

# Agent Compensation Survey

Overview

Response Design Corporation  
CREATING THE UNCOMMON CALL CENTER



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## Overview

Following are the high level results of the Contact Center Performance Forum's ([www.contactcenter.ning.com](http://www.contactcenter.ning.com)) Agent Compensation survey.

Survey participants receive a detailed analysis including a breakdown of the results by:

1. industry (Q2),
2. size of center (Q3 number of locations and Q4 number of agents),
3. organizations using work-at-home agents (Q5), and
4. type of center (Q9 and 10).

Also included in the detailed report are text responses to:

1. Q16: How often do you implement agent pay raises?
2. Q17: What are agent pay raises based on?
3. Q22: What types of agent incentives do you use?
4. Q24: If you have recently transitioned some of all of your agents from a purely service focus to a service plus sales focus, did you change your compensation plan to accommodate these new sales skills (i.e., did you change the percent allocation of base pay, incentive and/or commission)?

If you would like to receive a copy of the Agent Compensation survey detailed report, and you have not completed the survey, you can participate at:

[https://www.surveymonkey.com/s.aspx?sm=5pm0tYQVt3OA3ds3jcC02A\\_3d\\_3d](https://www.surveymonkey.com/s.aspx?sm=5pm0tYQVt3OA3ds3jcC02A_3d_3d)

### Other available surveys:

1. Contact Center Work-at-Home Agents:  
[https://www.surveymonkey.com/s.aspx?sm=EVFGRkHXiKYy\\_2bGKkUI9Fcg\\_3d\\_3d](https://www.surveymonkey.com/s.aspx?sm=EVFGRkHXiKYy_2bGKkUI9Fcg_3d_3d)
2. Quality, Coaching, and Incentives in the Contact Center:  
[https://www.surveymonkey.com/s.aspx?sm=6eVpcJi7SCkAia4an2IWTw\\_3d\\_3d](https://www.surveymonkey.com/s.aspx?sm=6eVpcJi7SCkAia4an2IWTw_3d_3d)
3. (Newly updated – just posted) Contact Center Service Level:  
[https://www.surveymonkey.com/s.aspx?sm=HTG7v6V5uPyQhvrQylzPtQ\\_3d\\_3d](https://www.surveymonkey.com/s.aspx?sm=HTG7v6V5uPyQhvrQylzPtQ_3d_3d)

After you complete the survey, the detailed report will be emailed to you. This may take a day or two so we appreciate your patience.

Data for each of these surveys will be updated periodically as additional data is available. Notice of updates will be posted on Contact Center Performance Forum ([www.contactcenter.ning.com](http://www.contactcenter.ning.com)).

If you have any questions, please email Kathryn Jackson at [Kjackson@responsedesign.com](mailto:Kjackson@responsedesign.com). Thank you for your interest in these results and for participating in future surveys.



## Participant Demographics

### Question 2

What industry is your organization in?		
Answer Options	Response Percent	Response Count
Banking/Financial services/Insurance/Real estate	24.6%	29
Telecommunications equipment/Services	9.3%	11
Business services/Consulting	6.8%	8
Consumer services	3.4%	4
Transportation Services	3.4%	4
Technology/High Tech	2.5%	3
Automotive	1.7%	2
Computer hardware/Services/Software	1.7%	2
Consumer products manufacturing	1.7%	2
Construction	0.8%	1
Food/Beverage	0.8%	1
Aerospace and defense	0.0%	0
Chemicals	0.0%	0
Electronics	0.0%	0
Energy and utilities	0.0%	0
Engineering	0.0%	0
Environmental services and equipment	0.0%	0
Industrial manufacturing	0.0%	0
Media	0.0%	0
Metals and mining	0.0%	0
Other (please specify)		53
<i>answered question</i>		118
<i>skipped question</i>		0

### Question 3

Number of contact center locations in your organization:		
Answer Options	Response Percent	Response Count
0	3.4%	4
1	33.9%	40
2-5	46.6%	55
6-10	4.2%	5
10+	11.9%	14
<i>answered question</i>		118
<i>skipped question</i>		0



#### Question 4

What is the total number of agents (FTEs) working in your organization (in-house, insourced, and outsourced)?

