



Contact Centre Job Satisfaction Survey

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Introduction

Here at Cactus Search, we're developing something of a reputation for our high quality benchmarking, be that in terms of the Salary Surveys we've published over the last two years, or our 2011 Benefits Survey, which was the very first of its kind in the contact centre industry. But you may wonder...

Why a Job Satisfaction Survey?

To our minds, there are a few really good reasons for this.

We're a recruitment agency - and our understanding of what drives people to seek out career moves, especially in this industry, has served us well over the last (almost) decade. We've said over and over again, in blogs, in articles, and at industry events, that **salary and benefits are only a very small part of what drives candidates to seek out new roles.**

Often, it's **location, location, location** - candidates may want to move closer to their families, or dramatically reduce their commute; they might just have a specific area they'd like to be based in. Or sometimes, it's **job security**. That's a priority for a lot of the people we talk to, whose confidence has been shaken by the global recession over the last few years.

But we talk to people looking for new roles day in, day out - and more often than not, it's the slightly less tangible concerns that really drive people to seek out a new opportunity. It's testament to the motivation and enthusiasm of our candidates that **"I'd just really love a new challenge,"** is one phrase we hear a lot, and **"I'd like more independence to make changes"** another.

These things are, usually, very difficult to quantify - and yet, they're the things that employers need to know to allow themselves to hire and retain the very best staff. Above salary and beyond benefits, these are the things businesses should be looking to understand about their employees at all levels - because while profit and business concerns are essential, especially in this economic climate, **what company doesn't, deep down, want to be a great place to work?**

That's the logic that brought us to the idea of creating this survey - but once the idea was born...

What constitutes Job Satisfaction?

That's where it got a bit more tricky. We wanted to create something that would, as far as possible, be an objective insight into how candidates at all levels felt about their role - no mean feat, when you're asking people about their subjective feelings about such an important part of their lives.

So we thought to ourselves - **what makes a role? How can you break it down?**

We concluded that there were four main aspects of a role, each of which could be broken down into their component parts. There's the **Package** - the remuneration and benefits offered. This was by far the simplest to quantify, and it doesn't require much explanation.



Then, there's the **Company** - the business itself, which we've divided up into Job Security, Company Culture, Company Brand, Working Environment, Facilities (Gym, Canteen, etc), Dress Down Policy, and Social Scene. These are the things that employees are affected by on a day to day basis; and often, they're the second tier of things that will attract a candidate to join a business.

Thirdly, there's **the Job itself**. These are definitely the most difficult to quantify - and it's no surprise that this category was the one in which respondents were most divided in their answers. We broke this up into five parts: Management's Recognition of Employee Performance; Communication Between Employees and Senior Management; a Challenging and Stimulating Workload; Autonomy and Independence; and the Opportunities to Improve Skills and Abilities.

Finally, we asked respondents about **the Future** - focusing more on the long-term than the immediate aspects of their roles. This we divided into Career Opportunities, Training and Development, Increases in Salary and Negotiable Benefits Packages.

So we had our criteria for job satisfaction. But once we'd got that nailed down...

How do you measure Job Satisfaction?

This is the really tricky part. We needed to make a simple way of asking a very complex question - because happiness at work is **never simply a matter of a tick-box, yes-or-no answer**. It's a lot more difficult than that.

Eventually, we decided to ask two questions for each category.

First of all - how important are each of the aspects of the category? We asked respondents to rate, in order of importance, each section. This would give us a valuable insight into **the priorities for respondents at each level** - from Team Leaders, all the way up to Contact Centre Directors.

Once we'd established the importance of each aspect, we then asked - **how satisfied are you with each?**

By doing this, we were able to determine not only what motivates management and specialist staff at all levels of the industry to remain in their roles, or to move, but also **their levels of satisfaction right now, in the present moment**. It allowed us to see whether there was a trade-off between aspiration and acceptance; and where the compromises existed in terms of the Package, the Company, the Job, and the Future.

When we first set out to measure this, we weren't sure whether it would work - but we were delighted at the responses we received, and the amazing detail that the results were able to highlight about Job Satisfaction in the contact centre industry.

We're absolutely **delighted at the survey's success**, and the enthusiasm with which our candidates and clients embraced our attempt to measure something so complex and varied. It's been a real challenge, but one that's both confirmed some of our ideas on what constitutes job satisfaction, and highlighted some interesting variations between staff at all levels of the contact centre.

So **a big thank you to everyone who took the time to participate** in our Job Satisfaction Survey - and please do let us know your thoughts!



What Our Respondents Said...

“The feeling that I get from my peers is that job security is far more important than a generous pay packet especially in the current economic climate.”

“Job satisfaction also comes from the difference you create or value you add.”

“This job can be an enriching experience if there is a right balance of challenges, opportunities for growth and remuneration commensurate to the work given to an individual.”

“I am the happiest I have been in a very long time at work. I feel valued and appreciated and consider myself very lucky.”

“Working for outsourcing companies puts you at a distinct disadvantage. Pay is the biggest issue with our colleagues (who work “in house”) getting significantly higher pay, from an agent level up to management. There are little to no opportunities to achieve any universally recognised certificates or chartered institute recognition.”

“One of the biggest drivers of the dissatisfaction I feel in my role is the lack of ‘walking the talk’ - with clear customer-centricity aspirations, and revenue led de-prioritisation decisions around delivery.”

“Lateral roles across functions can keep employees engaged and committed, which is a reality that organisations wake up to rather late - causing talent drain which consequently triggers loss of intellectual capital and ROI.”

“In an increasingly margin-driven industry, it is essential that we don’t lose focus on what gives us a business in the first place. If we don’t invest in the staff and office culture/environment, we don’t have a business to promote.”





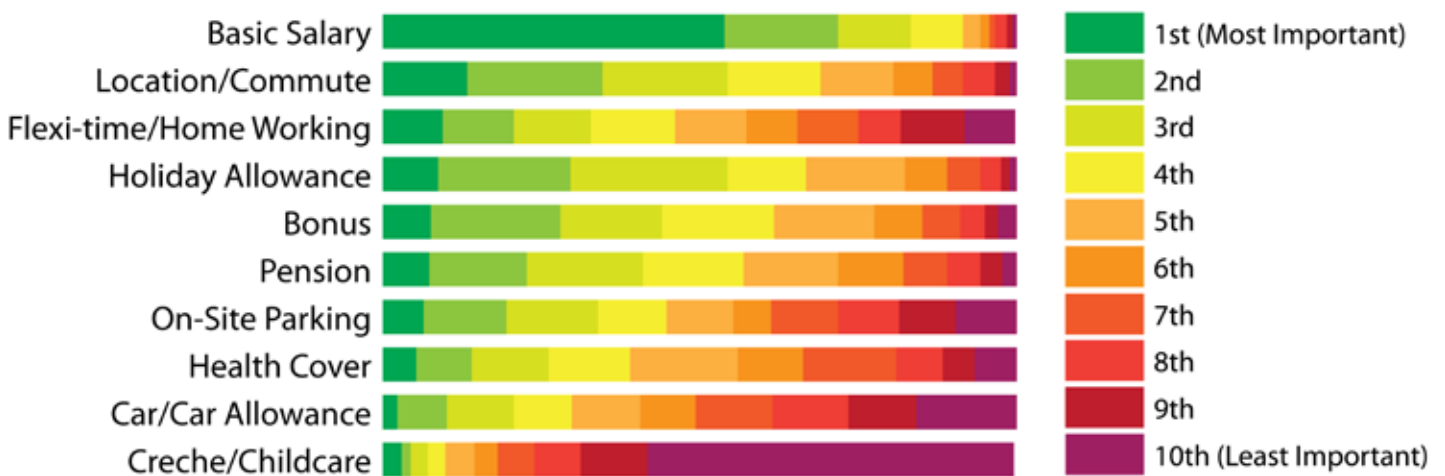
Across the Industry...

Across the Industry...

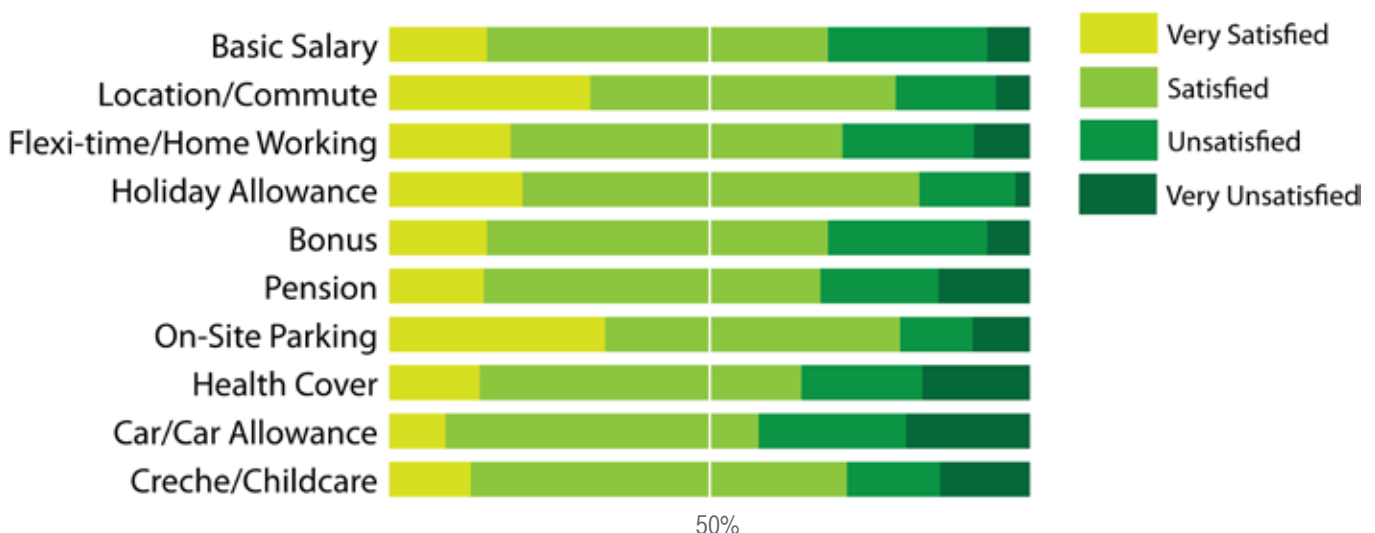
As a benchmark, this section is the results as a whole across all roles surveyed. The survey is divided into four categories (Package, Company, Job, and Future) designed to explore how respondents rate individual aspects of each category, first in terms of importance, and then in terms of their satisfaction with these aspects themselves.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

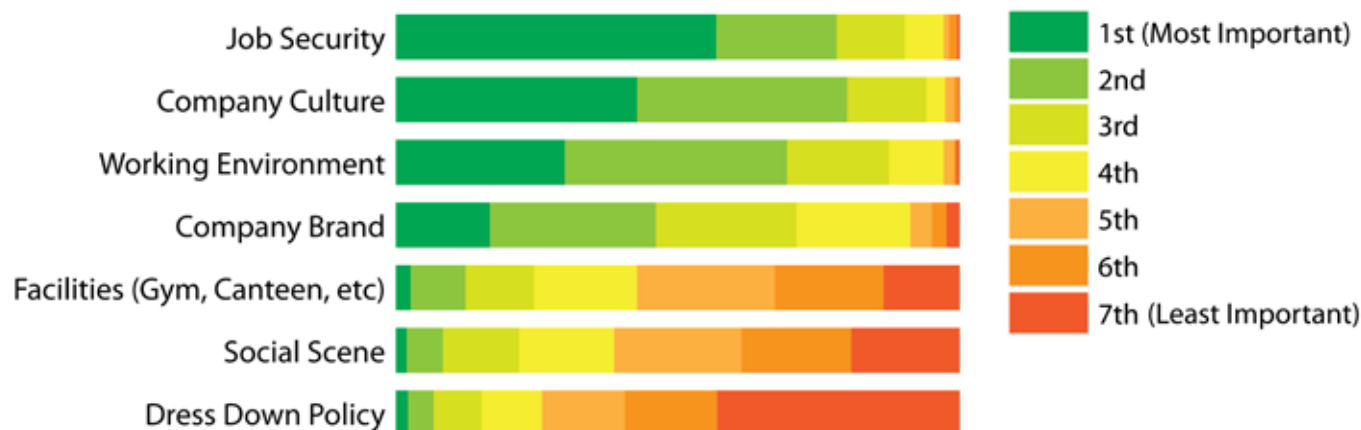


Unsurprisingly, basic salary was rated by far the most important component of the package, and generally satisfaction in this area was good. This is likely to be due in part to the growth in salaries indicated by the 2012 Salary Survey, which showed a 6.72% increase in salaries across the industry.

Location, home working, and holiday allowances were all rated as more important than monetary remunerations such as bonus, health cover, and car allowance - leading to the conclusion that respondents in this industry are more interested in a positive work/life balance than in monetary incentives.

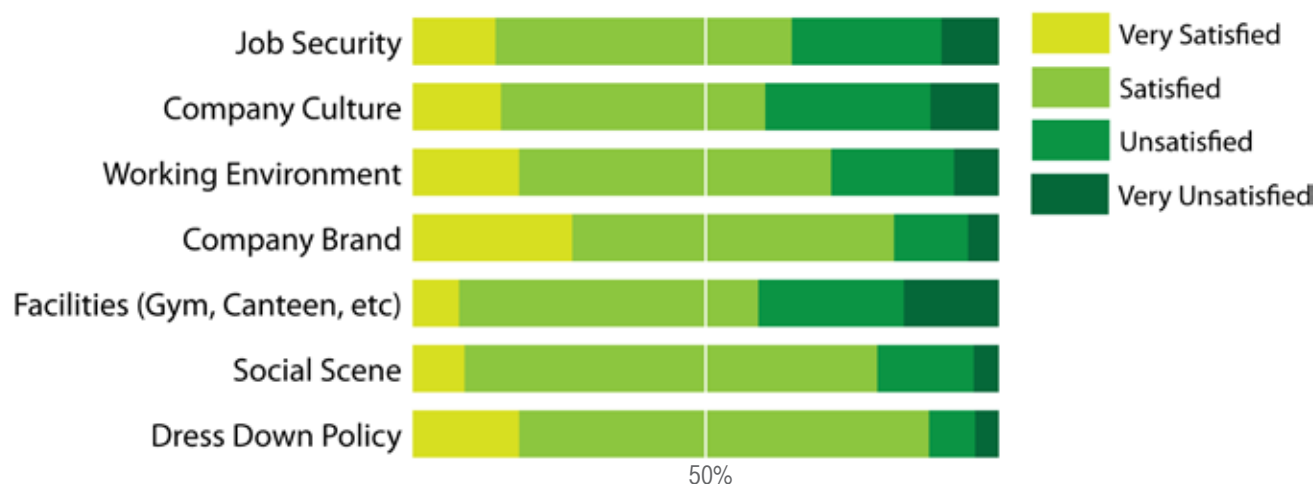
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Given the current economic climate, job security was viewed as more important than all other aspects of the company profile - with company culture following close behind. A positive working environment, both materially and culturally, was viewed as vastly more important than facilities, social events, and dress-down policy.

In your current role, how satisfied are you with the following?

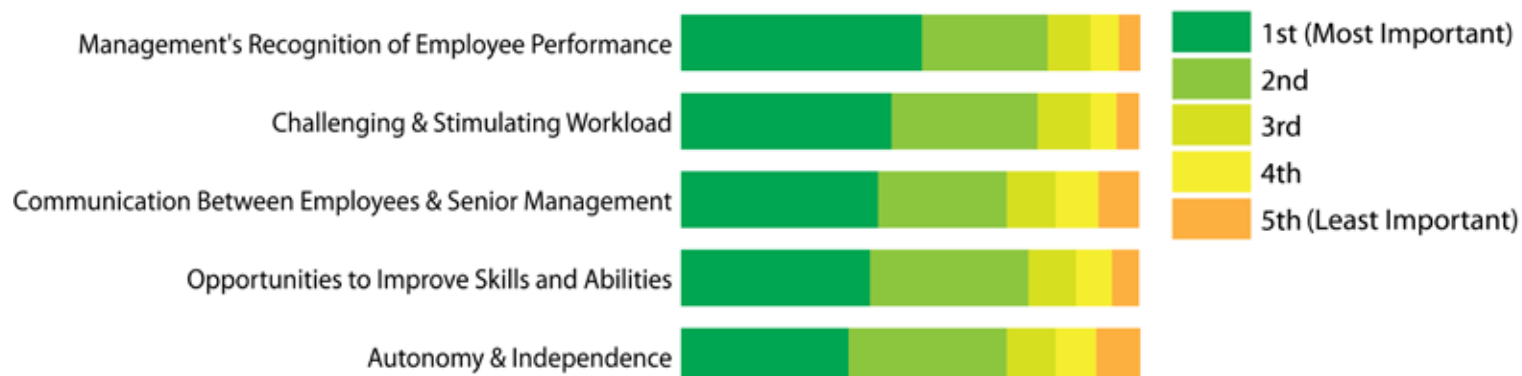


Generally, respondents were satisfied with most of the items in this category, although unsurprisingly some felt that job security and company culture could be improved upon. Facilities were another aspect that respondents felt could be improved upon; but these were ranked as less important than other aspects of their experience of their respective companies.



The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



This question seemed to divide most of our respondents fairly evenly - with management's recognition of employee performance narrowly being the most important aspect of the role. A challenging and stimulating workload was also viewed as crucial to job satisfaction, showing that engagement at work really is essential across all roles, industries, and sectors.

In your current role, how satisfied are you with the following?



Respondents were least satisfied with what they felt was the most important aspect of the job itself, suggesting that recognition of their hard work was felt to be in need of further acknowledgement.

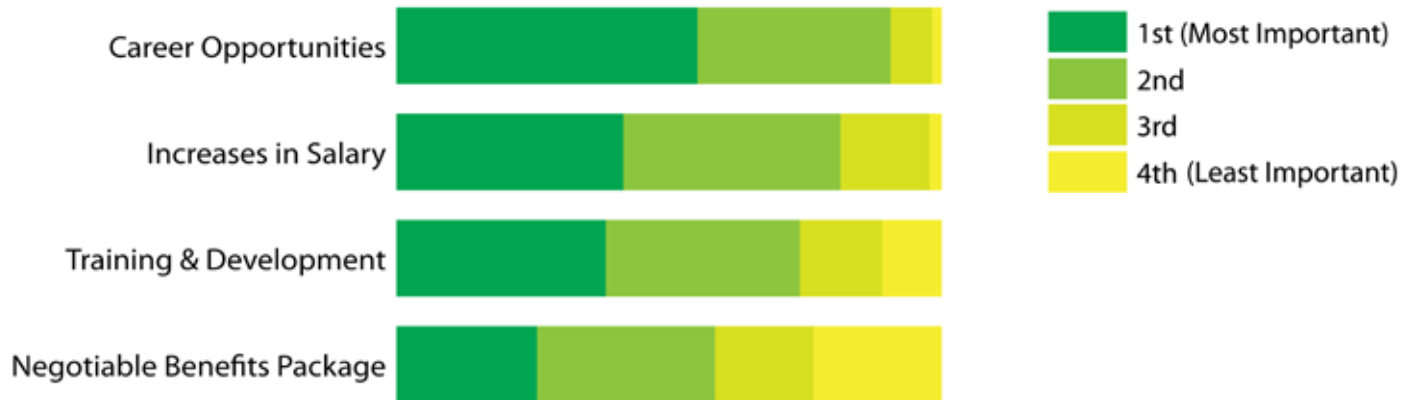
They were happiest, however, with the challenges presented by their workload, and their autonomy and independence, presumably as a result of rapid changes in the industry requiring more lateral thinking and engagement from staff at all levels.

The opportunity to improve on skills and abilities divided respondents almost straight down the middle - although this varies dramatically across individual roles.



