



## Market changes in the last 12 months

Over the last 12 months the contact/call centre market has experienced a number of significant changes brought about by both the anticipated increases in demand for temporary and permanent staff as well as lower levels of unemployment.

In our 2004 salary survey we referred to the fact that in the last few years there had been sufficient staff in the call centre market to meet demand but that the development of new employees and trainees was not, for most organisations, a significant focus and that this may lead to shortages in the market longer term.

This has indeed been the case over the last year and we now see the combination of low unemployment, high demand for skilled staff and the migration of more specialist roles into the contact centre beginning to impact service levels within many centres.

Organisations have attempted to retain talent and counter shortages of staff by focusing on a range of strategies that have broadly resulted in better retention of contact centre staff over the last 12 months.

Although the push on retention has been effective, the immediate impact of a reduction on service levels has been, in many cases, addressed by the introduction or expansion of the use of temporary staff and for many organisations, long-term temporary staff.

However, with the prevailing market being short of skilled candidates it is even harder now than 12 months ago to secure longer-term temporary staff, particularly experienced contact centre staff.

In Australia the use of temporary staff, particularly those who are prepared to make a longer term commitment, has offered organisations the option of reviewing a temporary candidate's skills and considering them for permanent employment provided that they both meet performance standards and are a "cultural fit" for the organisation. To date this has provided a great opportunity to "try before you buy" although it is one that is less

viable today where candidates with limited initial experience in call centres become skilled and can, like their more experienced colleagues, readily secure permanent employment. In fact, many receive multiple job offers.

It has become increasingly important to recruit candidates with the right attitude and aptitude rather than existing skills and experience, although this does require an increase in investment in relation to training of these new staff.

As outlined earlier, an increasing number of skilled positions now fall under the contact centre umbrella. This increase is for a number of reasons, including the appeal from organisations that contact centres are measured, target-driven and outcome oriented environments that can provide a base of skilled staff to move elsewhere within the organisation. The fact that skill shortages are not limited to the contact centre market makes this option even more appealing as candidates can look at longer term career options within an organisation by moving from the contact centre into a more highly skilled or specialist role.

Although salaries did not shift significantly from the mid range over the last 12 months, we are beginning to see a more salary competitive market for candidates as the impact of skill shortages becomes more widespread. Highly skilled and stable candidates are achieving the higher range incomes as outlined within this salary survey. In particular, candidates with sales skills are able to secure increasingly higher base salaries as well as incentive-based commissions and benefits packages.

Another consequence of the skills shortage in such a competitive market is that organisations are looking at alternative methods of recruitment, including print media advertising and the use of specialist recruitment consultancies.

The New Zealand market, and in particular Auckland, is also experiencing candidate shortages. The contact centre market is expanding in the same fashion as the Australian market described. However New Zealand has also seen international operators using the skilled

candidate base and favourable time zones to establish contact centres and undertake "follow the sun" operations.

## Position in demand

Skilled staff in most areas of contact centres are in demand though key shortages exist in workforce planning, collections, sales, retention specialists and sales and service candidates. These candidates are in short supply across all industries. Experienced candidates with stable work histories across all contact centre disciplines are extremely sought after and are consequently able to negotiate higher salaries and packages.

As always, positions with business-to-business working hours are highly sought after by candidates.

## Advice to candidates

With the demand for skilled staff high, organisations are making employment decisions quickly once they are impressed by a quality candidate. In such a fast-paced market, candidates need to excel in their initial application, interview and assessment centre in order to stand out and secure the premium positions.

In your initial application, always take the time to specify your credentials for the role and wherever possible outline your relevant work history. This is essential as the initial review of applications involves assessing relevant skills and background, industry knowledge as well as length of employment and references. This information is gained from your resume and cover letter or an online application so prepare these documents carefully to make the best possible first impression. The interview or assessment centre focuses on organisational fit, team orientation, sales and service ethic, demonstrated ability to meet targets and, as ever, a positive attitude. These processes apply to both candidates with experience and those entering the contact centre market.



