



KPI Definitions

Insourced Call Centers



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Contact Volume Metrics

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Total Inbound Agent Handled Contacts per Month

Definition

Total Inbound Agent Handled Contacts per Month is the average monthly inbound contact volume that results in contact with a live agent. Contact volume includes contacts from all sources handled by live agents: voice, chat, email, web, walk up, etc.

Why it's Important

Total Inbound Agent Handled Contacts per Month is a measure of call center workload, and is a key driver of agent headcount.



Total Inbound Voice Contacts per Month

Definition

Total Inbound Voice Contacts per Month is the average monthly contact volume that originates in the voice channel. This metric specifically measures contacts that are handled by a live agent.

Why it's Important

Total Inbound Voice Contacts per Month is a measure of workload generated in the voice channel, and is a key driver of headcount for voice agents.



Total Inbound Chats per Month

Definition

As the name suggests, Total Inbound Chats per Month is the average monthly contact volume originating in chat. As a chat channel matures, this metric normally increases.

Why it's Important

Total Inbound chats per Month is a measure of workload generated in the chat channel, and is a key driver of headcount for chat agents. Ideally the chat channel should enrich the user experience by providing channel choice, and high quality interactions. A low number of inbound chats per month could indicate that the chat channel is not well publicized, or that the quality of chats is low.



Monthly IVR Volume

Definition

Monthly IVR Volume is the average monthly volume for calls resolved within the IVR.

Why it's Important

Monthly IVR Volume is an important measure of IVR effectiveness. An effective IVR system reduces cost and improves customer satisfaction in Call Centers with high call volumes. As the Monthly IVR volume increases, organizations typically see a decrease in the average cost per inbound contact.



% of Inbound Contacts Resolved in the IVR

Definition

% of Inbound Contacts Resolved in the IVR is the average monthly contact volume for IVR resolved calls divided by Total Monthly Contact Volume for all inbound contacts. This metric is sometimes called the IVR containment rate.

Why it's Important

% of Inbound Contacts Resolved in the IVR is a measure of calls resolved without the assistance of a live agent. The Cost per Contact for IVR completed calls is significantly less than for agent assisted calls. By increasing the percentage of contacts resolved in the IVR, the average Cost per Contact can be reduced. Many call centers, recognizing the potential to reduce their costs, constantly strive to increase their IVR usage and resolution rates.

Key Correlations

% of Inbound Contacts Resolved in the IVR is strongly correlated with the following metrics:

- Cost per Contact



Total Monthly Contact Volume, Including Voice, Chat, and IVR Contacts

Definition

Total Monthly Contact Volume is the average monthly contact volume from all channels including Voice, Chat, Email, Web and IVR.

Why it's Important

Total Monthly Contact Volume is a measure of total call center workload. Virtually everything in the Call Center is subject to scale economies. This is particularly true when it comes to the volume of contacts handled. The approximate scale effect for volume is 5%. What this means is that every time the number of contacts doubles, you should expect to see the cost per contact decrease by 5%.





Headcount Metrics

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Total Agent Headcount

Definition

Total Agent Headcount is the average number of voice and chat agents working in the the Call Center. This metric excludes all non-agents such as supervisors, team leads, managers, etc.

Why it's Important

Total Agent Headcount is an indicator of the number of customer facing agents in a call center, and hence is representative of the scale of the call center.



Chat Agents

Definition

Chat agents is the average number of agents employed by the Call Center that work specifically in the chat channel.

Why it's Important

Costs are typically lower in the chat channel because chat agents generally have higher utilization rates than voice agents. This is due to concurrency in the chat channel, when a chat agents handles more than one chat at a time.



Voice Agents

Definition

Voice agents is the average number of agents employed by the Call Center that work specifically in the voice channel.

Why it's Important

Voice agents have historically been the backbone of the call center. The number of voice agents in a call center is directly proportional to the number of voice contacts handled by the call center.



Non-Agent Headcount

Definition

Non-Agent Headcount is the average number of non-agents employed by the Call Center. Non-agents include supervisors, team leads, managers, workforce schedulers, QA/AC personnel, etc.

