



# Management Compensation in the Contact Center

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By

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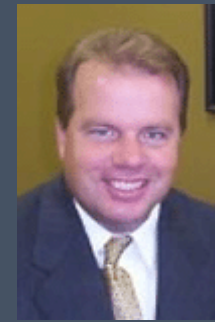
McDaniel Executive Recruiters

[www.justcareers.com](http://www.justcareers.com)

# Agenda

- Why this webinar
- Why the “performance” compensation model for call centers
- Today’s Economy and Impact with call center
- Creative ideas to attract and retain call center personnel with “soft” compensation opportunities
- Review of Domestic (US/Canada) call center compensation – Director/Manager/Supervisor level
- Agent compensation survey review
- Question & Answer

# About the Presenter



- Founder /Owner of a 10 year old company specialized in executive search and consulting solutions, exclusive to the outsourcing, BPO, CRM, direct marketing and call center industries
- Previous publications of compensation benchmarks and reports can be located on our web site ([www.justcareers.com](http://www.justcareers.com)) – complimentary
- Work with global organizations and have placed hundreds of positions throughout North America, including both off-shore, near shore -ex-pat and nationals
- Average 75-100 placements per year – Staff of 7
- Offices in US and Canada
- Positions filled in all areas of operations, general management, marketing, sales and HR within the specialized industries (outsourcing, managed services, BPO)
- Average base salary placements range from \$90-\$150k
- Have worked on hundreds of industry offers and overall compensation structuring for the industry

# Today's Economy

## “Impact with Call Center”

- Both profit and cost centers are shifting to pay for performance compensation models
- Call centers more than ever are focused on bottom line results and costs
- The off-shore/outsourcing factor
- The at-home agent trend
- The shifting dynamic of relocation, today's housing issues and impact this is having on employment offers
- The trends in highly sought after employee skills - what is hot and the impact on compensation

# Current trends of management compensation call center

- Call Center Management has come full circle with career track and compensation modeling
- Shifting from defined salary band/ranges towards a model of compensation based on competency requirements, skill analytics and/or direct performance contributions
- Variable pay and creative thinking is the answer
  - Management compensation directly being linked to customer experience and/or overall service metrics
  - Increase of overall compensation % earned tied to bonus/at risk vs. defined set base salary
  - Multiple channels of customer contact and how each channel equals efficiencies and overall compensation focus

# “Soft” compensation ideas being implemented to offset hard dollar expenditures

- Life balance – significant incentive
- Make lifestyle part of your employee recruitment offer
- Be creative with perks
- Institute a profit sharing program

# Relocation Items & compensation factors

- Moving of Household Goods
- Temporary storage
- En Route Expenses
- Area Counseling and Home Finding
- Travel
- House Hunting Trips
- Temporary Living
- Relocation Allowance
- Reimbursement of Relocation Expenses
- Tax Assistance
- Parachute clauses

# About The Data

- Have partnered with Payscale.com -industry reports and verified against our data/research for accuracy
- Have worked with the ATA (American Teleservices Association) with research and validation
- Our Confidence in data is based upon:
  - Numerous monthly and annual interviews conducted verifying current compensation and compensation breakout from our internal staff
  - We are on the “on the street“ and “in the trench” - real and candid feedback
  - Our day in and day out, on-going, high level and international discussions/debriefings with both clients/executive talent around specifically job offers and salary histories/expectations

# Data Appendix

- Call Center Director – US
- Call Center Manager – US
- Call Center Supervisor – US
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- Call Center Director – Canada
- Call Center Manager – Canada
- Call Center Supervisor - Canada

# Reports Include

- Compensation Summary by title
- Benefits Summary
- Salary by Product Activity
- Salary by Employer Type
- Salary by Company size - # of people
- Salary by Skill
- Salary by Experience
- Salary by Metropolitan Area
  
- For further information or questions, please contact Sara Iufer at 206-389-0120 or [sarai@payscale.com](mailto:sarai@payscale.com)

# Call Center Director

United States

# Call Center Director – US Compensation Summary

## Salaried

	Average	10%	25%	50%	75%	90%
Total Cash Compensation	\$89,608	\$58,461	\$71,949	\$88,819	\$108,846	\$131,029
Base Salary	\$81,503	\$55,227	\$67,263	\$81,068	\$96,612	\$113,680
Bonus	\$11,444	\$3,380	\$6,169	\$10,778	\$18,048	\$28,936
Profit Sharing	\$4,242	\$528	\$1,488	\$3,675	\$8,130	\$16,454

