



**The Australian Call Centre Industry -
Work Practices, Human Resource
Management and Institutional Pressures
National Benchmarking Report, 2005**

A Project between the Australian Graduate School of Management,
UNSW and Hallis, Pty, Ltd.

Table of Contents

Report on Australian Call Centre Industry	iii
Key Points of Interest	iii
Report Summary	vi
Part One: Call Centre Overview	1
1.1 Call Centre Categories	1
Part Two: Employee Demographics & Human Resource Management	8
2.1 Employee Demographics	8
2.2 Hours of Operation	15
2.3 Recruitment	18
2.4 Education and Training	21
2.5 Turnover, absenteeism and tenure	28
2.6 Salaries	39
2.7 Performance Management	49
Part Three: Key Performance Indicators	50
3.1 Operational Performance	50
3.2 Cost and Revenue	56
3.3 Customer Satisfaction and Customer Contact	57
Part Four: Call Centre Technology and Monitoring	66
4.1 Call Centre Technology	66
4.2 Call Monitoring	69
Part Five: Call Centre Work Arrangements	75
5.1 Work Arrangements	75
5.2 Call Centre Relations	79
5.3 Employee Discretion	80
Part Six: Institutional Facilities and Pressures	85
6.1 Extent of use of federal, state or local public resources	85
6.2 Organisations and Networks	90
6.3 Consultant activities	91
6.4 Institutional Pressures	92

Report on the Australian Call Centre Industry

This report is the outcome of a project between the Australian Graduate School of Management (AGSM), which is a school of UNSW and Sydney University, and Hallis, Pty Ltd who are a leading recruitment and research organisation in the call centre industry. This report also constitutes the Australian segment of a wider international study by Cornell University in the US and Sheffield University in the UK. This international study involves the fielding of the same survey used to compile this report in 20 countries around the world.

This report is the first large-scale national benchmarking survey of work, human resource practices and institutional pressures (organisations or other external pressures which influence call centres) in the Australian call centre industry. It is based on a survey of call centre managers in a sample of 83 call centres, fielded in 2004. Call centre and human resource managers provided information on the types of customers and industries served and the competitive conditions they face. They also provided detailed information on such management practices as the types of call centre technology used, skill requirements of jobs, organisation of work, training and development policies, staffing and compensation strategies, pay levels, and performance outcomes such as turnover and sales growth.

The survey was administered online and was also distributed as a Word document to call centre managers. The survey data were analysed and this report was prepared by Professor Steve Frenkel (AGSM), Dr. Catriona Wallace (AGSM), Dr. Marc Orlitzky ((University of Auckland, New Zealand), Ariane Zouroudis (UNSW) and Mark Stephens (University of Auckland, New Zealand).

Key Results of Interest

This benchmarking report has highlighted some interesting aspects of work, human resource management practices, performance and the impact of institutional pressures on the Australian Call Centre industry. These points are noted below.

1. Strategy and Work

The majority of call centre managers indicated that the strategic focus of their call centre was service differentiation and the primary customer interaction involved agents providing service only or service and sales. Perhaps inconsistent with this are the findings that only a small percentage of interactions involved the agent building a rapport with the customer and that a considerable percentage of the agents' work is scripted. Another result which is perhaps not aligned with a primary focus on service is an Abandon rate of 6%.

The way work is structured for call centre employees appears fairly rigid and there is only a small amount of discretion in the work they perform. The call centre Managers indicated that their agents have little influence over the tasks they perform, the pace of their work, timing their breaks or revising work methods. Few agents are involved in self managed

teams or quality or improvement groups and less than a quarter of agents have any flexibility in regard to being able to job share or tele-commute.

2. Performance

The performance of call centres appears to be unproblematic with call centre managers reporting high levels of customer satisfaction, good relationships with employees and increasing levels of sales.

3. Human Resource Management

Call centres have been traditionally criticised for having poor human resource management indicator results, such as absenteeism, tenure and turnover. However, an encouraging finding in this study is that the figures reported appear to indicate better performance in these areas than has been previously noted.

In this study call centre managers reported generally very good relations with employees in the call centre. Employee resignation rates are reported at 16%, compared to previously reported rates of 26% (Hallis Turnover and Absenteeism Survey, 2003). On an average day 7% of agents are absent which is a similar level to the all-industry national average and the length of tenure for call centre employees is 30 months which is an increase on the length of tenure of 22 months reported by callcentres.net (2004).

4. Technology

Technology is used to interact with the customer (e.g. 9% IVR and 47% email interaction). However, direct voice to voice communication is still the primary method of interaction. Technology is used to monitor agents regularly. Of note, although it is perceived that the information gathered is used mainly to assist agents improve their performance it is also thought to be used to discipline workers.

5. The Role of Institutions

There does not appear to be a high level of institutional pressure felt by the call centre managers. That is, the degree to which institutions such as the government, trade unions or consultants, amongst others, influence call centre operations, is minimal.

Finally, the analysis revealed that of the key institutions that influence call centres, corporate head offices had the greatest impact. Consultants and call centre associations had the least influence on aspects such as designing jobs with discretion and using sophisticated HR practices in the call centres.

Organisation of this Report

The preliminary section of this document, *Report Summary*, provides summary statistics on all key areas studied in the survey.

Part One of this report, *Call Centre Overview*, provides information on the sectors, industries, work functions, scope, size and strategies of the call centres which participated in this study.

Part Two of the report focuses on *Employee Demographics & HRM* including staffing levels and types, recruitment, wages, turnover rates, tenure and education and training.

Part Three of the report, *Key Performance Indicators*, details call centre performance and statistics, costs and revenues and customer contact and satisfaction data.

Part Four, *Technology*, briefly covers technology usage and monitoring functions of the call centres.

Part Five of the report, details the *Work Arrangements* of the call centres, covering aspects such as teams, agent job discretion, unionism and relations with management.

Part Six, the final section of the report, titled *Institutional Pressures*, provides information on the degree to which the call centre managers felt pressure from institutions such as governments, unions, consultants, vendors and head office, in the shaping of operations and practices in the call centre.

Definitions

An understanding of the following definitions will assist in the interpretation of the tables, graphs and statistics presented in the report.

1. **N** refers to the total number of cases in a data set (e.g., the total number of call centre managers who responded to a particular question).
2. **Mean** provides a measure of the central tendency of a data set. It is similar to an *average* and is obtained by dividing the sum of all the values in a data set by the number (N) of cases in the data set.
3. **Std. Dev** stands for Standard Deviation and is a statistical measure of spread or variability. It is calculated by taking the square root of the arithmetic average of the squares of the deviations from the mean.
4. **Min** stands for Minimum value and refers to the lowest numerical value in a data set.
5. **Max** stands for Maximum value and refers to the highest numerical value in a data set.

Report Summary

The following summary data is a result of the analysis of responses of 83 call centre managers in Australia. The key findings of the survey are:

Overview of Call Centres: The majority of the 83 call centres handled in-bound calls (94%) and were in-house call centres (93%) as opposed to sub-contractors or out-sourced call centres. 62% of the call centres serviced an Australia-wide market and a key element in their call centre strategy was service differentiation (45%). Most of the call centres serviced the general mass market (74%) and the call centres' key customer interaction was the provision of service and sales to customers (76%). The mean number of seats in the call centres participating in the study was 98.

Employee Demographics and Human Resource Management (HRM): The mean number of full-time customer contact employees working in the call centres was 63. 68% of call centre employees are women. The call centres were open for business, on average, for 15 hours per weekday, 8 hours on a Saturday and 7 hours on a Sunday. The average cost to recruit, screen and train an employee is \$8,811. 59% of call centre employees are selected using systematic testing. Only 26% of applicants who apply for call centre jobs are hired. 69% of call centre managers and 26% of employees have tertiary qualifications. The average number of days for the initial training of new recruits is 21. It takes, on average, 14 weeks to become a competent call centre agent. On any one day, 7% of call centre employees are absent and employees take about 9 days sick leave per year. 16% of employees resigned within the last year and

there was a total turnover rate (resigned, promoted out of the centre, dismissed or retired) of 27%. The average length of tenure for employees is 30 months and for managers is 6 years. The average employee salary is \$36, 526 and the average manager's salary is \$62, 467. 93% of call centre employees have a regular performance review.

Performance Indicators: 93% of call centres have a target time or ratio (Average Speed of Answer, (ASA) for answering calls. 73% of call centres have an ASA target of answering calls within 1-30 seconds. 80% of calls are answered within the target time. The average abandon rate of calls is 6%. The average duration of calls is 4.59 minutes and the average number of calls an agent handles per day is 70. Labour costs constitute 71% of total call centre costs. 76% of centres have a formal customer satisfaction measurement system. According to call centre managers, 94% of customers report they are satisfied or very satisfied with service at the call centres. 80% of call centres have a formal customer complaints handling system. Only 25% of interactions involve the agent building a rapport with customers. 18% of customer interactions involve problem solving and 65% of interactions involve a moderate level to a lot of selling.

Call Centre Technology: 9% of calls are handled entirely by an IVR or VRU (Voice Response Unit). To communicate with customers: 47% of call centres use email; 54% use fax; 0% use media blending and 7% use speech recognition. 29% of call centres use workflow management software; 10% use electronic customer relationship management (CRM); 3% use Voice Over IP and 2% use web

enablement (e.g. instant chat). 33% of all work activity in the call centres is continually monitored. 47% of employees receive daily feedback from monitoring. 41% of employees are monitored monthly and 6% are monitored daily. 35% of employees perceive information from monitoring is used for disciplinary action; 86% perceive information from monitoring is used for performance improvement and 80% perceive that this information is used to identify training needs.

Work Arrangements: 20% of call centre employees work in self-managed or autonomous teams. 13% of employees are involved in quality or improvement circles. 24% of staff have flexible work arrangements (e.g. job sharing). 13% of call centre employees are members of a trade union. 56% of call centres recognise a trade union for collective bargaining; 48% have a formal staff association and 59% have a joint staff-management consultative committee. 96% of call centre managers report good to very good relationships with their call centre employees. Measures of work revealed that call centre agents may not have a high level of discretion in the work they perform. The following percentages reflect the responses of call centre managers who perceived, for their employees, there was “none to a little” level of discretion in: the work tasks that employees’ performed (75%); the pace or speed of work they do (51%); what they say to customers (31%); the scheduling of breaks (83%); revising of work methods (49%) and the settling of customer complaints (17%). 67% of call centres have a formal staff suggestions system. 44% of call centres use scripts a moderate level to a great deal of the time.

Institutional Facilities and Pressure:

Call centres use public resources (federal, state or local) at a “moderate level to a great deal” for the following: 26% for recruitment; 29% for training; 8% for site location assistance; 11% for incentives for locating in a certain area; 9% use tax concessions and 9% use special loans and grants. 21% of call centre employees are participating in a government subsidised training program. 11% of employees are currently in university or college programs. 37% of call centres are involved in a local networking group. 50% of call centres belong to an industry or trade association. 59% use consultants for training; 23% use consultants for quality management and 38% use consultants for technology adoption. The presence of a skilled workforce is the most important determinant in selecting a location for a call centre.

Institutional pressure can come from various sources and can influence the way a call centre operates. In particular, pressure can come from the government, consultants, trade unions, corporate head office, from skill shortages, best practice call centre examples and call centre associations. The institutions that have the greatest impact on operations in the call centre, such as designing jobs with discretion, bargaining with trade unions and using sophisticated human resource management practices, in order of most to least influential are: 1) corporate head office, 2) governments, trade unions, 3) best practice call centre examples, 4) skill shortages, 5) consultants and lastly 6) call centre associations.

Part One: Call Centre Overview

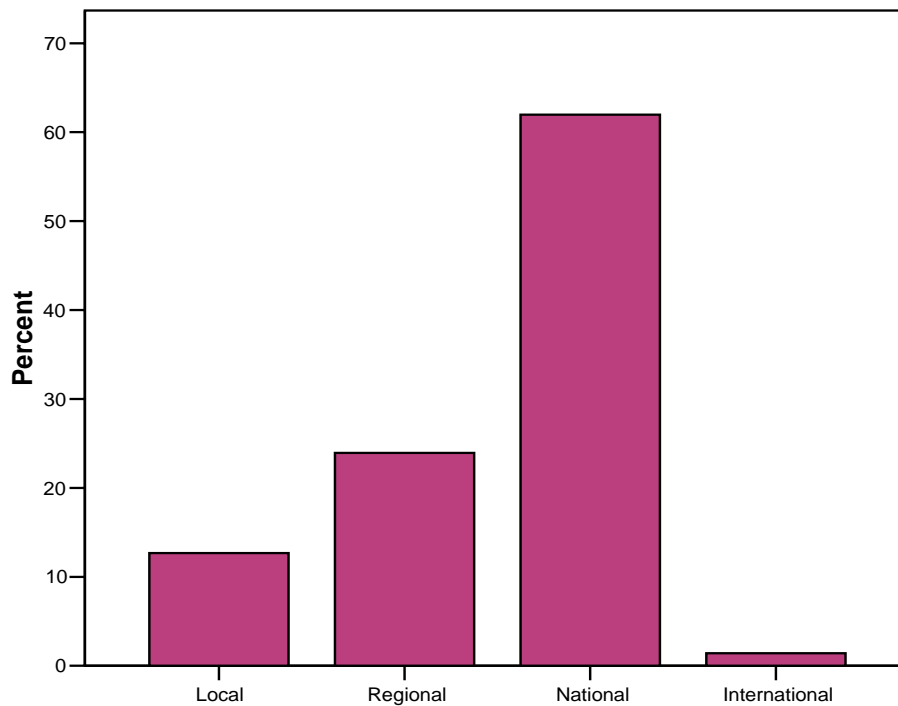
This section details key demographics of the call centres involved in the study.

1.1 Call Centre Categories

1.1.1 Primary regions/markets served by the call centres

N=71	Frequency	Percent
Local	9	12.7
Regional	17	23.9
National	44	62
International	1	1.4

Primary Market served by call centre



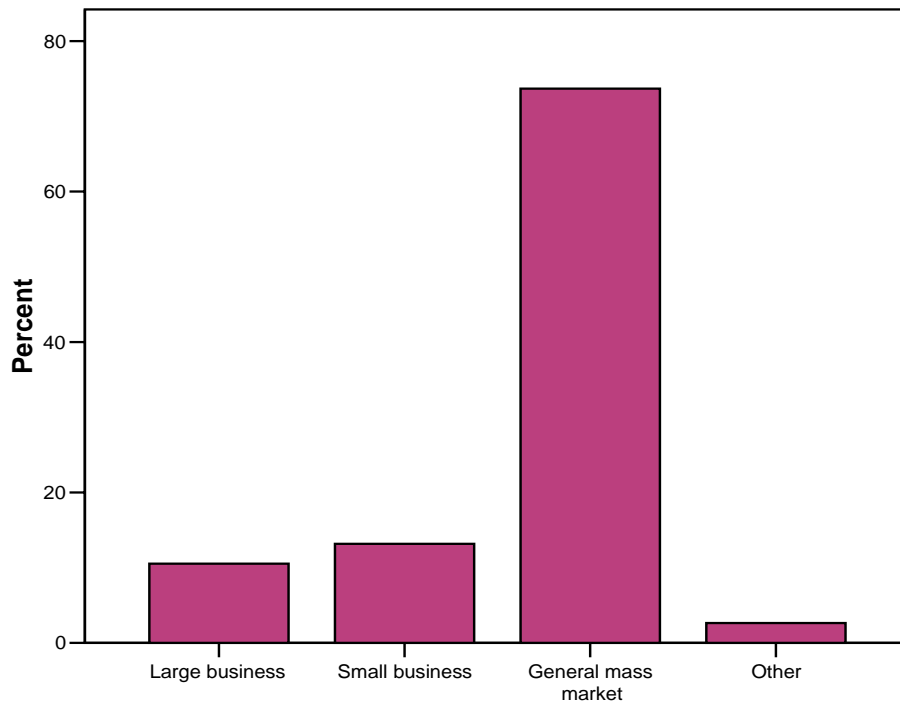
1.1.2 One or more Industry sector(s) the call centre operates in

Industry	Frequ.	Percent	Industry	Frequ.	Percent
Insurance	9	10.8	Local Govt	8	9.6
Bank/Finance	15	18	Fed Govt	3	3.6
Charity	3	3.6	Health	6	7.2
Manufacturing	4	4.8	Distribution	2	2.4
Utilities	4	4.8	Pharmacy	2	2.4
Retail	8	9.6	Construction	2	2.4
Hotels	5	6	Housing	2	2.4
Airlines	3	3.6	Food/Drink	4	4.8
Media	3	3.6	Recreation	4	4.8
Public Sector	9	10.8	Other	12	14.5
Publishing	3	3.6	N=83		

1.1.3 Core segment that accounts for largest volume of business

N=38	Frequency	Percent
Large Business	4	10.5
Small Business	5	13.2
General Mass Market	28	73.7
Other	1	2.6

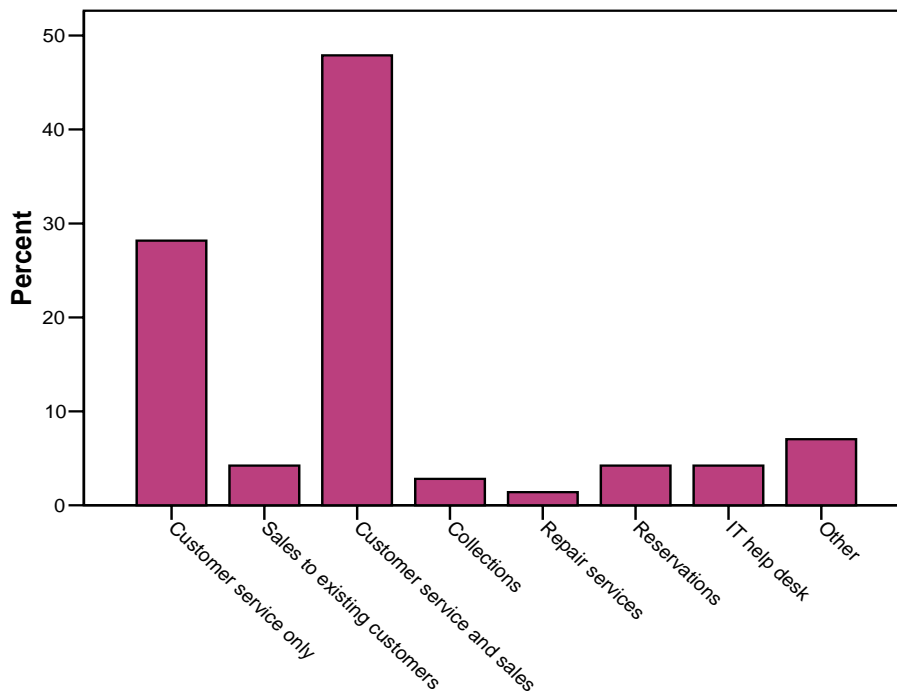
Core segment that accounts for largest volume of customers