Why it's Important

Non-Agent Headcount is a measure of indirect headcount in the call center. Non-agents are not directly involved in the delivery of customer service. Instead, they are responsible for non customer-facing activities such as supervision and administration.



Total Call Center Headcount

Definition

Total Call Center Headcount is the average number of agents (both voice and chat) and non-agents employed by the Call Center.

Why it's Important

Total Call Center Headcount is a measure of call center work capacity, and is directly proportional to the volume of work handled by the call center.





Cost Metrics

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Annual Operating Expense

Definition

Annual Operating Expense is the total cost of operating the Call Center for the year. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Why it's Important

Annual Operating Expense is a measure of the financial commitment required to operate and maintain the call center. It is directly proportional to the contact volume handled by the call center, and the headcount employed by the call center.



Average Cost per Voice Contact

Definition

Average Cost per Voice Contact is the total annual operating expense of the voice channel divided by the annual number of voice contacts handled. Operating expense includes all voice related employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Why it's Important

Average cost per voice contact a measure of how efficiently your Call Center conducts business in the voice channel. A high average cost per voice contact is not necessarily a bad thing, particularly if accompanied by higher than average quality and resolution levels. Conversely, a low average cost per voice contact is not necessarily good, particularly if the low cost is achieved by sacrificing Quality or service levels. Every Call Center that includes a voice channel should track and trend average cost per voice contact on a monthly basis.

Key Correlations

Average Cost per Voice Contact is strongly correlated with the following metrics:

- First Contact Resolution Rate for Voice
- Voice Contact Handle Time
- Voice Agent Utilization



Average Cost per Chat Session

Definition

Average Cost per Chat Session is the total annual operating expense of the chat channel divided by the annual number of chats contacts handled. Operating expense includes all chat related employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Why it's Important

Average cost per chat session a measure of how efficiently your Call Center conducts business in the chat channel. A high average cost per chat session is not necessarily a bad thing, particularly if accompanied by higher than average quality and resolution levels. Conversely, a low average cost per chat session is not necessarily good, particularly if the low cost is achieved by sacrificing Quality or service levels. Every Call Center that implements chat should track and trend average cost per chat session on a monthly basis.

Key Correlations

Average Cost per Chat Session is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- Average Chat Duration
- Max Concurrent Chat Sessions
- Chat Agent Utilization



Average Cost per Agent Assisted Contact (voice and chat)

Definition

Average Cost per Agent Assisted Contact (voice and chat) is the total annual operating expense of the voice and chat channels divided by the annual number of agent assisted voice and chat contacts handled. Operating expense includes all voice and chat related employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Why it's Important

Average Cost per Agent Assisted Contact (voice and chat) a measure of how efficiently your Call Center conducts live customer transactions. A high average cost per agent assisted contact is not necessarily a bad thing, particularly if accompanied by higher than average quality and resolution levels. Conversely, a low average cost per agent assisted contact is not necessarily good, particularly if the low cost is achieved by sacrificing Quality or service levels.

Key Correlations

Average Cost per Agent Assisted Contact is strongly correlated with the following metrics:

- Chat and Voice First Contact Resolution Rate
- Voice and Chat Contact Handle Time
- Max Concurrent Chat Sessions
- Voice and Chat Agent Utilization



Average Cost per Voice Minute

Definition

Average Cost per Voice Minute is the total annual operating cost of the voice channel divided by the total minutes of inbound and outbound voice handle time for the call center. Handle time includes talk time, hold time, and after call work time.

Why it's Important

Unlike Cost per Voice Call, which does not normalize for Voice Call Handle Time or call complexity, Cost per Voice Minute is a measure of the per minute cost of providing customer support in the voice channel. It enables a more direct comparison of voice channel costs between Call Centers because it is independent of the types of contacts that come into the Call Center and the complexity of those contacts.

Key Correlations

Average Cost per Voice Minute is strongly correlated with the following metrics:

- Phone Agent Utilization
- First Contact Resolution Rate in the Voice Channel



Average Cost per Chat Minute

Definition

Average Cost per Chat Minute is the total annual operating cost of the chat channel divided by the total minutes of chat handle time for the call center.

