MetricNet™
Performance Benchmarking

SAMPLE REPORT

DATA IS NOT ACCURATE!

Service Desk Benchmark

In-house/Insourced Service Desks

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MetricNet's instantly downloadable Service Desk benchmarks provide valuable industry data that your organization can use to begin improving performance right away!

MetricNet Performance Benchmarking
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BENCHMARKING OVERVIEW

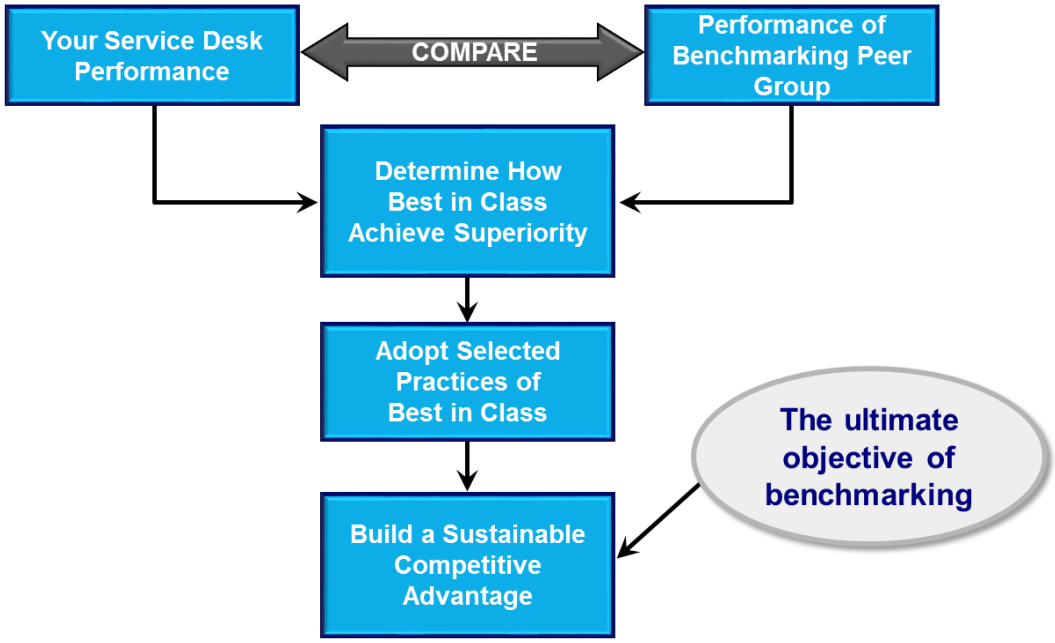
Benchmarking Overview

Benchmarking is a well-established tool for measuring and improving Service Desk performance. Effective benchmarking enables you to quantify your Service Desk's performance, compare your Service Desk to others in your industry, identify negative performance gaps, and define the actions necessary to close the gaps.

The power of benchmarking is that it enables your Service Desk to save enormous amounts of time and energy by building upon the know-how of peers, competitors, and world-class companies. Service Desks that focus exclusively on their internal operations tend to make progress at an *evolutionary* pace. But benchmarking forces an organization to look externally—at the competition. By studying the competition, and selectively adopting practices from the best of the best, Service Desks that successfully employ benchmarking can improve their performance at a *revolutionary* pace.

The Basic Benchmarking Approach

Although benchmarking is a rigorous, analytical process, it is fairly straightforward. The basic approach is illustrated below.



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The first critical step in benchmarking is to measure your Service Desk's performance. The important metrics, or Key Performance Indicators (KPIs), for your Service Desk fall into six categories:

1) **Cost** metrics, such as Cost per Contact
2) **Productivity** metrics, such as Agent Utilization
3) **Service Level** metrics, such as Average Speed of Answer
4) **Quality** metrics, such as Customer Satisfaction
5) **Agent** metrics, such as Agent Job Satisfaction
6) **Contact Handling** metrics, such as Contact Handle Time

This benchmark report explains each KPI, how to measure it, and how it is connected with other KPIs.

But the true potential of KPIs can be unlocked only when they are used holistically, not just to measure your performance, but also to:

- Track and trend your performance over time
- Benchmark your performance vs. industry peers
- Identify strengths and weaknesses in your Service Desk
- Diagnose the underlying drivers of performance gaps
- Prescribe actions to improve your performance
- Establish performance goals for both individuals and your Service Desk overall

In other words, once you've measured your performance, benchmarking involves comparing your performance to others and asking questions such as, "How did they achieve a higher level of customer satisfaction? How did they get to a lower cost per contact? How did they drive customer loyalty by virtue of the Service Desk portal?"

Once you've answered those questions, you can adopt selected industry best practices to remedy your performance gaps on the critical KPIs that will help you to achieve superior performance. And since the Service Desk has historically been viewed as a "non-core" activity, the field is wide open for

forward-thinking Service Desk managers to take the initiative and build a service-based competitive advantage through benchmarking!

Achieving World-Class Performance

To build a sustainable competitive advantage, your goal must be World-Class Performance. That's where we can help you. MetricNet's benchmarking database is global. We have completed more than 3,700 benchmarks. Through them, we have identified nearly 80 industry best practices and 30 Key Performance Indicators (KPIs) that organizations around the world are using to achieve World-Class Performance.

World-Class Service Desks have a number of characteristics in common:

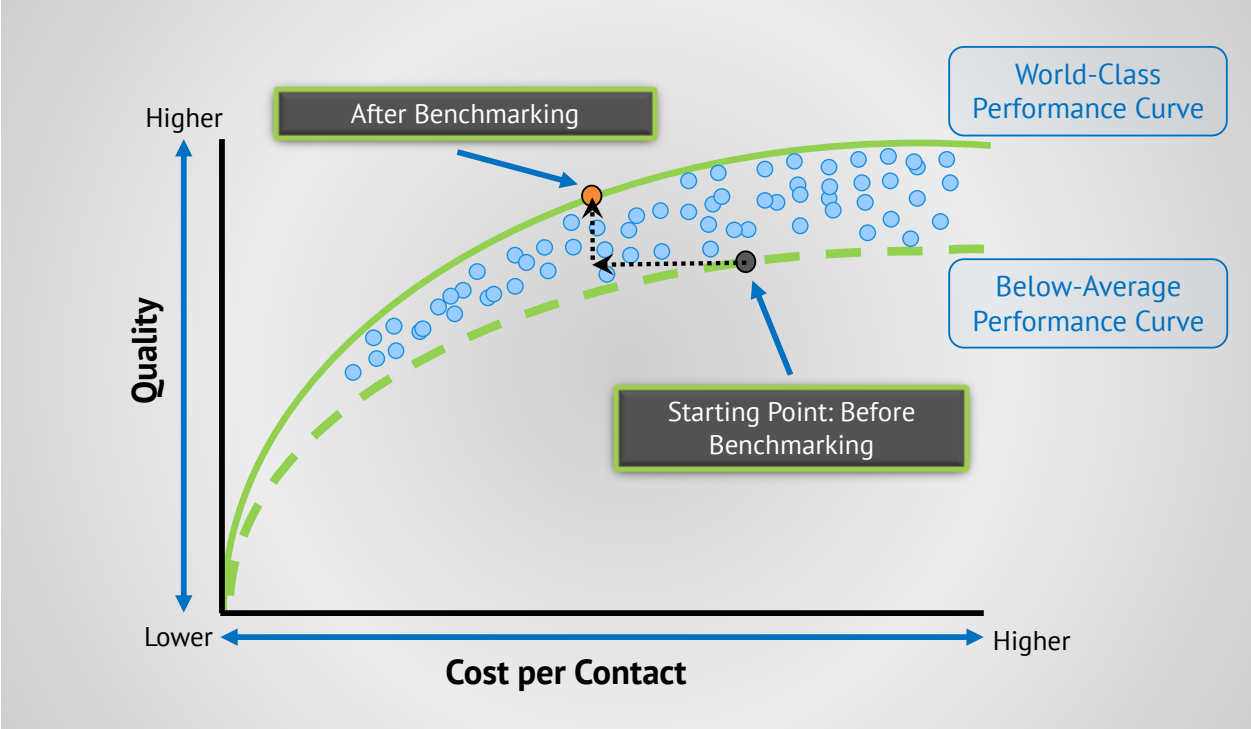
- They consistently exceed customer expectations
  - This produces high levels of Customer Satisfaction
  - Their Call Quality is consistently high
- They manage costs at or below average industry levels

- Their Cost per Contact is below average
- Their high Level 1 Resolution Rate minimizes Total Cost of Ownership (TCO)

- They follow industry best practices
  - Industry best practices are defined and documented
  - They effectively apply those best practices
- They add value with every transaction
  - They produce a positive customer experience
  - They drive a positive view of IT overall

There's another way that we can describe what it means to be a World-Class Service Desk. Graphically, it looks like the image below:

The Goal of Benchmarking:
Lower Cost *and* Higher Quality



On this chart, we're showing two dimensions. The X-axis is cost per contact and the Y-axis is quality (as measured by customer satisfaction). We've taken

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some representative data points from our database and placed them on this chart.

The first thing you'll notice is that there's a cause-and-effect relationship between cost and quality. Some Service Desks are driven by the need to minimize their cost. When that's the case, your cost will drive your quality. Other Service Desks are driven by quality. In that case, your quality will drive your cost.

The second thing you'll notice is that it's a non-linear relationship—as quality increases, your cost will increase disproportionately. At some point, it probably doesn't make sense to pursue any further quality because quality is not free!

The point of this chart is to reinforce what it means to be World-Class. It means that you take the limited resources you have and deploy them in the most effective way. If you do that, you will land on the upper curve, the World-Class curve. If your Service Desk performs below average, you'll be on the lower curve.

Being World-Class is a relative concept. It's not about hitting a particular target on any one metric. It is about deploying your resources as effectively as you possibly can.

Cost vs. Quality for Service Desks

Think about it this way. On the two-dimensional chart below, we again show cost per contact on the X-axis (except that low cost is now on the right, instead of the left) and customer satisfaction (quality) on the Y-axis. Where you want to be is on the upper-right World-Class Performance curve shown by the blue diamonds.

The blue diamonds represent those Service Desks that have optimized their performance. As you can see in the chart, some of them have optimized at a very low cost and a slightly above-average customer-satisfaction level. Others have optimized at a slightly better-than-average cost and a very high customer-satisfaction level. The goal is to be in the upper-right-hand quadrant where you are both efficient (low cost) and effective (high quality).

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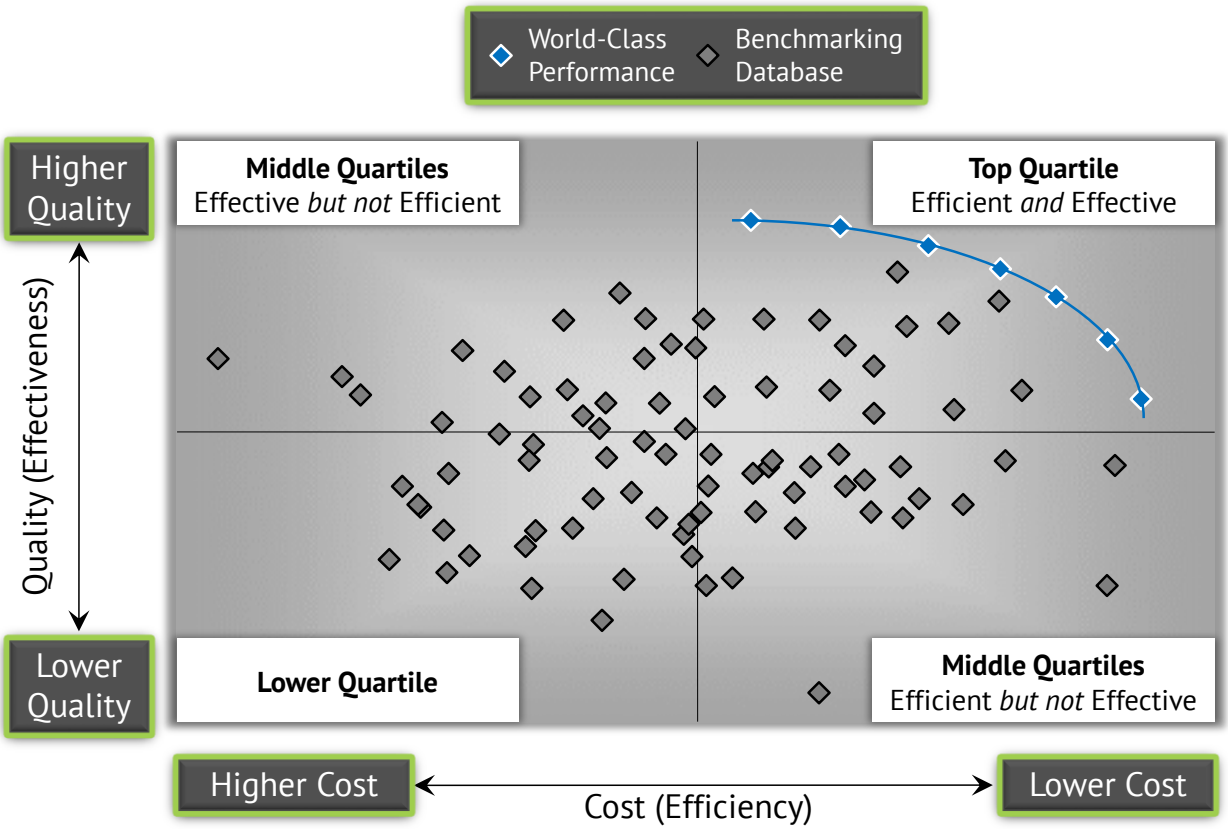
The World-Class Performance Curve: Optimizing Efficiency *and* Effectiveness



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HOW TO USE THIS BENCHMARK REPORT

How to Use this Benchmark Report

Here is the four-step benchmarking process to improve your Service Desk's performance with this report:

Step 1: Collect your Service Desk's performance data.

Thorough, accurate data collection is the cornerstone of successful benchmarking. This is also the most time-consuming step in benchmarking. But you need accurate data in order to identify the performance gaps in your own Service Desk.

Ideally, your Service Desk will have data that measures performance for each of the 26 KPIs that we include in this benchmarking report, the ones listed below:

Service Desk Benchmarking Metrics

Cost

- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time
- Net Level 1 Resolution Rate

Productivity

- Agent Utilization
- Inbound Contacts per Agent per Month
- Outbound Contacts per Agent per Month
- Agents as a % of Total Headcount

Service Level

- Average Speed of Answer (ASA)
- % of Calls Answered in 30 Seconds
- Call Abandonment Rate

Quality

- Customer Satisfaction
- Net First Contact Resolution Rate
- Call Quality

Agent

- Annual Agent Turnover
- Daily Agent Absenteeism
- Agent Occupancy
- Agent Schedule Adherence
- New Agent Training Hours
- Annual Agent Training Hours
- Agent Tenure
- Agent Job Satisfaction

Contact Handling

- Inbound Contact Handle Time
- Outbound Contact Handle Time
- Inbound Contacts as a % of Total Contacts
- Outbound Contacts as a % of Total Contacts
- User Self-Service Completion Rate

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If your Service Desk does not yet measure all 26 KPIs, you can still benefit from benchmarking the KPIs for which you do have data. At a minimum, you'll want to benchmark six of the most important metrics, the ones we use in our Service Desk Scorecard (see page **22** below), or some similar substitutes. And for the KPIs that you haven't begun measuring, you can still use this report to establish performance goals based on the benchmarking data from other Service Desks (see Step 3).

We have defined each KPI in the Detailed Benchmarking Data section below (starting at page **36**). You can refer to these definitions as you collect your data to ensure an apples-to-apples benchmarking comparison in Step 2.

You may also find it helpful to review your collected data with other key personnel who understand your Service Desk's operations. They can often provide context for the data and spot potential anomalies or inaccuracies.

Step 2: Compare your performance to others.

We provide several methods to compare your performance data with industry peers. The four primary methods are these:

1) A **Benchmarking KPI Performance Summary** (page **17**), which lists the industry peer group's average, minimum, median, and maximum performance levels for each KPI.
2) **Quartile Rankings** (page **19**), so you can map which quartile your Service Desk performs in for each KPI.
3) A **Service Desk Scorecard** (page **22**), which provides a more holistic, balanced measure of your Service Desk's overall performance compared to the industry peer group.
4) **Detailed Benchmarking Data** (starting on page **36**), which shows bar charts of the performance level for each Service Desk in the peer group, for each individual KPI.

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Step 3: Develop strategies for improved performance.

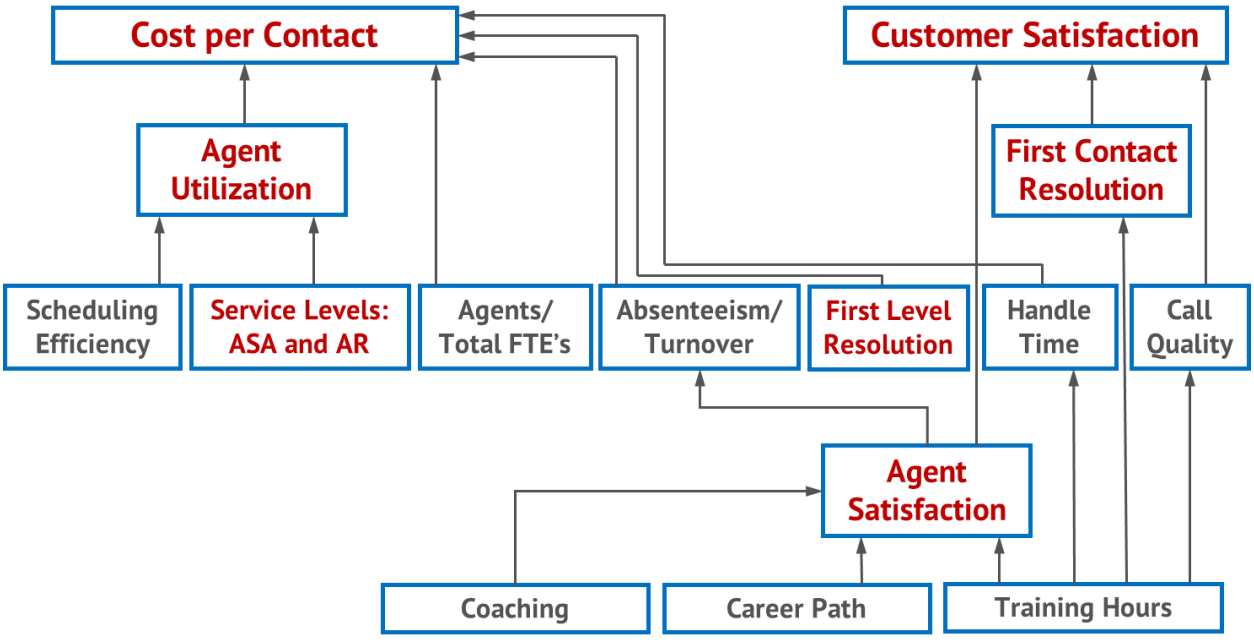
Without an action plan to improve performance, benchmarking is a pointless exercise. Ironically, this is one of the simplest steps in the benchmarking process, but it adds the most value.

The true potential of measuring and benchmarking your KPIs can be unlocked only when you use them to diagnose and understand the underlying drivers of your Service Desk's performance. Then you can use that diagnosis to strategically adopt the specific industry best practices that will boost your Service Desk to World-Class Performance.

The key to using KPIs diagnostically is to understand their cause-and-effect relationships. You can think of these relationships as a linkage where all of the KPIs are interconnected. When one KPI moves up or down, other KPIs move with it. Understanding this linkage is enormously powerful because it shows you the levers you can pull to increase performance.

The diagram below illustrates some of the most important linkage between Service Desk KPIs. The detailed benchmarking data in this report (starting on page **36**) also lists key correlations for each KPI.

Major KPI Cause-and-Effect Relationships



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We call Cost per Contact and Customer Satisfaction the foundation metrics. Nearly everything a Service Desk does can be viewed through the lens of cost and quality. Will this new technology reduce my costs? Will this new process improve customer satisfaction? This insight is crucial because it greatly simplifies decision-making for your Service Desk. Any practice that does not have the long-term effect of improving customer satisfaction, reducing costs, or both, is simply not worth doing.

The foundation metrics, however, cannot be directly controlled. Instead, they are controlled by other KPIs, the ones we call underlying drivers. As you can see from the diagram above, some top examples of underlying drivers are Agent Utilization, First Contact Resolution Rate, and Agent Job Satisfaction. These underlying drivers directly impact the foundation metrics—any improvement on the driver metrics will cause corresponding improvements in cost, quality, or both.

By understanding the underlying drivers for cost and quality, you can use your benchmarked KPIs diagnostically. If your Customer Satisfaction is low, for example, simply isolate the primary underlying drivers of Customer Satisfaction on which your performance was low compared to the benchmark. Then map out an action plan to improve your performance for those crucial metrics.

To help choose the specific steps in your action plan, identify the industry best practices that will improve your performance for the crucial metrics that you isolated. MetricNet has identified nearly 80 industry best practices for Service Desks.

You should also set specific performance targets, both for individual agents and for the Service Desk overall. To ensure that you are improving holistically, and not just fixating on some of your lowest metrics, emphasize performance targets for your Service Desk's balanced score (see page **22**).

Step 4: Implement, and monitor results.

Once you've identified your strategies for improved performance, you are in a position to implement your action plan. This is where the payoff comes, so don't neglect this step!

As you implement your action plan, regularly monitor your performance for changes. One of the easiest and best ways of monitoring is to update your Service Desk scorecard (see page 22) every month or every quarter, and trend the changes in your score over time.

If you have implemented your action plan but over time your performance does not improve as expected, return to Step 3. Reevaluate which strategies have worked, which have not, and whether you should attack different or additional drivers of your performance gaps.

Do you want your Service Desk to achieve continuous improvement? Consider repeating this four-step benchmarking process periodically with the most up-to-date benchmarking data from industry peers, so you can build and maintain your competitive advantage.

KPI STATISTICS: SUMMARY AND QUARTILES

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KPI Statistics: Summary and Quartiles

Benchmarking Performance Summary

The table on the next page summarizes this report's benchmarking data. It shows the benchmarking peer group's average, minimum, median, and maximum performance levels for each Key Performance Indicator (KPI).

On the left of the table you see the six categories of metrics, followed by 26 KPIs that you can use to benchmark your Service Desk. To compare your Service Desk's performance with that of this peer group, simply copy the table into a spreadsheet and add a column with your data for each KPI that you measure.

It's important to look at this data holistically. No single metric comes even close to telling the whole story. For example, if your cost is high, that's not necessarily a bad thing—particularly if it comes with good quality and service levels. By contrast, if your cost is low, that may not be a good thing if it comes with low Customer Satisfaction, low First Contact Resolution Rate, and the like.