Answer Options	Response Percent	Response Count
0	1.7%	2
1-25	14.4%	17
26-50	11.0%	13
51-100	8.5%	10
101-150	10.2%	12
151-200	5.1%	6
201-250	5.1%	6
251-500	12.7%	15
501-1000	13.6%	16
1001 - 2500	5.1%	6
2501 - 5000	6.8%	8
5000	5.9%	7
<i>answered question</i>		118
<i>skipped question</i>		0

#### Question 5

Do you currently use work-at-home agents?

Answer Options	Response Percent	Response Count
Yes	32.2%	38
No	67.8%	80
<i>answered question</i>		118
<i>skipped question</i>		0

#### Question 6

If you do not currently use work-at-home agents, are you considering doing so within the next 12 months?

Answer Options	Response Percent	Response Count
Yes	23.7%	28
No	39.8%	47
NA	36.4%	43
<i>answered question</i>		118
<i>skipped question</i>		0



### Question 7

What percent of your agents are in house / insourced?		
Answer Options	Response Percent	Response Count
0%	6.8%	8
1-10%	0.8%	1
11 - 20%	0.0%	0
21 - 30%	0.8%	1
31 - 40%	2.5%	3
41 - 50%	3.4%	4
51 - 60%	0.0%	0
61 - 70%	3.4%	4
71 - 80%	5.9%	7
81 - 99%	11.9%	14
100%	64.4%	76
<i>answered question</i>		118
<i>skipped question</i>		0

### Question 8

What percent of your agents are outsourced?		
Answer Options	Response Percent	Response Count
0%	70.3%	83
1-10%	10.2%	12
11 - 20%	2.5%	3
21 - 30%	4.2%	5
31 - 40%	2.5%	3
41 - 50%	2.5%	3
51 - 60%	1.7%	2
61 - 70%	2.5%	3
71 - 80%	0.8%	1
81 - 99%	0.0%	0
100%	2.5%	3
<i>answered question</i>		118
<i>skipped question</i>		0



### Question 9

Please describe your contact center operation (check all that apply).		
Answer Options	Response Percent	Response Count
Inbound service	86.4%	102
Inbound sales	58.5%	69
Outbound telemarketing - appointment setting	24.6%	29
Outbound telemarketing - product / service sales	35.6%	42
Help desk / tech support	34.7%	41
<i>answered question</i>		118
<i>skipped question</i>		0

### Question 10

Are you predominantly business-to-business, business-to-consumer, or equally both?		
Answer Options	Response Percent	Response Count
Predominantly business-to-business	17.8%	21
Predominantly business-to-consumer	64.4%	76
Equally business-to-business and business-to-consumer	17.8%	21
<i>answered question</i>		118
<i>skipped question</i>		0



## Average Hourly Wage

### Question 11

What is the average hourly wage (not loaded / without benefits) you pay your U.S. agents when they attend new-hire	
Answer Options	Response Count
	118
<i>answered question</i>	118
<i>skipped question</i>	0
Answer	U.S. Dollars
High	\$20.00
Low	\$8.00
Average	\$12.47

### Question 12

What is the hourly wage (not loaded / without benefits) you pay your non-U.S. agents when they attend new-hire training?	
Answer Options	Response Count
	118
<i>answered question</i>	118
<i>skipped question</i>	0
Answer	U.S. Dollars
High	\$20.00
Low	\$2.00
Average	\$10.00

### Question 13

What is the average hourly wage (not loaded / without benefits) you pay a seasoned U.S. agent? (In US\$) Please enter	
Answer Options	Response Count
	118
<i>answered question</i>	118
<i>skipped question</i>	0
Answer	U.S. Dollars
High	\$26.00
Low	\$8.00
Average	\$14.97



