



PEOPLE ISSUES
THEATRE

Panel Discussion: Recruitment - Building a diverse workforce, with the right skills for a modern customer service operation

- David Done, Chief executive, RHP
- Tom Neely, Housing practice lead, Berwick Partners
- Gera Patel, Partner, Campbell Tickell

www.sli.do #CX2019People

Brought to you by:

Sponsored by:

**INSIDE
HOUSING**



GATEONE



Hitachi Solutions



KIRONA™



mgilearning

CAPITA



Building diverse team with right skills to deliver modern customer service

Customer service is changing really fast



- 1 Housing crisis
- 2 Technology
- 3 Customer expectations

New service delivery models



Phone no longer good enough



Multi-channel



Exceptional CX at lower cost

The human factor

New skills needed

Skill 1

- Customer service nuts
- Service in their DNA
- Recruit for attitude
- All around you - shops, restaurants, cafes, airports ...



Customer service advisor



Sabeena

Customer service advisor at Sky and various retailers

Started in home lettings

Customer service super skills: complaints handling, communication, ownership and patience



Roisin

Youth worker at Surrey County Council and Assessment Officer for Housing Benefit

Customer service super skills: positive attitude, listening skills, empathy

Skill 2

- Customer service leaders
- Service in their blood
- Live and breath customer service
- Know what good looks like and how to get it



Dasos

- **Head of Customer Success Centre**
- **12 years at John Lewis in stores and as development manager for financial services**
- **Customer service super skills - digitalisation, service improvement, customer insight, and innovation**





Skill 3

- On line experts
- Comfortable using multiple systems and platforms
- Give digital a human voice
- Great problem solvers



Lauren

- **Customer Service Manager**
- Customer advisor for Quantas
- Started as Customer Service Advisor
- Customer service super skills - business transformation, coaching and conflict resolution

Skill 4

- Data analysts
- Love numbers and information
- Great at making sense of figures and spotting trends





Emily

- **Senior Performance Analyst**
- Foreign office and local MP's office
- Started as Customer Service Manager
- Customer service super skills - problem solving, data analysis, creative thinking and people motivator

Skill 5

- The innovators
- Mad scientists
- Inventors

Jay

- **Development Project Manager**
- Internships at Red Cross, Green Peace and Oxfam
- Started in Customer Engagement Team
- NHF Greenhouse
- Customer service super skills - innovation, problem solving, ideas generation and digital transformation



How to find your customer service super heroes

- Look beyond housing sector
- Describe roles differently
- Refresh job ads
- Advertise on social media
- Sell your organisation as the place you really want to work



Before and after

Job role descriptions

About us	About you
<p>Why your job is important to us</p> <p>Doing your job brilliantly means using your energy and agility to get projects to the finish line.</p> <p>A photo finish</p> <p>You'll deliver a peak performance by:</p> <ul style="list-style-type: none"> planning projects from start to finish, delivering them on time and on budget. adapting plans quickly to reflect the changing needs of the business working collaboratively with others and keeping people in the loop about progress being super-efficient in managing resources having great systems and business understanding so you can effortlessly implement new systems and upgrade or develop existing ones being brilliant at the basics, knowing your role, your service and your customers inside out so you can prioritise projects based on business needs making brilliant decisions using your wisdom and experience keeping an eye on the competition to make sure RHP stays one step ahead using data intelligently to drive better business performance including budgets and expenditure. being a great team player and doing what it takes to keep the business moving forward. 	<p>Inspire us</p> <p>Our aim to be the very best service organisation in the country means we only want the very best people. Our employees are proud to say 'I am RHP'. That means having a can-do attitude, being enthusiastic, and most of all having a commitment to delight our customers with a service that just keeps getting better.</p> <p>Things we can't live without</p> <p>Experience of:</p> <ul style="list-style-type: none"> Using project management methodology Managing a projects portfolio Delivering large, complex projects on time and within budget Working with the latest technology <p>Able to:</p> <ul style="list-style-type: none"> demonstrate a proven track record in delivering brilliant projects that are focused on the end user work collaboratively with people to make things better. act quickly when things just aren't right, or you face setbacks to make sure the project is delivered on time and in budget. communicate clearly, concisely and thoughtfully verbally and in writing. make wise decisions and solve problems without over complicating things. take ownership and be tenacious to make things happen. take pride in being organised so you can deliver your promises on time. hold your hands up if you make a mistake and quickly re-focus to put things right. build trust by doing what you say you will. remain curious to find better ways of working to improve the customer experience. resolve issues by being open to new ideas and being flexible and willing to try different things. put bags of energy into finding ways of making things better, faster and lower cost. seize opportunities by being brave and stepping outside of your comfort zone. inspire others with your drive for excellence and lift your team up through the tough times. be the best version of yourself in every situation and show resilience even when it's tough. Keep to security standards and use discretion in handling sensitive or confidential information. <p>Education:</p> <ul style="list-style-type: none"> Relevant technical qualification to degree level or equivalent



