

POSITION PROFILE

Years (Mean)

With Organization: 14

In Current Position: 6

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	Salary Range (Mean)	Num Orgs	Org Weighted	Inc Weighted
All Participants Analysis										Minimum	38	77.1	81.7
Base Salary - Incumbent Weighted	48	48	1,197	75.1	82.9	92.8	97.3	108.1	126.5	Midpoint	38	100.8	107.5
Base Salary - Organization Weighted	48	48	1,197	81.6	87.6	95.0	99.2	106.1	122.1	Maximum	38	124.6	133.3
Total Cash Compensation	48	48	1,197	82.3	91.1	104.2	110.4	125.6	148.0	Compa-ratio	38	99.0%	94.1%

Short-term Incentive Eligibility Analysis									
Base Salary - Incentive Eligible	39	39	1,173	75.1	83.0	93.1	97.5	108.3	126.8
Base Salary - Not Incentive Eligible	12	*12	24	61.2	77.2	87.3	86.5	94.8	112.8
Short-term Incentive - Receiving	37	37	1,153	6.6	8.4	11.7	13.6	17.6	23.4
Total Cash Compensation - Receiving	37	37	1,153	83.1	91.7	105.4	111.1	125.9	148.6

Short-term Incentives			
Percent Eligible			98%
Mean Actual as Percent of Salary	37	13.3%	13.6%
Mean Threshold Percent	13	6.1%	7.6%
Mean Target Percent	37	11.4%	12.3%
Mean Maximum Percent	21	19.2%	21.5%

Long-term Incentive Eligibility Analysis (Black-Scholes)									
Long-term Incentive - Receiving	3	*3	128	--	--	--	--	--	--
Total Direct Comp - Receiving	3	*3	128	--	--	--	--	--	--
LTI Target %	1	*1	253	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Long-term Incentives			
Percent Eligible			22%
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%

SCOPE ANALYSIS

2053 Manager, Service Operations

(Compensation Data Displayed in \$000s)	Median Scope	Dist Orgs	Num Orgs	Num Obs	Base Salary				Short-term Incentive			Total Cash Compensation				
					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	3,982.5	37	37	1,150	83.0	92.9	97.4	108.2	13.6	13.5	1,115	91.1	104.4	110.6	125.8	
Less than \$500 Million	--	4	*4	5	--	--	--	--	--	--	0	--	--	--	--	
\$500 Million < \$3 Billion	1,990.1	9	*9	30	88.1	93.3	99.0	108.6	11.7	11.6	26	91.4	107.4	109.1	117.7	
\$3 Billion or More	10,148.7	24	24	1,115	82.8	92.8	97.3	108.4	13.7	13.6	1,089	91.1	104.4	110.7	125.9	
Covered Lives/Membership Lives																
All Orgs	1,891,295	36	36	1,145	83.0	93.1	97.6	108.8	13.6	13.5	1,114	91.1	104.8	110.9	126.2	
Less than 500,000	160,000	8	*8	19	77.2	87.0	89.0	95.0	--	--	7	77.2	87.0	94.2	99.8	
500,000 < 2.5 Million	1,444,550	12	*12	104	92.0	101.9	102.5	108.4	17.2	16.6	96	103.8	117.3	118.4	130.3	
2.5 Million or More	4,983,138	16	16	1,022	81.9	92.0	97.3	109.1	13.3	13.2	1,011	90.8	103.4	110.4	125.8	
Total Employment (FTEs) FTEs																
All Orgs	2,803	40	40	1,154	83.0	92.9	97.4	108.2	13.6	13.5	1,119	91.1	104.4	110.6	125.8	
Less than 1,000	491	10	*10	22	77.2	87.4	91.4	101.5	13.7	12.3	8	77.2	89.6	96.4	106.7	
1,000 < 5,000	2,376	17	17	116	84.7	93.9	96.3	106.1	13.0	13.2	106	93.0	104.8	108.2	121.6	
5,000 or More	10,356	13	13	1,016	82.9	93.0	97.6	108.9	13.7	13.5	1,005	91.2	104.8	111.1	126.4	
Regions Revenue/Sales(Mil)																
North Central	4,049.0	15	*15	282	80.4	88.9	91.6	100.0	12.8	13.6	276	89.1	100.2	104.1	114.1	
Northeast	17,697.6	15	*15	249	84.5	96.8	101.3	116.0	13.7	13.1	241	92.7	108.9	114.6	133.8	
South Central	3,957.3	18	18	184	80.8	89.6	94.2	103.2	12.9	13.1	165	87.6	100.2	105.8	116.2	
Southeast	21,057.0	12	12	312	80.4	90.0	94.2	105.5	13.6	14.0	307	89.8	101.3	107.5	123.4	
West Coast	16,097.6	14	*14	160	93.0	107.8	111.1	124.9	16.0	13.9	154	102.4	121.5	126.5	145.1	
BlueCross BlueShield Orgs Revenue/Sales(Mil)																
All Orgs	9,368.1	18	*18	508	84.5	94.7	98.8	108.9	14.3	14.2	500	94.6	107.0	112.9	127.7	
Less than \$3 Billion	--	2	*2	6	--	--	--	--	--	--	6	--	--	--	--	
\$3 Billion or More	9,906.1	16	*16	502	84.5	94.7	98.8	108.9	14.3	14.2	494	94.6	107.0	112.9	127.5	
Non-BCBS Organizations Revenue/Sales(Mil)																
All Orgs	2,816.3	19	*19	642	80.4	91.8	96.3	107.3	13.0	13.0	615	88.6	102.0	108.7	123.1	
Less than \$1 Billion	489.0	7	*7	14	--	92.2	93.9	--	--	--	9	--	97.0	100.6	--	
\$1 Billion or More	3,723.0	12	*12	628	80.3	91.7	96.3	107.8	13.1	13.0	606	88.4	102.3	108.9	123.5	

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LOCATION ANALYSIS

2053 Manager, Service Operations

(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														
Atlanta-Sandy Springs-Alpharetta, GA	5	*5	13	--	90.5	94.6	--	19.1	20.5	13	--	111.8	113.7	--
Boston-Cambridge-Newton, MA-NH	5	*5	34	--	80.7	88.1	--	--	--	31	--	89.1	95.5	--
Dallas-Fort Worth-Arlington, TX	5	*5	22	--	97.0	101.8	--	15.8	15.3	21	--	108.6	116.9	--
Houston-The Woodlands-Sugar Land, TX	7	*7	30	--	89.4	91.4	--	9.2	9.9	26	--	96.9	99.4	--
Los Angeles-Long Beach-Anaheim, CA	5	*5	23	--	109.5	117.6	--	--	--	22	--	123.8	132.5	--
Miami-Fort Lauderdale-Pompano Beach, FL	5	*5	26	--	95.9	97.3	--	13.1	13.0	25	--	104.8	109.8	--
Nashville-Davidson--Murfreeseboro--Franklin, TN	5	*5	36	--	89.8	100.8	--	11.7	11.8	35	--	104.3	112.2	--
Phoenix-Mesa-Chandler, AZ	5	*5	40	--	94.9	101.2	--	14.9	14.3	39	--	107.8	115.8	--
Sacramento-Roseville-Folsom, CA	7	*7	48	--	111.7	118.1	--	18.0	14.6	47	--	129.0	135.7	--
St. Louis, MO-IL	5	*5	50	--	89.2	91.3	--	--	--	49	--	103.4	104.5	--
Tampa-St. Petersburg-Clearwater, FL	5	*5	37	--	83.4	89.5	--	9.6	10.4	36	--	91.7	98.8	--

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SAMPLE