

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!

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BENCHMARKING OVERVIEW

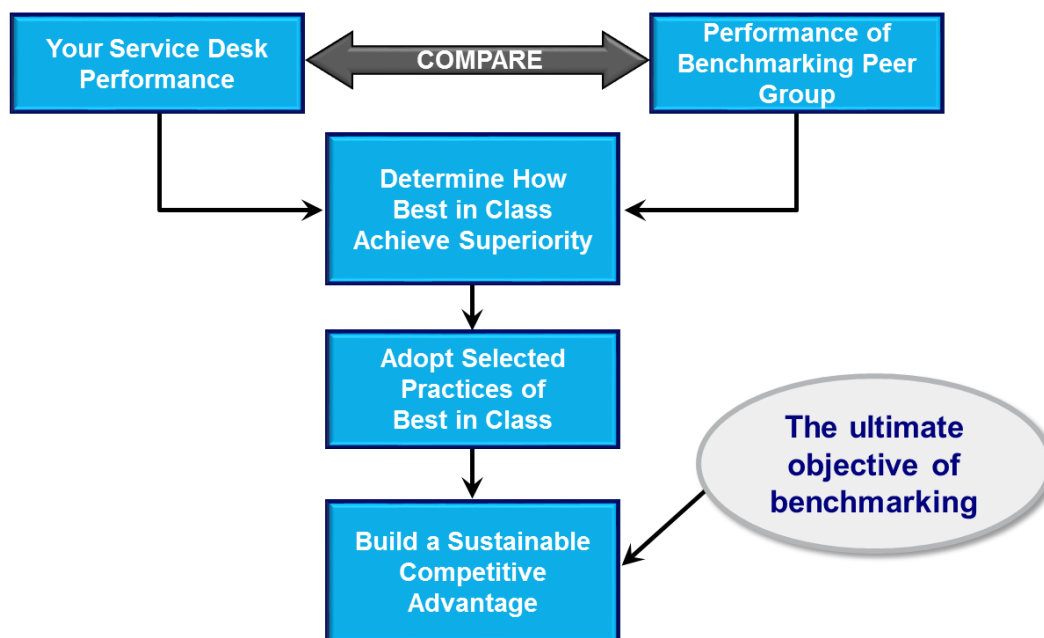
Benchmarking Overview

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.



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

- 1) **Inbound Channel Mix** metrics, such as Voice % of Total
- 2) **Cost** metrics, such as Cost per Contact
- 3) A **Total Cost of Ownership** metric, Net First Level Resolution Rate
- 4) **Handle Time** metrics, such as Chat Handle Time
- 5) **Voice Quality** metrics, such as Customer Satisfaction
- 6) **Voice Productivity** metrics, such as Agent Utilization
- 7) **Voice SLA** metrics, such as Average Speed of Answer
- 8) **Agent** metrics, such as Agent Job Satisfaction
- 9) **Chat** metrics, such as % of Contacts Resolved in Chat

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.



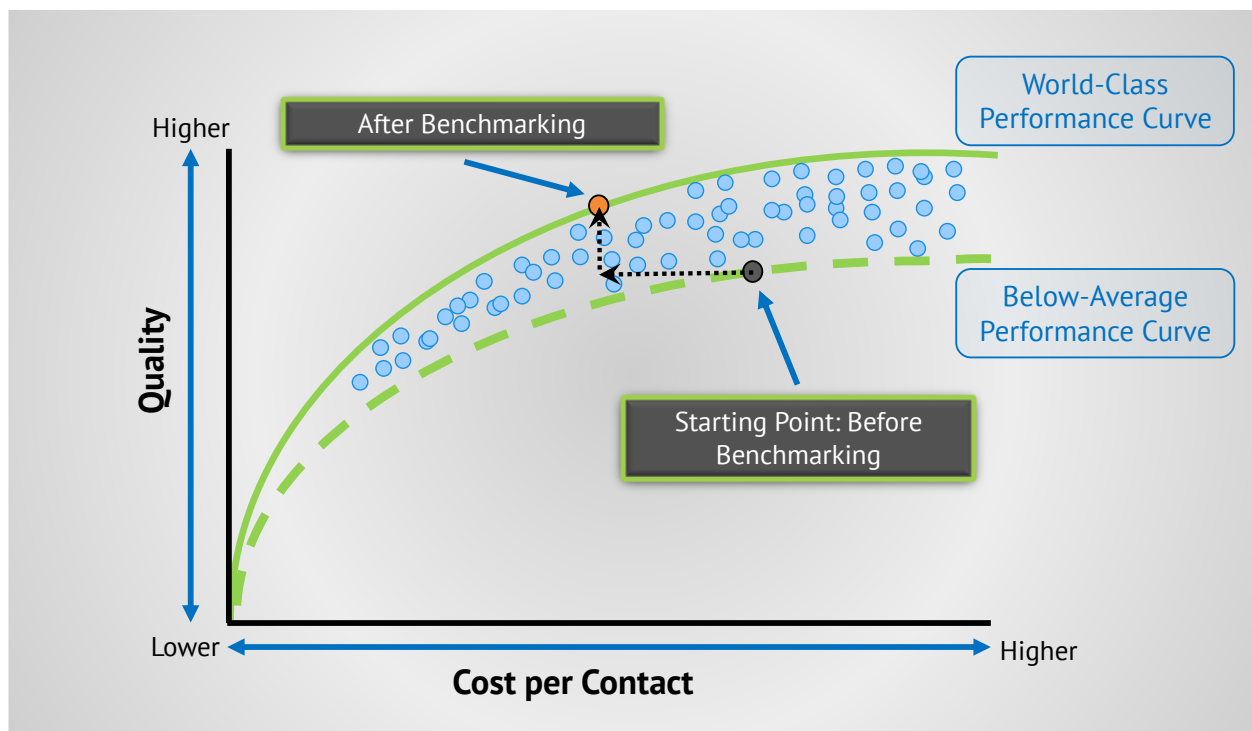
World-Class Service Desks have a number of characteristics in common:

- ✓ 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 First Level 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

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.

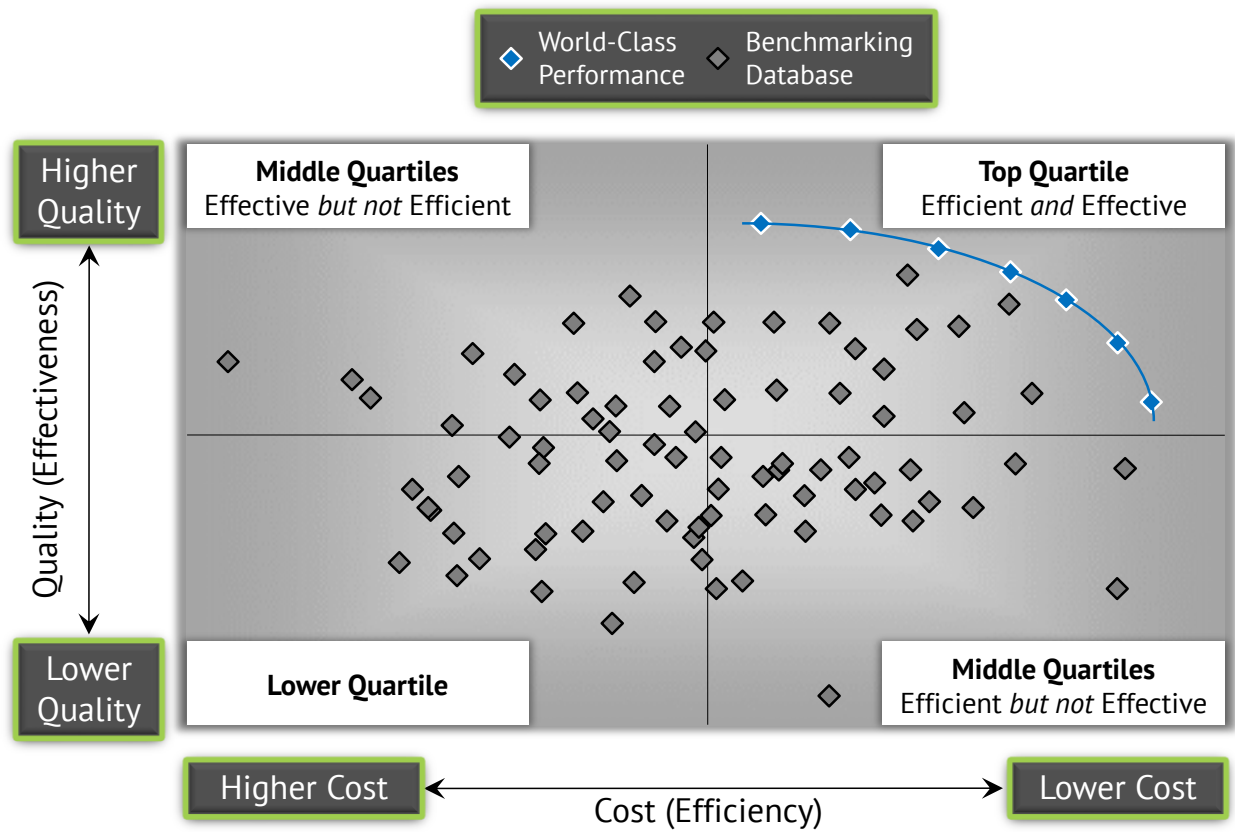
Being World-Class is a relative concept. It's not about hitting a particular target on any one metric. It is about deploying your resources as effectively as you possibly can.

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).

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





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 44 KPIs that we include in this benchmarking report, the ones listed below:

Service Desk Benchmarking Metrics

Channel Mix <ul style="list-style-type: none"> ✓ Voice % of Total ✓ Chat % of Total ✓ Web Ticket/Email % of Total ✓ Walk-Up ("Genius Bar") % of Total ✓ Self-Help % of Total 	Cost <ul style="list-style-type: none"> ✓ Avg. Cost per Voice Contact ✓ Avg. Cost per Chat Session ✓ Avg. Cost per Web Ticket/Email Contact ✓ Avg. Cost per Agent-Assisted Contact ✓ Avg. Cost per Contact (incl. Self-Help) ✓ Avg. Cost per Voice Minute ✓ Avg. Cost per Chat Minute ✓ Avg. Cost per Web Ticket/Email Minute 	TCO <ul style="list-style-type: none"> ✓ Net First Level Resolution Rate
		Handle Time <ul style="list-style-type: none"> ✓ Inbound Voice Handle Time ✓ Outbound Voice Handle Time ✓ Chat Handle Time ✓ Web Ticket/Email Handle Time
Voice Quality <ul style="list-style-type: none"> ✓ Voice Customer Satisfaction ✓ Net First Contact Resolution Rate ✓ Call Quality 	Voice Productivity <ul style="list-style-type: none"> ✓ Voice Agent Utilization ✓ Inbound Voice Contacts per Agent per Month ✓ Outbound Voice Contacts per Agent per Month ✓ Voice, Chat, & Email Agents as a % of Total Service Desk Headcount 	Voice SLA <ul style="list-style-type: none"> ✓ Average Speed of Answer ✓ Call Abandonment Rate ✓ % Answered in 60 Seconds

Service Desk Benchmarking Metrics (continued)

Agent	Chat
<ul style="list-style-type: none"> ✓ Annual Agent Turnover ✓ Daily Agent Absenteeism ✓ Agent Schedule Adherence ✓ Agent Occupancy ✓ New Agent Training Hours ✓ Annual Agent Training Hours ✓ Agent Tenure ✓ Agent Job Satisfaction 	<ul style="list-style-type: none"> ✓ % of Contacts Originating in Chat ✓ % of Contacts Resolved in Chat ✓ Chat First Contact Resolution Rate ✓ % Failover Rate from Chat to Voice ✓ Customer Satisfaction in Chat Channel ✓ Average Concurrent Chat Sessions ✓ Max Concurrent Chat Sessions ✓ Number of Chat Sessions per Chat Agent per Month

If your Service Desk does not yet measure all 44 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 27 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 39). 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 19), which lists the industry peer group's average, minimum, median, and maximum performance levels for each KPI.

- 2) **Quartile Rankings** (page 22), so you can map which quartile your Service Desk performs in for each KPI.
- 3) A **Service Desk Scorecard** (page 27), 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 39), which shows bar charts of the performance level for each Service Desk in the peer group, for each individual KPI.

Step 3: Develop strategies for improved performance.

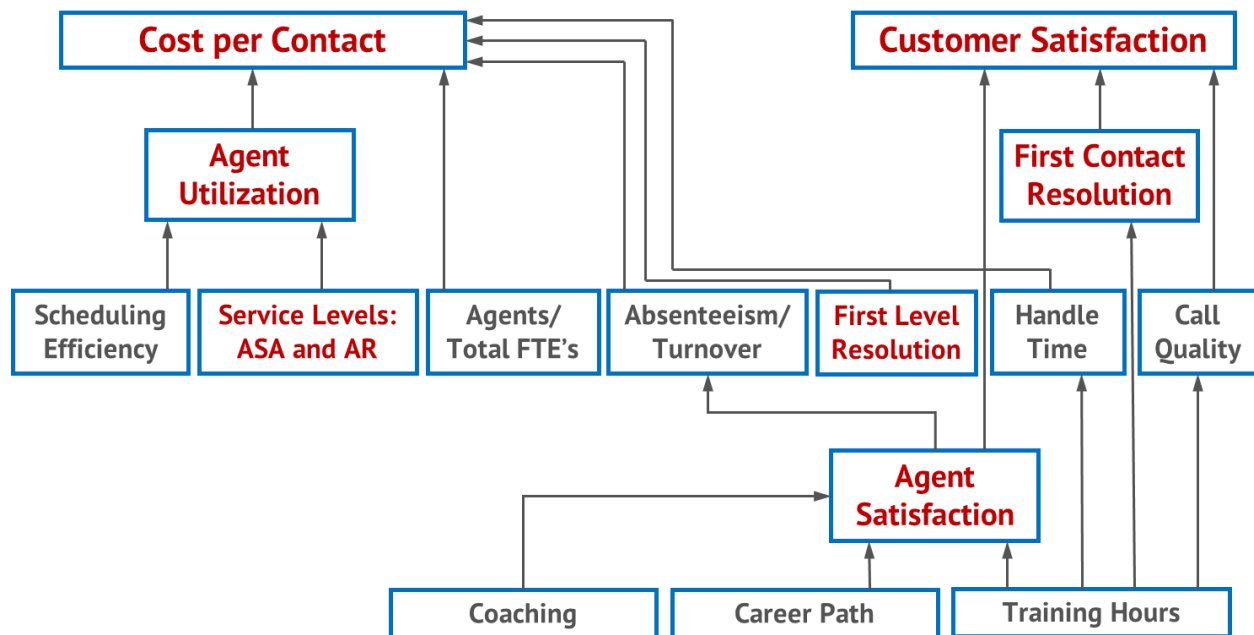
Without an action plan to improve performance, benchmarking is a pointless exercise. Ironically, this is one of the simplest steps in the benchmarking process, but it adds the most value.

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 39) also lists key correlations for each KPI.

Major KPI Cause-and-Effect Relationships



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 [27](#)).

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 [27](#)) 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

KPI Statistics: Summary and Quartiles

Benchmarking Performance Summary

The table on the next two pages 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 nine categories of metrics, followed by 44 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.

Metric Type	Key Performance Indicator (KPI)	Peer Group Statistics			
		Average	Min	Median	Max
Inbound Channel Mix	Voice % of Total	69.8%	26.0%	68.0%	100.0%
	Chat % of Total	14.5%	0.0%	9.6%	47.5%
	Web Ticket/Email % of Total	8.3%	0.0%	2.2%	43.8%
	Walk-Up ("Genius Bar") % of Total	2.9%	0.0%	0.1%	16.6%
	Self-Help % of Total	4.3%	0.0%	1.3%	30.0%
Cost	Average Cost per Voice Contact	\$34.59	\$6.18	\$27.71	\$130.69
	Average Cost per Chat Session	\$80.34	\$26.37	\$71.76	\$195.45
	Average Cost per Web Ticket/Email Contact	\$35.37	\$11.89	\$27.61	\$85.97
	Average Cost per Agent-Assisted Contact	\$41.94	\$6.18	\$31.31	\$141.15
	Average Cost per Contact (incl. Self-Help)	\$39.66	\$6.18	\$29.89	\$128.91
	Average Cost per Voice Minute	\$1.83	\$0.62	\$1.60	\$5.53
	Average Cost per Chat Minute	\$5.16	\$1.82	\$4.99	\$9.69
	Average Cost per Web Ticket/Email Minute	\$1.85	\$0.62	\$1.65	\$4.38
TCO	Net First Level Resolution Rate	57.0%	35.3%	57.4%	87.1%
Handle Time	Inbound Voice Handle Time (minutes)	18.35	8.48	18.17	33.31
	Outbound Voice Handle Time (minutes)	9.24	2.75	8.73	16.69
	Chat Handle Time (minutes)	16.03	7.09	14.99	30.53
	Web Ticket/Email Handle Time (minutes)	18.98	9.78	18.10	32.07
Voice Quality	Voice Customer Satisfaction	50.5%	11.3%	49.0%	96.4%
	Net First Contact Resolution Rate	43.0%	32.5%	42.9%	59.7%
	Call Quality	76.0%	40.5%	78.3%	97.8%

(continued on next page)

Voice Productivity	Voice Agent Utilization	10.5%	4.4%	10.3%	18.1%
	Inbound Voice Contacts per Agent per Month	61	14	56	236
	Outbound Voice Contacts per Agent per Month	9	0	7	28
	Voice, Chat, and Email Agents as a % of Total Service Desk	40.1%	22.0%	39.2%	59.5%
Voice SLA	Average Speed of Answer (seconds)	186	84	175	379
	Call Abandonment Rate	17.8%	5.2%	17.0%	31.6%
	% Answered in 60 Seconds	36.6%	21.4%	37.3%	51.4%
Agent	Annual Agent Turnover	79.2%	49.6%	79.3%	104.2%
	Daily Agent Absenteeism	19.5%	15.7%	18.8%	27.8%
	Agent Schedule Adherence	77.6%	65.6%	79.0%	88.8%
	Agent Occupancy	68.7%	28.8%	69.6%	96.6%
	New Agent Training Hours	445	288	441	668
	Annual Agent Training Hours	43	0	41	136
	Agent Tenure (months)	13.4	8.0	12.8	24.6
	Agent Job Satisfaction	80.4%	63.8%	82.4%	87.8%
Chat	% of Contacts Originating in Chat	14.5%	0.0%	9.6%	47.5%
	% of Contacts Resolved in Chat	5.4%	0.0%	3.9%	21.5%
	Chat First Contact Resolution Rate	37.0%	23.9%	38.2%	50.3%
	% Failover Rate from Chat to Voice	62.9%	49.6%	61.7%	76.0%
	Customer Satisfaction in Chat Channel	59.0%	33.6%	59.5%	88.6%
	Average Concurrent Chat Sessions	0.83	0.39	0.79	1.33
	Max Concurrent Chat Sessions	2.4	1.0	2.0	4.0
	Number of Chat Sessions per Chat Agent per Month	231	91	220	656

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 cost metric have an Average Cost per Voice Contact that ranges between \$6.18 (the best) and \$19.44 (the 75th percentile). The bottom 25% of Service Desks for that metric range between \$37.43 and \$130.69 per inbound contact.