Why it's Important

Unlike Cost per Chat Session, which does not normalize for Chat Handle Time or chat complexity, Cost per Chat Minute is a measure of the per minute cost of providing customer support in the chat channel. It enables a more direct comparison of chat channel costs between Call Centers because it is independent of the types of contacts that come into the Call Center and the complexity of those contacts.

Key Correlations

Average Cost per Chat Minute is strongly correlated with the following metrics:

- Chat Agent Utilization
- First Contact Resolution Rate in the Chat Channel
- Average Concurrent Chat Sessions



Average Cost per Contact (all contacts, including IVR)

Definition

Average Cost per Contact is the total annual operating expense of the Call Center divided by the annual inbound contact volume of the Call Center. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses. Contact volume includes contacts from all sources: live voice, chat, email, web, IVR, etc.

Why it's Important

Average Cost per Contact is one of the most important Call Center metrics. It is a measure of how efficiently your Call Center 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 Customer Satisfaction or service levels. Every Call Center should track and trend Cost per Contact on a monthly basis.

Key Correlations

Average Cost per Contact is strongly correlated with the following metrics:

- Agent Utilization
- First Contact Resolution Rate
- Contact Handle Time
- IVR Completion Rate
- Service Levels





Voice Quality Metrics

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Voice Customer Satisfaction

Definition

Voice Customer Satisfaction is the percentage of voice callers who are either satisfied or very satisfied with their Call Center 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.

Why it's Important

Voice Customer Satisfaction is the most important measure of quality for the voice channel. Any successful Call Center will have consistently high Voice Customer Satisfaction ratings. Some Call Center managers are under the impression that a low Cost per Voice Contact may justify a lower level of Voice Customer Satisfaction. But this is not true. MetricNet's research shows that even Call Center's with a very low Cost per Voice Contact can achieve consistently high Voice Customer Satisfaction ratings.

Key Correlations

Voice Customer Satisfaction is strongly correlated with the following metrics:

- First Contact Resolution Rate in the voice channel
- Call Quality



Net First Contact Resolution Rate

Definition

Net First Contact Resolution is the percentage of inbound voice calls that are resolved on the first interaction with the customer, divided by all inbound voice calls that are potentially *resolvable* on first contact. Calls that cannot be resolved on first contact are not included in the denominator of Net First Contact Resolution Rate. Calls that require a customer callback, or are otherwise unresolved on the first contact for any reason, do not qualify for Net First Contact Resolution.

Why it's Important

Net First Contact Resolution is the biggest driver of Voice Customer Satisfaction. A high Net First Contact Resolution Rate is almost always associated with high levels of Voice Customer Satisfaction. Call Centers 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 First Contact Resolution Rate.

Key Correlations

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

- Voice Customer Satisfaction
- New Agent Training Hours
- Annual Agent Training Hours
- Voice Contact Handle Time



Call Quality

Definition

Although there is no consistent methodology for measuring Call Quality in the Call Center industry, most Call Centers have developed their own scoring system for grading the quality of a call. Most will measure call quality on a scale of 0 to 100%, and include such things as Agent courtesy, professionalism, empathy, timeliness of resolution, quality of resolution, following the script, etc. in their Call Quality evaluations

Why it's Important

Call Quality is the cornerstone of Voice 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 in the voice channel. When measured properly, Call Quality and Voice Customer Satisfaction should track fairly closely.

Key Correlations

Call Quality is strongly correlated with the following metrics:

- Voice Customer Satisfaction
- New Agent Training Hours
- Annual Agent Training Hours





Voice Productivity Metrics

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Phone Agent Utilization

Definition

Phone Agent Utilization is the average time that an Agent spends handling both inbound and outbound contacts per month, divided by the number of business hours in a given month. The calculation for Phone Agent Utilization is shown on the next page.

Why it's Important

Phone Agent Utilization is the most important indicator of Voice Agent productivity. It measures the percentage of time that the average Agent is in “work mode”, and is independent of Call Handle Time or call complexity.