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Metric Type	Key Performance Indicator (KPI)	Peer Group Statistics			
		Average	Min	Median	Max
Cost	Cost per Inbound Contact	$4.83	$0.05	$3.73	$17.45
	Cost per Minute of Inbound Handle Time	$0.41	$0.00	$0.28	$2.60
	Net Level 1 Resolution Rate	84.2%	51.9%	87.2%	99.4%
Productivity	Agent Utilization	45.9%	20.4%	46.0%	69.3%
	Inbound Contacts per Agent per Month	560	210	555	899
	Outbound Contacts per Agent per Month	346	100	352	599
	Agents as a % of Total Headcount	59.3%	41.0%	58.4%	77.2%
Service Level	Average Speed of Answer (seconds)	112	2	127	216
	% of Calls Answered in 30 Seconds	51.2%	10.1%	54.8%	87.9%
	Call Abandonment Rate	7.4%	1.0%	7.3%	13.7%
Quality	Customer Satisfaction	76.2%	50.0%	76.8%	97.4%
	Net First Contact Resolution Rate	69.1%	41.0%	69.4%	95.4%
	Call Quality	74.2%	50.8%	73.3%	98.6%
Agent	Annual Agent Turnover	41.1%	0.7%	43.6%	78.8%
	Daily Agent Absenteeism	10.3%	1.1%	10.2%	19.8%
	Agent Occupancy	65.8%	35.0%	63.2%	97.4%
	Agent Schedule Adherence	56.8%	21.0%	55.3%	88.7%
	New Agent Training Hours	194	22	191	396
	Annual Agent Training Hours	56	0	43	174
	Agent Tenure (months)	38.0	3.1	26.7	137.0
	Agent Job Satisfaction	71.2%	46.6%	69.6%	91.9%
Contact Handling	Inbound Contact Handle Time (all contacts) (minutes)	14.39	3.78	15.06	24.96
	Outbound Contact Handle Time	4.51	0.00	4.40	12.62
	Inbound Contacts as a % of Total Contacts	71.5%	30.5%	78.6%	100.0%
	Outbound Contacts as a % of Total Contacts	28.5%	0.0%	21.5%	69.5%
	User Self-Service Completion Rate	18.1%	1.6%	17.2%	36.6%

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Quartile Rankings for Each KPI

Quartiles are another simple way to present the benchmarking data. For each metric, the best-performing Service Desks fall into the first quartile; the worst-performers fall into the fourth quartile.

For example, the Service Desks who perform in the top 25% on the first metric have a Cost per Inbound Contact that ranges between $0.05 (the best) and $1.91 (the 75th percentile). The bottom 25% of Service Desks for that metric range between $6.83 and $17.45 per inbound contact.

Cost Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Cost per Inbound Contact	$0.05 $1.91	$1.91 $3.73	$3.73 $6.83	$6.83 $17.45
Cost per Minute of Inbound Handle Time	$0.00 $0.14	$0.14 $0.28	$0.28 $0.57	$0.57 $2.60
Net Level 1 Resolution Rate	99.4% 93.2%	93.2% 87.2%	87.2% 76.2%	76.2% 51.9%

Productivity Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Agent Utilization	69.3% 59.9%	59.9% 46.0%	46.0% 36.9%	36.9% 20.4%
Inbound Contacts per Agent per Month	899 741	741 555	555 397	397 210
Outbound Contacts per Agent per Month	100 218	218 352	352 459	459 599
Agents as a % of Total Headcount	77.2% 66.8%	66.8% 58.4%	58.4% 52.1%	52.1% 41.0%

Service Level Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Speed of Answer (seconds)	2 61	61 127	127 163	163 216
% of Calls Answered in 30 Seconds	87.9% 70.5%	70.5% 54.8%	54.8% 33.4%	33.4% 10.1%
Call Abandonment Rate	1.0% 4.1%	4.1% 7.3%	7.3% 11.1%	11.1% 13.7%

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Quality Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Customer Satisfaction	97.4% 88.3%	88.3% 76.8%	76.8% 66.0%	66.0% 50.0%
Net First Contact Resolution Rate	95.4% 81.2%	81.2% 69.4%	69.4% 55.2%	55.2% 41.0%
Call Quality	98.6% 86.5%	86.5% 73.3%	73.3% 64.2%	64.2% 50.8%

Agent Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Annual Agent Turnover	0.7% 26.7%	26.7% 43.6%	43.6% 60.5%	60.5% 78.8%
Daily Agent Absenteeism	1.1% 5.3%	5.3% 10.2%	10.2% 15.2%	15.2% 19.8%
Agent Occupancy	97.4% 84.6%	84.6% 63.2%	63.2% 50.0%	50.0% 35.0%
Agent Schedule Adherence	88.7% 72.4%	72.4% 55.3%	55.3% 44.0%	44.0% 21.0%
New Agent Training Hours	396 269	269 191	191 89	89 22
Annual Agent Training Hours	174 84	84 43	43 19	19 0
Agent Tenure (months)	137.0 44.8	44.8 26.7	26.7 19.1	19.1 3.1
Agent Job Satisfaction	91.9% 81.0%	81.0% 69.6%	69.6% 63.5%	63.5% 46.6%

Contact Handling Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Inbound Contact Handle Time (all contacts) (minutes)	3.78 8.49	8.49 15.06	15.06 20.08	20.08 24.96
Outbound Contact Handle Time	0.00 2.72	2.72 4.40	4.40 6.00	6.00 12.62
Inbound Contacts as a % of Total Contacts	100.0% 94.2%	94.2% 78.6%	78.6% 48.6%	48.6% 30.5%
Outbound Contacts as a % of Total Contacts	0.0% 5.8%	5.8% 21.5%	21.5% 51.5%	51.5% 69.5%
User Self-Service Completion Rate	36.6% 25.9%	25.9% 17.2%	17.2% 10.5%	10.5% 1.6%

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BENCHMARKING SCORECARD AND RANKINGS

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Benchmarking Scorecard and Rankings

The Service Desk Scorecard: An Overview

The Service Desk scorecard produces a single, holistic measure of Service Desk performance. It combines six critical cost, quality, productivity, agent, and service-level KPIs into one overall performance indicator—the Balanced Score. Your score will range between zero and 100%. You can compare it directly with the Balanced Scores of other Service Desks in the benchmark.

This is what the scorecard looks like, and how it is calculated:

Key Performance Indicator (KPI)	KPI Weighting	Performance Range		Your Performance	KPI Score	Balanced Score
		Worst Case	Best Case			
Cost per Inbound Contact	25.0%	$17.45	$0.05	$4.83	72.5%	18.1%
Customer Satisfaction	25.0%	50.0%	97.4%	76.2%	55.2%	13.8%
Agent Utilization	15.0%	20.4%	69.3%	45.9%	52.2%	7.8%
Net First Contact Resolution Rate	15.0%	41.0%	95.4%	69.1%	51.7%	7.8%
Agent Job Satisfaction	10.0%	46.6%	91.9%	71.2%	54.2%	5.4%
Average Speed of Answer (seconds)	10.0%	216	2	112	48.5%	4.9%
Total	**100.0%**	n/a	n/a	n/a	n/a	**57.8%**

Step 1
Six critical performance metrics have been selected for the scorecard.

Step 2
Each metric has been weighted according to its relative importance.

Step 3
For each metric, the highest and lowest performance levels in the benchmark are recorded.

Step 4*
Your actual performance for each metric is recorded in this column.

Step 5
Your score for each metric is calculated: **(worst case – your performance) ÷ (worst case – best case) × 100**

Step 6
Your balanced score for each metric is calculated: **metric score × weighting**

*Benchmark averages have been used in the "Your Performance" column to illustrate how the scorecard is calculated.

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The six KPIs we selected for the scorecard are the metrics that are of highest importance for most Service Desks:

- Cost per Inbound Contact (one of the two foundation metrics)
- Customer Satisfaction (the other foundation metric)
- Agent Utilization (the primary driver of Cost per Inbound Contact)
- Net First Contact Resolution Rate (the primary driver of Customer Satisfaction)
- Agent Job Satisfaction (a key secondary driver of both cost and quality)
- Average Speed of Answer (the top service-level indicator)

The weighting percentage we assigned to each KPI is based on that KPI's relative importance in the scorecard. For example, you can see that we gave the greatest weight to Cost per Inbound Contact and Customer Satisfaction (25% each), since those are the foundation metrics.

A Service Desk's Balanced Score will always range between 0% and 100%. If your performance is the worst on each of the six KPIs, compared to the industry peer group for this benchmark report, your score will be 0%. If your performance is the best on each KPI, your score will be 100%.

When we run this algorithm for literally hundreds of Service Desks worldwide, the average Balanced Score is approximately 58%. If your score is above about 65%, you're in the top quartile. Between about 58% and 65%, you're in the second quartile; between about 51% and 58%, in the third; and below 51%, in the bottom quartile.

Tracking Your Balanced Score

By calculating your overall score for every month or every quarter, you can track and trend its performance over time. Charting and tracking your Balanced Score is an ideal way to ensure continuous improvement in your Service Desk!

Consider this real data from a few years ago. One of MetricNet's clients simply updated their scorecard every month, as shown in the chart below. The blue bars in the chart represent the monthly Balanced Scores, while the green background represents the 12 month trailing trend in scorecard performance.

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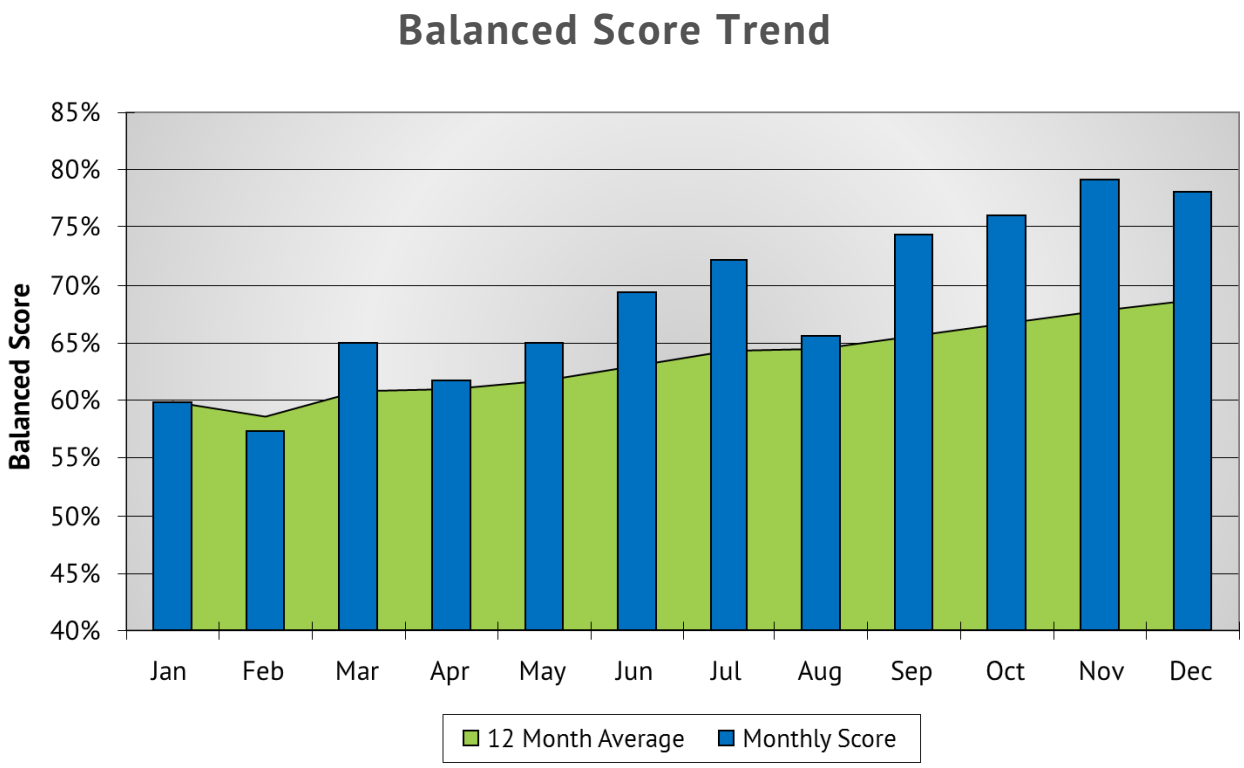
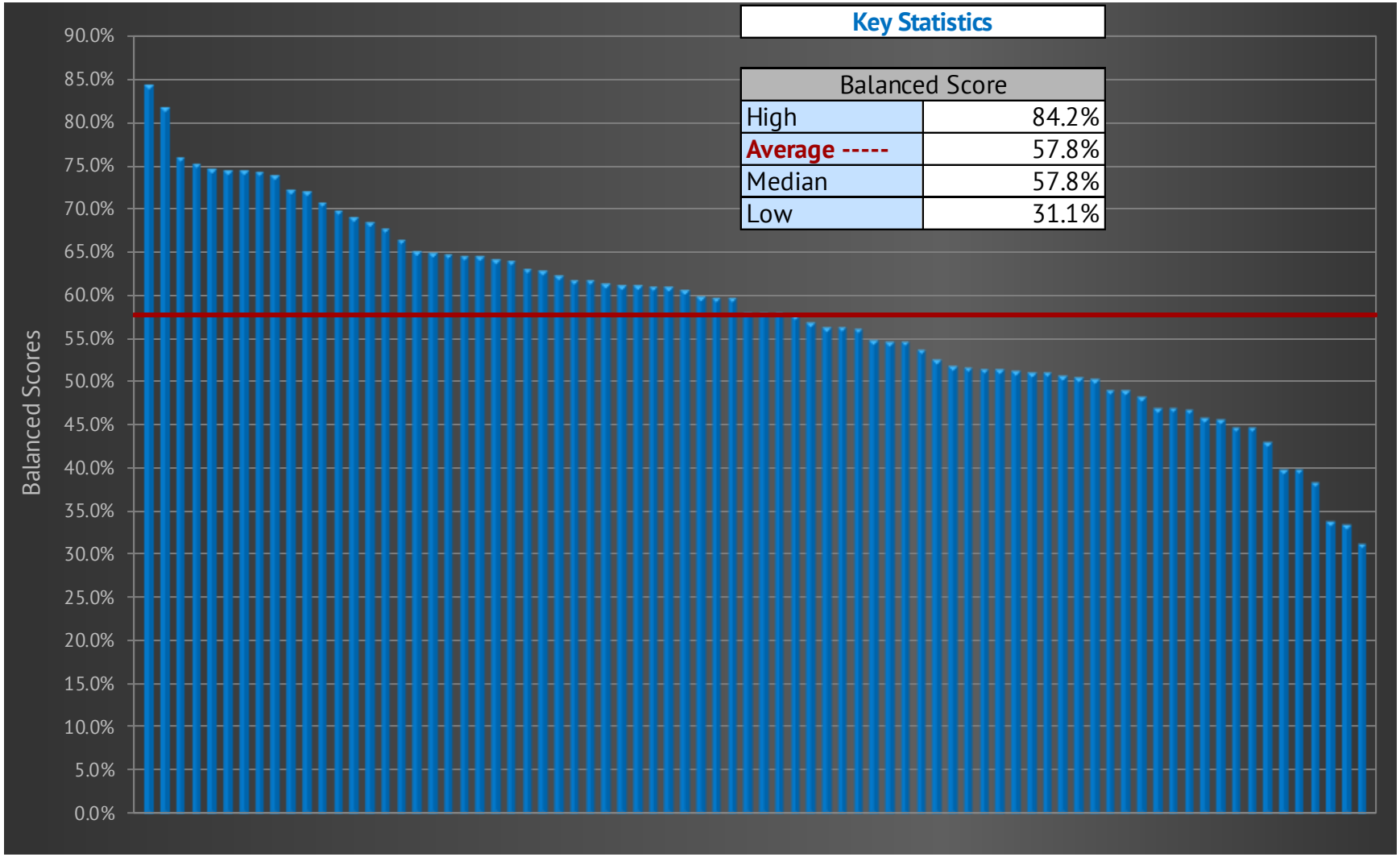
You can see that over the course of one year they managed to improve their performance substantially.



Benchmarking the Balanced Score

The Balanced Score is the single most useful performance indicator for comparing Service Desks. The chart on the next page graphs the Balanced Scores for all Service Desks included in this report's benchmark data. The red line shows the average overall performance level.

Benchmarking the Balanced Score (continued)



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Benchmarking the Balanced Score (continued)

The next three pages list the Balanced Score for each Service Desk in the benchmark. They also list each Service Desk's performance for each of the six KPIs used to calculate the Balanced Score. The data records are listed in rank order, from the best Balanced Score (record #60) to the worst (record #10). If you want to see what any other Service Desk's score looks like compared to yours, you can use this list.

Rankings by Balanced Score								
Overall Ranking	Benchmark Data Record Number	Cost per Inbound Contact	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	60	$0.21	92.8%	66.1%	94.9%	65.7%	136	**84.2%**
2	13	$1.25	90.9%	64.7%	74.4%	77.1%	61	**81.6%**
3	65	$3.68	82.6%	64.8%	89.6%	91.9%	180	**75.7%**
4	31	$3.63	92.1%	63.0%	71.7%	86.8%	162	**75.0%**
5	20	$0.83	94.7%	44.0%	65.6%	67.9%	38	**74.5%**
6	21	$1.90	97.4%	61.5%	68.6%	68.4%	175	**74.3%**
7	4	$3.76	93.5%	47.2%	78.2%	80.0%	94	**74.2%**
8	42	$3.69	90.4%	39.1%	92.3%	90.9%	143	**74.2%**
9	27	$1.52	91.7%	61.3%	73.3%	68.5%	163	**73.6%**
10	17	$3.13	87.5%	41.5%	86.7%	91.3%	156	**72.1%**
11	67	$8.25	80.8%	60.0%	94.1%	76.1%	24	**71.7%**
12	5	$0.12	96.2%	36.7%	89.2%	59.1%	211	**70.5%**
13	3	$1.50	77.8%	66.5%	81.0%	53.1%	99	**69.7%**
14	71	$1.30	72.6%	69.0%	53.2%	88.6%	83	**68.9%**
15	63	$0.51	70.0%	45.4%	82.7%	85.3%	94	**68.3%**
16	43	$4.07	71.1%	57.9%	90.8%	83.3%	132	**67.6%**
17	11	$1.33	71.1%	34.3%	92.0%	77.2%	71	**66.1%**
18	78	$7.87	84.4%	59.4%	46.9%	90.7%	7	**65.0%**
19	39	$1.35	88.5%	23.7%	95.3%	60.8%	170	**64.7%**
20	16	$3.92	91.4%	22.5%	72.5%	81.0%	79	**64.6%**
21	77	$0.50	70.8%	64.0%	67.1%	46.6%	33	**64.4%**
22	22	$6.95	81.3%	68.1%	57.7%	85.1%	110	**64.3%**
23	52	$1.96	74.2%	48.8%	70.8%	87.9%	154	**64.0%**
24	9	$2.58	96.5%	27.2%	80.8%	57.9%	165	**63.8%**
25	66	$8.84	57.1%	67.6%	93.3%	82.3%	4	**62.8%**
26	49	$5.13	95.9%	45.4%	76.2%	57.3%	196	**62.6%**
27	33	$5.44	75.8%	46.0%	71.6%	69.2%	3	**62.1%**
28	57	$0.05	54.5%	46.2%	84.1%	84.3%	85	**61.6%**
29	59	$5.60	75.0%	60.7%	55.2%	82.5%	65	**61.5%**

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Rankings by Balanced Score (continued)								
Overall Ranking	Benchmark Data Record Number	Cost per Inbound Contact	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
30	6	$3.79	68.0%	60.7%	95.4%	65.9%	207	**61.2%**
31	30	$3.87	78.1%	46.6%	49.5%	75.8%	5	**61.0%**
32	2	$1.12	81.4%	29.3%	60.6%	71.7%	61	**60.9%**
33	56	$7.24	87.8%	37.4%	84.9%	67.9%	126	**60.8%**
34	34	$0.30	77.8%	27.3%	66.5%	80.8%	115	**60.7%**
35	8	$10.38	88.8%	50.9%	57.7%	81.3%	42	**60.4%**
36	75	$6.33	86.1%	61.7%	50.8%	68.0%	117	**59.7%**
37	74	$3.54	94.4%	51.6%	54.6%	57.0%	204	**59.6%**
38	37	$11.71	97.2%	52.7%	77.0%	63.4%	155	**59.5%**
39	18	$5.15	83.6%	39.8%	51.7%	69.8%	35	**57.9%**
40	54	$8.22	90.6%	47.1%	64.0%	77.7%	179	**57.8%**
41	45	$8.03	89.6%	39.6%	87.6%	62.0%	191	**57.7%**
42	69	$3.95	85.8%	69.3%	48.3%	52.4%	198	**57.4%**
43	24	$3.25	81.1%	21.8%	62.8%	65.2%	18	**56.6%**
44	70	$3.79	79.5%	49.0%	51.6%	51.5%	40	**56.2%**
45	51	$2.86	87.5%	40.9%	49.0%	63.9%	151	**56.1%**
46	76	$3.01	71.6%	35.4%	69.3%	81.8%	137	**56.0%**
47	23	$2.95	74.2%	67.9%	47.7%	52.0%	141	**54.7%**
48	55	$4.76	89.8%	24.4%	48.1%	66.9%	55	**54.4%**
49	40	$3.07	63.9%	65.4%	41.9%	75.6%	89	**54.4%**
50	32	$0.33	83.4%	24.6%	53.1%	59.9%	135	**53.6%**
51	38	$3.54	68.0%	35.4%	70.2%	50.2%	12	**52.5%**
52	26	$17.45	75.1%	65.9%	81.3%	88.6%	128	**51.7%**
53	41	$3.08	55.5%	40.2%	85.2%	75.2%	145	**51.4%**
54	73	$2.30	53.4%	41.2%	69.4%	62.9%	2	**51.4%**
55	48	$0.23	50.3%	51.7%	62.0%	78.9%	132	**51.3%**
56	14	$3.31	93.7%	24.3%	46.7%	48.2%	118	**51.1%**
57	53	$13.97	84.7%	39.0%	78.6%	91.3%	179	**51.0%**
58	64	$4.51	65.0%	53.1%	49.7%	68.3%	63	**50.9%**

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Rankings by Balanced Score (continued)								
Overall Ranking	Benchmark Data Record Number	Cost per Inbound Contact	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
59	25	$10.78	73.2%	50.1%	86.2%	69.4%	169	**50.6%**
60	36	$1.90	55.6%	57.6%	60.9%	69.0%	149	**50.3%**
61	61	$8.88	59.5%	56.6%	72.0%	74.4%	66	**50.1%**
62	50	$1.95	74.2%	20.5%	41.6%	66.2%	18	**48.8%**
63	35	$1.58	75.1%	21.1%	69.3%	67.9%	216	**48.8%**
64	29	$5.89	78.2%	40.0%	60.8%	67.9%	208	**48.0%**
65	46	$6.46	55.9%	50.6%	68.6%	79.2%	133	**46.9%**
66	47	$5.97	50.0%	38.2%	71.5%	83.8%	42	**46.7%**
67	1	$9.41	54.8%	46.0%	89.6%	82.2%	144	**46.6%**
68	72	$1.19	57.9%	55.4%	60.5%	55.1%	212	**45.7%**
69	19	$14.90	75.3%	60.4%	76.8%	68.5%	183	**45.5%**
70	58	$3.03	58.3%	44.3%	55.2%	48.0%	45	**44.6%**
71	12	$2.67	73.7%	20.4%	46.0%	78.4%	163	**44.6%**
72	44	$8.09	56.7%	38.5%	78.4%	79.3%	155	**42.9%**
73	68	$5.87	57.1%	23.1%	89.2%	47.5%	109	**39.7%**
74	62	$9.88	65.3%	38.2%	62.3%	70.6%	128	**39.7%**
75	15	$12.57	57.2%	39.5%	78.0%	64.3%	57	**38.2%**
76	7	$17.03	74.3%	25.1%	65.5%	56.5%	2	**33.8%**
77	28	$4.61	52.0%	28.9%	52.7%	79.8%	200	**33.4%**
78	10	$7.22	52.8%	29.5%	41.0%	71.5%	74	**31.1%**
Key Statistics	Average	$4.83	76.2%	45.9%	69.1%	71.2%	112	**57.8%**
	Max	$17.45	97.4%	69.3%	95.4%	91.9%	216	**84.2%**
	Min	$0.05	50.0%	20.4%	41.0%	46.6%	2	**31.1%**
	Median	$3.73	76.8%	46.0%	69.4%	69.6%	127	**57.8%**

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Benchmarking the Balanced Score (continued)

The next three pages show the rankings for each KPI in the scorecard. The column for each KPI has the performance levels listed in rank order, from best (top row) to worst (bottom row). This is the same data you saw in the previous list. But in this list it is not tied together by individual Service Desk data records. Instead, each KPI is ranked on its own. This allows you to look at your performance for any given metric on the scorecard and see how you stack up against other in-house/insourced Service Desks in your geographical region.