1.1.4 Type of customer interaction that makes up the largest volume of business

N=71	Frequency	Percent
Customer service only	20	28.2
Sales to existing customers only	3	4.2
Customer service and sales	34	47.9
Collections	2	2.8
Repair services	1	1.4
Reservations	3	4.2
IT Help Desks	3	4.2
Other	5	7

Type of customer interactions that make up the largest volume of business



1.1.5 Largest volume of calls: In-bound or Out-bound

N=71	Frequency	Percent
In-bound	67	94.4
Out-bound	4	5.6

1.1.6 In-house or sub-contractor call centre

N=71	Frequency	Percent
In-house servicing own organisation	65	92.9
Sub-contractor servicing other organisations	5	7.1

1.2. Organisational Characteristics

1.2.1 Call centre is part of a larger organisation

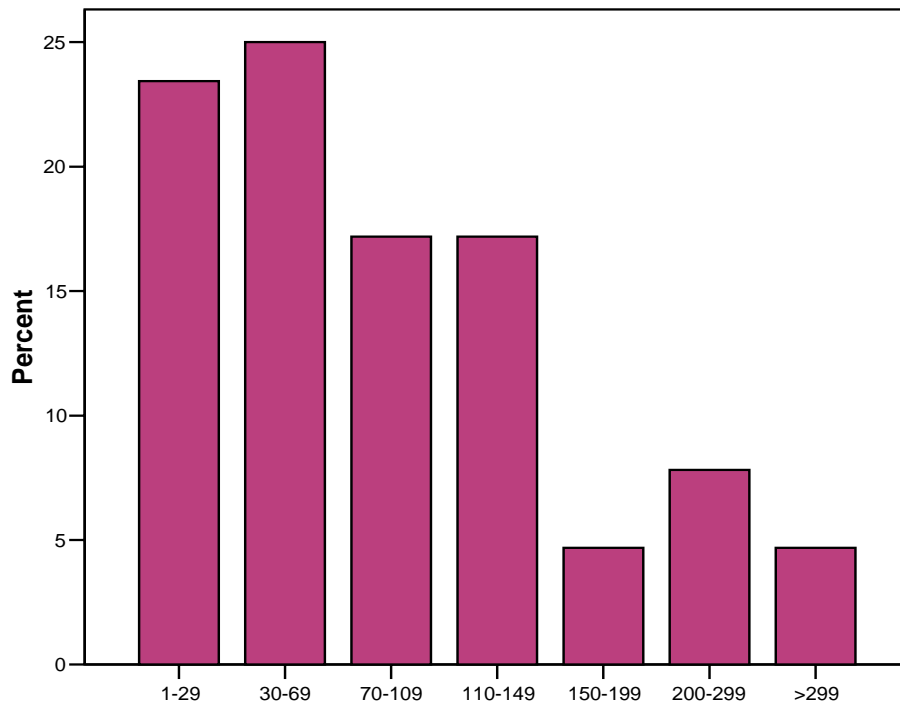
N=71	Frequency	Percent
Yes- part of larger organisation	65	91.5
No – not part of a larger organisation	6	8.5

1.2.2 Total number of seats at the call centre

Mean	98.23
Std. Dev	105.81
Min	5
Max	585

N=71	Frequency	Percent
1-29 seats	15	23.4
30-69 seats	16	25
70-109 seats	11	17.2
110-149 seats	11	17.2
150-199 seats	3	4.7
200-299 seats	5	7.8
>299 seats	3	4.7

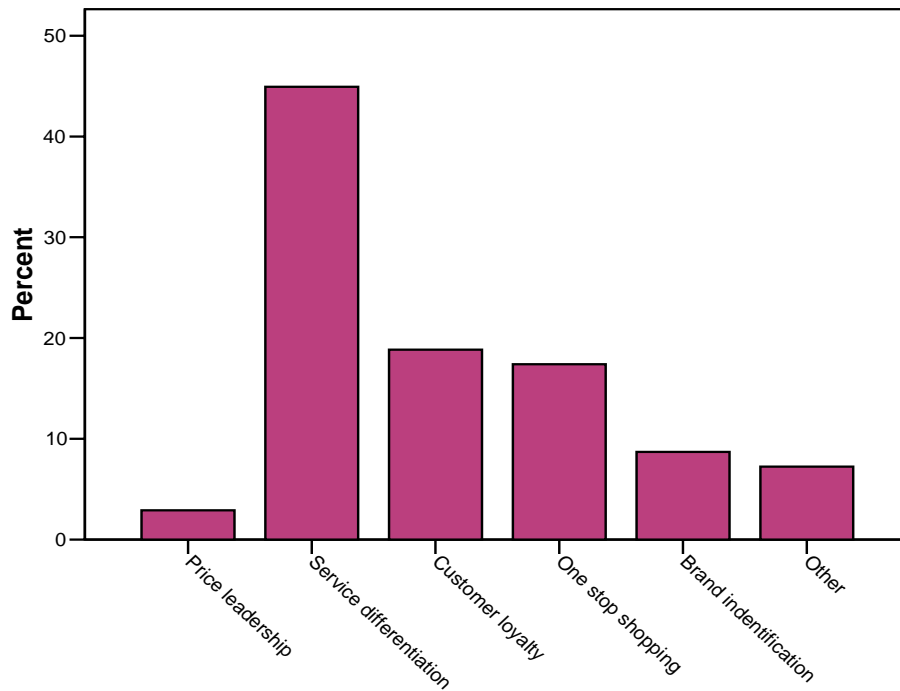
Total number of seats at the call centre



1.2.3 Most important element in call centre strategy

N=69	Frequency	Percent
Price leadership	2	2.9
Service differentiation	31	44.9
Customer loyalty	13	18.8
One stop shopping	12	17.4
Brand identification	6	8.7
Other	5	7.2

Most important element in call centre's strategy



Part Two: Employee Demographics & Human Resource Management

This section presents data relating to employee demographics such as numbers of full-time, core, temporary and part-time call centre employees. It also reports on call centre hours of operation, training, education, recruitment, salaries, absenteeism, turnover and tenure.

2.1 Employee Demographics

2.1.1 Number of Employees

2.1.1.1 Full-time Customer Contact Employees (e.g. customer service or sales staff)

Mean	62.94
Std. Dev	73.37
Min	0
Max	414

N=46	Frequency	Percent
0-20 employees	15	32.6
21-50 employees	11	23.9
51-80 employees	8	17.4
81-110 employees	5	10.9
111-150 employees	1	2.2
151-200 employees	5	10.9
>200 employees	1	2.2

2.1.1.2 Full-time Team Leader/Front-Line Supervisors

Mean	8.80
Std. Dev	10.37
Min	0
Max	61

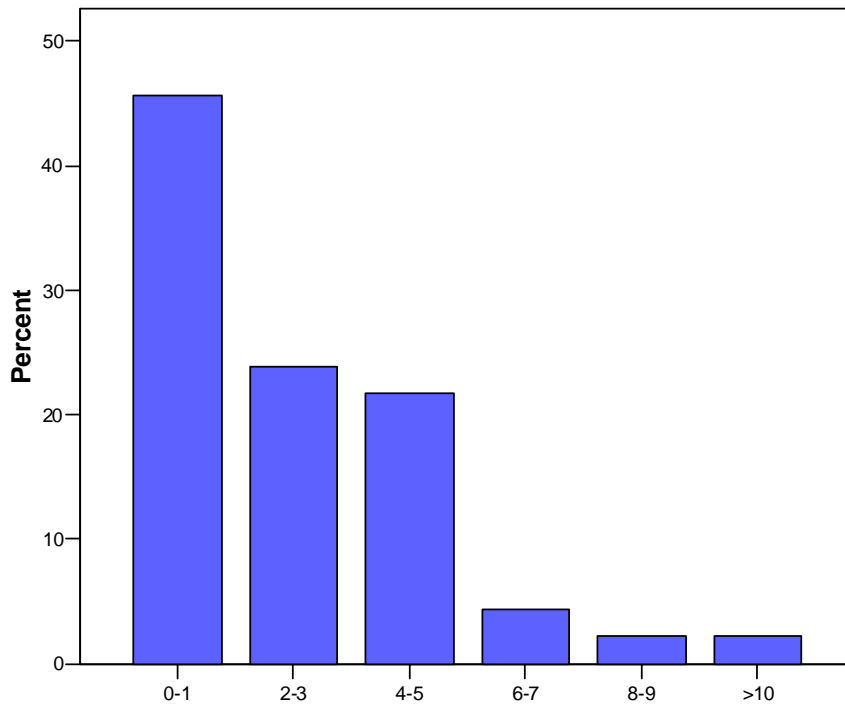
N=43	Frequency	Percent
0-4 supervisors	16	19.5
5-10 supervisors	13	15.9
11-15 supervisors	5	6.1
16-20 supervisors	6	7.3
21-25 supervisors	1	1.2
26-30 supervisors	1	1.2
>31 supervisors	1	1.2

2.1.1.3 Full-Time Managers (i.e. above Team Leaders)

Mean	2.71
Std. Dev	2.94
Min	0
Max	18

N=46	Frequency	Percent
0-1 managers	21	45.7
2-3 managers	11	23.9
4-5 managers	10	21.7
6-7 managers	2	4.3
8-9 managers	1	2.2
>10 managers	1	2.2

Number of full-time managers



2.1.1.4 Part-Time Customer Contact Employees (e.g. customer service or sales staff)

N=46	Frequency	Percent
0-20 part-time employees	15	32.6
21-50 part-time employees	11	23.9
51-80 part-time employees	8	17.4
81-110 part-time employees	5	10.9
111-150 part-time employees	1	2.2
151-200 part-time employees	5	10.9
>200 part-time employees	1	2.2

2.1.1.5 Part-Time Team Leaders/Front-Line Supervisors

N=43	Frequency	Percent
0-4 part-time supervisors	16	37.2
5-10 part-time supervisors	13	30.2
11-15 part-time supervisors	5	11.6
16-20 part-time supervisors	6	14.6
21-25 part-time supervisors	1	2.3
26-30 part-time supervisors	1	2.3
>31 part-time supervisors	1	2.3

2.1.1.6 Part-Time Managers (i.e. above Team Leaders)

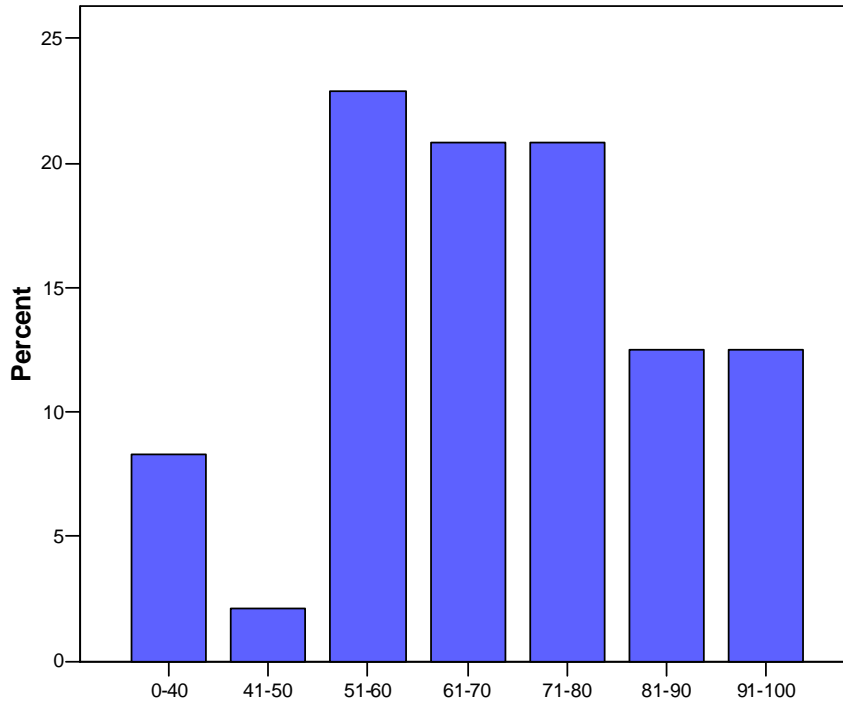
N=46	Frequency	Percent
0-1 part-time managers	21	45.7
2-3 part-time managers	11	23.9
4-5 part-time managers	10	21.7
6-7 part-time managers	2	4.3
8-9 part-time managers	1	2.2
>10 part-time managers	1	2.2

2.1.1.7 Percentage of employees who are women

Mean	68.04
Std. Dev	20.424
Min	0
Max	100

N=48	Frequency	Percent
0-40 %	4	8.3
41-50%	1	2.1
51-60%	11	22.9
61-70%	10	20.8
71-80%	10	20.8
81-90%	6	12.5
91-100%	6	12.5

Percentage of core employees who are women



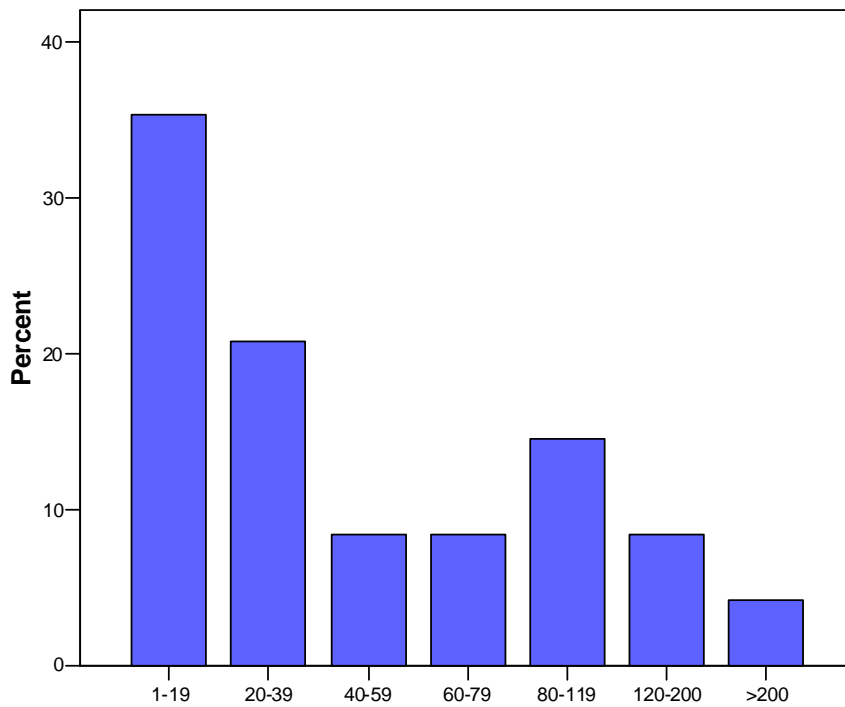
2.1.2 Number of Core employees

2.1.2.1 Total number of full-time core employees (employees who serve the main customer segment)

Mean	60.06
Std. Dev	78.20
Min	1
Max	481

N=46	Frequency	Percent
1-19 full-time core	17	35.4
20-39 full-time core	10	20.8
40-59 full-time core	4	8.3
60-79 full-time core	4	8.3
80-119 full-time core	7	14.6
120-200 full-time core	4	8.3
>200 full-time core	2	4.2

Number of full-time regular core employees



2.1.2.2 Total number of part-time core employees

Mean	37.38
Std. Dev	55.39
Min	0
Max	277

N=46	Frequency	Percent
0-10 part-time core	17	37
11-20 part-time core	7	15.2
21-40 part-time core	11	23.9
41-60 part-time core	2	4.3
61-100 part-time core	6	13
101-200 part-time core	1	2.2
>200 part-time core	2	4.3

2.2 Hours of Operation

Hours that the call centre is open for core employees to provide service on:

2.2.1 Weekdays:

Mean	15.04
Std. Dev	10.06
Min	8
Max	60

N=49	Frequency	Percent
1-9 hours	4	8.2
10-19 hours	38	77.6
20-29 hours	5	10.2
30-39 hours	0	0
40-49 hours	0	0
50-59 hours	1	2
60-69 hours	1	2

2.2.2 Saturdays:

Mean	8.01
Std. Dev	8.15
Min	0
Max	24

N=26	Frequency	Percent
1-4 hours	2	7.7
5-9 hours	10	38.5
10-14 hours	4	15.4
15-19 hours	5	19.2
20-24 hours	5	19.2

2.2.3 Sundays:

Mean	6.77
Std. Dev	8.75
Min	0
Max	24

N=16	Frequency	Percent
1-5 hours	1	6.3
6-10 hours	5	31.3
11-15 hours	2	12.5
16-20 hours	4	25
21-25 hours	4	25

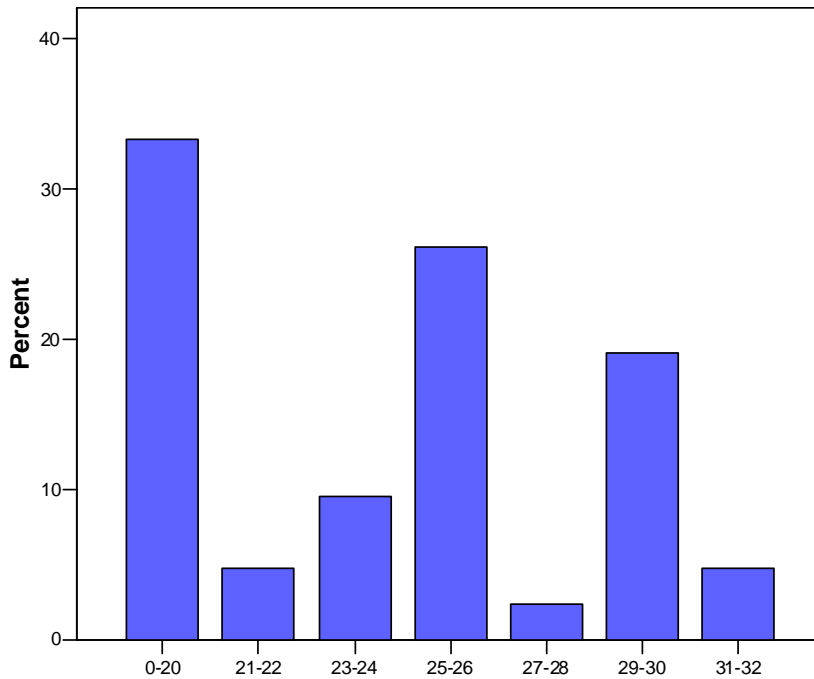
2.2.4 Typical average weekly hours of part-time core employees