You'll make sure RHP provides the best customer service experience in the UK. Your infectious energy will help you lead and motivate our customer facing teams to deliver a world class service that our customers love. You'll have a great understanding of all types of tenancy management, use systems brilliantly to deliver excellent service and make sure our application of policy and procedure keeps up to date with latest legislation to continually improve our customers' experience.

Why your job is important to us

Doing your job brilliantly means using your energy, knowledge and enthusiasm to inspire all teams to deliver a fantastic service faster and better than anyone else and drive to resolve not just respond to issues.

A service superstar

You'll lead your team to deliver a show stopping performance by:

- Inspiring them to deliver a world class service to every customer, every time.
- Being a premier league coach which enables your team to deliver a step change in their performance.
- Providing the support your team needs to deliver our goals and targets.
- Rising to the goldfish challenge of delivering super speedy, super easy services.
- Creating a true e-first culture within your team.
- Being obsessed about all things customer and constantly scanning the landscape for ideas to innovate and improve our services.
- Being brilliant at the basics, knowing your role, your systems, your service and your customers inside out.
- Having great systems thinking that enables you to continuously drive productivity and performance.
- Being great at ensuring your team resolves all issues quickly and accurately in a way that delights the customer.
- Use data intelligently to drive better business performance and set standards that your team aspires to deliver.
- Making brilliant decisions using your wisdom and experience.
- Keeping an eye on the competition to make sure RHP stays one step ahead.
- Being a great team player and doing what it takes to keep the business moving forward.

Inspire us

Our aim to be the very best service organisation in the country means we only want the very best people. Our employees are proud to say 'I am RHP'. That means having a can do attitude, being enthusiastic, and most of all having a commitment to delight our customers with a

Things we can't live without

Experience of:

- Managing a team that delivers world class service.
- Using wise judgment and decision making to resolve tenancy and leaseholder management queries quickly and effectively.
- Using CRM systems and digital services to drive service improvements.

Able to:

- Demonstrate a proven track record in delivering brilliant services.
- Act quickly when things just aren't right.
- Resolve issues by being open to new ideas and being flexible and willing to try different things.
- Put bags of energy into finding ways of making things better, faster and lower cost.
- Take pride in being organised so you can deliver your promises on time.
- Work collaboratively with people to make things better.
- Be the best version of yourself in every situation, and show resilience even when it's tough.
- Remain curious to find better ways of working to improve the customer experience.
- Seize opportunities by being brave and stepping outside of your comfort zone.
- Hold your hands up when you make a mistake and quickly re-focus to put things right.
- Build trust by doing what you say you will.
- Inspire others with your drive for excellence and lift your team up through the tough times.
- Communicate clearly, concisely and thoughtfully both verbally and in writing.
- Make wise decisions and solve problems without over complicating things.
- Take ownership and be tenacious to make things happen.

The icing on the cake

- You've won awards for you and your team for delivering great service

Before and after

Job ads



CUSTOMER SERVICE AGENT
£19,000pa + benefits
36 hours per a week

Are you good with people? Our friendly Customer Service team is looking for confident, enthusiastic individuals with excellent interpersonal skills to be the first point of contact for customers when they call with enquiries. There's no script to follow. Just listening, understanding and helping people resolve their issues.

Experience in a customer focused call centre environment and some administrative skills would be useful although we will provide all the support and training you need.

RHP is a Sunday Times Top 100 Employer. We have a world class customer service culture and have invested over £110 million improving homes and dramatically enhancing the range and quality of our services.

For a full job spec and an application pack call our Human Resources team on 020 8404 5066 or email jobs@rhp.org.uk quoting Customer Service Agent in the title. Closing date for applications is **Wednesday 10th November 2010**.



looking to lead the way in the sector and beyond and recognise our people are our most potent asset. Our people love working for us and we've been recognised as an excellent employer in a number of prestigious awards such as being named number one in the 'Great Place to Work' list 2016, European Employer of the Year and achieving Investors in People Gold at the highest level.

Customer Experience Manager

- Based in Teddington
- Salary up to £40k per annum (depending on experience)

Are you RHP?

We're looking for a service super star to blow us away!