Key Correlations

Phone Agent Utilization is strongly correlated with the following metrics:

- Inbound Voice Contacts per Agent per Month
- Agent Occupancy



Phone Agent Utilization Defined

$$\text{Phone Agent Utilization} = \frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of business hours in a day}) \times (60 \text{ minutes/hr})}$$

- Phone Agent Utilization is a measure of the actual time agents spend providing direct customer support in a month, divided by total available work minutes per month
- It takes into account both inbound and outbound contacts handled by the Agents. But the calculation for Phone Agent Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time
- By calculating Phone Agent Utilization in this way, all Call Centers worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes



Example: Call Center Phone Agent Utilization

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

**Phone
Agent
Utilization**

=

$$\frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of business hours in a day}) \times (60 \text{ minutes/hr})}$$

**Phone
Agent
Utilization**

=

$$\frac{((375 \text{ Inbound Contacts per Month}) \times (10 \text{ minutes}) + (225 \text{ Outbound Contacts per Month}) \times (5 \text{ minutes}))}{(21.5 \text{ business days per month}) \times (7.5 \text{ business hours per day}) \times (60 \text{ minutes/hr})}$$

50.4%
= Phone Agent
Utilization



Inbound Voice Contacts per Agent per Month

Definition

Inbound Voice Contacts per Agent per Month is the average monthly volume of inbound voice contacts handled divided by the average FTE voice agent headcount. Voice agent headcount is the average full-time-equivalent number of employees and contractors handling voice calls.

Why it's Important

Inbound Voice Contacts per Voice Agent per Month is an indicator of Call Center efficiency. A low number of inbound voice contacts per agent per month may indicate that the headcount is too high. Conversely, a high number of inbound voice contacts per agent per month, accompanied by low agent job satisfaction, may lead to agent burnout, high turnover and higher costs.

Key Correlations

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

- Agent Job Satisfaction
- Inbound Contact Handle Time
- Phone Agent Utilization



Voice and Chat Agents as a % of Total Headcount

Definition

This metric is the Full Time Equivalent voice and chat agent headcount divided by the total Call Center headcount. It is expressed as a percentage, and represents the percentage of total Call Center personnel who are engaged in direct voice and chat customer service activities.

Why it's Important

The voice and chat agent headcount as a percent of total Call Center headcount is an important measure of management and overhead efficiency. Since non-agents include both management and non-management personnel (e.g., supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. It is, however, a more useful metric than management span of control because the denominator of this ratio, total call center headcount, takes into account all personnel that are not directly engaged in voice and chat customer service activities.

Key Correlations

Voice and Chat Agents as a % of Total Headcount is strongly correlated with the following metrics:

- Cost per Contact
- Cost per Minute of Handle Time



Inbound Contact Handle Time

Definition

Inbound Contact Handle Time for a voice contact is the average time that an Agent spends on the contact, including talk time, hold time, and after call work time.

Why it's Important

An inbound contact is the basic unit of work in a Call Center. Inbound Contact Handle Time, therefore, represents the amount of labor required to complete one unit of inbound work.

Key Correlations

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

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





Voice SLA Metrics

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Average Speed of Answer (ASA)

Definition

Average Speed of Answer is the total wait time that callers are in queue, divided by the number of calls handled by the call center. Most ACD systems provide this number.

Why it's Important

ASA is a common service level metric in the Call Center industry. It is an indication of how responsive a Call Center is to incoming calls. Since most Call Centers 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
- Percentage of Calls Answered in 60 Seconds
- Phone Agent Utilization



Call Abandonment Rate

Definition

Call Abandonment Rate is the percentage of incoming 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.

Why it's Important

Call abandonment rate is a common service level metric in the Call Center industry. An abandoned call is an indication that a caller has given up, and hung up the phone before receiving service from a live Agent or from an IVR. Since most Call Centers 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
- Percentage of Calls Answered in 60 Seconds
- Phone Agent Utilization



% of Calls Answered in 60 Seconds

Definition

This metric is fairly self explanatory. It is the percentage of all incoming voice calls that are answered by a live Agent within 60 seconds. For those who don't track this exact metric, but track a similar metric such as % answered within 30 seconds, MetricNet uses a conversion formula to calculate the equivalent percentage of calls answered within 60 seconds.