The Future

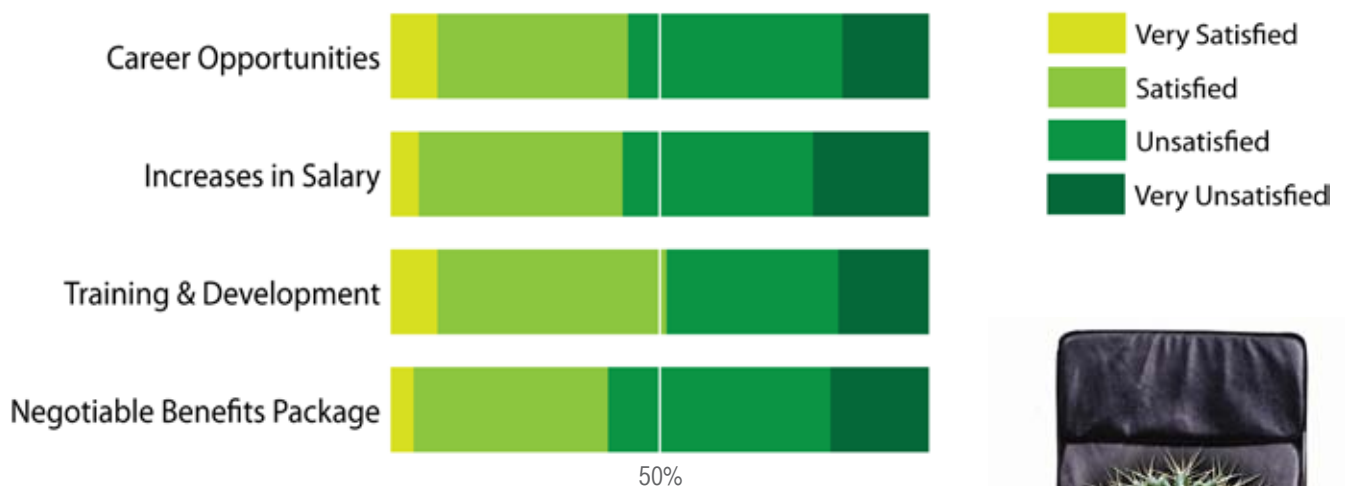
With 1 being Most Important and 4 being Least Important, how would you rank the following?



New career opportunities for individuals working in the industry were viewed as very important, alongside increases in salary - suggesting that respondents across all roles are motivated to take the next steps in their careers... Which is good news for us!

Given the context of the question, however, this does not necessarily mean that respondents are seeking an immediate move or increase in salary, especially given the high levels of satisfaction in the Package category - rather, this question focused on the 'bigger picture' and long-term outlook for respondents in the industry.

In your current role, how satisfied are you with the following?



In terms of future opportunities, satisfaction was lower than in Package, Company or Job itself. This is likely to be in part due to the ambitious nature of individuals working in the sector as shown above, combined with the static nature of some roles over recent years as a result of the global economic recession.

We've only included the Future category in 'Across the Industry' because the results were so consistent at all levels, with very little variation in drivers from Team Leader to Contact Centre Director.





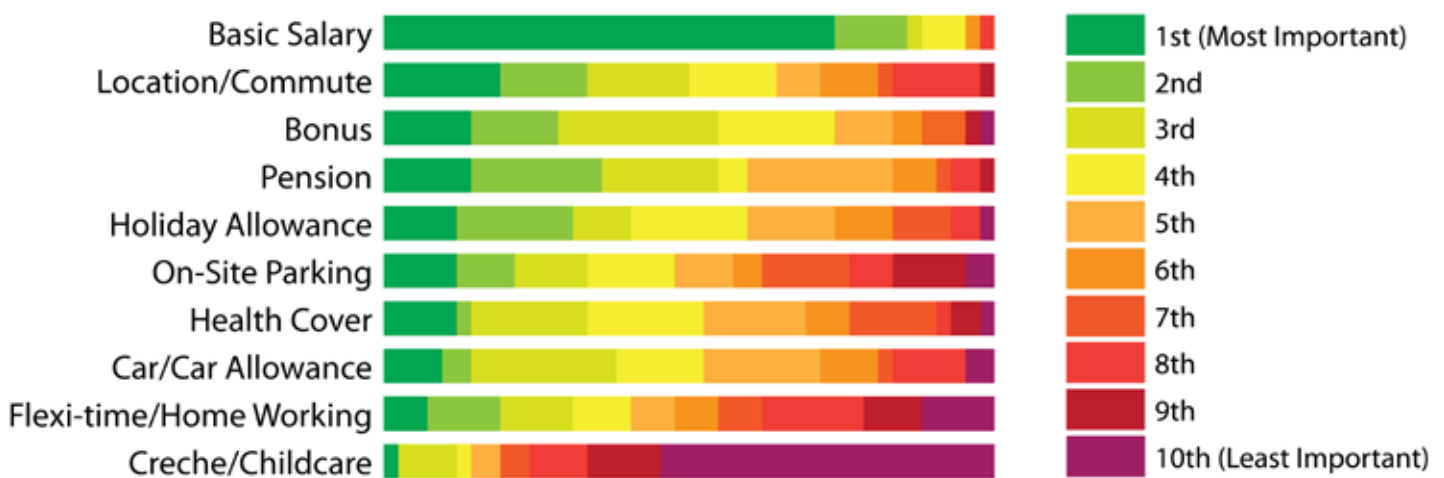
Head of Multi-Site / Contact
Centre Director

Head of Multi-Site / Contact Centre Director

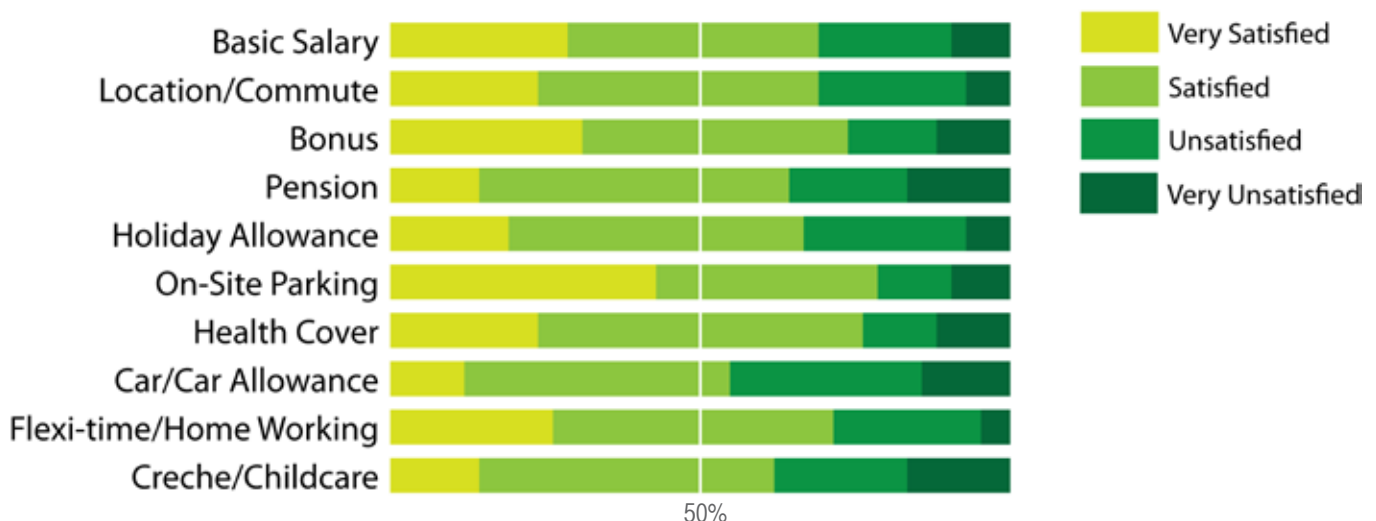
Role Profile: Overall responsibility for contact centre operations from a strategic and operational perspective. The most senior individual in this capacity in any organisation. Usually responsible for a multi-site network of contact centres and their budgets, with an average annual salary of £91,000pa.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

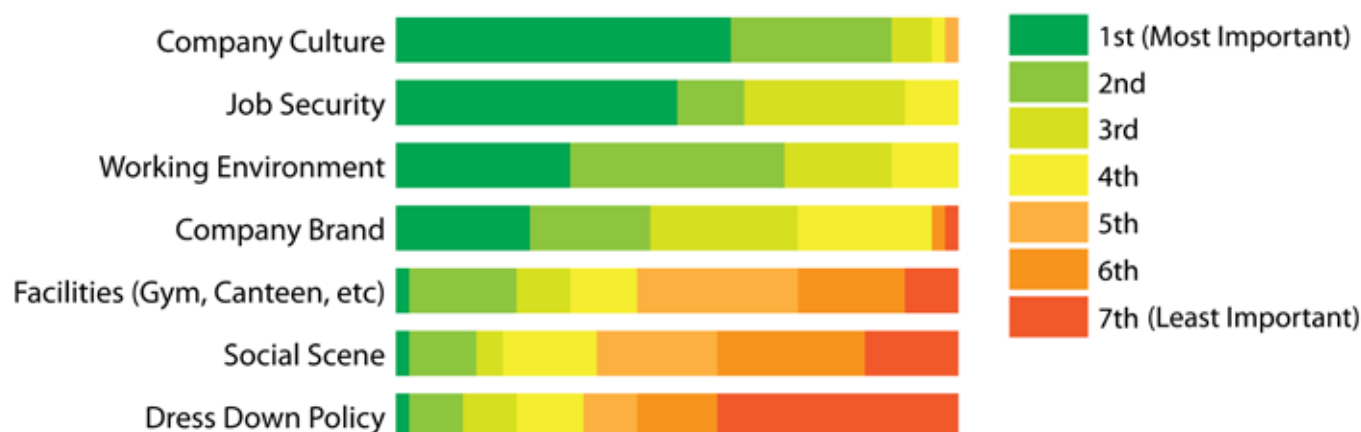


In keeping with the industry-wide results, basic salary was consistently selected as the most important factor in satisfaction with the package offered to Head of Multi-Site / Contact Centre Director respondents. At this level, location, bonus and pension were all viewed as almost equally important.

At this level, satisfaction with the packages offered tended to be very high, with less than a third of respondents selecting Unsatisfied or Very Unsatisfied in most cases.

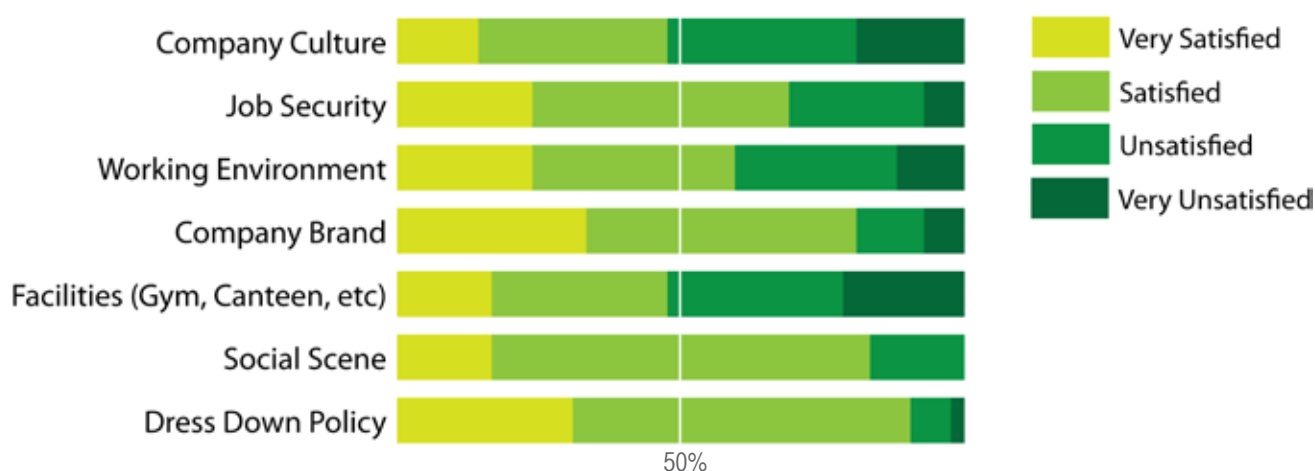
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Company culture was the most important aspect of the Company for respondents at this level, with Job Security a close second, reversing the top priorities as selected by the industry as a whole.

In your current role, how satisfied are you with the following?



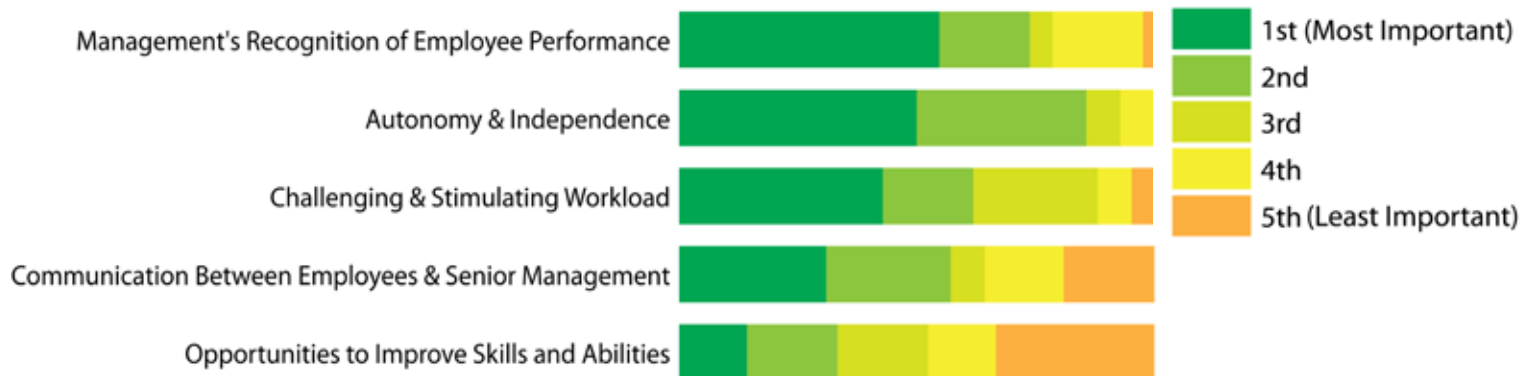
Interestingly, Director-level candidates were least satisfied with the aspect of the company they felt to be the most important, Company Culture. In this respect, satisfaction was below the industry average, suggesting that at this level, candidates see the need for change on a company-wide basis.

Satisfaction with Facilities and Working Environment was slightly below the industry average, but in all other areas satisfaction was in line with, or slightly above, that of the industry as a whole.



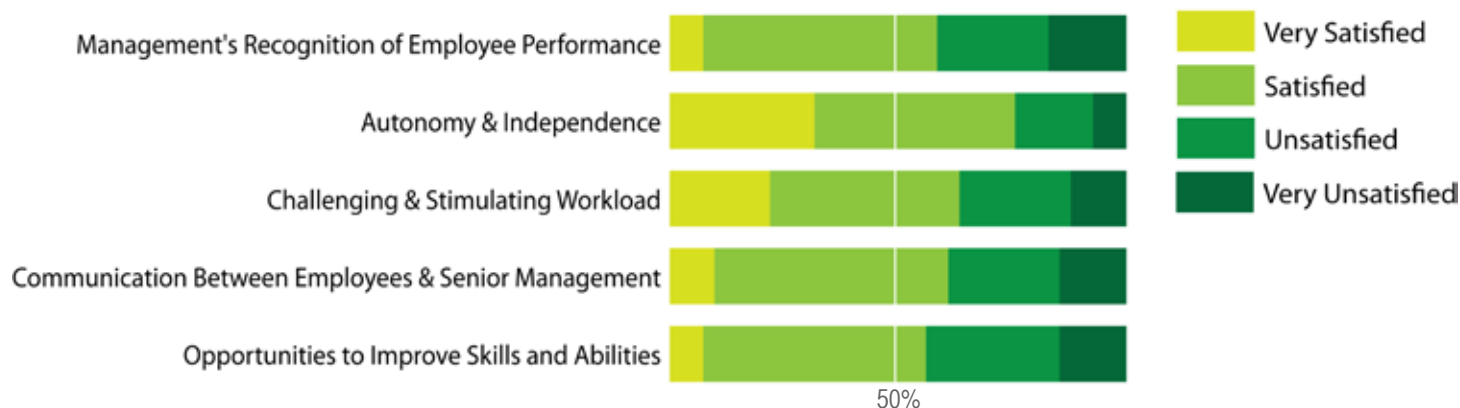
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



In keeping with the industry average, Management's Recognition of Employee Performance was viewed as the most important aspect of the job itself, although the need for Autonomy & Independence was rated as vastly more important than industry-wide, where it was seen as the least important factor.

In your current role, how satisfied are you with the following?



Most of the respondents at this level were relatively positive about these aspects of their roles, with the highest levels of satisfaction in Autonomy & Independence.

As one respondent suggested, "lateral roles across functions can keep employees engaged and committed which is a reality that organisations wake upto rather late, causing talent drain which consequently triggers loss of intellectual capital and ROI."

The importance of employee engagement is evident across the whole of this survey - with the importance of a Challenging & Stimulating Workload being viewed as the second most important aspect of the role itself across the industry.





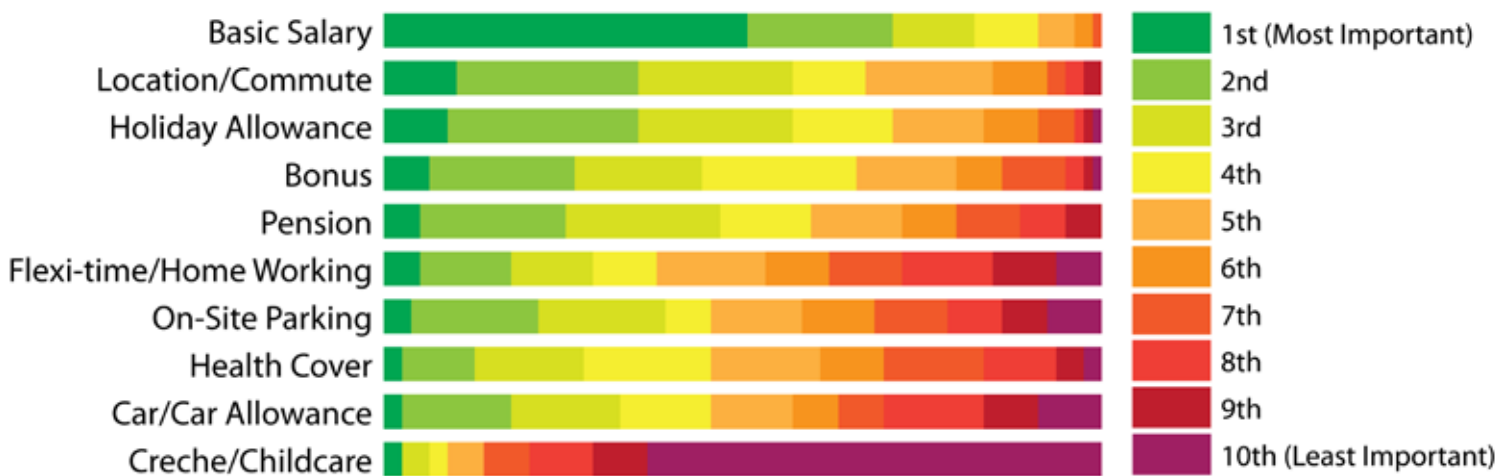
Head of Contact Centre / Operations

Head of Contact Centre / Operations

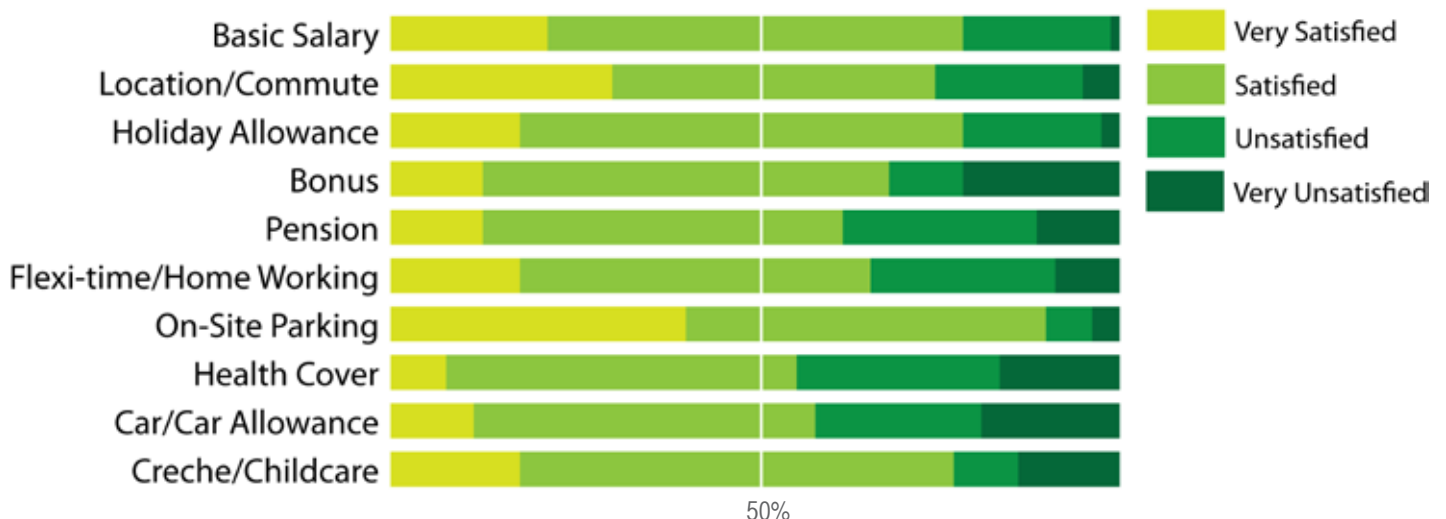
Role profile: Most senior contact centre manager, often with multiple reports across a single operation. Offered an average salary of £70,000 per annum.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