*Currency: U.S. Dollar  
(USD)*

## Hourly

	Average	10%	25%	50%	75%	90%
Hourly Rate	\$38.22	-	-	\$38.06	-	-

*Currency: U.S. Dollar  
(USD)*

# Call Center Director – US

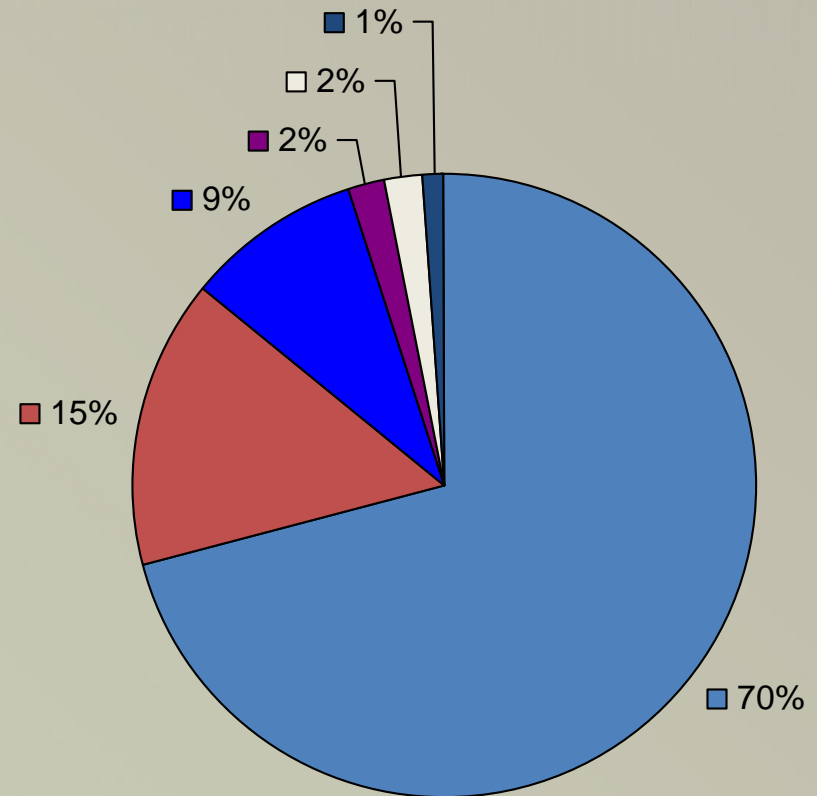
## Benefits Summary

### Health Benefits for this Position:

Dental, Medical / Health & Vision	70% receive	●
Dental & Medical / Health	15% receive	●
None	9% receive	●
Dental	2% receive	●
Medical / Health	2% receive	●
Dental & Vision	1% receive	●

### Other Popular Benefits for this Position:

Paid Holidays / Vacation
401(k)
Paid Sick Leave
Life Insurance/Disability
Cell Phone



# Call Center Director – US Employment Setting

## Salary By Product Activity

	Average	10%	25%	50%	75%	90%
<b><i>Base Salary – Your Search</i></b>	<b>\$81,503</b>	<b>\$55,227</b>	<b>\$67,263</b>	<b>\$81,068</b>	<b>\$96,612</b>	<b>\$113,680</b>
Financial Services	\$82,083	\$56,642	\$68,311	\$81,685	\$96,649	\$112,840
Healthcare	\$79,404	\$54,695	\$66,127	\$79,086	\$93,317	\$108,278
Call Center	\$73,343	\$50,684	\$61,219	\$73,067	\$86,021	\$99,649
Telecommunications	\$83,562	\$58,634	\$70,190	\$83,263	\$97,531	\$112,348
Digital Cable / Broadband Provider	\$81,860	\$56,982	\$68,597	\$81,597	\$95,650	\$110,130
Insurance	\$82,045	\$58,468	\$69,295	\$81,726	\$95,435	\$109,745
Software Development	\$83,585	\$58,623	\$70,128	\$83,243	\$97,728	\$113,042
Health Insurance	\$81,500	\$58,060	\$68,860	\$81,200	\$94,738	\$108,784
Telecommunications Services / Voice, Data	\$82,231	\$58,024	\$69,207	\$81,924	\$95,872	\$110,428
Financial Services Software	\$84,582	\$59,780	\$71,211	\$84,254	\$98,611	\$113,654