Mean	20.33
Std. Dev	9.67
Min	0
Max	31

N=42	Frequency	Percent
0-20	14	33.3
21-22	2	4.8
23-24	4	9.5
25-26	11	26.2
27-28	1	2.4

29-30	8	19
31-32	2	4.8

Average weekly hours of part-time core employees



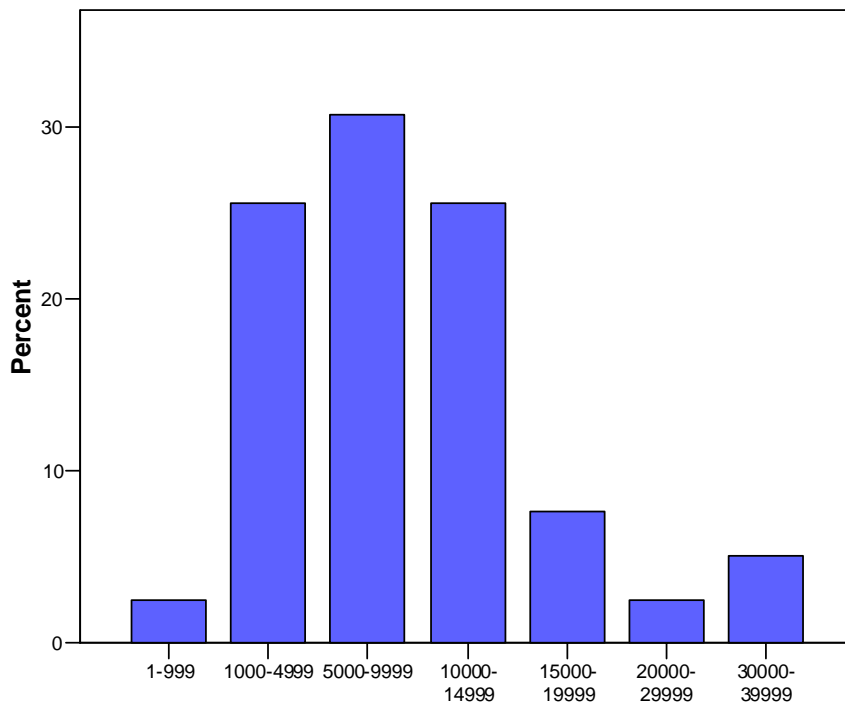
2.3 Recruitment

2.3.1 Cost to recruit, screen and train a new employee

Mean	\$8811.03
Std. Dev	\$6999.696
Min	\$530
Max	\$32500

N=39	Frequency	Percent
\$1-999	1	2.6
\$1000-4999	10	25.6
\$5000-9999	12	30.8
\$10000-14999	10	25.6
\$15000-19999	3	7.7
\$20000-29999	1	2.6
\$30000-39999	2	5.1

Cost to recruit, screen and train a new core employee



2.3.2 Percentage of core employees selected using systematic selection tests (e.g., psychometric, aptitude, work sampling)

Mean	59.09
Std. Dev	45.44
Min	0
Max	100

N=35	Frequency	Percent
1-19 %	5	14.3
20-39 %	1	2.9
40-59 %	2	5.7
60-79 %	2	5.7
80-100 %	25	71.4

2.3.3 Percentage of people who apply for core employee jobs at the call centre, who actually get hired

Mean	25.98
Std. Dev	25.091
Min	0
Max	95

N=42	Frequency	Percent
1-9 %	11	26.2
10-19 %	11	26.2
20-29 %	4	9.5
30-49 %	6	14.3

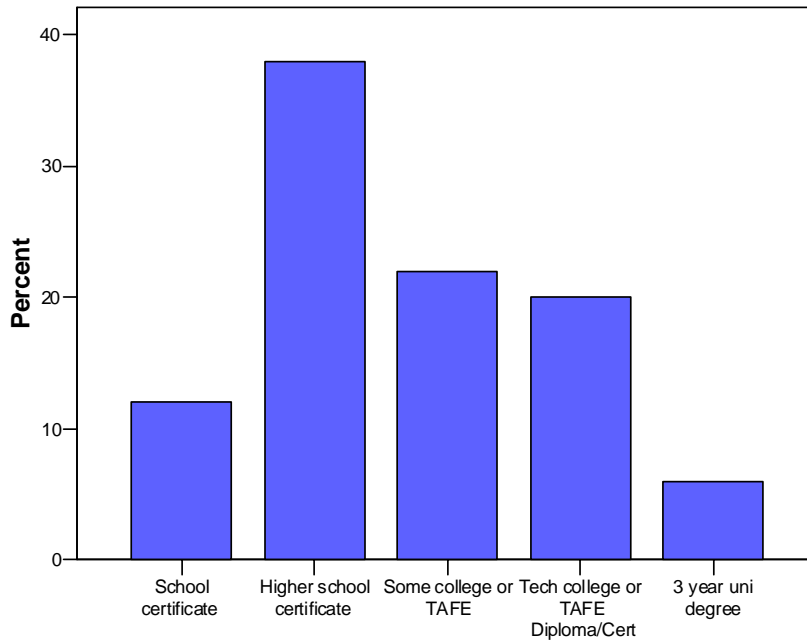
50-69 %	6	14.3
70-89 %	3	7.1
90-100 %	1	2.4

2.4 Education and Training

2.4.1 Typical level of education of core employees

N=49	Frequency	Percent
No School Certificate	0	0
School Certificate	6	12.2
Higher School Certificate	19	38.8
Some college or TAFE but no degree/diploma/certificate	11	22.4
Technical college or TAFE diploma/ certificate	10	20.4
3 year university degree	3	6.1
4 year university degree	0	0
Graduate School	0	0

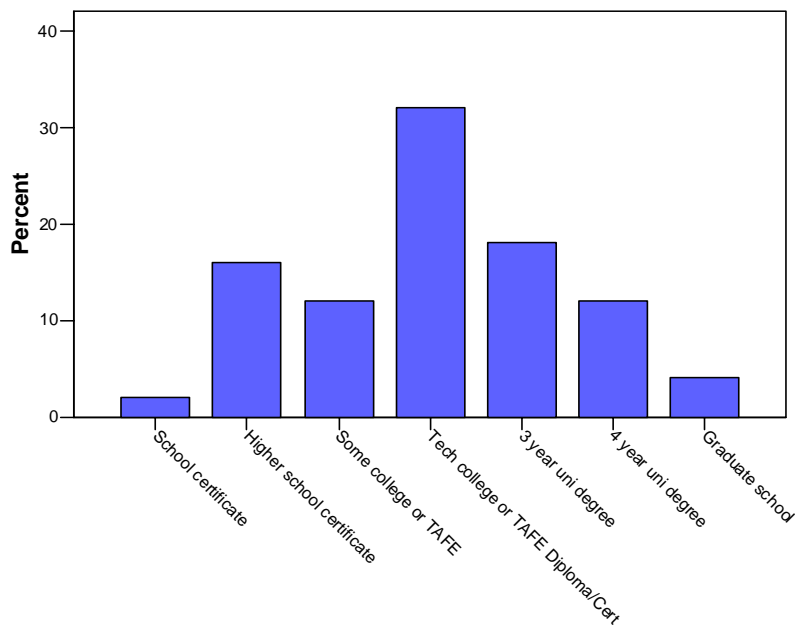
Typical educational level of core employees



2.4.2 Typical level of education of managers at the call centre (excluding supervisors or front line team leaders)

N=49	Frequency	Percent
No School Certificate	0	0
School Certificate	1	2.1
Higher School Certificate	8	16.7
Some college of TAFE but no degree/diploma/certificate	6	12.5
Technical college or TAFE diploma/certificate	16	33.3
3 year university degree	9	18.8
4 year university degree	6	12.5
Graduate School	2	4.2

Typical educational level of managers



2.4.3 Number of days of initial training core employees receive in their first year (including orientation/induction and job-related training)

Mean	21.25
Std. Dev	11.32
Min	5
Max	65

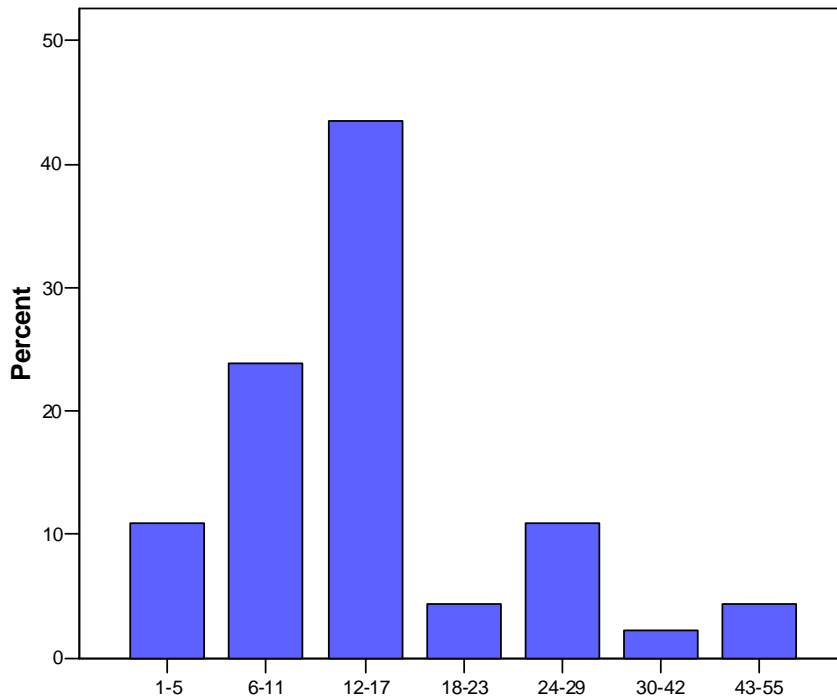
N=48	Frequency	Percent
0-9 days	15	10.4
10-19 days	14	29.2
20-29 days	14	29.2
30-39 days	12	25
40-49 days	2	4.2
60-69 days	1	2.1

2.4.4 Time (in weeks) that it typically takes for a full-time core employee to become fully competent on the job

Mean	13.98
Std. Dev	10.327
Min	2
Max	52

N=46	Frequency	Percent
1-5 weeks	5	10.9
6-11 weeks	1	23.9
12-17 weeks	20	43.5
18-23 weeks	2	4.3
24-29 weeks	5	10.9
30-42 weeks	1	2.2
43-55 weeks	2	4.3

No. of weeks for a full-time employee to become fully competent (core employees)



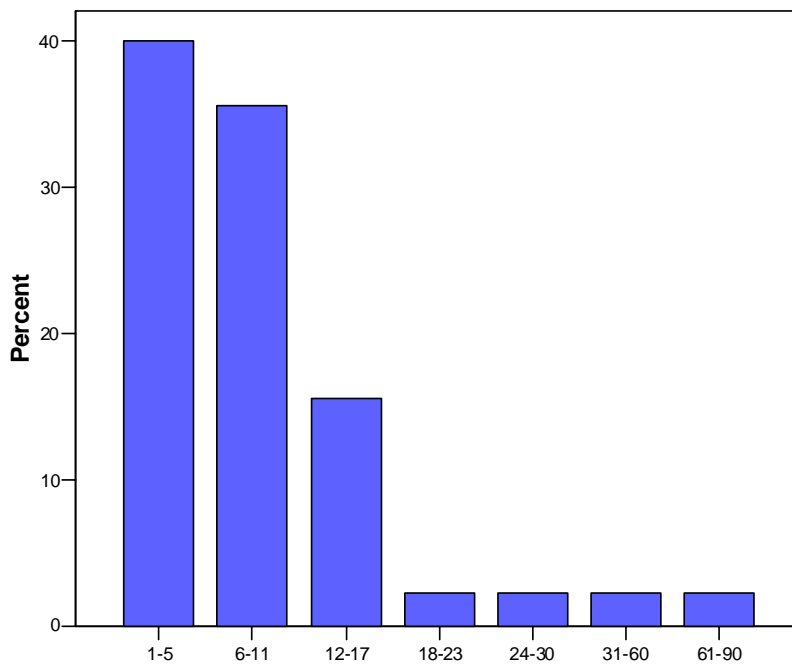
2.4.5 After the first year of employment, number of days of formal training per year that the typical core employee receives (includes online, vendor, classroom or other formal training)

Std. Dev	13.79
Min	0
Max	90

N=45	Frequency	Percent
1-5 days	18	40
6-11 days	6	35.6
12-17 days	7	15.6
18-23 days	1	2.2

24-30 days	1	2.2
31-60 days	1	2.2
69-90 days	1	2.2

No. of days formal training received per year by experienced employees (core employees)



2.4.6 Training provided to the typical core employee in the following areas:

a) Updates on product or service information

N=49	Frequency	Percent
None	2	4.1
Some	1	2
A moderate amount	14	28.6
A lot	16	32.7
A very great deal	16	32.7

b) Customer interaction skills (e.g. negotiation, customer-orientation, handling aggressive customers)

N=49	Frequency	Percent
None	2	4.1
Some	11	22.4
A moderate amount	18	36.7
A lot	15	30.6
A very great deal	3	6.1

c) Interpersonal or team-building skills

N=49	Frequency	Percent
None	5	10.2
Some	17	34.7
A moderate amount	14	28.6
A lot	11	22.4
A very great deal	2	4.1

d) Stress management

N=48	Frequency	Percent
None	18	37.5
Some	18	37.5
A moderate amount	6	12.5
A lot	5	10.4
A very great deal	1	2.1

2.4.7 Number of days of initial training a temporary employee receives (including orientation/ induction and job-related training)

Mean	18.68
Std. Dev	11.09
Min	1
Max	60

N=47	Frequency	Percent
1-9 days	7	14.9
10-19 days	17	36.2
20-29 days	12	25.5
30-39 days	9	19.1
40-49 days	2	4.3

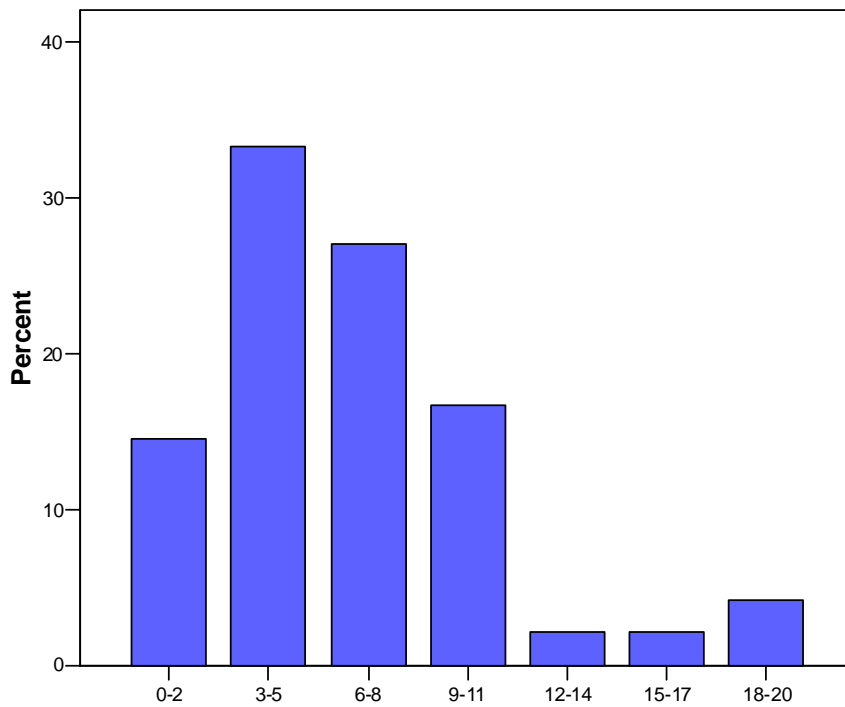
2.5 Turnover, absenteeism and tenure

2.5.1 On a normal working day, the percentage of core employees who are absent (includes all types of absences, but not public holidays, vacations or training)

Mean	6.65
Std. Dev	4.21
Min	1
Max	20

N=48	Frequency	Percent
0-2 %	7	14.6
3-5 %	16	33.3
6-8 %	13	27.1
9-11 %	8	16.7
12-14 %	1	2.1
15-17 %	1	2.1
18-20 %	2	4.2

Percentage of core employees absent on a normal working day

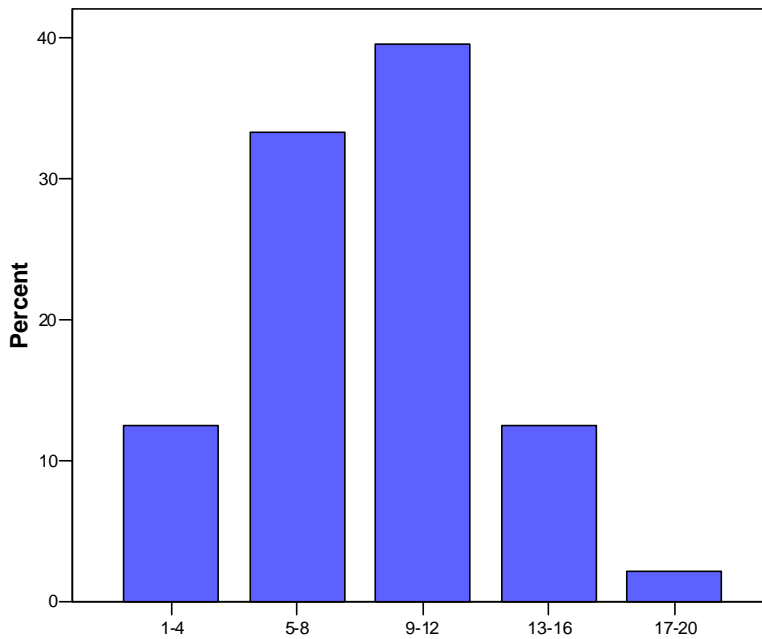


2.5.2 The average number of days per core employee taken as sick leave each year

Mean	8.92
Std. Dev	3.85
Min	2
Max	17

N=48	Frequency	Percent
1-4 days	6	12.3
5-8 days	16	33.3
9-12 days	19	39.6
13-16 days	6	12.5
17-20 days	1	2.1