Channel Mix Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Voice % of Total	26.0% 55.3%	55.3% 68.0%	68.0% 84.0%	84.0% 100.0%
Chat % of Total	47.5% 21.3%	21.3% 9.6%	9.6% 1.2%	1.2% 0.0%
Web Ticket/Email % of Total	43.8% 10.3%	10.3% 2.2%	2.2% 0.0%	0.0% 0.0%
Walk-Up ("Genius Bar") % of Total	0.0% 0.0%	0.0% 0.1%	0.1% 4.2%	4.2% 16.6%
Self-Help % of Total	30.0% 7.6%	7.6% 1.3%	1.3% 0.0%	0.0% 0.0%

Cost Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Cost per Voice Contact	\$6.18 \$19.44	\$19.44 \$27.71	\$27.71 \$37.43	\$37.43 \$130.69
Average Cost per Chat Session	\$26.37 \$52.80	\$52.80 \$71.76	\$71.76 \$105.53	\$105.53 \$195.45
Average Cost per Web Ticket/Email Contact	\$11.89 \$22.05	\$22.05 \$27.61	\$27.61 \$46.18	\$46.18 \$85.97
Average Cost per Agent-Assisted Contact	\$6.18 \$22.00	\$22.00 \$31.31	\$31.31 \$53.99	\$53.99 \$141.15
Average Cost per Contact (incl. Self-Help)	\$6.18 \$22.00	\$22.00 \$29.89	\$29.89 \$49.09	\$49.09 \$128.91
Average Cost per Voice Minute	\$0.62 \$1.20	\$1.20 \$1.60	\$1.60 \$2.00	\$2.00 \$5.53
Average Cost per Chat Minute	\$1.82 \$3.32	\$3.32 \$4.99	\$4.99 \$6.51	\$6.51 \$9.69
Average Cost per Web Ticket/Email Minute	\$0.62 \$1.28	\$1.28 \$1.65	\$1.65 \$2.14	\$2.14 \$4.38

TCO Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Net First Level Resolution Rate	87.1% 64.1%	64.1% 57.4%	57.4% 47.7%	47.7% 35.3%

Handle Time Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Inbound Voice Handle Time (minutes)	8.48 14.68	14.68 18.17	18.17 21.71	21.71 33.31
Outbound Voice Handle Time (minutes)	2.75 6.69	6.69 8.73	8.73 10.88	10.88 16.69
Chat Handle Time (minutes)	7.09 11.53	11.53 14.99	14.99 18.55	18.55 30.53
Web Ticket/Email Handle Time (minutes)	9.78 14.90	14.90 18.10	18.10 22.41	22.41 32.07

Voice Quality Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Voice Customer Satisfaction	96.4%	63.9%	49.0%	31.2%
	63.9%	49.0%	31.2%	11.3%
Net First Contact Resolution Rate	59.7%	46.0%	42.9%	39.1%
	46.0%	42.9%	39.1%	32.5%
Call Quality	97.8%	87.8%	78.3%	65.2%
	87.8%	78.3%	65.2%	40.5%

Voice Productivity Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Voice Agent Utilization	18.1%	12.5%	10.3%	8.5%
	12.5%	10.3%	8.5%	4.4%
Inbound Voice Contacts per Agent per Month	236	70	56	42
	70	56	42	14
Outbound Voice Contacts per Agent per Month	0	2	7	17
	2	7	17	28
Voice, Chat, and Email Agents as a % of Total Service Desk Headcount	59.5%	50.4%	39.2%	30.8%
	50.4%	39.2%	30.8%	22.0%

Voice SLA Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Speed of Answer (seconds)	84	141	175	225
	141	175	225	379
Call Abandonment Rate	5.2%	12.9%	17.0%	23.2%
	12.9%	17.0%	23.2%	31.6%
% Answered in 60 Seconds	51.4%	41.5%	37.3%	31.9%
	41.5%	37.3%	31.9%	21.4%

Agent Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Annual Agent Turnover	49.6% 69.8%	69.8% 79.3%	79.3% 89.4%	89.4% 104.2%
Daily Agent Absenteeism	15.7% 17.1%	17.1% 18.8%	18.8% 21.2%	21.2% 27.8%
Agent Occupancy	96.6% 83.3%	83.3% 69.6%	69.6% 56.2%	56.2% 28.8%
Agent Schedule Adherence	88.8% 82.1%	82.1% 79.0%	79.0% 73.8%	73.8% 65.6%
New Agent Training Hours	668 522	522 441	441 364	364 288
Annual Agent Training Hours	136 67	67 41	41 6	6 0
Agent Tenure (months)	24.6 14.6	14.6 12.8	12.8 11.2	11.2 8.0
Agent Job Satisfaction	87.8% 84.4%	84.4% 82.4%	82.4% 77.9%	77.9% 63.8%

Chat Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
% of Contacts Originating in Chat	47.5% 21.3%	21.3% 9.6%	9.6% 1.2%	1.2% 0.0%
% of Contacts Resolved in Chat	21.5% 8.4%	8.4% 3.9%	3.9% 0.5%	0.5% 0.0%
Chat First Contact Resolution Rate	50.3% 40.6%	40.6% 38.2%	38.2% 33.7%	33.7% 23.9%
% Failover Rate from Chat to Voice	49.6% 59.3%	59.3% 61.7%	61.7% 66.3%	66.3% 76.0%
Customer Satisfaction in Chat Channel	88.6% 66.3%	66.3% 59.5%	59.5% 50.8%	50.8% 33.6%
Average Concurrent Chat Sessions	1.33 0.97	0.97 0.79	0.79 0.69	0.69 0.39
Max Concurrent Chat Sessions	4.0 3.0	3.0 2.0	2.0 2.0	2.0 1.0
Number of Chat Sessions per Chat Agent per Month	656 265	265 220	220 156	156 91



BENCHMARKING SCORECARD AND RANKINGS

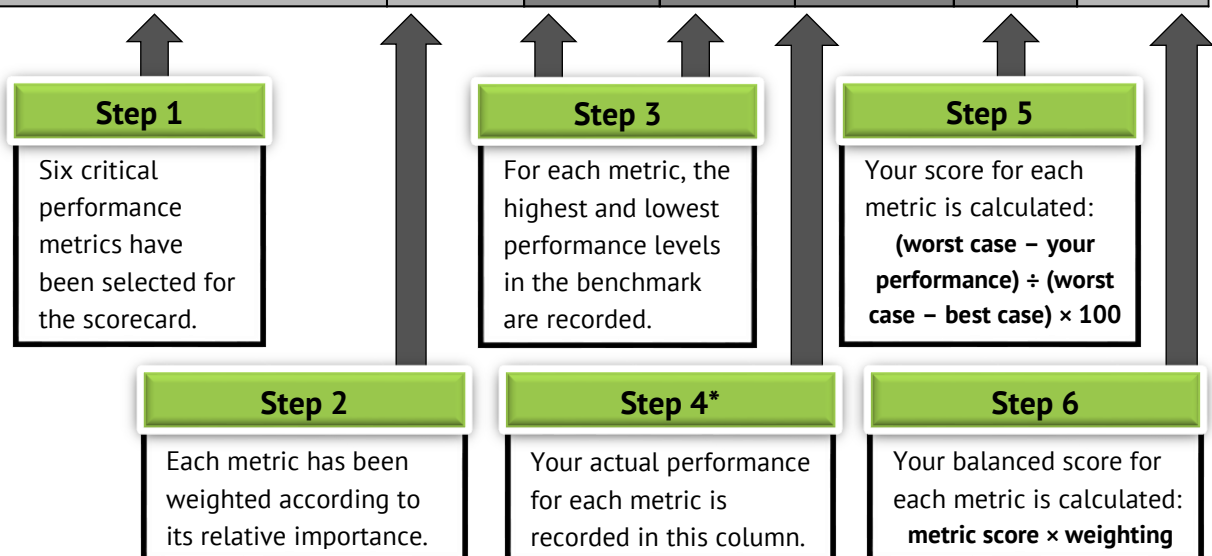
Benchmarking Scorecard and Rankings

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			
Average Cost per Agent-Assisted Contact	25.0%	\$141.15	\$6.18	\$41.94	73.5%	18.4%
Voice Customer Satisfaction	25.0%	11.3%	96.4%	50.5%	46.1%	11.5%
Voice Agent Utilization	15.0%	4.4%	18.1%	10.5%	44.6%	6.7%
Net First Contact Resolution Rate	15.0%	32.5%	59.7%	43.0%	38.8%	5.8%
Agent Job Satisfaction	10.0%	63.8%	87.8%	80.4%	69.0%	6.9%
Average Speed of Answer (seconds)	10.0%	379	84	186	65.4%	6.5%
Total	100.0%	n/a	n/a	n/a	n/a	55.9%



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

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

- ✓ Average Cost per Agent-Assisted Contact (one of the two foundation metrics)
- ✓ Voice Customer Satisfaction (the other foundation metric)
- ✓ Voice Agent Utilization (the primary driver of Cost per Contact)
- ✓ Net First Contact Resolution Rate (the primary driver of Voice 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 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 61%. If your score is above about 67%, you're in the top quartile. Between about 61% and 67%, you're in the second quartile; between about 55% and 61%, in the third; and below 55%, in the bottom quartile.

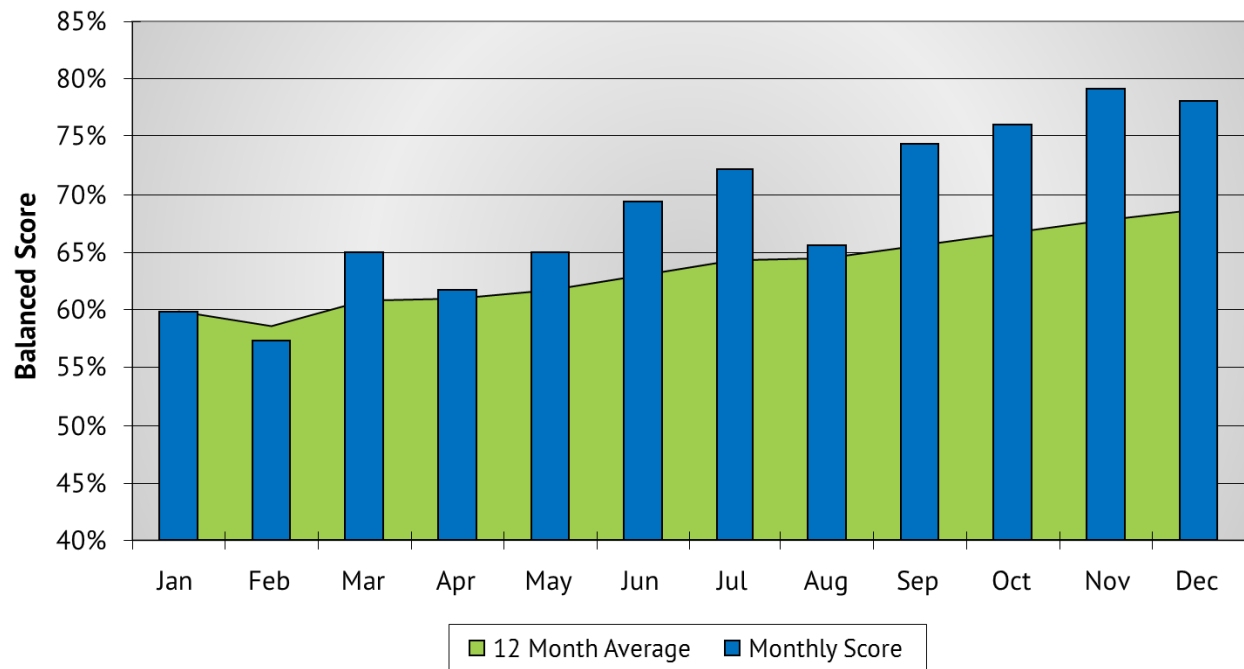
Tracking Your Balanced Score

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

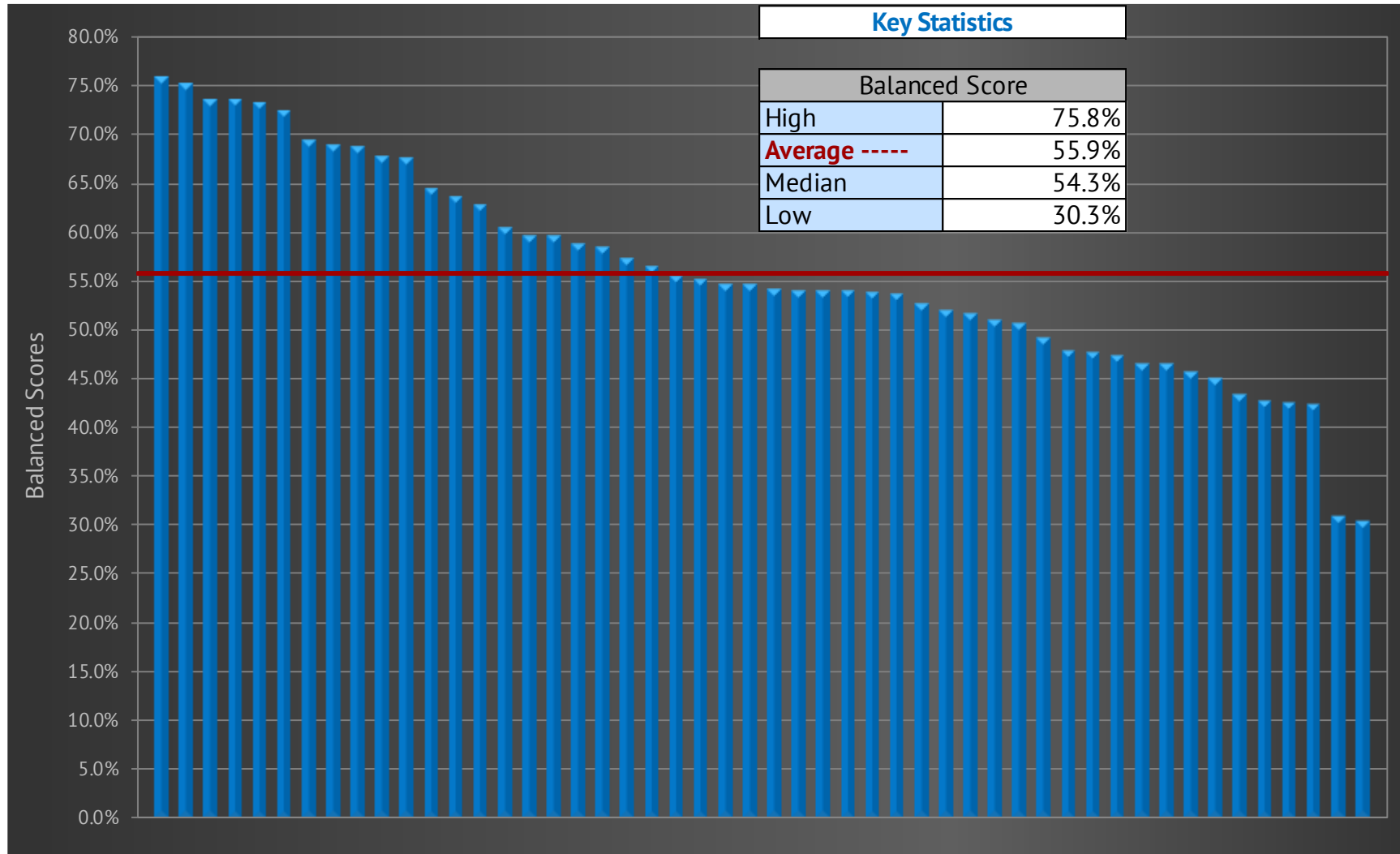
Balanced Score Trend



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)



Benchmarking the Balanced Score (continued)

The next two 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 #43) to the worst (record #29). 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	Average Cost per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	43	\$15.14	91.2%	16.0%	33.9%	83.6%	165	75.8%
2	28	\$29.38	83.9%	13.5%	45.8%	84.3%	166	75.1%
3	50	\$30.71	77.6%	11.4%	48.4%	86.4%	151	73.5%
4	35	\$15.00	60.8%	18.1%	42.4%	85.0%	195	73.4%
5	25	\$32.14	90.9%	10.3%	44.1%	83.6%	130	73.1%
6	45	\$21.96	59.4%	13.0%	50.8%	84.4%	141	72.4%
7	18	\$30.82	96.4%	9.9%	46.0%	73.4%	189	69.3%
8	26	\$29.67	66.1%	11.1%	45.0%	87.7%	145	68.8%
9	23	\$13.64	40.1%	12.7%	49.0%	87.8%	130	68.7%
10	36	\$24.52	76.4%	12.4%	38.6%	78.8%	125	67.7%
11	41	\$54.90	61.0%	15.4%	51.5%	80.4%	158	67.5%
12	10	\$39.70	62.3%	8.4%	44.1%	87.4%	84	64.4%
13	8	\$27.62	80.9%	11.4%	34.4%	82.5%	215	63.5%
14	5	\$20.80	49.8%	10.0%	41.1%	84.8%	102	62.6%
15	20	\$31.34	35.3%	14.8%	50.0%	79.7%	221	60.4%
16	21	\$32.62	77.4%	10.3%	37.6%	71.1%	150	59.6%
17	4	\$6.18	27.6%	17.9%	32.5%	82.7%	170	59.5%
18	19	\$36.27	64.3%	8.5%	43.3%	85.3%	252	58.7%
19	27	\$49.17	62.8%	10.3%	39.0%	84.7%	157	58.4%
20	24	\$16.37	82.5%	9.2%	32.7%	69.6%	221	57.2%
21	12	\$73.89	59.9%	7.2%	51.5%	82.7%	134	56.4%
22	22	\$22.14	21.9%	12.6%	40.8%	86.7%	167	55.4%
23	38	\$21.96	74.3%	11.5%	35.3%	66.2%	258	55.0%
24	3	\$41.67	46.3%	9.6%	42.0%	80.5%	142	54.6%
25	17	\$14.00	32.7%	11.4%	41.1%	86.2%	293	54.5%
26	42	\$27.42	26.7%	10.6%	41.9%	83.5%	132	54.1%
27	16	\$78.29	43.0%	7.8%	59.7%	83.0%	193	54.0%

Rankings by Balanced Score (continued)								
Overall Ranking	Benchmark Data Record Number	Average Cost per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
28	6	\$53.08	60.5%	10.7%	41.9%	73.9%	177	53.9%
29	37	\$47.27	74.9%	8.6%	40.6%	75.9%	272	53.8%
30	9	\$19.23	24.6%	12.4%	43.4%	81.5%	227	53.8%
31	14	\$38.93	50.5%	10.8%	45.5%	85.1%	379	53.5%
32	46	\$35.31	35.1%	12.5%	47.2%	78.5%	294	52.6%
33	2	\$27.19	24.0%	12.8%	38.9%	86.0%	230	51.9%
34	39	\$76.96	58.0%	8.5%	42.1%	81.6%	121	51.5%
35	15	\$79.53	39.7%	7.1%	55.0%	81.9%	135	50.9%
36	13	\$31.29	19.2%	12.8%	39.3%	77.7%	107	50.6%
37	30	\$34.56	23.1%	9.8%	43.4%	81.3%	185	49.0%
38	49	\$22.28	29.7%	9.9%	39.7%	73.6%	194	47.8%
39	48	\$54.30	37.7%	10.3%	44.2%	80.7%	268	47.5%
40	11	\$68.58	30.7%	7.4%	49.2%	83.8%	164	47.2%
41	31	\$104.24	60.4%	9.8%	44.1%	82.3%	226	46.5%
42	44	\$19.33	14.7%	13.6%	38.6%	72.1%	204	46.4%
43	7	\$25.45	16.8%	9.8%	37.9%	84.4%	229	45.6%
44	40	\$84.58	48.2%	5.5%	42.2%	83.2%	117	44.8%
45	34	\$73.55	60.2%	5.3%	46.6%	65.3%	174	43.2%
46	47	\$16.32	11.3%	9.8%	38.9%	71.9%	182	42.6%
47	33	\$18.85	45.2%	8.4%	33.6%	63.8%	237	42.4%
48	1	\$57.44	28.7%	5.0%	43.4%	79.4%	129	42.3%
49	32	\$141.15	43.8%	5.1%	46.0%	84.2%	244	30.8%
50	29	\$130.25	38.5%	4.4%	48.2%	77.7%	205	30.3%
Key Statistics	Average	\$41.94	50.5%	10.5%	43.0%	80.4%	186	55.9%
	Max	\$141.15	96.4%	18.1%	59.7%	87.8%	379	75.8%
	Min	\$6.18	11.3%	4.4%	32.5%	63.8%	84	30.3%
	Median	\$31.31	49.0%	10.3%	42.9%	82.4%	175	54.3%

Benchmarking the Balanced Score (continued)

The next two 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	Average Cost per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	\$6.18	96.4%	18.1%	59.7%	87.8%	84	75.8%
2	\$13.64	91.2%	17.9%	55.0%	87.7%	102	75.1%
3	\$14.00	90.9%	16.0%	51.5%	87.4%	107	73.5%
4	\$15.00	83.9%	15.4%	51.5%	86.7%	117	73.4%
5	\$15.14	82.5%	14.8%	50.8%	86.4%	121	73.1%
6	\$16.32	80.9%	13.6%	50.0%	86.2%	125	72.4%
7	\$16.37	77.6%	13.5%	49.2%	86.0%	129	69.3%
8	\$18.85	77.4%	13.0%	49.0%	85.3%	130	68.8%
9	\$19.23	76.4%	12.8%	48.4%	85.1%	130	68.7%
10	\$19.33	74.9%	12.8%	48.2%	85.0%	132	67.7%
11	\$20.80	74.3%	12.7%	47.2%	84.8%	134	67.5%
12	\$21.96	66.1%	12.6%	46.6%	84.7%	135	64.4%
13	\$21.96	64.3%	12.5%	46.0%	84.4%	141	63.5%
14	\$22.14	62.8%	12.4%	46.0%	84.4%	142	62.6%
15	\$22.28	62.3%	12.4%	45.8%	84.3%	145	60.4%
16	\$24.52	61.0%	11.5%	45.5%	84.2%	150	59.6%
17	\$25.45	60.8%	11.4%	45.0%	83.8%	151	59.5%
18	\$27.19	60.5%	11.4%	44.2%	83.6%	157	58.7%
19	\$27.42	60.4%	11.4%	44.1%	83.6%	158	58.4%
20	\$27.62	60.2%	11.1%	44.1%	83.5%	164	57.2%
21	\$29.38	59.9%	10.8%	44.1%	83.2%	165	56.4%
22	\$29.67	59.4%	10.7%	43.4%	83.0%	166	55.4%
23	\$30.71	58.0%	10.6%	43.4%	82.7%	167	55.0%
24	\$30.82	50.5%	10.3%	43.4%	82.7%	170	54.6%
25	\$31.29	49.8%	10.3%	43.3%	82.5%	174	54.5%
26	\$31.34	48.2%	10.3%	42.4%	82.3%	177	54.1%
27	\$32.14	46.3%	10.3%	42.2%	81.9%	182	54.0%

Rankings of Each KPI (continued)							
KPI Ranking	Average Cost per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
28	\$32.62	45.2%	10.0%	42.1%	81.6%	185	53.9%
29	\$34.56	43.8%	9.9%	42.0%	81.5%	189	53.8%
30	\$35.31	43.0%	9.9%	41.9%	81.3%	193	53.8%
31	\$36.27	40.1%	9.8%	41.9%	80.7%	194	53.5%
32	\$38.93	39.7%	9.8%	41.1%	80.5%	195	52.6%
33	\$39.70	38.5%	9.8%	41.1%	80.4%	204	51.9%
34	\$41.67	37.7%	9.8%	40.8%	79.7%	205	51.5%
35	\$47.27	35.3%	9.6%	40.6%	79.4%	215	50.9%
36	\$49.17	35.1%	9.2%	39.7%	78.8%	221	50.6%
37	\$53.08	32.7%	8.6%	39.3%	78.5%	221	49.0%
38	\$54.30	30.7%	8.5%	39.0%	77.7%	226	47.8%
39	\$54.90	29.7%	8.5%	38.9%	77.7%	227	47.5%
40	\$57.44	28.7%	8.4%	38.9%	75.9%	229	47.2%
41	\$68.58	27.6%	8.4%	38.6%	73.9%	230	46.5%
42	\$73.55	26.7%	7.8%	38.6%	73.6%	237	46.4%
43	\$73.89	24.6%	7.4%	37.9%	73.4%	244	45.6%
44	\$76.96	24.0%	7.2%	37.6%	72.1%	252	44.8%
45	\$78.29	23.1%	7.1%	35.3%	71.9%	258	43.2%
46	\$79.53	21.9%	5.5%	34.4%	71.1%	268	42.6%
47	\$84.58	19.2%	5.3%	33.9%	69.6%	272	42.4%
48	\$104.24	16.8%	5.1%	33.6%	66.2%	293	42.3%
49	\$130.25	14.7%	5.0%	32.7%	65.3%	294	30.8%
50	\$141.15	11.3%	4.4%	32.5%	63.8%	379	30.3%
Average	\$41.94	50.5%	10.5%	43.0%	80.4%	186	55.9%
Max	\$141.15	96.4%	18.1%	59.7%	87.8%	379	75.8%
Min	\$6.18	11.3%	4.4%	32.5%	63.8%	84	30.3%
Median	\$31.31	49.0%	10.3%	42.9%	82.4%	175	54.3%

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 44 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):

- ✓ [Average Cost per Agent-Assisted Contact](#)
- ✓ [Voice Customer Satisfaction](#)
- ✓ [Voice 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.