Rankings of Each KPI							
KPI Ranking	Cost per Inbound Contact	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	$0.05	97.4%	69.3%	95.4%	91.9%	2	84.2%
2	$0.12	97.2%	69.0%	95.3%	91.3%	2	81.6%
3	$0.21	96.5%	68.1%	94.9%	91.3%	3	75.7%
4	$0.23	96.2%	67.9%	94.1%	90.9%	4	75.0%
5	$0.30	95.9%	67.6%	93.3%	90.7%	5	74.5%
6	$0.33	94.7%	66.5%	92.3%	88.6%	7	74.3%
7	$0.50	94.4%	66.1%	92.0%	88.6%	12	74.2%
8	$0.51	93.7%	65.9%	90.8%	87.9%	18	74.2%
9	$0.83	93.5%	65.4%	89.6%	86.8%	18	73.6%
10	$1.12	92.8%	64.8%	89.6%	85.3%	24	72.1%
11	$1.19	92.1%	64.7%	89.2%	85.1%	33	71.7%
12	$1.25	91.7%	64.0%	89.2%	84.3%	35	70.5%
13	$1.30	91.4%	63.0%	87.6%	83.8%	38	69.7%
14	$1.33	90.9%	61.7%	86.7%	83.3%	40	68.9%
15	$1.35	90.6%	61.5%	86.2%	82.5%	42	68.3%
16	$1.50	90.4%	61.3%	85.2%	82.3%	42	67.6%
17	$1.52	89.8%	60.7%	84.9%	82.2%	45	66.1%
18	$1.58	89.6%	60.7%	84.1%	81.8%	55	65.0%
19	$1.90	88.8%	60.4%	82.7%	81.3%	57	64.7%
20	$1.90	88.5%	60.0%	81.3%	81.0%	61	64.6%
21	$1.95	87.8%	59.4%	81.0%	80.8%	61	64.4%
22	$1.96	87.5%	57.9%	80.8%	80.0%	63	64.3%
23	$2.30	87.5%	57.6%	78.6%	79.8%	65	64.0%
24	$2.58	86.1%	56.6%	78.4%	79.3%	66	63.8%
25	$2.67	85.8%	55.4%	78.2%	79.2%	71	62.8%
26	$2.86	84.7%	53.1%	78.0%	78.9%	74	62.6%
27	$2.95	84.4%	52.7%	77.0%	78.4%	79	62.1%
28	$3.01	83.6%	51.7%	76.8%	77.7%	83	61.6%
29	$3.03	83.4%	51.6%	76.2%	77.2%	85	61.5%

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Rankings of Each KPI (continued)							
KPI Ranking	Cost per Inbound Contact	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
30	$3.07	82.6%	50.9%	74.4%	77.1%	89	61.2%
31	$3.08	81.4%	50.6%	73.3%	76.1%	94	61.0%
32	$3.13	81.3%	50.1%	72.5%	75.8%	94	60.9%
33	$3.25	81.1%	49.0%	72.0%	75.6%	99	60.8%
34	$3.31	80.8%	48.8%	71.7%	75.2%	109	60.7%
35	$3.54	79.5%	47.2%	71.6%	74.4%	110	60.4%
36	$3.54	78.2%	47.1%	71.5%	71.7%	115	59.7%
37	$3.63	78.1%	46.6%	70.8%	71.5%	117	59.6%
38	$3.68	77.8%	46.2%	70.2%	70.6%	118	59.5%
39	$3.69	77.8%	46.0%	69.4%	69.8%	126	57.9%
40	$3.76	75.8%	46.0%	69.3%	69.4%	128	57.8%
41	$3.79	75.3%	45.4%	69.3%	69.2%	128	57.7%
42	$3.79	75.1%	45.4%	68.6%	69.0%	132	57.4%
43	$3.87	75.1%	44.3%	68.6%	68.5%	132	56.6%
44	$3.92	75.0%	44.0%	67.1%	68.5%	133	56.2%
45	$3.95	74.3%	41.5%	66.5%	68.4%	135	56.1%
46	$4.07	74.2%	41.2%	65.6%	68.3%	136	56.0%
47	$4.51	74.2%	40.9%	65.5%	68.0%	137	54.7%
48	$4.61	74.2%	40.2%	64.0%	67.9%	141	54.4%
49	$4.76	73.7%	40.0%	62.8%	67.9%	143	54.4%
50	$5.13	73.2%	39.8%	62.3%	67.9%	144	53.6%
51	$5.15	72.6%	39.6%	62.0%	67.9%	145	52.5%
52	$5.44	71.6%	39.5%	60.9%	66.9%	149	51.7%
53	$5.60	71.1%	39.1%	60.8%	66.2%	151	51.4%
54	$5.87	71.1%	39.0%	60.6%	65.9%	154	51.4%
55	$5.89	70.8%	38.5%	60.5%	65.7%	155	51.3%
56	$5.97	70.0%	38.2%	57.7%	65.2%	155	51.1%
57	$6.33	68.0%	38.2%	57.7%	64.3%	156	51.0%
58	$6.46	68.0%	37.4%	55.2%	63.9%	162	50.9%

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Rankings of Each KPI (continued)							
KPI Ranking	Cost per Inbound Contact	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
59	$6.95	65.3%	36.7%	55.2%	63.4%	163	50.6%
60	$7.22	65.0%	35.4%	54.6%	62.9%	163	50.3%
61	$7.24	63.9%	35.4%	53.2%	62.0%	165	50.1%
62	$7.87	59.5%	34.3%	53.1%	60.8%	169	48.8%
63	$8.03	58.3%	29.5%	52.7%	59.9%	170	48.8%
64	$8.09	57.9%	29.3%	51.7%	59.1%	175	48.0%
65	$8.22	57.2%	28.9%	51.6%	57.9%	179	46.9%
66	$8.25	57.1%	27.3%	50.8%	57.3%	179	46.7%
67	$8.84	57.1%	27.2%	49.7%	57.0%	180	46.6%
68	$8.88	56.7%	25.1%	49.5%	56.5%	183	45.7%
69	$9.41	55.9%	24.6%	49.0%	55.1%	191	45.5%
70	$9.88	55.6%	24.4%	48.3%	53.1%	196	44.6%
71	$10.38	55.5%	24.3%	48.1%	52.4%	198	44.6%
72	$10.78	54.8%	23.7%	47.7%	52.0%	200	42.9%
73	$11.71	54.5%	23.1%	46.9%	51.5%	204	39.7%
74	$12.57	53.4%	22.5%	46.7%	50.2%	207	39.7%
75	$13.97	52.8%	21.8%	46.0%	48.2%	208	38.2%
76	$14.90	52.0%	21.1%	41.9%	48.0%	211	33.8%
77	$17.03	50.3%	20.5%	41.6%	47.5%	212	33.4%
78	$17.45	50.0%	20.4%	41.0%	46.6%	216	31.1%
Average	$4.83	76.2%	45.9%	69.1%	71.2%	112	57.8%
Max	$17.45	97.4%	69.3%	95.4%	91.9%	216	84.2%
Min	$0.05	50.0%	20.4%	41.0%	46.6%	2	31.1%
Median	$3.73	76.8%	46.0%	69.4%	69.6%	127	57.8%

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Benchmarking the Balanced Score (continued)

For a graphical benchmark of each individual metric in the scorecard, see the following section of this report. It contains charts for all 26 KPIs, including the six scorecard KPIs. The red line in each chart represents the average performance within the benchmark peer group, for you to compare against your own Service Desk's performance. You can jump to the charts for the six scorecard KPIs using these links (each of those charts has links above it that you can use to return to this page or to jump to the next scorecard-KPI chart):

- **Cost per Inbound Contact**
- **Customer Satisfaction**
- **Agent Utilization**
- **Net First Contact Resolution Rate**
- **Agent Job Satisfaction**
- **Average Speed of Answer**

We always organize these charts from left to right so that good performance is on the left and bad performance is on the right. In some cases, such as cost, you'll notice an ascending distribution because lower numbers are better. In other cases such as customer satisfaction, you will see a descending distribution because higher numbers are better.

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DETAILED BENCHMARKING DATA

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Detailed Benchmarking Data

Cost Metrics

Cost per Inbound Contact

Definition: Cost per Inbound Contact is the total annual operating expense of the Service Desk divided by the annual inbound contact volume of the Service Desk. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses. Contact volume includes inbound contacts from all sources: live voice, voicemail, email, web chat, fax, walk-in, etc.

$$Cost\ per\ Inbound\ Contact = \frac{(Total\ Annual\ Operating\ Expense)}{(Annual\ Inbound\ Contact\ Volume)}$$

Why it's important: Cost per Contact is one of the most important Service Desk metrics. It is a measure of how efficiently your Service Desk conducts its business. A higher-than-average Cost per Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality levels. Conversely, a low Cost per Contact is not necessarily good, particularly if the low cost is achieved by sacrificing Call Quality or service levels. Every Service Desk should track and trend Cost per Contact on a monthly basis.

Key correlations: Cost per Contact is strongly correlated with the following metrics:

- Agent Utilization
- Net First Contact Resolution Rate
- Contact Handle Time
- User Self-Service Completion Rate
- Average Speed of Answer

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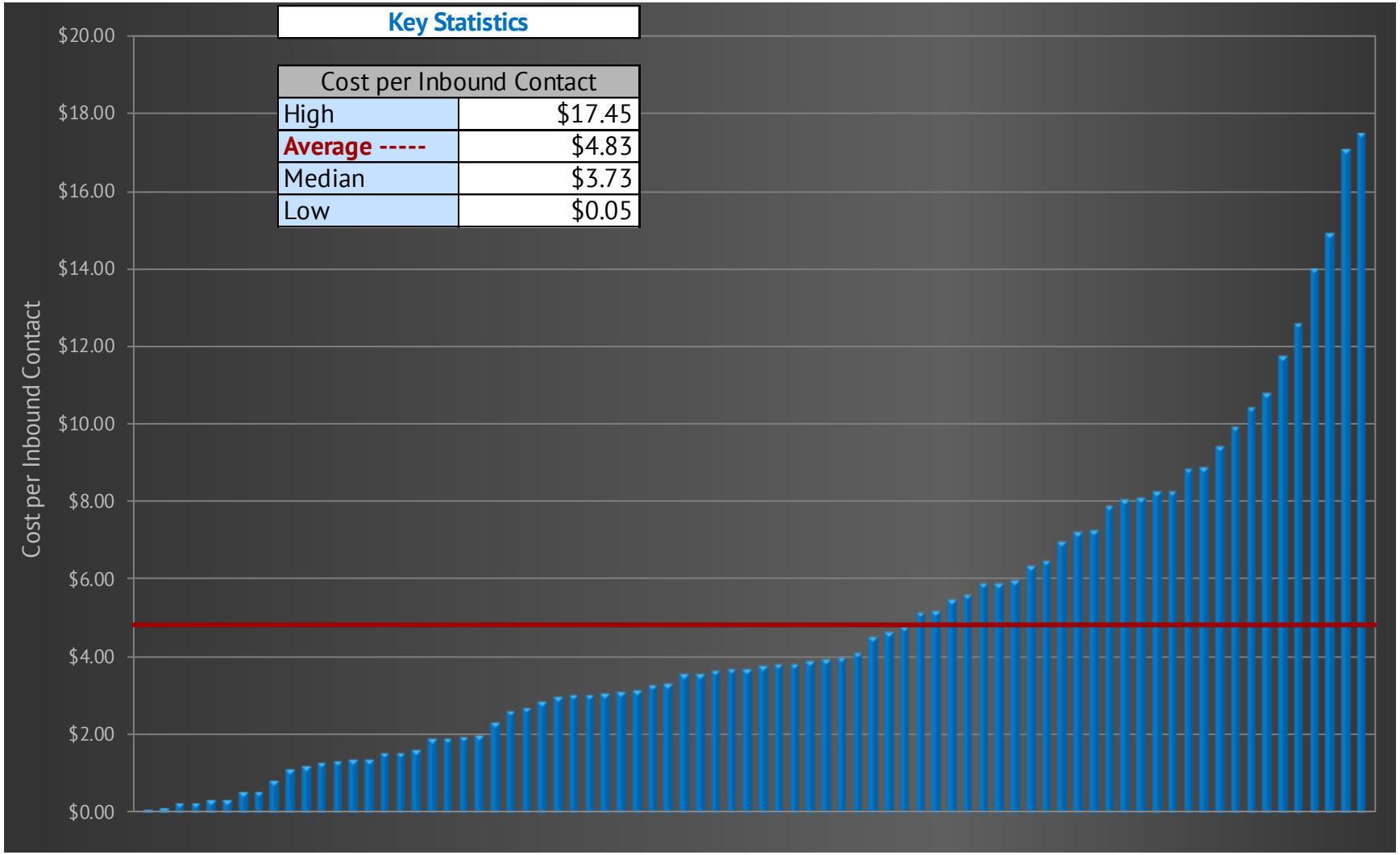
Cost per Inbound Contact (continued)

return to page 34 | next scorecard KPI



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Cost Metrics (continued)

Cost per Minute of Inbound Handle Time

Definition: Cost per Minute of Inbound Handle Time is simply the Cost per Inbound Contact divided by the average Inbound Contact Handle Time. The average Inbound Contact Handle Time includes all inbound contacts: live voice, voicemail, email, web chat, fax, walk-in, etc.

$$Cost\ per\ Minute\ of\ Inbound\ Handle\ Time = \frac{(Cost\ per\ Inbound\ Contact)}{(Avg.\ Inbound\ Contact\ Handle\ Time)}$$

Why it's Important: Unlike Cost per Inbound Contact, which does not take into account the Contact Handle Time or call complexity, Cost per Minute of Inbound Handle Time measures the per-minute cost of providing customer support. It enables a more direct comparison of costs between Service Desks because it is independent of the types of contacts that come into the Service Desk and the complexity of those contacts.

Key correlations: Cost per Minute of Inbound Handle Time is strongly correlated with the following metrics:

- Agent Utilization
- Net First Contact Resolution Rate
- User Self-Service Completion Rate
- Average Speed of Answer
- Inbound Contacts as a % of Total Contacts

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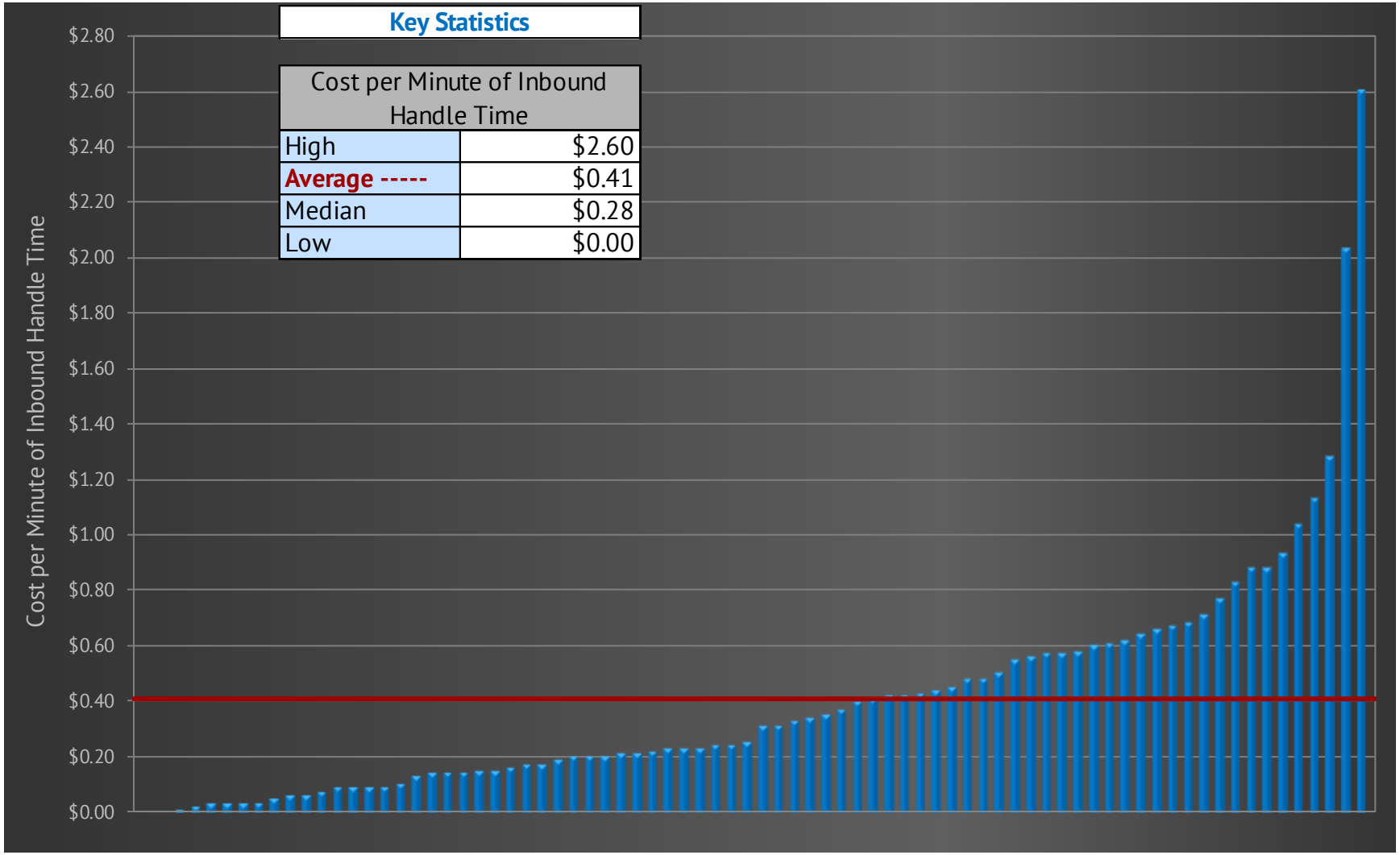
Cost per Minute of Inbound Handle Time (continued)



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Cost Metrics (continued)

Net Level 1 Resolution Rate

Definition: Net Level 1 Resolution Rate is the number of incidents *actually* resolved at the Service Desk, divided by the number of incidents that *could* potentially be resolved at the Service Desk. Any incident that is pushed out to another support level (Desktop Support, Level 2 IT support, Vendor Support, etc.) is, by definition, not resolved at Level 1. Incidents than *cannot* be resolved at Level 1, such as hardware failures, do not count in the denominator of the Net Level 1 Resolution Rate. MetricNet considers this a cost metric since it has a strong impact on Total Cost of Ownership for end-user support.

$$\textbf{\textit{Net Level 1 Resolution Rate}} = \frac{(\textbf{\textit{Number of incidents resolved at Svc. Desk}})}{(\textbf{\textit{Number of incidents Svc. Desk}}\ \textbf{could}\ \textbf{\textit{resolve}})}$$

Why it's important: Net Level 1 Resolution is a measure of the Service Desk's overall competency, and is a proxy for Total Cost of Ownership (TCO). A high Level 1 Resolution Rate helps to minimize TCO because each contact that is resolved at Level 1 avoids a higher cost of resolution at Level *n* (IT, Desktop Support, Vendor Support, etc.). Service Desks can improve their Level 1 Resolution Rates through training and through investments in technologies such as remote diagnostic tools and knowledge-management systems.