Average number of sick days taken per core employee



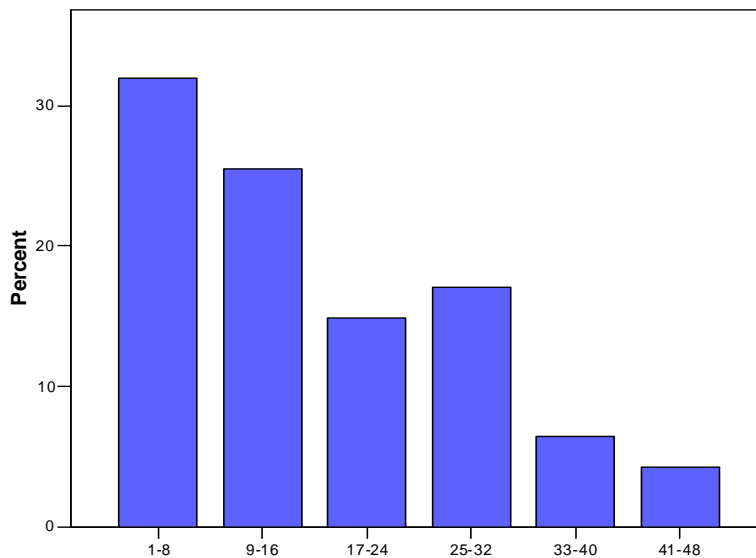
2.5.3 In the previous year, percentage of core employees who:

a) Resigned

Mean	16.28
Std. Dev	14
Min	0
Max	45

N=47	Frequency	Percent
1-8 %	15	31.9
9-16 %	12	25.5
17-24 %	7	14.9
25-32 %	8	17
33-40 %	3	6.4
41-50 %	2	4.3

In the previous year, the percentage of core employees who quit or resigned



b) Promoted within the call centre

Mean	4.8
Std. Dev	4.6
Min	0
Max	15

N=48	Frequency	Percent
1-3%	13	38.2
4-6%	8	23.5
7-9%	3	8.8
10-12%	8	23.5
13-15%	2	5.9

2.5.4 In the previous year, percentage of core employees:

a) Promoted outside the call centre or transferred to other parts of the business

Mean	7.3
Std. Dev	6.91
Min	0
Max	30

N=44	Frequency	Percent
1-5%	22	50
6-10%	13	29.5
11-15%	4	9.1
16-20%	3	6.8
21-25%	1	2.3

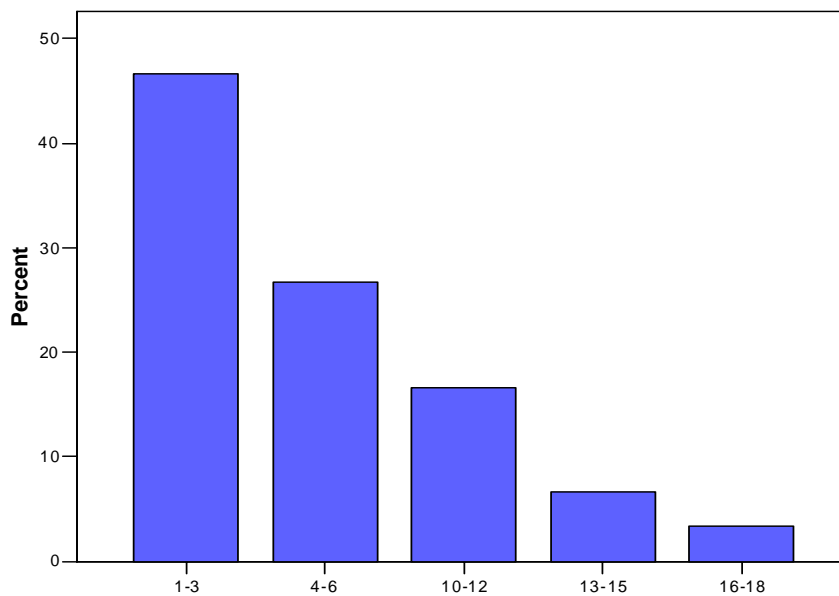
26-30%	1	2.3
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b) Were dismissed

Mean	3.44
Std. Dev	4.463
Min	0
Max	16

N=30	Frequency	Percent
1-3%	14	46.7
4-6%	8	26.7
10-12%	5	16.7
13-15%	2	6.7
16-18%	1	3.3

In the previous year, the percentage of core employees dismissed



c) Retired

Mean	.37
Std. Dev	1.31
Min	0
Max	8

N=7	Frequency	Percent
1-2%	5	71.4
3-4%	1	14.3
5-6%		0
7-8%	1	14.3

2.5.5 Tenure of core employees in the call centre

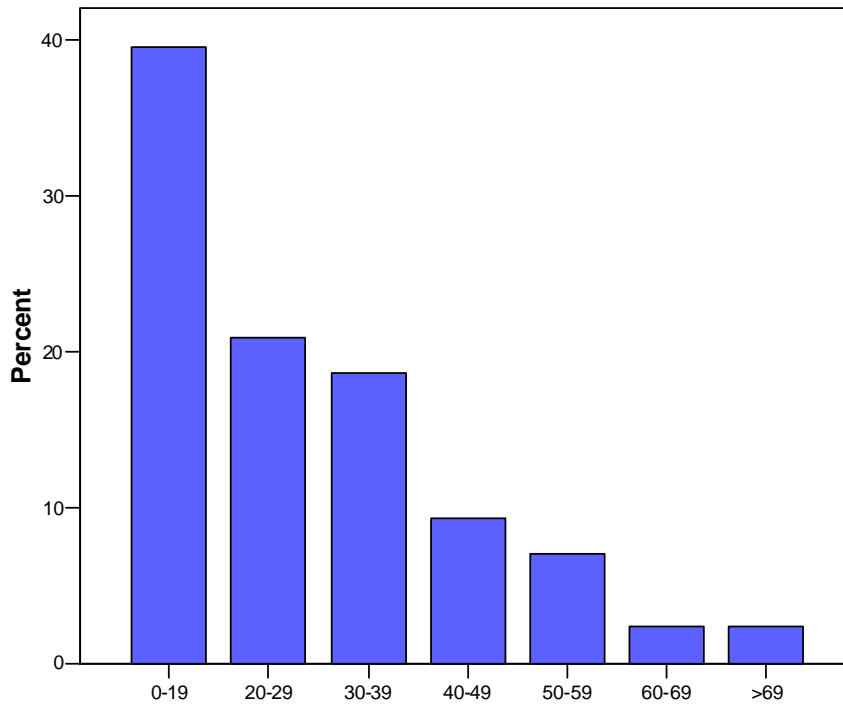
a) Typical tenure in months for core employees

Mean	29.74
Std. Dev	19.43
Min	6
Max	120

N=43	Frequency	Percent
0-19 months	17	39.5
20-29 months	9	20.9
30-39 months	8	18.6
40-49 months	4	9.3
50-59 months	3	7

60-69 months	1	2.3
>69 months	1	2.3

Typical tenure of core employees (months)



b) Percentage of core employees who have worked in the call centre less than one year

Mean	26.81
Std. Dev	16.204
Min	1
Max	65

N=47	Frequency	Percent
1-9 %	7	14.9
10-19%	8	17
20-29%	12	25.5
30-39%	7	14.9
40-49%	7	14.9
50-59%	5	10.6
60-69%	1	2.1

c) Percentage of core employees who have a tenure of more than five years

Mean	19.32
Std. Dev	16.19
Min	0
Max	80

N=47	Frequency	Percent
1-9%	7	14.9
10-19%	8	17
20-29%	12	25.5
30-39%	7	14.9
40-49%	7	14.9
50-59%	5	10.6
>59%	1	2.1

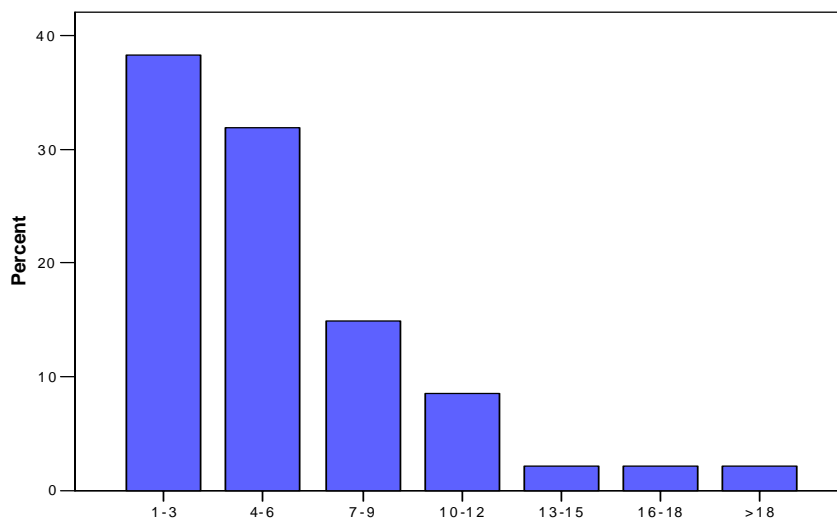
2.5.6 Tenure of managers (excluding supervisors or frontline team leaders) in the call centre

a) Typical tenure in years for call centre managers

Mean	6.09
Std. Dev	6.342
Min	1
Max	42

N=47	Frequency	Percent
1-3 years	18	38.3
4-6 years	15	31.9
7-9 years	7	14.9
10-12 years	4	8.5
13-15 years	1	2.1
16-18 years	1	2.1
>18 years	1	2.1

Typical tenure of managers (years)



b) Percentage of managers who have worked at this call centre less than one year

Mean	11.37
Std. Dev	26.314
Min	0
Max	100

N=15	Frequency	Percent
1-9 %	6	40
10-19%	2	13.3
20-29%	1	6.7
30-39%	1	6.7
40-59%	1	6.7
60-79%	2	13.3
80-100%	2	13.3

c) Percentage of managers with tenure of more than five years

Mean	36.97
Std. Dev	37.21
Min	0
Max	100

N=28	Frequency	Percent
1-19%	4	14.3
20-39%	8	28.6
40-59%	6	21.4

60-79%	1	3.6
80-100%	3	10.7
>100%	6	21.4

2.6 Salaries

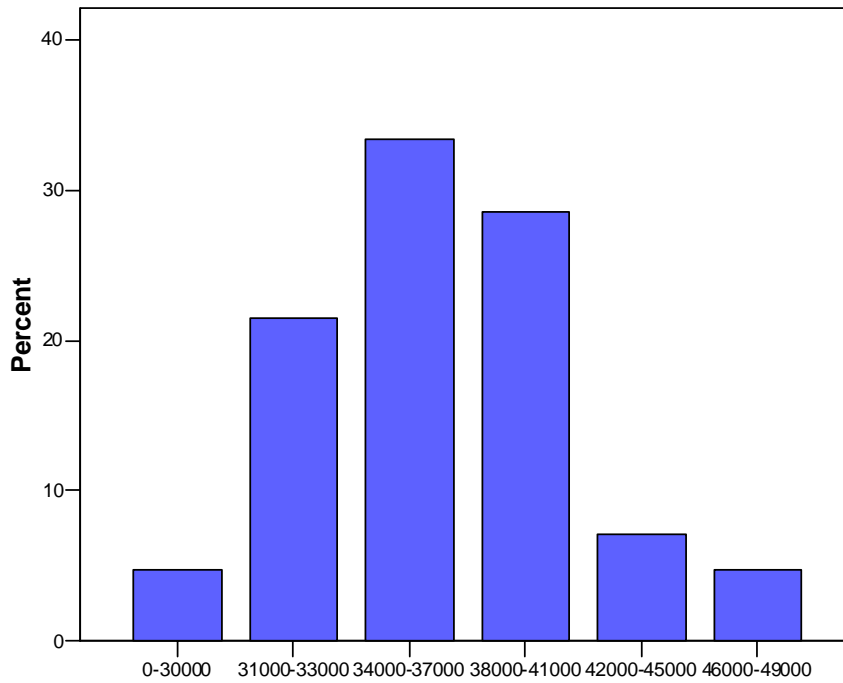
Core employee salaries

2.6.1 Typical core employee total annual earnings in \$:

Mean	36525.95
Std. Dev	4481.99
Min	27000
Max	48000

N=40	Frequency	Percent
\$0-30000	2	4.8
\$31000-33000	9	21.4
\$34000-37000	14	33.3
\$38000-41000	12	28.6
\$42000-45000	3	7.1
\$46000-49000	2	4.8

Typical annual earnings of full-time core employees

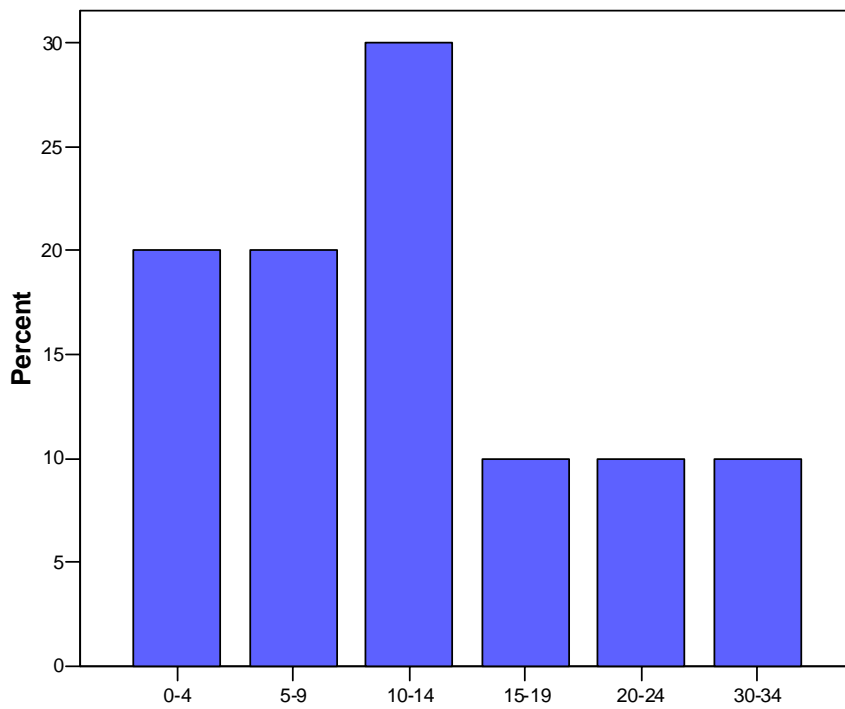


2.6.2 Typical core employee salary: percentage of salary based on individual commission

Mean	2.58
Std. Dev	6.24
Min	0
Max	30

N=10	Frequency	Percent
0-4%	2	20
5-9%	2	20
10-14%	3	30
15-19%	1	10
20-24%	1	10
30-34%	1	10

Percentage of pay based on individual commission (core employees)

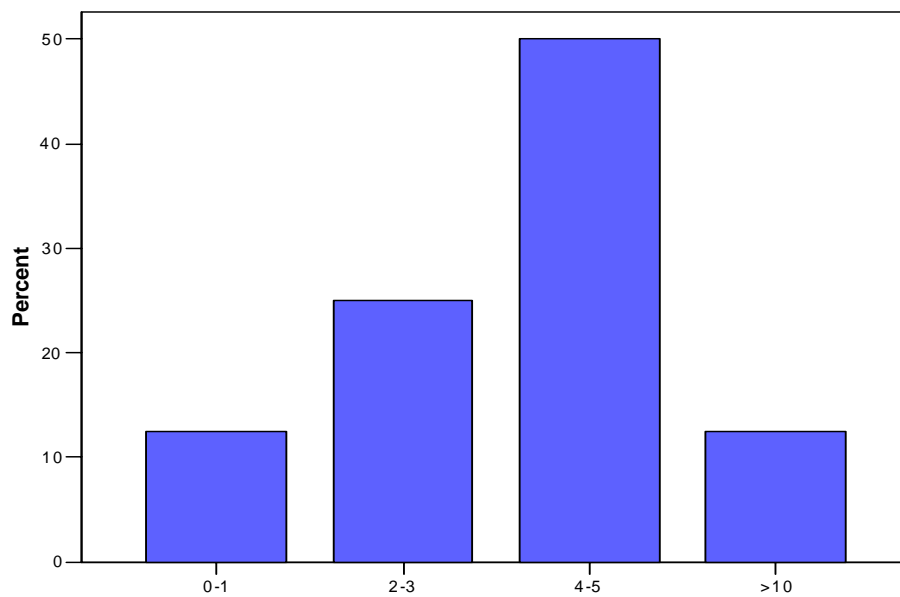


2.6.3 Typical core employee salary: percentage of salary based on group performance

Mean	1.03
Std. Dev	3.28
Min	0
Max	20

N=8	Frequency	Percent
0-1%	1	12.4
2-3%	2	25
4-5%	4	50
6-7%	0	0
8-9%	0	0
>10%	1	12.5

Percentage of pay based on group performance (core employees)

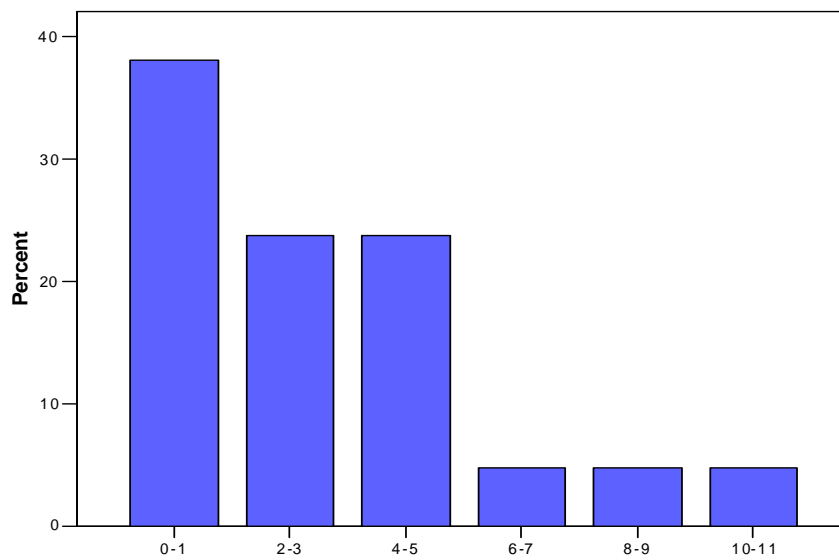


2.6.4 Typical core employee salary: percentage of salary based on overtime

Mean	1.51
Std. Dev	2.42
Min	0
Max	10

N=21	Frequency	Percent
0-1%	8	38.1
2-3%	5	23.8
4-5%	5	23.8
6-7%	1	4.8
8-9%	1	4.8
10-11%	1	4.8

Percentage of pay derived from overtime (core employees)

