



Job description

Job title:	Interim Customer Services Manager (6 months FTC)
Grade:	4a
Department:	Customer Experience
Responsible for:	Candidate Support Team
Accountable to:	Director of Customer Experience

Job summary

The Interim Customer Services Manager is a critical operational leadership role responsible for the immediate recovery and stabilisation of Candidate Support Team (CST) workload.

This is a high-accountability, delivery-focused role, with a clear mandate to eliminate the existing backlog within 60 days and restore control of customer service performance across all channels.

The postholder will take full ownership of day-to-day CST operations, acting as the single accountable leader for backlog clearance, call handling performance, and the establishment of structured, disciplined ways of working.

The role is empowered to make operational decisions on prioritisation, resource allocation, and ways of working required to deliver recovery, including escalating trade-offs where necessary.

This role requires decisive, hands-on leadership to regain operational control, protect team capacity, and deliver rapid, measurable improvements in customer outcomes.

Specific duties and responsibilities

Objectives Phasing & Priorities

Phase 1 (0–60 days): Stabilisation & Backlog Elimination

- Eliminate email backlog
- Stabilise call handling performance
- Establish operational control (triage, prioritisation, daily cadence, visibility)

Phase 2 (60 days+): Control & Sustain

- Embed consistent service standards and QA
- Improve performance, productivity, and resilience
- Strengthen team capability and ways of working



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Key Responsibilities

1. Backlog Elimination & Operational Recovery (0–60 Days)

- Take full ownership of CST recovery plan and execution
- Deliver complete elimination of the email backlog within 60 days
- Define and execute a time-bound backlog burn-down plan with clear throughput expectations
- Establish backlog controls, including ageing, prioritisation, and active queue ownership
- Maintain a clear delivery rhythm with daily tracking, issue resolution, and performance focus

2. Day-to-Day Operational Leadership

- Provide hands-on leadership of the CST, including direct line management of hybrid-working team members
- Act as the single point of accountability for daily service performance across phone and email channels
- Manage capacity, rotas, and resource allocation to balance live demand and backlog elimination
- Maintain clear prioritisation and prevent fragmentation of team capacity

3. Triage, Prioritisation & Ways of Working

- Design and implement a clear, consistent triage model across all incoming demand
- Establish operational discipline across:
 - Email triage and response handling
 - Phone coverage and call handling expectations
 - Case prioritisation and routing
 - Queue ownership and workload management
- Define and embed standard operating procedures (SOPs) for BAU activity
- Ensure all demand is visible, prioritised, and actively managed

4. Call Handling & Channel Performance

- Drive rapid improvement in call handling performance, addressing high inbound volumes and low answer rates
- Implement a structured phone operating model with clear ownership and expectations
- Improve answer rates and ensure consistent channel coverage
- Reduce repeat contact through improved handling and first time resolution

5. Focus, Protection & Escalation

- Work with senior leadership to ensure CST capacity is appropriately prioritised to deliver recovery
- Define and communicate clear trade-offs between backlog elimination and service levels where required
- Escalate risks, blockers, and constraints proactively
- Ensure sustained organisational focus on service recovery priorities



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6. Performance Management & Operational Control

- Implement a tight operational cadence, including daily stand-ups and performance tracking
- Monitor and manage:
 - Backlog volume and burn-down rate
 - Email response times
 - Call volumes and answer rates
 - Team productivity and throughput
- Use data to drive prioritisation and intervene quickly where performance deviates

7. Service Standards & Quality (Phase 2 Focus)

- Introduce a pragmatic, lightweight QA approach to support consistency during recovery
- Establish clear minimum standards for response quality and timeliness
- Provide targeted coaching to improve performance and consistency

8. Team Leadership

- Lead and support the CST through a high-pressure recovery period
- Set clear expectations for pace, output, and accountability
- Maintain team focus, resilience, and engagement during sustained demand
- Address underperformance quickly and constructively

Success Measures (First 60 Days)

- Zero email backlog achieved and sustained
- All incoming demand managed within agreed or clearly defined service levels
- Stabilised and improved call answer rates with consistent coverage model
- Clear and consistently applied triage and prioritisation model
- Daily operational cadence and performance visibility embedded
- Increased team productivity and focus
- Reduction in complaints and executive escalations

This job description will be subject to review in the light of changing circumstances and may include other duties and responsibilities as may be determined. It is not intended to be rigid or inflexible but should be regarded as providing guidelines within which the individual works.

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Person specification

	Essential	Desirable
Qualifications		<ul style="list-style-type: none">• Bachelor's degree in Business, Management, Customer Experience, or related field
Experience and skills	<ul style="list-style-type: none">• Strong track record of service recovery or turnaround delivery• Experience managing backlogs, triage models, and multi-channel customer demand• Hands-on leadership style with the ability to drive pace, focus, and execution	<ul style="list-style-type: none">• Experience in membership, education, exams, or regulated environments.
Technical competencies	<ul style="list-style-type: none">• Experience working with MS Teams and Outlook• Strong customer data-led operational judgement and prioritisation in fast-moving environments• Excellent communication skills in high-pressure environments	<ul style="list-style-type: none">• Experience working with CRM or ticketing platforms (e.g., Zendesk, Salesforce, Freshdesk).
People and interpersonal skills	<ul style="list-style-type: none">• Experience implementing structured ways of working and service discipline• Ability to influence stakeholders and maintain focus on priorities• Strong data literacy and performance management capability	<ul style="list-style-type: none">• Experience introducing QA or performance frameworks in frontline teams



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The post holder will also need to demonstrate the following values:

Collaboration	We embrace our collective responsibilities working collaboratively and as one college.
	<ul style="list-style-type: none">• We work together, using our collective expertise and experience to effect positive change• We are open, honest and transparent, straightforward in our language and actions, acting with sincerity and delivering on our commitments• We take our responsibilities to each other, to patient care and to the environment seriously and we act with this in mind across our work
Respect	We value every person we come into contact with at the College as an individual, respect their aspirations and commitments in life, and seek to understand and meet their physical and wellbeing needs.
	<ul style="list-style-type: none">• We treat everyone we meet with kindness and integrity and we seek to promote these behaviours in others• We actively seek a range of views and experiences across our work, and we listen to, and make everyone feel, a valued part of the team
Excellence	We aspire to excellence and success. We share learning from our experiences, apply feedback into practice, and commit to continual improvement.
	<ul style="list-style-type: none">• We work hard to be the best at what we do, recognising and celebrating effort and achievement, and reflecting on our work, so we can learn and improve• We value and invest in research, education and training to drive excellence and put improvements in surgical practice, dentistry and patient care at the heart of our work• We always seek to learn and discover more, valuing knowledge and scientific evidence, basing our decisions on insights, fact and experience

The Royal College of Surgeons of England is an Equal Opportunities Employer. We are open to all talent and we actively ensure that all qualified applicants will receive equal consideration for employment without regards to age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.



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