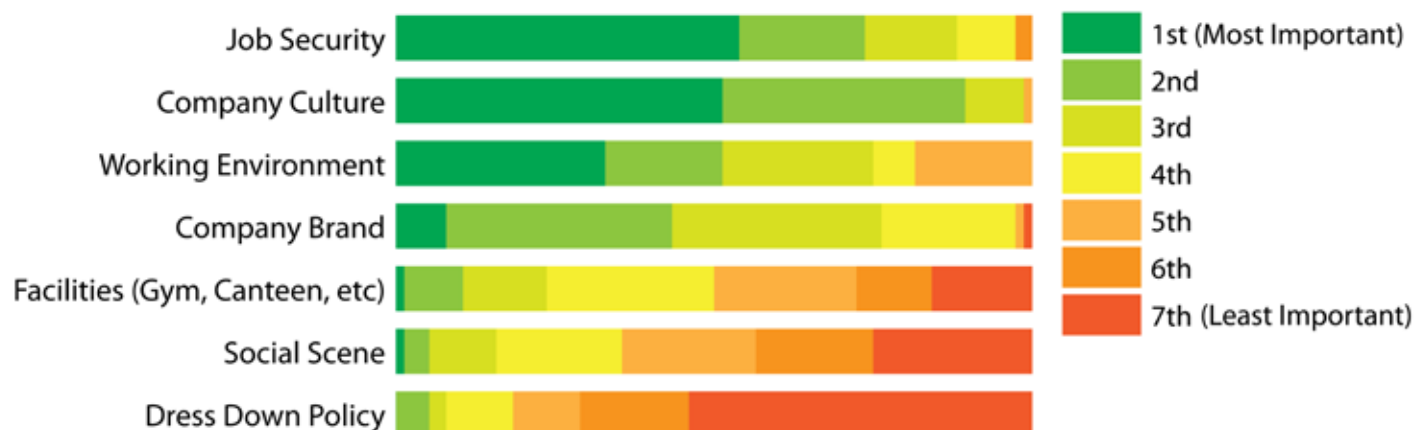


Head of Contact Centre / Operations respondents rated Basic Salary as the most important factor in their package, with Location / Commute and Holiday Allowance almost level in second and third place.

Satisfaction with the packages offered to respondents at this level was generally high, with only Pension, Health Cover and Car Allowance at less than two thirds Satisfied or Very Satisfied.

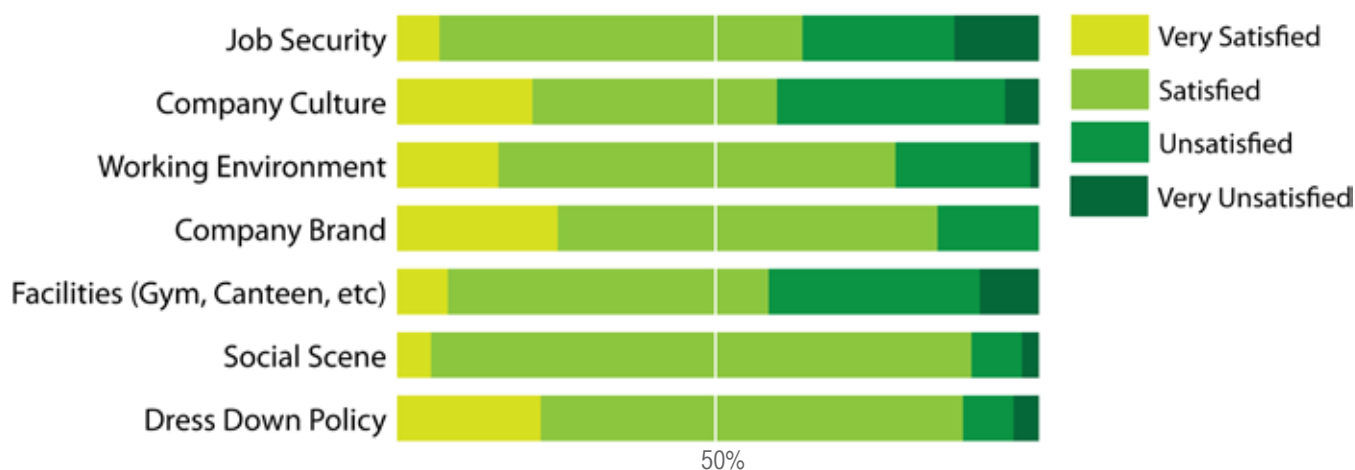
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



The importance of aspects of the company at this level were almost exactly in keeping with the industry average, with Job Security and Company Culture almost level in importance.

In your current role, how satisfied are you with the following?



Again, respondents at this level were generally Satisfied or Very Satisfied with their companies, with all categories showing over 50% satisfaction across the board. In every category, respondents were equally or more satisfied than the industry average.

However, one respondent noted with regards to Company Culture that “one of the biggest drivers of dissatisfaction I feel in my role is the lack of ‘walking the talk’ - with clear customer centricity aspirations, and revenue led deprioritisation decisions around delivery.”



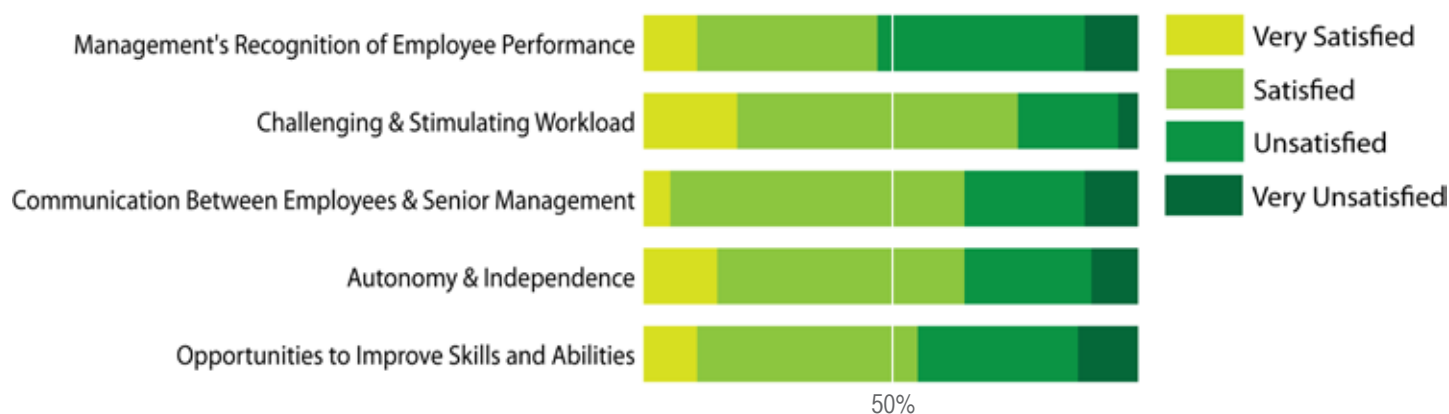
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



Management's Recognition of Employee Performance was viewed as the most important factor in the job itself, closely followed by a Challenging & Stimulating Workload. In this respect again, respondents were in line with the industry benchmark, although at Head Of-level, respondents rated Autonomy & Independence more highly than Opportunities to Improve Skills and Abilities.

In your current role, how satisfied are you with the following?



Respondents at this level were generally satisfied with each aspect of their roles, with the exception of that which they rated as the most important - Management's Recognition of Employee Performance.

Part of the reason for this may be, as one respondent noted, that "teams are pushed for higher and higher sales/profit with less and less investment, leading to stagnating salaries, cutbacks in training and incentives, lower skilled new starters to keep costs down and little to no investment in new technologies."

However, another suggested that "by reinvigorating our incentive schemes and performance models, we've seen improved retention by giving staff what they need in the current economic climate," suggesting that this varies across the industry.





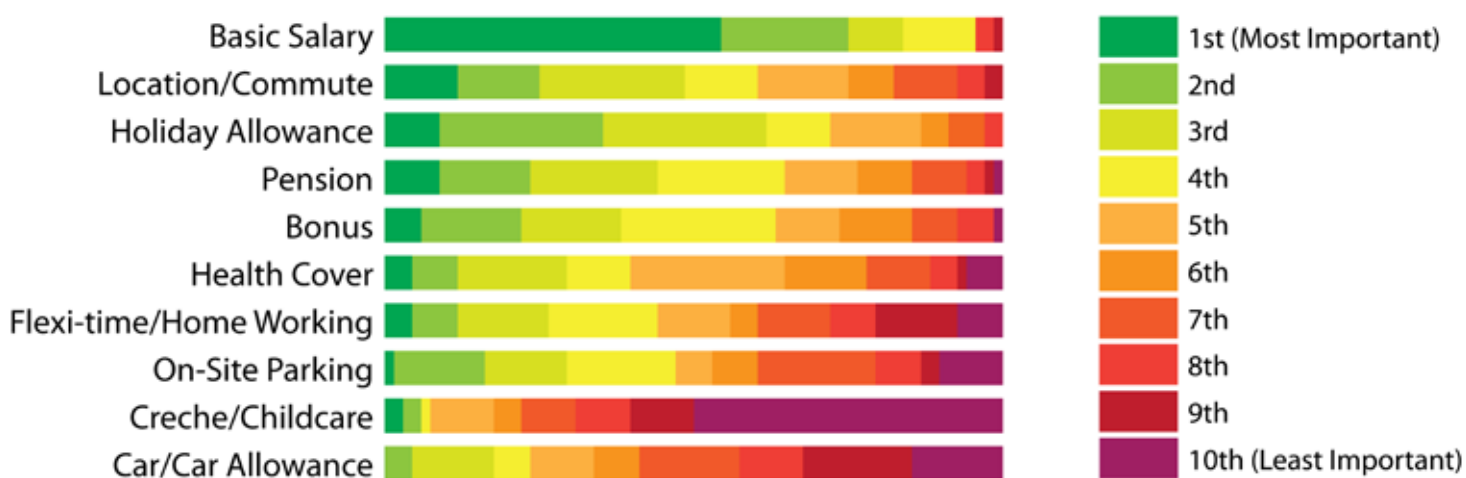
Contact Centre / Customer
Services Manager

Contact Centre / Customer Service Manager

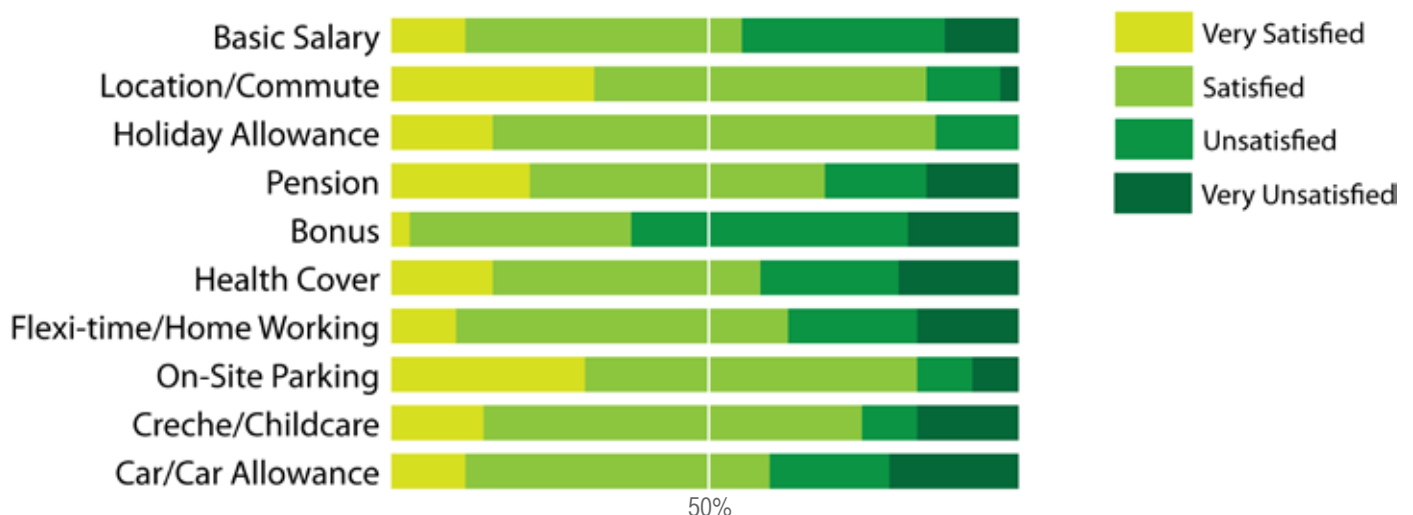
Role profile: Responsibility for a number of team managers/team leaders across a single site, which may vary considerably in size - typically 4+ years management experience. On average, managers at this level are offered a salary of £42,000 per annum.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

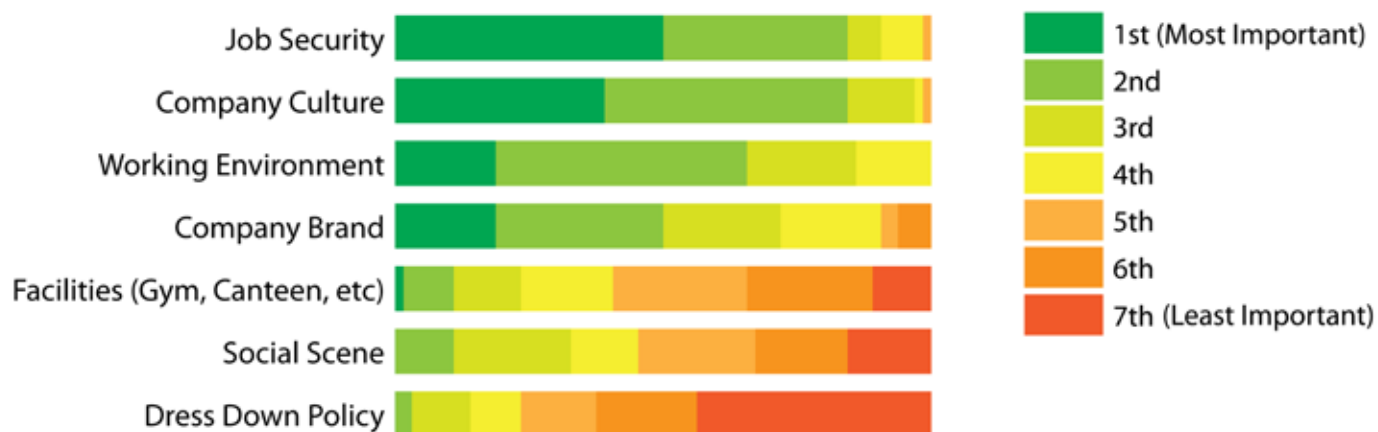


Overwhelmingly, CCM/CSM respondents rated their Basic Salary as the most important aspect of their role, followed by Location / Commute and Holiday Allowance.

However, dissatisfaction in certain aspects of the package was higher than the industry average; namely, in terms of Basic Salary and Bonuses. This is despite a 12% increase in the national average salary, as seen in our 2012 Salary Survey - the large pay gap between respondents at this level, and Head of-level respondents may be the reason for this.

The Company

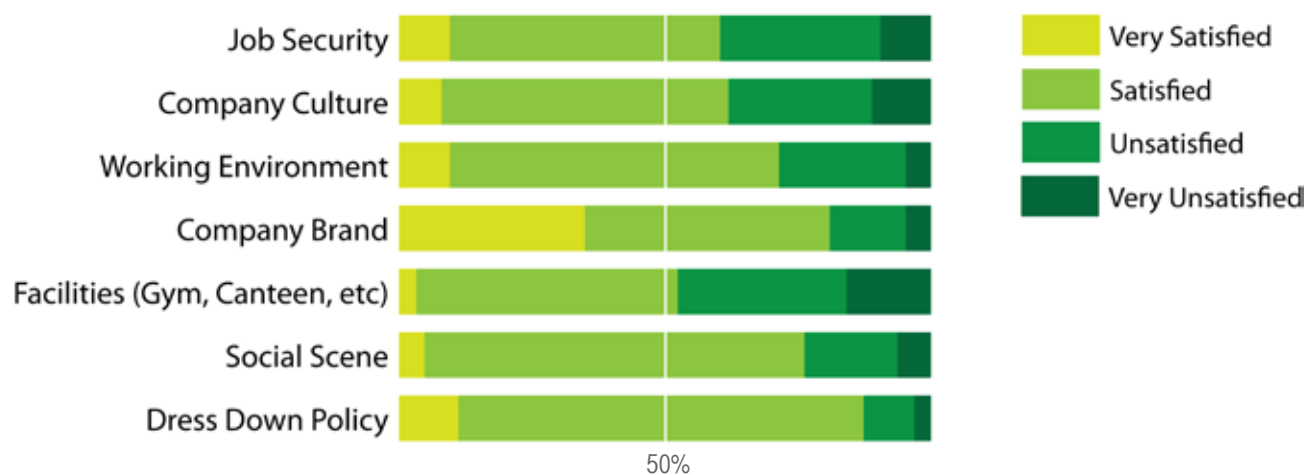
With 1 being Most Important and 7 being Least Important, how would you rank the following?



Respondents here selected aspects of their Company in the same order of importance as the industry average; however, in this instance Working Environment and Company Brand were almost equal in importance.

The raised importance of Company Brand here may be as a result of the Customer Service focus of many of these respondents, for whom the brand will play a large part in their ability to manage customer satisfaction.

In your current role, how satisfied are you with the following?



Across all aspects of the Company, respondents were generally satisfied, with over one third of respondents Very Satisfied with their Company Brand. In every other aspect bar Job Security, respondents at this level were in line with the industry benchmark in satisfaction terms.



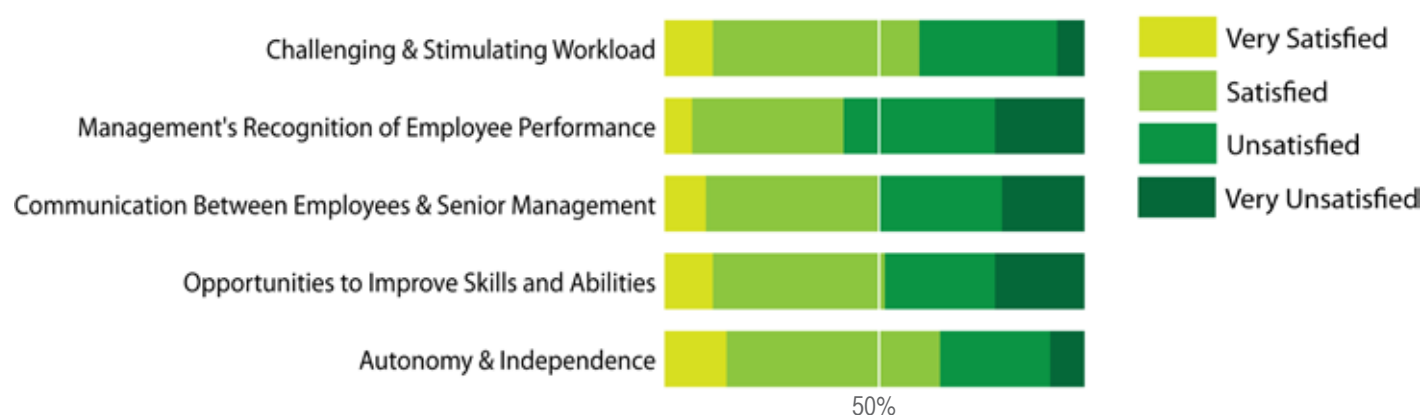
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



At this level, a Challenging & Stimulating Workload was valued as the most important aspect of the role itself, very closely followed by Management's Recognition of Employee Performance, and Communication Between Employees & Senior Management.