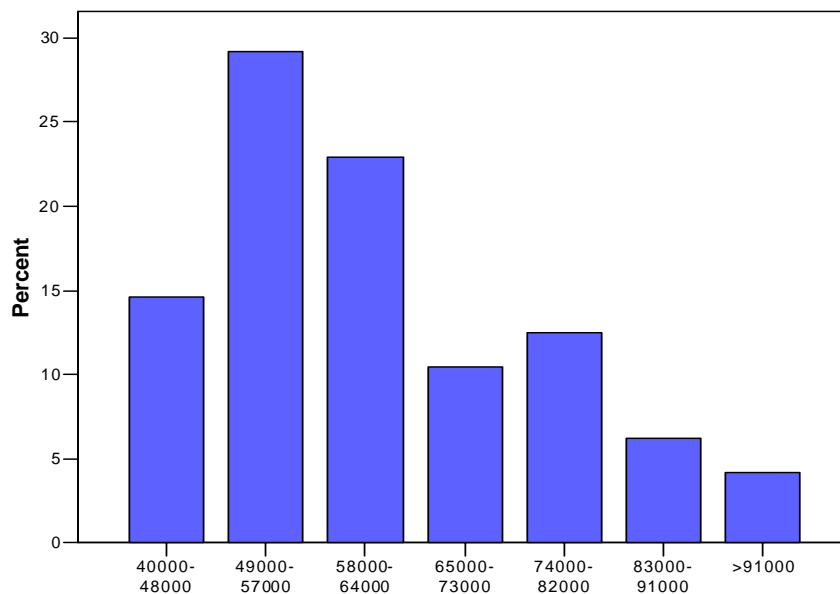


2.6.5 Typical manager typical total annual earnings in \$:

Mean	62466.78
Std. Dev	16759.31
Min	40000
Max	130000

N=48	Frequency	Percent
\$40000-48000	7	14.6
\$49000-57000	14	29.2
\$58000-64000	11	22.9
\$65000-73000	5	10.4
\$74000-82000	6	12.5
\$83000-91000	3	6.3
>\$91000	2	4.2

Typical annual earnings of full-time managers

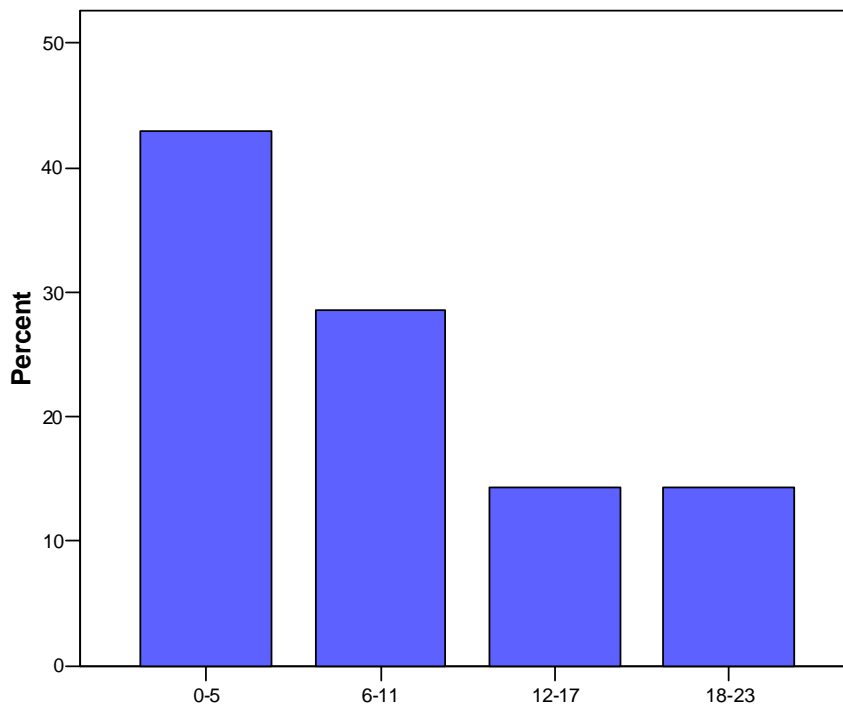


2.6.6 Typical manager salary: percentage of salary based on individual commission

Mean	1.32
Std. Dev	3.93
Min	0
Max	20

N=7	Frequency	Percent
0-5%	3	42.9
6-11%	2	28.6
12-17%	1	14.3
18-25%	1	14.3

Percentage of pay based on individual commission- managers

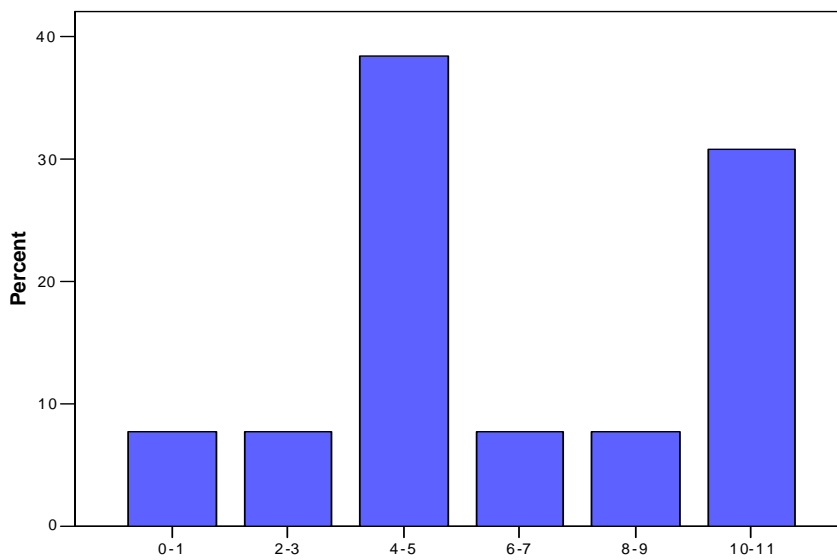


2.6.7 Typical manager salary: percentage of salary based on group performance

Mean	1.73
Std. Dev	3.247
Min	0
Max	10

N=13	Frequency	Percent
0-1%	1	7.7
2-3%%	1	7.7
4-5%	5	38.5
6-7%	1	7.7
8-9%	1	7.7
10-11%	4	30.8

Percentage of pay based on group performance- managers



2.6.8 Typical manager salary: percentage of salary based on overtime

Mean	0.43
Std. Dev	1.94
Min	0
Max	10

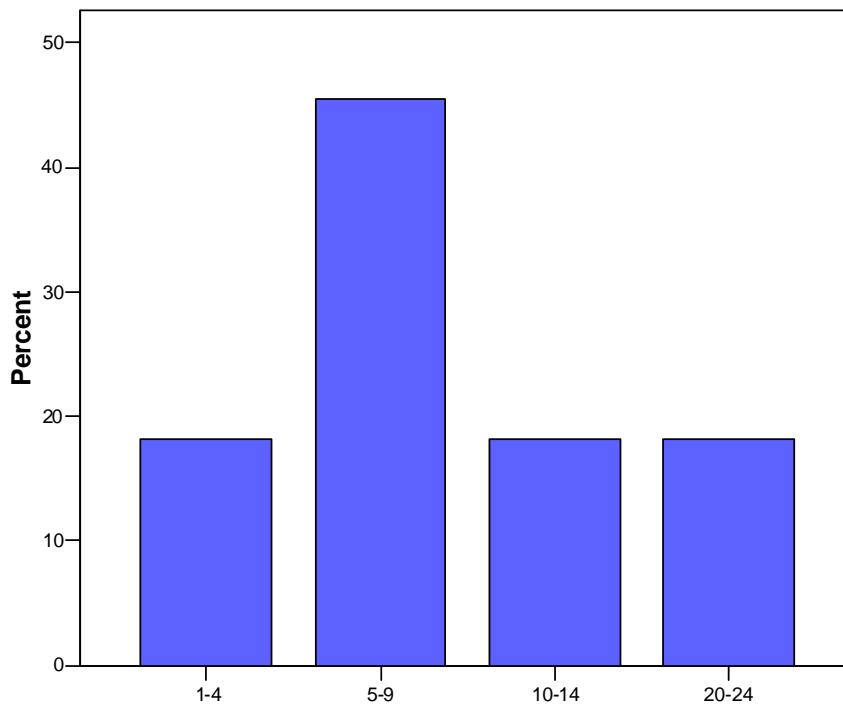
N=3	Frequency	Percent
0-1%	1	33.3
2-3%	0	0
4-5%	0	0
6-7%	0	0
8-9%	1	33.3
10-11%	1	33.3

2.6.9 On top of total annual earnings, additional percentage that is paid as benefits for core employees, such as employer contributions to health insurance (excludes items such as workers' compensation, superannuation and other mandatory government taxes)

Mean	2.43
Std. Dev	5.21
Min	0
Max	20

N=11	Frequency	Percent
1-4%	2	18.2
5-9%	5	45.5
10-14%	2	18.2
15-19%	0	0
20-24%	2	18.2

Percentage of pay recieved as benefits core employees



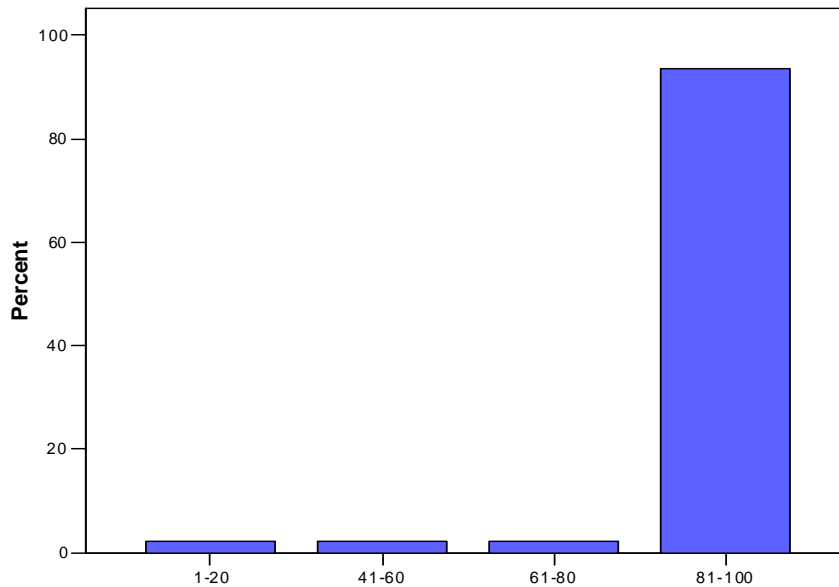
2.7 Performance Management

2.7.1 Percentage of employees regularly (six monthly, annually) assessed by a formal performance appraisal

Mean	92.69
Std. Dev	23.99
Min	0
Max	100

N=46	Frequency	Percent
1-20%	1	2.2
21-40%	0	0
41-60%	1	2.2
61-80%	1	2.2
81-100%	43	93.5

Percentage of core employees regularly assessed by formal performance appraisal



Part Three: Key Performance Indicators

This section reports data on key call centre performance indicators. These include call targets, costs and revenue and customer satisfaction information.

3.1 Operational Performance

3.1.1 Call centre has a target time or ratio for incoming calls to be answered (e.g. 80% of calls answered in 20 seconds)

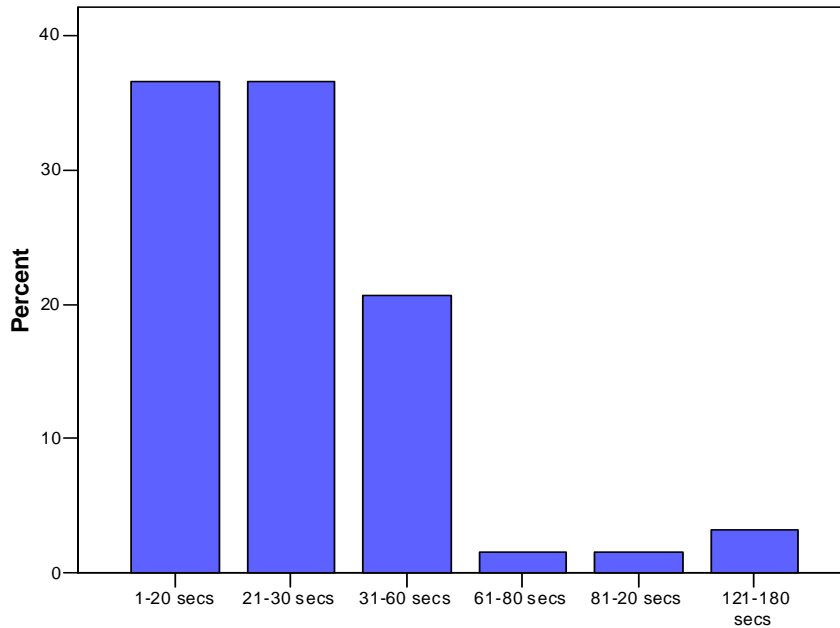
N=71	Frequency	Percent
Yes	66	93
No	5	7

3.1.2 Target time for incoming calls (calls answered in number of seconds)

Mean	37.92
Std. Dev	32.21
Min	10
Max	180

N=63	Frequency	Percent
1-20 secs	23	36.5
21-30 secs	23	36.5
31-60 secs	13	20.6
61-80 secs	1	1.6
81-120 secs	1	1.6
121-180 secs	2	3.2

Target time of Average Speed of Answer ratio

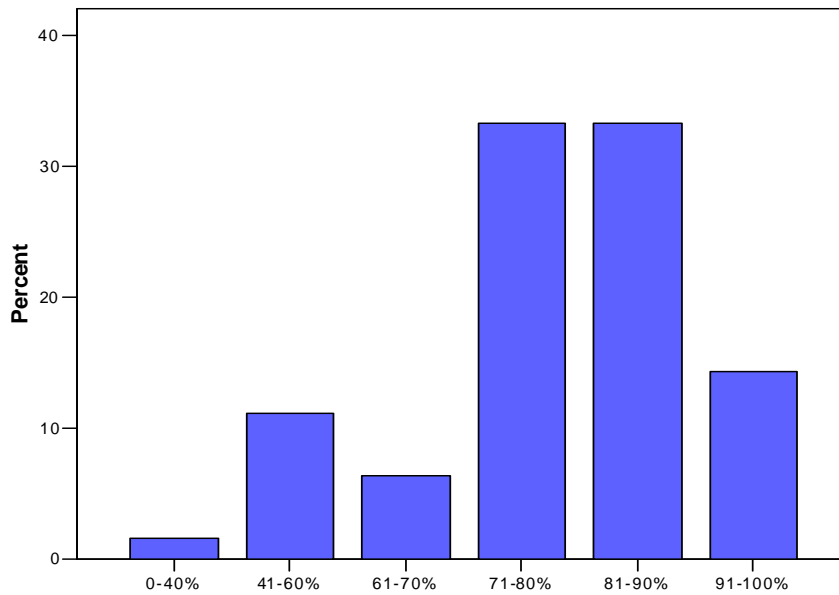


3.1.3 Percentage of calls that are actually answered within the target time

Mean	79.61
Std. Dev	13.271
Min	40
Max	100

N=63	Frequency	Percent
0-40%	1	1.6
41-60%	7	11.1
61-70%	4	6.3
71-80%	21	33.3
81-90%	21	33.3
91-100%	9	14.3

Percentage of calls answered within the target time

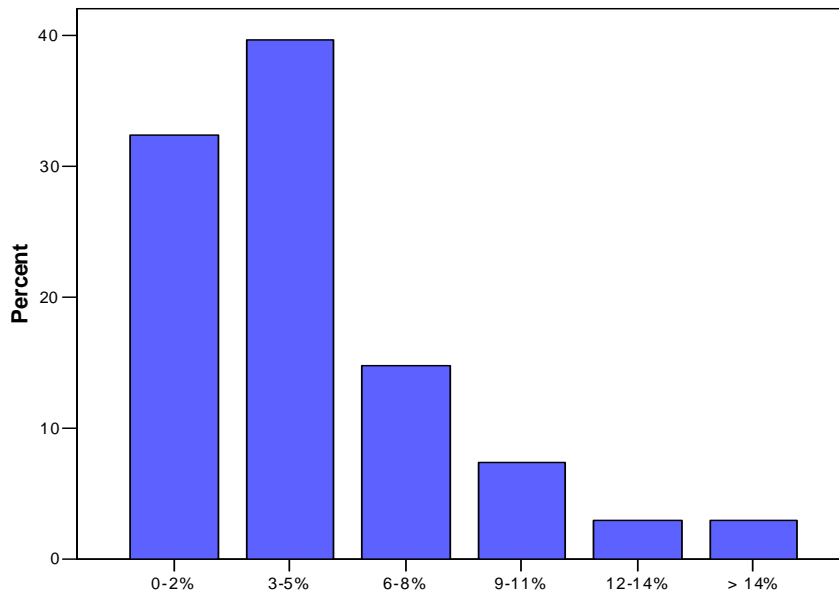


3.1.4 Percentage of calls that are abandoned (customers hanging up before call is answered)

Mean	5.54
Std. Dev	9.97
Min	0
Max	82

N=68	Frequency	Percent
0-2%	22	32.4
3-5%	27	39.7
6-8%	10	14.7
9-11%	5	7.4
12-14%	2	2.9
>14%	2	2.9

Percentage of calls abandoned

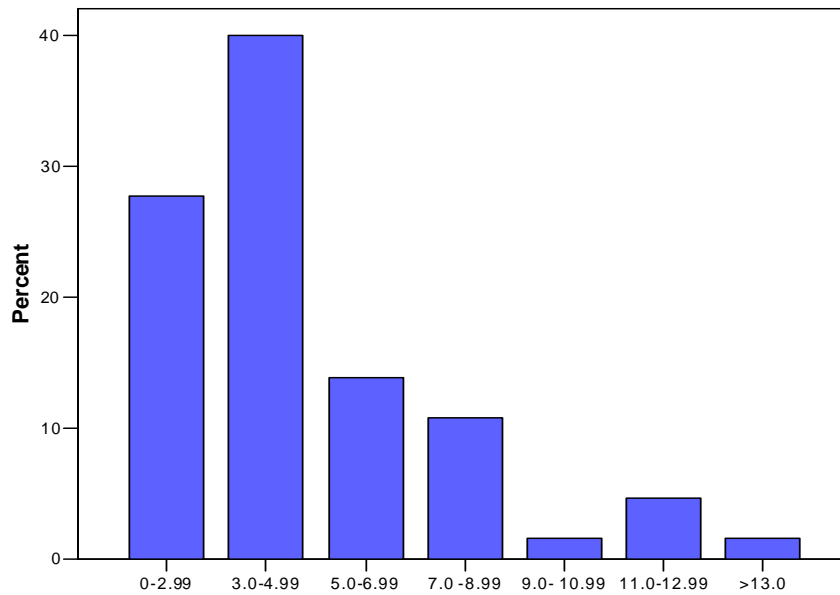


3.1.5 Approximate average duration of a call (in minutes)

Mean	4.59
Std. Dev	2.79
Min	1.5
Max	14.33

N=65	Frequency	Percent
0-2.99 mins	18	27.7
3-4.99 mins	26	40
5-6.99 mins	9	13.8
7-8.99 mins	7	10.8
9-10.99 mins	1	1.5
11-12.99 mins	3	4.6
>13 mins	1	1.5

