

HCL CAREER STRUCTURE & PROMOTION CRITERIA

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CAREER STRUCTURE & PROMOTION CRITERIA

HCL encourages and supports staff. This document is designed to offer you a clear career path and outlines how you can achieve your objectives.

Success is based on results and everyone will be assessed in a fair and open manner.

All positions have a job profile and will be advertised internally.

Your performance will be appraised every 3 months. If you are achieving at a higher level for 3 consecutive months you will be eligible for a promotion interview.

OPTIONS

Sales Route

You may be a fantastic sales person but have no interest in managing a team – you would rather focus on your own desk and not be distracted.

Sales/Management route

You may be a great sales person looking to broaden your experience into management and you are keen to recruit and develop a team.

Managed Service route

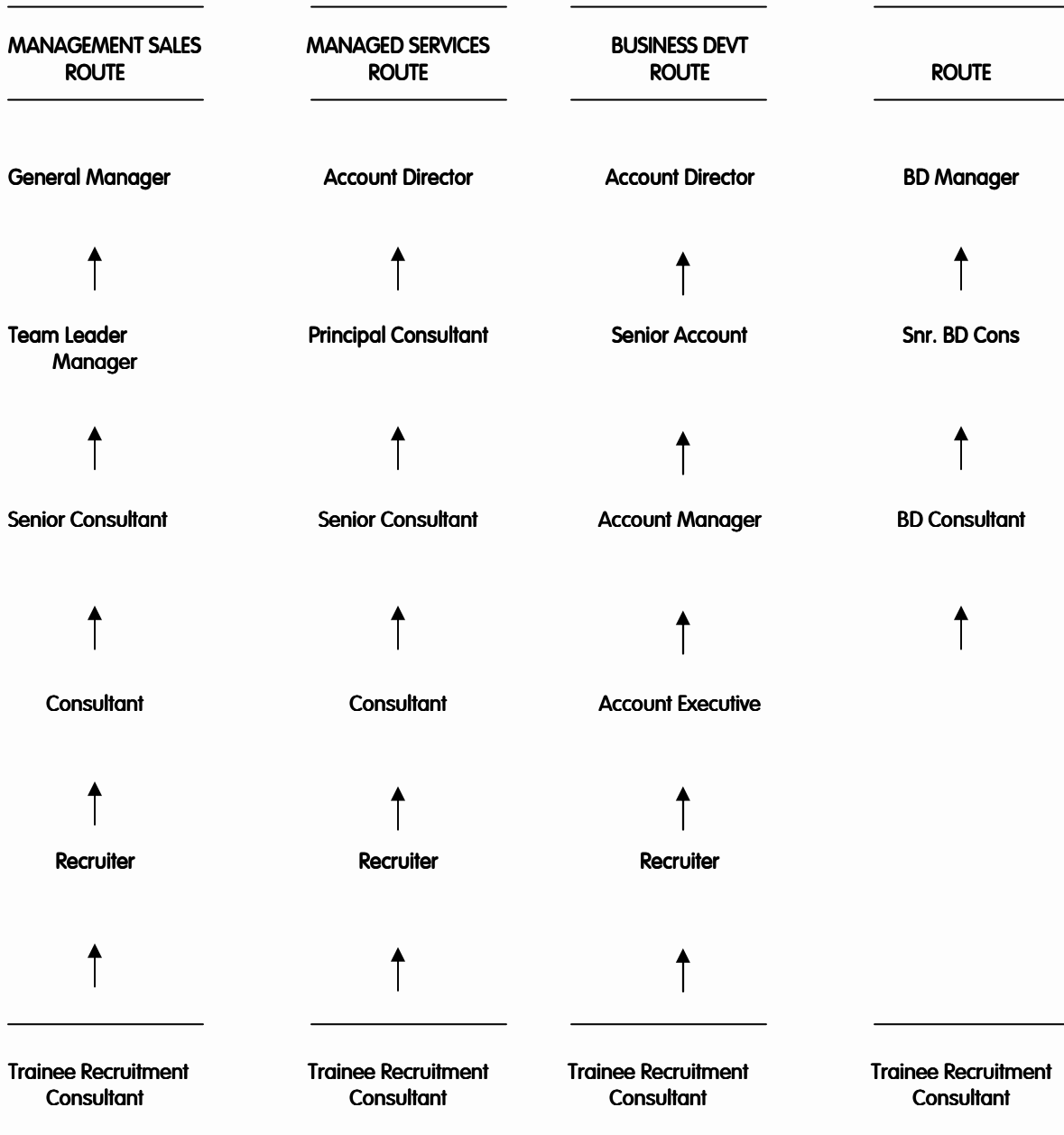
You may enjoy filling the jobs once the big contracts have been won. You are motivated by filling the positions and achieving great fill rates