Why it's Important

The percentage of calls answered within 60 seconds is a common service level metric in the industry. It is an indication of how responsive a Call Center is to incoming calls. Many Call Centers have a service level target for the percentage of calls answered within 60 seconds, so the metric is tracked to ensure service level compliance.

Key Correlations

The Percentage of Calls Answered Within 60 Seconds is strongly correlated with the following metrics:

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





Agent Metrics

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Annual Agent Turnover

Definition

Annual Agent Turnover is the percentage of Agents that leave the Call Center, for any reason (voluntarily or involuntarily), on an annual basis.

Why it's Important

Agent turnover is costly. Each time an Agent leaves the Call Center, 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 Call Center.

Key Correlations

Annual Agent Turnover is strongly correlated with the following metrics:

- Daily Agent Absenteeism
- Annual Agent Training Hours
- Agent Job Satisfaction



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 number of absent Agents by the total number of Agents that are scheduled to be at work.

Why it's Important

High Agent Absenteeism is problematic because it makes it difficult for a Call Center to schedule resources efficiently. High absenteeism can severely impact a Call Center's operating performance, and increase the likelihood that service level targets will be missed. A Call Center's ASA and Call Abandonment Rate typically suffer when absenteeism is high. Also, chronically high absenteeism is often a sign of low Agent morale. Finally, absenteeism is a measure of the amount of over-staffing that a call center must have to cover for absent agents.

Key Correlations

Daily Agent Absenteeism is strongly correlated with the following metrics:

- Annual Agent Turnover
- Agent Job Satisfaction



Schedule Adherence

Definition

Schedule Adherence is a measure of whether agents are in their seats ready to accept calls as scheduled. It measures how well a Call Center's agents are "adhering" to the schedule. 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.

Why it's Important

Effective agent scheduling is critical to achieving a Call Center's service level goals and maximizing Agent Utilization. However, 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

Schedule Adherence is strongly correlated with the following metrics:

- Agent Occupancy
- Agent Utilization
- Agent Absenteeism



Agent Occupancy

Definition

Agent Occupancy, sometimes called Availability, is the ratio of time an agent is logged into the ACD divided by the time an agent is at work. Agent Occupancy is sometimes confused for Agent Utilization, but the two metrics are very different.

Why it's Important

Agent Occupancy provides an indication of how available agents are when they are at work. Those with low agent occupancy tend to be smaller call centers that are unable to achieve economies of scale, or call centers that are overstaffed. Those with high agent occupancy tend to be call centers that have good scale economies and good agent scheduling practices.

Key Correlations

Agent Occupancy is strongly correlated with the following metrics:

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



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, CBT, self-study, shadowing, being coached, and OJT) that a new agent receives before he/she is allowed to handle customer contacts independently.

Why it's Important

New Agent Training Hours are strongly correlated with Call Quality, Customer Satisfaction, and Net First Contact Resolution Rate, particularly during an Agent's first few months on the job. The more training a new Agent receives, the higher the Call Quality, Customer Satisfaction and Net FCR will typically be. Perhaps most importantly, training levels have a strong impact on Agent morale: Agents who receive more training typically have higher levels of job satisfaction, lower absenteeism, and turnover less frequently.

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



Annual Agent Training Hours

Definition

Annual Agent Training Hours is the average number of training hours (including classroom, CBT, 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.

Why it's Important

Annual Agent Training Hours are strongly correlated with Call Quality, Customer Satisfaction, and Net First Contact Resolution Rate. Perhaps most importantly, training levels have a strong impact on Agent morale: Agents who train more typically have higher levels of job satisfaction, lower absenteeism, and turnover less frequently.

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



Agent Tenure

Definition

Agent tenure is the average number of months that Agents have worked at a particular Call Center.