Approximate average duration of a call (mins)

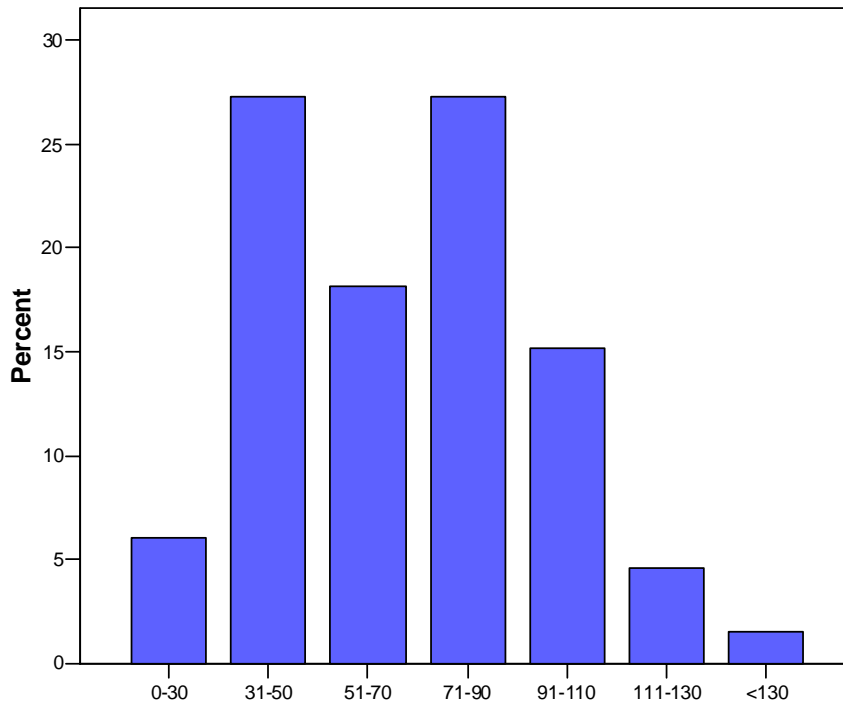


3.1.6 Average number of calls that a core employee handles per day

Mean	70.33
Std. Dev	27.84
Min	18
Max	141

N=66	Frequency	Percent
0-30 calls	4	6.1
31-50 calls	18	27.3
51-70 calls	12	18.2
71-90 calls	18	27.3
91-110 calls	10	15.2
111-130 calls	3	4.5
>130 calls	1	1.5

Average number of calls an employee handles per day



3.1.7 Average number of work-related emails (e.g. information relating to services, regulations etc) that a core employee receives from management per day

Mean	11.96
Std. Dev	17.77
Min	0
Max	92

N=56	Frequency	Percent
0-4	14	25
5-10	27	48.2
11-20	8	14.3
21-30	2	3.6
31-40	1	1.8
41-50	2	3.6
>50	2	3.6

3.2 Costs and Revenue

3.2.1 Percentage of total costs (e.g. fixed + variable) that are labour costs (includes wages and all other labour costs)

Mean	71.47
Std. Dev	18.51
Min	8
Max	100

N=58	Frequency	Percent
0-30%	2	3.4
31-50%	4	6.9
51-60%	8	13.8
61-70%	12	20.7
71-80%	17	29.3
81-90%	8	13.8
91-100%	7	12.1

3.2.2 In the last two years has the value of your sales (total revenue)

N=66	Frequency	Percent
Increased	40	60.6
Decreased	1	1.5
Remained the same	4	6.1
Not applicable	21	31.8

3.3 Customer Satisfaction and Customer Contact

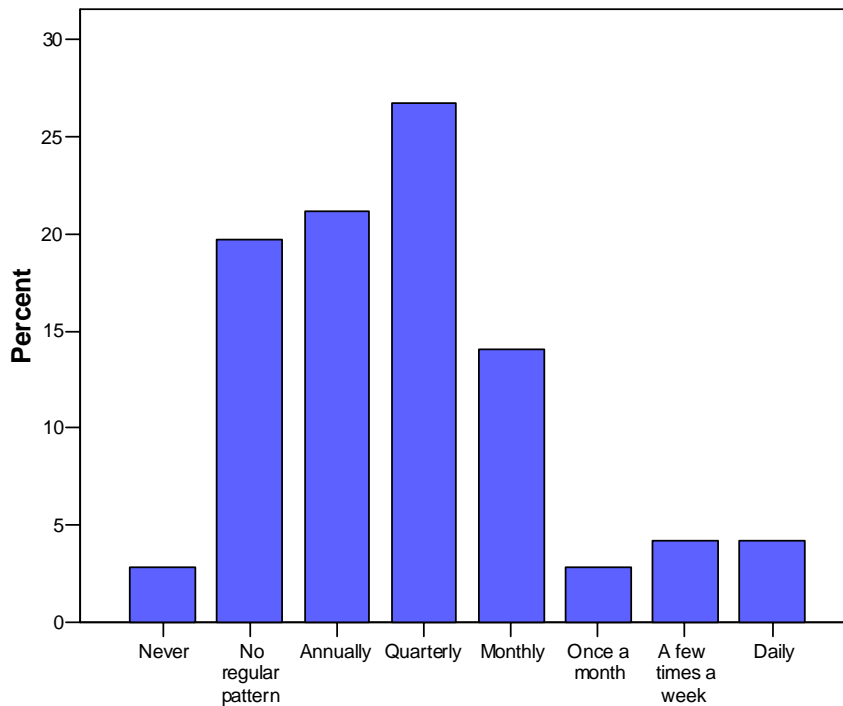
3.3.1 Call centre has a formal mechanism for gathering customer feedback on call centre performance (such as a regular customer survey)

N=71	Frequency	Percent
Yes	55	77.5
No	16	22.5

3.3.2 Regularity of customer satisfaction data being fed back to core employees

N=68	Frequency	Percent
Never	2	2.9
No regular pattern	14	20.6
Annually	15	22.1
Quarterly	19	27.9
Monthly	10	14.7
Once a week	2	2.9
A few times a week	3	4.4
Daily	3	4.4

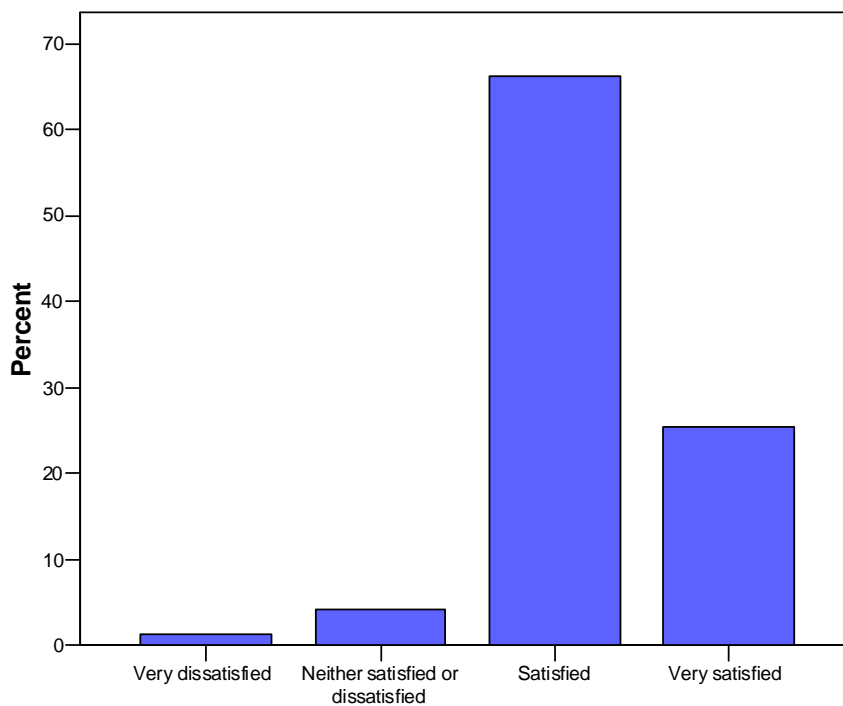
Regularity of feeding back customer satisfaction data to employees



3.3.3 Average level of customer satisfaction at the call centre

N=69	Frequency	Percent
Very Dissatisfied	1	1.4
Dissatisfied	0	0
Neither satisfied or dissatisfied	3	4.3
Satisfied	47	68.1
Very satisfied	18	26.1

Average level of customer satisfaction for the call centre



Manner in which customer complaints are dealt with in the call centre:

3.3.4 Complaints are dealt with on an ad hoc basis

N= 70	Frequency	Percent
Disagree a lot	26	37.1
Disagree	18	25.7
Neither disagree or agree	8	11.4
Agree	15	21.4
Agree a lot	3	4.3

3.3.5 Core employees are empowered to deal with a complaint until completion

N= 70	Frequency	Percent
Disagree a lot	2	2.9
Disagree	5	7.1
Neither disagree or agree	12	17.1
Agree	31	44.3
Agree a lot	20	28.6

3.3.6 There is a formal system for handling complaints

N= 71	Frequency	Percent
Disagree a lot	2	2.8
Disagree	4	5.6
Neither disagree or agree	1	1.4
Agree	27	38
Agree a lot	37	52.1

3.3.7 A formal system is used to identify and rectify the causes of complaints

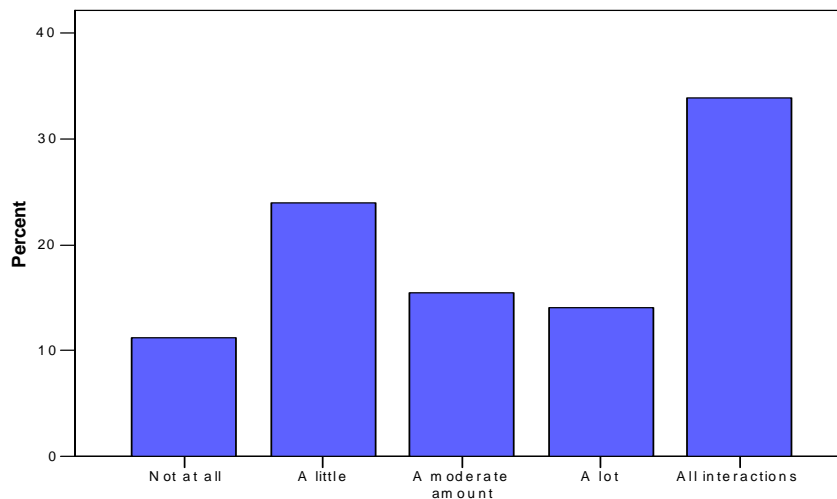
N= 70	Frequency	Percent
Disagree a lot	0	0
Disagree	7	10
Neither disagree or agree	7	10
Agree	29	41.4
Agree a lot	27	38.6

Degree to which customer interaction with core employees involves the following:

3.3.8 Selling

N=70	Frequency	Percent
Not at all	8	11.4
A little	17	24.3
A moderate amount	11	15.7
A lot	10	14.3
All interactions	24	34.3

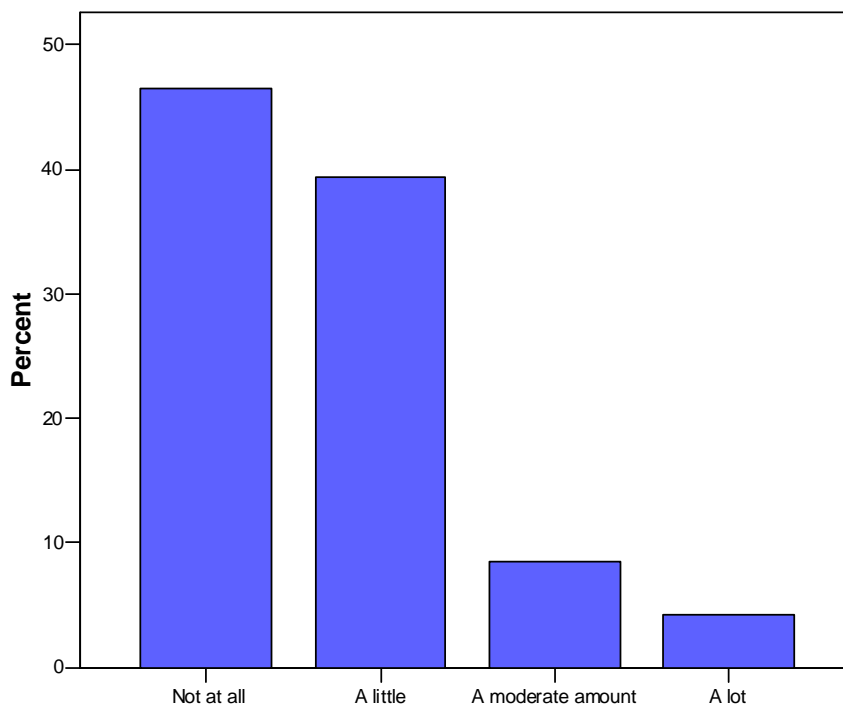
Percentage of customer interactions with employees that involve selling



3.3.9 Developing rapport with a customer

N=70	Frequency	Percent
Not at all	33	47.1
A little	28	40
A moderate amount	6	8.6
A lot	3	4.3
All interactions	0	0

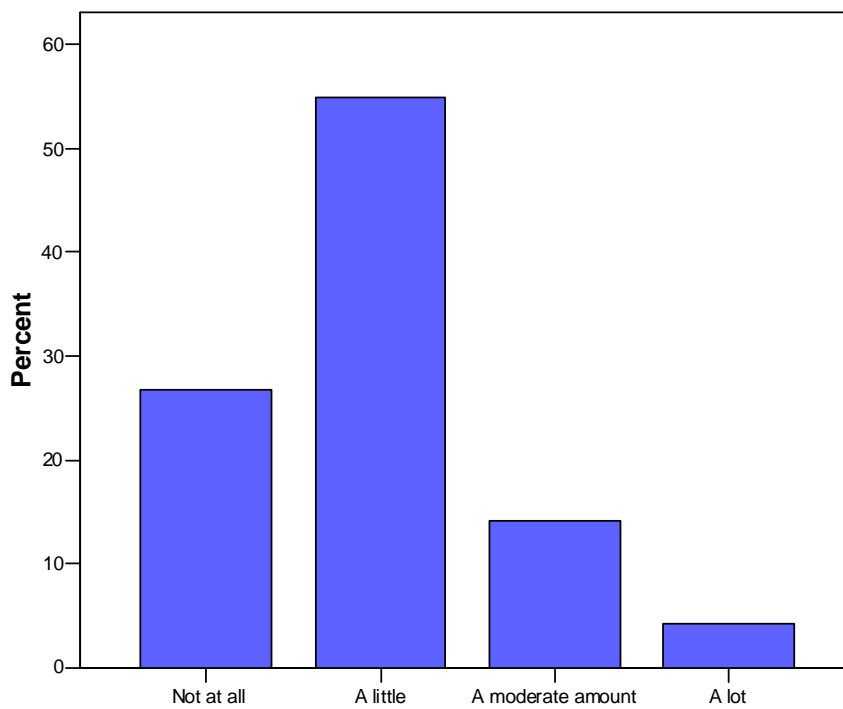
Percentage of customer interactions with employees that involve developing a rapport



3.3.10 Problem solving

N=71	Frequency	Percent
Not at all	19	26.8
A little	39	54.9
A moderate amount	10	14.1
A lot	3	4.2
All interactions	0	0

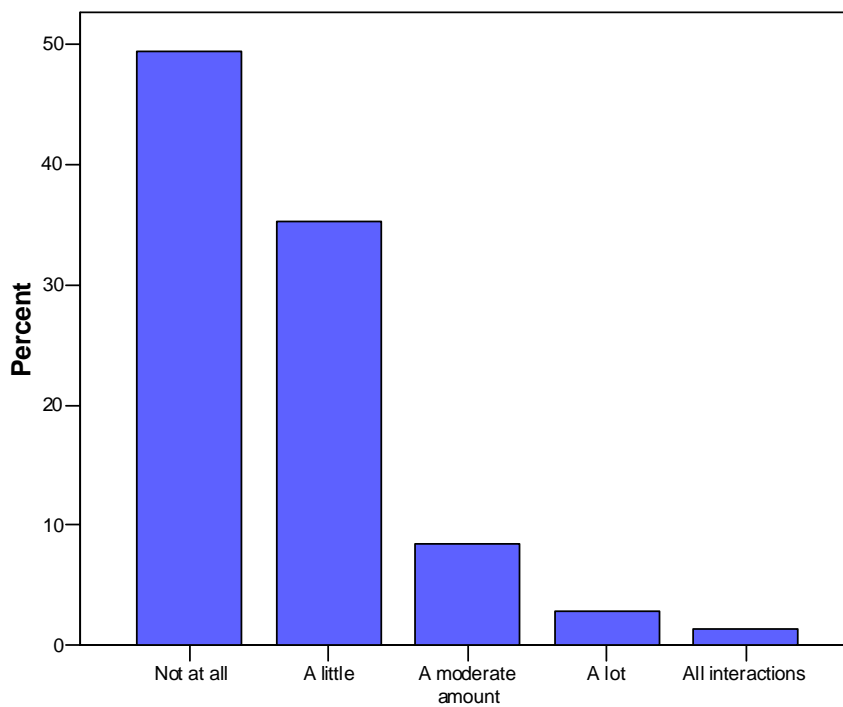
Percentage of typical interaction between customer and employees that is problem solving



3.3.11 Building a relationship between the customer and the organisation

N=69	Frequency	Percent
Not at all	35	50.7
A little	25	36.2
A moderate amount	6	8.7
A lot	2	2.9
All interactions	1	1.4