*Currency: U.S. Dollar  
(USD)*

# Call Center Director – US

## Compensation Influencers

### Salary By Employer Type

	Average	10%	25%	50%	75%	90%
<b><i>Base Salary – Your Search</i></b>	<b>\$81,503</b>	<b>\$55,227</b>	<b>\$67,263</b>	<b>\$81,068</b>	<b>\$96,612</b>	<b>\$113,680</b>
Company	\$82,936	\$56,399	\$68,547	\$82,494	\$98,207	\$115,453
Non-Profit Organization	\$72,325	\$49,221	\$60,051	\$72,045	\$85,160	\$99,295
Other Organization	\$79,716	\$54,282	\$65,974	\$79,303	\$94,285	\$110,803
Government - State & Local	\$79,121	\$53,006	\$65,048	\$78,712	\$94,011	\$110,854
Private Practice/Firm	\$77,534	\$53,334	\$64,480	\$77,144	\$91,367	\$107,097
College / University	\$77,414	\$51,083	\$63,577	\$77,169	\$91,740	\$107,232
Hospital	\$84,642	\$58,730	\$70,621	\$84,193	\$99,561	\$116,772
Franchise	\$73,186	\$49,567	\$60,551	\$72,841	\$86,512	\$101,638

*Currency: U.S. Dollar  
(USD)*

# Call Center Director – US

## Compensation Influencers

### Salary By Company Size (People)

	Average	10%	25%	50%	75%	90%
<b><i>Base Salary – Your Search</i></b>	<b>\$81,503</b>	<b>\$55,227</b>	<b>\$67,263</b>	<b>\$81,068</b>	<b>\$96,612</b>	<b>\$113,680</b>
1 to 9	\$61,080	\$40,903	\$50,797	\$61,017	\$71,489	\$82,499
10 to 49	\$66,389	\$45,398	\$55,593	\$66,265	\$77,432	\$89,362
50 to 199	\$71,969	\$49,840	\$60,494	\$71,782	\$83,817	\$96,930
200 to 599	\$77,026	\$53,751	\$64,888	\$76,789	\$89,640	\$103,847
600 to 1,999	\$81,908	\$57,416	\$69,080	\$81,627	\$95,299	\$110,560
2,000 to 4,999	\$86,563	\$60,848	\$73,067	\$86,251	\$100,685	\$116,892
5,000 to 19,999	\$91,517	\$64,365	\$77,247	\$91,178	\$106,463	\$123,650
20,000 to 49,999	\$96,805	\$68,055	\$81,720	\$96,458	\$112,583	\$130,677
50,000 or more	\$106,915	\$73,587	\$89,297	\$106,516	\$125,331	\$145,891

*Currency: U.S. Dollar  
(USD)*

# Call Center Director – US

## Compensation Influencers

### Salary By Skill

	Average	10%	25%	50%	75%	90%
<b><i>Base Salary – Your Search</i></b>	<b>\$81,503</b>	<b>\$55,227</b>	<b>\$67,263</b>	<b>\$81,068</b>	<b>\$96,612</b>	<b>\$113,680</b>
Operations Management	\$83,855	\$55,912	\$68,971	\$83,523	\$99,403	\$116,309
Customer Relationship Management	\$81,132	\$54,888	\$66,999	\$80,739	\$96,052	\$112,725
Strategic Planning	\$85,997	\$58,274	\$71,047	\$85,571	\$101,800	\$119,520
Budget Management	\$84,346	\$58,966	\$70,153	\$83,678	\$99,875	\$119,059
Customer Service Metrics	\$79,912	\$53,677	\$65,864	\$79,561	\$94,663	\$110,914
Leadership	\$85,308	\$58,381	\$70,655	\$84,823	\$100,931	\$118,863
Project Management	\$82,250	\$56,129	\$68,074	\$81,800	\$97,324	\$114,504

*Currency: U.S. Dollar  
(USD)*

# Call Center Director – US

## Compensation Influencers

### Salary By Experience

	Average	10%	25%	50%	75%	90%
<b><i>Base Salary – Your Search</i></b>	<b>\$81,503</b>	<b>\$55,227</b>	<b>\$67,263</b>	<b>\$81,068</b>	<b>\$96,612</b>	<b>\$113,680</b>
Less than 1 year	\$59,633	\$37,434	\$48,193	\$59,591	\$71,156	\$82,651
1 to 4 years	\$69,002	\$45,110	\$56,479	\$68,824	\$81,880	\$95,370
5 to 9 years	\$77,891	\$52,571	\$64,396	\$77,575	\$92,017	\$107,527
10 to 19 years	\$85,712	\$59,106	\$71,256	\$85,233	\$101,125	\$118,907
20 years or more	\$93,712	\$65,765	\$78,180	\$93,016	\$110,637	\$131,414