In your current role, how satisfied are you with the following?



Respondents were generally positive about all aspects of their role, with the exception of Management's Recognition of Employee Performance, wherein the balance was slightly tipped towards dissatisfaction. In Communication Between Employees & Senior Management, and Opportunities to Improve Skills and Abilities, the respondents were divided fairly evenly between positive and negative.

One candidate suggested that this may be because in some cases, contact centres have "lost contact with the rest of the business they represent or work for mainly due to the business viewing them as such and not part of the team."





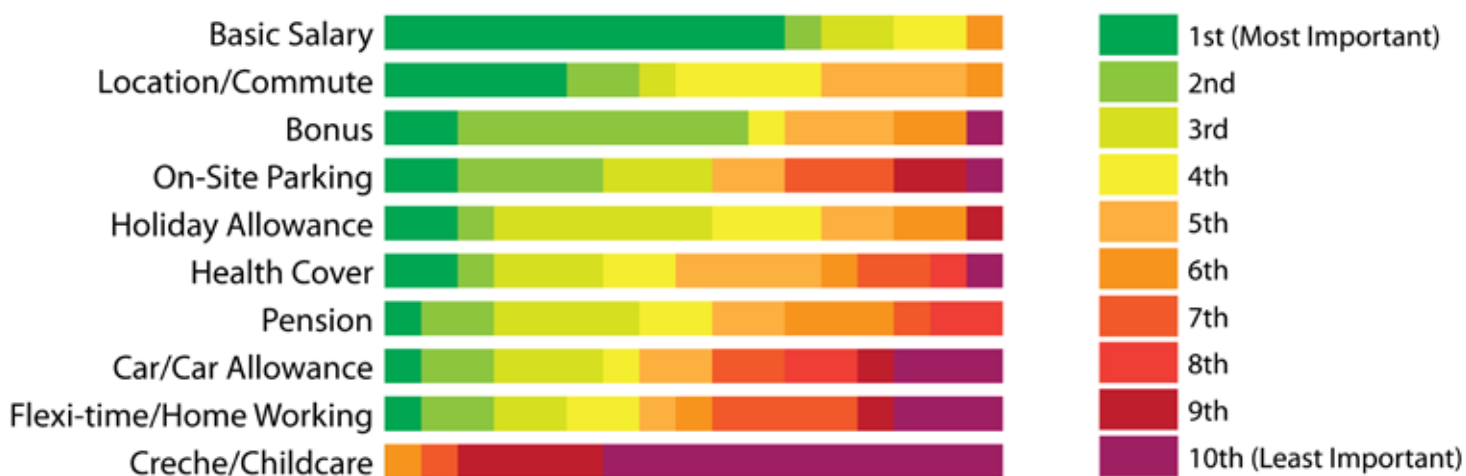
Outbound / Sales Centre Manager

Outbound / Sales Centre Manager

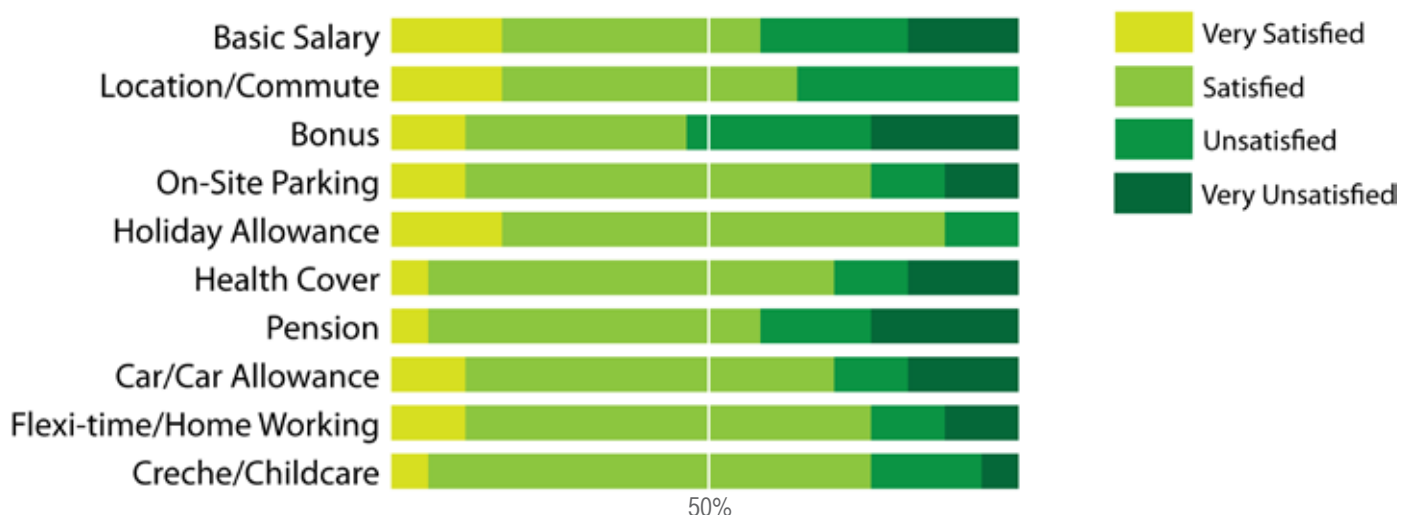
Role profile: Responsible for sales activity across one or more campaigns. If in house, will be responsible for a number of sales teams through Sales Team Managers. The average salary attached to a role of this type is £45,000 per annum, but these roles are heavily influenced by bonuses & benefits.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

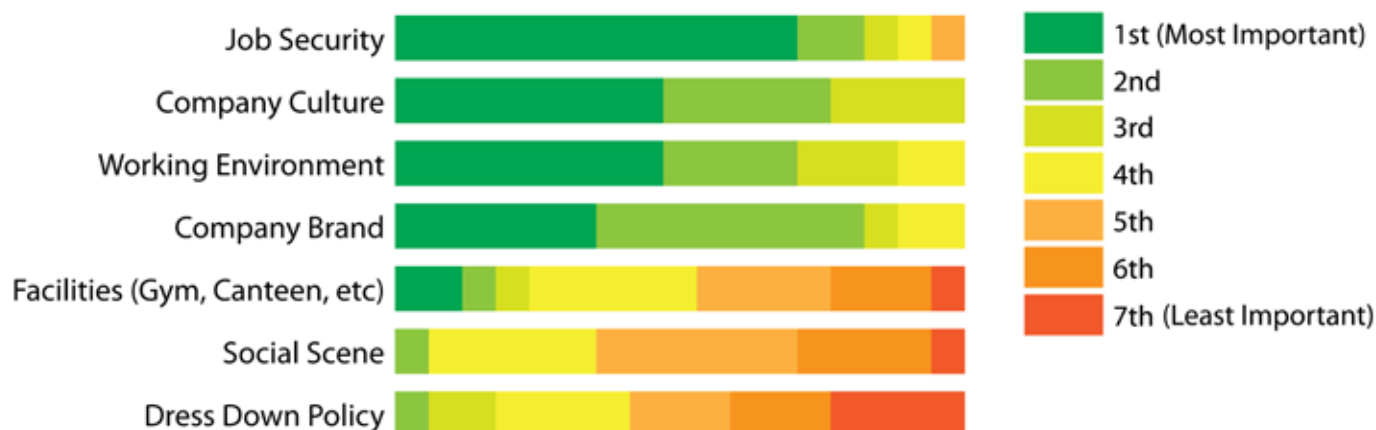


Satisfaction with the package at this level is relatively high, with at least 60% satisfaction in all cases except for Bonuses.

That respondents in this role see a large part of their remuneration packages through their business' bonus structure means that this is a relatively important factor - yet, surprisingly, it was viewed as less important than Location / Commute.

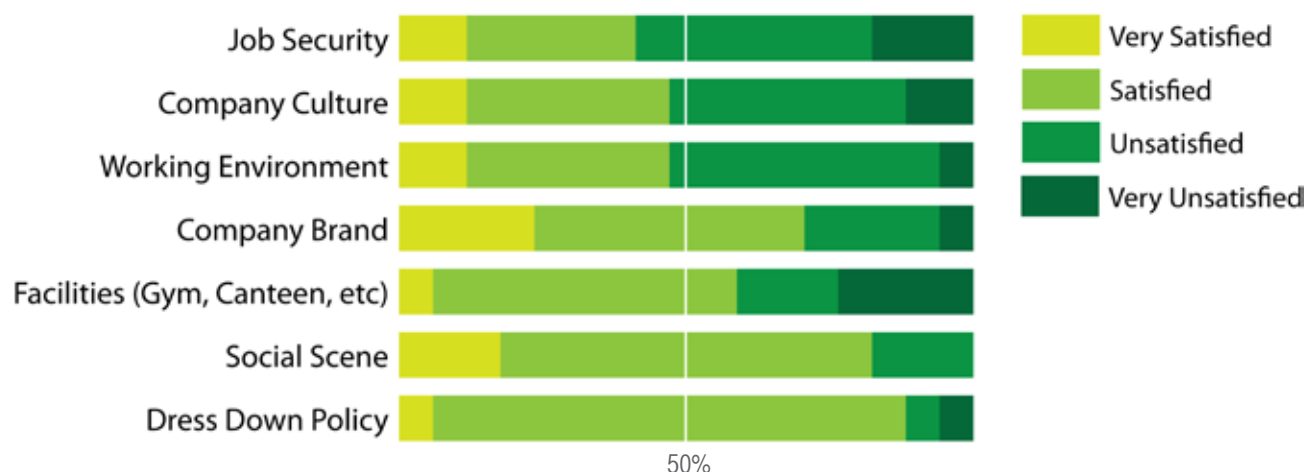
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Job Security was valued far above any other factor for Outbound / Sales Centre Managers, who also saw Company Brand as far more important than the industry average. Between these categories, Company Culture and Working Environment were viewed as of almost equal importance.

In your current role, how satisfied are you with the following?

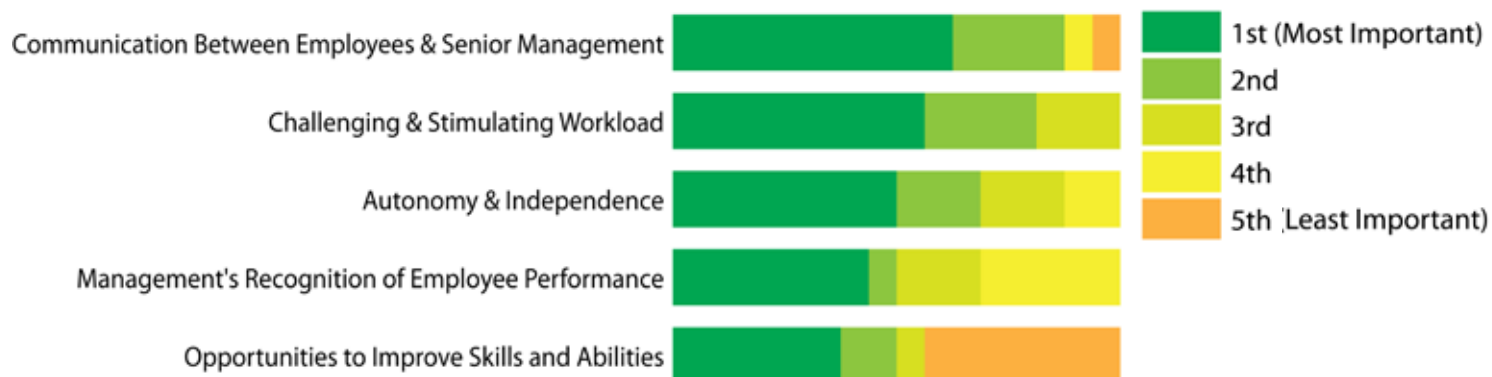


Respondents were less satisfied than on average with Job Security, Company Culture and Working Environment - the three factors rated as the most important in their Company satisfaction. As one candidate noted, *“with the business I work for under new ownership, the instability of our job security has had a knock-on effect on our company’s culture as a whole.”* The fact that these factors are all closely linked - particularly in the four key criteria - was observed by a number of respondents, and shows the need for employers to focus on all aspects of their employee offering.



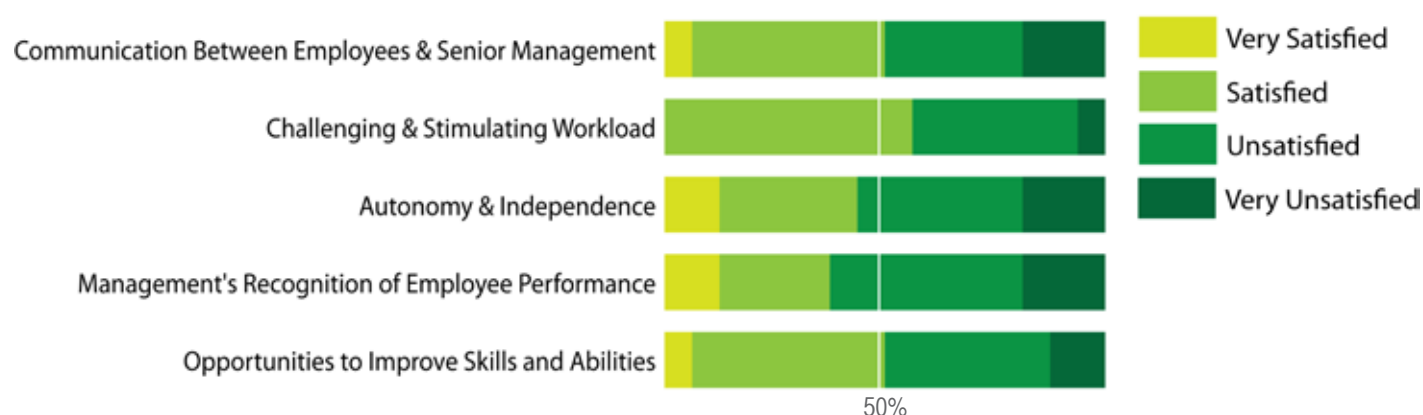
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



In this role, the respondents' ordering of these categories varied significantly from the industry-wide benchmark. Communication Between Employees & Senior Management was viewed as the most important aspect, with Autonomy & Independence viewed as much more important than the industry average.

In your current role, how satisfied are you with the following?



Respondents were generally positive about Communication Between Employees & Senior Management, a Challenging & Stimulating Workload, and the Opportunities to Improve their Skills and Abilities.

However, respondents were Unsatisfied or Very Unsatisfied with the Autonomy & Independence available to them in almost 60% of cases, and slightly above that in terms of Management's Recognition of Employee Performance.





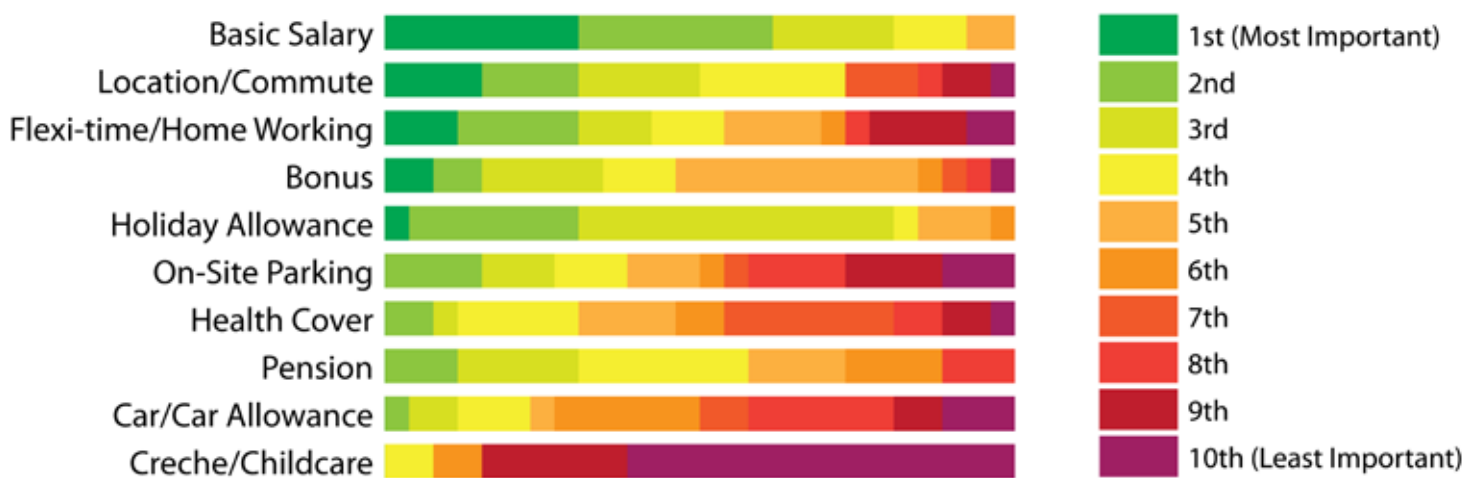
Project / Process / Quality Manager

Project / Process / Quality Manager

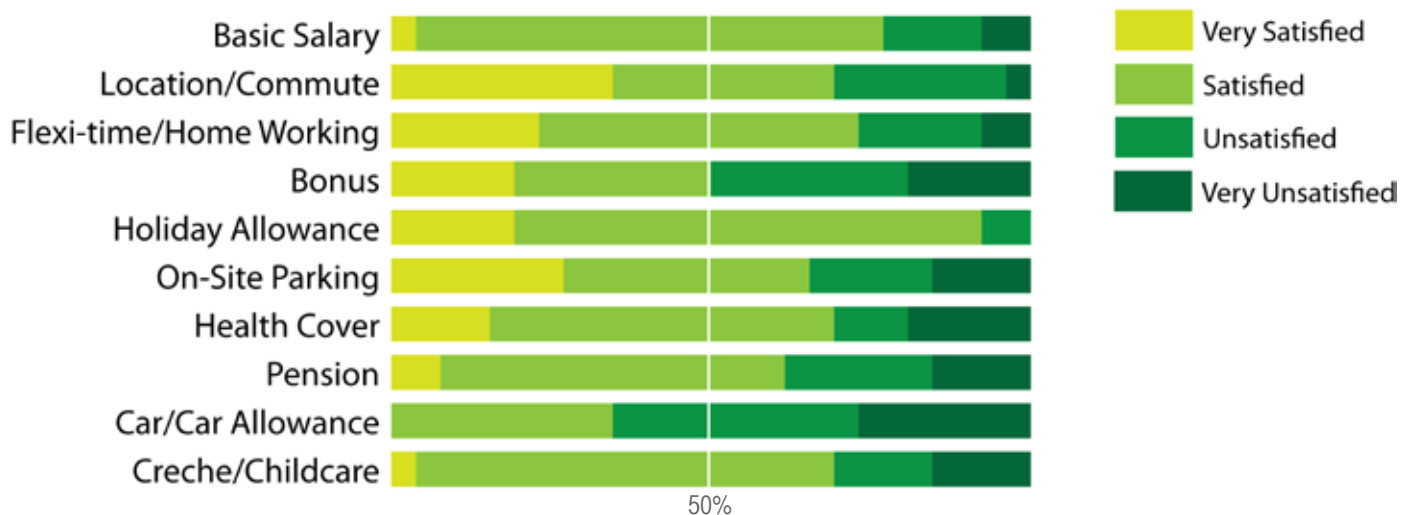
Role Profile: Managing change or process initiatives, respondents at this level are engaged in driving large-scale projects to improve customer experience and company-wide improvements. Average salary is around £42,000 per annum.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

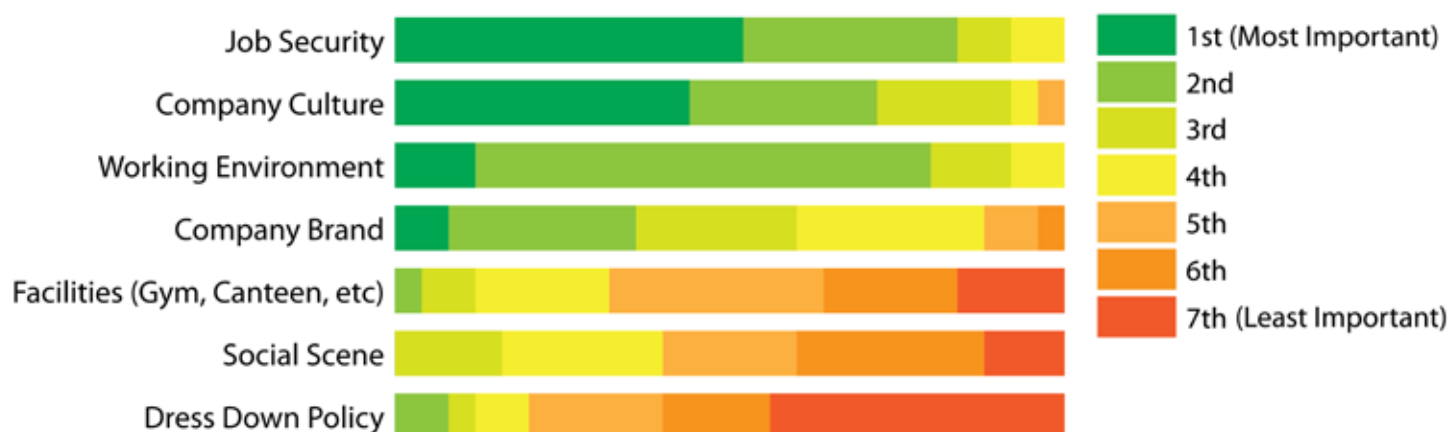


Respondents in this role were largely positive about their packages, with the only areas for improvement seen in Bonus potential and the Car / Car Allowance offered to them as part of their role.

