



# THE US CONTACT CENTER HR & OPERATIONAL BENCHMARKING REPORT 2018/19

5<sup>TH</sup> EDITION

**HOW DO YOU COMPARE TO YOUR COMPETITORS?**



**HR Benchmarking:** Salary, bonuses, attrition, absence, recruitment

**Operational Benchmarking:** speed to answer, cost per call / email / web chat, first-call resolution, call abandonment, call duration, call transfer rate, agent activity

**Segmented by:** 9 vertical markets, 3 size bands, sales / service and inbound / outbound

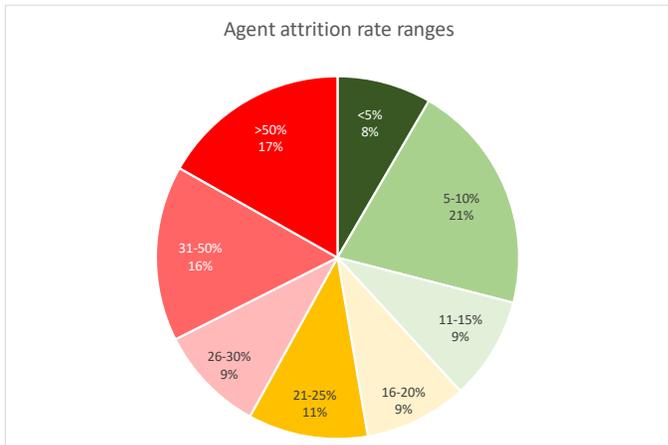
**Historical annual data from 2007 onwards; projected figures in 2021**

**Based on 222 interviews with US contact centers in Q2-Q3 2018**

Published November 2018

## Key findings: HR

Median agent attrition in large (200+ seat) operations is more than twice that of small (<50 seat) contact centers.



The historical difference between sales and service operations' attrition rates has disappeared.

New hire attrition rates are demonstrably influenced by starting salaries:

Agent attrition rate within first 6 months of job	Mean new agent starting salary
0-10%	\$32,461
Over 25%	\$23,202

Insurance contact centers' absence rates are the highest of any vertical market studied.

The top 3 most-valued attributes of a contact center agent are:

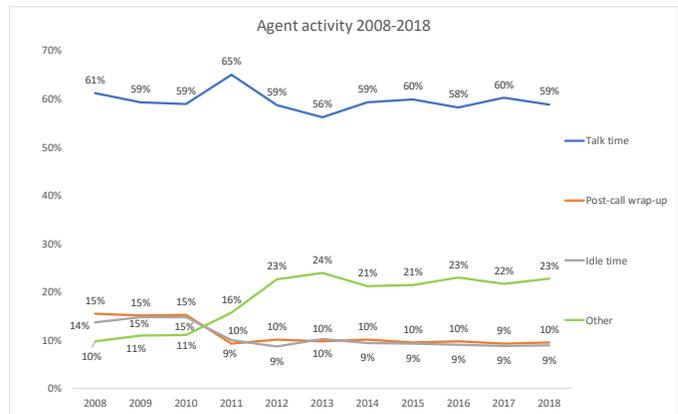
1. Empathy / listening skills
2. Reliability
3. Ability to self-manage & show initiative

Insurance, public sector and technology/media/telecoms contact centers pay the highest agent starting salaries, of over \$30,000.

Average contact center management salaries are predicted to hit \$74,000 in 2021.

## Key findings: Performance

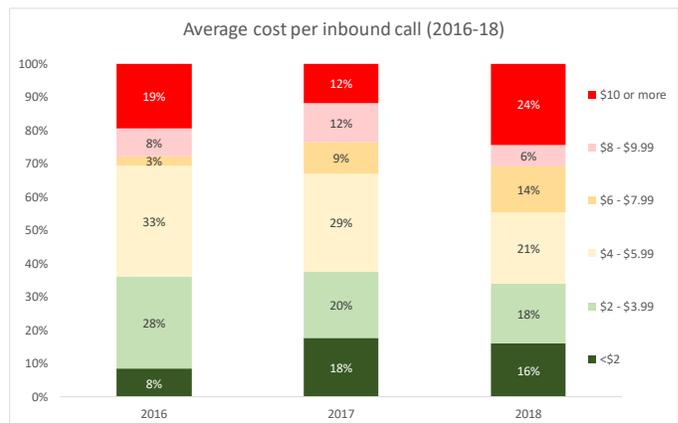
Agents in the finance sector spend the most time of any vertical market in handling phone calls.



Call duration is well over 6 minutes for a service call, and almost 8 minutes for a sales call.

Call abandonment rates are highest in the finance & technology/media/telecoms sectors.

Mean average speed to answer is 67 seconds, more than double what it was in 2009.



Mean average cost per inbound call is \$7.18.

Median agent headcount change over the past 12 months was an increase of 4%, showing strong growth in much of the industry.

61% of US contact centers expect to increase agent numbers in 2018, with only 10% expecting a decline.

## Report contents:

- 82 charts and data tables show the industry's operational performance and HR benchmarks
- Based on ongoing annual primary research surveys with hundreds of US contact centers
- Unique historical data patterns, beginning in 2007 with forecasts to 2021

### Vertical markets covered for market sizing:

- Finance
- Insurance
- Manufacturing
- Medical
- Outsourcing
- Public Sector
- Retail & Distribution
- Services
- Technology, Media and Telecoms (TMT)

### Size bands:

- Under 50 seats (small)
- 50-200 seats (medium)
- Over 200 seats (large)

### Activity types

- Inbound / Mixed / Outbound
- Sales / Mixed / Service

## The report is divided into five sections

### Agent Attrition

- By vertical market
- By contact center size
- By activity type (sales / service)
- By inbound / outbound
- Causes of staff attrition
- Includes historical data and future trends

### Agent Absence

- By vertical market
- By contact center size
- By activity type (sales / service)
- By inbound / outbound

### Salaries & Bonuses

- Mean and median average salaries for
  - New agents
  - Experienced agents
  - Team Leaders / Supervisors
  - Contact Center Managers

#### Segmented by:

- contact center size bands
- vertical market
- activity type
- inbound/outbound

- Typical bonuses for service and sales agents
- Historical trends included

### Recruitment

- The cost and purpose of recruitment
  - By vertical market
  - By contact center size
  - By contact center activity
- Most effective recruitment methods
- Key agent attributes
- Agent profile by age

### Operational Performance Benchmarking

- Use & importance of performance metrics
- Average speed to answer
- Call abandonment rates
- First-call resolution rates & measurement methods
- Service call duration
- Sales call duration
- Call transfer rate
- Agent activity (talk-time / idle / wrap-up)
- Cost per inbound / outbound call
- Cost per email & web chat

#### Segmented by:

- Vertical market
- Contact center size
- Contact center activity type
- PLUS historical data and future trends to 2021

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