*Currency: U.S. Dollar  
(USD)*

# Call Center Director – US

## Compensation Influencers

### Salary By Metropolitan Area

	Average	10%	25%	50%	75%	90%
<b><i>Base Salary – Your Search</i></b>	<b>\$81,503</b>	<b>\$55,227</b>	<b>\$67,263</b>	<b>\$81,068</b>	<b>\$96,612</b>	<b>\$113,680</b>
Atlanta-Sandy Springs-Marietta Metro Area	\$83,444	\$57,376	\$69,228	\$82,959	\$98,628	\$116,136
New York-Wayne-White Plains Metro Area	\$79,588	\$53,704	\$65,621	\$79,178	\$94,375	\$111,090
Chicago-Naperville-Joliet Metro Area	\$82,384	\$56,688	\$68,374	\$81,908	\$97,346	\$114,586
Houston-Baytown-Sugar Land Metro Area	\$80,980	\$54,814	\$66,905	\$80,593	\$95,827	\$112,399
Philadelphia Metro Area	\$83,842	\$57,789	\$69,602	\$83,340	\$99,087	\$116,773
Phoenix-Mesa-Scottsdale Metro Area	\$80,251	\$53,921	\$66,193	\$79,920	\$94,968	\$111,055
Washington-Arlington-Alexandria Metro Area	\$82,625	\$56,567	\$68,484	\$82,179	\$97,660	\$114,774

*Currency: U.S. Dollar (USD)*

# How to Read the Data

## Call Center Manager

United States

# Call Center Manager – US

## Compensation Summary

### Salaried

	Average	10%	25%	50%	75%	90%
Total Cash Compensation	\$55,472	\$38,437	\$45,614	\$54,906	\$66,461	\$80,217
Base Salary	\$51,665	\$35,965	\$42,624	\$51,183	\$61,672	\$73,860
Bonus	\$4,058	\$892	\$1,848	\$3,685	\$7,014	\$12,602
Commission	\$10,243	\$1,173	\$3,707	\$9,276	\$18,712	\$32,284
Profit Sharing	\$2,135	\$367.29	\$912	\$1,955	\$3,719	\$6,508

*Currency: U.S. Dollar  
(USD)*

### Hourly

	Average	10%	25%	50%	75%	90%
Hourly Rate	\$18.03	\$11.58	\$14.14	\$17.74	\$22.48	\$28.29

*Currency: U.S. Dollar  
(USD)*

# How to Read the Data

## Call Center Director

Canada

# Call Center Director - Canada Compensation Summary

## Salaried

	Average	10%	25%	50%	75%	90%
Total Cash Compensation	C\$100,531	C\$66,927	C\$82,033	C\$99,858	C\$120,377	C\$143,207
Base Salary	C\$89,657	C\$56,961	C\$71,672	C\$89,071	C\$108,815	C\$129,976
Bonus	C\$11,685	C\$3,461	C\$5,973	C\$10,683	C\$19,402	C\$35,073

*Currency: Canadian Dollar  
(CAD)*

# How to Read the Data

## Call Center Supervisor

Canada

# Call Center Supervisor - Canada

## Compensation Summary

### Salaried

	Average	10%	25%	50%	75%	90%
Total Cash Compensation	C\$42,696	C\$31,096	C\$36,450	C\$42,499	C\$49,336	C\$57,061
Base Salary	\$40,799	C\$29,833	C\$34,617	C\$40,484	C\$47,612	C\$56,202
Bonus	C\$1,805	C\$456.65	C\$902	C\$1,683	C\$2,952	C\$4,842
Commission	C\$5,049	--	--	C\$4,481	--	--
Profit Sharing	C\$1,792	--	--	C\$1,732	--	--

*Currency: Canadian. Dollar (CAD)*

### Hourly

	Average	10%	25%	50%	75%	90%
Hourly Rate	C\$15.80	C\$12.85	C\$14.24	C\$15.73	C\$17.51	C\$19.81

*Currency: Canadian. Dollar (CAD)*