## CONTACT CENTRES | CUSTOMER SERVICE

Contact centre	Sydney	Melbourne	Brisbane	Adelaide	Perth	Other Regions incl. New Zealand
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
<b>Director</b> Customer Service (Salary Range)	<b>180,000</b> 130,000 - 210,000	<b>180,000</b> 120,000 - 200,000	<b>170,000</b> 90,000 - 180,000	<b>160,000</b> 90,000 - 180,000	<b>160,000</b> 100,000 - 190,000	<b>170,000</b> 100,000 - 190,000
<b>General Manager</b> Customer Service (Salary Range)	<b>160,000</b> 120,000 - 190,000	<b>150,000</b> 110,000 - 180,000	<b>100,000</b> 80,000 - 120,000	<b>100,000</b> 80,000 - 110,000	<b>100,000</b> 85,000 - 120,000	<b>110,000</b> 90,000 - 120,000
<b>Operations Manager</b> (Salary Range)	<b>120,000</b> 100,000 - 180,000	<b>110,000</b> 90,000 - 150,000	<b>100,000</b> 80,000 - 140,000	<b>100,000</b> 70,000 - 130,000	<b>100,000</b> 80,000 - 130,000	<b>110,000</b> 70,000 - 130,000
<b>National Manager</b> Customer Service (Salary Range)	<b>140,000</b> 80,000 - 170,000	<b>150,000</b> 80,000 - 160,000	<b>120,000</b> 110,000 - 165,000	<b>110,000</b> 80,000 - 130,000	<b>110,000</b> 70,000 - 140,000	<b>140,000</b> 100,000 - 150,000
<b>Call/Contact</b> Centre Manager (Salary Range)	<b>100,000</b> 70,000 - 160,000	<b>95,000</b> 70,000 - 150,000	<b>75,000</b> 65,000 - 100,000	<b>80,000</b> 60,000 - 110,000	<b>75,000</b> 60,000 - 100,000	<b>70,000</b> 60,000 - 130,000
<b>Customer</b> Service Manager (Salary Range)	<b>90,000</b> 60,000 - 150,000	<b>90,000</b> 60,000 - 150,000	<b>70,000</b> 50,000 - 90,000	<b>70,000</b> 65,000 - 90,000	<b>70,000</b> 55,000 - 90,000	<b>65,000</b> 55,000 - 90,000
<b>Sales/Telesales</b> Manager (Salary Range)	<b>95,000</b> 70,000 - 140,000	<b>90,000</b> 70,000 - 120,000	<b>75,000</b> 50,000 - 100,000	<b>70,000</b> 55,000 - 90,000	<b>70,000</b> 55,000 - 90,000	<b>70,000</b> 50,000 - 100,000
<b>Operations</b> Support Manager (Salary Range)	<b>80,000</b> 70,000 - 100,000	<b>85,000</b> 70,000 - 100,000	<b>75,000</b> 60,000 - 90,000	<b>75,000</b> 60,000 - 90,000	<b>70,000</b> 55,000 - 90,000	<b>70,000</b> 55,000 - 90,000
<b>Team Manager</b> (Salary Range)	<b>65,000</b> 55,000 - 90,000	<b>60,000</b> 50,000 - 70,000	<b>55,000</b> 45,000 - 90,000	<b>55,000</b> 45,000 - 80,000	<b>55,000</b> 50,000 - 65,000	<b>60,000</b> 50,000 - 90,000
<b>Trainer</b> (Salary Range)	<b>55,000</b> 45,000 - 80,000	<b>55,000</b> 45,000 - 75,000	<b>50,000</b> 41,000 - 60,000	<b>50,000</b> 40,000 - 60,000	<b>50,000</b> 40,000 - 60,000	<b>52,000</b> 40,000 - 60,000
<b>Team Leader</b> (Salary Range)	<b>52,000</b> 45,000 - 60,000	<b>49,000</b> 45,000 - 75,000	<b>45,000</b> 38,000 - 60,000	<b>47,000</b> 35,000 - 55,000	<b>45,000</b> 40,000 - 55,000	<b>45,000</b> 35,000 - 55,000
<b>Call Coach</b> (Salary Range)	<b>44,000</b> 40,000 - 55,000	<b>42,000</b> 40,000 - 50,000	<b>41,000</b> 38,000 - 50,000	<b>38,000</b> 36,000 - 45,000	<b>40,000</b> 36,000 - 45,000	<b>37,000</b> 30,000 - 40,000

\* NB - Salaries in larger Contact Centres tend to be at the higher end of the ranges shown, smaller Contact Centres at the lower end.