Key correlations: Net Level 1 Resolution Rate is strongly correlated with the following metrics:

- Net First Contact Resolution Rate
- New Agent Training Hours
- Annual Agent Training Hours
- Cost per Inbound Contact
- Total Cost of Ownership

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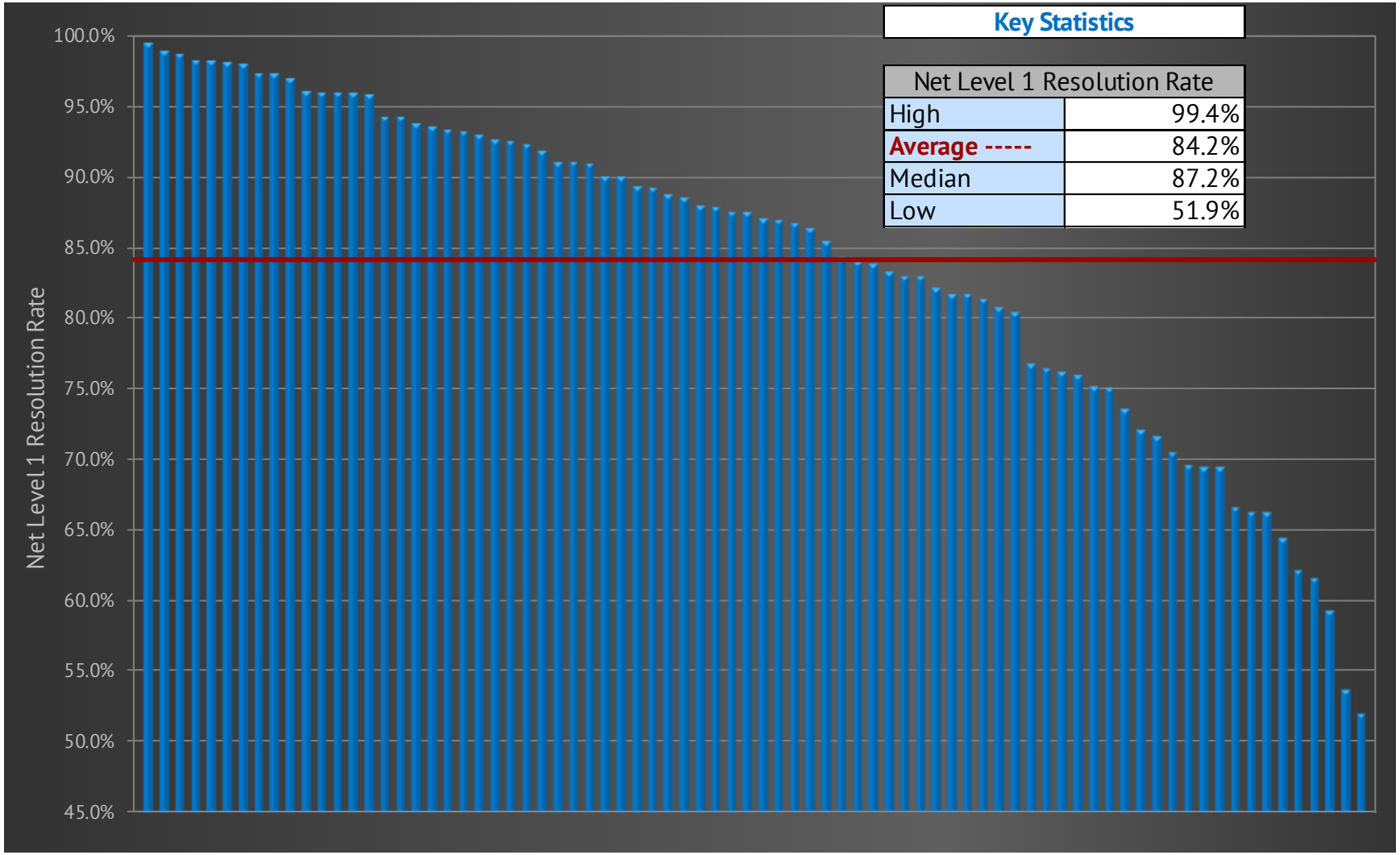
Net Level 1 Resolution Rate (continued)



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Productivity Metrics

Agent Utilization

Definition: Agent Utilization is the average time that an agent spends handling both inbound and outbound contacts per month, divided by the number of work hours in a given month. (See the more thorough definition on page 44.)

$$Agent\ Utilization = \frac{(Total\ contact\ handling\ time\ per\ month)}{(Number\ of\ work\ hours\ per\ month)}$$

Why it's important: Agent Utilization is the single most important indicator of agent productivity. It measures the percentage of time that the average agent is in "work mode," and is independent of Contact Handle Time or call complexity.

Key correlations: Agent Utilization is strongly correlated with the following metrics:

- Inbound Contacts per Agent per Month
- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time
- Agent Occupancy
- Average Speed of Answer

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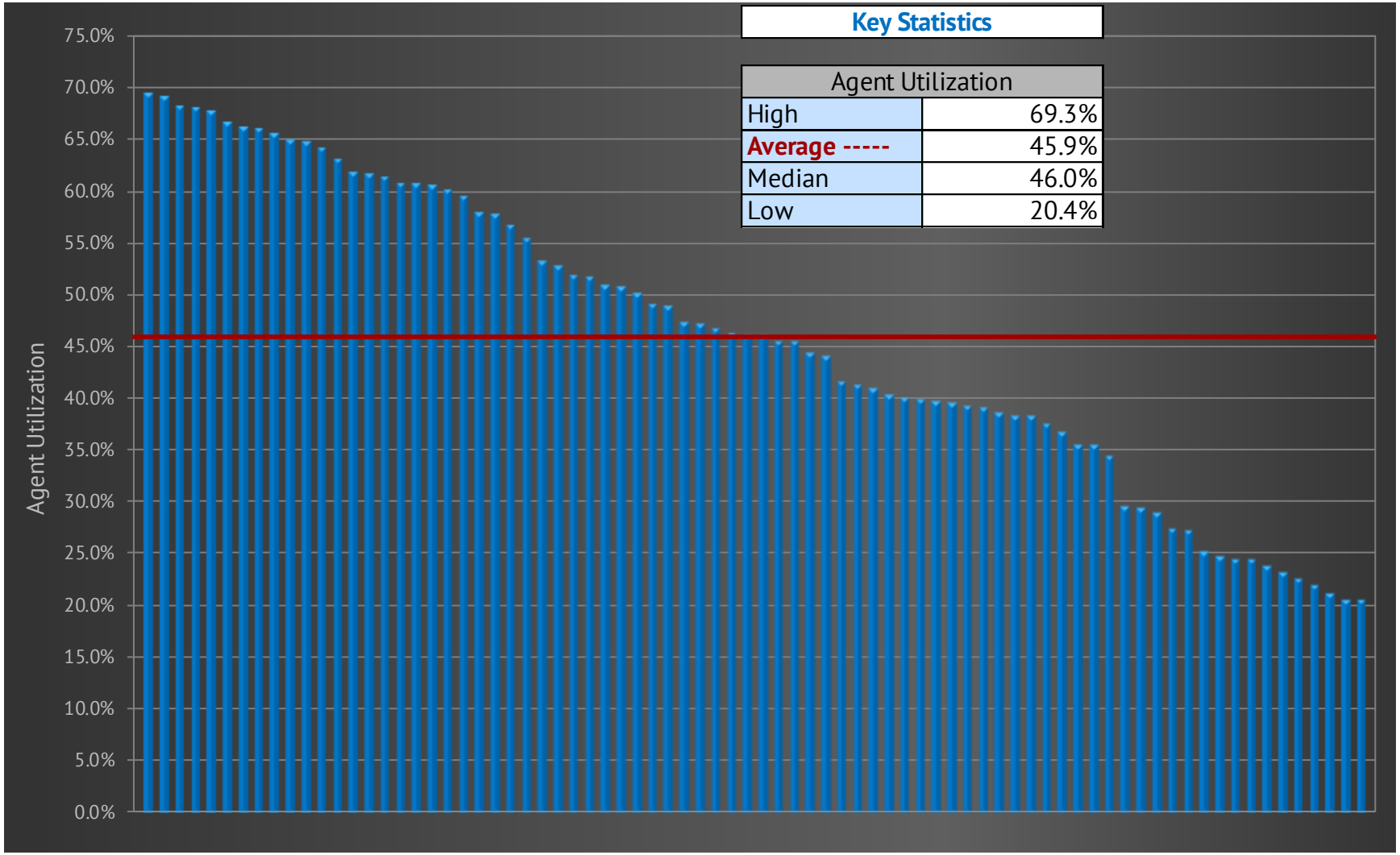
Agent Utilization (continued)

return to page 34 | next scorecard KPI



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Agent Utilization Defined

- Agent Utilization is a measure of the actual time that agents spend providing direct customer support in a month, divided by the agents' total time at work during the month.
- It takes into account both inbound and outbound contacts handled by the agents, and includes all contact types: live voice, voicemail, email, web chat, fax, walk-in, etc.
- But the calculation for Agent Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time.
- By calculating Agent Utilization in this way, all Service Desks worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes.

$$\text{Agent Utilization} = \frac{\text{((Average number of inbound contacts handled by an agent in a month) X (Average inbound handle time in minutes) + (Average number of outbound contacts handled by an agent in a month) X (Average outbound handle time in minutes))}}{\text{(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hour)}}$$

Example: Service Desk Agent Utilization

- Inbound Contacts per Agent per Month = 375
- Outbound Contacts per Agent per Month = 225
- Average Inbound Contact Handle Time = 10 minutes
- Average Outbound Contact Handle Time = 5 minutes

$$\text{Agent Utilization} = \frac{\text{((375 inbound contacts handled per month) X (10 minutes) + (225 outbound contacts per month) X (5 minutes))}}{\text{(21.5 work days per month) X (7.5 work hours per day) X (60 minutes/hour)}} = \textbf{50.4\% Agent Utilization}$$

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Productivity Metrics (continued)

Inbound Contacts per Agent per Month

Definition: Inbound Contacts per Agent per Month is the average monthly inbound contact volume divided by the average Full Time Equivalent (FTE) agent headcount. Contact volume includes contacts from all sources: live voice, voicemail, email, web chat, fax, walk-in, etc. Agent headcount is the average FTE number of employees and contractors handling customer contacts.

$$\textit{Inbound Contacts per Agent per Month} = \frac{(\textit{Avg. inbound contacts per month})}{(\textit{Avg. FTE agent headcount})}$$

Why it's important: Inbound Contacts per Agent per Month is an important indicator of agent productivity. A low number could indicate low Agent Utilization, poor scheduling efficiency or schedule adherence, or a higher-than-average Contact Handle Time. Conversely, a high number of inbound contacts per agent may indicate high Agent Utilization, good scheduling efficiency and schedule adherence, or a lower-than-average Contact Handle Time. Every Service Desk should track and trend this metric on a monthly basis.

Key correlations: Inbound Contacts per Agent per Month is strongly correlated with the following metrics:

- Agent Utilization
- Inbound Contact Handle Time
- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time
- Agent Occupancy
- Average Speed of Answer

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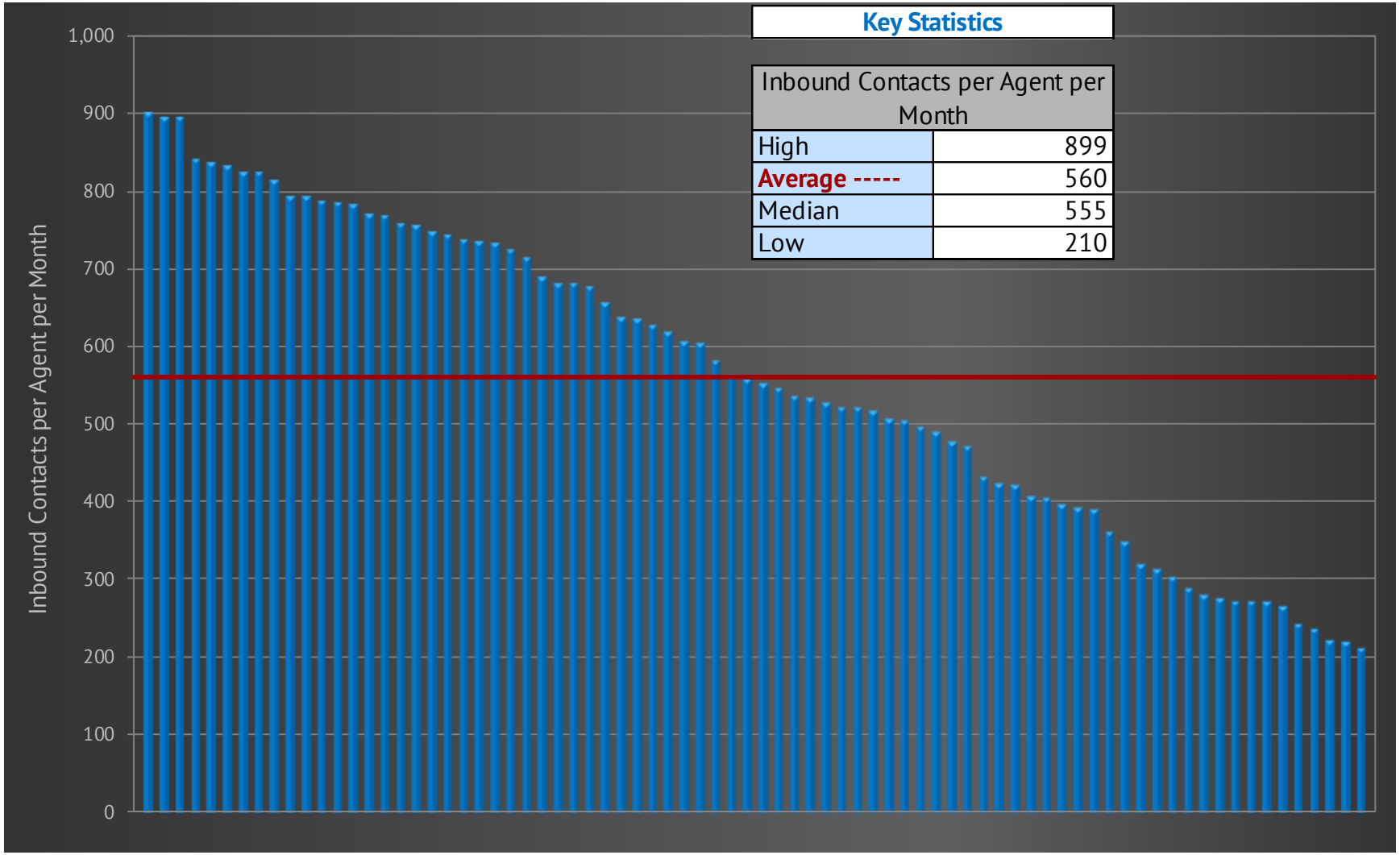
Inbound Contacts per Agent per Month (continued)



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Productivity Metrics (continued)

Outbound Contacts per Agent per Month

Definition: Outbound Contacts per Agent per Month is the average monthly outbound contact volume divided by the average Full Time Equivalent (FTE) agent headcount. Outbound contacts can include callbacks to customers who have left voice messages or sent emails, or callbacks to deliver information and solutions to customers who had previously called in. Agent headcount is the average FTE number of employees and contractors handling customer contacts.

$$\textit{Outbound Contacts per Agent per Month} = \frac{(\textit{Avg. outbound contacts per month})}{(\textit{Avg. FTE agent headcount})}$$

Why it's important: While Outbound Contacts per Agent per Month is technically a productivity metric, it's most important as an indicator of Service Desk effectiveness (quality of performance). The most effective Service Desks have high Net First Contact Resolution Rates and therefore have low outbound call volumes.

Key correlations: Outbound Contacts per Agent per Month is strongly correlated with the following metrics:

- Net First Contact Resolution Rate
- Customer Satisfaction
- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time
- Agent Utilization

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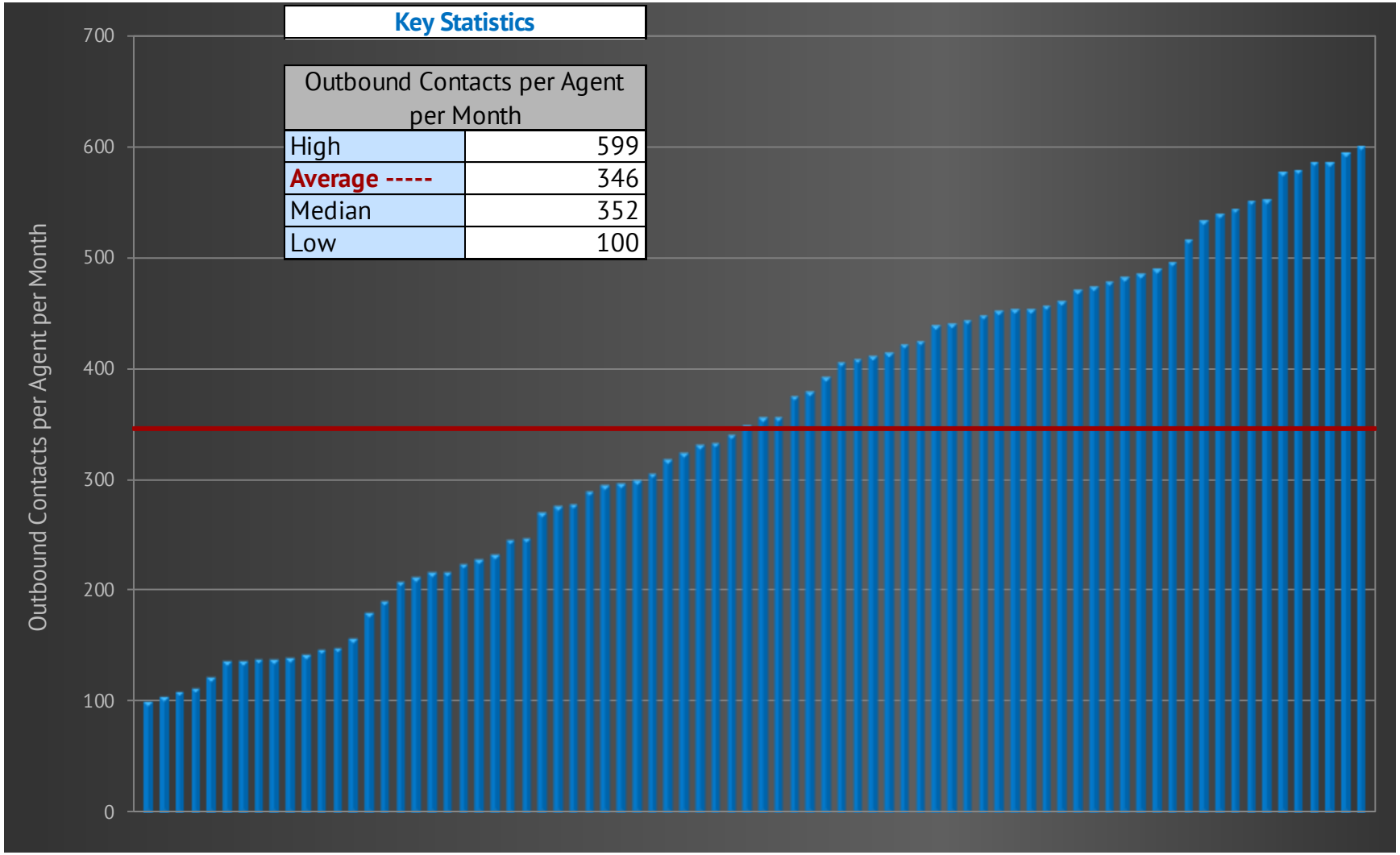
Outbound Contacts per Agent per Month (continued)



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Productivity Metrics (continued)

Agents as a % of Total Headcount

Definition: This metric is the average Full Time Equivalent (FTE) agent headcount divided by the average total Service Desk headcount. It is expressed as a percentage, and represents the percentage of total Service Desk personnel who are engaged in direct customer service activities. Headcount includes both employees and contractors.

$$\textbf{\textit{Agents as a \% of Total Headcount}} = \frac{(\textbf{\textit{Avg. FTE agent headcount}})}{(\textbf{\textit{Avg. total Service Desk headcount}})}$$

Why it's important: The agent headcount as a percentage of total Service Desk headcount is an important measure of management and overhead efficiency. Since non-agents include both management and non-management personnel (such as supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. But it is a more useful metric than management span of control because the denominator of this ratio takes into account *all* personnel that are not directly engaged in customer service activities.

Key correlations: Agents as a % of Total Headcount is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time

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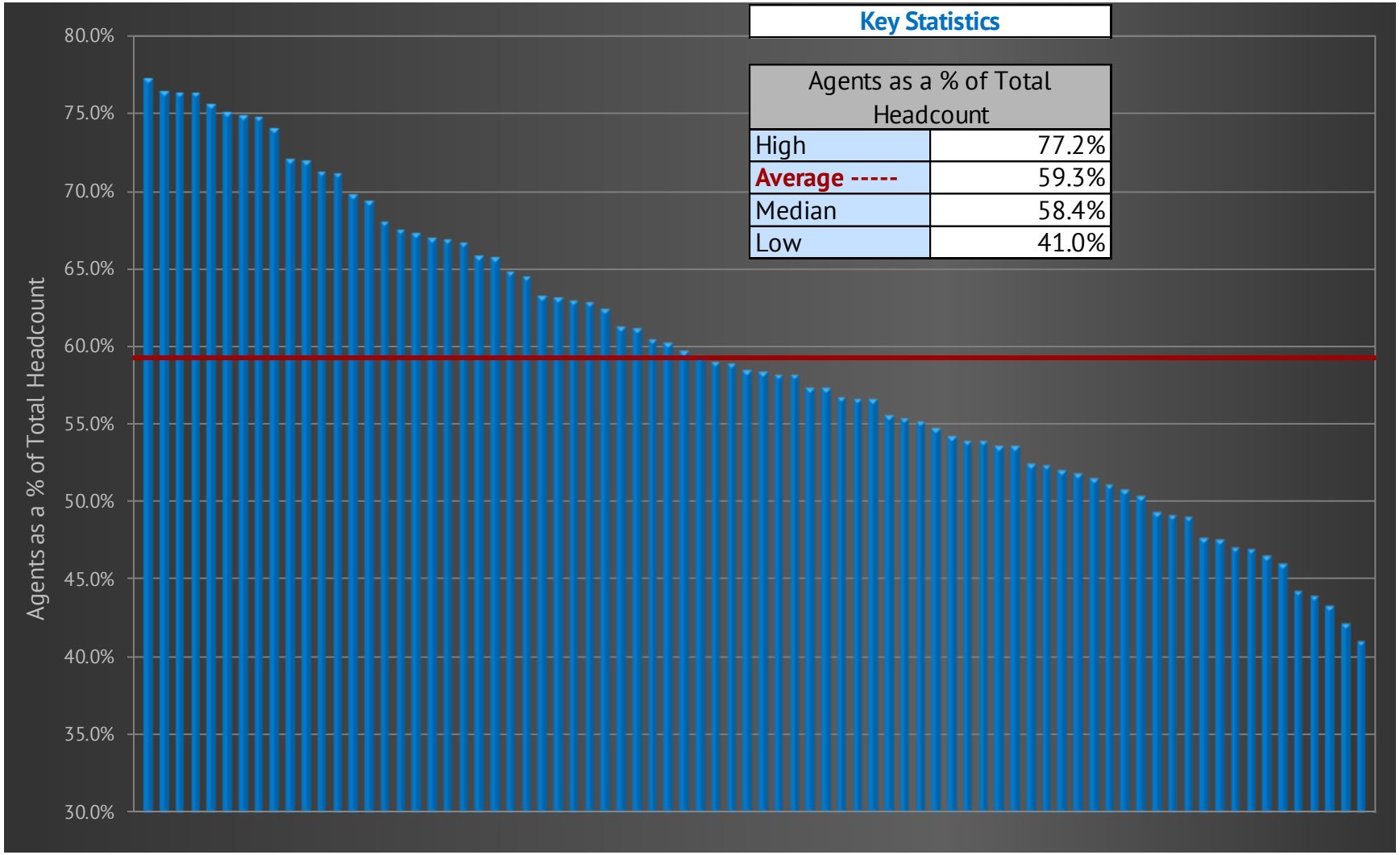
Agents as a % of Total Headcount (continued)



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Service Level Metrics

Average Speed of Answer (ASA)

Definition: Average Speed of Answer (ASA) is the total wait time that callers are in queue, divided by the number of calls handled. This includes calls handled by an Interactive Voice Response (IVR) system, as well as calls handled by live agents. Most Automatic Call Distributor (ACD) systems measure this number.

$$Average\ Speed\ of\ Answer = \frac{(Total\ initial\ wait\ time\ of\ all\ callers)}{(Number\ of\ inbound\ calls\ handled)}$$

Why it's important: ASA is a common service-level metric in the Service Desk industry. It indicates how responsive a Service Desk is to incoming calls. Since most Service Desks have an ASA service-level target, the ASA is tracked to ensure service-level compliance.