However, as one candidate succinctly put it: "Job satisfaction also comes from the difference you create or value you add." Bravo, we say!

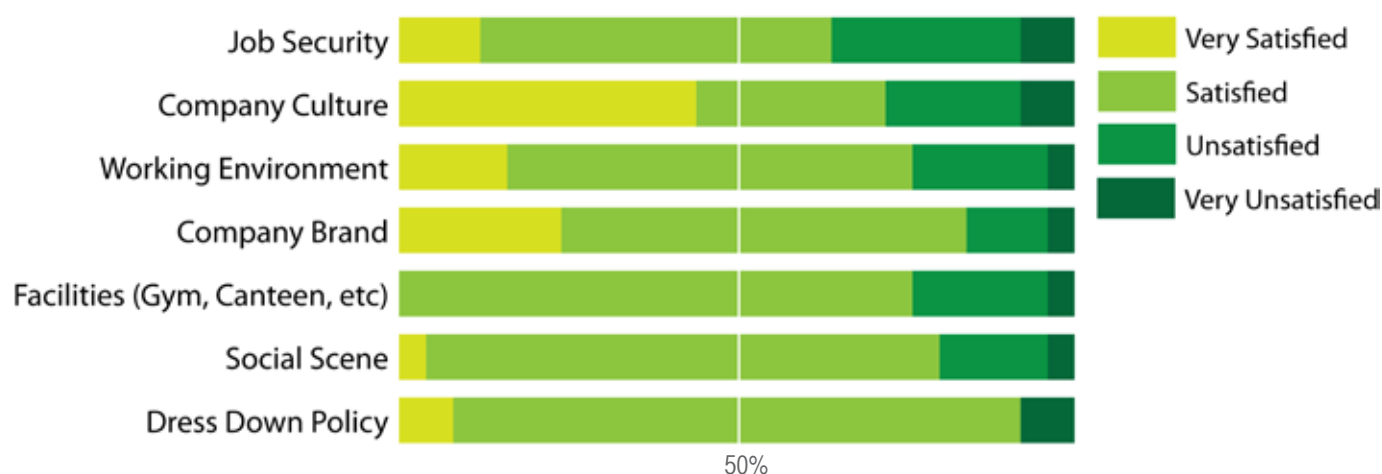
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



In line with the industry average, Job Security was rated as the most important factor, followed by Company Culture and Working Environment. For Project / Process / Quality Managers, Company Brand was the most important factor for only 10% of respondents - almost half the industry average.

In your current role, how satisfied are you with the following?



Satisfaction in this category was relatively high - more so than the industry average in every aspect except for Job Security. Respondents of this type were considerably more likely to be Very Satisfied with their Company Culture than their counterparts industry-wide.



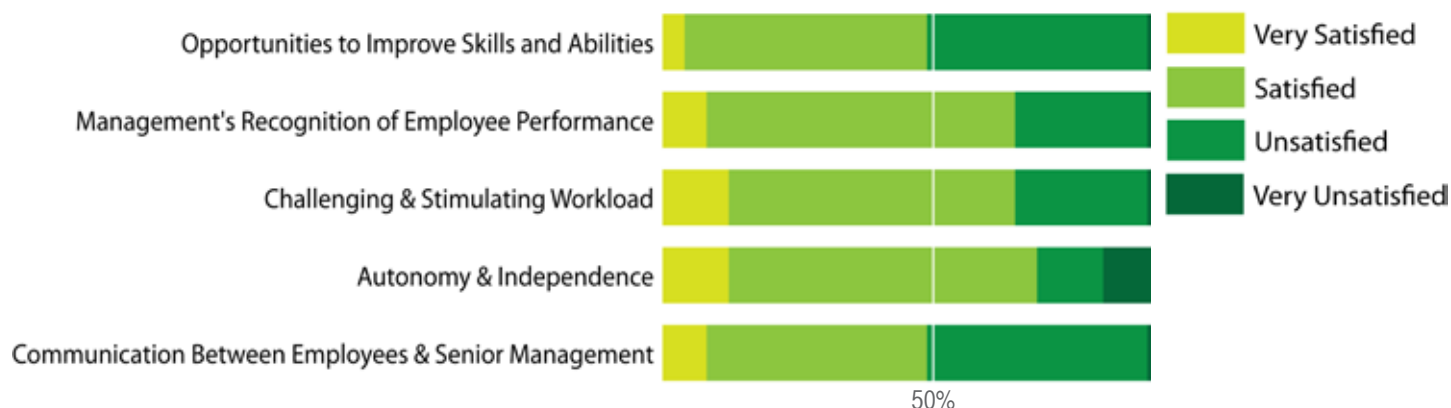
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



Project / Process / Quality Managers viewed Opportunities to Improve Skills and Abilities as the most important factor of their roles, followed by Management's Recognition of Employee Performance, and a Challenging & Stimulating Workload.

In your current role, how satisfied are you with the following?



Notably, very few Project / Process / Quality Managers selected Very Unsatisfied to describe their current role in response to this question, and respondents were, in most cases, equally or more satisfied than the industry average.

However, with regards to Communication Between Employees & Senior Management, respondents were marginally less satisfied than on average; yet around 15% were more satisfied with Management's Recognition of Employee Performance than the industry-wide benchmark.





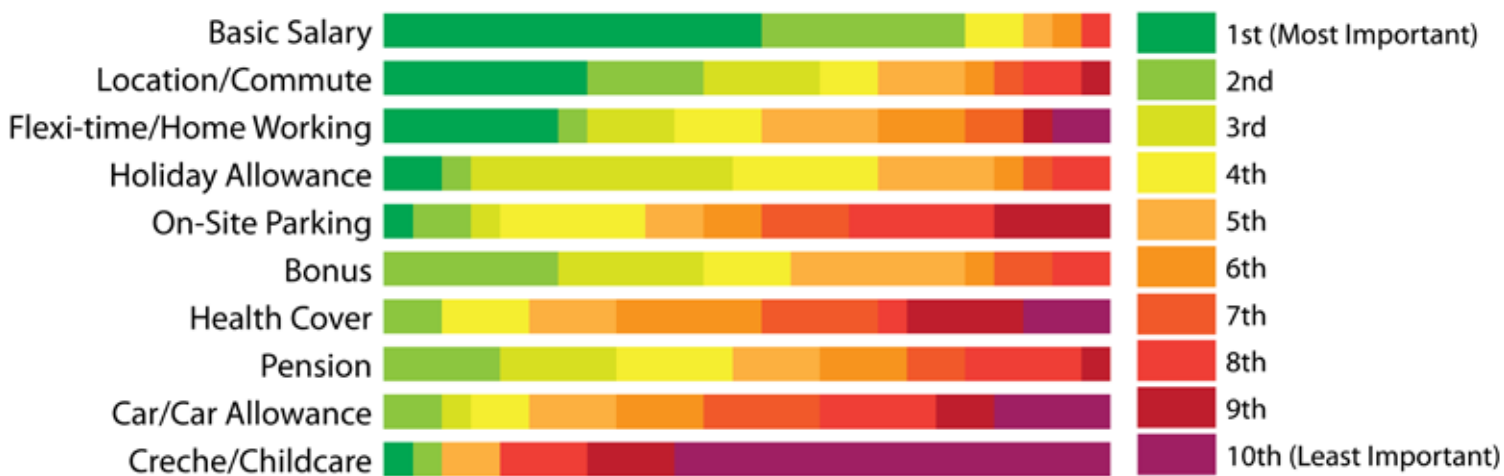
Planning / Forecasting / MI
Manager / Analyst

Planning / Forecasting / MI Manager / Analyst

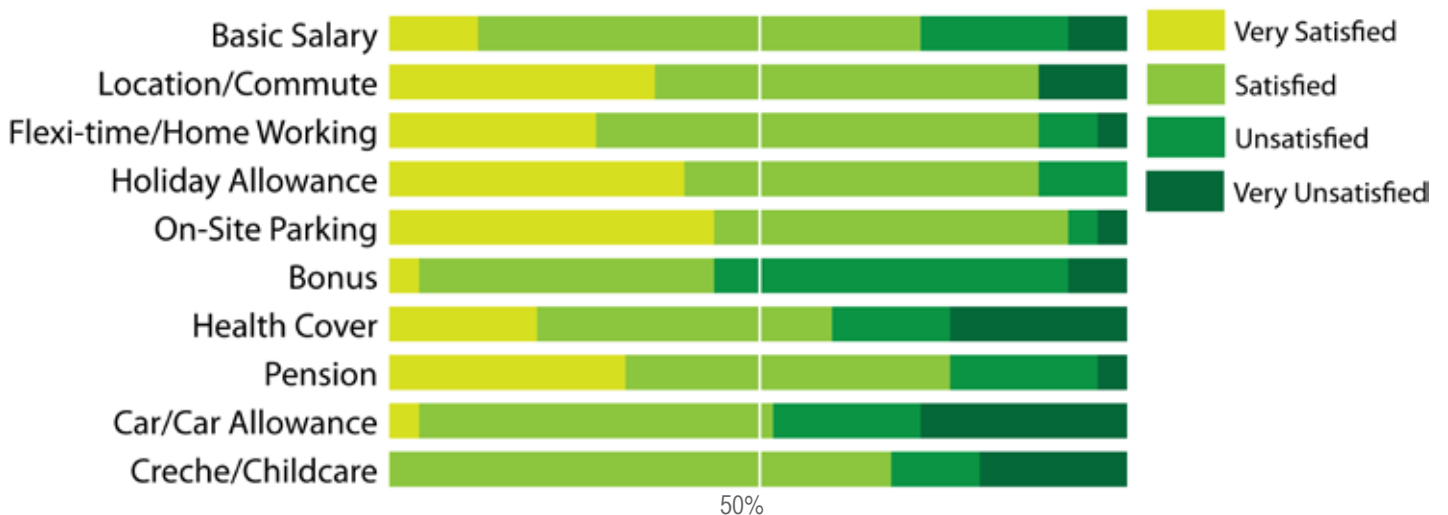
Role profile: Responsible for ensuring the accurate forecasting of calls and staffing levels, providing data and analysis to senior management and stakeholders. The average salary for a Resource Planning Manager is £41,000 per annum; for an Analyst, £31,000 per annum.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

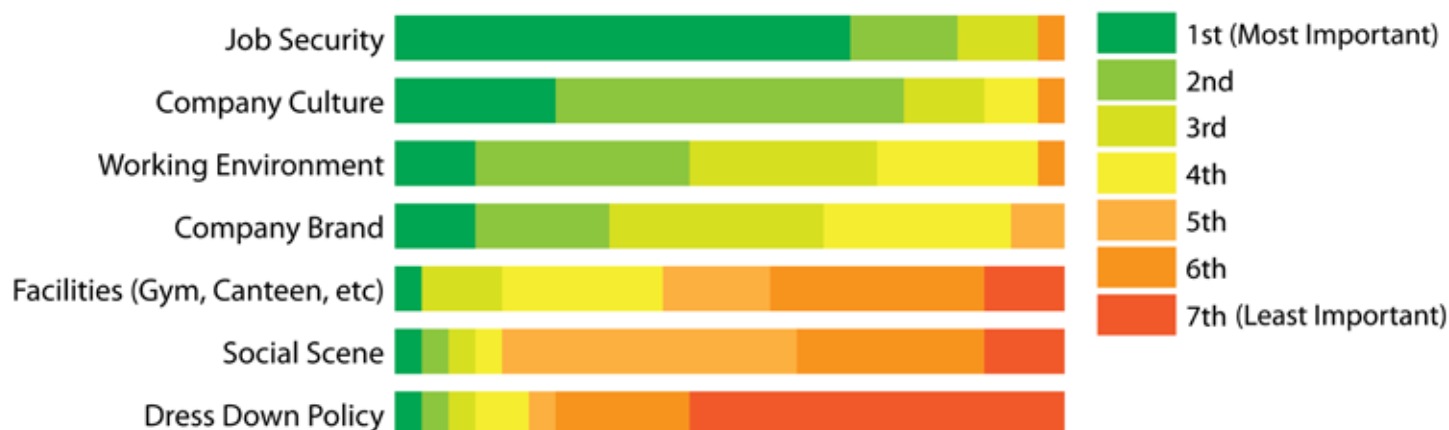


Among respondents in the Resource Planning discipline, satisfaction is generally high - perhaps unsurprisingly, given the 17% growth in salaries seen over the last 12 months.

They were happier with Flexi-Time / Home Working, Holiday Allowance and On-Site Parking, but less satisfied with their Bonuses, and their Car / Car Allowances, than the industry average.

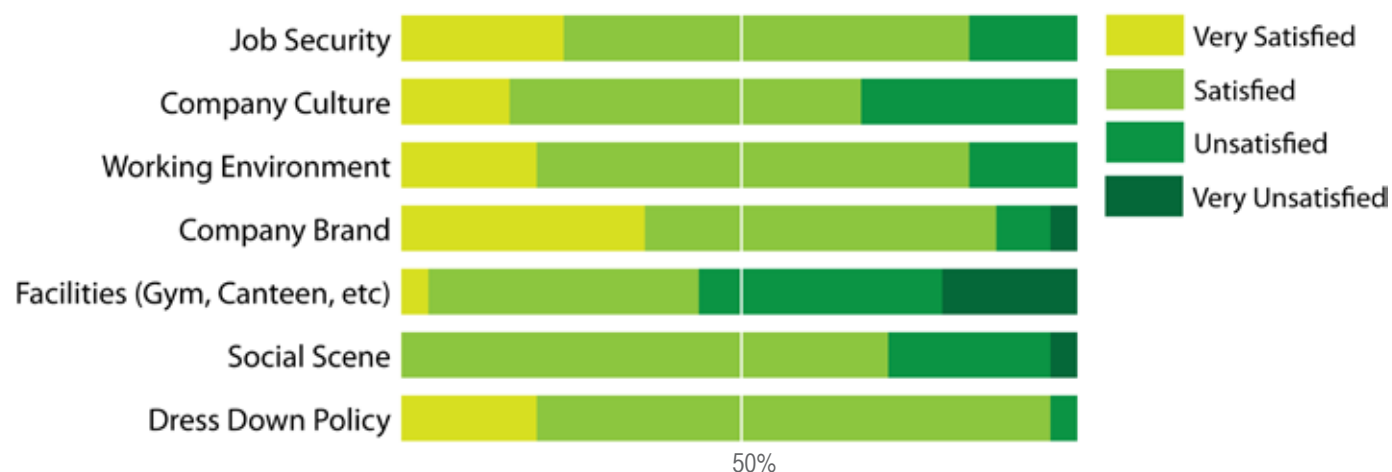
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Job Security was, by a considerable margin, the most important aspect of Resource Planning respondents' views on their companies, at well over 60%. Company Culture was the second most valued aspect, followed by Work Environment and Company Brand.

In your current role, how satisfied are you with the following?



Satisfaction in this area was high, with over a third of respondents Very Satisfied with their Company Brands, and 23% Very Satisfied with Job Security.

The latter perhaps shows the integral role of Resource Planning respondents as contact centres continue to adapt to higher demands, and become more reliant on new technologies.



The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



Management's Recognition of Employee Performance was viewed as the most important aspect of a given role for respondents in this area, followed by Autonomy & Independence and Opportunities to Improve their Skills and Abilities - but in keeping with the industry average, respondents were divided across the board.

In your current role, how satisfied are you with the following?



Again, job satisfaction in Resource Planning was high, with one third or less of respondents reporting dissatisfaction in all aspects of the role.

The area in which respondents were most satisfied was in Autonomy & Independence, wherein no respondents selected Very Unsatisfied.

The highest levels of dissatisfaction, on the other hand, were in Communication Between Employees & Senior Management, which respondents viewed as the least important factor in this category.





