



Market changes

During 2007, staff turnover was a primary concern in Contact Centre recruitment with organisations focusing on the retention and development of existing staff. Over the year there was increased demand for candidates with relevant experience, raising the hiring manager's expectations in terms of performance and capability and the candidate's in terms of reward.

In contrast and where recruitment demand is high, (typically the boom states of WA and Queensland) many companies have become more flexible with their skill requirements, hiring candidates with little or no contact centre experience to then mould and develop them into the role.

It has been a difficult year for most contact centres attracting and retaining staff across the New Zealand market, with many 50+ seat contact centres operating below headcount and not fulfilling recruitment quotas.

Positions in demand

2008 has seen demand increase for entry-level call centre candidates with emphasis on hiring those with retail or hospitality experience. Collections and credit control has also seen a considerable increase in demand and volumes as organisations manage any risk of unrecoverable debt as tightly as possible.

The Public Sector remains a highly desired employer of choice for job seekers, offering higher than average

salaries, long-term security and a work/life balance culture. Seasonal trends at the start of 2008 saw some sectors increase their temporary recruitment although often these candidates are drawn from an agency's pool of previous contractors.

Salary movements

Whilst salaries have been fairly stable over the last 12 months, more employers are offering attractive bonus/benefit packages, some reaching potential earning in excess of \$10,000 per annum. In addition, some employers are also offering profit share and annual bonus/incentive schemes.

In New Zealand, many employers have increased salary packages for Customer Service Representatives by between 4 and 6 percent - an increase that was probably overdue from last year. The greatest increases have been in the area of collections / credit which has seen 5 to 9 percent increase across all sectors. Although experienced Telesales Representatives remain in very high demand, the shortage does not seem to have affected the salaries being offered and these remained relatively stagnant for the past twelve months.

Changes to employer recruitment practices

Employers are becoming more flexible by offering part-time hours in order to attract candidates needing to balance work with personal commitments. Training, educational support and recognition have

also been high on the list of benefits offered to attract and retain staff. Company branding, website advertising and promotion of the company, not just the job, are giving candidates a more informed choice.

Although most New Zealand employers recognise there is a considerable issue around retention and attraction, we are yet to see the implementation of any successful strategies to combat these concerns. Many industry leaders have mentioned that the availability of mature candidates and the work ethic they offer makes this pool of candidates an attractive option. However as yet we have not seen any change in the average placement age within most contact centres.

Advice to candidates

Employers have taken the lead and are making decisions sometimes within a matter of hours. Do your own research as to the values, culture and progression opportunities of your prospective employer and make a decision either way. They may not wait.

Given retention issues, experienced contact centre professionals are in a strong position to achieve promotional opportunities. Consider your career options for today and tomorrow and talk to your manager and/or HR before changing employers, a move that will generally place you back at square one for a small salary increase in return.

Contact Centres	Director Customer Service	General Manager Customer Service	Operations Manager	National Manager Customer Service	Call / Contact Centre Manager	Customer Service Manager
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	185,000 130,000 - 210,000	155,000 120,000 - 190,000	120,000 100,000 - 180,000	140,000 80,000 - 170,000	120,000 90,000 - 150,000	100,000 80,000 - 140,000
VIC - Melbourne	180,000 120,000 - 200,000	150,000 110,000 - 180,000	110,000 80,000 - 150,000	150,000 80,000 - 160,000	100,000 70,000 - 150,000	100,000 60,000 - 140,000
QLD - Brisbane	180,000 100,000 - 220,000	120,000 90,000 - 220,000	110,000 85,000 - 150,000	120,000 110,000 - 170,000	100,000 80,000 - 130,000	90,000 65,000 - 125,000
SA - Adelaide	155,000 100,000 - 180,000	100,000 80,000 - 120,000	100,000 80,000 - 130,000	110,000 80,000 - 130,000	85,000 70,000 - 110,000	80,000 65,000 - 110,000
WA - Perth	180,000 150,000 - 250,000	150,000 100,000 - 200,000	110,000 80,000 - 150,000	120,000 80,000 - 140,000	110,000 100,000 - 180,000	100,000 85,000 - 130,000
Other regions	150,000 90,000 - 180,000	100,000 90,000 - 130,000	100,000 80,000 - 130,000	110,000 70,000 - 120,000	100,000 80,000 - 110,000	80,000 60,000 - 100,000
New Zealand	160,000 90,000 - 190,000	110,000 80,000 - 130,000	110,000 70,000 - 130,000	130,000 100,000 - 150,000	90,000 80,000 - 150,000	80,000 65,000 - 100,000

* 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 & incentive bonus components (if applicable)
□ All Salaries exclude Superannuation