DETAILED BENCHMARKING DATA

Detailed Benchmarking Data

Inbound Channel Mix Metrics

Voice % of Total

Definition: Voice % of Total is the percentage of total contacts that originate in the voice channel.

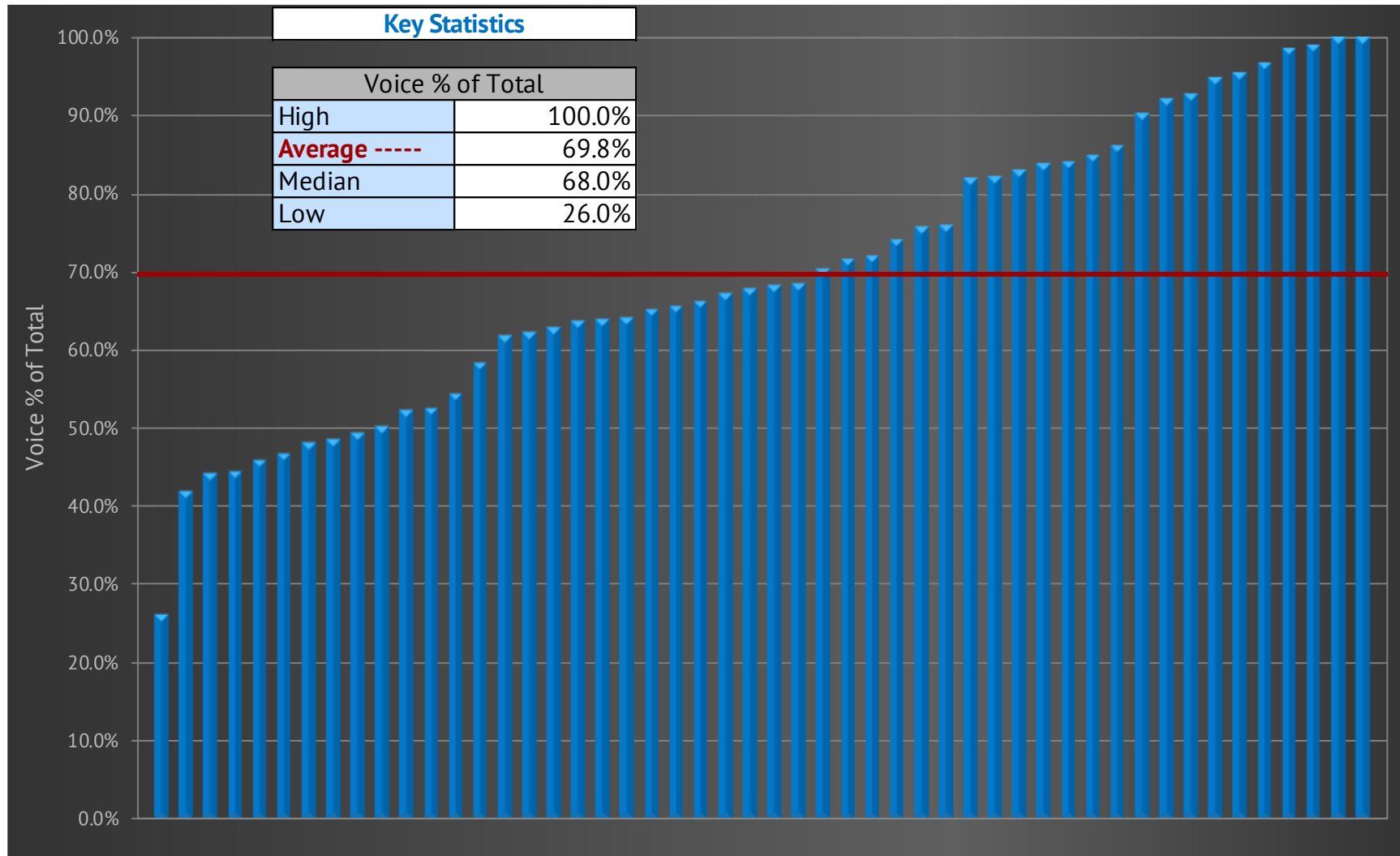
$$\text{Voice \% of Total} = \frac{\text{Inbound voice contact volume}}{\text{Total inbound contact volume (all channels)}}$$

Why it's important: Voice % of Total is important because the Cost per Contact for voice-completed contacts is usually higher than for IVR, chat, and web contacts. By reducing the number of contacts originating in the voice channel, the overall average Cost per Contact can be reduced. Many Service Desks, recognizing the potential to reduce their costs, constantly strive to reduce their Voice % of Total by deflecting calls into lower-cost channels.

Key correlations: Voice % of Total is strongly correlated with the following metrics:

- ✓ Average Cost per Agent-Assisted Contact
- ✓ Average Cost per Contact (all contact types)

Voice % of Total (continued)



Inbound Channel Mix Metrics (continued)

Chat % of Total

Definition: Chat % of Total is the percentage of total contacts that originate in the chat channel.

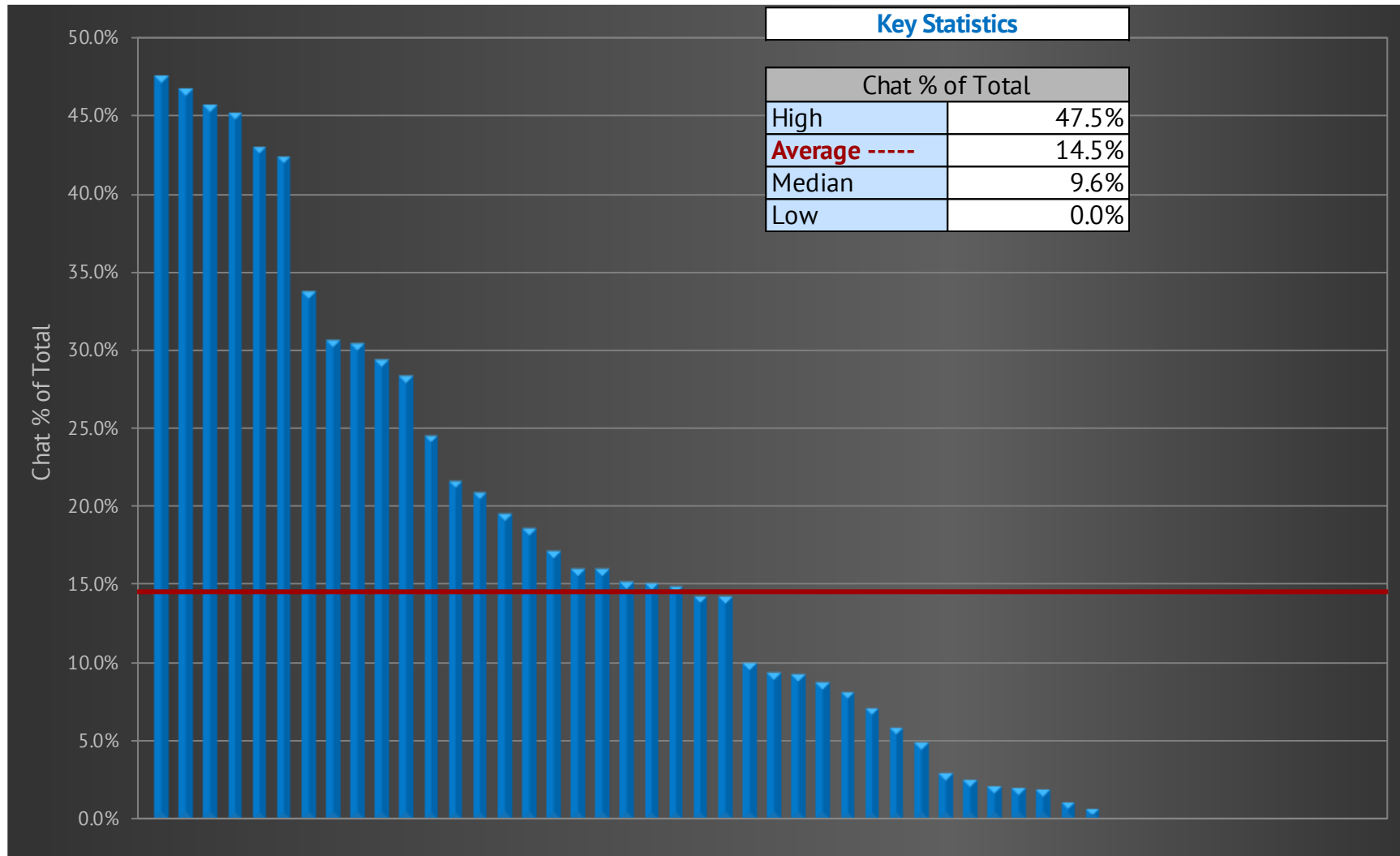
$$\text{Chat \% of Total} = \frac{\text{Inbound chat volume}}{\text{Total inbound contact volume (all channels)}}$$

Why it's important: Chat % of Total is important because the Cost per Contact for chat-completed contacts is significantly lower than for voice-completed contacts. By increasing the number of contacts originating in the chat channel, the overall average Cost per Contact can be reduced. Many Service Desks, recognizing the potential to reduce their costs, constantly strive to increase their Chat % of Total.

Key correlations: Chat % of Total is strongly correlated with the following metrics:

- ✓ Average Cost per Agent-Assisted Contact
- ✓ Average Cost per Contact (all contact types)

Chat % of Total (continued)



Inbound Channel Mix Metrics (continued)

Web Ticket/Email % of Total

Definition: Web Ticket/Email % of Total is the percentage of total contacts that originate in the web ticket/email channel.

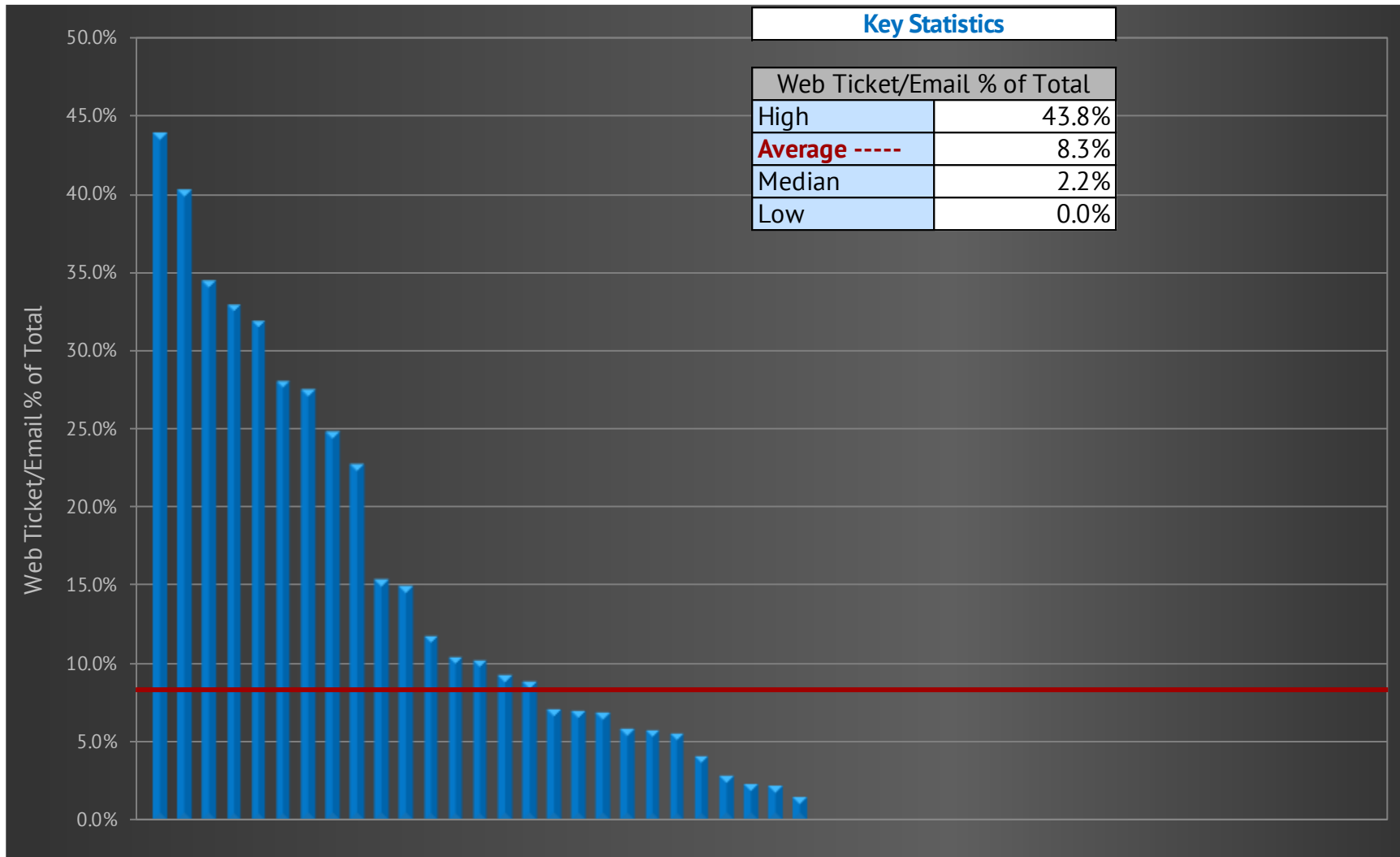
$$\text{Web Ticket/Email \% of Total} = \frac{\text{Inbound web ticket and email volume}}{\text{Total inbound contact volume (all channels)}}$$

Why it's important: Web Ticket/Email % of Total is important because web tickets/emails do not require an immediate response. By increasing the number of contacts originating in the web ticket/email channel, a Service Desk can dampen spikes in the voice and chat channels, and can respond to many of the web tickets/emails during slower periods. This leads to more productive agents and improved service levels in the voice and chat channels.

Key correlations: Web Ticket/Email % of Total is strongly correlated with the following metrics:

- ✓ Average Cost per Agent-Assisted Contact
- ✓ Average Cost per Contact (all contact types)

Web Ticket/Email % of Total (continued)



Inbound Channel Mix Metrics (continued)

Walk-Up (“Genius Bar”) % of Total

Definition: Walk-Up % of Total is the percentage of total contacts that originate by the user coming to the Service Desk for support in a face-to-face setting (similar to the concept of the “Genius Bar” for customer support in Apple stores).

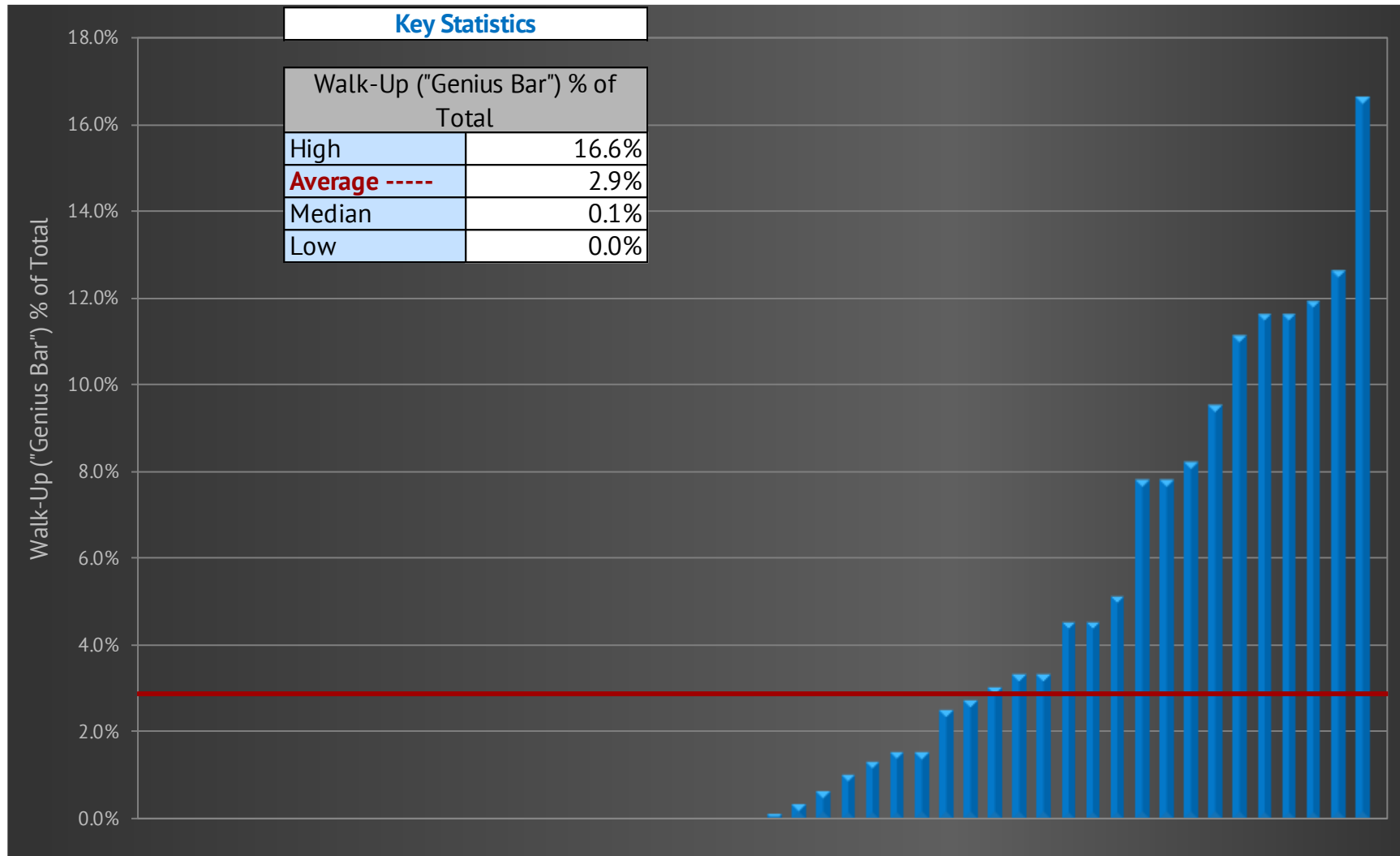
$$\text{Walk-Up \% of Total} = \frac{\text{Inbound walk-up contact volume}}{\text{Total inbound contact volume (all channels)}}$$

Why it’s important: Offering users a walk-up support option tends to significantly improve overall Customer Satisfaction for a Service Desk, in addition to contributing to a positive perception toward all of IT. Walk-up contacts are often more costly than contacts in other channels, but if managed properly in locations with a high density of end users, a walk-up option can improve a Service Desk’s overall performance.

Key correlations: Walk-Up (“Genius Bar”) % of Total is strongly correlated with the following metrics:

- ✓ Customer Satisfaction
- ✓ Net First Contact Resolution Rate

Walk-Up (“Genius Bar”) % of Total (continued)



Inbound Channel Mix Metrics (continued)

Self-Help % of Total

Definition: Self-Help % of Total 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 (such as 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 connect with a live agent does not count as part of the Self-Help % of Total because the user did not resolve the issue before contacting a live agent.