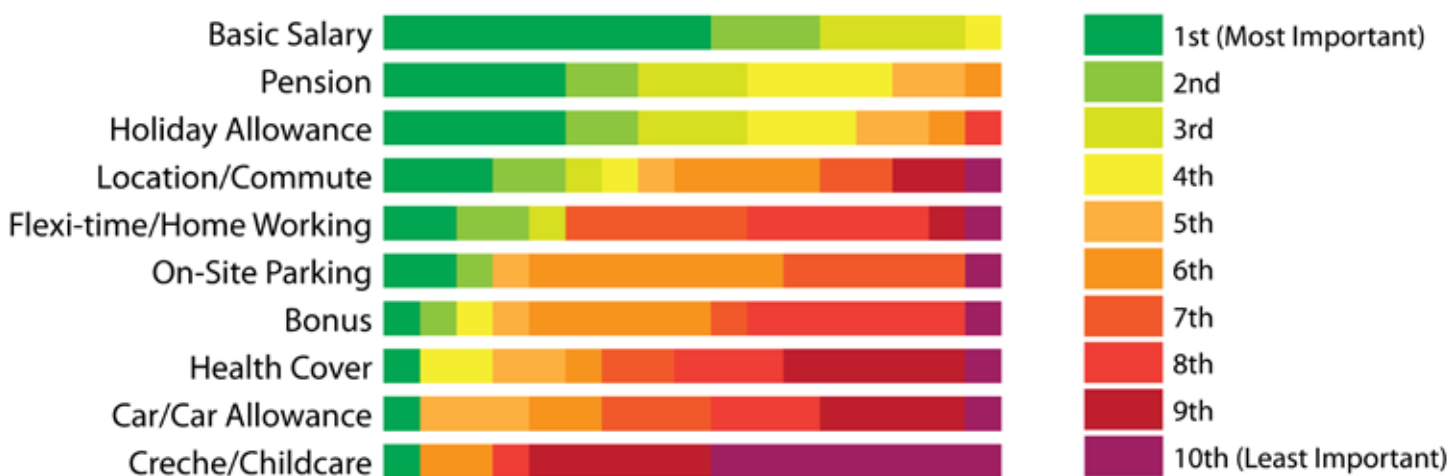
Dialler Manager / Analyst

Dialler Manager / Analyst

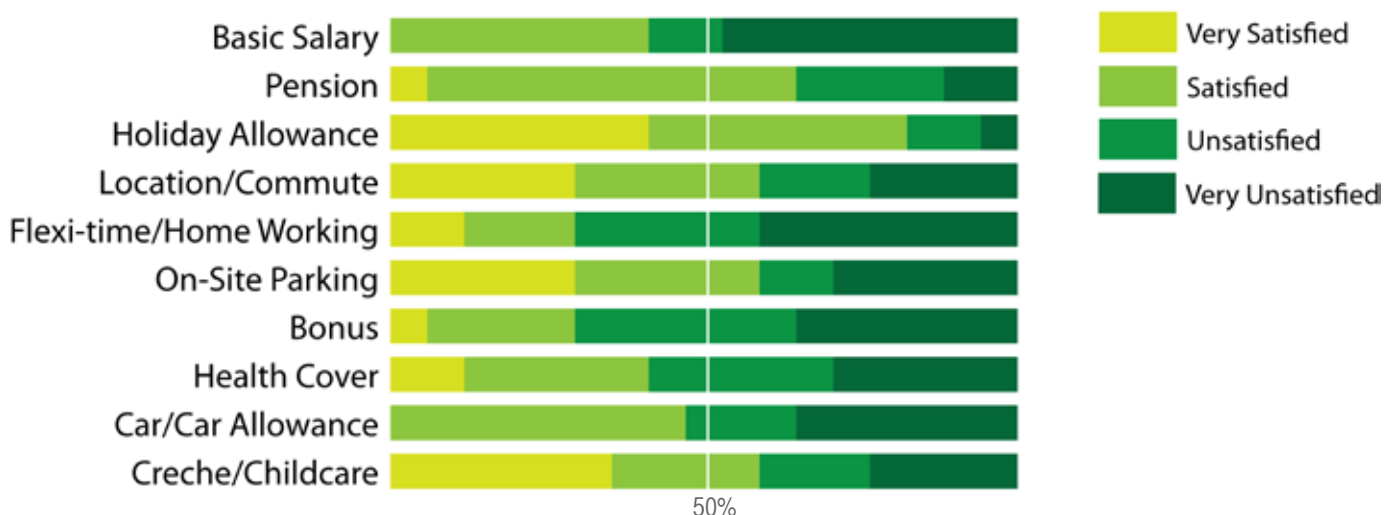
Role profile: Responsible for the management of the Dialler function, and increasingly involved in planning of telephony and other forms of contact, including email and online media. The average salary for a Dialler Manager is £36,500 per annum.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

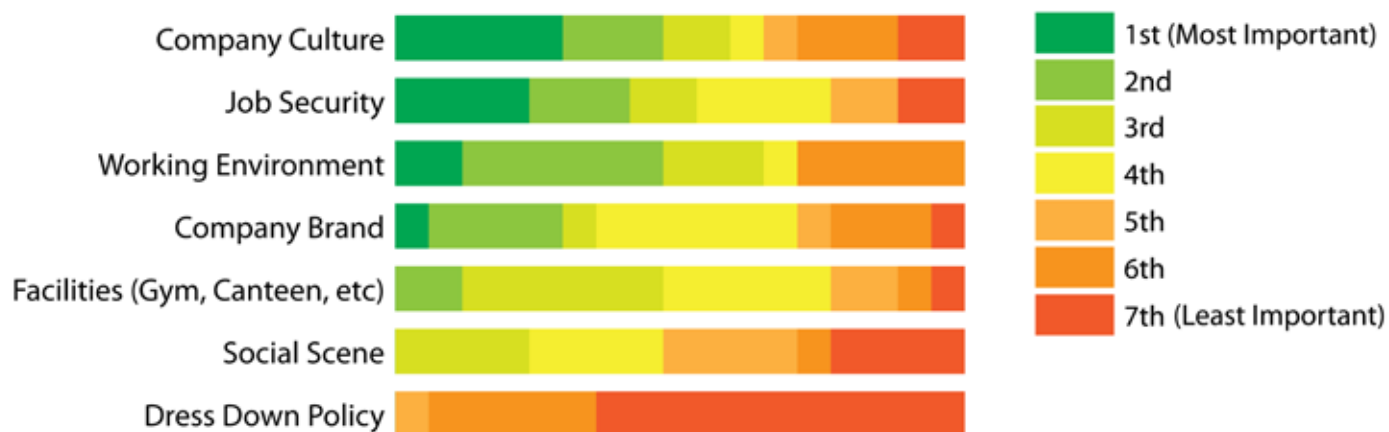


Dialler respondents were, on the whole, less satisfied with the packages offered with their roles than the industry average would suggest.

This is in keeping with our research in 2011 suggesting that Dialler salaries were lower than their counterparts in areas such as Resource Planning, with fewer benefits, despite increased responsibilities since the Ofcom regulations on silent calls which came into force last year.

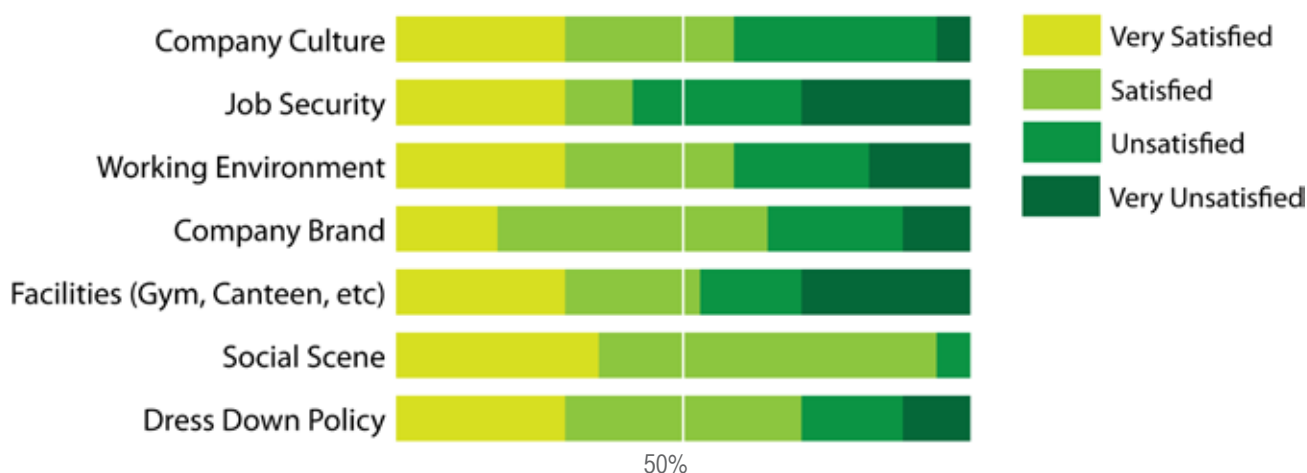
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Company Culture was viewed as the most important aspect of the Company by the Dialler respondents surveyed. This was closely followed by Job Security and Working Environment.

In your current role, how satisfied are you with the following?



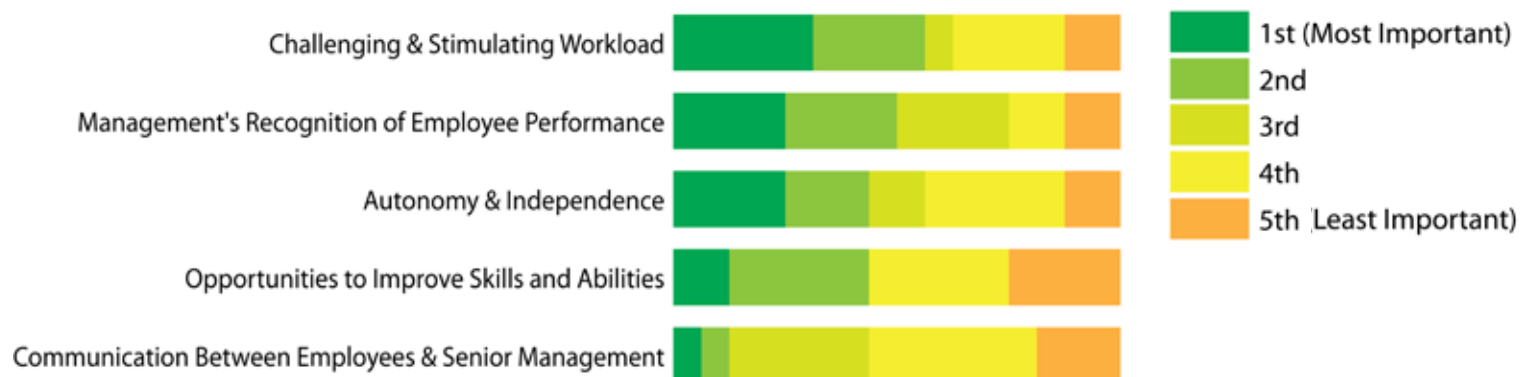
Respondents in this area were more positive about their companies than the packages offered, with most being satisfied with every aspect except for Job Security, where the level of satisfaction was approximately 20% lower than the industry average.

Across all levels except for Social Scene, Dialler respondents were less satisfied than the industry benchmark.



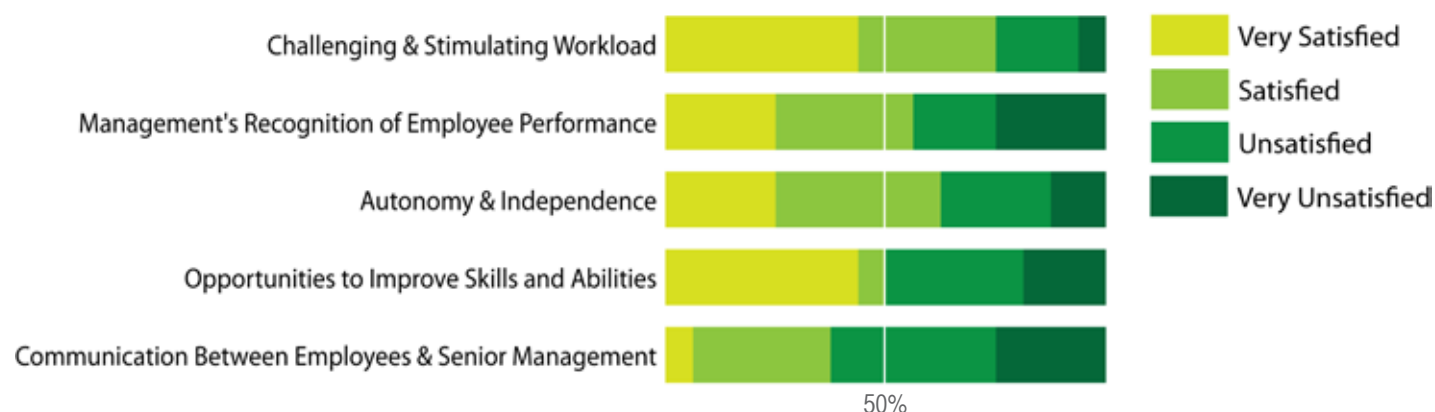
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



A Challenging & Stimulating Workload was seen as more important than other aspects of the role by Dialler respondents, followed by Management's Recognition of Employee Performance and Autonomy & Independence, which were almost evenly balanced.

In your current role, how satisfied are you with the following?



With the exception of Communication Between Employees & Senior Management, respondents were, on the whole, satisfied with all aspects of their roles, with over two thirds either Satisfied or Very Satisfied with what they believed to be the most important aspect - their Challenging & Stimulating Workload.

Dialler respondents were considerably less satisfied with Communication Between Employees & Senior Management, which they had rated as the least important factor.





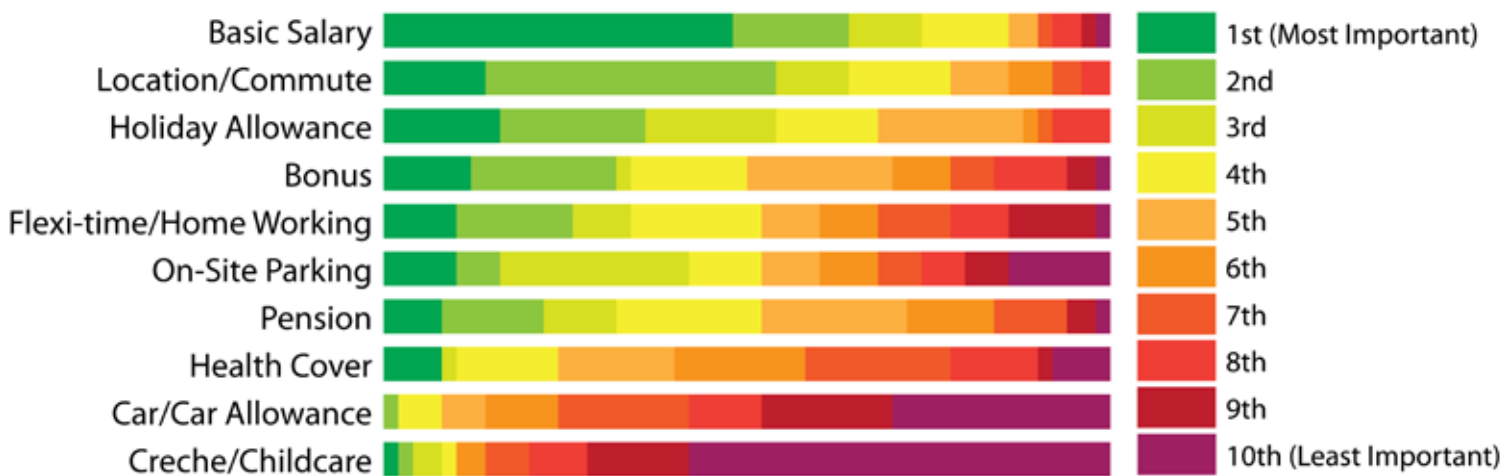
Team Manager / Leader

Team Manager / Leader

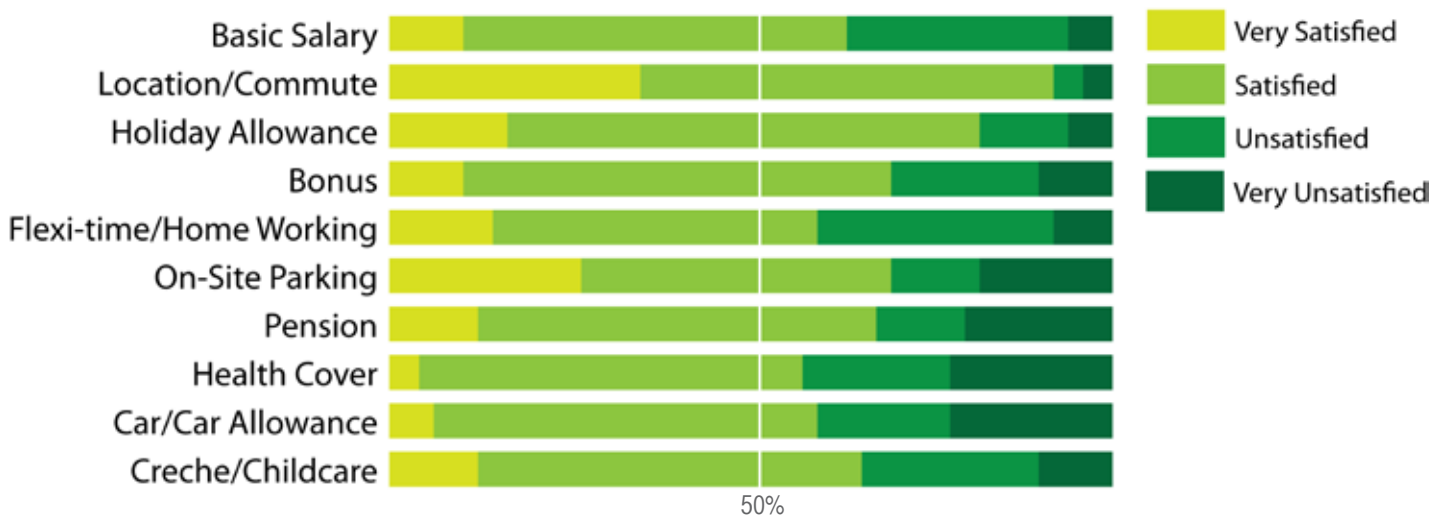
Role profile: Responsible for a team of agents, achieving KPIs, coaching & developing staff and ensuring quality. The average Team Leader salary is £26,000 per annum.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

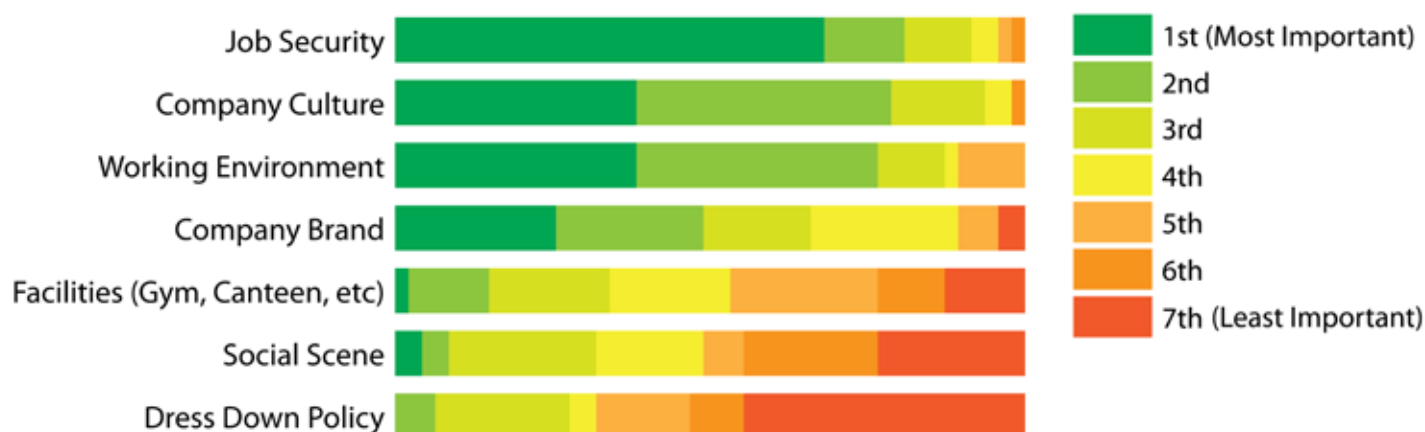


In this category, respondents were generally very positive about the packages available to them, particularly with regards to the Location / Commute and Holiday Allowance.

Flexi-Time / Home Working, Health Cover, and Car / Car Allowance were the aspects with the lowest levels of satisfaction, but whether these are offered in this role can vary significantly from one business to another.

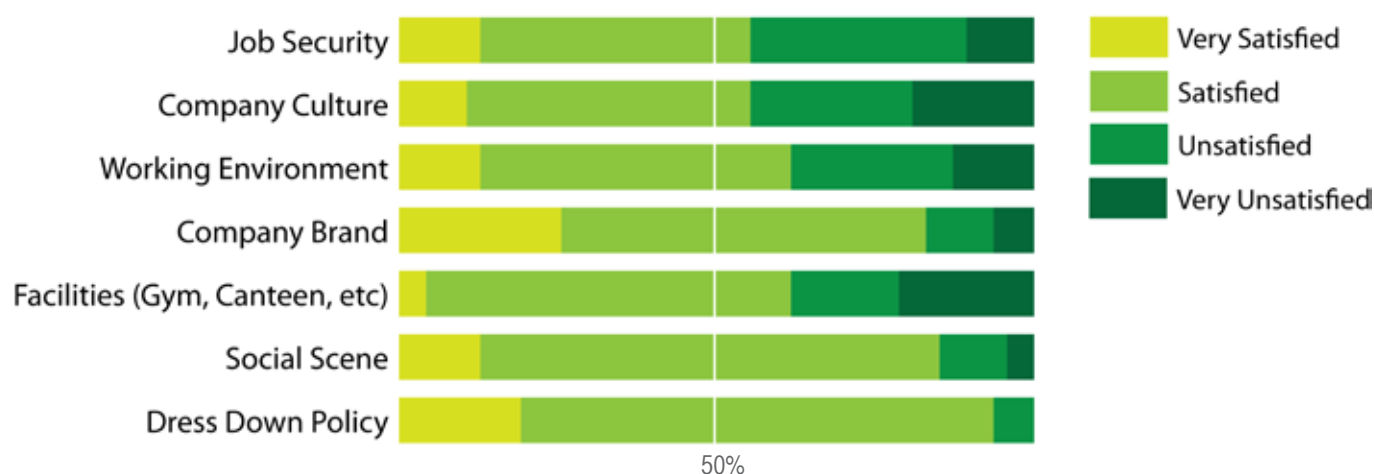
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



In keeping with the industry as a whole, Job Security was, by a significant margin, the most important factor to Customer Service Team Leaders. After Company Culture and Working Environment, which were of almost equal importance to respondents of this type, Company Brand was viewed as a key factor for a larger number of respondents than on average.

