

POSITION PROFILE

Years (Mean)

With Organization: 14

In Current Position: 5

2053 Manager, Service Operations

Manages the daily activities of the multi-functional area handling service issues. Functional areas may include but not limited to: installation, implementation, client support, client services, client administration, customer service, enrollment and eligibility, claims processing, and call center operations. Investigates and settles claims and customer service issues not resolvable by lower staff members. Typically holds a Bachelor's degree and has six or more years of experience in a client service area with two to three years of supervisory experience.

(Compensation Data Displayed in \$000s)	Dist Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
All Participants Analysis									
Base Salary - Incumbent Weighted	38	38	984	77.3	83.2	94.6	97.8	108.4	123.9
Base Salary - Organization Weighted	38	38	984	84.7	88.9	97.5	100.1	114.0	120.1
Total Cash Compensation	38	38	984	84.1	92.0	105.9	109.8	123.0	141.9

Short-term Incentive Eligibility Analysis									
Base Salary - Incentive Eligible	28	28	959	77.5	83.4	94.6	97.9	108.7	124.0
Base Salary - Not Incentive Eligible	11	*11	25	77.2	79.6	86.5	92.7	105.7	120.4
Short-term Incentive - Receiving	28	28	933	6.4	8.6	11.4	12.6	15.4	20.1
Total Cash Compensation - Receiving	28	28	933	85.3	92.7	106.9	110.7	124.1	144.4

Long-term Incentive Eligibility Analysis (Black-Scholes)									
Long-term Incentive - Receiving	4	*4	7	--	--	--	--	--	--
Total Direct Comp - Receiving	4	*4	7	--	--	--	--	--	--
LTI Target %	1	*1	164	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Salary Range (Mean)	Num Orgs	Org Weighted	Inc Weighted
Minimum	34	76.7	77.9
Midpoint	34	101.7	101.5
Maximum	34	126.7	125.1
Compa-ratio	34	97.1%	96.6%

Short-term Incentives			
Percent Eligible			97%
Mean Actual as Percent of Salary	28	11.6%	12.5%
Mean Threshold Percent	12	9.4%	6.4%
Mean Target Percent	27	15.2%	12.9%
Mean Maximum Percent	18	26.3%	22.5%

Long-term Incentives			
Percent Eligible			18%
Of Those LTI Eligible, Percent Eligible for:			
Stock/Share Options	--%		
Share Appreciation Rights (SARs)	--%		
Restricted Shares/Share Units	--%		
Performance Shares/Share Units	--%		
Performance Cash Units	--%		
Long-term Cash	--%		

FLSA Status	
Exempt	100%
Nonexempt	0%

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					Base Salary				Short-term Incentive			Total Cash Compensation			
(Compensation Data Displayed in \$000s)	Median Scope	Dist Orgs	Num Orgs	Num Obs	25th %ile	Median	Mean	75th %ile	Mean	Mean % of Base	Receiving Count	25th %ile	Median	Mean	75th %ile
Revenue/Sales	Revenue/Sales(Mil)														
All Orgs	4,002.0	31	31	932	83.0	94.6	97.8	108.6	12.6	12.5	887	91.8	105.8	109.7	123.1
Less than \$500 Million	--	3	*3	3	--	--	--	--	--	--	0	--	--	--	--
\$500 Million < \$3 Billion	1,695.1	8	*8	29	83.2	92.5	95.6	106.2	--	--	14	83.2	95.0	98.5	110.7
\$3 Billion or More	10,247.6	20	20	900	83.0	94.7	97.9	108.8	12.7	12.6	873	92.1	106.4	110.2	123.7
Covered Lives/Membership	Lives														
All Orgs	1,700,005	32	32	947	83.0	94.5	97.7	108.2	12.5	12.4	899	91.7	105.6	109.6	122.8
Less than 500,000	151,300	9	*9	42	77.9	85.4	89.5	95.4	--	--	20	77.9	87.2	92.2	100.5
500,000 < 2.5 Million	1,144,863	9	*9	75	94.9	102.8	103.8	112.5	12.8	12.2	66	105.3	113.3	115.1	125.7
2.5 Million or More	5,198,529	14	*14	830	82.8	93.9	97.5	108.2	12.6	12.6	813	91.8	105.2	109.9	123.4
Total Employment (FTEs)	FTEs														
All Orgs	3,624	30	30	931	83.0	94.6	97.7	108.3	12.6	12.5	886	91.8	105.7	109.7	123.0
Less than 1,000	486	8	*8	29	77.6	83.8	87.0	92.0	--	--	7	77.8	85.1	87.4	92.4
1,000 < 5,000	1,860	9	*9	77	83.6	95.9	96.7	109.5	12.5	12.7	72	92.2	108.2	108.4	122.3
5,000 or More	7,463	13	*13	825	83.2	95.0	98.2	109.0	12.7	12.5	807	92.5	106.5	110.6	124.0
Regions	Revenue/Sales(Mil)														
North Central	33,060.5	16	16	277	83.4	92.2	95.6	105.0	12.6	12.8	264	92.0	104.1	107.6	119.3
Northeast	40,091.0	9	*9	219	82.9	94.6	98.3	111.7	13.6	13.3	212	92.0	106.2	111.4	127.4
South Central	50,394.0	14	*14	161	82.6	92.1	97.1	106.9	12.9	12.5	145	88.4	103.8	108.6	120.7
Southeast	64,888.0	9	*9	207	80.8	92.9	95.3	105.4	12.0	12.3	202	90.4	103.0	107.0	119.2
West Coast	3,925.1	13	*13	94	91.9	105.3	104.5	116.2	11.9	11.2	85	100.2	116.2	115.3	131.2
BlueCross BlueShield Orgs	Revenue/Sales(Mil)														
All Orgs	9,140.8	14	*14	494	83.4	93.9	97.0	107.1	11.5	11.7	485	92.7	105.3	108.3	120.2
Less than \$3 Billion	--	1	*1	3	--	--	--	--	--	--	2	--	--	--	--
\$3 Billion or More	9,546.0	13	*13	491	83.3	93.9	97.0	107.1	11.5	11.7	483	92.7	105.3	108.3	120.1
Non-BCBS Organizations	Revenue/Sales(Mil)														
All Orgs	2,745.5	17	*17	438	82.7	95.1	98.6	111.6	13.9	13.4	402	89.6	106.7	111.4	128.5
Less than \$1 Billion	455.7	6	*6	17	--	85.4	91.0	--	--	--	8	--	86.3	92.9	--
\$1 Billion or More	3,424.4	11	*11	421	82.8	95.5	98.9	111.7	14.1	13.6	394	90.5	107.4	112.1	129.4

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(Compensation Data Displayed in \$000s)	Dist Orgs	Num Orgs	Num Obs	25th %ile	Median	Mean	75th %ile	Mean	Mean % of Base	Receiving Count	25th %ile	Median	Mean	75th %ile
Location														
Chicago-Naperville-Elgin, IL-IN-WI	5	*5	20	--	104.7	107.0	--	--	--	19	--	117.5	119.4	--
Dallas-Fort Worth-Arlington, TX	5	*5	29	--	95.1	99.7	--	11.3	10.8	26	--	108.8	109.8	--
Los Angeles-Long Beach-Anaheim, CA	5	*5	16	--	106.6	107.6	--	--	--	14	--	115.6	116.0	--
Tampa-St. Petersburg-Clearwater, FL	6	*6	21	--	86.8	95.7	--	10.7	11.3	19	--	100.9	105.3	--

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