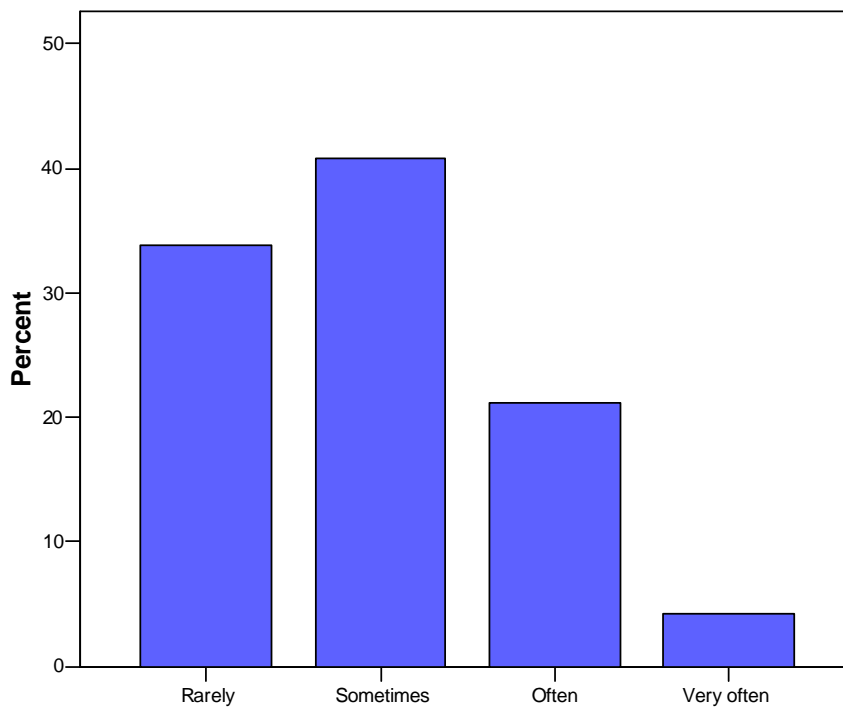
Percentage of customer interactions with employees that involve building a relationship between the customer and the organisation



3.3.12 Degree to which individual core employees have repeated interactions with the same customer

N=71	Frequency	Percent
Never	0	0
Rarely	24	33.8
Sometimes	29	40.8
Often	15	21.1
Very often	3	4.2

How often employees have repeated interactions with customers



Part Four: Call Centre Technology and Monitoring

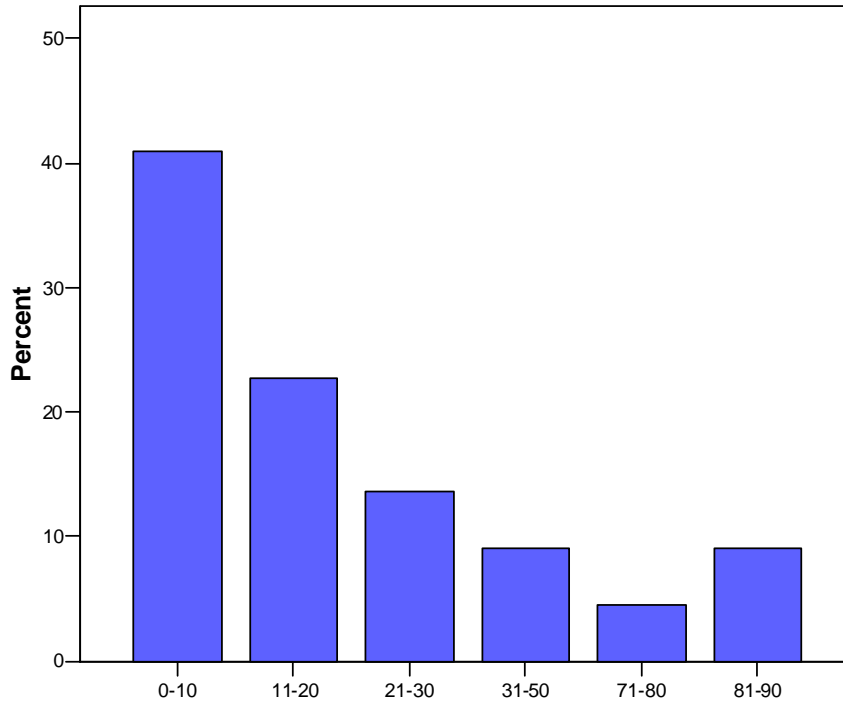
4.1 Call Centre Technology

4.1.2 Percentage of calls that are completed by a Voice Recognition Unit (VRU) or interactive Voice Response Unit (IVR) (that is, do not require human interaction)

Mean	8.75
Std. Dev	19.41
Min	0
Max	88

N=22	Frequency	Percent
0-10 %	9	40.9
11-20%	5	22.7
21-30%	3	13.6
31-50%	2	9.1
51-70%	0	0
71-80%	1	4.5
81-90%	2	9.1

Percentage of daily customer calls taken by VRU or IVR



Technologies that core employees regularly use to interact with customers:

4.1.3 Email

N=71	Frequency	Percent
Yes	47	66
No	24	33

4.1.4 Fax

N=71	Frequency	Percent
Yes	54	76
No	17	24

4.1.5 Media blending

N=	Frequency	Percent
Yes	0	0
No	71	100

4.1.6 Speech recognition

N=71	Frequency	Percent
Yes	7	10
No	64	90

4.1.7 Workflow management

N=71	Frequency	Percent
Yes	29	41
No	42	59

4.1.8 Electronic customer relationship management

N=71	Frequency	Percent
Yes	10	14
No	61	86

4.1.9 Voice over IP

N=71	Frequency	Percent
Yes	3	4
No	68	96

4.1.10 Web enablement (joint browsing, chat, instant messaging)

N=71	Frequency	Percent
Yes	2	3
No	69	97

4.2 Call Monitoring

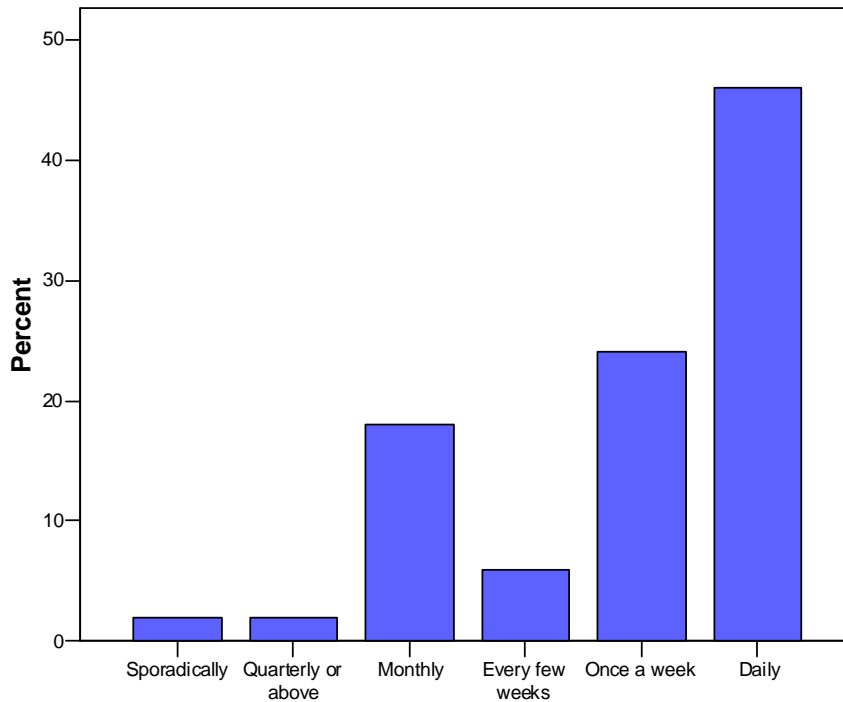
4.2.1 Percentage of work activity (of core employees) which is continuously monitored

Mean	33
Std. Dev	38
Min	0
Max	100

4.2.2 Regularity that core employees receive statistical information on their performance (e.g. number of calls taken, call length, number of sales)

N=49	Frequency	Percent
Never	0	0
Sporadically	1	2
Quarterly or above	1	2
Monthly	9	18.4
Every few weeks	3	6.1
Once a week	12	24.5
A few times a week	0	0
Daily	23	46.9

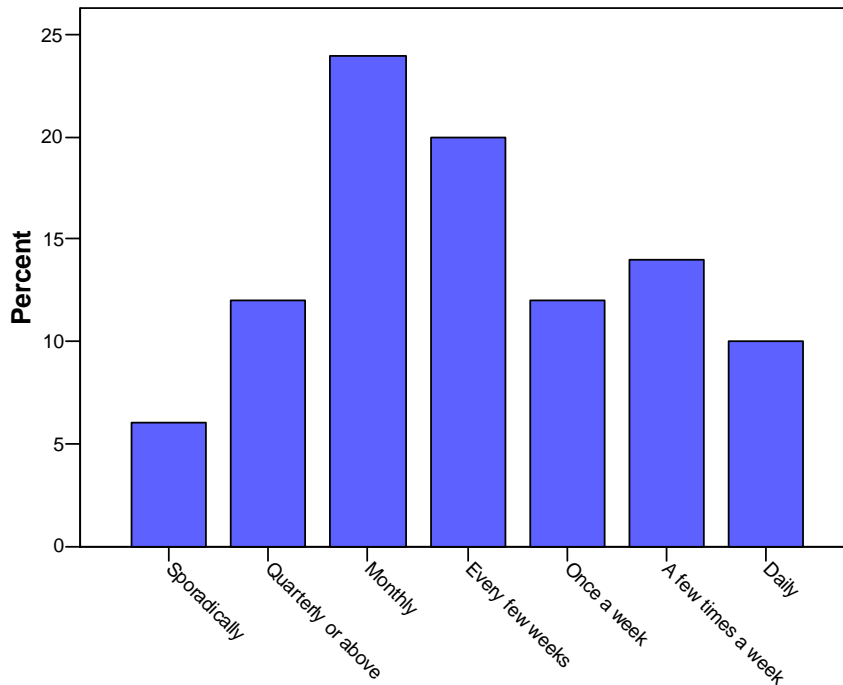
How often are core employees given statistics on performance



4.2.3 How often supervisors, or other staff, listen to the calls of core employees with more than one year of tenure

N=49	Frequency	Percent
Never	0	0
Sporadically	3	6.1
Quarterly or above	6	12.2
Monthly	12	24.5
Every few weeks	10	20.4
Once a week	6	12.2
A few times a week	7	14.3
Daily	5	10.2

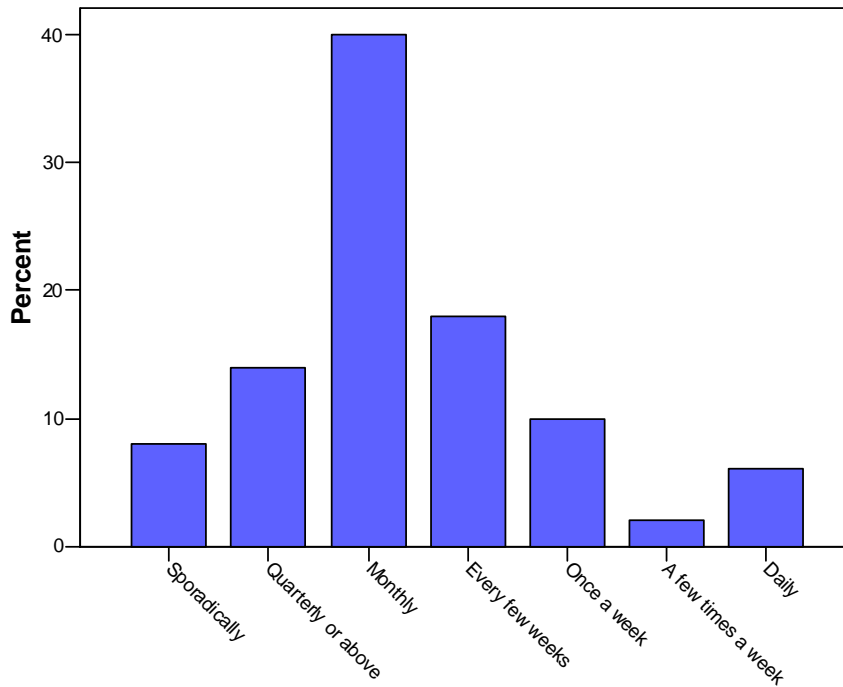
Core employees calls listened to by supervisor



4.2.4 How often an employee with tenure of more than one year receives feedback and coaching on telephone technique and service delivery from a supervisor

N=49	Frequency	Percent
Never	0	0
Sporadically	4	8.2
Quarterly or above	7	14.3
Monthly	20	40.8
Every few weeks	9	18.4
Once a week	5	10.2
A few times a week	1	2
Daily	3	6.1

Regularity of feedback to core employees on phone technique

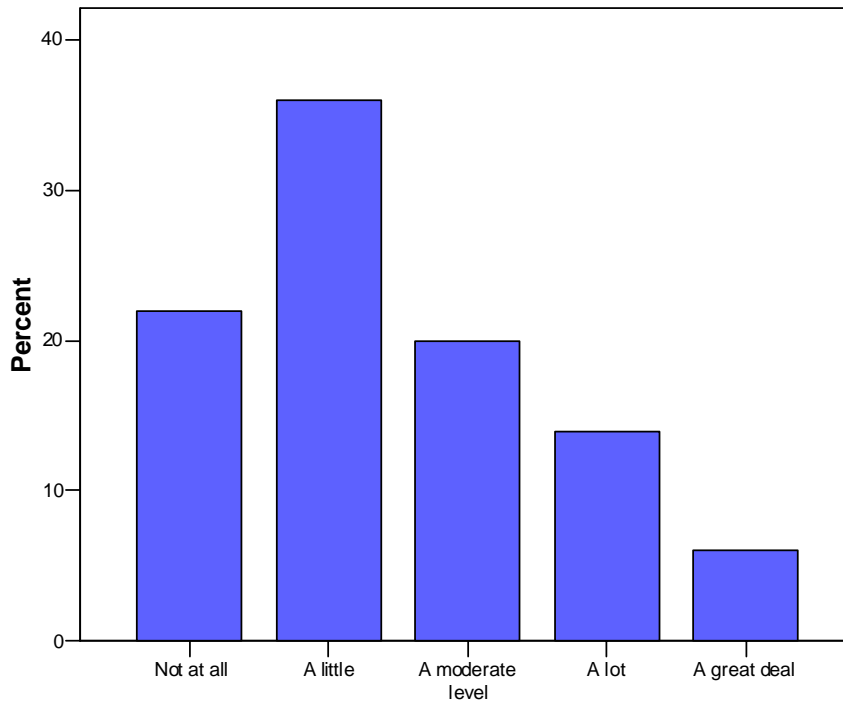


Extent to which the information from performance monitoring used:

4.2.5 To substantiate disciplinary actions for core employees

N=49	Frequency	Percent
Not at all	11	22.4
A little	18	36.7
Moderate level	10	20.4
A lot	7	14.3

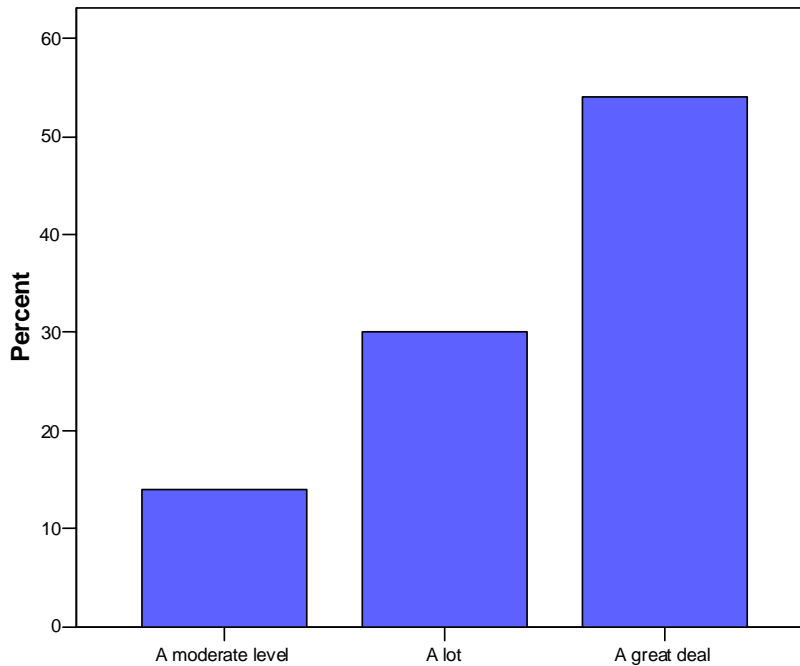
Extent to which performance monitoring information is used for disciplinary actions



4.2.6 To improve the performance of core employees

N=49		
	Frequency	Percent
Not at all	0	0
A little	0	0
Moderate level	7	14.3
A lot	15	30.6
A great deal	27	55.1

Extent to which performance monitoring information is used to improve performance



4.2.7 To identify the training needs of core employees

N=49	Frequency	Percent
Not at all	0	0
A little	2	4.1
Moderate level	8	16.3
A lot	19	38.8
A great deal	20	40.8

Part Five: Call Centre Work Arrangements

5.1 Work Arrangements

5.1.1 Percentage of core employees who routinely perform their job as part of a self-managed or semi-autonomous team (i.e. a team in which employees make their own decisions about task assignments and work methods)

Mean	19.98
Std. Dev	32.08
Min	0
Max	100

N=22	Frequency	Percent
1-19 %	6	27.3
20-39%	7	31.8
40-59%	3	13.6
60-79%	0	0
80-100%	6	27.3

5.1.2 Percentage of core employees who are currently involved in quality circles or process/ product improvement teams

Mean	13.31
Std. Dev	22.91
Min	0
Max	100

N=25	Frequency	Percent
1-9%	8	32
10-19%	10	40
20-29%	1	4
30-49%	1	4
50-79%	1	4
80-89%	4	16

5.1.3 Percentage of core employees who have access to flexible work arrangements, such as job-sharing, telecommuting or flexi-time

Mean	23.5
Std. Dev	37.65
Min	0
Max	100

N=26	Frequency	Percent
1-9%	10	38.5
10-19%	3	11.5
20-39%	1	3.8
40-59%	2	7.7
60-79%	1	3.8
80-89%	3	11.5
90-100%	6	23.1

5.1.4 Percentage of core employees who have flexible job descriptions not linked to specific tasks

Mean	0.84
Std. Dev	2.23
Min	0
Max	10

N=9	Frequency	Percent
1-2%	4	44.4
3-4%	2	22.2
5-6%	1	11.1
7-8%	0	0
9-10%	2	22.2

5.1.5 Percentage of core employees who are members of a trade union

Mean	13.44
Std. Dev	21.46
Min	0
Max	100

N=28	Frequency	Percent
10-19%	16	57.1
20-29%	4	14.3
30-39%	4	14.3
40-59%	2	7.1
60-79%	0	0
80-100%	2	7.1

5.1.6 Do call centre staff recognise one of more trade unions for collective bargaining for core employees?

N=48	Frequency	Percent
Yes	27	56.3
No	21	43.8

5.1.7 Does the call centre have a formal staff association (or equivalent) for core employees?

N=48	Frequency	Percent
Yes	23	47.9
No	25	52.1

5.1.8 Does the call centre have a joint consultative committee (involving management and core employee representatives) or equivalent for core employees?