In your current role, how satisfied are you with the following?

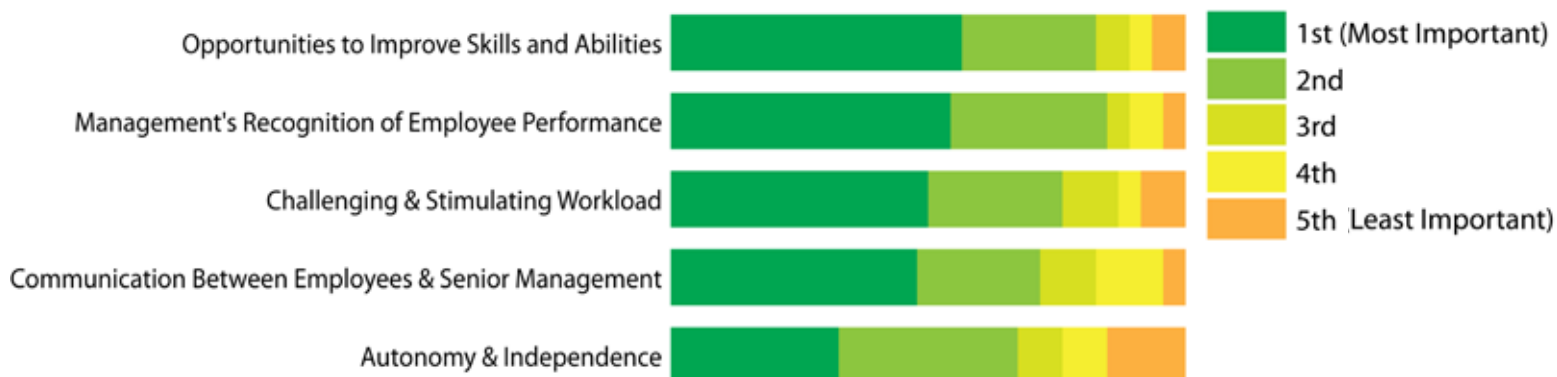


In every aspect, Customer Service Team Leader respondents were positive about their companies, particularly with regards to the Brands they represent, where they had selected Satisfied and Very Satisfied in over 80% of cases. One candidate pointed out, “this job can be an enriching experience if there is the right balance of challenges, opportunities for growth and remuneration commensurate to the work given to an individual.”



The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



Respondents rated the Opportunities to Improve their Skills and Abilities as the most important factor in their roles. However, in line with the industry-wide results, there was a very narrow margin between each factor.

In your current role, how satisfied are you with the following?



Respondents were rather more divided in their satisfaction with these aspects of the role. A Challenging & Stimulating Workload, and Autonomy & Independence were the aspects respondents were most satisfied with.

However, in Opportunities to Improve Skills and Abilities, Management's Recognition of Employee Performance, and Communication Between Employees & Senior Management, most respondents were considerably less satisfied with their roles.

One candidate pointed out that this can vary according to the industry they work in, suggesting that "working in outsourcing, pay is the biggest issue with our colleagues (who work "in house") getting significantly higher pay, and little to no opportunities to achieve any universally recognised certificates or qualifications."





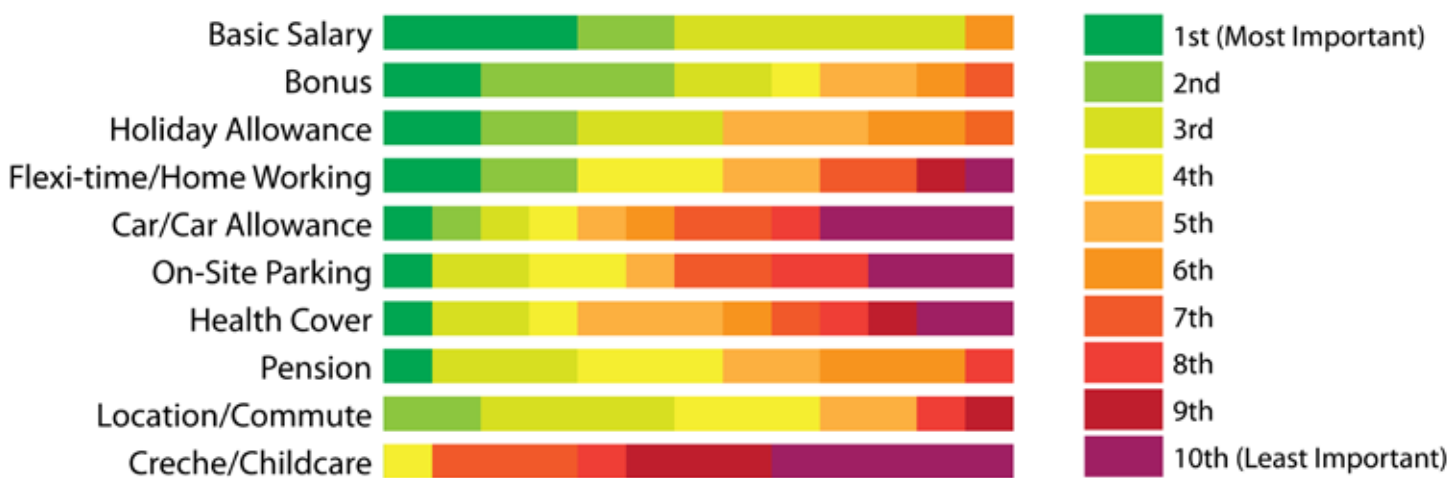
Training Manager / Trainer

Training Manager / Trainer

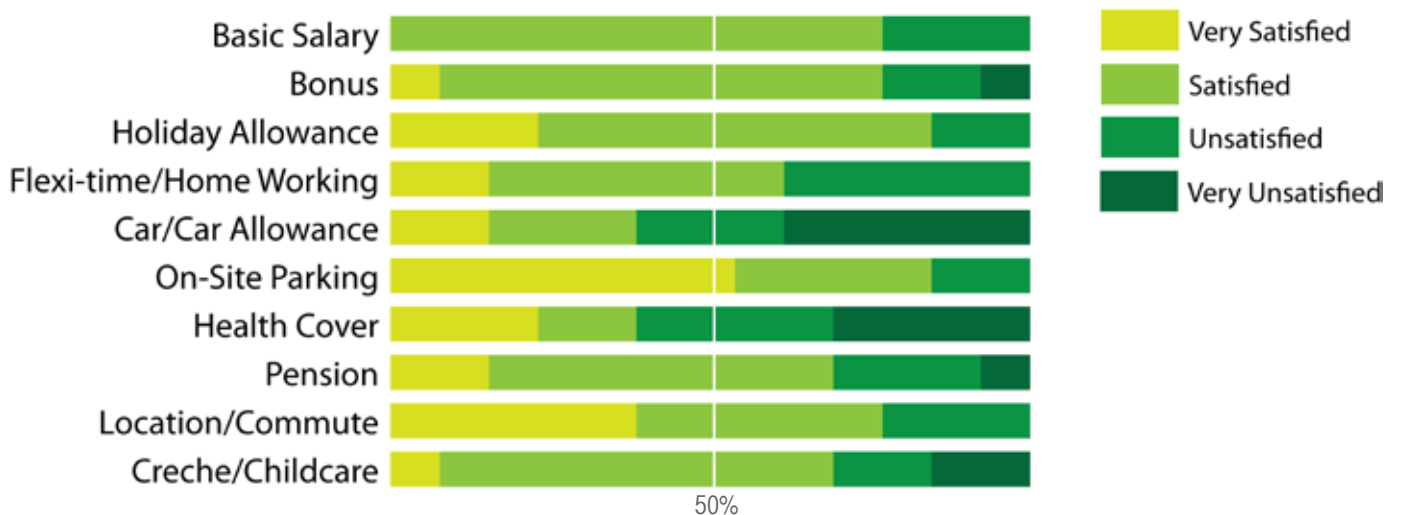
Role profile: Experience varies widely and involves side-by-side coaching, classroom training and training needs analysis. Responsible for the design and delivery of training through a team of trainers and coaches. Training Managers can expect an average salary of approximately £37,500 per annum.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

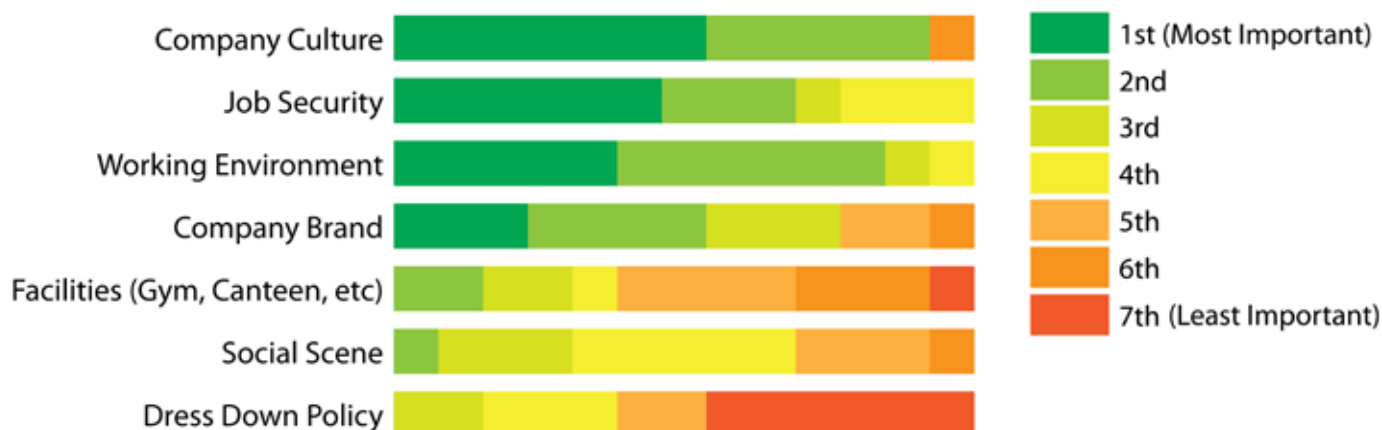


Respondents in Training seemed considerably less concerned about the location of their roles than those in other disciplines, rating it below everything except for Childcare or Creche options.

Training Managers and Trainers were generally positive about the packages offered as part of their roles, with only the Car / Car Allowance and Health Cover showing low levels of satisfaction on respondents at this level.

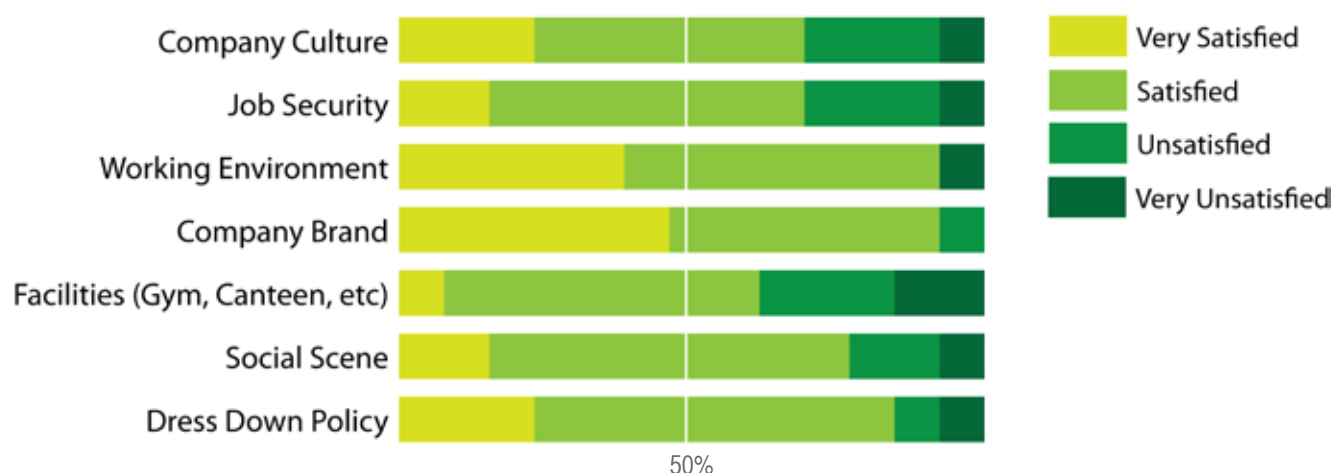
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Culture was viewed as the most important aspect of the Company, followed by Job Security, Working Environment and Brand.

In your current role, how satisfied are you with the following?



Training Managers and Trainers were generally very positive about their companies, with over 40% selecting 'Very Satisfied' to describe their Working Environment and Company Brand. In both areas, satisfaction overall was above 90%.

With regards to Culture and Job Security, both of which were classed as the most important factors in the company, over two thirds of Training respondents described themselves as satisfied.

Across the board, these respondents were more satisfied with all aspects of their companies than across the industry.



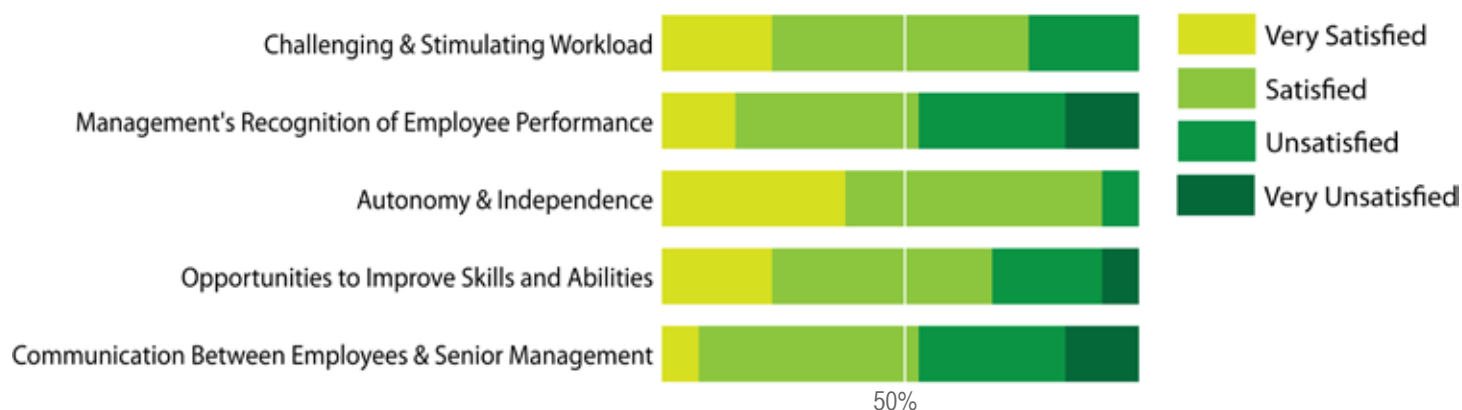
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



Training Management respondents viewed a Challenging & Stimulating Workload as the most important factor in their roles, closely followed by Management's Recognition of Employee Performance.

In your current role, how satisfied are you with the following?



These respondents were most satisfied with the level of Autonomy & Independence afforded to them by their roles, although across all aspects respondents at this level were more positive than negative.

Across all aspects of the Job, respondents in Training were more satisfied than across the industry.

However, as one candidate noted, Communication Between Employees & Senior Management affects those at all levels in the contact centre, noting that in their company, "Senior Managers do not realise how important visibility within their role is with regards to Employee Engagement."





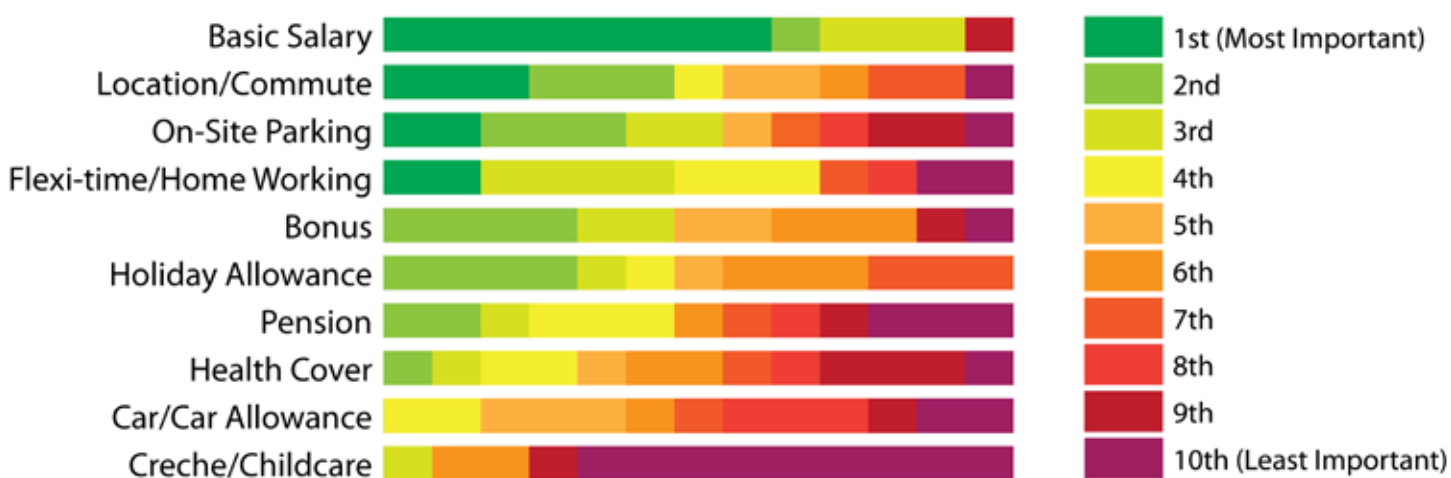
Business Development /
Account Manager

Business Development / Account Manager

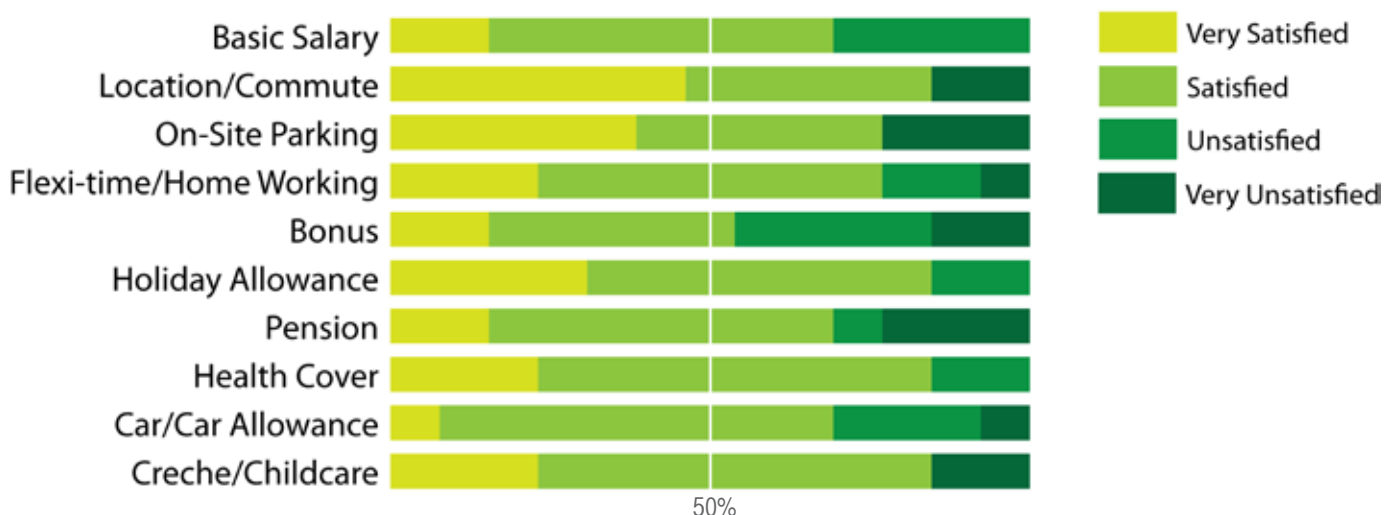
Role Profile: Ensuring new and continued business from large clients, managing campaigns and driving performance. Business Development / Account Management salaries vary widely across the board, with many of these roles being more commission based than others in the industry.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

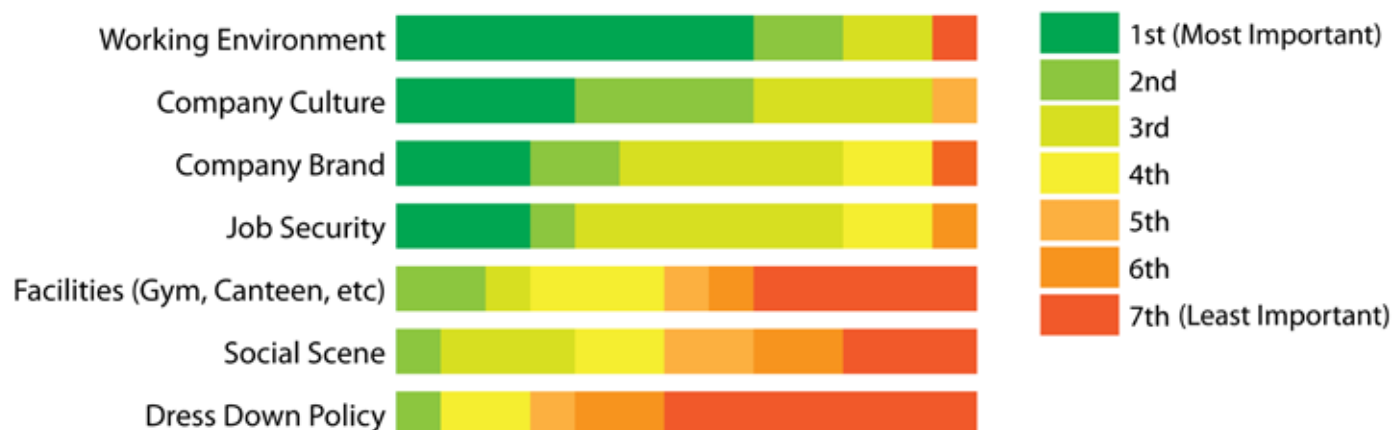


These respondents were relatively positive about their packages, with high levels of satisfaction in most areas - notably with the exception of Bonuses, where respondents were approximately 10% less satisfied than the industry average.