Key correlations: Average Speed of Answer is strongly correlated with the following metrics:

- Call Abandonment Rate
- % of Calls Answered in 30 Seconds
- Agent Utilization

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Average Speed of Answer (ASA) (continued)

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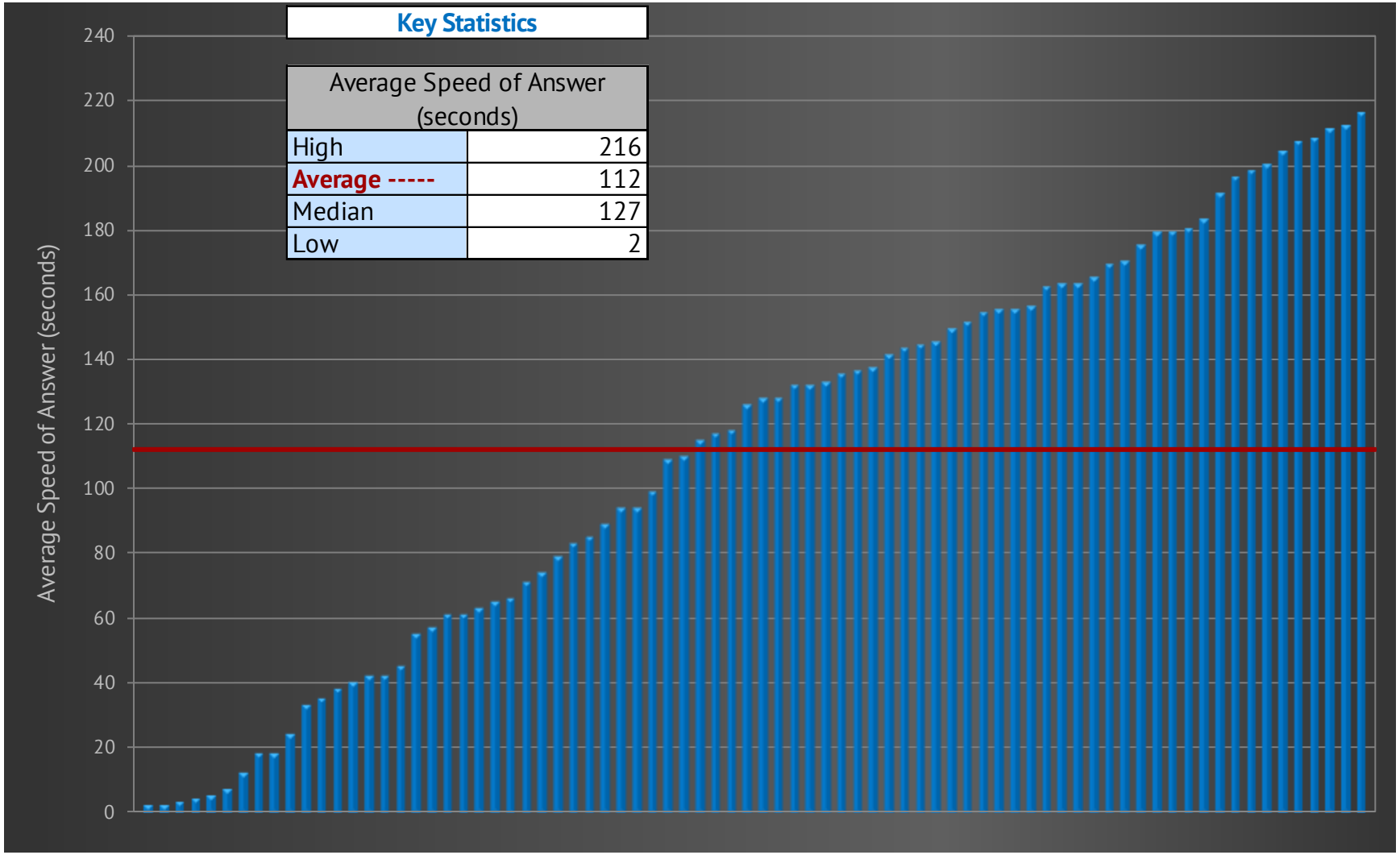

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Service Level Metrics (continued)

% of Calls Answered in 30 Seconds

Definition: This metric is fairly self-explanatory. It is the percentage of all inbound calls that are answered by a live agent within 30 seconds. For those who don't track this exact metric, but track a similar metric such as % of Calls Answered in 60 Seconds, MetricNet uses a conversion formula to calculate the equivalent percentage of calls answered within 30 seconds.

$$\%\ of\ Calls\ Answered\ in\ 30\ Seconds = \frac{(Inbound\ calls\ answered\ in\ 30\ seconds)}{(Total\ inbound\ calls)}$$

Why it's important: % of Calls Answered in 30 Seconds is a common service-level metric in the Service Desk industry. It indicates how responsive a Service Desk is to incoming calls. Many Service Desks have a service-level target for % of Calls Answered in 30 Seconds, so the metric is tracked to ensure service-level compliance.

Key correlations: % of Calls Answered in 30 Seconds is strongly correlated with the following metrics:

- Average Speed of Answer
- Call Abandonment Rate
- Agent Utilization

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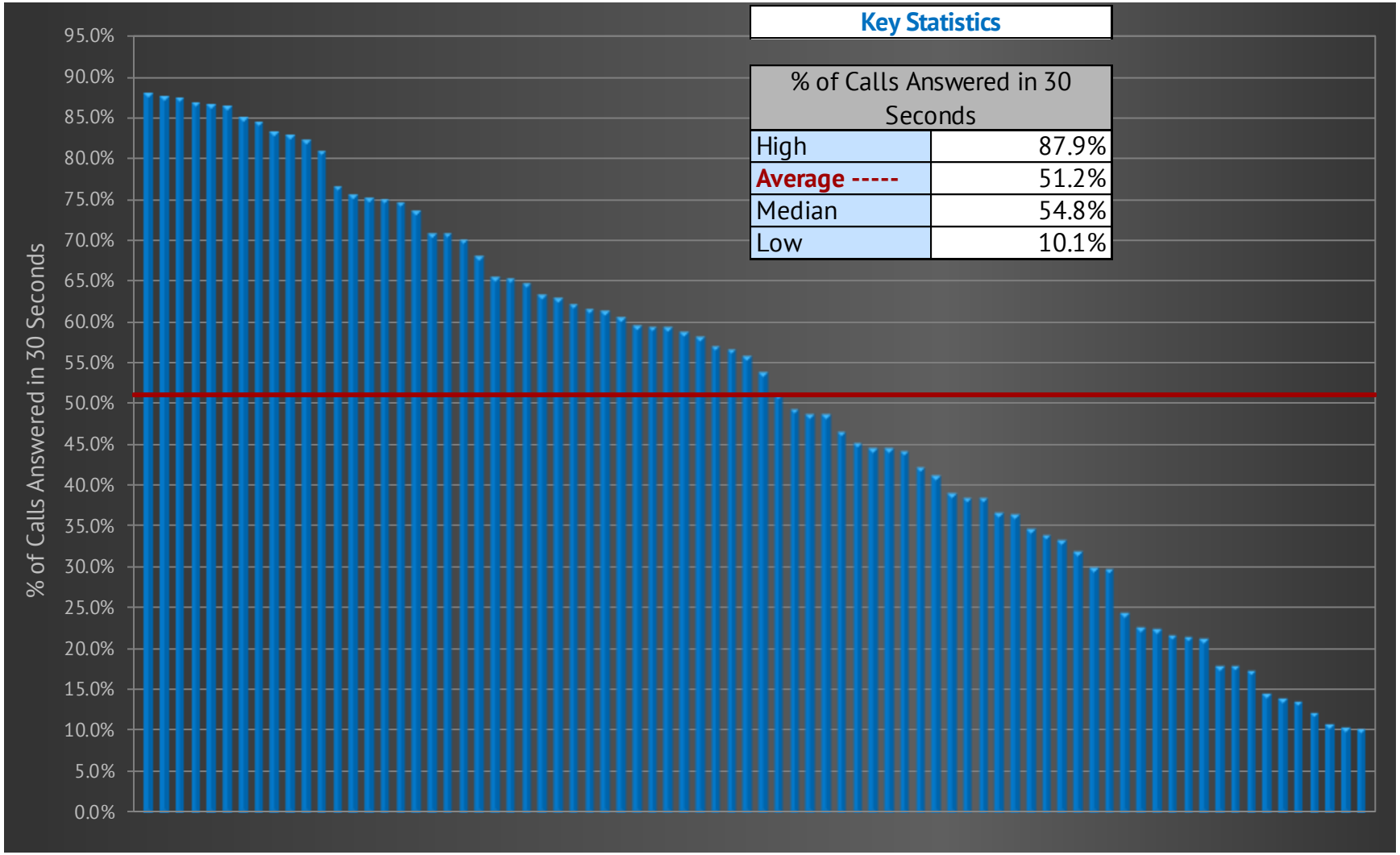
% of Calls Answered in 30 Seconds (continued)



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Service Level Metrics (continued)

Call Abandonment Rate

Definition: Call Abandonment Rate is the percentage of calls that were connected to the ACD, but were disconnected by the caller before reaching an agent or before completing a process within the IVR.

$$\textit{Call Abandonment Rate} = \frac{(\textit{Calls abandoned by caller})}{(\textit{Total inbound calls})}$$

Why it's important: Call Abandonment Rate is a common service-level metric in the Service Desk industry. An abandoned call indicates that a caller gave up and hung up the phone before receiving service from a live agent or from the IVR. Since most Service Desks have an abandonment-rate service-level target, the Call Abandonment Rate is tracked to ensure service-level compliance.

Key correlations: Call Abandonment Rate is strongly correlated with the following metrics:

- Average Speed of Answer
- % of Calls Answered in 30 Seconds
- Agent Utilization

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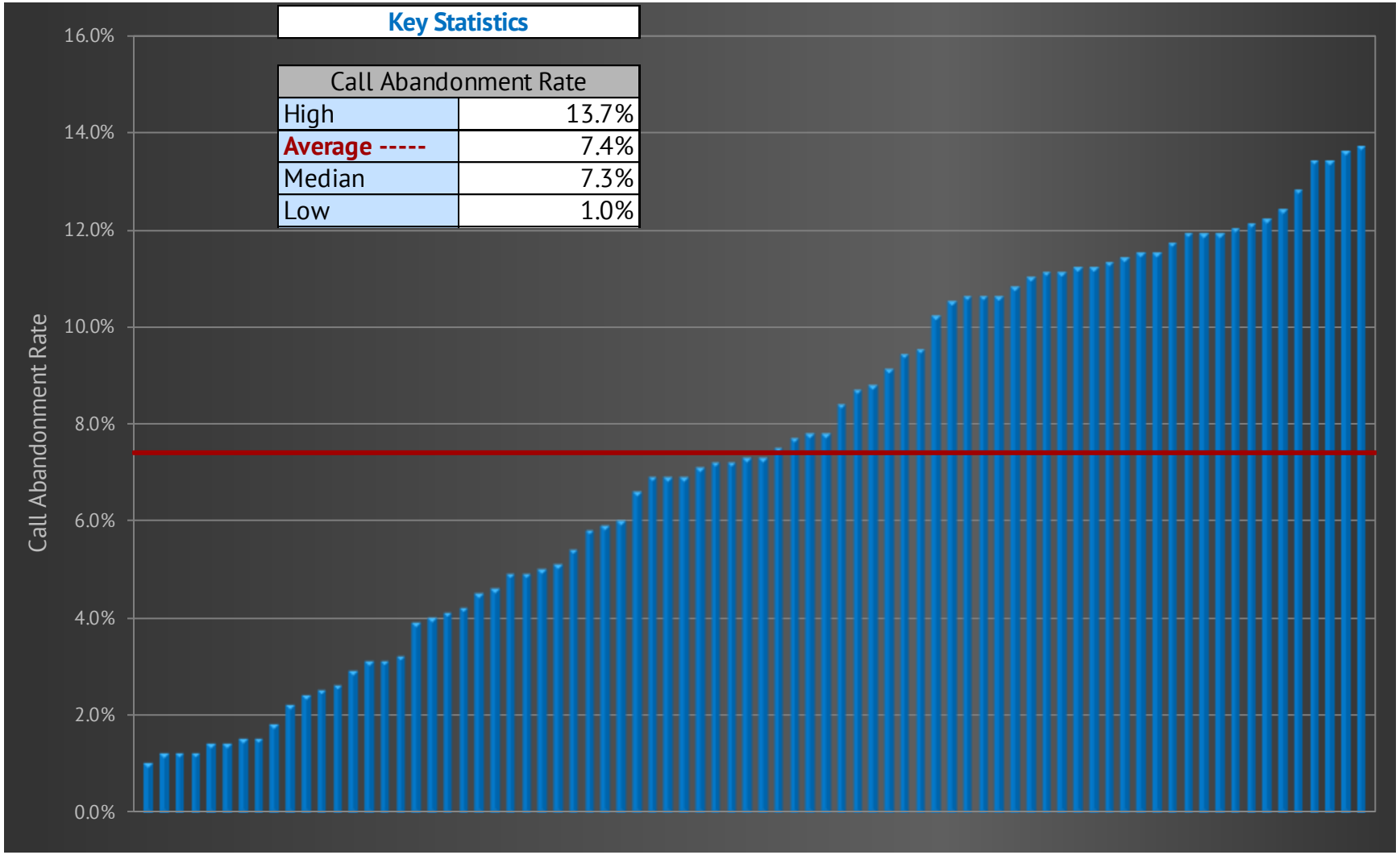
Call Abandonment Rate (continued)



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Quality Metrics

Customer Satisfaction

Definition: Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their Service Desk experience. This metric can be captured in a numbers of ways, including automatic after-call IVR surveys, follow-up outbound (live-agent) calls, email surveys, postal surveys, etc.

$$Customer\ Satisfaction = \frac{(Number\ of\ satisfied\ or\ very\ satisfied\ customers)}{(Number\ of\ customers\ surveyed)}$$

Why it's important: Customer Satisfaction is the single most important measure of Service Desk quality. Any successful Service Desk will have consistently high Customer Satisfaction ratings. Some Service Desk managers are under the impression that a low Cost per Inbound Contact may justify a lower level of Customer Satisfaction. But this is not true. MetricNet's research shows that even Service Desks with a very low Cost per Inbound Contact can achieve consistently high Customer Satisfaction ratings.

Key correlations: Customer Satisfaction is strongly correlated with the following metrics:

- First Contact Resolution Rate
- Call Quality

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Customer Satisfaction (continued)

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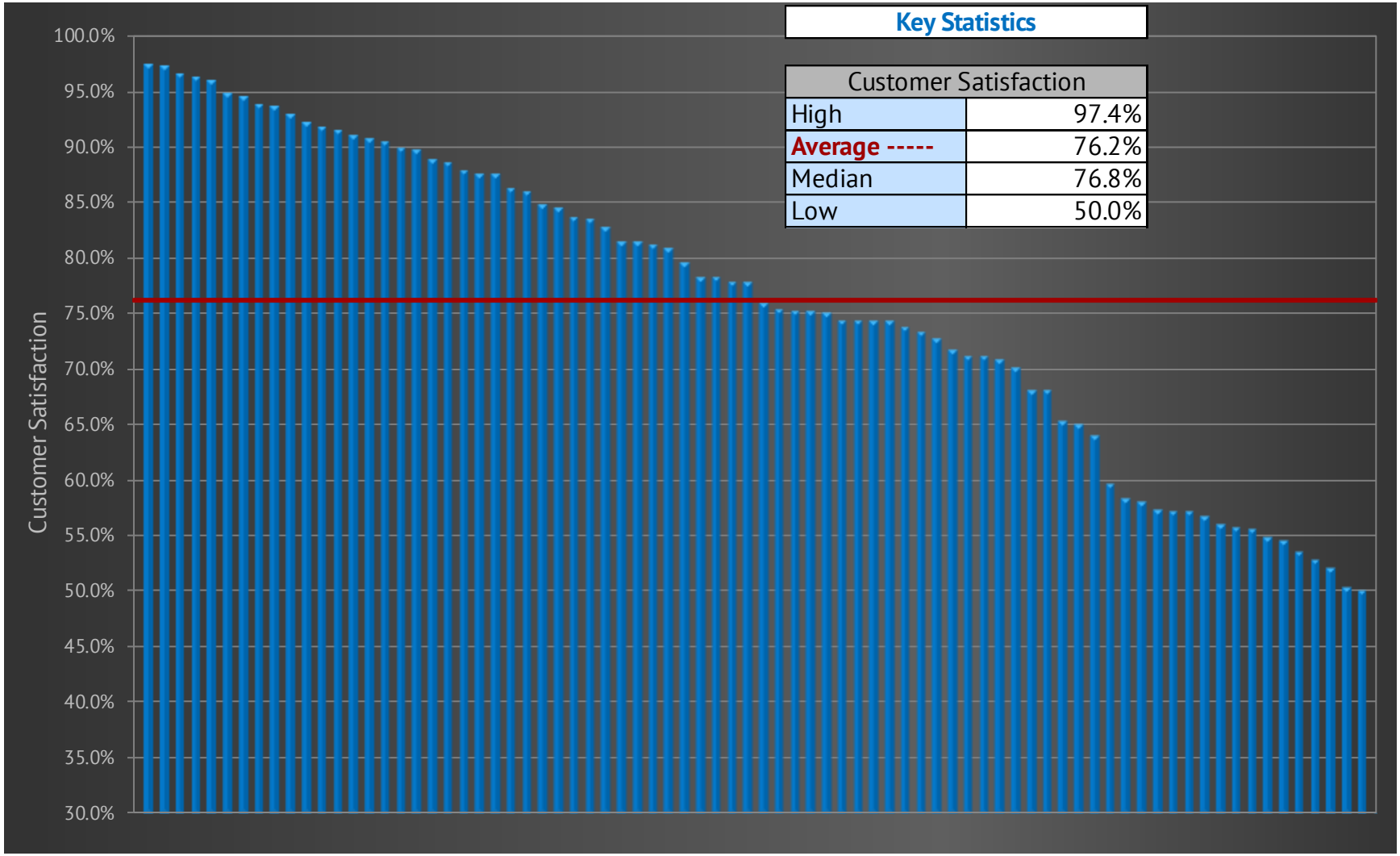

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Quality Metrics (continued)

Net First Contact Resolution Rate

Definition: Net First Contact Resolution (FCR) applies only to live (telephone) contacts. It is a percentage, equal to the number of inbound calls that are resolved on the first interaction with the customer, divided by all calls that are potentially resolvable on first contact. Calls that involve a customer callback, or are otherwise unresolved on the first contact for any reason, do not qualify for Net First Contact Resolution. Calls that *cannot* be resolved on first contact, such as a hardware break/fix, are not included in the denominator of Net First Contact Resolution Rate. Some Service Desks include email in their FCR Rate by considering an email resolved on first contact if the customer receives a resolution within one hour of submitting the email.

$$\textit{Net First Contact Resolution Rate} = \frac{(\textit{Calls actually resolved on first contact})}{(\textit{Calls resolvable on first contact})}$$

Why it's important: Net First Contact Resolution is the single biggest driver of Customer Satisfaction. A high Net FCR Rate is almost always associated with high levels of Customer Satisfaction. Service Desks that emphasize training (i.e., high training hours for new and veteran agents) and have good technology tools, such as remote diagnostic capability and knowledge management, generally enjoy a higher-than-average Net FCR Rate.

Key correlations: Net First Contact Resolution Rate is strongly correlated with the following metrics:

- Customer Satisfaction
- Net Level 1 Resolution Rate
- New Agent Training Hours
- Annual Agent Training Hours
- Inbound Contact Handle Time

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Net First Contact Resolution Rate (continued)

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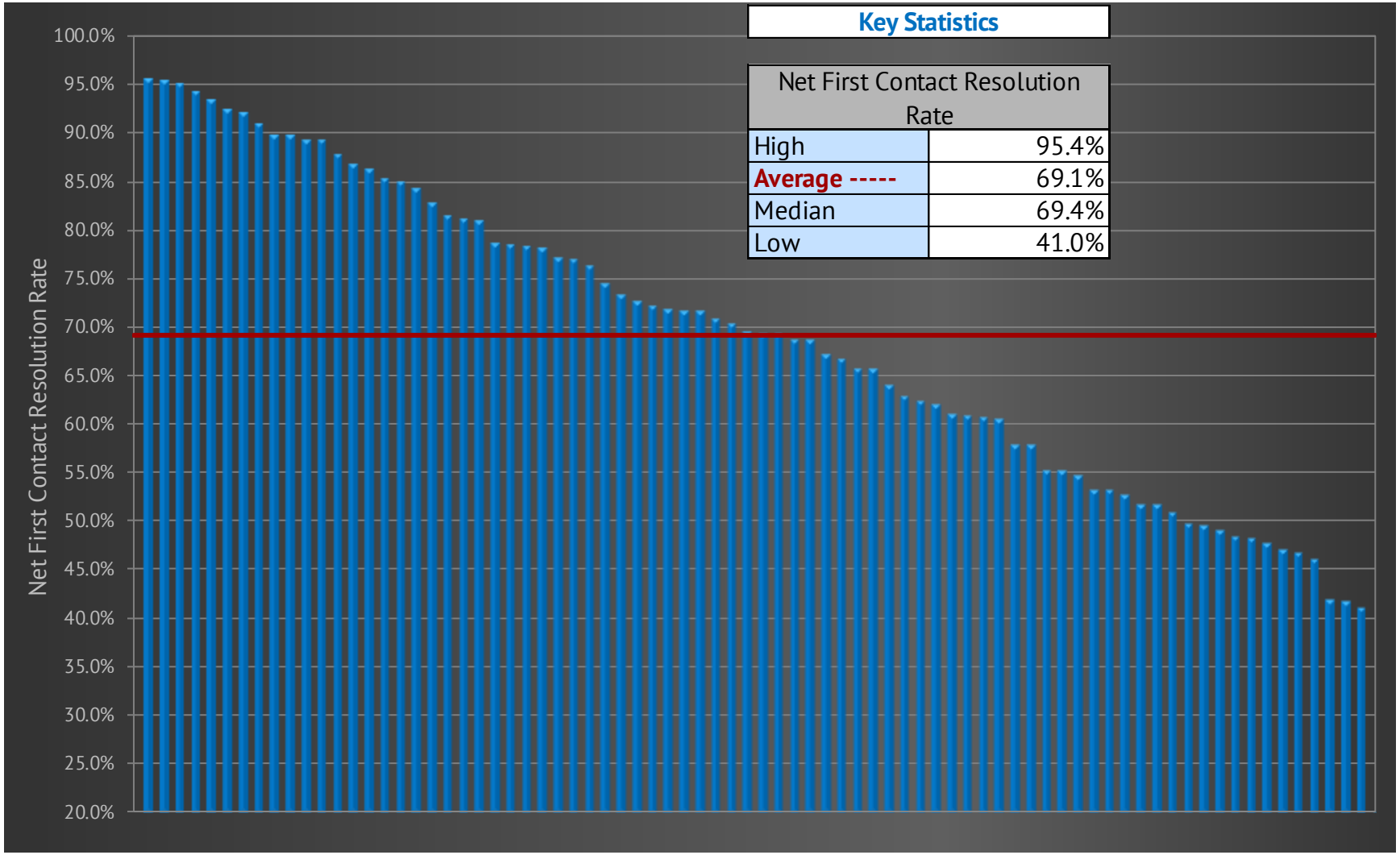

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Quality Metrics (continued)

Call Quality

Definition: Although there is no consistent methodology for measuring Call Quality in the Service Desk industry, most Service Desks have developed their own scoring system for grading the quality of a call. Most will measure call quality on a scale of zero to 100%, and evaluate such things as agent courtesy, professionalism, empathy, timeliness of resolution, quality of resolution, adherence to the script, etc.

$$Call\ Quality = A\ score\ based\ on\ the\ agent's\ helpfulness, efficiency, courtesy, etc.$$

Why it's important: Call Quality is the foundation of Customer Satisfaction. Good Call Quality takes into account agent knowledge and expertise, call efficiency (i.e., Call Handle Time), and agent courtesy and professionalism. Unless Call Quality is consistently high, it is difficult to achieve consistently high levels of Customer Satisfaction. When measured properly, Call Quality and Customer Satisfaction should track fairly closely.