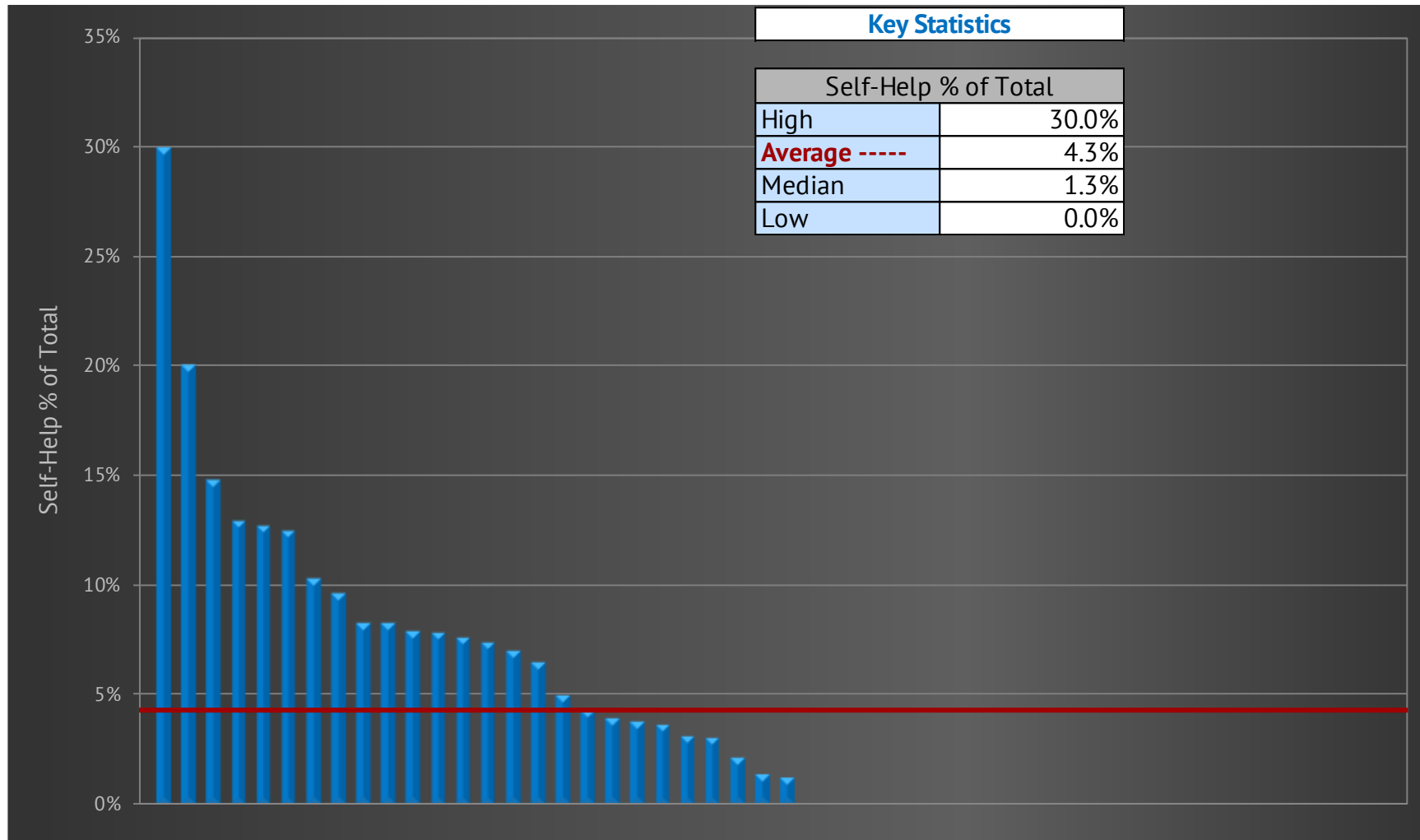
$$\text{Self-Help \% of Total} = \frac{\text{Volume of user-resolved contacts}}{\text{Total inbound contact volume (all channels)}}$$

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

Key correlations: Self-Help % of Total is strongly correlated with the following metrics:

- ✓ Average Cost per Contact (all contact types)

Self-Help % of Total (continued)



Cost Metrics

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 contact volume of the Service Desk originating in the voice channel. Operating expense includes all voice-related employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

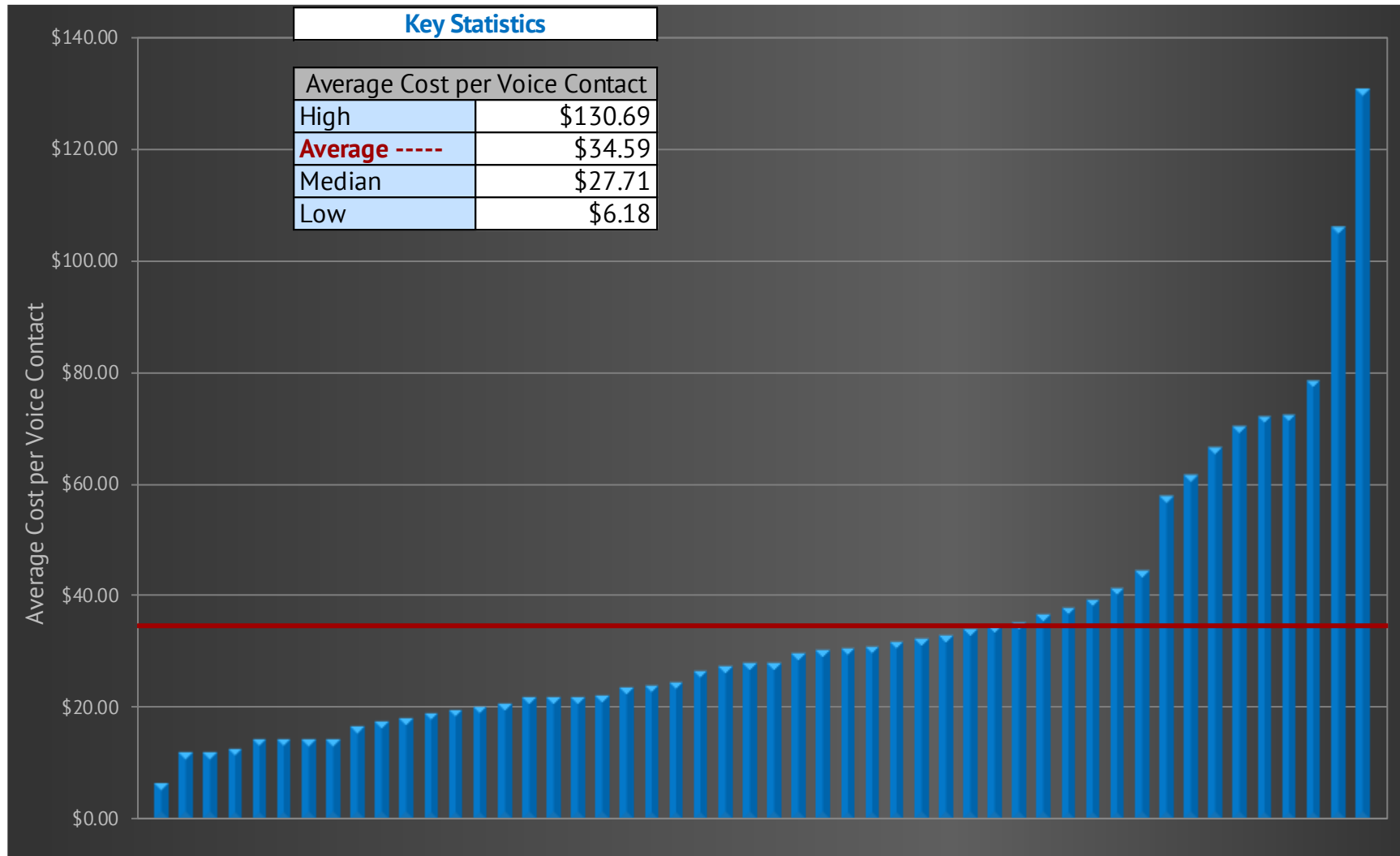
$$\text{Average Cost per Voice Contact} = \frac{\text{Annual operating expense for voice}}{\text{Annual inbound voice contact volume}}$$

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's voice channel is operating. A higher-than-average Cost per Voice Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality levels. Conversely, a low Cost per Voice 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 Average Cost per Voice Contact on a monthly basis.

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

- ✓ Average Cost per Voice Minute
- ✓ Voice Agent Utilization
- ✓ Net First Contact Resolution Rate
- ✓ Inbound Voice Handle Time
- ✓ Average Speed of Answer

Average Cost per Voice Contact (continued)



Cost Metrics (continued)

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 handled. Operating expense includes all chat-related employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

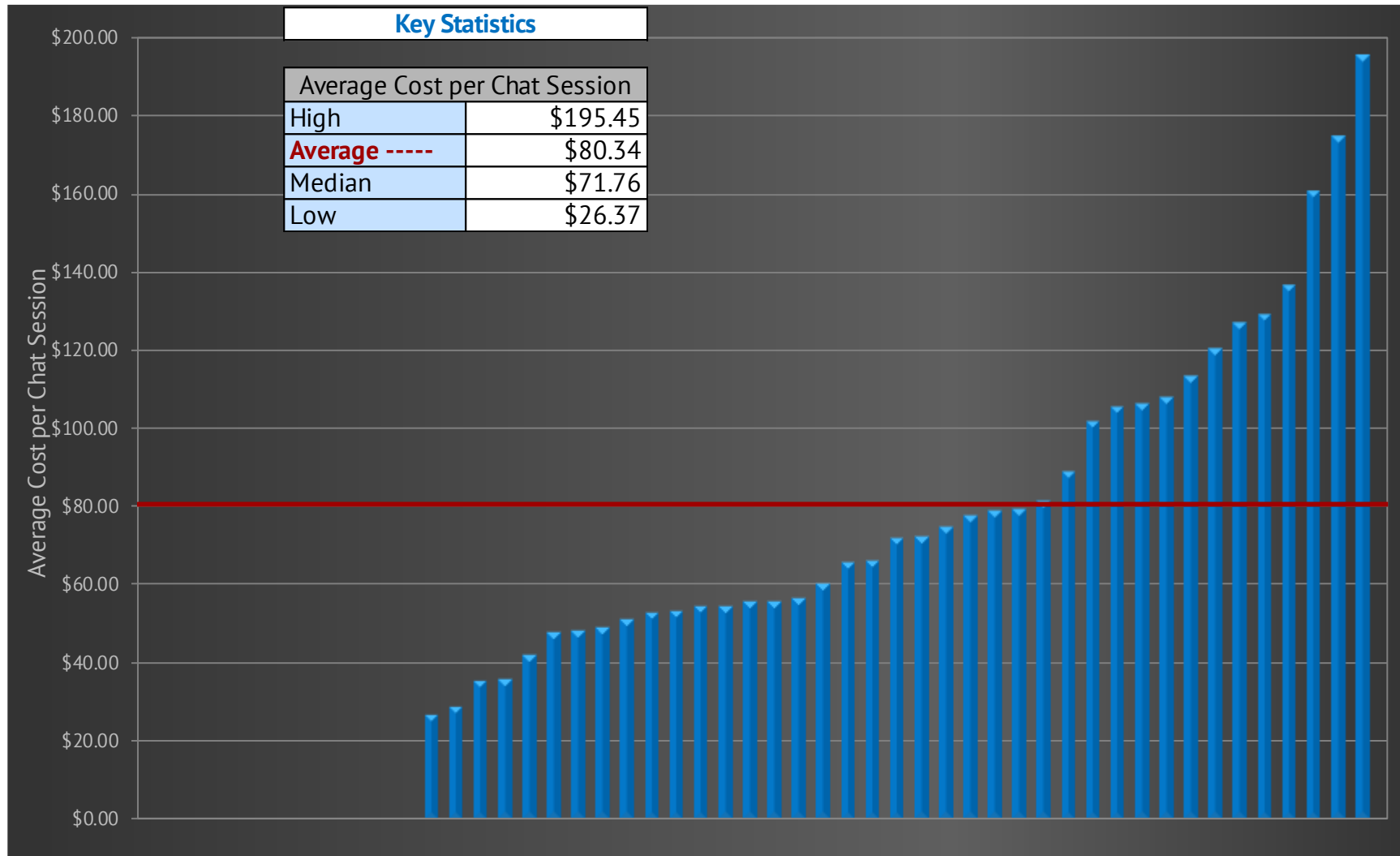
$$\text{Average Cost per Chat Session} = \frac{\text{Annual operating expense for chat}}{\text{Annual chat volume}}$$

Why it's important: Average Cost per Chat Session is a measure of how efficiently your Service Desk conducts chat. A higher-than-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 Service Desk 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:

- ✓ Average Cost per Chat Minute
- ✓ Chat First Contact Resolution Rate
- ✓ Chat Handle Time
- ✓ Max Concurrent Chat Sessions

Average Cost per Chat Session (continued)



Cost Metrics (continued)

Average Cost per Web Ticket/Email Contact

Definition: Average Cost per Web Ticket/Email Contact is the total annual operating expense of the web ticket/email channel divided by the annual number of web ticket/email contacts handled. Operating expense includes all web ticket/email-related employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

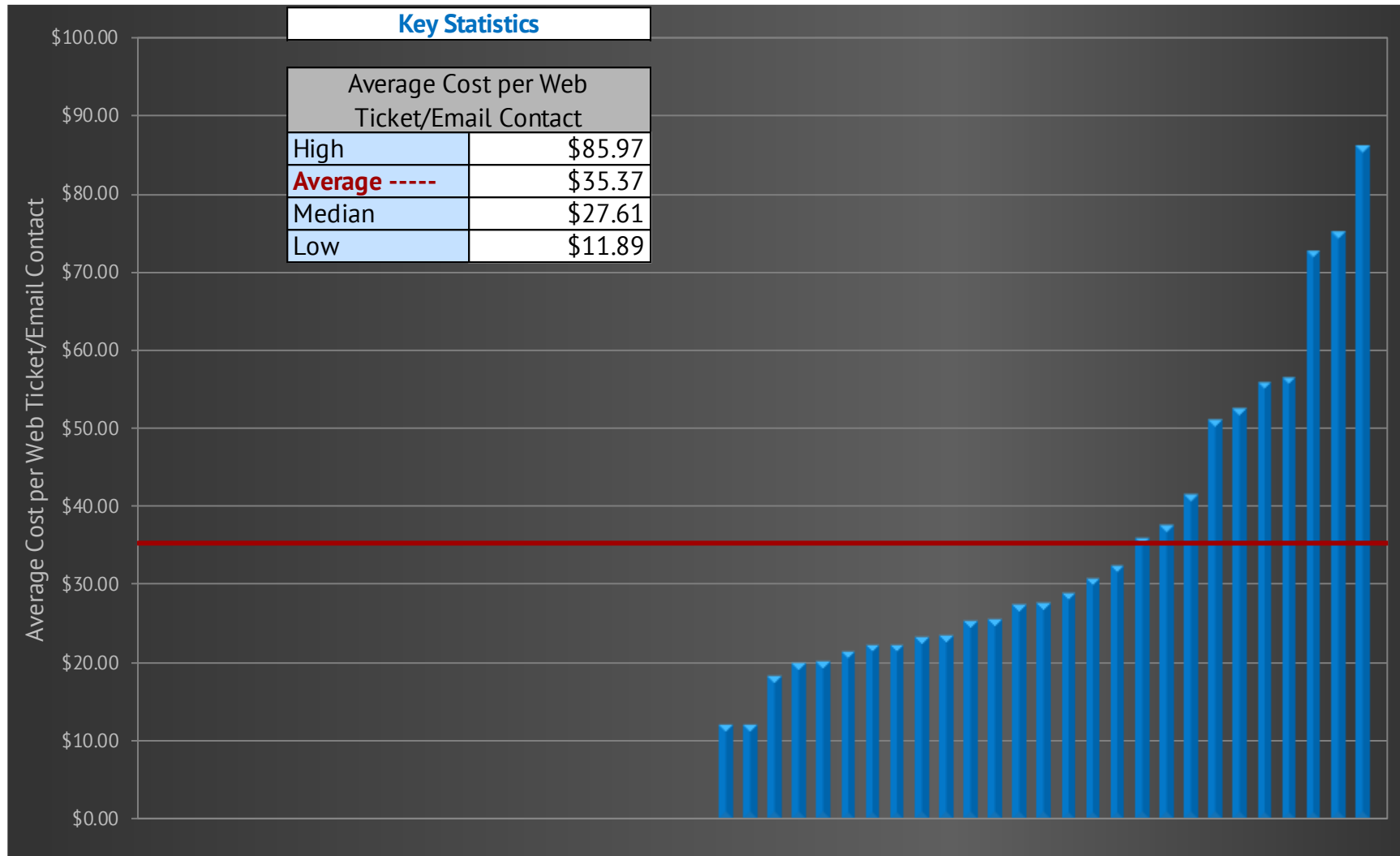
$$\text{Avg. Cost per Web/Email Contact} = \frac{\text{Annual operating expense for web/email}}{\text{Annual web/email volume}}$$

Why it's important: Average Cost per Web Ticket/Email Contact is a measure of how efficiently your Service Desk handles web tickets and/or email contacts. A higher-than-average Cost per Web Ticket/Email Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and resolution levels. Conversely, a low Average Cost per Web Ticket/Email Contact is not necessarily good, particularly if the low cost is achieved by sacrificing quality or service levels. Every Service Desk that implements web tickets/email should track and trend Average Cost per Web Ticket/Email Contact on a monthly basis.

Key correlations: Average Cost per Web Ticket/Email Contact is strongly correlated with the following metrics:

- ✓ Average Cost per Web Ticket/Email Minute
- ✓ Web Ticket/Email Handle Time
- ✓ Average Web Ticket/Email Resolution Rate

Average Cost per Web Ticket/Email Contact (continued)



Cost Metrics (continued)

Average Cost per Agent-Assisted Contact

Definition: Average Cost per Agent-Assisted Contact is the total annual operating expense of all agent-assisted contact channels, including voice, chat, and web/email, divided by the annual inbound agent-assisted 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.

$$\text{Avg. Cost per Agent-Assisted Contact} = \frac{\text{Total annual operating expense}}{\text{Annual inbound agent-assisted volume}}$$

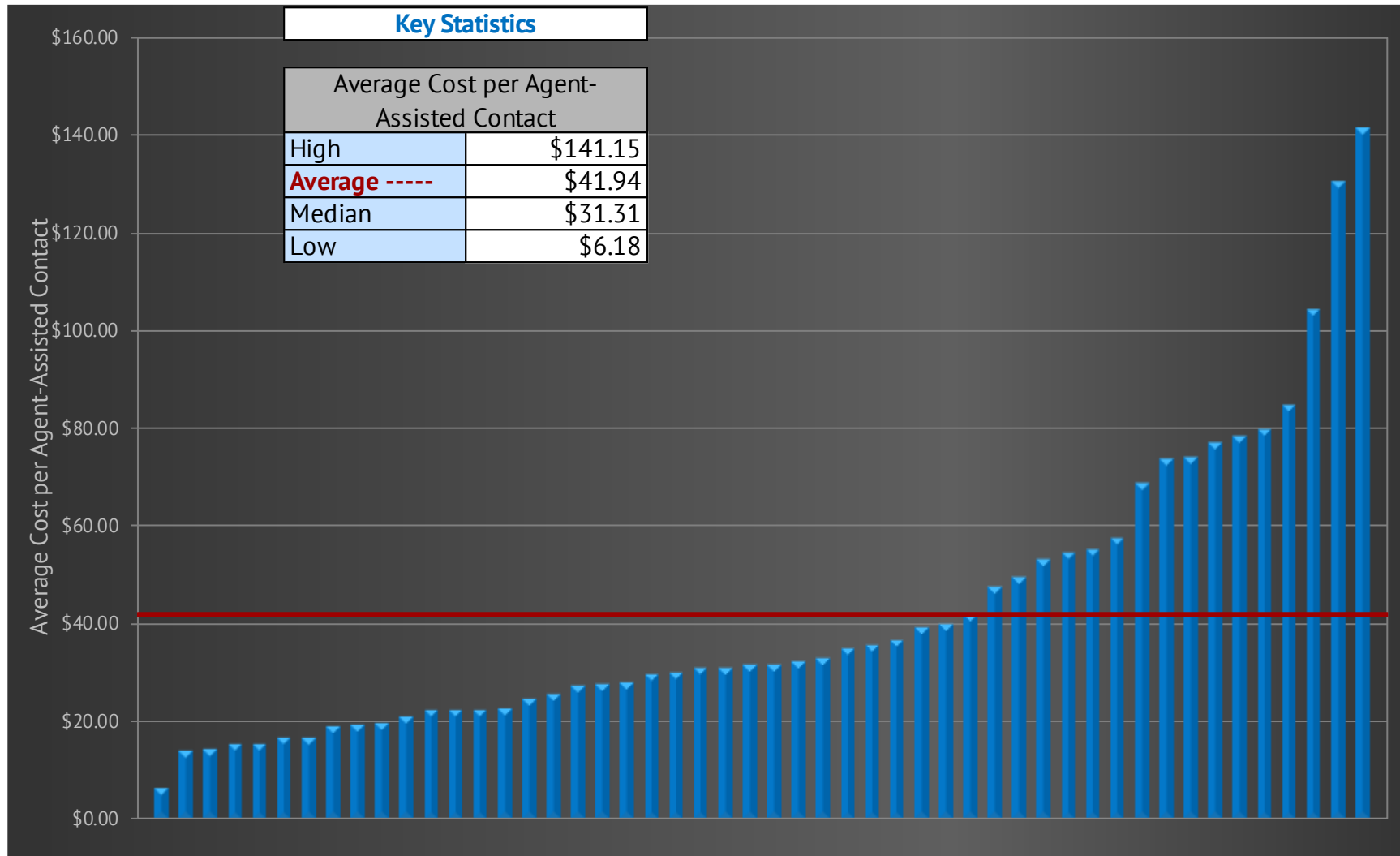
Why it's important: Average Cost per Agent-Assisted Contact is a measure of how efficiently your Service Desk agents are performing. A higher-than-average Cost per Agent-Assisted Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and resolution levels. 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. Every Service Desk should track and trend Average Cost per Agent-Assisted Contact on a monthly basis.

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

- ✓ Agent Utilization
- ✓ Net First Contact Resolution Rate
- ✓ Contact Handle Time
- ✓ Average Speed of Answer

Average Cost per Agent-Assisted Contact (continued)

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Cost Metrics (continued)

Average Cost per Contact (including Self-Help)

Definition: Average Cost per Contact is the total annual operating expense of the Service Desk, divided by the annual inbound contact volume of the Service Desk, including self-help contacts. 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. Annual inbound contact volume includes contacts from all sources: live voice, voicemail, email, web, chat, fax, walk-in, IVR, etc.

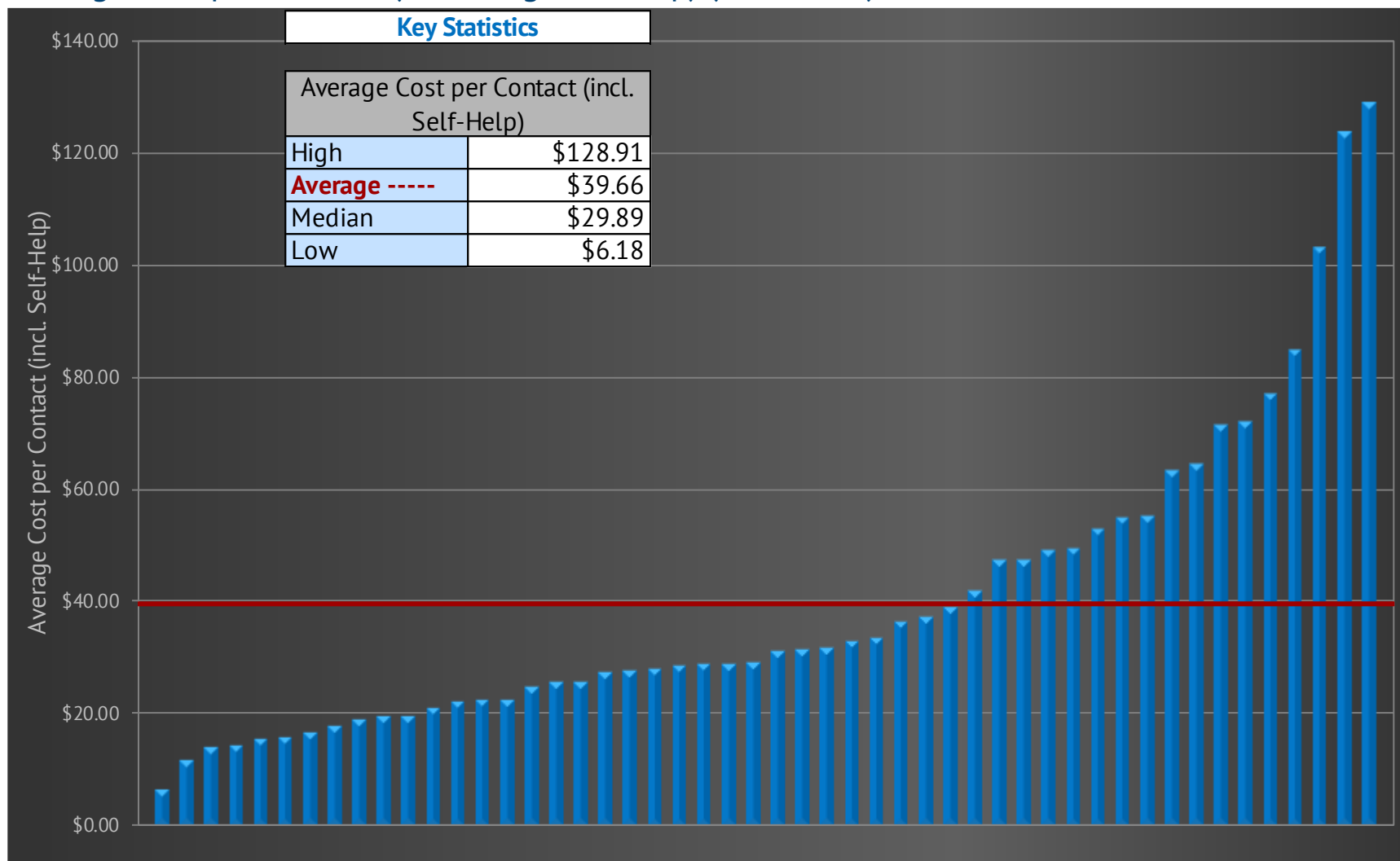
$$\text{Average Cost per Contact} = \frac{\text{Total annual operating expense}}{\text{Annual inbound contact volume (incl. self-help)}}$$

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 quality or service levels. Every Service Desk 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
- ✓ Net First Contact Resolution Rate
- ✓ Contact Handle Time
- ✓ Self-Help % of Total
- ✓ Average Speed of Answer

Average Cost per Contact (including Self-Help) (continued)



Cost Metrics (continued)

Average Cost per Voice Minute

Definition: Average Cost per Voice Minute is simply the Average Cost per Voice Contact divided by the average Inbound Voice Handle Time.