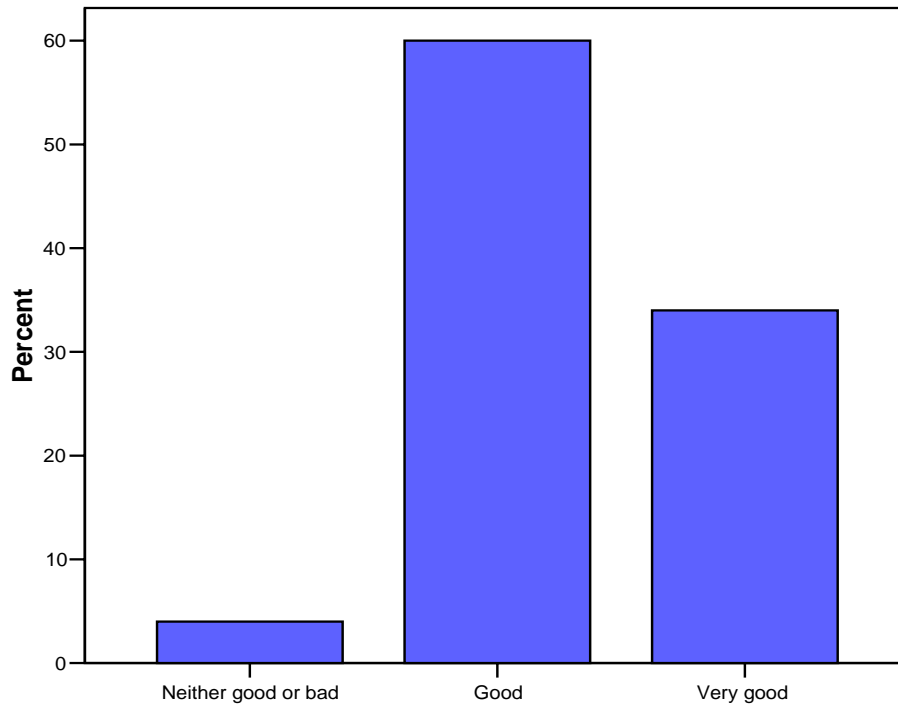
N=46	Frequency	Percent
Yes	27	58.7
No	19	41.3

5.2 Call Centre Relations

5.2.1 Relations between management and core employees in the call centre

N=49	Frequency	Percent
Very bad	0	0
Some	0	0
Neither good nor bad	2	4.1
Good	30	61.2
Very good	17	34.7

Relations between management and core employees



5.2.2 Relations between management and the union(s) or staff association at the call centre

N=38	Frequency	Percent
Very bad	0	0
Some	1	2.6
Neither good nor bad	13	34.2
Good	21	55.3
Very good	3	7.9

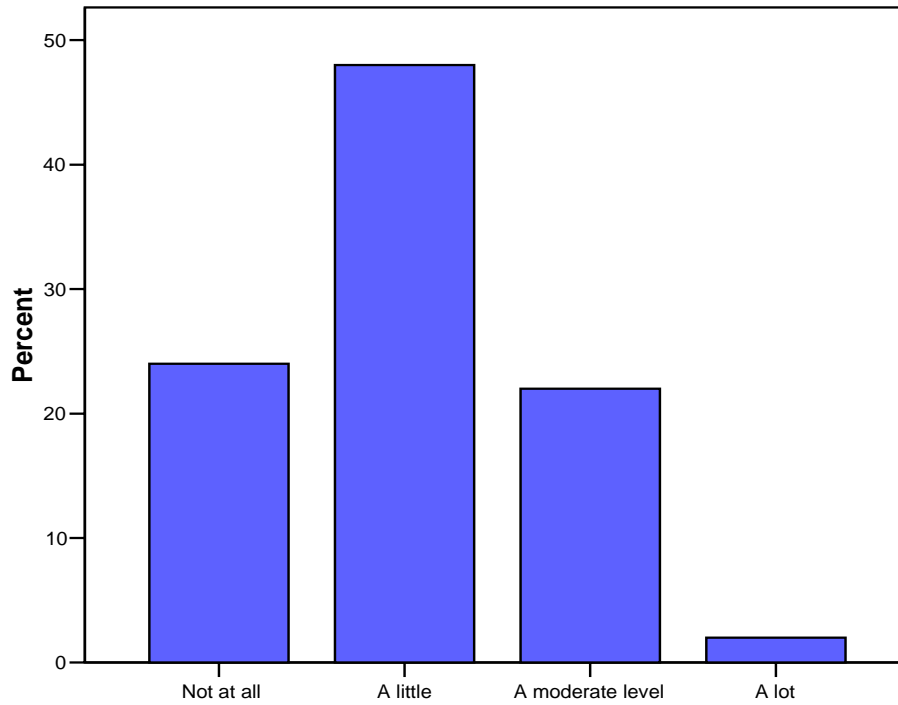
5.3 Employee Discretion

5.3.1 Extent to which core employees typically have discretion over the following:

a) The daily work tasks they do

N=48	Frequency	Percent
Not at all	12	25
A little	24	50
Moderate level	11	22.9
A lot	1	2.1
A great deal	0	0

Extent to which core employees have discretion over daily work tasks



b) The equipment, methods or procedures they use

N=48	Frequency	Percent
Not at all	19	39.6
A little	20	41.7
Moderate level	8	16.7
A lot	1	2.1
A great deal	0	0

c) The pace or speed at which they work

N=48	Frequency	Percent
Not at all	3	6.3
A little	21	43.8
Moderate level	20	41.7
A lot	2	4.2
A great deal	2	4.2

d) What they say to a customer

N=48	Frequency	Percent
Not at all	2	4.2
A little	13	27.1
Moderate level	18	37.5
A lot	12	25
A great deal	3	6.3

e) The design and use of new technology

N=48	Frequency	Percent
Not at all	21	43.8
A little	20	41.7
Moderate level	5	10.4
A lot	2	4.2
A great deal	0	0

f) Setting their daily lunch and break schedule

N=48	Frequency	Percent
Not at all	22	45.8
A little	18	37.5
Moderate level	4	8.3
A lot	3	6.3
A great deal	1	2.1

g) Revising work methods

N=47	Frequency	Percent
Not at all	7	14.9
A little	16	34
Moderate level	20	42.6
A lot	4	8.5
A great deal	0	0

h) Handling additional requests or problems that arise unexpectedly

N=48	Frequency	Percent
Not at all	1	2.1
A little	12	25
Moderate level	25	52.1
A lot	9	18.8
A great deal	1	2.1

i) Settling customer complaints without referral to a supervisor or other expert

N=47	Frequency	Percent
Not at all	2	4.3
A little	6	12.8
Moderate level	17	36.2
A lot	17	36.2
A great deal	5	10.6

5.3.2 A formal suggestion system exists for capturing the ideas of core employees

N=48	Frequency	Percent
Yes	32	66.7
No	16	33.3

5.3.3 Extent to which core employees are required to use scripts when talking to a customer

N=48	Frequency	Percent
Not at all	11	22.9
A little	11	33.3
Moderate level	12	25
A lot	4	8.3
A great deal	5	10.4

Part Six: Institutional Facilities and Pressures

This section reports the extent to which call centre use various public resources to assist their operations and the degree to which call centre managers feel pressure from various institutions, which may in turn influence the management practices and operations of the call centre. Institutions which may influence call centres include governments, trade unions, consultants and industry associations. Pressure may even come from such things as best practice call centre examples and the existence of skill shortages.

6.1 Extent of use of federal, state or local public resources

The extent to which the call centre uses:

6.1.1 Job recruitment and placement services

N=66	Frequency	Percent
Not at all	39	59.1
A little	10	15.2
Moderate level	9	13.6
A lot	7	10.6
A great deal	1	1.5

6.1.2 Training resources or programs

N=68	Frequency	Percent
Not at all	33	48.5
A little	15	22.1
Moderate level	12	17.6
A lot	7	10.3
A great deal	1	1.5

6.1.3 Site location assistance

N=62	Frequency	Percent
Not at all	55	88.7
A little	2	3.2
Moderate level	1	1.6
A lot	2	3.2
A great deal	2	3.2

6.1.4 Incentives for locating in targeted zones (e.g. enterprise zones)

N=61	Frequency	Percent
Not at all	54	88.5
A little	1	1.6
Moderate level	4	6.6
A lot	1	1.6
A great deal	1	1.6

6.1.5 Tax concessions

N=58	Frequency	Percent
Not at all	50	86.2
A little	3	5.2
Moderate level	2	3.4
A lot	2	3.4
A great deal	1	1.7

6.1.6 Special loans and/or grants

N=59	Frequency	Percent
Not at all	51	86.4
A little	3	5.1
Moderate level	2	3.4
A lot	2	3.4
A great deal	1	1.7

6.1.7 Percentage of employees who have participated or are currently participating in a government subsidised training program

Mean	20.52
Std. Dev	32.68
Min	0
Max	100

N=33	Frequency	Percent
0-10%	11	33.3
11-20%	5	15.2
21-30%	4	12.1
31-50%	1	3
51-70%	3	9.1
71-90%	5	15.2
91-100%	4	12.1

6.1.8 Percentage of employees who have worked at another call centre in the surrounding geographic area

Mean	23.55
Std. Dev	26.25
Min	0
Max	95

N=52	Frequency	Percent
0-10%	21	40.4
11-20%	6	11.5
21-40%	9	17.3
41-50%	6	11.5
51-70%	6	11.5
71-80%	3	5.8
81-100%	1	1.9

6.1.9 Percentage of employees who are currently students in a local university or college

Mean	11.01
Std. Dev	14.20
Min	0
Max	80

N=54	Frequency	Percent
0-5%	26	48.1
6-10%	12	22.2
11-20%	7	13
21-30%	4	7.4
31-40%	3	5.6
41-50%	1	1.9
>50%	1	1.9

6.1.10 Best description of how the presence of other call centres in the surrounding location affects your recruitment and retention efforts

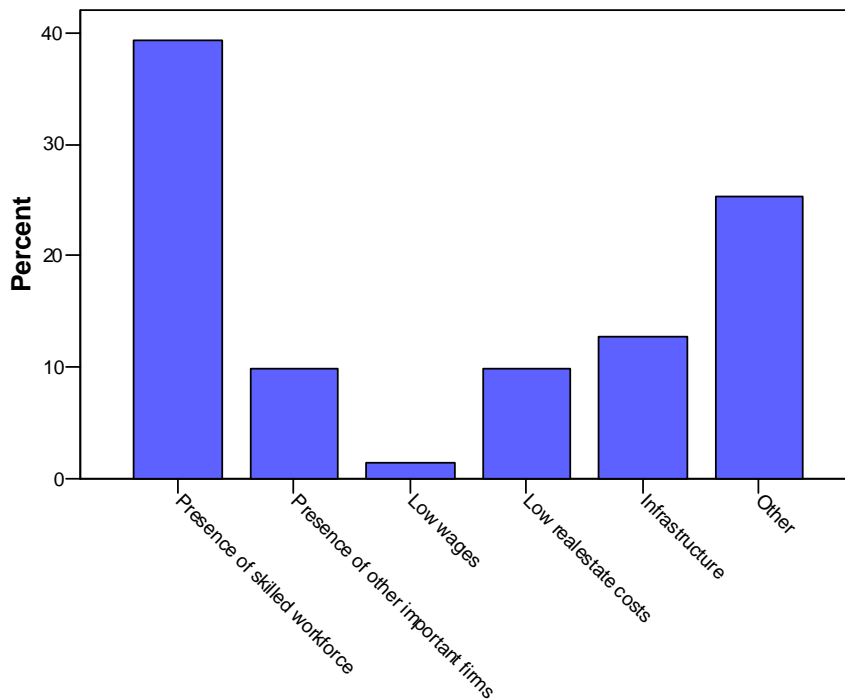
N=69	Frequency	Percent
A valuable resource for recruiting qualified core employees	13	18.8
Make it more difficult to recruit and retain qualified core employees	11	15.9
Have little effect on recruitment or retention effects	45	65.2

6.1.11 The most important benefit of operating the call centre in the current location

N=70	Frequency	Percent
Presence of skilled workforce	28	40
Presence of other firms important to your business	7	10
Low wages	1	1.4

Low real estate costs	7	10
Infrastructure (eg shops, schools, power, transport)	9	12.9
Other	18	25.7

Single most important benefit of operating in the current location



6.2 Organisations and Networks

Networks or organisations that the call centre participates in:

6.2.1 Local call centre networking group

N=70	Frequency	Percent
Yes	26	37.14
No	44	62.86

6.2.2 Employer or trade associations for your industry (eg international tele-services association)

N=70	Frequency	Percent
Yes	35	50
No	35	50

6.2.3 Inter-country association or chamber

N=70	Frequency	Percent
Yes	4	6
No	66	94

6.2.4 Educational advisory board

N=70	Frequency	Percent
Yes	0	0
No	70	100

6.3 Consultant activities

Does the call centre use consultants for any of the following activities?

6.3.1 Training programs

N=71	Frequency	Percent
Yes	42	59.16
No	29	40.84

6.3.2 Quality management

N=71	Frequency	Percent
Yes	16	22.54
No	55	77.46

6.3.3 Technology adoption or reengineering

N=71	Frequency	Percent
Yes	27	38.01
No	44	61.99

6.4 Institutional Pressures (pressure from governments, consultants, vendors, corporate head office)

Has call centre management felt pressure from:

6.4.1 Government or regulations to design jobs with discretion and/or low monitoring?

N=70	Frequency	Percent
Not at all	55	78.6
A little	7	10
Moderate level	6	8.6
A lot	2	2.9
A great deal	0	0

6.4.2 Government or regulations to bargain collectively with a trade union?

N=70	Frequency	Percent
Not at all	57	81.4
A little	7	10
Moderate level	3	4.3

A lot	1	1.4
A great deal	2	2.9

6.4.3 Government or regulations to use sophisticated human resource practices?

N=70	Frequency	Percent
Not at all	53	75.7
A little	11	15.7
Moderate level	3	4.3
A lot	3	4.3
A great deal	0	0

6.4.4 Management consultants or technology vendors to design jobs with discretion and/or low monitoring?

N=70	Frequency	Percent
Not at all	60	85.7
A little	6	8.6
Moderate level	3	4.3
A lot	1	1.4
A great deal	2	0

6.4.5 Management consultants or technology vendors to bargain collectively with a trade union?

N=70	Frequency	Percent
Not at all	68	97.1
A little	1	1.4
Moderate level	1	1.4

A lot	0	0
A great deal	0	0

6.4.6 Management consultants or technology vendors to use sophisticated human resource practices?

N=70	Frequency	Percent
Not at all	59	84.3
A little	4	5.7
Moderate level	6	8.4
A lot	1	1.6
A great deal	0	0

6.4.7 Corporate Head Office policies to design jobs with discretion and/or low monitoring?

N=69	Frequency	Percent
Not at all	47	68.1
A little	8	11.6
Moderate level	11	15.9
A lot	2	2.9
A great deal	1	1.4

6.4.8 Corporate Head Office policies to bargain collectively with a trade union?

N=69	Frequency	Percent
Not at all	52	75.4
A little	9	13
Moderate level	3	4.3

A lot	2	2.9
A great deal	3	4.3

6.4.9 Corporate Head Office policies to use sophisticated human resource practices?

N=70	Frequency	Percent
Not at all	37	52.9
A little	12	17.1
Moderate level	12	17.1
A lot	6	8.6
A great deal	3	4.3

6.4.10 Existence of skill shortages in your labour market to design jobs with discretion and/or low monitoring?

N=70	Frequency	Percent
Not at all	45	64.3
A little	19	27.1
Moderate level	4	5.7
A lot	2	2.9
A great deal	0	0

6.4.11 Existence of skill shortages in your labour market to bargain collectively with a trade union?

N=67	Frequency	Percent
Not at all	64	95.5
A little	3	4.5
Moderate level	0	0

A lot	0	0
A great deal	0	0

6.4.12 Existence of skill shortages in your labour market to use sophisticated human resource practices?

N=69	Frequency	Percent
Not at all	53	76.8
A little	9	13
Moderate level	3	4.3
A lot	3	4.3
A great deal	1	1.4

6.4.13 The example of successful call centres to design jobs with discretion and/or low monitoring?

N=70	Frequency	Percent
Not at all	53	75.7
A little	12	17.1
Moderate level	3	4.3
A lot	2	2.9
A great deal	0	0

6.4.14 The example of successful call centres to bargain collectively with a trade union?

N=70	Frequency	Percent
Not at all	65	92.9
A little	4	5.7
Moderate level	0	0

A lot	0	0
A great deal	1	1.4

6.4.15 The example of successful call centres to use sophisticated human resource practices?

N=66	Frequency	Percent
Not at all	48	72.7
A little	10	15.2
Moderate level	6	9.1
A lot	2	3
A great deal	0	0

6.4.16 A national call centre association or relevant employers association to design jobs with discretion and/or low monitoring?

N=69	Frequency	Percent
Not at all	63	91.3
A little	6	8.7
Moderate level	0	0
A lot	0	0
A great deal	0	0

6.4.17 A national call centre association or relevant employers association to bargain collectively with a trade union?

N=69	Frequency	Percent
Not at all	67	97.1
A little	2	2.9
Moderate level	0	0

A lot	0	0
A great deal	0	0

6.4.18 A national call centre association or relevant employers association to use sophisticated human resource practices?

N=70	Frequency	Percent
Not at all	64	91.4
A little	5	7.1
Moderate level	1	1.4
A lot	0	0
A great deal	0	0

6.4.19 A trade union to design jobs with discretion and/or low monitoring?

N=70	Frequency	Percent
Not at all	60	87.1
A little	3	5.7
Moderate level	5	7.1
A lot	1	1.4
A great deal	1	1.4

6.4.20 A trade union to bargain collectively with a trade union?

N=69	Frequency	Percent
Not at all	59	85.5
A little	4	5.8
Moderate level	5	7.2
A lot	0	0

A great deal	1	1.4
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6.4.21 A trade union to use sophisticated human resource practices?

N=70	Frequency	Percent
Not at all	61	87.1
A little	4	5.7
Moderate level	5	7.1
A lot	0	0
A great deal	0	0