Key correlations: Call Quality is strongly correlated with the following metrics:

- Customer Satisfaction
- Net First Contact Resolution Rate
- New Agent Training Hours
- Annual Agent Training Hours

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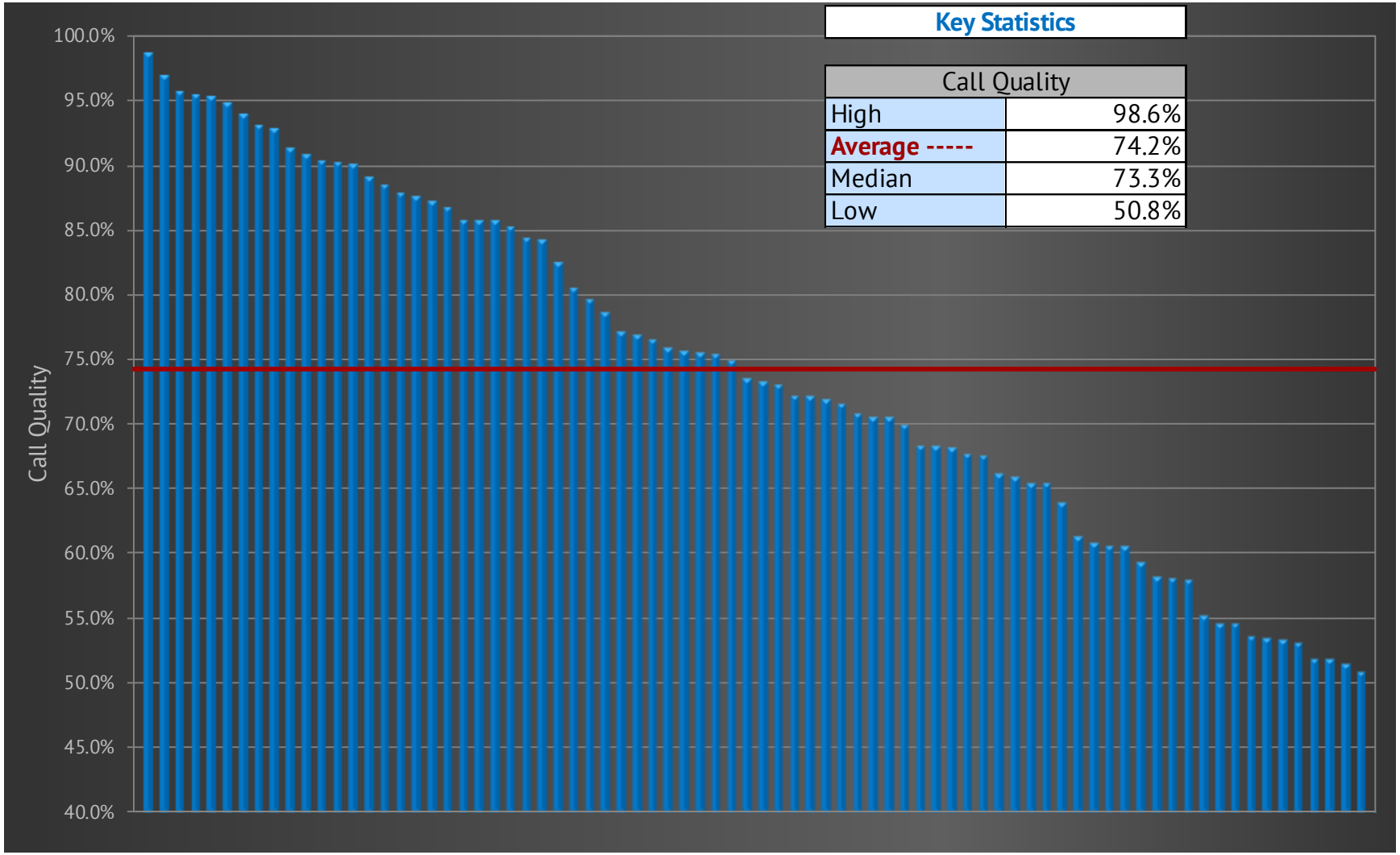
Call Quality (continued)



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Agent Metrics

Annual Agent Turnover

Definition: Annual Agent Turnover is the average percentage of agents that leave the Service Desk, for any reason (voluntarily or involuntarily), in a year.

$$Annual\ Agent\ Turnover = \frac{(Avg.\ number\ of\ agents\ that\ leave\ per\ year)}{(Avg.\ total\ agent\ headcount)}$$

Why it's important: Agent turnover is costly. Each time an agent leaves the Service Desk, a new agent needs to be hired to replace the outgoing agent. This results in costly recruiting, hiring, and training expenses. Additionally, it is typically several weeks or even months before an agent is fully productive, so there is lost productivity associated with agent turnover as well. High agent turnover is generally associated with low agent morale in a Service Desk.

Key correlations: Annual Agent Turnover is strongly correlated with the following metrics:

- Daily Agent Absenteeism
- Annual Agent Training Hours
- Customer Satisfaction
- Net First Contact Resolution Rate
- Cost per Inbound Contact
- Agent Job Satisfaction

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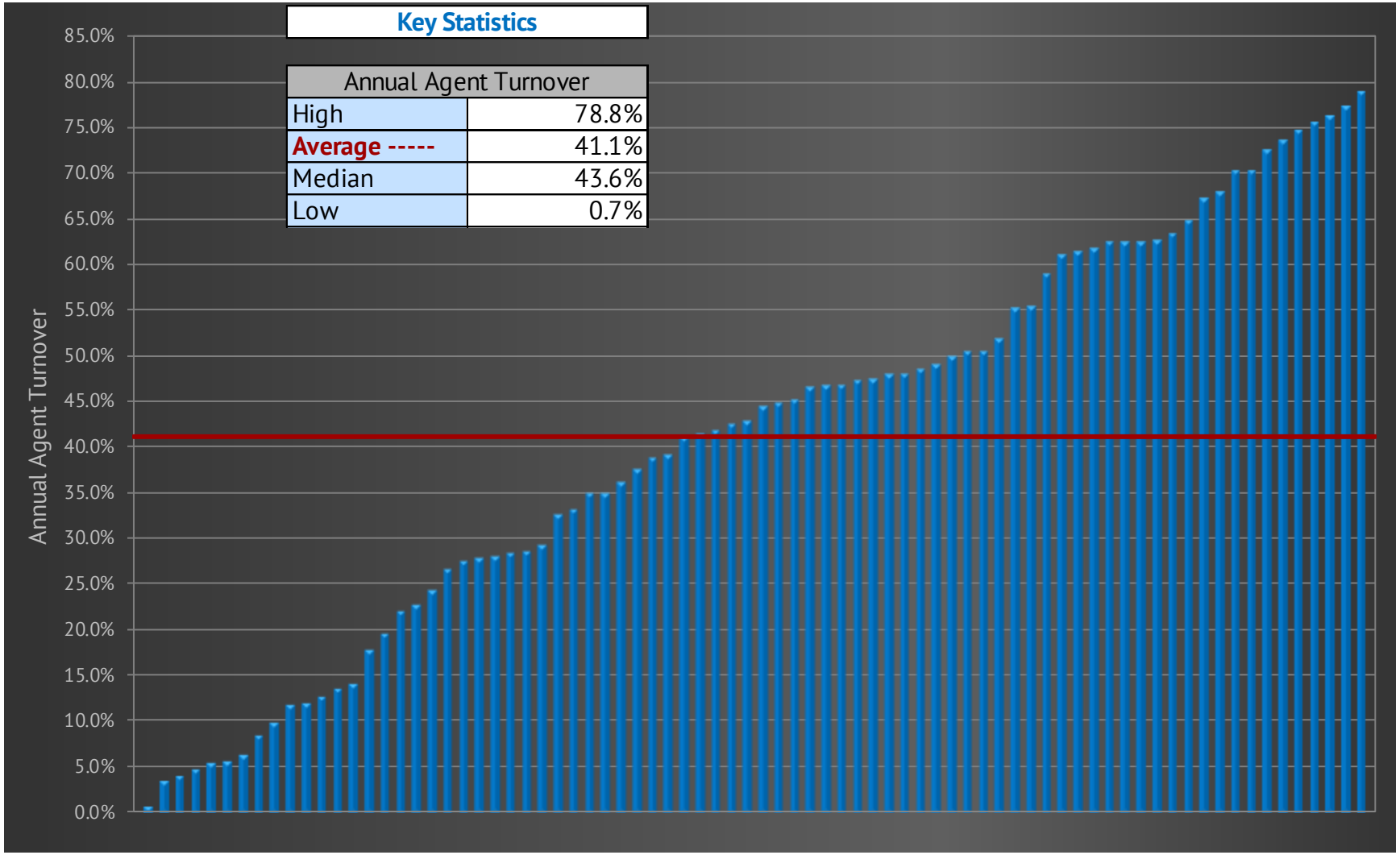
Annual Agent Turnover (continued)



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Agent Metrics (continued)

Daily Agent Absenteeism

Definition: Daily Agent Absenteeism is the average percentage of agents with an unexcused absence on any given day. It is calculated by dividing the average number of unexcused absent agents per day by the average total number of agents per day that are scheduled to be at work.

$$Daily\ Agent\ Absenteeism = \frac{(Avg.\ number\ of\ unexcused\ absent\ agents\ per\ day)}{(Avg.\ number\ of\ agents\ scheduled\ to\ work\ per\ day)}$$

Why it's important: High Agent Absenteeism is problematic because it makes it difficult for a Service Desk to schedule resources efficiently. High absenteeism can severely harm a Service Desk's operating performance and increase the likelihood that service-level targets will be missed. A Service Desk's Average Speed of Answer and Call Abandonment Rate typically suffer when absenteeism is high. Also, chronically high absenteeism is often a sign of low agent morale.

Key correlations: Daily Agent Absenteeism is strongly correlated with the following metrics:

- Annual Agent Turnover
- Agent Job Satisfaction
- Agent Utilization
- Cost per Inbound Contact
- Contacts per Agent per Month

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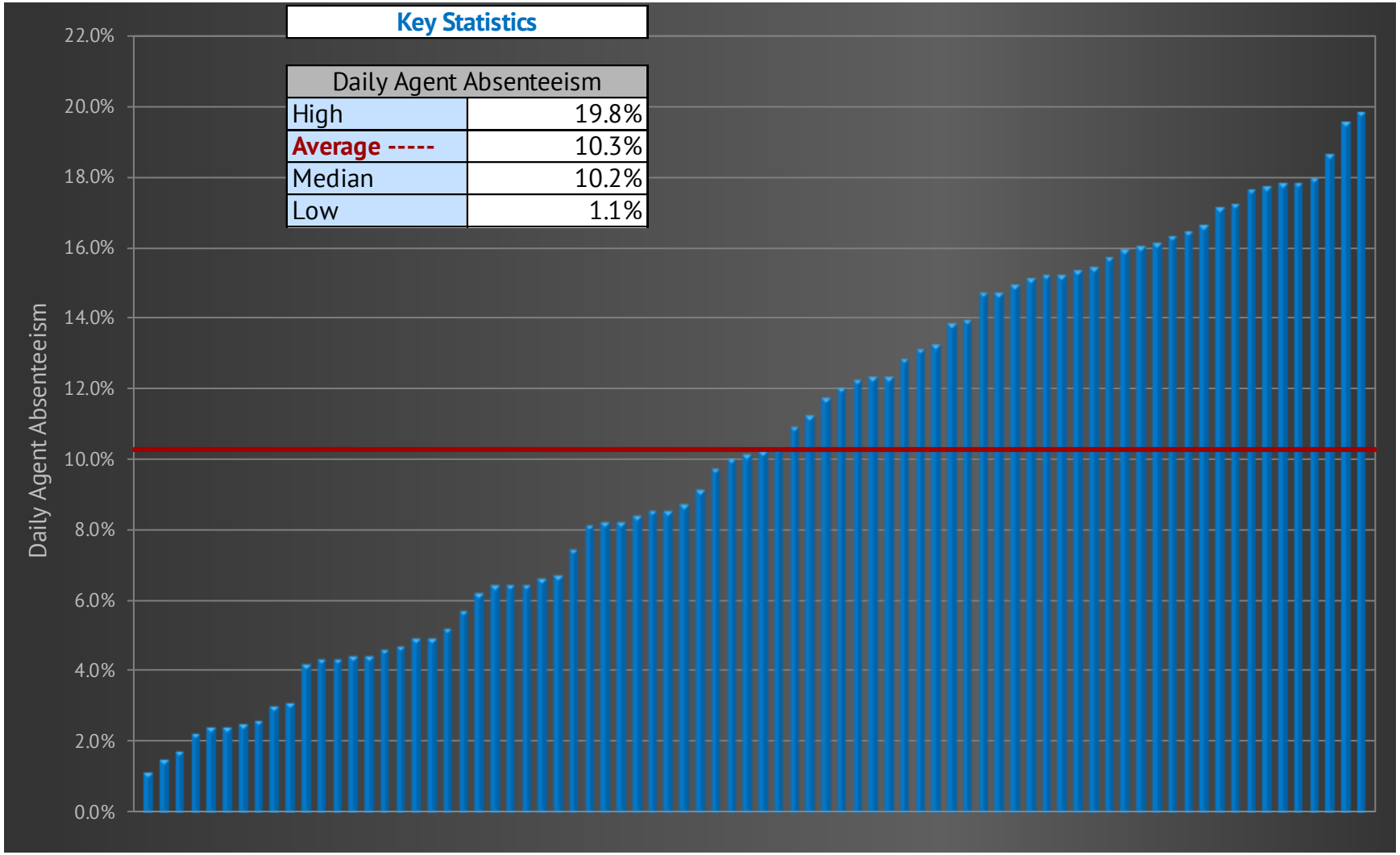
Daily Agent Absenteeism (continued)



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Agent Metrics (continued)

Agent Occupancy

Definition: Agent Occupancy is a percentage, equal to the amount of time that an agent is in his or her seat and connected to the ACD and either engaged in a call or ready to answer a call, divided by the agent's total number of hours at work (excluding break time and lunch time).

$$Agent\ Occupancy = \frac{(Hours\ that\ agents\ are\ ready\ to\ answer\ or\ actually\ on\ calls)}{(Total\ agent\ work\ hours)}$$

Why it's important: Agent Occupancy is an indirect measure of agent productivity and Agent Schedule Adherence. High levels of Agent Occupancy indicate an orderly, disciplined work environment. Conversely, low levels of Agent Occupancy are often accompanied by a chaotic, undisciplined work environment. Agent Occupancy and Agent Utilization are sometimes confused. Although Agent Occupancy and Agent Utilization are correlated, they are very different metrics. It is possible to have a high occupancy (when agents are logged into the ACD a large percentage of the time) but a low Agent Utilization (when few calls are coming in).

Key correlations: Agent Occupancy is strongly correlated with the following metrics:

- Agent Utilization
- Agent Schedule Adherence
- Contacts per Agent per Month
- Cost per Inbound Contact

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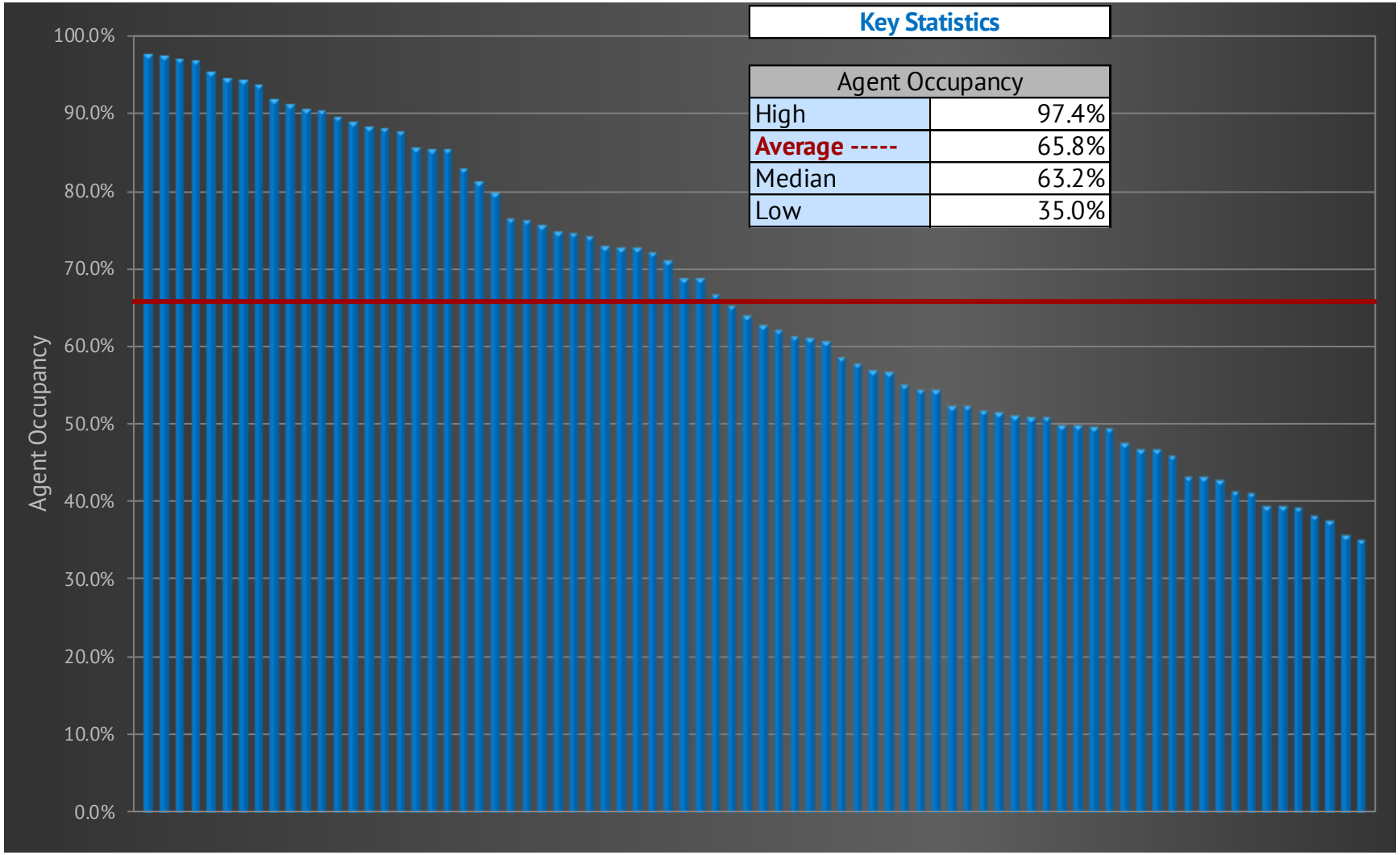
Agent Occupancy (continued)



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Agent Metrics (continued)

Agent Schedule Adherence

Definition: Agent Schedule Adherence measures whether agents are in their seats ready to accept calls as scheduled. That is, it measures how well a Service Desk's agents are "adhering" to the schedule. Agent Schedule Adherence is equal to the actual time that an agent is logged in to the system ready to accept calls, divided by the total time the agent is scheduled to be available to accept calls.

$$\textit{Agent Schedule Adherence} = \frac{(\textit{Hours that agents are available for or on calls})}{(\textit{Hours that agents are scheduled to be available})}$$

Why it's important: Effective agent scheduling is critical to achieving a Service Desk's service-level goals and maximizing Agent Utilization. But a work schedule, no matter how well constructed, is only as good as the adherence to the schedule. It is therefore important for agents to adhere to the schedule as closely as possible to ensure that these productivity and service-level goals are met.