This is someone who is obsessed by customer service, has bags of personality and an infectious energy that'll motivate our customer facing teams to deliver a world class service every interaction, every time. Your amazing coaching skills will enable your team to deliver a step change in their performance which will keep them at the top of the charts!

Your expertise in the service arena will help us resolve customer queries and keep them as fans. Our easy self-service options and super speedy resolutions on web chat, email and social media will make sure that digital is the channel of choice for customers and employees.

You'll be curious, always looking for innovative ways to drive a service that consistently delights our customers and keeps on getting better and better. Your superb communication and influencing skills enables you to build strong relationships in and out of the organisation and work collaboratively to always give a show-stopping performance.

Dealing with data will be music to your ears and you'll be able to generate reports and actionable insight from them, sharing this information at all levels.

An exceptional leader, you'll eat change for breakfast and will inspire your team to do the same by communicating clearly and role modelling positive behaviours.

We take real pride in developing our people and celebrating and shouting about our success, internally and externally. Our employees are proud to say 'I am RHP'. That means being positive, making a difference and most of all, having a commitment to delight our customers with a service that's top of the charts.

Sound like the gig for you?

Apply by 12pm Wednesday 15 February 2017 by sending your CV and supporting statement to iwanttobe@rhp.org.uk.

P.S Your supporting statement is your chance to take centre stage - be creative and send in any format that floats your boat. Please include your notice period and current salary.

Branding

3/admin/ RHP Group: Company Page ...

Search Home My Network Jobs Messaging Notifications Me Work

HP Group Admin view View as me

Content Suggestions NEW Analytics Activity Admin


Posted by Claire Bridge · 10/5/2018 · Sponsor now

RHP Group
1,294 followers
4mo

Here's John, our Cyclical Project Manager, talking about his career journey with us:

"I started at RHP in 2013 as a repairs scheduler, dealing with customers' repairs, booking them and taking ownership until completion. I wanted to take the opportunities that RHP offered to further my career here and follow my ambition of becoming a project manager. To be able to take on the role, I needed to obtain experience which my manager helped with, allowing me the time and space to shadow other teams. I also knew I needed a surveying qualification - and with the help of RHP I was successful in enrolling into university where I worked to complete a HND in construction with four distinctions and two merits. My new role has helped me gain practical experience in project management and contribute to improved levels of customer satisfaction.

"If you want to aspire to something or a new role then go for it. Be the change you want to see."
[#intheframefriday](#) [#careerdevelopment](#) [#excellentemployer](#) [#investorsinpeople](#)



17 Likes

Taskbar: Phone, Tablet, File Explorer, Edge, Outlook, Edge, PowerPoint, Word

“ IF YOU SHOW WILLINGNESS TO SUCCEED YOU'LL BE GIVEN EVERY CHANCE TO PROGRESS AND GROW. ”

reflections | glassdoor | 4.8 ★★★★★

In summary

- Customer service is changing - we need to respond
- New technology
- New skills needed
- Much broader range than ever before
- Look outside of housing - be the place where the best want to work





Building a diverse team to deliver modern customer service

Roisan

- **Customer Service Advisor**
- Youth worker at Surrey County Council and antiques business
- Customer service super skills - positive attitude, listening skills and empathy



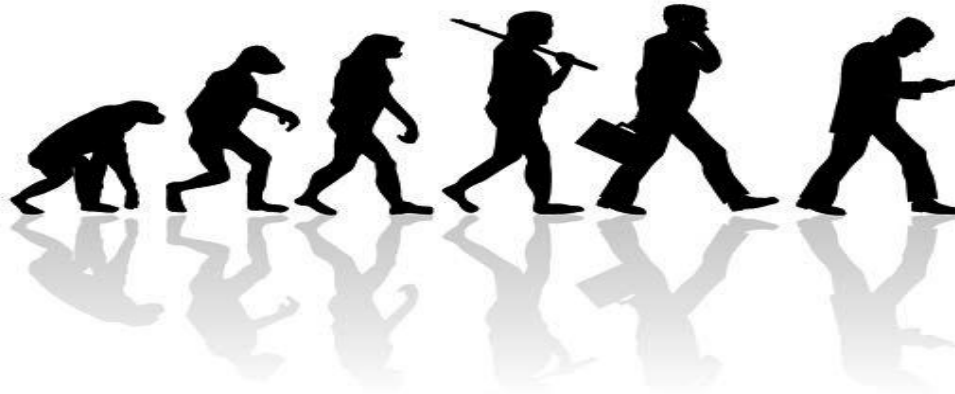
Building a Diverse Team to Deliver a Modern Customer Service

Tom Neely
Berwick Partners
(an Odgers Berndtson company)

Agenda

Customer Service has evolved and so has recruitment.