Why it's Important

Agent tenure is a measure of Agent experience. Virtually every metric related to Call Center cost and quality is impacted by the level of experience the agents have.

Key Correlations

Agent tenure is strongly correlated with the following metrics:

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



Agent Job Satisfaction

Definition

Agent Job Satisfaction is the percent of Agents in a Call Center that are either satisfied or very satisfied with their jobs.

Why it's Important

Agent Job Satisfaction is a proxy for Agent morale. And morale, while difficult to measure, is a bellwether metric that affects almost every other metric in the Call Center. High performance Call Centers almost always have high levels of Agent Job Satisfaction. Perhaps more importantly, this metric can be controlled and improved upon through training, coaching, and career pathing.

Key Correlations

Agent Job Satisfaction is strongly correlated with the following metrics:

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





Chat Metrics

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% of Contacts Originating in Chat

Definition

As the name suggests, this is the percentage of all contacts coming into the call center that originate in the chat channel. As a chat channel matures, this metric normally increases.

Why it's Important

% of Contacts Originating in Chat is a direct reflection of Call Center chat channel maturity. Ideally the chat channel should enrich the user experience by providing channel choice, and high quality interactions. A low percentage of contacts originating in chat could indicate that the chat channel is not well publicized, not very mature, or that the quality of chats is low.

Key Correlations

% of Contacts Originating in Chat is strongly correlated with the following metrics:

- % of Contacts Resolved in Chat
- Chat First Contact Resolution Rate
- % Failover Rate from Chat to Voice



% of Contacts Resolved in Chat

Definition

As the name suggests, this is the percentage of all contacts coming into the call center that originate and are resolved in the chat channel. This number will be less than or equal to the % of contacts originating in chat. Once again, as the chat channel matures, this metric normally increases.

Why it's Important

% of contacts resolved in chat is a measure of the overall competency of the chat channel, and is a proxy for Total Cost of Ownership (TCO). A high % of contacts resolved in chat helps to minimize TCO because each contact that is initiated and resolved in the chat channel avoids a higher % Failover Rate from Chat to Voice. Call Centers can improve their % of contacts resolved in chat through training, and investments in certain technologies such as remote diagnostic tools, and knowledge management systems.

Key Correlations

% of Contacts Resolved in Chat is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- New Chat Agent Training Hours
- Annual Chat Agent Training Hours
- % Failover Rate from Chat to Voice



Chat First Contact Resolution Rate

Definition

Chat First Contact Resolution is the percentage of chat sessions that are resolved on the first chat contact with the customer, divided by all chat sessions that are potentially resolvable on first contact. Chat sessions that cannot be resolved on first contact, such as a hardware break/fix, are not included in the denominator of Chat First Contact Resolution Rate. Chat sessions unresolved on the first contact for any reason, do not qualify Chat First Contact Resolution Rate.

Why it's Important

Chat First Contact Resolution is the biggest driver of Customer Satisfaction in the chat channel. A high Chat First Contact Resolution Rate is almost always associated with high levels of Customer Satisfaction in chat. Call Centers 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 Chat First Contact Resolution Rate.

Key Correlations

Chat First Contact Resolution Rate is strongly correlated with the following metrics:

- Customer Satisfaction in Chat Channel
- % of Contacts Resolved in Chat
- New Chat Agent Training Hours
- Annual Chat Agent Training Hours
- Average Chat Duration (minutes)



% Failover from Chat to Voice

Definition

This metric is the percentage of chats that “failover” to a live agent voice contact. This happens when the agent or caller feels that voice communication is needed, and they revert from the chat channel to the voice channel to complete a transaction.

Why it's Important

% Failover from Chat to Voice is another measure of the overall competency of the chat channel and a proxy for both TCO and customer satisfaction. A low % failover from chat to voice helps to maximize customer satisfaction and minimize TCO because it means that more chat sessions are initiated and resolved on first contact. Call Centers can improve their % failover from chat to voice through training, and investments in certain technologies such as remote diagnostic tools, and knowledge management systems.