Key correlations: Agent Schedule Adherence is strongly correlated with the following metrics:

- Agent Utilization
- Inbound Contacts per Agent per Month
- Agent Occupancy
- Average Speed of Answer

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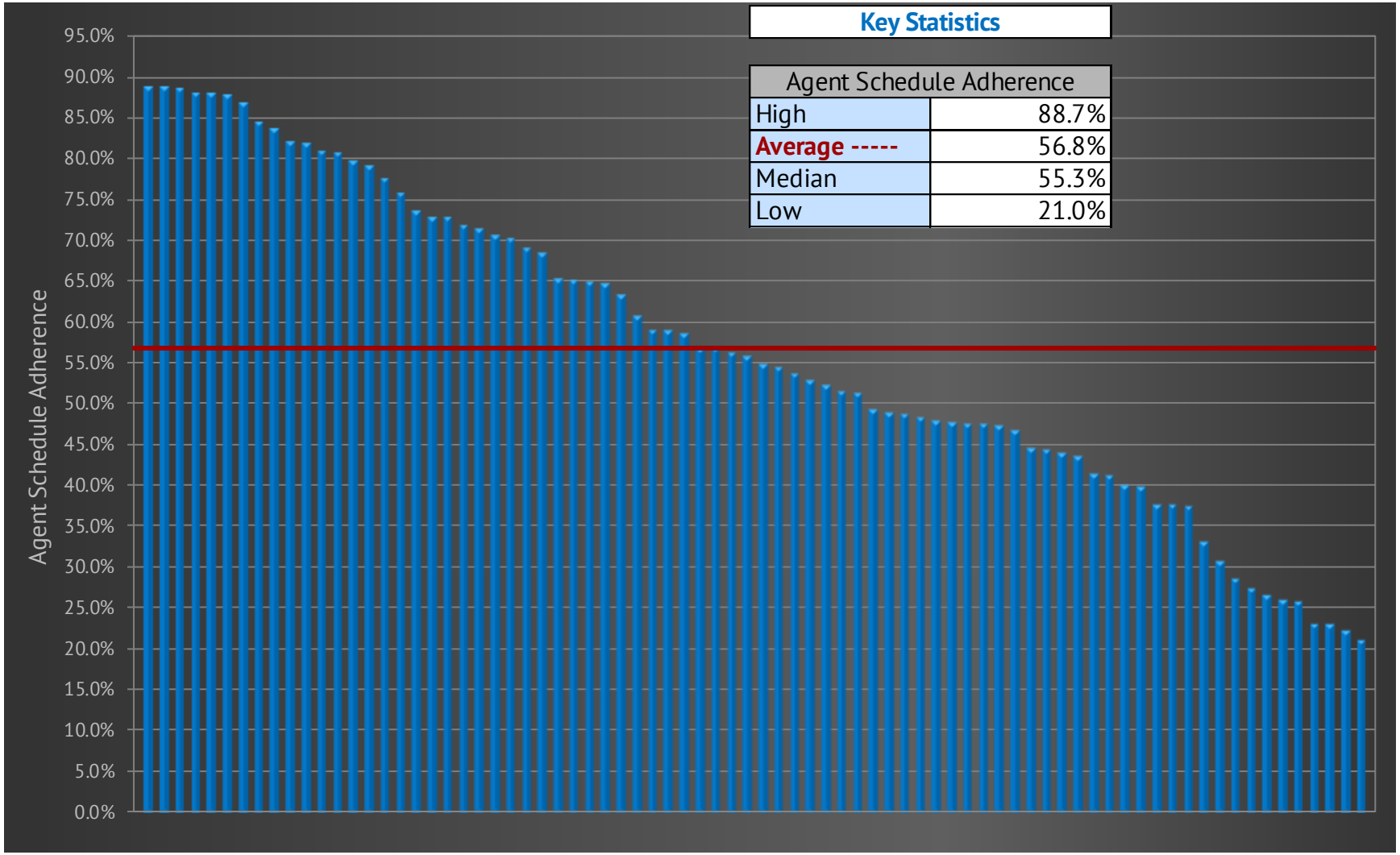
Agent Schedule Adherence (continued)



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Agent Metrics (continued)

New Agent Training Hours

Definition: The name of this metric is somewhat self-explanatory. New Agent Training Hours is the number of training hours (including classroom, computer-based training, self-study, shadowing, being coached, and on-the-job training) that a new agent receives before he or she is allowed to handle customer contacts independently.

New Agent Training Hours* = *Number of training hours* required *before a new agent may handle contacts independently

Why it's important: New Agent Training Hours are strongly correlated with Call Quality and Net First Contact Resolution Rate, especially during an agent's first few months on the job. The more training that new agents receive, the higher that Call Quality and Net FCR will typically be. This, in turn, has a positive effect on many other performance metrics including Customer Satisfaction. Perhaps most importantly, training levels strongly impact agent morale—agents who receive more training typically have higher levels of job satisfaction.

Key correlations: New Agent Training Hours are strongly correlated with the following metrics:

- Call Quality
- Net First Contact Resolution Rate
- Customer Satisfaction
- Inbound Contact Handle Time
- Agent Job Satisfaction

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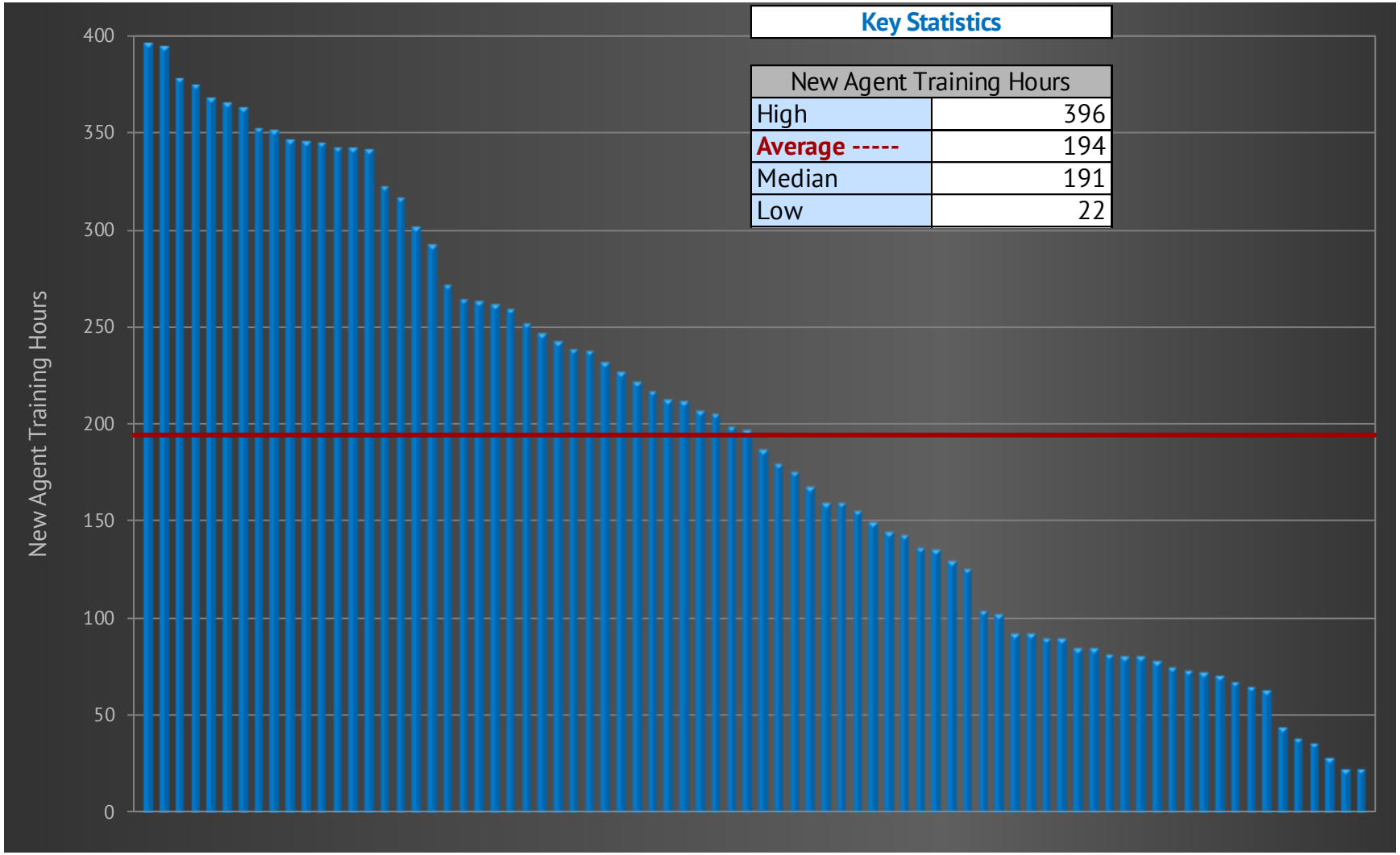
New Agent Training Hours (continued)



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Agent Metrics (continued)

Annual Agent Training Hours

Definition: Annual Agent Training Hours is the average number of training hours (including classroom, computer-based training, self-study, shadowing, etc.) that an agent receives on an annual basis. This number includes any training hours that an agent receives that are not part of the agent's initial (new-agent) training. But it does not include routine team meetings, shift handoffs, or other activities that do not involve formal training.

$$\textit{Annual Agent Training Hours} = \textit{Average number of formal training hours per agent per year}$$

Why it's important: Annual Agent Training Hours are strongly correlated with Call Quality, Net First Contact Resolution Rate, and Customer Satisfaction. Perhaps most importantly, training levels strongly impact agent morale—agents who receive more training typically have higher levels of job satisfaction.

Key correlations: Annual Agent Training Hours are strongly correlated with the following metrics:

- Call Quality
- Net First Contact Resolution Rate
- Customer Satisfaction
- Inbound Contact Handle Time
- Agent Job Satisfaction

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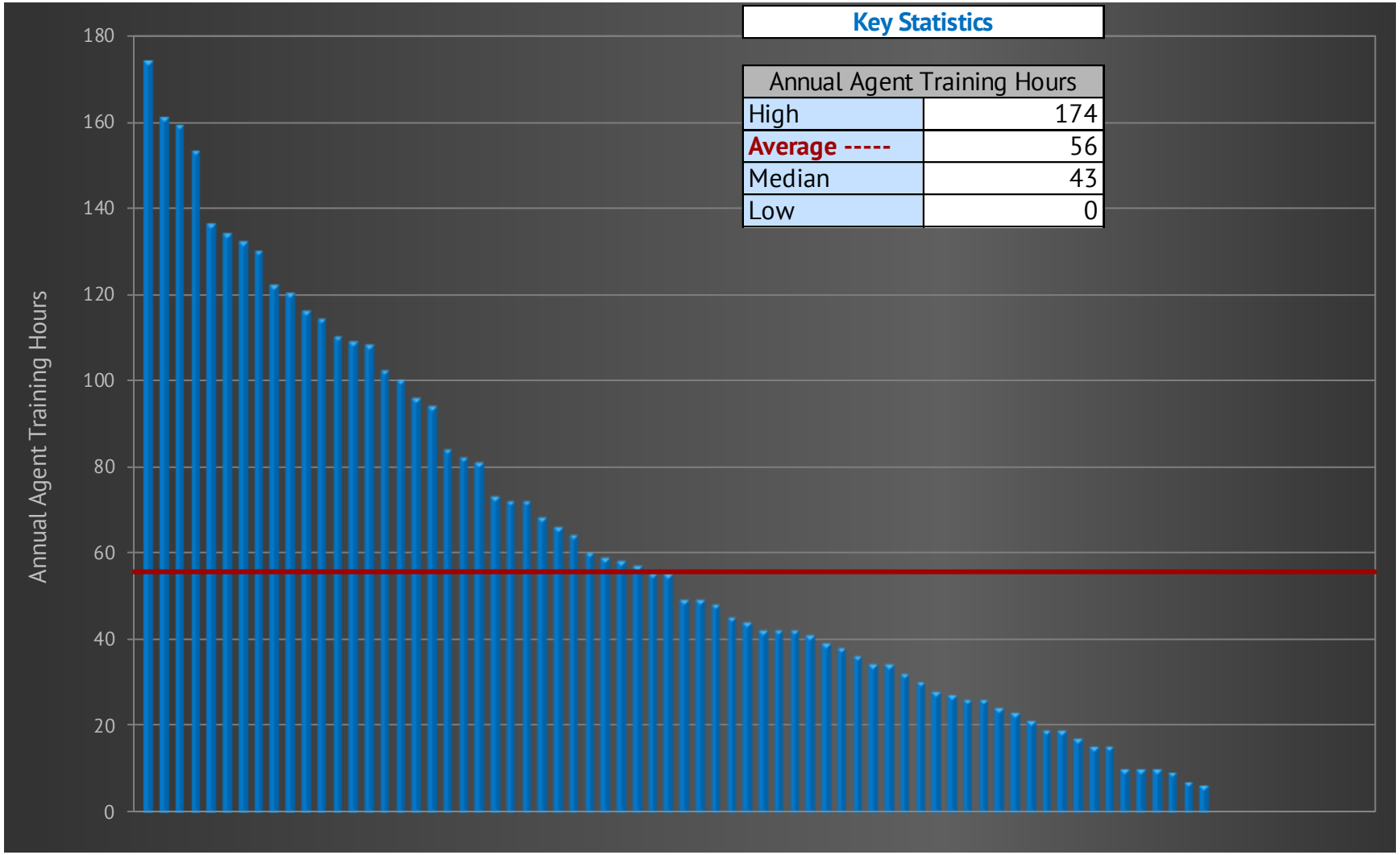
Annual Agent Training Hours (continued)



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Agent Metrics (continued)

Agent Tenure

Definition: Agent Tenure is the average number of months that each agent has worked on a particular Service Desk.

Agent Tenure = Average number of months that each agent has worked on your Service Desk

Why it's important: Agent Tenure is a measure of agent experience. Almost every metric related to Service Desk cost and quality is impacted by the level of experience the agents have.

Key correlations: Agent Tenure is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Call Quality
- Customer Satisfaction
- Annual Agent Turnover
- Agent Training Hours
- Agent Coaching Hours
- Inbound Contact Handle Time
- Net First Contact Resolution Rate
- Agent Job Satisfaction

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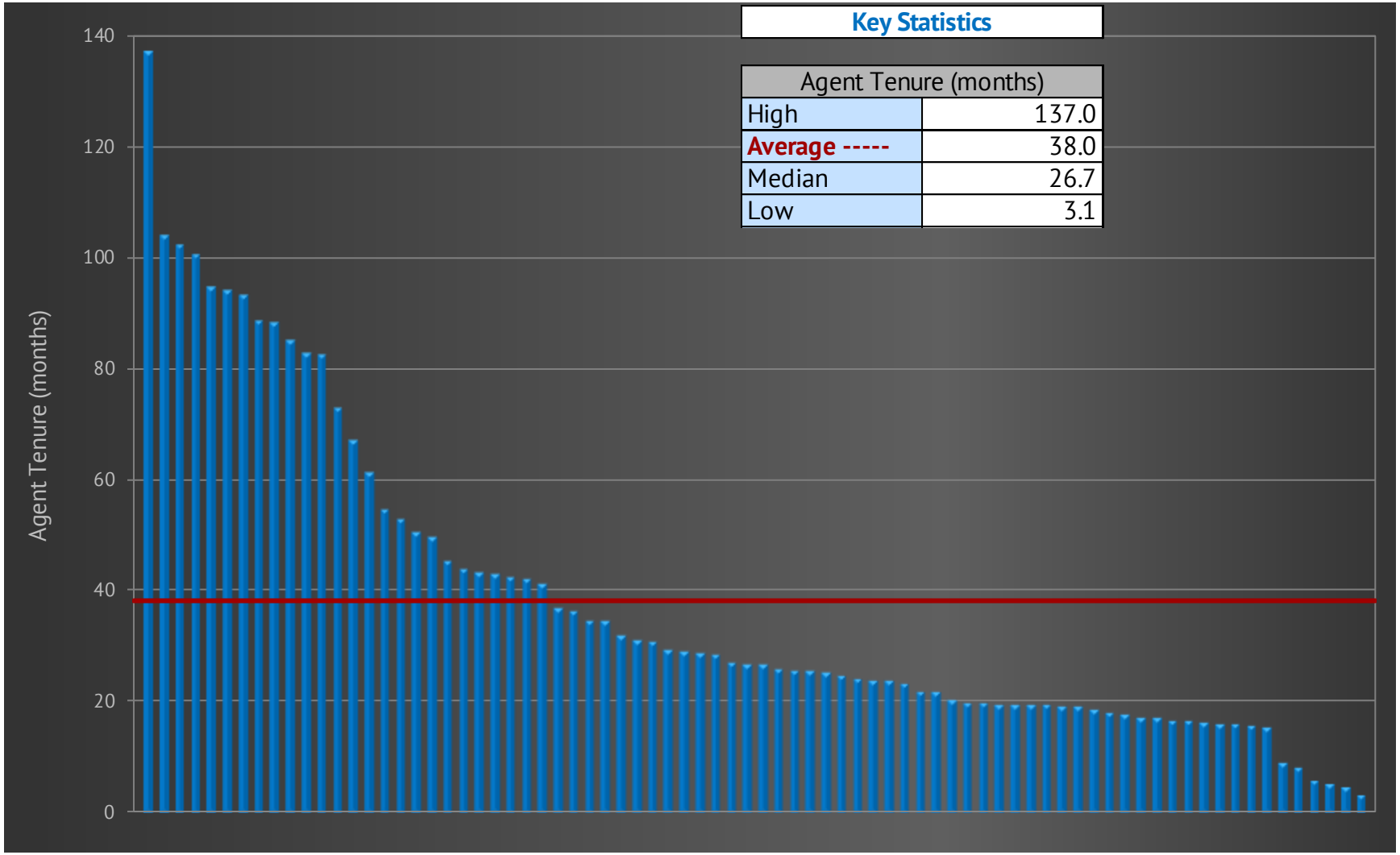
Agent Tenure (continued)



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Agent Metrics (continued)

Agent Job Satisfaction

Definition: Agent Job Satisfaction is the percentage of agents in a Service Desk who are either satisfied or very satisfied with their jobs.

$$Agent\ Job\ Satisfaction = \frac{(Number\ of\ satisfied\ or\ very\ satisfied\ agents)}{(Total\ number\ of\ agents)}$$

Why it's important: Agent Job Satisfaction is a proxy for agent morale. And morale, while difficult to measure, affects performance on almost every metric in the Service Desk. High-performance Service Desks almost always have high levels of Agent Job Satisfaction. A Service Desk can control and improve its performance on this metric through training, coaching, and career pathing.

Key correlations: Agent Job Satisfaction is strongly correlated with the following metrics:

- Annual Agent Turnover
- Daily Agent Absenteeism
- Agent Training Hours
- Agent Coaching Hours
- Customer Satisfaction
- Net First Contact Resolution Rate
- Inbound Contact Handle Time
- Cost per Inbound Contact

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Agent Job Satisfaction (continued)

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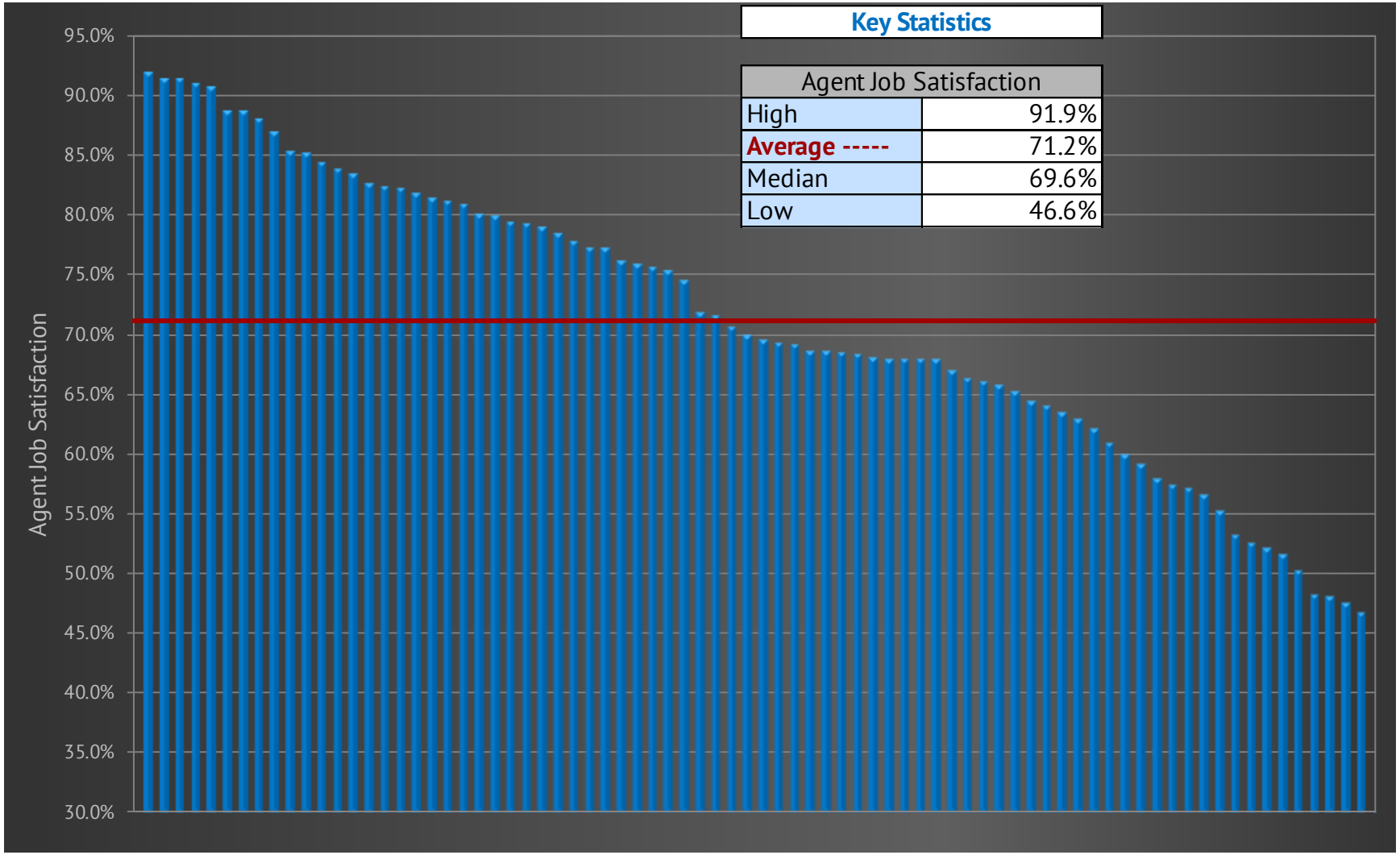

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Contact Handling Metrics

Inbound Contact Handle Time

Definition: Inbound Contact Handle Time for live (telephone) contacts is the average time (in minutes) that an agent spends on each contact, including talk time, wrap time, and after-call work time. For non-live contacts, such as email, voicemail, and faxes, the Inbound Contact Handle Time is the average time that an agent initially spends on each inbound contact.

$$Inbound\ Contact\ Handle\ Time = \frac{(Total\ minutes\ spent\ on\ inbound\ contacts)}{(Total\ inbound\ contacts)}$$

Why it's important: A contact is the basic unit of work in a Service Desk. Contact Handle Time, therefore, represents the amount of labor required to complete one unit of work.

