practice comprises 30 consultants with specialist teams dedicated to:**

- Local and Government
- Charities
- Regulatory Bodies
- Education
- NHS
- Affordable Housing

Adaptable - If 'open-minded' sets out a way of thinking, adaptable applies to the actions we take as a result. We are not rule-bound, but rather we use a framework to tailor solutions that are appropriate and effective.



# Retail

1203 Candidates Surveyed

ROLE	MINIMUM SALARY	MEDIAN BANDING	MAXIMUM SALARY
Director (Customer Service / Sales / Experience)	£70,000	£82,000 - £98,000	£145,000
Site Director /Head of	£52,000	£60,000 - £69,000	£100,000
Manager Call Centre c200FTE	£38,000	£47,000 - £54,000	£61,000
Support - Head of RPM / Change / MI	£46,000	£69,000 - £77,000	£98,000
Customer Experience Manager	£45,000	£59,000 - £65,000	£82,000
Project Manager	£42,000	£54,000 - £59,000	£71,000
Complaints Manager	£41,000	£47,000 - £53,000	£59,000
Online Manager	£38,000	£45,000 - £50,000	£61,000
Interim Project Manager (Day Rate)	£400	£500 - £625	£950

**Our Retail practice comprises 30 consultants with specialist teams dedicated to:**

- Grocery
- Department Stores
- Fashion
- Out of Town / Electrical / DIY
- High Street
- Catalogue / Direct
- International
- E-Commerce Retailers

Partners - Partnership is at the core of what we do. We have to be capable of working across geographic and functional boundaries that works to develop supportive, long-term relationships with our clients.



# Travel, Leisure & Gaming

1261 Candidates Surveyed

ROLE	MINIMUM SALARY	MEDIAN BANDING	MAXIMUM SALARY
Director (Customer Service / Sales / Experience)	£60,000	£75,000 - £100,000	£135,000
Site Director /Head of	£37,000	£60,000 - £70,000	£95,000
Manager Call Centre c200FTE	£31,000	£42,000 - £60,000	£68,000
Support - Head of RPM / Change / MI	£30,000	£53,000 - £62,000	£90,000
Customer Experience Manager	£35,000	£50,000 - £60,000	£75,000
Project Manager	£30,000	£50,000 - £65,000	£84,000
Telephony Optimization	£37,000	£45,000 - £52,000	£60,000
Reservations Manager	£36,000	£39,000 - £51,000	£74,000
Interim Project Manager (Day Rate)	£350	£450 - £600	£900

## Recent Customer Contact Appointments in the Travel, Leisure & Gaming Sector:

- Head of Guest Experience
- Head of Customer Experience
- Customer Experience Consultant
- General Manager Customer Operations
- Head of Customer Operations
- Head of Membership Sales
- General Manager - Customer Services
- Global Operations Manager
- Resource Planning Manager
- Project/Programme Manager
- Transformation Specialist
- Service Delivery Manager

Successful - We create trust – the basis of success. Trust means that candidates know that we have integrity; it means that clients can believe in our communications and rely on us to deliver what we say.



# Telecoms, Technology & Media

2783 Candidates Surveyed

ROLE	MINIMUM SALARY	MEDIAN BANDING	MAXIMUM SALARY
Director (Customer Service / Sales / Experience)	£70,000	£85,000 - £100,000	£200,000
Site Director /Head of	£55,000	£65,000 - £75,000	£105,000
Manager Call Centre c200FTE	£35,000	£40,000 - £55,000	£65,000
Support - Head of RPM / Change / MI	£40,000	£65,000 - £80,000	£110,000
Customer Experience Manager	£45,000	£60,000 - £70,000	£85,000
Project Manager	£42,000	£58,000 - £67,000	£80,000
Telesales Manager	£35,000	£50,000 - £60,000	£100,000
Head of Self Service	£60,000	£75,000 - £85,000	£120,000
Interim Project Manager (Day Rate)	£400	£500 - £550	£2,000

## Recent Contact Centre Appointments in the Telecoms, Technology & Media Sector:

- Programme Manager - Media
- Head of Resource Planning - Telecommunications
- Customer Experience Manager - Technology
- Project Manager - Media
- Head of Customer Experience - Telecommunications
- Head of Retention - Telecommunications
- Head of Broadband - Telecommunications
- Business Relationship Manager - Media
- Director of Customer Service - Medical Devices
- Director Customer Operations - ISP
- Head of Strategy - Mobile Provider

Our aspiration is to be the best at delivering highly effective recruitment solutions to our clients. That means we have to be a genuine people focused, values-driven business.



# Ensuring a Successful Recruitment Outcome

A clear and concise recruitment process is required to ensure a successful outcome when looking for any new member of staff, this is particularly pertinent in today's challenging marketplace.

We have identified 7 basic action points to help you successfully recruit the best candidates.