- Commerciality of the candidates
- Attracting future leaders
- Diversity in the boardroom



The Recruitment Process

Ensuring Customer Experience is in their DNA

- Recruit for adaptive leaders
- Housing experience can be trained, the customer DNA cannot
- Customers expectations are changing
- It is time to treat data as an asset
- Benchmark against other sectors

Odgers Group – Previous Placements

Peaks & Plains Housing
Trust, Director of
Customers
Jamie Hutchinson,
Former Commercial
Director, Treetops
Nurseries

L&Q, COO
Andy Brown,
Former Central
Operations Director
Sainsbury's Argos

Tarrington Housing
Group, Director of
Service Transformation
Sam Leigh,
Former COO,
Jardine Lloyd
Thompson

Catalyst Housing Group,
ED, Customer Services
Maria McCann,
Founder & Chief
Venturer, JoHo
Ventures

Peabody,
Group Customer Service
Director
Ashling Fox,
Former Head of
Operations, The
Automobile Association

Onward Homes ED,
Operations
Alastair Cooper,
Former Local
Government &
Mobilisation Director,
G4S Plc

Attracting Tomorrows Future Leaders

- Flexible Working Practice

“Work is a thing you do, not a place you go.”

- Less Rigid Corporate Structure & Increased Accountability

“Train people well enough so they can leave, treat them well enough so they don’t want to.”

- Meaningful Work

“With the right people, culture & values, you can achieve great things.”



Challenge The Status Quo

- Diversity isn't optional; not in the workforce or in the boardroom.
- Traditional leadership teams and boards can lack the diverse skill sets required to face the complexities that the fourth industrial revolution will bring. Tackling these challenges requires agile leadership that itself is diverse and that fosters new thinking and reinvention.
- “Insanity; doing the same thing over and over again and expecting different results”.

Booking.com

Hire★Vue

 **textio**

In Summary

- New skills are needed more than ever before
- The Adaptive Leader Gene
- Think 'Outside the Box' with your recruitment





Building a Diverse Team to Deliver a Modern Customer Service

Tom Neely
Berwick Partners
(an Odgers Berndtson company)



PEOPLE ISSUES
THEATRE

Gera Patel, Partner, Campbell Tickell

www.sli.do #CX2019People

Brought to you by:

Sponsored by:

**INSIDE
HOUSING**



GATEONE



Hitachi Solutions

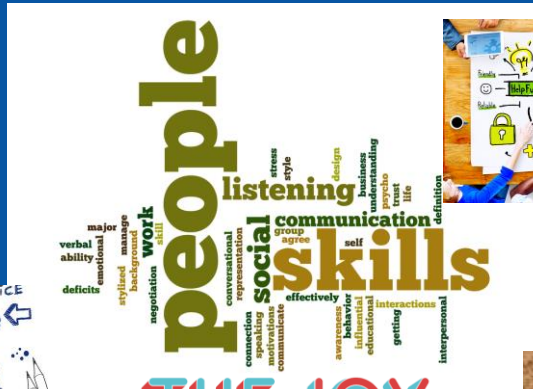
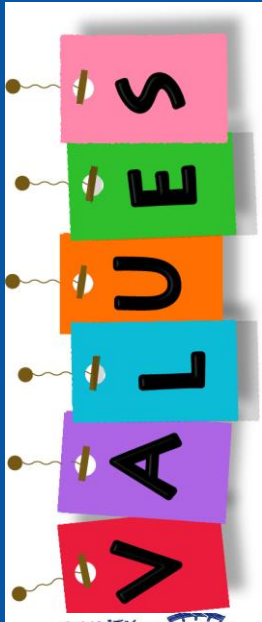


KIRONA™



CAPITA

Building a diverse workforce for a modern customer service operation



THE JOY
OF CX





Starting at the top

- Leadership (executive and non-executive) makes the difference
- Diversity of background, experience and thought
- Two-way selection
- Highly competitive market



The recruitment process speaks volumes

- What are you looking for and why?
- Market positioning is key
- Where/how will your candidates be found?



What are you saying about your organisation?

- Reflecting the reality of the role in assessment/selection
- Can you test for fit?
- Prepared to be challenged (all of you)?
- Keep reminding yourself what you said you wanted (and why)



Change – what is it good for?

- Expectations for customer experience has/is evolving
- Must move to keep up/stay ahead
- Valuing perspectives that are new
- Appointment is the start of the journey
- On-boarding is a key to success