Key correlations: Inbound Contact Handle Time is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Inbound Contacts per Agent per Month
- Net First Contact Resolution Rate

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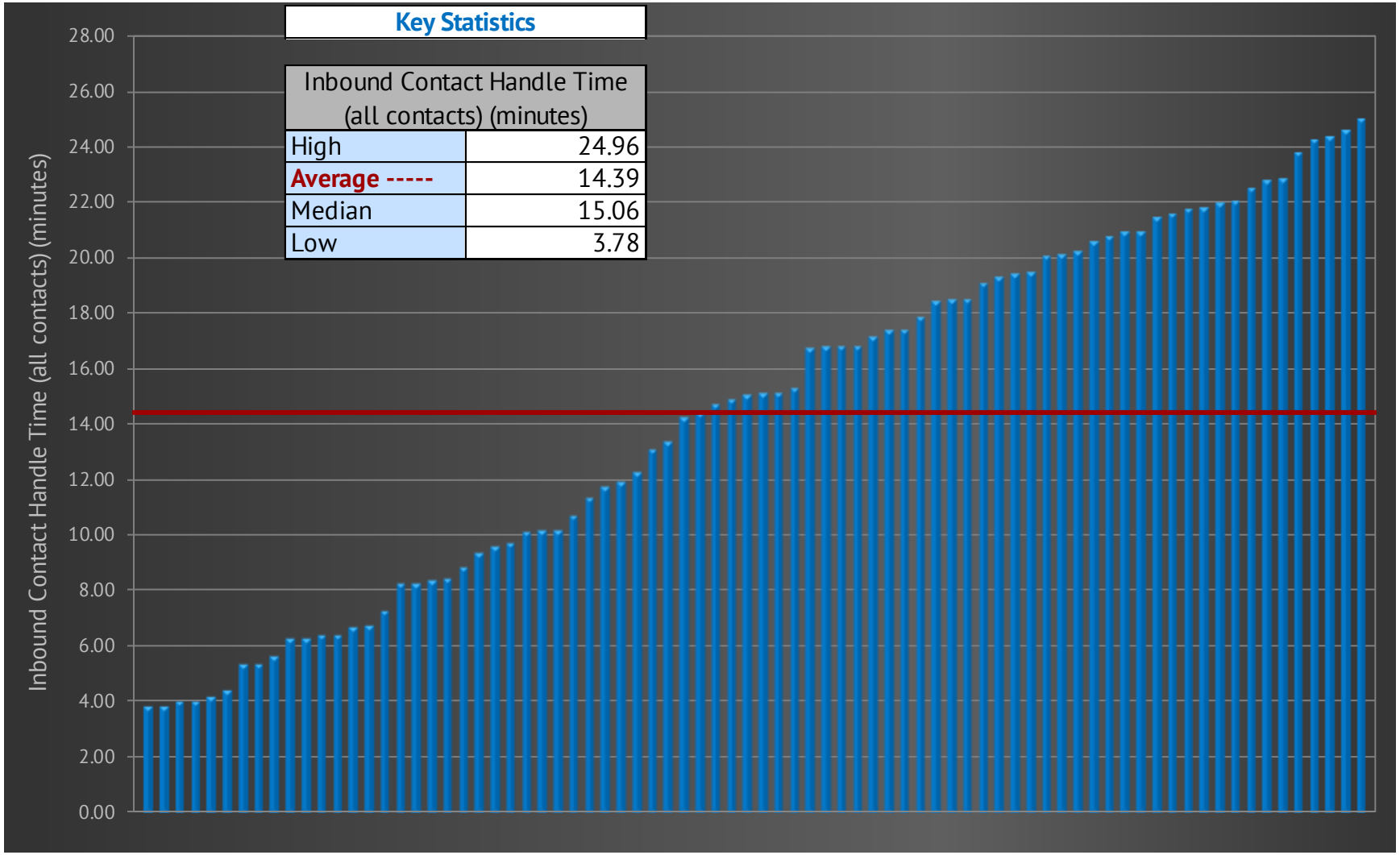
Inbound Contact Handle Time (continued)



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Contact Handling Metrics (continued)

Outbound Contact Handle Time

Definition: Outbound Contact Handle Time is the average time (in minutes) that an agent spends on each outbound contact, including talk time, wrap time, and after-call work time. Outbound contacts can include callbacks to customers who have left voice messages or sent emails, or callbacks to deliver information and solutions to customers who had previously called in.

$$Outbound\ Contact\ Handle\ Time = \frac{(Total\ minutes\ spent\ on\ outbound\ contacts)}{(Total\ outbound\ contacts)}$$

Why it's important: A contact is the basic unit of work in a Service Desk. Contact Handle Time, therefore, represents the amount of labor required to complete one unit of work.

Key correlations: Outbound Contact Handle Time is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Outbound Contacts per Agent per Month

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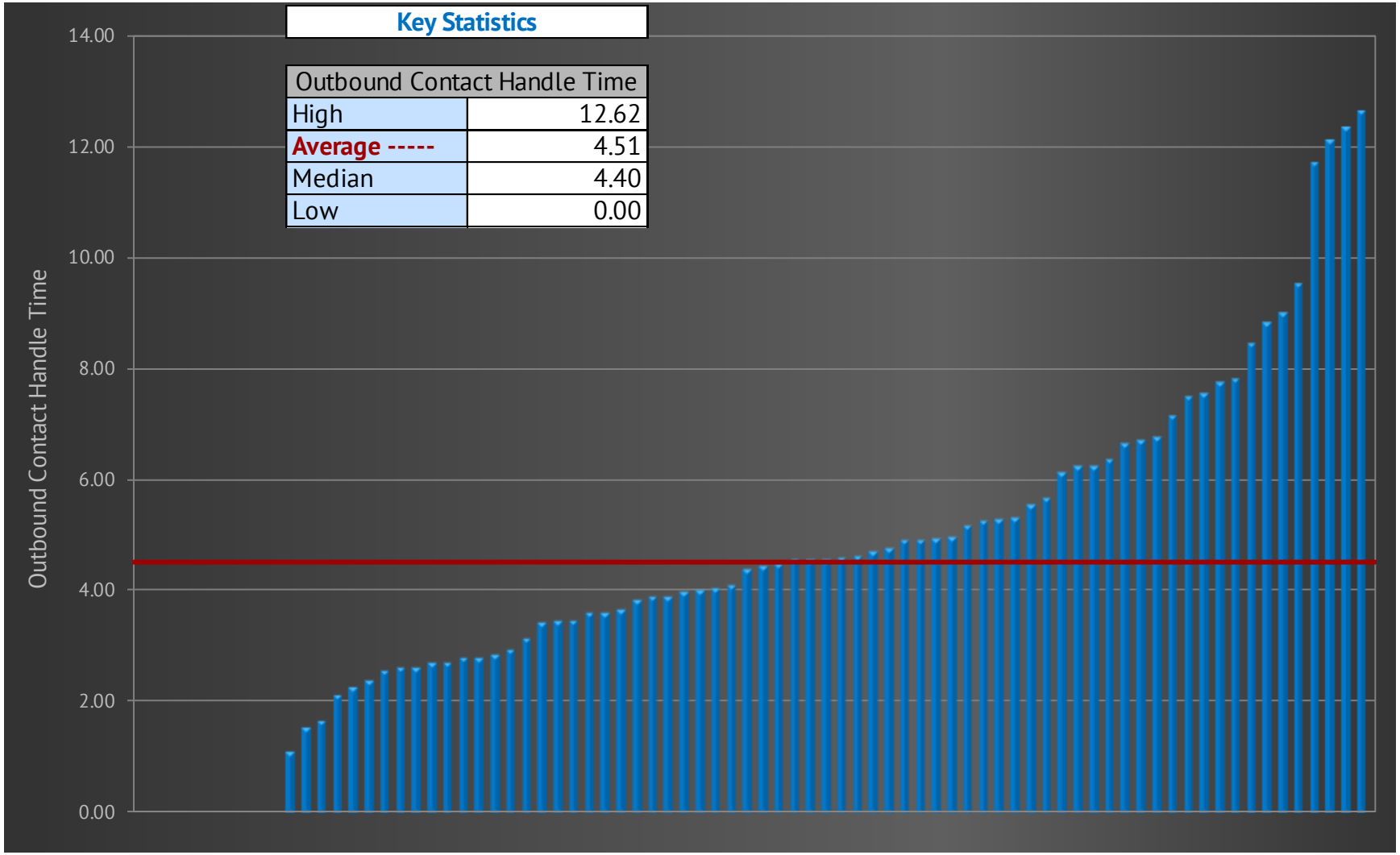
Outbound Contact Handle Time (continued)



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Contact Handling Metrics (continued)

Inbound Contacts as a % of Total Contacts

Definition: This metric is fairly self-explanatory. It is a measure of inbound contact volume divided by all contact volume, including inbound and outbound contacts from all sources (live voice, voicemail, email, etc.). Some Service Desks make no outbound contacts. This sometimes happens when the Service Desk is required to escalate or transfer a call if it is not resolved on first contact. In these cases, the inbound contact volume is the same as the total contact volume (since no outbound contacts are made), and Inbound Contacts as a % of Total Contacts will be 100%.

$$\textit{Inbound Contacts as a \% of Total Contacts} = \frac{(\textit{Number of inbound contacts})}{(\textit{Total number of contacts})}$$

Why it's important: Effective Service Desks with a high Net First Contact Resolution Rate generally have fewer outbound contacts. By contrast, a low Net FCR generally results in a higher outbound contact volumes.

Key correlations: Inbound Contacts as a % of Total Contacts is strongly correlated with the following metrics:

- Net First Contact Resolution Rate
- Cost per Inbound Contact
- Inbound Contacts per Agent per Month

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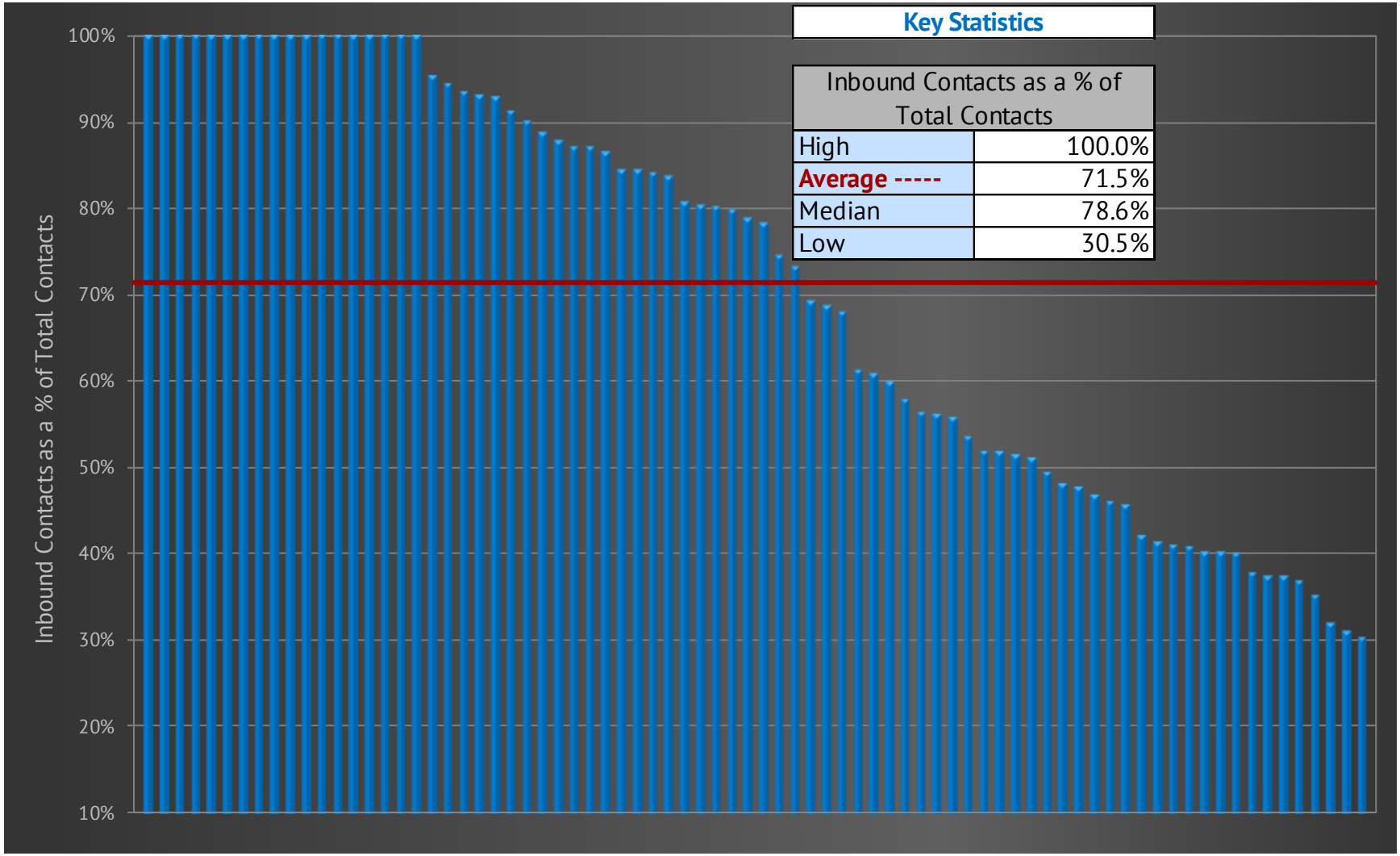
Inbound Contacts as a % of Total Contacts (continued)



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Contact Handling Metrics (continued)

Outbound Contacts as a % of Total Contacts

Definition: This metric is fairly self-explanatory. It is a measure of outbound contact volume divided by all contact volume, including inbound and outbound contacts from all sources (live voice, voicemail, email, etc.). Some Service Desks make no outbound contacts. This sometimes happens when the Service Desk is required to escalate or transfer a call if it is not resolved on first contact. In these cases, the inbound contact volume is the same as the total contact volume (since no outbound contacts are made), and Outbound Contacts as a % of Total Contacts will be 0%.

$$\textit{Outbound Contacts as a \% of Total Contacts} = \frac{(\textit{Number of outbound contacts})}{(\textit{Total number of contacts})}$$

Why it's important: Effective Service Desks with a high Net First Contact Resolution Rate generally have fewer outbound contacts. By contrast, a low Net FCR generally results in a higher outbound contact volumes.

Key correlations: Outbound Contacts as a % of Total Contacts is strongly correlated with the following metrics:

- Net First Contact Resolution Rate
- Cost per Inbound Contact
- Outbound Contacts per Agent per Month

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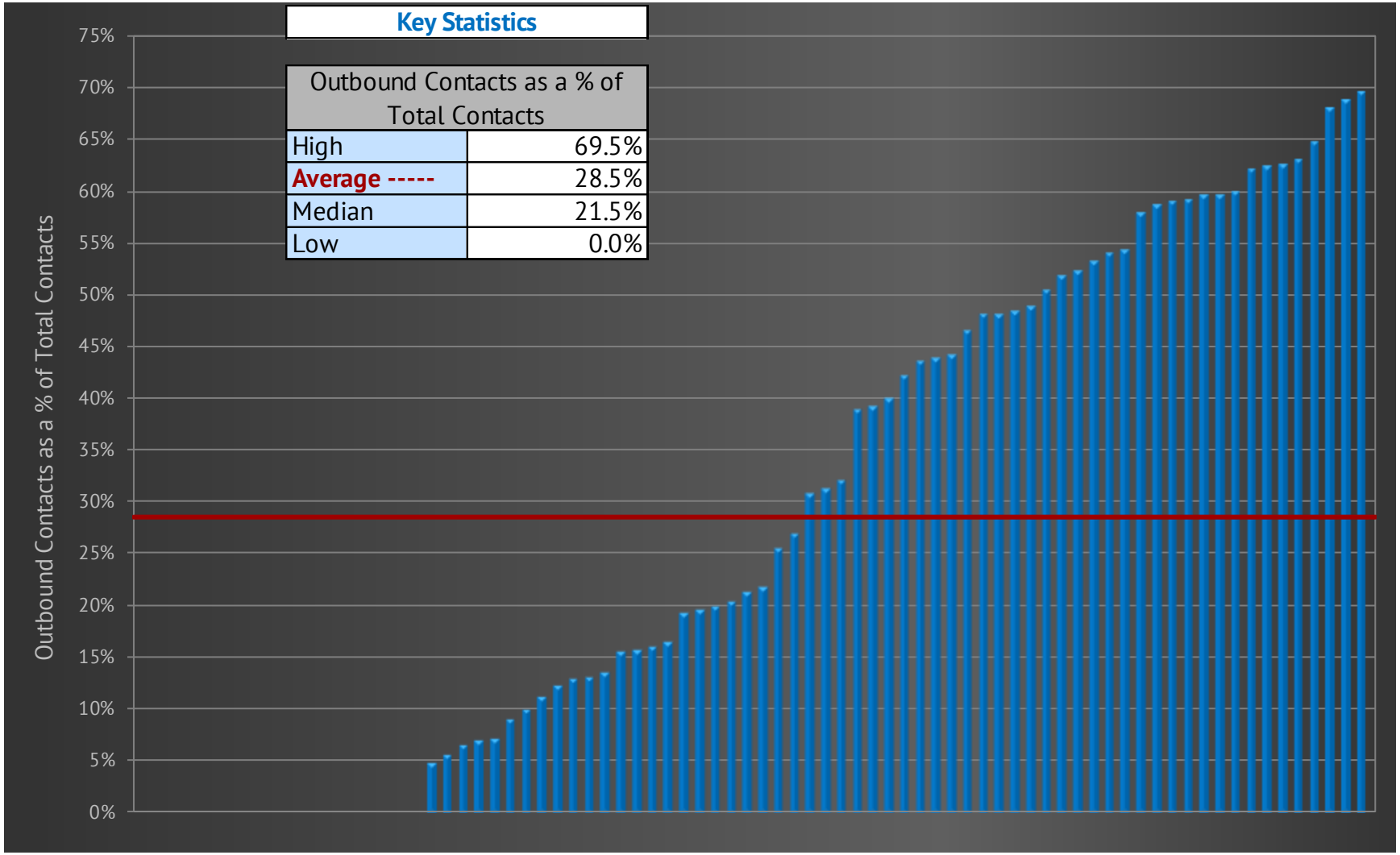
Outbound Contacts as a % of Total Contacts (continued)



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Contact Handling Metrics (continued)

User Self-Service Completion Rate

Definition: The User Self-Service Completion Rate is the percentage of inbound contacts that are resolved by the user without assistance from a live agent. These could include contacts that are resolved within the IVR (e.g., automated password resets), and issues that are resolved by the user through a self-help portal. A user who opts out of the IVR or self-help session to speak with a live agent does not count as a User Self-Service Completion because the user did not resolve the issue before speaking with a live agent.

$$\textit{User Self-Service Completion Rate} = \frac{(\textit{Number of user-resolved contacts})}{(\textit{Total number of inbound contacts})}$$

Why it's important: The Cost per Inbound Contact for self-service contacts is significantly lower than it is for agent-assisted calls. By increasing the number of contacts resolved through self-service, the Cost per Inbound Contact can be reduced significantly. Many Service Desks, recognizing the potential to reduce their costs, constantly strive to increase their User Self-Service Completion Rates.

Key correlations: User Self-Service Completion Rate is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Inbound Contact Handle Time

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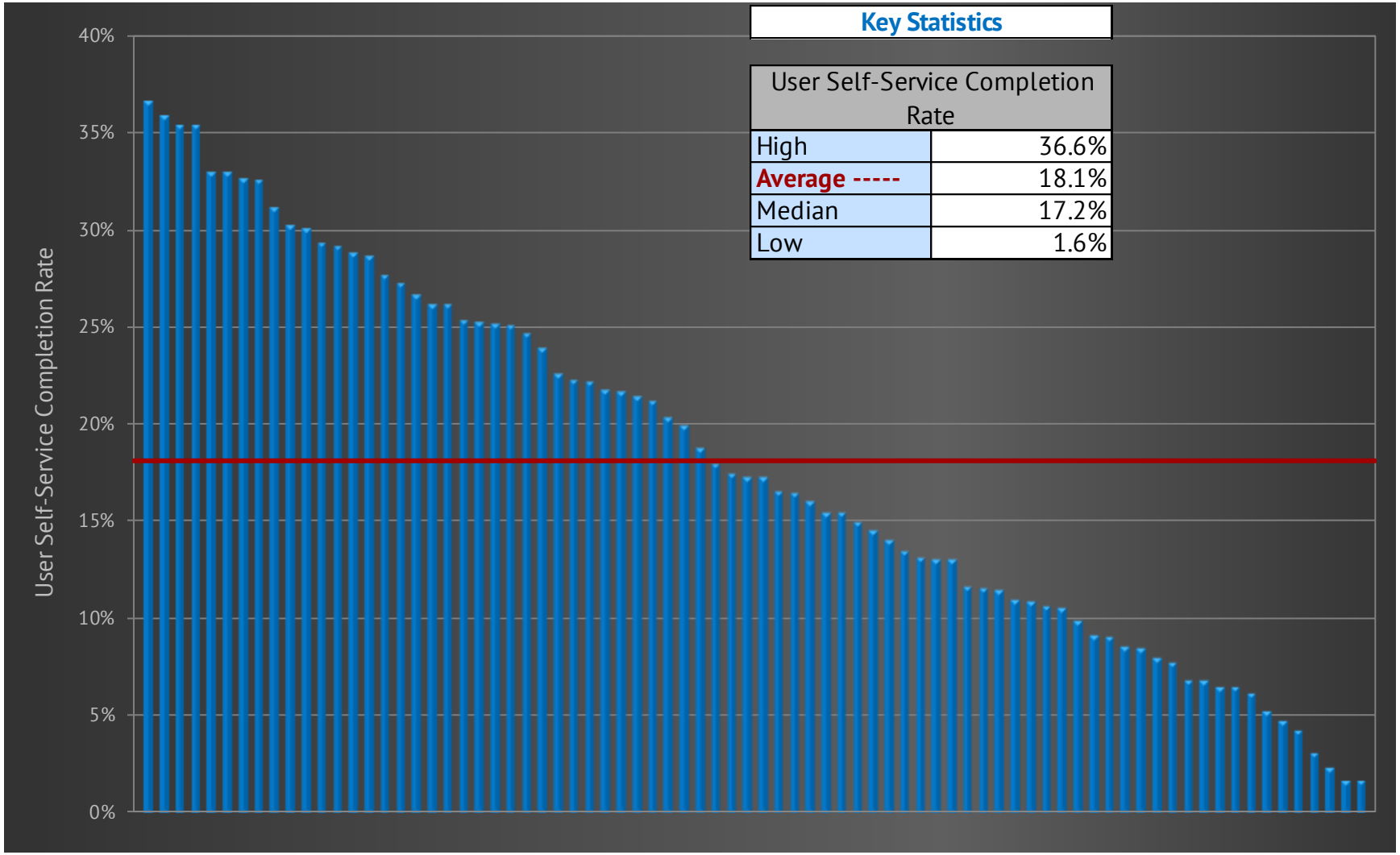
User Self-Service Completion Rate (continued)



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About MetricNet

MetricNet, LLC is the leading source of benchmarks, scorecards, and performance metrics for Information Technology and Call Center Professionals worldwide. Our mission is to provide you with the benchmarks you need to run your business more effectively.

MetricNet has pioneered a number of innovative techniques to ensure that you receive fast, accurate benchmarks, with a minimum of time and effort.

In addition to our **industry benchmarks**, such as this report, MetricNet also offers:

- **The One Year Path to World-Class Performance**, a continuous Service Desk improvement program.
- **Benchmarking data files** for those who wish to conduct their own benchmarking analysis.
- Comprehensive **peer group benchmarks** that compare your performance to others in your vertical market.

Free Resources

Every month, MetricNet presents a live training webcast. Thousands of professionals attend each year and many of our clients have their entire teams attend. These events are a great way to boost Annual Agent Training Hours! Topics include Service Desk Best Practices and KPIs, Desktop Support Best Practices and KPIs, Call Center Best Practices and KPIs, and more. Sign up for our **Free Webcasts**.

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