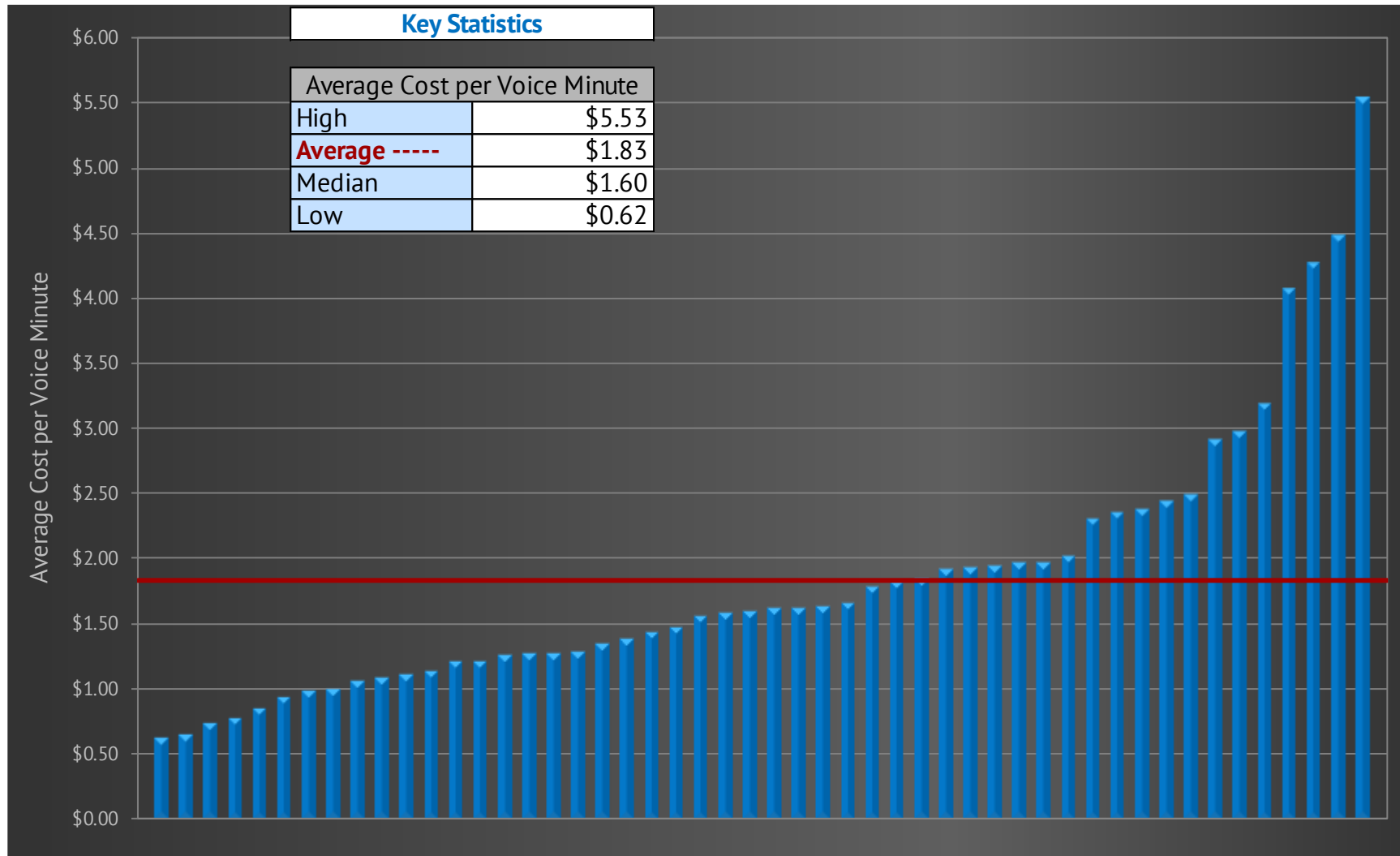
$$\text{Average Cost per Voice Minute} = \frac{\text{Average Cost per Voice Contact}}{\text{Inbound Voice Handle Time}}$$

Why it's important: Unlike Average Cost per Voice Contact, which does not take into account the average handle time or call complexity, Average Cost per Voice Minute measures the per-minute cost of providing customer support in the voice channel. It enables a more direct comparison of costs between Service Desks because it is independent of the types of calls that come into the Service Desk and the complexity of those calls.

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

- ✓ Average Cost per Voice Contact
- ✓ Inbound Voice Handle Time
- ✓ Voice Agent Utilization
- ✓ Net First Contact Resolution Rate
- ✓ Average Speed of Answer
- ✓ Outbound Voice Contacts as a % of Total Voice Contacts

Average Cost per Voice Minute (continued)



Cost Metrics (continued)

Average Cost per Chat Minute

Definition: Average Cost per Chat Minute is simply the Average Cost per Chat Contact divided by the average Chat Handle Time.

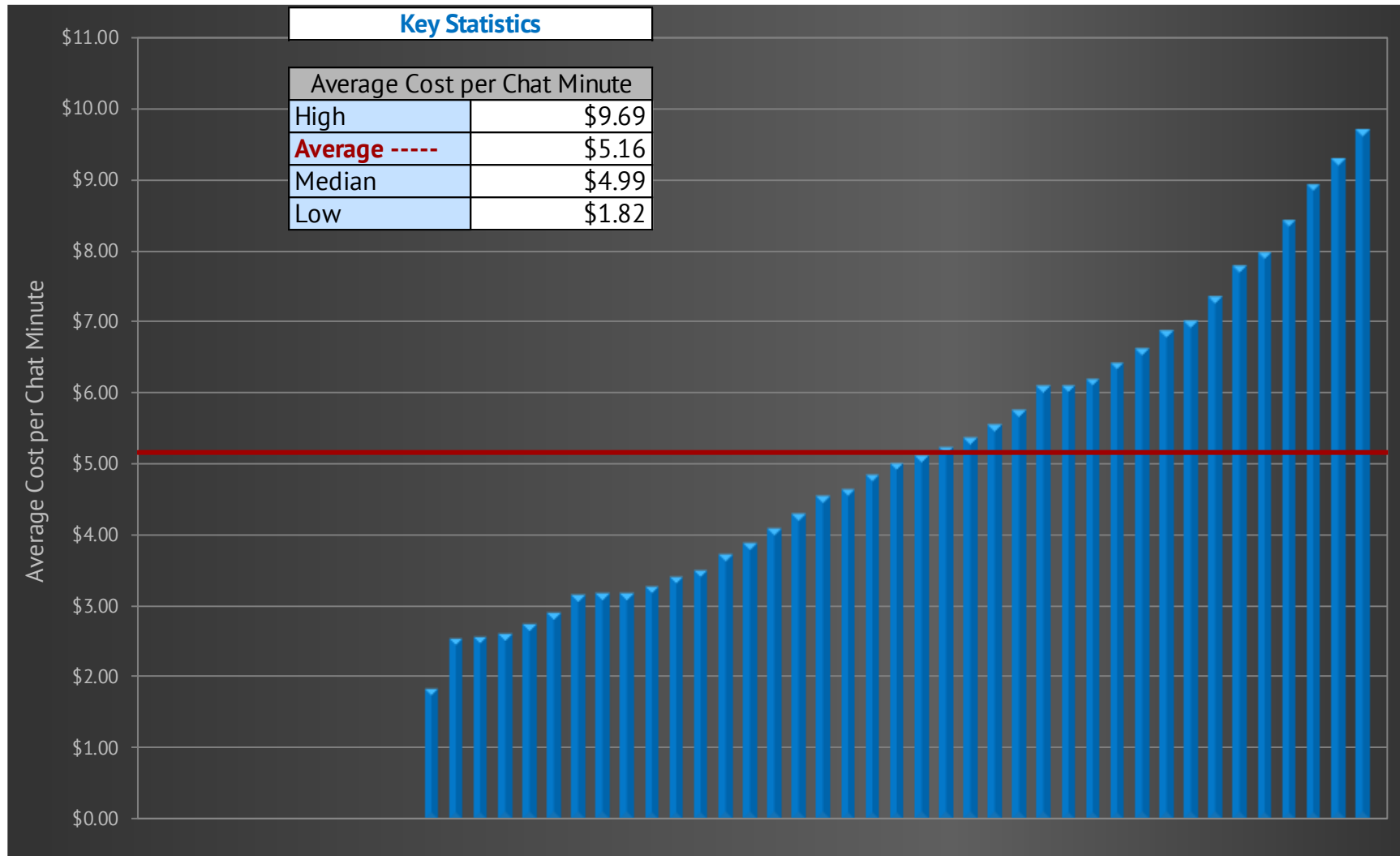
$$\text{Average Cost per Chat Minute} = \frac{\text{Average Cost per Chat Session}}{\text{Chat Handle Time}}$$

Why it's important: Unlike Average Cost per Chat Session, which does not take into account the average handle time or issue complexity, Average Cost per Chat Minute measures the per-minute cost of providing customer support in the chat channel. It enables a more direct comparison of costs between Service Desks because it is independent of the types of chats that come into the Service Desk and the complexity of those chats.

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

- ✓ Average Cost per Chat Session
- ✓ Chat Handle Time
- ✓ Agent Utilization
- ✓ Chat First Contact Resolution Rate
- ✓ Max Concurrent Chat Sessions

Average Cost per Chat Minute (continued)



Cost Metrics (continued)

Average Cost per Web Ticket/Email Minute

Definition: Average Cost per Web Ticket/Email Minute is simply the Average Cost per Web Ticket/Email Contact divided by the average Web Ticket/Email Handle Time.

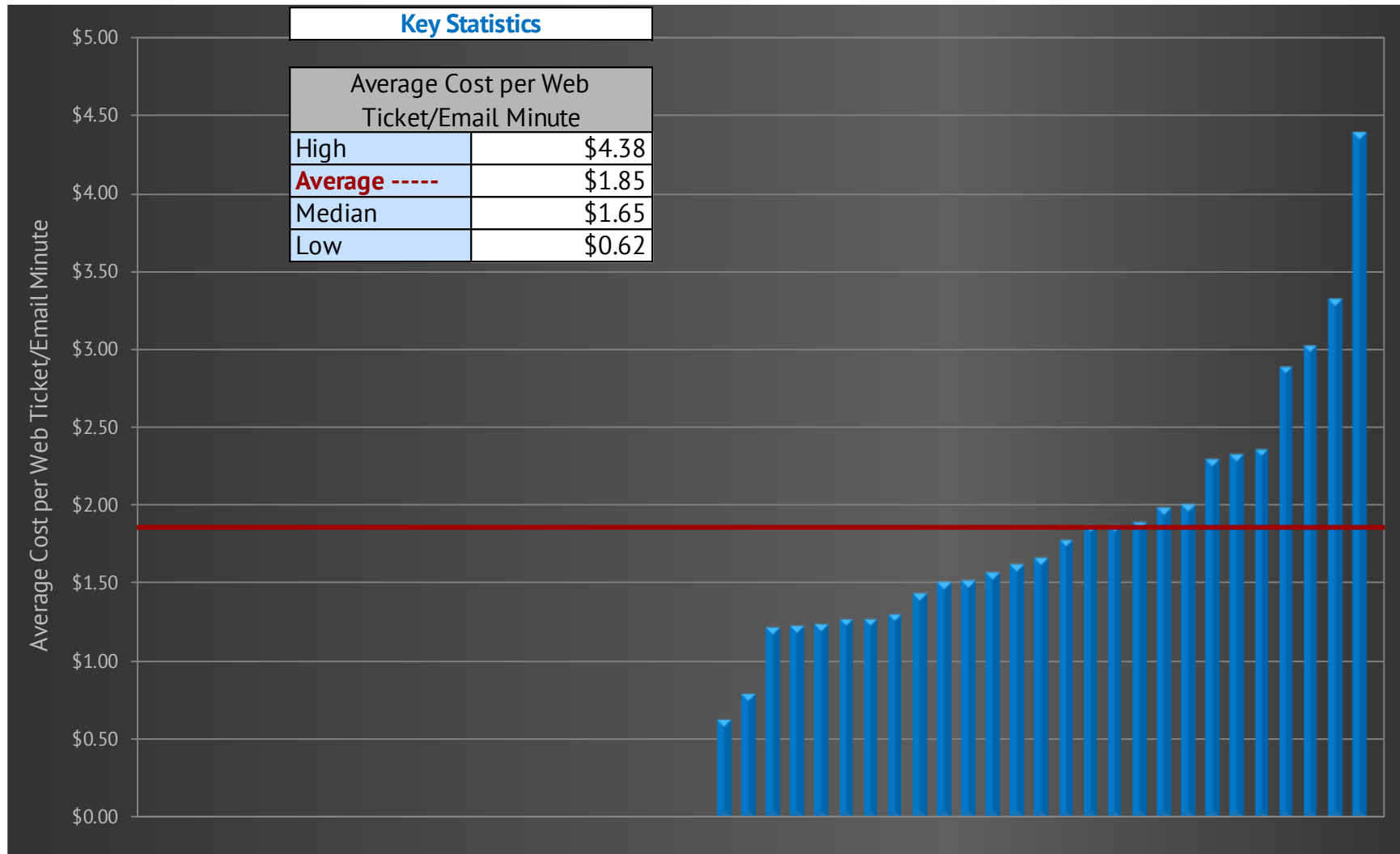
$$\text{Avg. Cost per Web Ticket/Email Minute} = \frac{\text{Avg. Cost per Web Ticket/Email}}{\text{Web Ticket/Email Handle Time}}$$

Why it's important: Unlike Average Cost per Web Ticket/Email Contact, which does not take into account the average handle time or issue complexity, Average Cost per Web Ticket/Email Minute measures the per-minute cost of providing customer support in the web ticket/email channel. It enables a more direct comparison of costs between Service Desks because it is independent of the types of web ticket/email contacts that come into the Service Desk and the complexity of those contacts.

Key correlations: Average Cost per Web Ticket/Email Minute is strongly correlated with the following metrics:

- ✓ Average Cost per Web Ticket/Email Contact
- ✓ Web Ticket/Email Handle Time
- ✓ Agent Utilization
- ✓ Net First Contact Resolution Rate

Average Cost per Web Ticket/Email Minute (continued)



Total Cost of Ownership Metric

Net First Level Resolution Rate

Definition: Net First Level 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 that *cannot* be resolved at Level 1, such as hardware failures, do not count in the denominator of the Net First Level Resolution Rate.

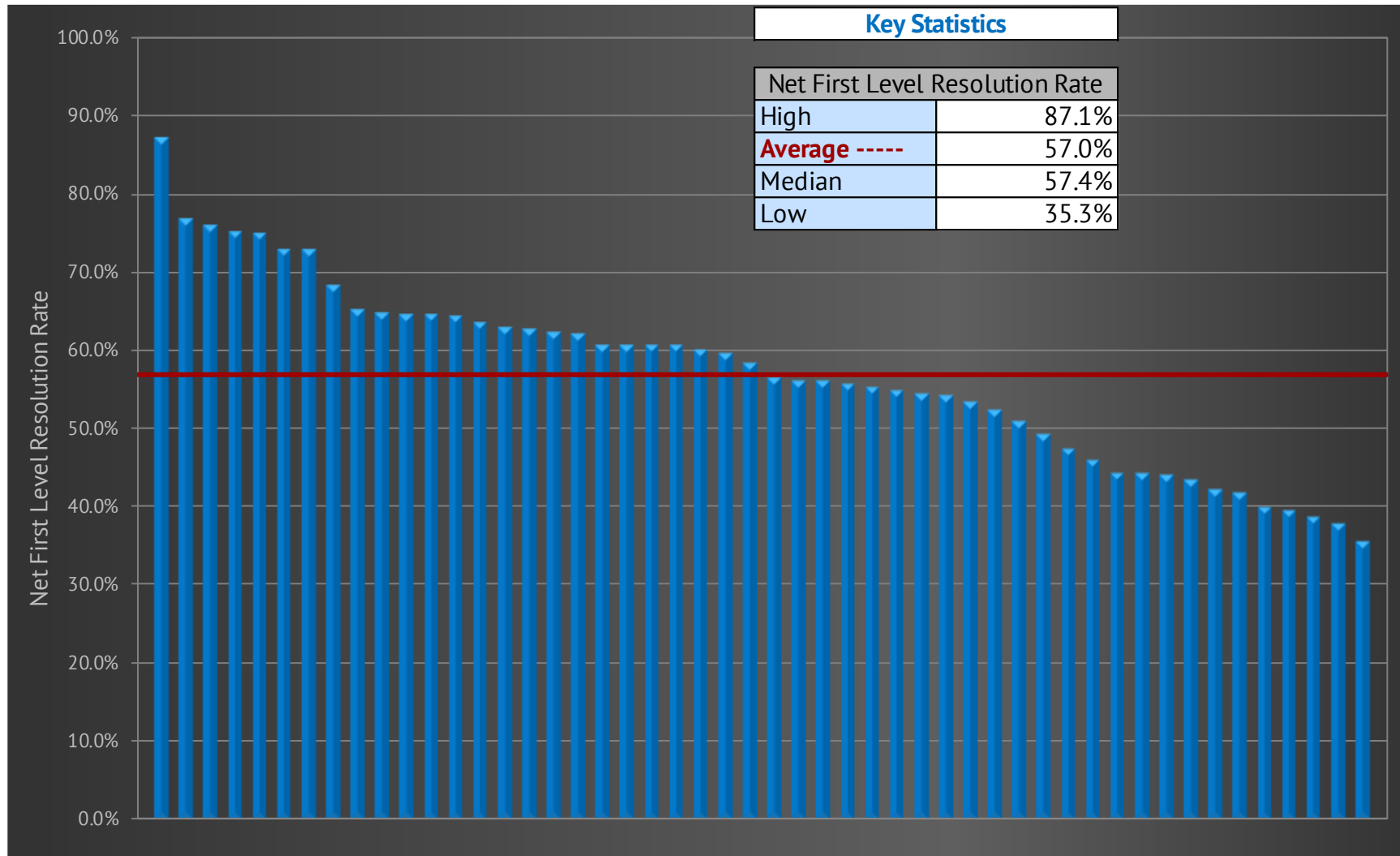
$$\text{Net First Level Resolution Rate} = \frac{\text{Number of incidents resolved at Svc. Desk}}{\text{Number of incidents Svc. Desk could resolve}}$$

Why it's important: Net First Level Resolution Rate is a measure of the Service Desk's overall competency, and is a proxy for Total Cost of Ownership (TCO). A high First Level 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 Net First Level Resolution Rates through training and through investments in technologies such as remote diagnostic tools and knowledge-management systems.

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

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

Net First Level Resolution Rate (continued)



Handle Time Metrics

Inbound Voice Handle Time

Definition: Inbound Voice Handle Time is the average time (in minutes) that an agent spends on each call, including talk time, wrap time, and after-call work time.