- 1. Make sure that you sell your company and the role to the candidate** - they need to buy into you and have confidence that this is the right company and role for them. This is especially true if the candidate being interviewed is currently in a stable role or has a long tenure with their current employer.
- 2. Ensure a quick and efficient interview process** - if momentum is lost, the candidate may lose interest or go elsewhere. We've found a significant number of roles have gone on hold over the past twelve months, due to a number of factors, primarily changes in business requirements or the role not being signed off. Wherever possible, work with your recruitment provider / internal teams to minimise these risks.
- 3. Offer realistic salaries** - in today's market, offering the correct salary for a role is extremely important - this means gauging a candidates current situation, expectations and offering a realistic package. Do not be tempted to offer candidates the same as or less than their current salary without considering this - the candidate acceptance rate can be very low, unless they currently find themselves unemployed.
- 4. Provide detailed information on the company / role** - allow the external sourcing organisation to gather as much information as they need. They are presenting your company to potential candidates and the better briefed they are, the more benefit you will see. A clearly defined job description will do wonders.
- 5. Choose the most efficient recruitment solution for the role** - database resourcing is not always the most effective method (especially owing to the larger number of candidates in the current market - lots of candidates does not mean they are all of a high quality!) and will depend on the recruitment, level and skill set you are looking for. Talk to recruitment experts about executive search or advertised selection to ensure you understand your options.
- 6. Use just one / few consultancies** - don't cast the net too far as this will result in it taking more time to recruit - consultancies should become a true extension of your business and represent you in the most professional manner.
- 7. Don't lose your new recruit** - whichever recruitment method you use make sure the candidate is kept in touch with - especially if there is a long notice period. Direct line managers or your recruitment partner are best placed to do this.

# Interim Recruitment

## Professional Contractors & Interim Managers

In any modern commercially driven organisation, success is characterised by the ability to implement change effectively whilst remaining efficient and dynamic.

As a consequence contractors and interim managers are utilised as a resource and are able to leverage a competitive advantage or simply stabilise operations through periods of change.

### Why Use Contractors?

Interim staff can add significant value to major projects during corporate restructuring, headcount freezes, systems implementation, maternity cover or any similar planned or indeed unplanned circumstances.

These individuals possess a track record of industry specific success ensuring that with a minimum lead-in time they are able to 'hit the ground running' and immediately make an impact on the business.

### What is the cost?

Contractors and interim managers earn a daily or hourly market rate for their level and experience. Costs associated with their engagement are relevant only for the contract term.

### Why choose PSD?

PSD provides a flexible service that is individually tailored to your organisation's particular requirement. Each consultant is a sector expert and works solely within their vertical market.

The benefit to both client and candidate is that PSD builds effective long term relationships and can introduce your organisation to high calibre individuals relevant to your business at any given time.

After registering a contract position with PSD you will receive a call back to detail the process that will take place in order to successfully fill the role.

The network of contacts a consultant has will ensure that in the majority of cases PSD will be able to fill the vacancy within 48 hours or within agreed timescales.

We appreciate that time is the key aspect when recruiting contract and interim roles. With this in mind we are able to conduct the full interview and selection cycle representing your organisation with the upmost efficiency and effectiveness.

Should you have any queries in connection with this service please refer to the contact details provided at the back of this document.

Salaries for Interim Consultants will depend on length of contract, size of operation and location. Daily rates are normally quoted minus expenses. Some interim contracts may include a performance related bonus, dependant on completion of projects.

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# Contacts

To discuss any aspects of this survey or for assistance recruiting contact centre professionals please contact one of the team

## CUSTOMER CONTACT TEAM

## FOCUS



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Rob is an Associate Director at PSD and leads a team of 4 consultants dedicated to the Contact Centre recruitment marketplace. Rob joined in July 2000 and undertakes assignments across the full range of sectors including BPO, Business Services, Retail, Utilities and Travel. Rob worked at the UK's first Contact Centre specialist recruitment consultancy for over 3 years and it is this experience that makes him one of the longest serving and most experienced recruiters in the Contact Centre marketplace.



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Katie is a specialist in the Banking and Financial Services sectors including Retail/Commercial Banking, Building Societies, Insurance, Credit Cards, Payments, Mortgages, Specialist Lending and Support Services. She joined PSD in October 2010 and prior to this she spent 4 years as a Consultant within the Economic Development area.



**Ben Barnes**  
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Ben recruits across the Media, Technology and Telecommunications sectors across the UK and Internationally. Prior to joining PSD, Ben previously worked in the recruitment industry for two years. He has over 3 years working within the Contact Centre industry covering both Sales and Service for Co-operative Financial Services and Friends Provident.



**Alex Kelly**  
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Alex has over 3 years recruitment experience with the majority of this being within the Customer Contact industry. His specialism at PSD falls within Banking and Financial Services sectors including Retail/Commercial Banking, Building Societies, Insurance, Credit Cards, Payments, Mortgages, Specialist Lending and Support Services.