Key Correlations

% Failover from Chat to Voice is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- New Chat Agent Training Hours
- Annual Chat Agent Training Hours
- Average Cost per Chat Session
- Total Cost of Ownership



Average Chat Duration

Definition

Average chat duration is the average time an agent spends working on a chat contact. This may include the time spent in the chat session as well as processing time after the chat.

Why it's Important

A chat session is the basic unit of work for a Call Center chat channel. Average chat duration, therefore, represents the amount of labor required to complete one unit of work.

Key Correlations

Average Chat Duration is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- Average Cost per Chat Session
- Number of Chat Sessions per Chat Agent per Month



Customer Satisfaction in Chat

Definition

Customer Satisfaction in Chat is the percentage of chat customers who are either satisfied or very satisfied with their chat experience. This metric can be captured in a number of ways including automatic after-chat pop-up surveys, follow-up outbound (live Agent) calls, Email surveys, postal surveys, etc.

Why it's Important

Customer Satisfaction in Chat is the most important measure of chat channel quality. Any successful chat channel will have consistently high Customer Satisfaction in Chat. Some Call Center managers are under the impression that a low Average Cost per Chat Session may justify a lower level of Customer Satisfaction in Chat. But this is not true. MetricNet's research shows that even chat channels with a very low Average Cost per Chat Session can achieve consistently high Customer Satisfaction ratings in Chat.

Key Correlations

Customer Satisfaction in Chat is strongly correlated with the following metrics:

- New Agent Training Hours
- Annual Agent Training Hours
- Average Cost per Chat Session



Average Concurrent Chat Sessions

Definition

This metric indicates the average number of concurrent sessions a chat agent has open at any given time.

Why it's Important

The ability to handle concurrent chat sessions is the primary economic advantage of the chat channel.

Key Correlations

Average Concurrent Chat Sessions is strongly correlated with the following metrics:

- Chat Agent Utilization
- Number of Chat Sessions per Chat Agent per Month
- Average Chat Duration



Max Concurrent Chat Sessions

Definition

Most organizations will limit the number of concurrent sessions an agent is allowed to handle. Newer agents might be limited to a single chat session at a time, while more experienced agents might be allowed to handle as many as four concurrent chat sessions.

Why it's Important

While the ability to handle concurrent chat sessions is the primary economic advantage of the chat channel, agents attempting to handle too many concurrent sessions will likely see a significant drop in customer satisfaction, chat first contact resolution rate, and an increased failover rate from chat to voice. It is also important to note that the agent skill set required for chat is somewhat different than that required of a live voice agent. You should not automatically assume that a successful voice agent will be a successful chat agent, or vice versa.

Key Correlations

Max Concurrent Chat Sessions in chat is strongly correlated with the following metrics:

- Chat Agent Utilization
- Number of Chat Sessions per Chat Agent per Month
- Average Chat Duration



Chat Sessions per Agent per Month

Definition

Chat Sessions per Agent per Month is the average monthly contact volume originating in chat divided by the average Full Time Equivalent (FTE) Agent headcount. Agent headcount is the average FTE number of employees and contractors handling chat contacts.

Why it's Important

Chat Sessions per Agent per Month is an important indicator of Agent Occupancy. A low number could indicate poor scheduling efficiency or schedule adherence, or a high Average Chat Duration. Conversely, a high number of chat sessions per agent per month may indicate high Agent Occupancy, good scheduling efficiency and schedule adherence, or a lower than Average Chat Duration. Every Call Center with a chat channel should track and trend this metric on a monthly basis.

Key Correlations

Chat Sessions per Agent per Month is strongly correlated with the following metrics:

- Average Chat Duration (minutes)
- Average Cost per Chat Session
- Cost per Paid Minute
- Agent Occupancy
- Average Chat Duration (minutes)





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Satisfaction

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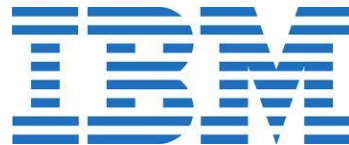
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- Harvard MBA, Stanford MS





Thank You!

**We look forward
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