### Question 14

What is the average hourly wage (not loaded / without benefits) you pay a seasoned non-U.S. agent? (In US\$) Please	
Answer Options	Response Count
	118
<i>answered question</i>	118
<i>skipped question</i>	0
Answer	U.S. Dollars
High	\$22.25
Low	\$3.00
Average	\$12.24



## Compensation Allocation

### Question 15

Of your total agent compensation, what percent do you allocate to:			
Answer Options	High	Low	Average
Base pay	100.0%	0.0%	73.8%
Commission	100.0%	0.0%	5.2%
Incentives	50.0%	0.0%	4.4%
Benefits	40.0%	0.0%	14.4%
Other	100.0%	0.0%	4.6%
<i>answered question</i>			<b>118</b>
<i>skipped question</i>			<b>0</b>



## Agent Pay Raises

### Question 16

How often do you implement agent pay raises?

Answer Options	Response Percent	Response Count
Every 6 months	4.2%	5
Once a year	77.1%	91
Other	18.6%	22
Other (please specify)		25
<i>answered question</i>		118
<i>skipped question</i>		0



## Pay for Performance

### Question 18

Have you implemented a pay for performance program for your agents?		
Answer Options	Response Percent	Response Count
Yes	62.7%	74
No	37.3%	44
<i>answered question</i>		118
<i>skipped question</i>		0



## Agent Scorecard

### Question 19

If you currently have a pay-for-performance program for your agents, do you use a scorecard approach (a combination of balanced metrics used to

Answer Options	Response Percent	Response Count
Yes	52.5%	62
No	11.9%	14
NA	35.6%	42
<i>answered question</i>		118
<i>skipped question</i>		0

### Question 20

If you currently use a scorecard approach for your agent pay-for-performance program, how many metrics are on the scorecard?

Answer Options	Response Percent	Response Count
1-2	2.5%	3
3-4	18.6%	22
5-6	21.2%	25
7-10	6.8%	8
11+	2.5%	3
NA	48.3%	57
<i>answered question</i>		118
<i>skipped question</i>		0

### Question 21

If you currently use a scorecard approach for your agent pay-for-performance program, do you assign different weights to each metric to indicate their relative importance?

Answer Options	Response Percent	Response Count
Yes	45.7%	53
No	7.8%	9
NA	46.6%	54
<i>answered question</i>		116
<i>skipped question</i>		2



## Agent Incentives

### Question 22

What types of agent incentives do you use?

Answer Options	Response Percent	Response Count
Gift certificates (mall, restaurant, etc)	63.6%	75
Cash	53.4%	63
Movie tickets	33.9%	40
Merchandise (branded or otherwise)	33.9%	40
Casual dress days	32.2%	38
Time off - paid	28.8%	34
Other	18.6%	22
Year end bonus	17.8%	21
Redeemable "points"	16.1%	19
Favored parking space	14.4%	17
Time off - unpaid	5.9%	7
Stock options	3.4%	4
NA	15.3%	18
Other (please specify)		24
<i>answered question</i>		<b>118</b>
<i>skipped question</i>		<b>0</b>



## Service and Sales Compensation

### Question 23

If you have recently transitioned some or all of your agents from a purely service focus to a service + sales focus, did you change your compensation plan to accommodate these new sales skills (i.e., did you change the percent allocation of base pay, incentive, and/or commission)?

Answer Options	Response Percent	Response Count
Yes	20.3%	24
No	15.3%	18
NA	64.4%	76
<i>answered question</i>		118
<i>skipped question</i>		0



## Compensation and Attrition Correlation

### Question 25

Based on your internal analysis or experience, is there a direct negative correlation between compensation and attrition? That is, the higher the compensation the lower the agent attrition?

Answer Options	No correlation noted or found	2	3	4	5	6	Significant correlation noted or found	N/A	Rating Average	Response Count
Number	9	5	14	16	29	12	16	17	4.495049	118
Percent	7.83%	4.35%	13.04%	23.48%	10.43%	13.91%	0.00%			
<i>answered question</i>										<b>118</b>
<i>skipped question</i>										<b>0</b>