□ New Zealand Salaries are represented in New Zealand Dollars

CONTACT CENTRES | CUSTOMER SERVICE

Contact Centres	Sales / Telesales Manager	Operations Support Manager	Team Manager	Trainer	Team Leader	Call Coach
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	100,000 70,000 - 130,000	80,000 70,000 - 90,000	70,000 60,000 - 90,000	75,000 45,000 - 85,000	55,000 50,000 - 70,000	50,000 45,000 - 65,000
VIC - Melbourne	100,000 60,000 - 130,000	80,000 70,000 - 100,000	65,000 60,000 - 80,000	70,000 45,000 - 80,000	55,000 50,000 - 70,000	52,000 50,000 - 60,000
QLD - Brisbane	85,000 70,000 - 120,000	80,000 75,000 - 100,000	68,000 50,000 - 85,000	63,000 48,000 - 70,000	53,000 43,000 - 65,000	48,000 43,000 - 53,000
SA - Adelaide	85,000 70,000 - 110,000	75,000 60,000 - 90,000	65,000 55,000 - 80,000	60,000 50,000 - 80,000	60,000 50,000 - 65,000	45,000 42,000 - 55,000
WA - Perth	100,000 80,000 - 120,000	80,000 75,000 - 100,000	70,000 65,000 - 85,000	70,000 50,000 - 90,000	55,000 45,000 - 70,000	50,000 45,000 - 60,000
Other regions	80,000 55,000 - 120,000	70,000 55,000 - 90,000	60,000 50,000 - 90,000	55,000 45,000 - 60,000	48,000 40,000 - 55,000	42,000 40,000 - 50,000
New Zealand	75,000 55,000 - 120,000	70,000 55,000 - 85,000	65,000 55,000 - 90,000	58,000 48,000 - 65,000	55,000 40,000 - 65,000	45,000 40,000 - 48,000

Contact Centres	Project Manager	Workforce Planner	Business Process Engineer	Reporting Analyst	Business Development Consultant	Collections Representative
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	80,000 70,000 - 120,000	70,000 48,000 - 90,000	80,000 55,000 - 95,000	65,000 50,000 - 85,000	55,000 40,000 - 70,000	45,000 38,000 - 55,000
VIC - Melbourne	80,000 70,000 - 110,000	60,000 50,000 - 85,000	80,000 60,000 - 90,000	65,000 40,000 - 75,000	55,000 40,000 - 70,000	43,000 36,000 - 47,000
QLD - Brisbane	80,000 70,000 - 110,000	58,000 45,000 - 75,000	73,000 50,000 - 90,000	60,000 40,000 - 65,000	55,000 40,000 - 65,000	40,000 33,000 - 48,000
SA - Adelaide	75,000 65,000 - 90,000	55,000 45,000 - 60,000	70,000 45,000 - 80,000	55,000 45,000 - 70,000	52,000 40,000 - 68,000	40,000 37,000 - 45,000
WA - Perth	80,000 75,000 - 110,000	65,000 60,000 - 85,000	80,000 65,000 - 90,000	60,000 50,000 - 70,000	56,000 45,000 - 70,000	43,000 40,000 - 55,000
Other regions	70,000 60,000 - 110,000	55,000 50,000 - 60,000	70,000 60,000 - 75,000	50,000 45,000 - 65,000	52,000 40,000 - 65,000	40,000 33,000 - 45,000
New Zealand	75,000 50,000 - 100,000	50,000 45,000 - 75,000	70,000 45,000 - 75,000	55,000 45,000 - 60,000	55,000 38,000 - 65,000	42,000 36,000 - 45,000

Contact Centres	Telesales Outbound	Snr. Cust. Service Representative	Inbound Service	Inbound Sales & Service	Outbound Sales & Service	Back Office Processing
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	50,000 38,000 - 85,000	45,000 38,000 - 48,000	38,000 33,000 - 45,000	38,000 35,000 - 45,000	42,000 38,000 - 50,000	36,000 33,000 - 42,000
VIC - Melbourne	48,000 35,000 - 65,000	45,000 40,000 - 48,000	38,000 36,000 - 42,000	40,000 38,000 - 43,000	40,000 38,000 - 45,000	35,000 30,000 - 37,000
QLD - Brisbane	43,000 35,000 - 65,000	45,000 38,000 - 48,000	37,000 33,000 - 42,000	38,000 33,000 - 44,000	40,000 35,000 - 48,000	36,000 30,000 - 40,000
SA - Adelaide	42,000 37,000 - 60,000	40,000 38,000 - 48,000	37,000 35,000 - 41,000	37,000 35,000 - 41,000	40,000 37,000 - 45,000	36,000 34,000 - 40,000
WA - Perth	50,000 42,000 - 60,000	45,000 42,000 - 55,000	40,000 36,000 - 45,000	41,000 35,000 - 55,000	44,000 40,000 - 50,000	36,000 33,000 - 42,000
Other regions	38,000 33,000 - 50,000	39,000 36,000 - 45,000	35,000 30,000 - 37,000	37,000 32,000 - 38,000	38,000 32,000 - 40,000	33,000 30,000 - 35,000
New Zealand	38,000 32,000 - 45,000	42,000 36,000 - 45,000	38,000 32,000 - 42,000	38,000 35,000 - 42,000	38,000 36,000 - 45,000	35,000 33,000 - 38,000

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