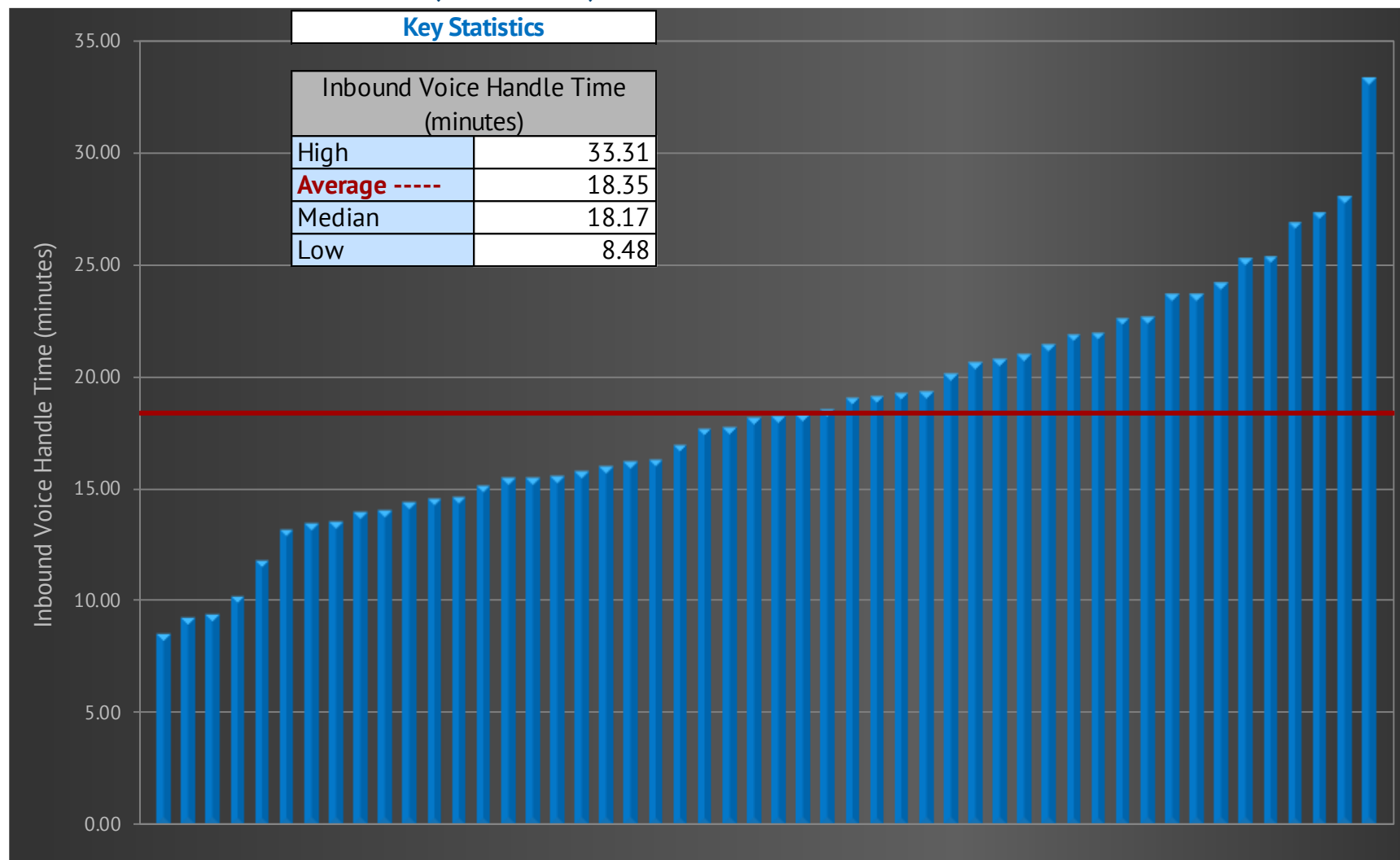
$$\text{Inbound Voice Handle Time} = \frac{\text{Total minutes spent on inbound voice contacts}}{\text{Total inbound voice contacts}}$$

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

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

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

Inbound Voice Handle Time (continued)



Handle Time Metrics (continued)

Outbound Voice Handle Time

Definition: Outbound Voice Handle Time is the average time (in minutes) that an agent spends on each outbound call, including talk time, wrap time, and after-call work time. Outbound calls 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.

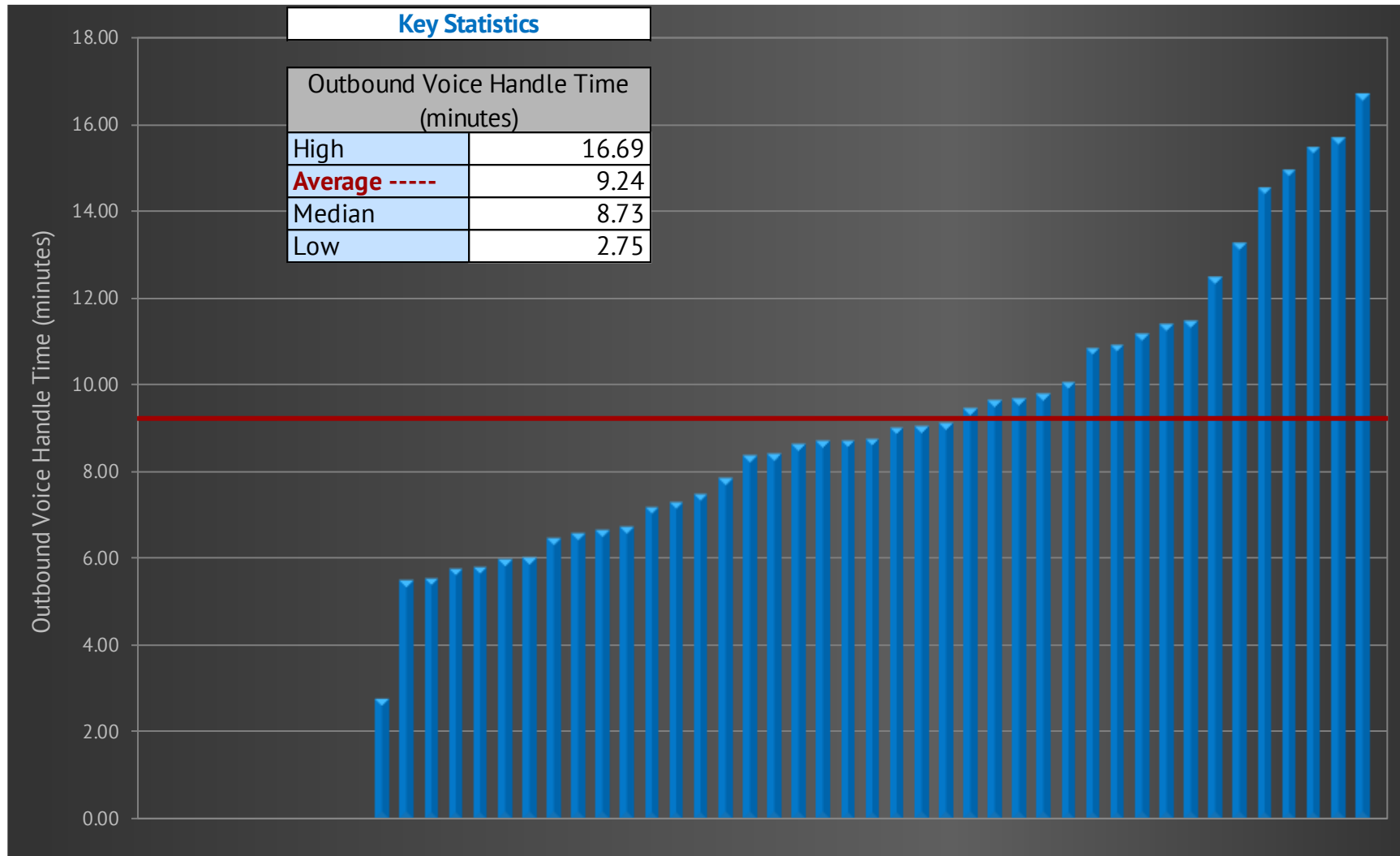
$$\text{Outbound Voice Handle Time} = \frac{\text{Total minutes spent on outbound voice contacts}}{\text{Total outbound voice contacts}}$$

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

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

- ✓ Average Cost per Voice Contact
- ✓ Outbound Voice Contacts per Agent per Month

Outbound Voice Handle Time (continued)



Handle Time Metrics (continued)

Chat Handle Time

Definition: Chat Handle Time is the average time (in minutes) that an agent spends on each chat, including chat time, wrap time, and after-chat work time.

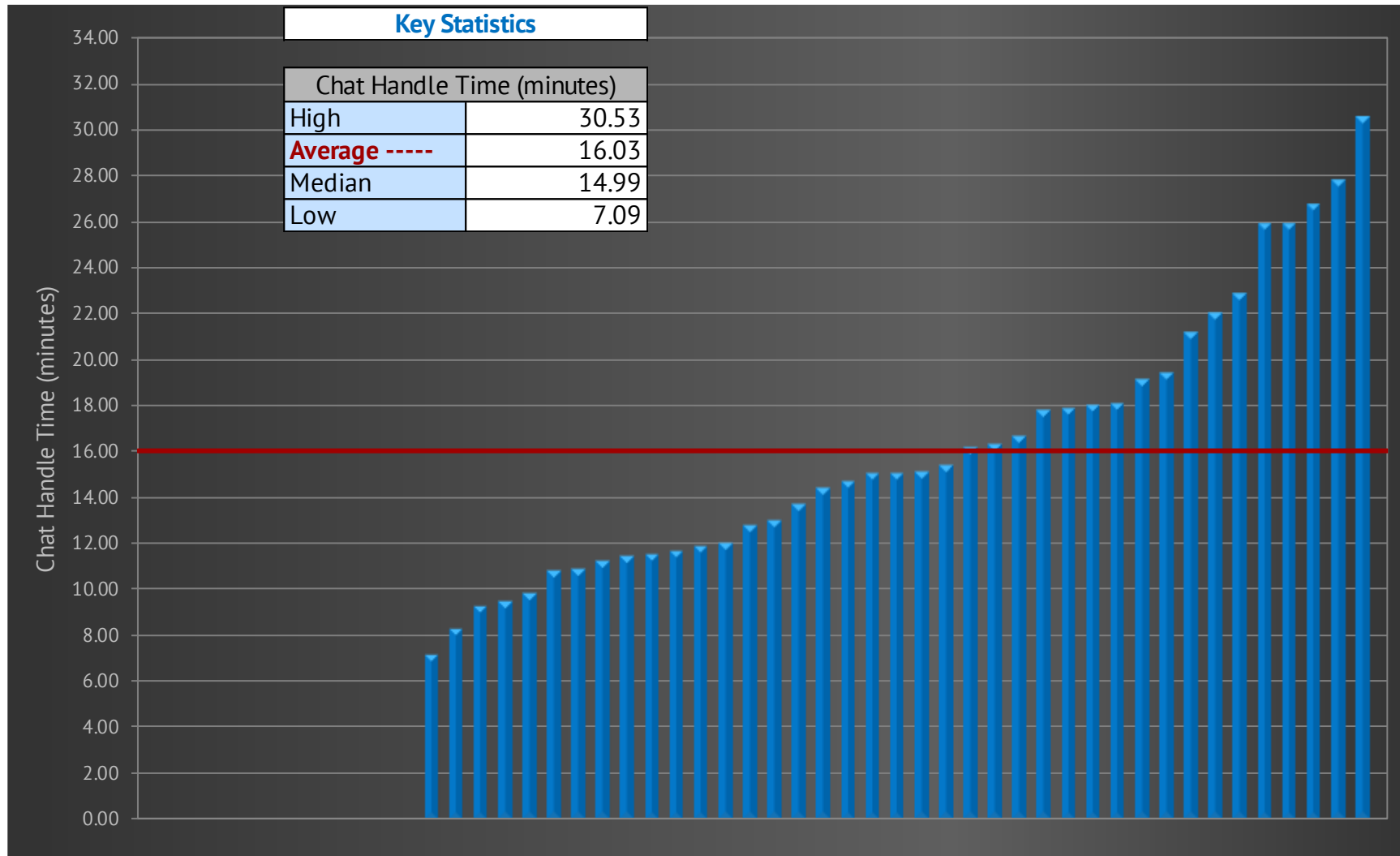
$$\text{Chat Handle Time} = \frac{\text{Total minutes spent on chat sessions}}{\text{Total number of chat sessions}}$$

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

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

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

Chat Handle Time (continued)



Handle Time Metrics (continued)

Web Ticket/Email Handle Time

Definition: Web Ticket/Email Handle Time is the average time that an agent spends resolving each web ticket/email contact.

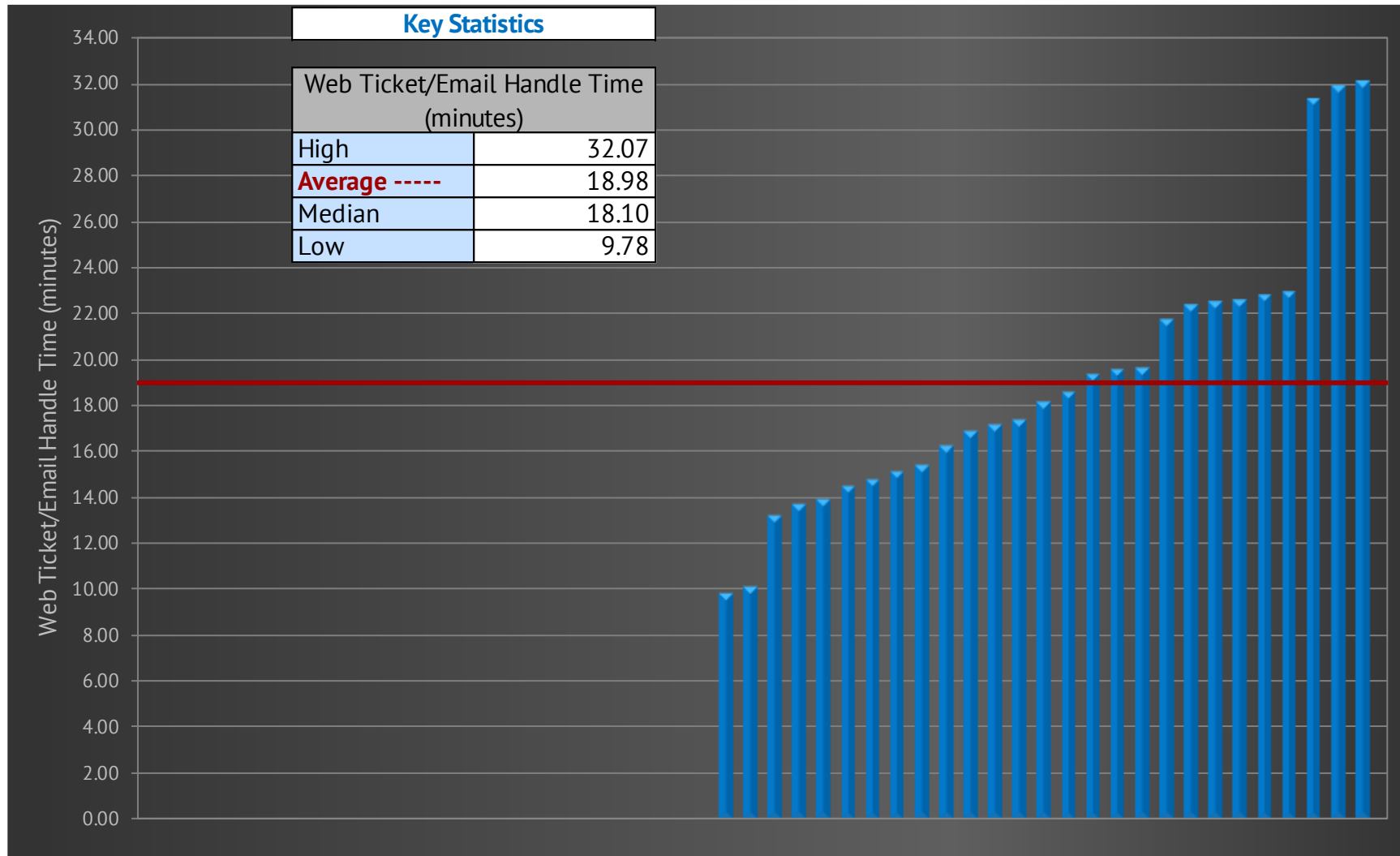
$$\text{Web Ticket/Email Handle Time} = \frac{\text{Total minutes spent on web tickets and emails}}{\text{Total number of web tickets and emails}}$$

Why it's important: A contact is the basic unit of work in a Service Desk. Web Ticket/Email Handle Time, therefore, represents the amount of labor required to complete one unit of work in the web ticket/email channel.

Key correlations: Web Ticket/Email Handle Time is strongly correlated with the following metrics:

- ✓ Average Cost per Web Ticket/Email Contact

Web Ticket/Email Handle Time (continued)



Voice Quality Metrics

Voice Customer Satisfaction

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

$$\text{Voice Customer Satisfaction} = \frac{\text{Number of satisfied voice customers}}{\text{Number of voice customers surveyed}}$$

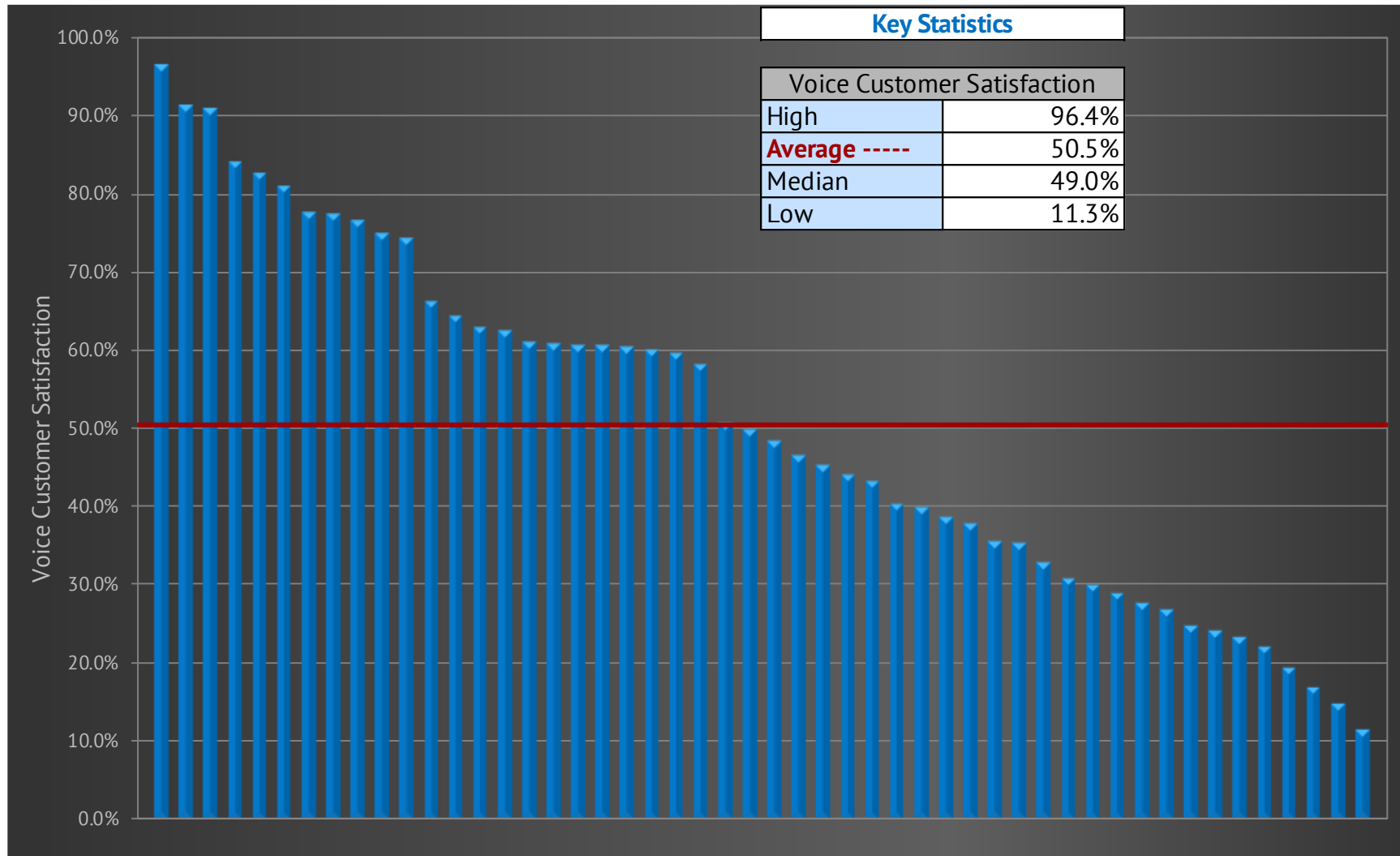
Why it's important: Voice Customer Satisfaction is the single most important measure of voice-channel quality. Any successful voice channel will have consistently high Voice Customer Satisfaction ratings. Some Service Desk managers are under the impression that a low Average Cost per Voice Contact may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

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

- ✓ Net First Contact Resolution Rate
- ✓ Call Quality
- ✓ New Agent Training Hours
- ✓ Annual Agent Training Hours

Voice Customer Satisfaction (continued)

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Voice Quality Metrics (continued)

Net First Contact Resolution Rate

Definition: Net First Contact Resolution (FCR) applies only to live (voice) 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 also measure FCR for email by considering an email resolved on first contact if the customer receives a resolution within one hour of submitting the email.)

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

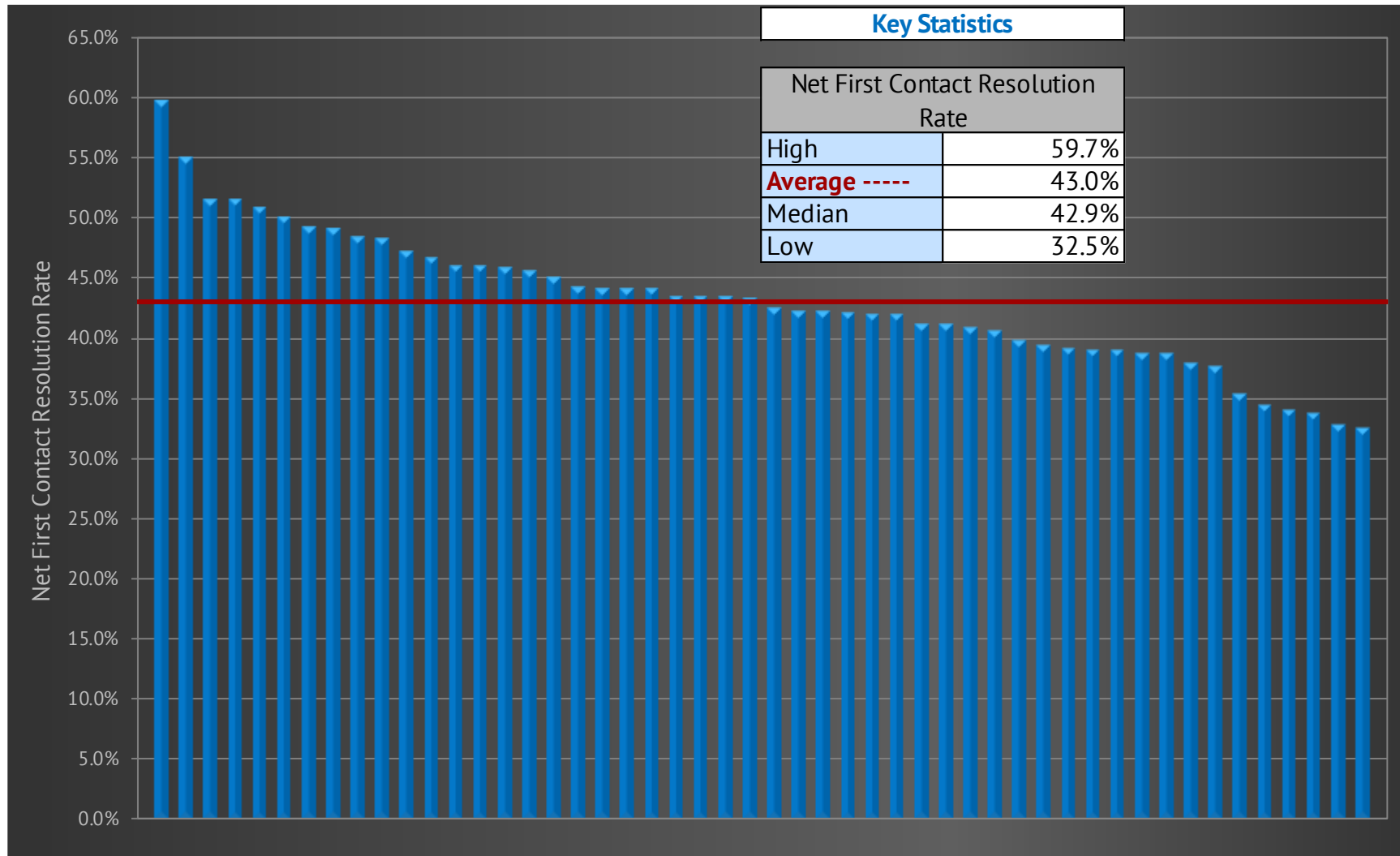
Why it's important: Net First Contact Resolution is the single biggest driver of Voice Customer Satisfaction. A high Net FCR Rate is almost always associated with high levels of Voice Customer Satisfaction. Service Desks that emphasize training (that is, high training hours for new and veteran agents) 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 First Level Resolution Rate
- ✓ New Agent Training Hours
- ✓ Annual Agent Training Hours
- ✓ Inbound Voice Handle Time

Net First Contact Resolution Rate (continued)

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Voice 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.