□ All Salaries are representative of the cash component only (except where indicated)

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Contact centre	Sydney	Melbourne	Brisbane	Adelaide	Perth	Other Regions incl. New Zealand
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
<b>Project Manager</b> (Salary Range)	<b>85,000</b> 80,000 - 115,000	<b>85,000</b> 80,000 - 100,000	<b>78,000</b> 70,000 - 110,000	<b>75,000</b> 70,000 - 110,000	<b>75,000</b> 65,000 - 100,000	<b>85,000</b> 80,000 - 110,000
<b>Workforce Planner</b> (Salary Range)	<b>70,000</b> 45,000 - 85,000	<b>60,000</b> 45,000 - 80,000	<b>55,000</b> 45,000 - 75,000	<b>50,000</b> 45,000 - 75,000	<b>50,000</b> 45,000 - 75,000	<b>50,000</b> 43,000 - 70,000
<b>Business</b>						
<b>Process Engineer</b> (Salary Range)	<b>80,000</b> 45,000 - 90,000	<b>80,000</b> 50,000 - 85,000	<b>72,000</b> 70,000 - 90,000	<b>70,000</b> 60,000 - 85,000	<b>70,000</b> 60,000 - 85,000	<b>70,000</b> 65,000 - 90,000
<b>Reporting Analyst</b> (Salary Range)	<b>60,000</b> 45,000 - 85,000	<b>60,000</b> 45,000 - 80,000	<b>55,000</b> 35,000 - 65,000	<b>52,000</b> 38,000 - 60,000	<b>55,000</b> 40,000 - 65,000	<b>50,000</b> 35,000 - 60,000
<b>Business Development</b>						
<b>Consultant</b> (Salary Range)	<b>55,000</b> 40,000 - 70,000	<b>55,000</b> 42,000 - 70,000	<b>55,000</b> 40,000 - 65,000	<b>52,000</b> 40,000 - 65,000	<b>52,000</b> 40,000 - 60,000	<b>55,000</b> 45,000 - 70,000
<b>Collections</b>						
<b>Representative</b> (Salary Range)	<b>42,000</b> 36,000 - 48,000	<b>42,000</b> 33,000 - 47,000	<b>40,000</b> 32,000 - 45,000	<b>39,000</b> 38,000 - 45,000	<b>38,000</b> 35,000 - 45,000	<b>38,000</b> 32,000 - 45,000
<b>Telesales Outbound</b> (Salary Range)	<b>49,000</b> 35,000 - 70,000	<b>48,000</b> 35,000 - 60,000	<b>36,000</b> 30,000 - 48,000	<b>35,000</b> 30,000 - 50,000	<b>39,000</b> 35,000 - 45,000	<b>35,000</b> 26,000 - 50,000
<b>Senior Customer</b>						
<b>Service Representative</b> (Salary Range)	<b>42,000</b> 38,000 - 46,000	<b>40,000</b> 35,000 - 45,000	<b>36,000</b> 28,000 - 42,000	<b>37,000</b> 35,000 - 42,000	<b>38,000</b> 35,000 - 40,000	<b>37,000</b> 35,000 - 42,000
<b>Inbound Service</b> (Salary Range)	<b>35,000</b> 31,000 - 42,000	<b>32,000</b> 30,000 - 37,000	<b>32,000</b> 30,000 - 36,000	<b>33,000</b> 28,000 - 35,000	<b>33,000</b> 28,000 - 36,000	<b>30,000</b> 25,000 - 35,000
<b>Inbound</b>						
<b>Sales &amp; Service</b> (Salary Range)	<b>36,000</b> 32,000 - 44,000	<b>35,000</b> 30,000 - 44,000	<b>33,000</b> 30,000 - 37,000	<b>33,000</b> 31,000 - 37,000	<b>34,000</b> 30,000 - 36,000	<b>32,000</b> 30,000 - 38,000
<b>Outbound</b>						
<b>Sales &amp; Service</b> (Salary Range)	<b>38,000</b> 30,000 - 48,000	<b>37,000</b> 30,000 - 45,000	<b>32,000</b> 30,000 - 40,000	<b>34,000</b> 30,000 - 45,000	<b>36,000</b> 32,000 - 38,000	<b>34,000</b> 29,000 - 42,000
<b>Back Office Processing</b> (Salary Range)	<b>32,000</b> 29,000 - 38,000	<b>31,000</b> 30,000 - 37,000	<b>29,000</b> 26,000 - 32,000	<b>30,000</b> 28,000 - 32,000	<b>31,000</b> 28,000 - 34,000	<b>30,000</b> 27,000 - 32,000

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