However, with regards to Location, Flexi-Time, Holiday Allowances and Health Cover, respondents were considerably more satisfied than those across the industry as a whole.

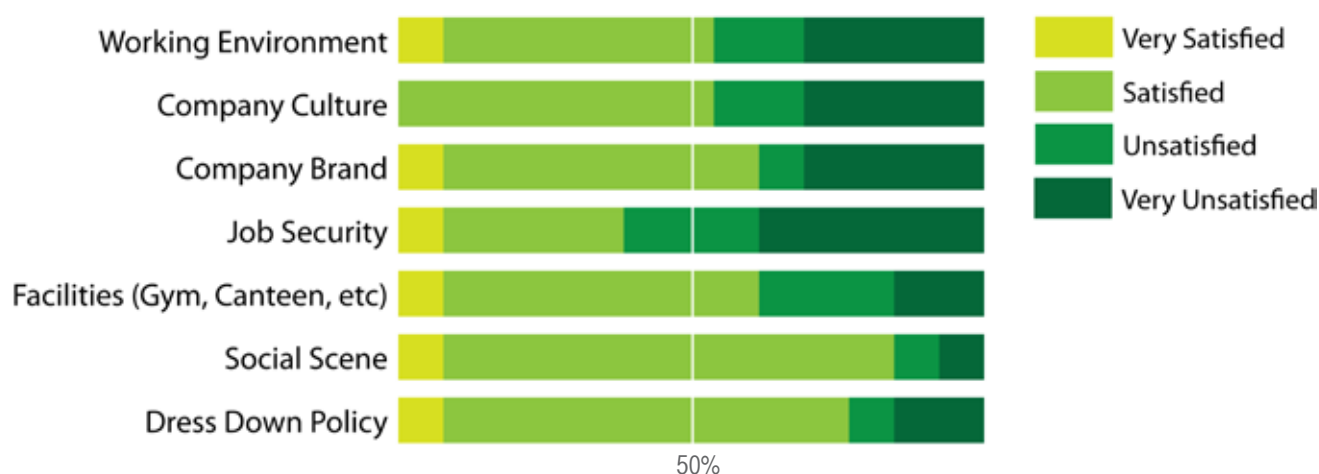
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Working Environment was viewed by a considerable margin as the most important factor in the Company category, for respondents in Business Development / Account Management. This was followed by Company Culture, Company Brand, and Job Security.

In your current role, how satisfied are you with the following?



Satisfaction in this area was generally lower than across the industry as a whole, particularly with reference to Job Security and Working Environment, where large numbers of respondents selected Very Unsatisfied to describe their experience of their current role. As one suggested, “in an increasingly margin driven industry it is essential that we don’t lose focus on what gives us a business in the first place. If we don’t invest in the staff and office culture/environment we don’t have a business to promote.”



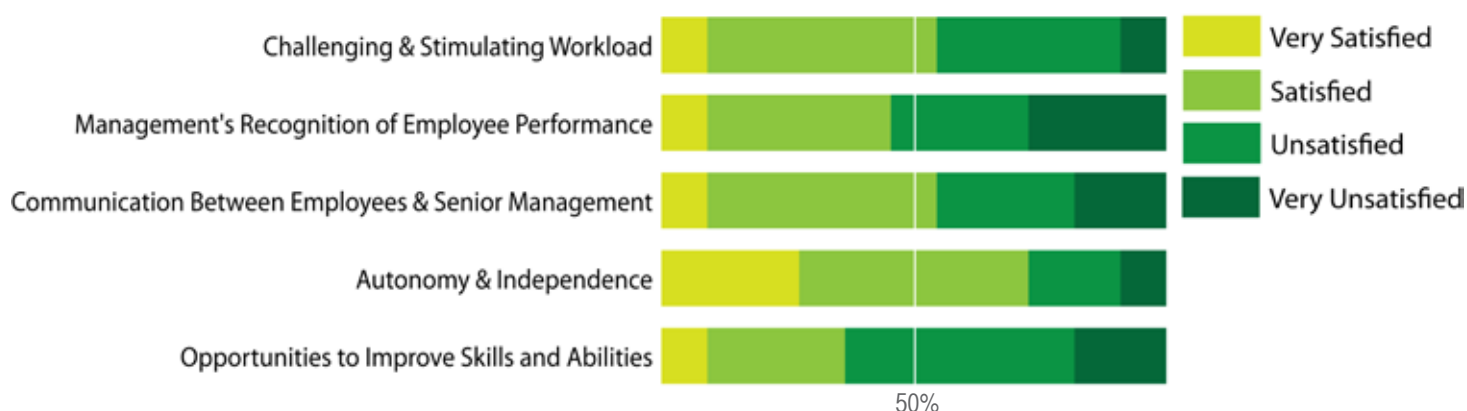
The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



Business Development / Account Management respondents felt that a Challenging & Stimulating Workload, Management's Recognition of Employee Performance, and Communication Between Employees & Senior Management, were the most important aspects of their jobs.

In your current role, how satisfied are you with the following?



Respondents in Business Development / Account Management were most satisfied with the levels of Autonomy & Independence in their role, with over two thirds Satisfied or Very Satisfied with this aspect.

With the exception of Opportunities to Improve Skills & Abilities, where respondents were considerably less satisfied than the industry as a whole, satisfaction in this level was generally in line with, or proximal to, the industry benchmark.





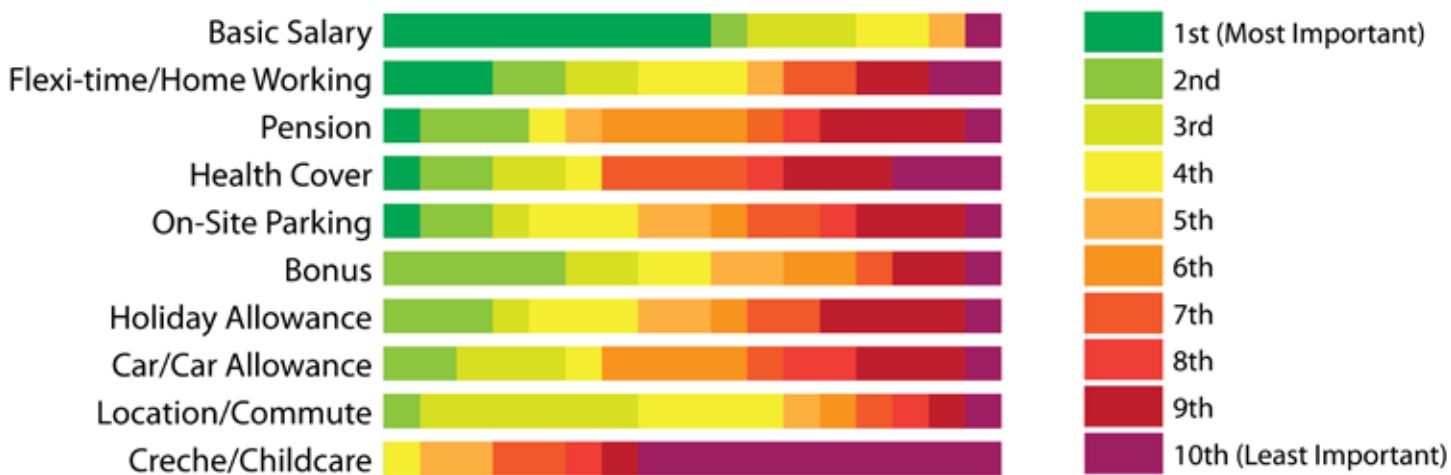
Interim Consultant

Interim Consultant

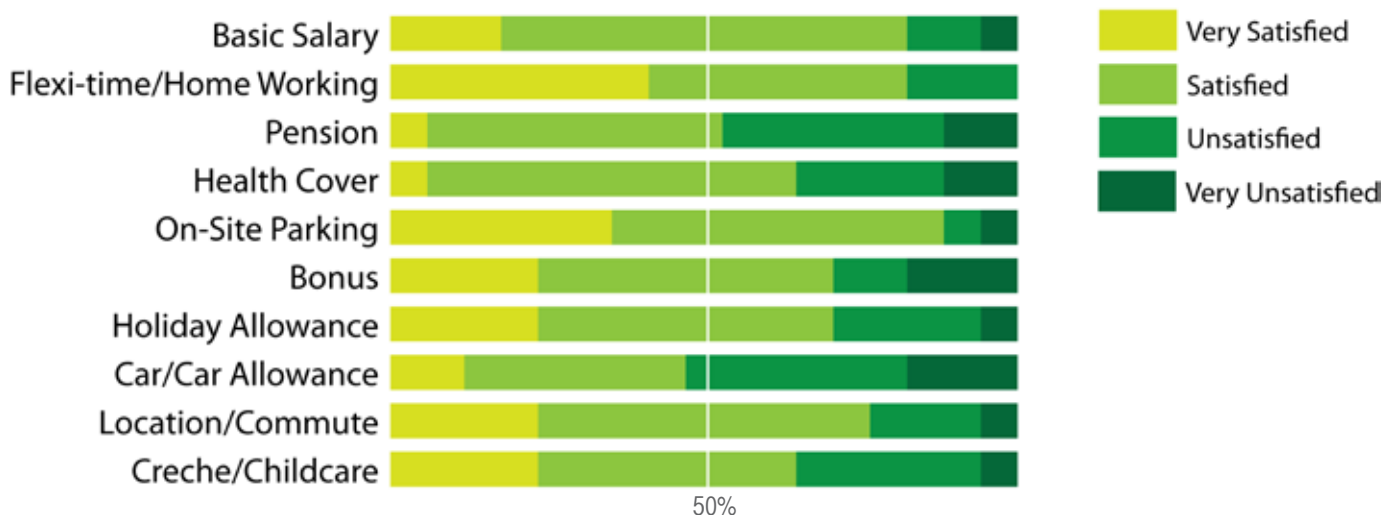
Role Profile: Usually paid on a day rate, Interim Consultants are required to implement change initiatives and improve performance on a short-term basis, offering valuable insight from their extensive experience of the industry. While many Interim Consultants do not receive a benefits package, we included their category in order to determine the benefits that might help to attract them to work with a business, if they were offered.

The Package

With 1 being Most Important and 9 being Least Important, how would you rank the following?



In your current role, how satisfied are you with the following?

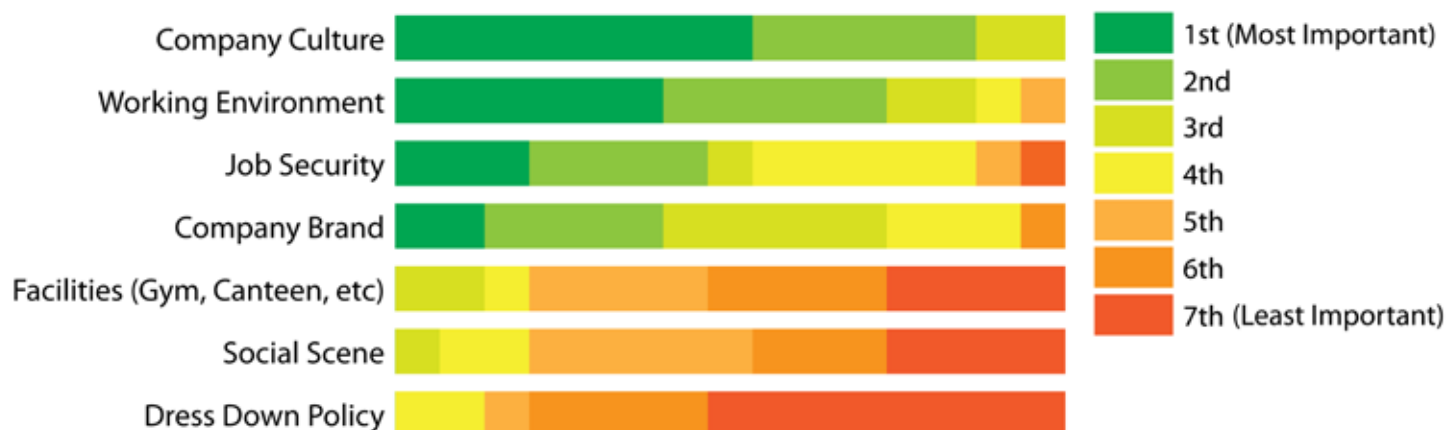


Unsurprisingly, Interim Consultants viewed a good Basic Salary as the most important aspect of their packages, followed by Flexi-Time / Home Working, a Pension, and Health Cover.

Generally, respondents at this level were more satisfied with their Basic Salaries than the industry average, and were also positive about Flexi-Time and their access to On-Site Parking. Respondents were least satisfied with their Pension, and Car / Car Allowance.

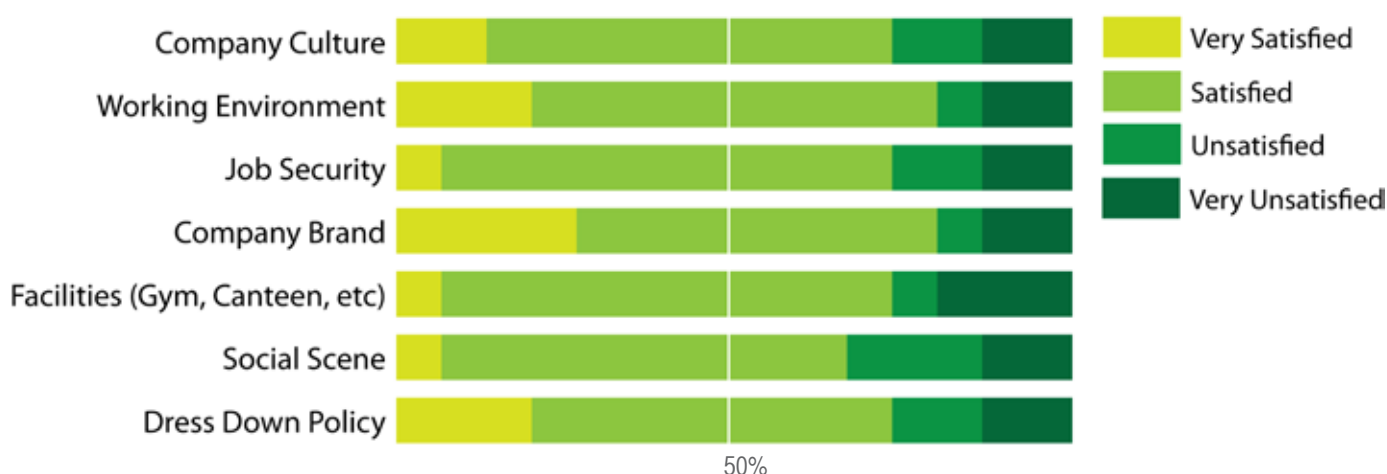
The Company

With 1 being Most Important and 7 being Least Important, how would you rank the following?



Interim Consultants viewed Company Culture as the most important aspect of their business, followed by Working Environment, Job Security and Company Brand.

In your current role, how satisfied are you with the following?



50%

Satisfaction in Interim Consultants was very high, with at least two thirds of all respondents answering Satisfied or Very Satisfied in every category. This was highest in Working Environment and Company Brand, where Interim Consultants were Satisfied or Very Satisfied in over 75% of responses.

The only category for which Interim Consultants showed a lower level of satisfaction than across the industry as a whole was in Dress Down Policy, which they rated as the least important factor in their satisfaction with their company.



The Job

With 1 being Most Important and 5 being Least Important, how would you rank the following?



These respondents viewed Management's Recognition of Employee Performance as the most important aspect of their job, closely followed by Communication Between Employees & Senior Management, and Opportunities to Improve Skills and Abilities. However, in keeping with the rest of the industry, there was a very narrow margin between each category for this question.

In your current role, how satisfied are you with the following?



Satisfaction was highest with Interim Consultants in terms of Autonomy & Independence, at over 90% satisfaction. Similarly, satisfaction with Management's Recognition of Employee Performance was also high, at 75%.

In their Communication Between Employees & Senior Management, and their Challenging & Stimulating Workload, Interim Consultants were marginally less satisfied than across the industry as a whole.

However, as one consultant suggested, "I find that my satisfaction with my workload varies significantly with the business I'm working with - it can be very frustrating, or a very satisfying challenge, depending on where or with whom I'm working!"



About Cactus Search

We specialise in placing individuals in managerial & specialist positions in Call & Contact Centres across the UK & Internationally. We have enviable track record of success in placing contact centre management candidates across many FTSE100, FTSE250 and substantial private companies.

As true industry specialists we cover an extremely diverse range of roles and careers to include:

Management Positions:

Customer Service
Sales
Collections
Retentions
Complaints
Technical Helpdesk
Service Desk

Operational Support Positions:

Resource Planning - Forecasting, Real-time & MI
Dialler
Training, Coaching & Performance Management
Project Managers & Business Analysts
Process Improvement & Quality
Strategy / Change Management
Account & Business Development Managers

Focus – Since we began in 2003 we have only specialised in Management and Specialist recruitment into Call and Contact Centres, this focus ensures that we deliver higher service levels and ultimately are more successful for our clients than many of the other UK recruiters. In fact we are regularly asked to contribute or present to the various industry publications and events with our views on the latest industry developments.

Attitude – We don't just 'fill vacancies', we don't hide behind 'management speak' and certainly don't disregard how important not only our clients are but also our candidates are to the success of our business. Overall, we value our relationships and our people – so if you want to work with a straight talking, motivated group of people who get the job done well, then talk to us.

Resource – With our bespoke Candidate Relationship database of over 17,000 management and specialist function candidates, processing over 2,000 applications a month and a website generating over 6,000 unique visitors each month we know we can find the right people for your organisation.

Breadth – We recruit management personnel across the major disciplines in every industry sector across the UK and Europe.

Processes – Our service driven approach with dedicated Candidate and Client managers' has benefited some of the UK's largest and most complex organisations, not forgetting the smaller, privately owned ones we have worked closely with.



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