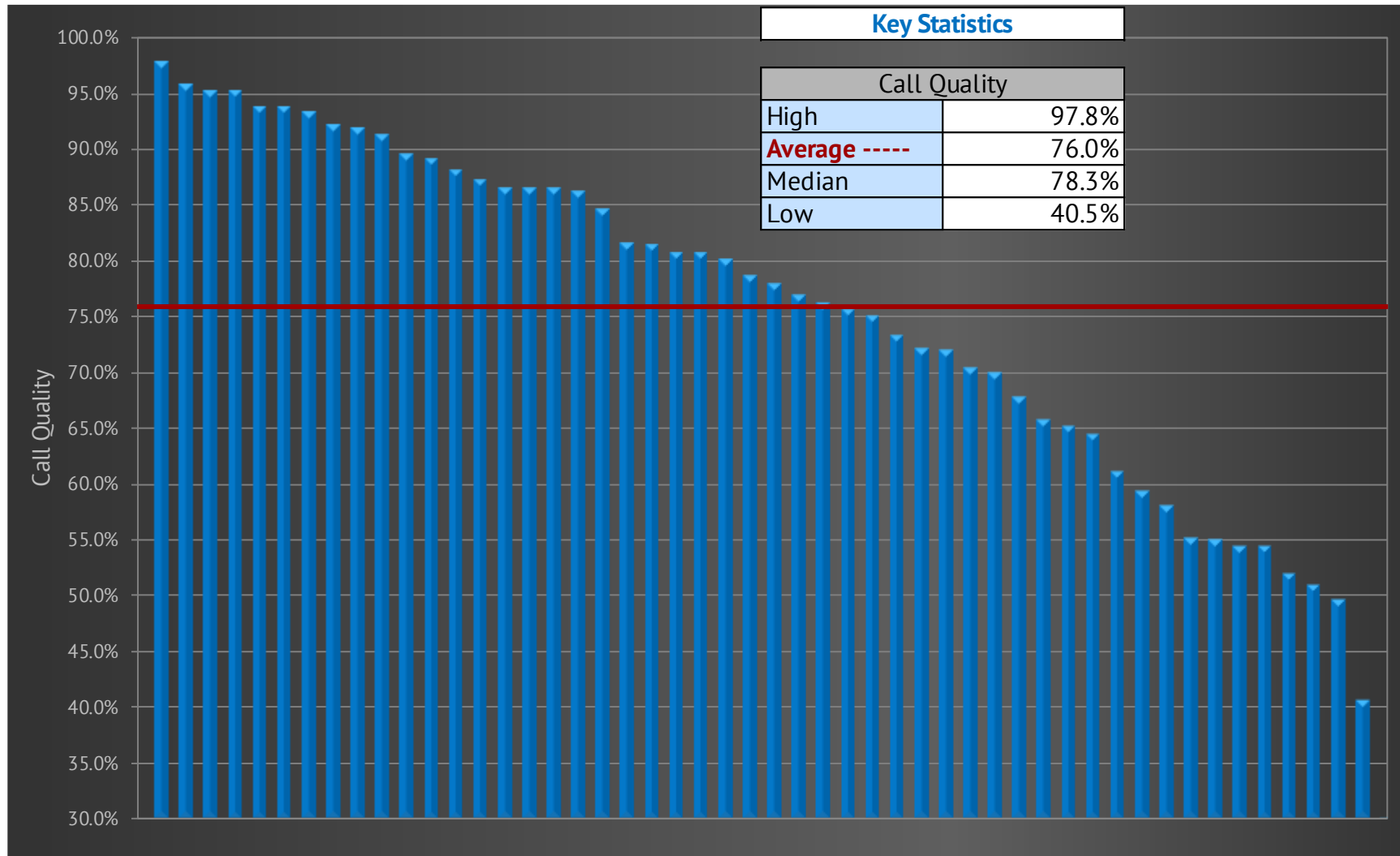
Call Quality = A score based on the agent's helpfulness, efficiency, courtesy, etc.

Why it's important: Call Quality is the foundation of Voice Customer Satisfaction. Good Call Quality takes into account agent knowledge and expertise, call efficiency (that is, Inbound Voice Handle Time), and agent courtesy and professionalism. Unless Call Quality is consistently high, it is difficult to achieve consistently high levels of Voice Customer Satisfaction. 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
- ✓ Net First Contact Resolution Rate
- ✓ New Agent Training Hours
- ✓ Annual Agent Training Hours

Call Quality (continued)



Voice Productivity Metrics

Voice Agent Utilization

Definition: Voice Agent Utilization is the average time that a voice agent spends handling both inbound and outbound calls per month, divided by the number of work hours in a given month. (See the more thorough definition on page 83.)

$$\text{Voice Agent Utilization} = \frac{\text{Total call handling time per month}}{\text{Number of work hours per month}}$$

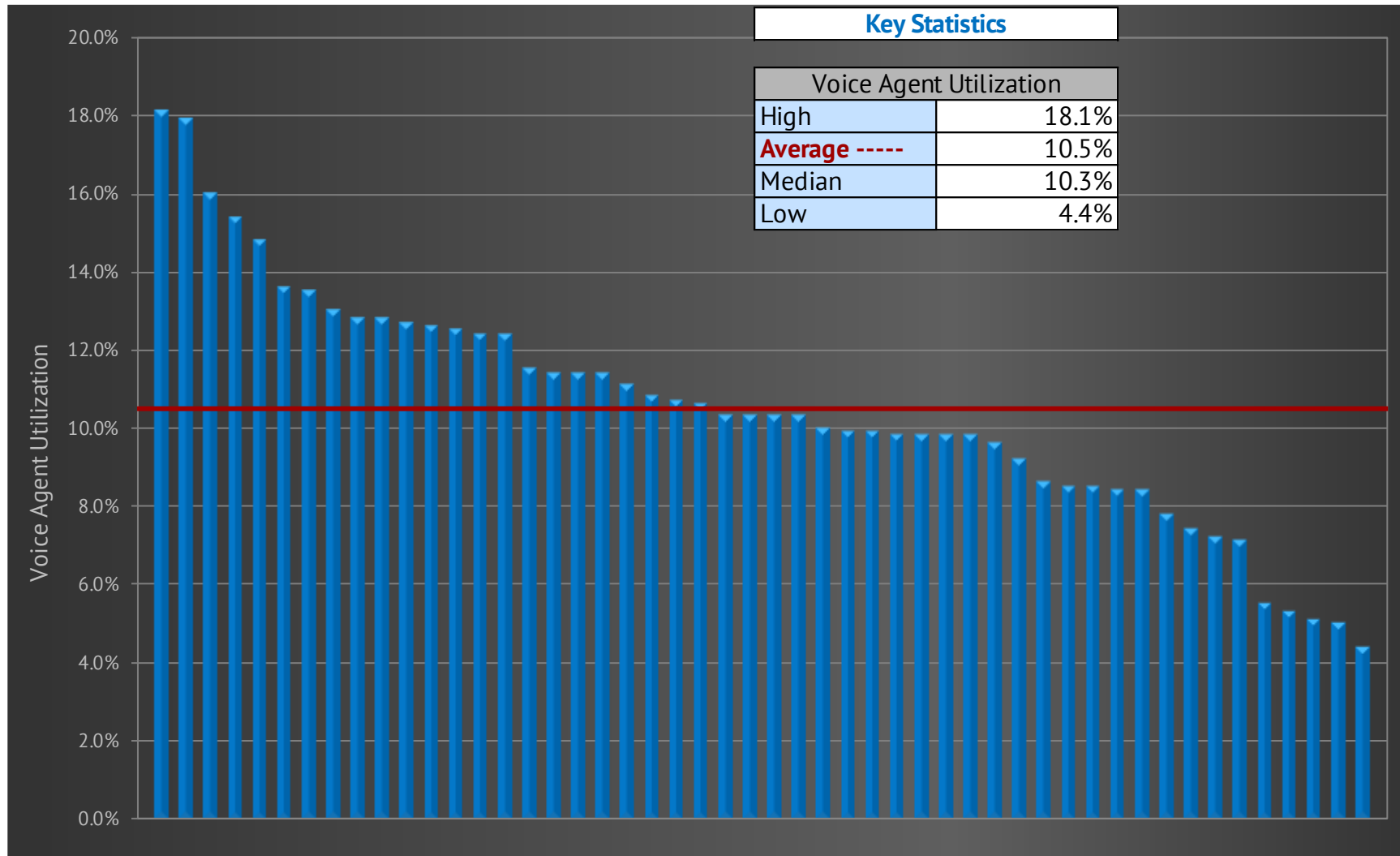
Why it's important: Voice Agent Utilization is the single most important indicator of voice-agent productivity. It measures the percentage of time that the average voice agent is in “work mode,” and is independent of handle time or call complexity.

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

- ✓ Inbound Voice Contacts per Agent per Month
- ✓ Average Cost per Voice Contact
- ✓ Average Cost per Voice Minute
- ✓ Agent Occupancy
- ✓ Average Speed of Answer

Voice Agent Utilization (continued)

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Voice Agent Utilization Defined

- ✓ Voice Agent Utilization is a measure of the actual time that voice agents spend providing direct customer support in the voice channel in a month, divided by the agents' total time at work during the month.
- ✓ It takes into account both inbound and outbound voice contacts handled by the agents.
- ✓ 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.

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

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

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

Voice Productivity Metrics (continued)

Inbound Voice Contacts per Agent per Month

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

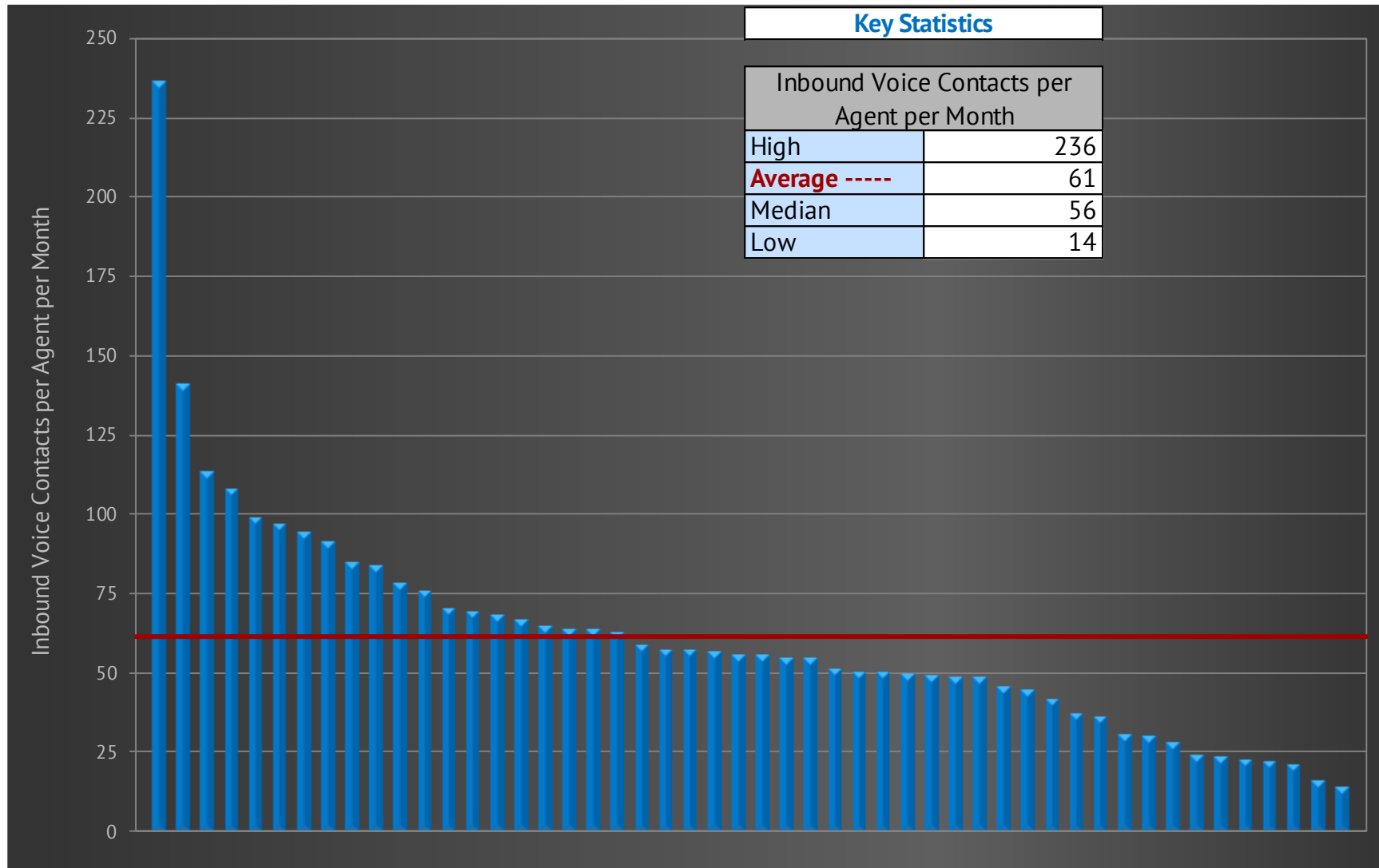
$$\text{Inbound Voice Contacts per Agent per Month} = \frac{\text{Avg. inbound call volume}}{\text{Avg. FTE voice agent headcount}}$$

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

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

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

Inbound Voice Contacts per Agent per Month (continued)



Voice Productivity Metrics (continued)

Outbound Voice Contacts per Agent per Month

Definition: Outbound Voice Contacts per Agent per Month is the average monthly outbound call volume divided by the average Full Time Equivalent (FTE) voice 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. Voice agent headcount is the average FTE number of employees and contractors handling voice contacts.

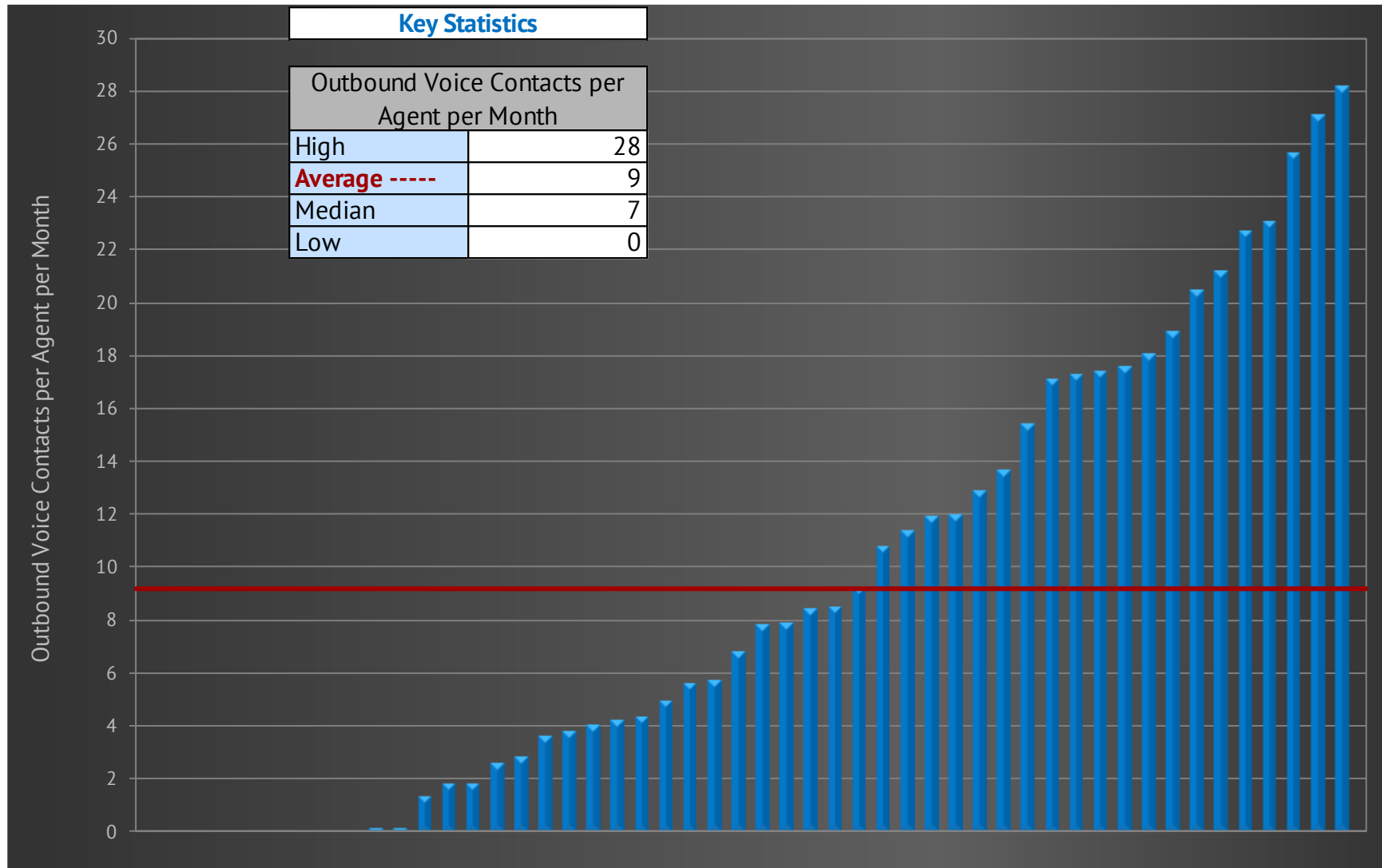
$$\text{Outbound Voice Contacts per Agent per Month} = \frac{\text{Avg. outbound call volume}}{\text{Avg. FTE voice agent headcount}}$$

Why it's important: While Outbound Voice 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 Voice Contacts per Agent per Month is strongly correlated with the following metrics:

- ✓ Net First Contact Resolution Rate
- ✓ Customer Satisfaction
- ✓ Average Cost per Voice Contact
- ✓ Average Cost per Voice Minute
- ✓ Voice Agent Utilization

Outbound Voice Contacts per Agent per Month (continued)



Voice Productivity Metrics (continued)

Voice, Chat, and Email Agents as a % of Total Service Desk Headcount

Definition: This metric is the average Full Time Equivalent (FTE) voice, chat, and email 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.

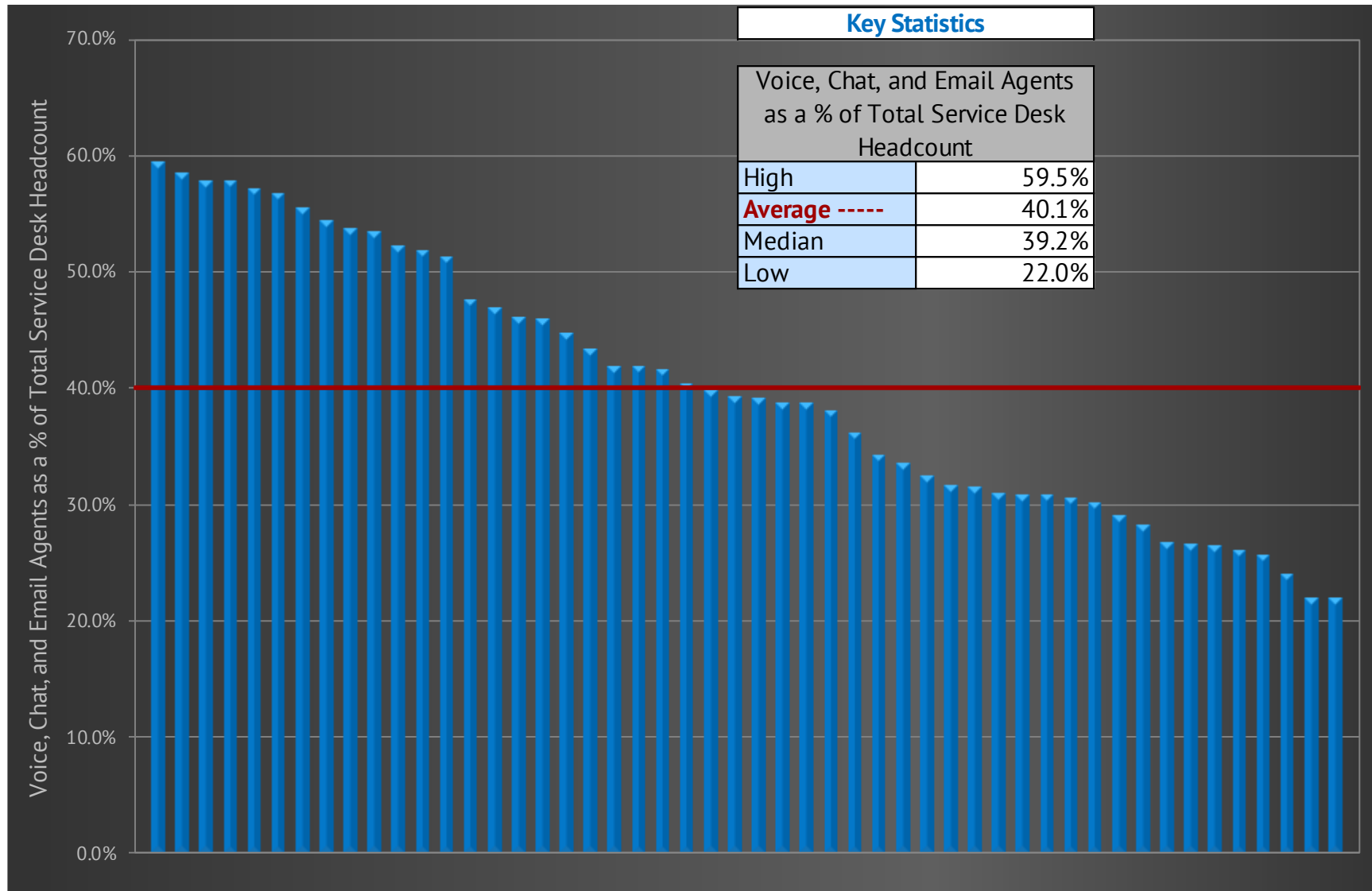
$$\text{Agents as a \% of Total Headcount} = \frac{\text{Avg. FTE agent headcount}}{\text{Avg. total Service Desk headcount}}$$

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 Service Desk Headcount is strongly correlated with the following metrics:

- ✓ Average Cost per Agent-Assisted Contact

Agents as a % of Total Service Desk Headcount (continued)



Voice SLA 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.