Business Development route

You may want to focus on selling big contracts at the highest level where delivery is passed to the managed service team. You enjoy being out on the road developing relationships at Director level.

We need all of these skills, and this document will lay out clearly how to pursue each path.

CAREER PATH OUTLINE



OUTLINE OF TARGETS AND SALARY RANGE

SALES / MANAGEMENT ROUTE

Job Title	Annual Target
General Manager	As specified on company budget for division - Structure of team leader beneath, at least 3 separate team leaders
Team Leader	Team revenue of £1million + gm Team size 3-10 people + Previous personal billings over 200k per year Each team member on target
Senior Consultant	£300,000 gm per year
Consultant	£200,000 gm per year
Recruiter	£110,000 gm per year

SALES ONLY ROUTE

Job Title	Annual Individual Target
Account Director	£500,000 gm per year
Principal Consultant	£400,000 gm per year
Senior Consultant	£300,000 gm per year
Consultant	£200,000 gm per year
Recruiter	£110,000 gm per year

MANAGED SERVICE ROUTE

Job Title	Annual Target
Account Director	£500,000 gm per year
Senior Account Manager	£300,000 gm per year
Account Manager	£200,000 gm per year
Account Executive	£110,000 gm per year

PURPOSE OF MANAGED SERVICE DELIVERY TEAM

- To deliver results against contracts won by the business development team
- To work closely with the implementation team who can track and report on results accurately
- To deliver to pre agreed fill rates

PURPOSE OF BUSINESS DEVELOPMENT TEAM

- Sector Specific – NHS / Private / Commercial better than geographic
- Contract Value – Over £1 million
- Requirements managed and tracked by Implementation Team
- Requirements fed to Accounts Executives in the teams who focus only on managed service business
- Business Development Team judged on fill rates and value of actual business to HCL rather than projected contract value
- Mid level market is picked up by the sales desk, in particular the GMs and Business Development can support them when needed
- GMs are expected to create these mid level opportunities with Bus Development to support them, not the other way round

JOB SPECIFICATION

Job Title: **Recruiter**

Reports to: Team Leader

Role: To build a revenue stream that delivers according to specified target for the grade (110,000gm in 2006).

Responsibilities – Key Results areas:

1. Canvass for new client opportunities
2. Canvass to find new candidates
3. Generate and attend client appointment
4. Represent the department in a professional manner
5. Achieve weekly activity targets
6. Build relationships with key customers
7. Demonstrate ability to present in order to win new business.

Skills and Experience Required:

- > Graduate of trainee with drive and ambition, or
- > Previous telesales experience
- > Energy and enthusiasm
- > Smart, professional and presentable
- > Excellent telephone manner
- > Persistence and determination

Essential Training to be completed at this grade

- > Company induction
- > Recruitment Essentials
- > Telesales

Core Competencies

Communication – able to identify key points for interaction which are relayed with clarity

Building customer service – able to provide candidates and clients with a positive experience

Achieving results - is clear about objectives and focuses on achieving them

Promotion Criteria:

- You must be billing at the higher grade for a consistent period of at least 3 months
- You must meet all of the criteria set out under responsibilities for this role
- You should attend and pass a promotion interview with your team leader based on the above

JOB SPECIFICATION

Job Title: **Consultant**

Reports to: Team Leader

Role: To build a revenue stream that delivers according to specified target for the grade (£200,000 gm in 2006).

Responsibilities – Key results areas:

1. Canvass for new client opportunities
2. Canvass to find new candidates
3. Generate and attend client appointments
4. Represent the department in a professional manner
5. Achieve weekly activity targets
6. Build relationships with key customers
7. Demonstrate ability to present in order to win new business.

Skills and Experience Required:

- Previous experience of billing to this level
- Energy and enthusiasm
- Smart, professional and presentable
- Excellent telephone manner
- Persistence and determination

Training to be completed at this grade

- Recruitment essentials (if not done previously)
- Building a business of choice
- Interviewing techniques
- Effective customer meetings

Core competencies

Achieving results

– focus on achieving on objectives

Planning and organizing

- prioritises and manages work load effectively

Negotiation and communication

– listens understands and communicates clearly

Promotion Criteria

- You must be billing at the Senior Consultant level for a consistent period of 3 months
- You must meet all of the criteria set out under responsibilities for this role
- You should attend and pass a promotion interview with your team leader based on the above

JOB SPECIFICATION

Job Title: **Senior Consultant**

Reports to: Team Leader

Role: To build a revenue stream that delivers according to specified target for the grade (300,000gm in 2006).

Responsibilities:

1. Canvass to find new candidates
2. Canvass for new client opportunities
3. Generate and attend client appointment
4. Represent the department in a professional manner
5. Achieve weekly activity targets
6. Build relationships with key customers
7. May act as a mentor to resourcer
8. Demonstrate ability to present in order to win new business.

Skills and Experience Required:

- Previous experience of billing to this level
- Energy and enthusiasm
- Smart, professional and presentable
- Excellent telephone manner
- Persistence and determination

Training to be completed at this grade

- Building a business of choice
- Leadership
- Winning presentation

Core competencies

Negotiation – has stamina and patience, does not give up
Is highly persuasive where conflict exists

Decision making – creative in solving problems

Achieving results - sets clear business plans and tracks progress against them

Promotion criteria

- Must be billing ahead of target for at least a 3 month period
- Will have hired developed and mentored at least 2 junior members of staff
- Both individual and team should be running ahead of target
- Must have attended and passed the leadership training course

JOB SPECIFICATION

Job Title: **Team Leader**

Reports to: **General Manager**

Role: To deliver revenue to the business both personally and through the team. Team budget should be in excess of £1 million gross margin. To contribute billings directly into the team

Responsibilities:

1. Recruit good members of staff – interview and select
2. Deliver revenue through excellent client and candidate relationships
3. Manage the training and development of staff
4. Create sales culture by demonstrating good practice
5. Carry out weekly reviews for team
6. Ensure all members of team have belief and are working in appropriate manner
7. Regularly attend client meetings and present
8. Stay ahead of target personally and with team

Training required at this grade

- > Successful coaching
- > Leadership essentials

Core competencies

Leadership – provides guidance and ensures staff are equipped to hit targets. Fosters good team morale and spirit and motivates others.

Management – introduces change effectively with sensitivity to individual needs. Challenges traditional approaches by encouraging different styles of working.

Skills and Experience Required:

- Consistent sales performance at over 200k
- Has mentioned and developed more junior members of staff.
- Aggressive selling and listening skills
- Track record in self and developing others

Promotion Criteria

- Must have a team producing over £1million in Gross Margin
- Has developed a structure where people have developed and been promoted
- Has good recruitment and low turnover policy
- Has developed a more complex structure with multiple team leaders coming through

JOB SPECIFICATION

Job Title: **General Manager**

Reports to: Managing Director

Role: To build a successful business driven by a sales culture, quality staff and profitable results.

Responsibilities:

1. Define the profit and loss for the business
2. Outline headcount plan and recruitment strategy
3. Recruit and develop quality staff
4. Take ownership of training to ensure all staff benefit from training
5. Define the culture of the business
6. Regularly win new business and show a positive revenue stream into the business.
7. Devise and control marketing strategy to increase market share
8. Perform weekly and monthly reviews with team
9. Represent business results monthly at management team meetings

Skills and Experience Required:

- A track record of successful sales growth ideally in recruitment
- A track record of successful recruitment and the ability to build an effective structure
- Excellent communication skills
- Excellent sales ability with track record of high person billings

Training Required

- > Director Development
- > Executive coaching

Core Competencies

Leadership –	establishes and promotes a clear vision. Devises and communicates a clear plan which enables staff to perform Encourages team ownership and represents interest of the team
Achieving results –	challenges the status quo and takes considered risks
Communication –	opens and maintains effective communication both internally and externally Is able to present to clients and staff effectively
Decision making -	Supports decisions with reasoned arguments Shows sound judgment

JOB SPECIFICATION

Job Title: **Principal Consultant – Sales only route**

Reports to: General Manager

Role: To build a revenue stream that delivers according to specified target for the grade (400,000gm in 2006).

Responsibilities:

1. Canvass to find new candidates
2. Canvass for new client opportunities
3. Generate and attend client appointment
4. Represent the department in a professional manner
5. Achieve weekly activity targets
6. Build relationships with key customers
7. May act as a mentor to resourcer
8. Demonstrate ability to present in order to win new business.

Skills and Experience Required:

- Previous experience of billing to this level
- Energy and enthusiasm
- Smart, professional and presentable
- Excellent telephone manner
- Persistence and determination

Training to be completed at this grade

- Building a business of choice
- Sales Master Class
- Winning presentation

Core competencies

Negotiation – has stamina and patience, does not give up
Is highly persuasive where conflict exists

Decision making – creative in solving problems

Achieving results - sets clear business plans and tracks progress against them

Promotion criteria

- Must be billing ahead of target for at least a 3 month period
- Must have an excellent portfolio of clients and candidates to maintain and grow business

JOB SPECIFICATION

Job Title: **Account Director – Sales only and managed service route**

Reports to: General Manager

Role: To build a revenue stream that delivers according to specified target for the grade (500,000gm in 2006).

Responsibilities:

1. Canvass to find new candidates
2. Canvass for new client opportunities
3. Generate and attend client appointment
4. Represent the department in a professional manner
5. Achieve weekly activity targets
6. Build relationships with key customers
7. May act as a mentor to resourcer
8. Demonstrate ability to present in order to win new business.

Skills and Experience Required:

- Previous experience of billing to this level
- Energy and enthusiasm
- Smart, professional and presentable
- Excellent telephone manner
- Persistence and determination
- **In inspiration to other sales staff – leads by a fantastic billing example**

Training to be completed at this grade

- Winning presentations
- Sales Master Class

Core competencies

Negotiation – has stamina and patience, does not give up
Is highly persuasive where conflict exists

Decision making – creative in solving problems

Achieving results - sets clear business plans and tracks progress against them

JOB SPECIFICATION

Job Title: **Account Manager**

Reports to: General Manager

Role: To deliver revenue as specified in the 2006 career guide

Responsibilities – Key Results areas:

- To deliver results against contracts won by the business development team
- To work closely with the implementation team who can track and report on results accurately
- To deliver to pre agreed fill rates
- Define and deliver regular client MI report
- Sponsor training lunches
- Back-office client set-up
- Track pricing / spend
- Manage review processes

Skills and Experience Required:

- Energy and enthusiasm
- Strong customer facing skills
- Smart, professional and presentable
- Excellent telephone manner
- Persistence and determination
- 3 years + desk experience

Essential Training to be completed at this grade

- > Company induction
- > Recruitment Essentials
- > Developing customer relationships

Core Competencies

Communication – able to identify key points for interaction which are relayed with clarity

Building customer service – able to provide candidates and clients with a positive experience

Achieving results - is clear about objectives and focuses on achieving them

Promotion Criteria:

- Solid over-performance on contract criteria
- Ability to manage more than one contract via proven success as Account Manager