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

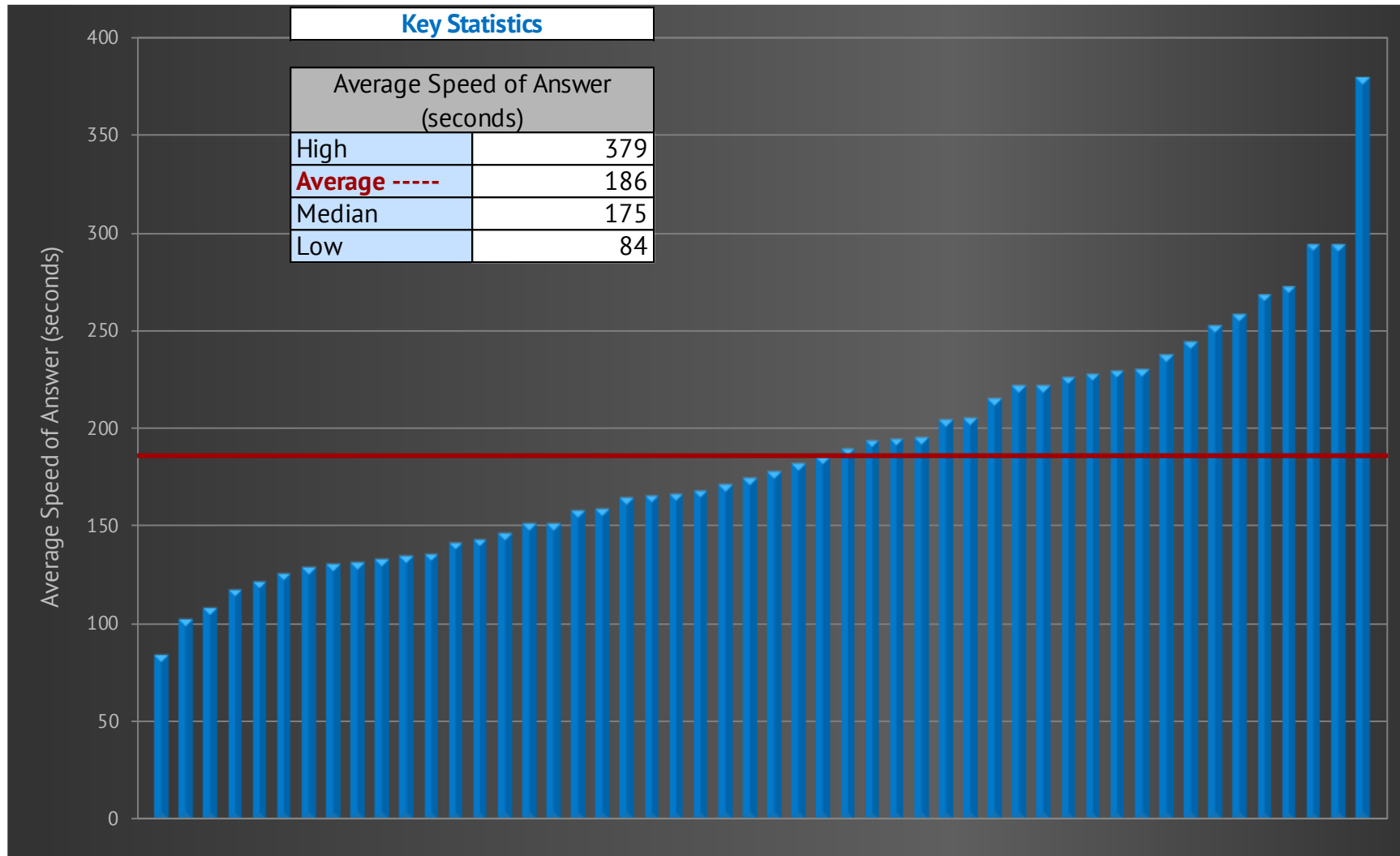
Why it's important: ASA is a common service-level metric in the Service Desk industry. It indicates how responsive a Service Desk is to incoming calls. Since most Service Desks have an ASA service-level target, the ASA is tracked to ensure service-level compliance.

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

- ✓ Call Abandonment Rate
- ✓ % Answered in 60 Seconds
- ✓ Voice Agent Utilization

Average Speed of Answer (ASA) (continued)

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Voice SLA 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.

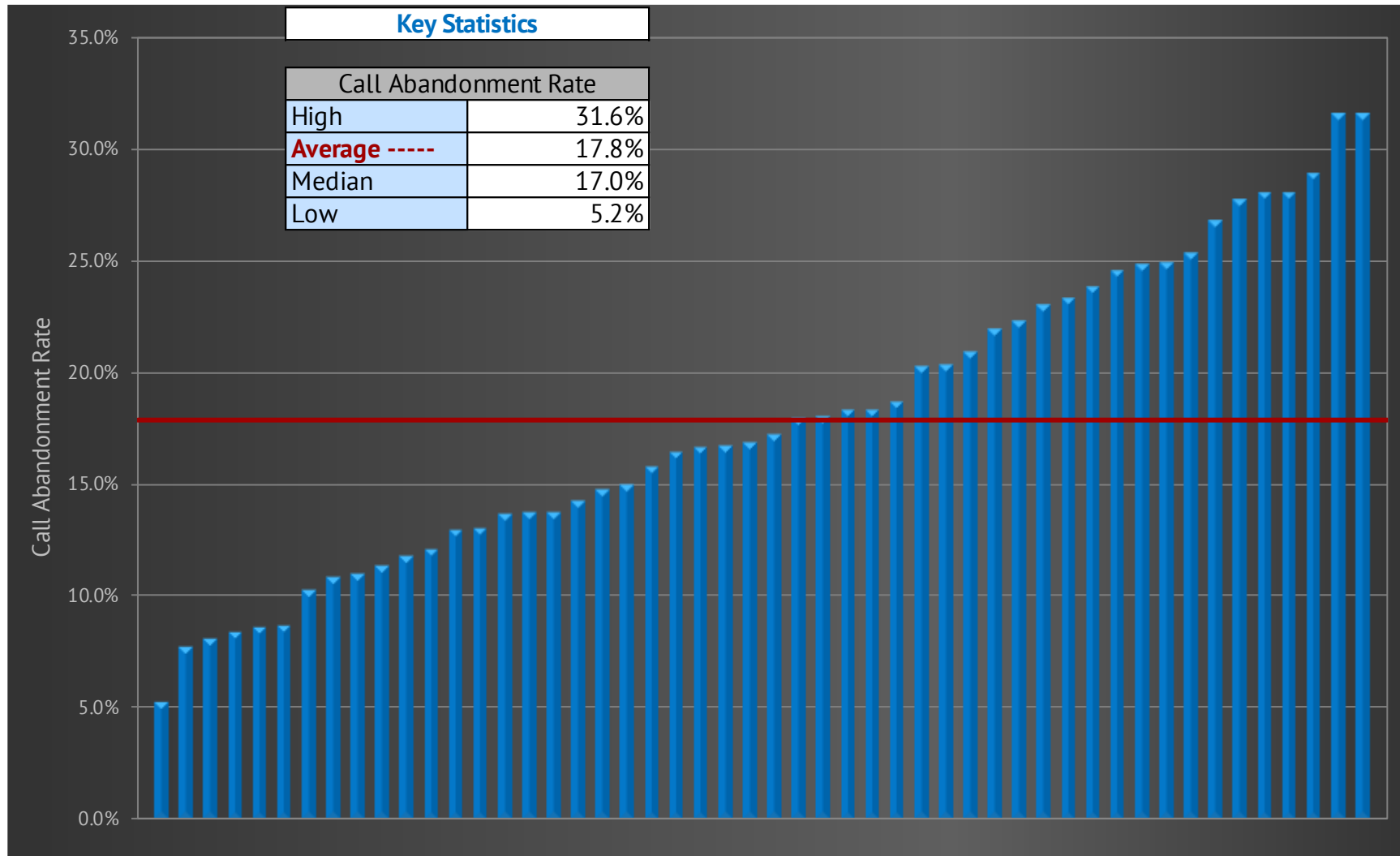
$$\text{Call Abandonment Rate} = \frac{\text{Calls abandoned by caller}}{\text{Total inbound calls}}$$

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
- ✓ % Answered in 60 Seconds
- ✓ Voice Agent Utilization

Call Abandonment Rate (continued)



Voice SLA Metrics (continued)

% Answered in 60 Seconds

Definition: This metric is fairly self-explanatory. It is the percentage of all inbound 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 in 30 Seconds, MetricNet uses a conversion formula to calculate the equivalent percentage of calls answered within 60 seconds.

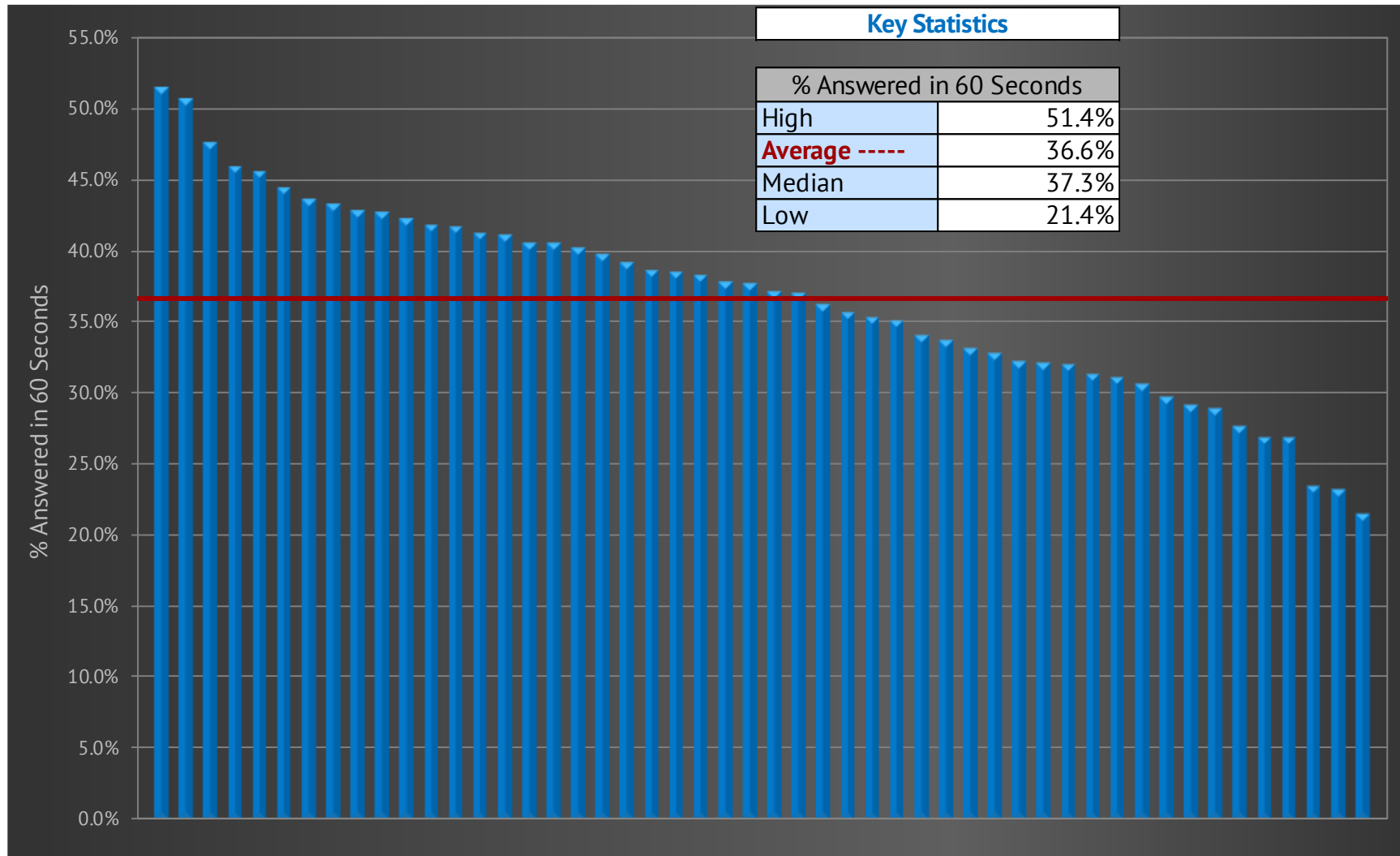
$$\% \text{ Answered in 60 Seconds} = \frac{\text{Inbound calls answered in 60 seconds}}{\text{Total inbound calls}}$$

Why it's important: % Answered in 60 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 % Answered in 60 Seconds, so the metric is tracked to ensure service-level compliance.

Key correlations: % Answered in 60 Seconds is strongly correlated with the following metrics:

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

% Answered in 60 Seconds (continued)



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.

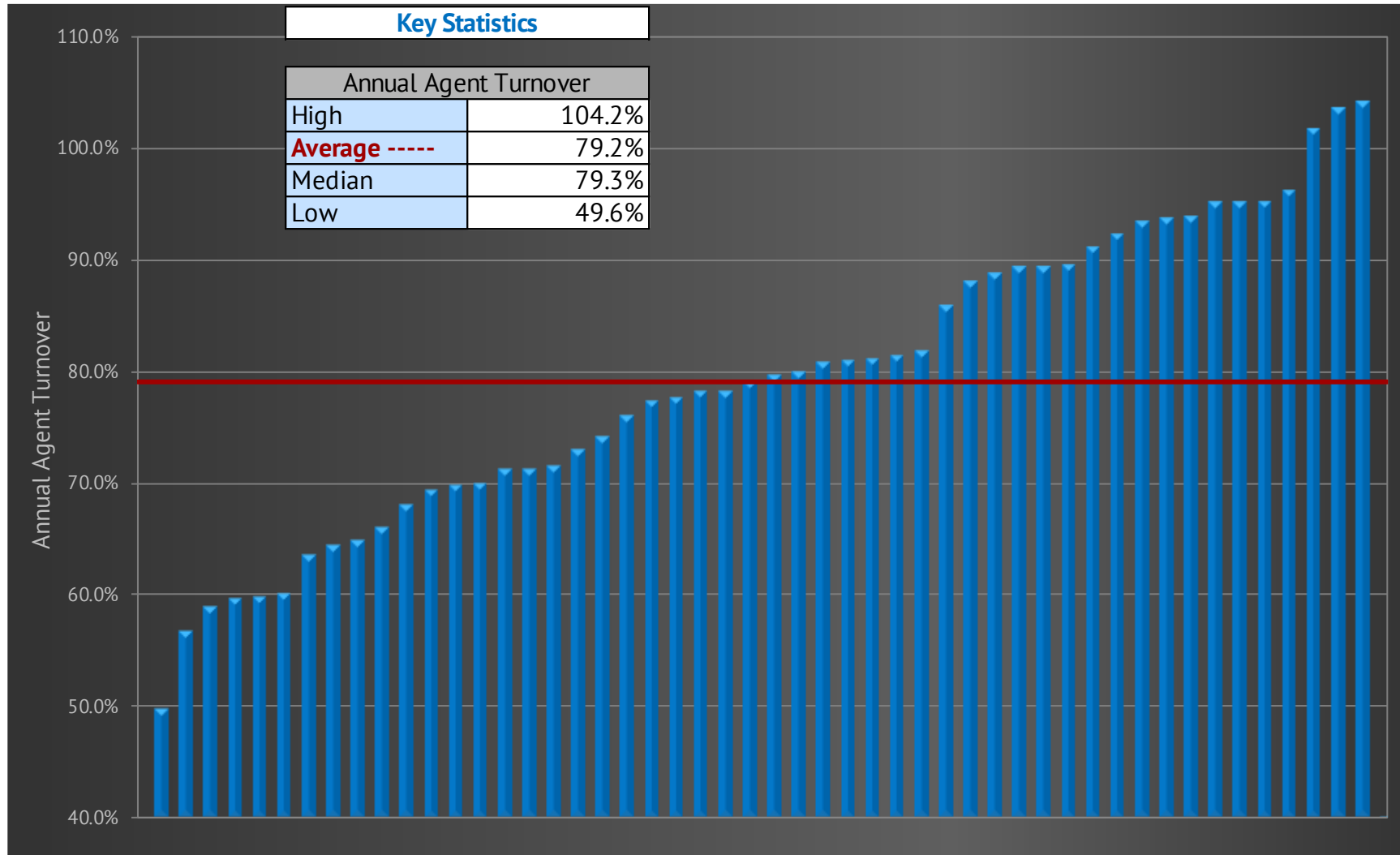
$$\text{Annual Agent Turnover} = \frac{\text{Avg. number of agents that leave per year}}{\text{Avg. total agent headcount}}$$

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
- ✓ Average Cost per Agent-Assisted Contact
- ✓ Agent Job Satisfaction

Annual Agent Turnover (continued)



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.

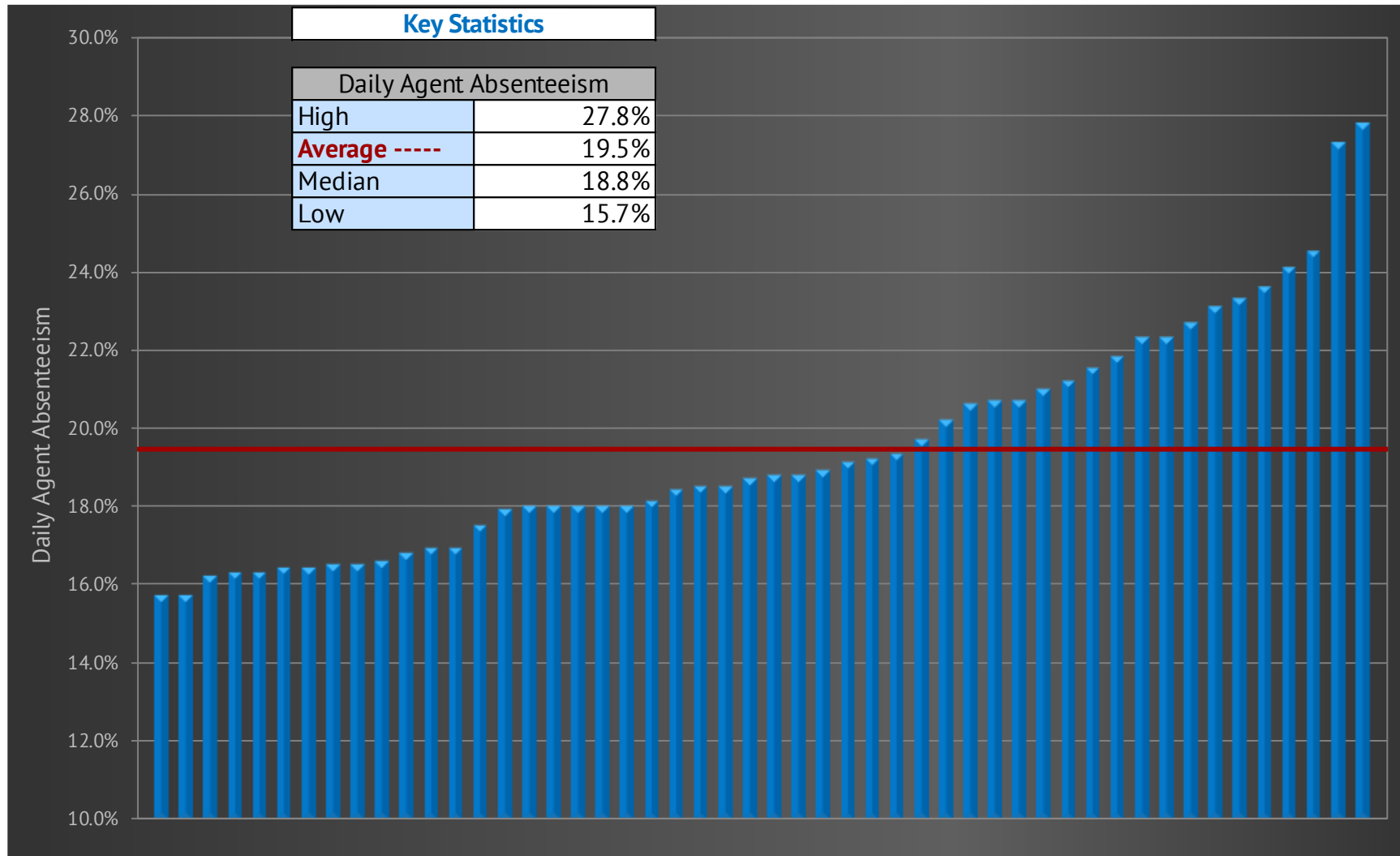
$$\text{Daily Agent Absenteeism} = \frac{\text{Avg. number of unexcused absent agents per day}}{\text{Avg. number of agents scheduled to work per day}}$$

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
- ✓ Average Cost per Agent-Assisted Contact
- ✓ Contacts per Agent per Month

Daily Agent Absenteeism (continued)



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).

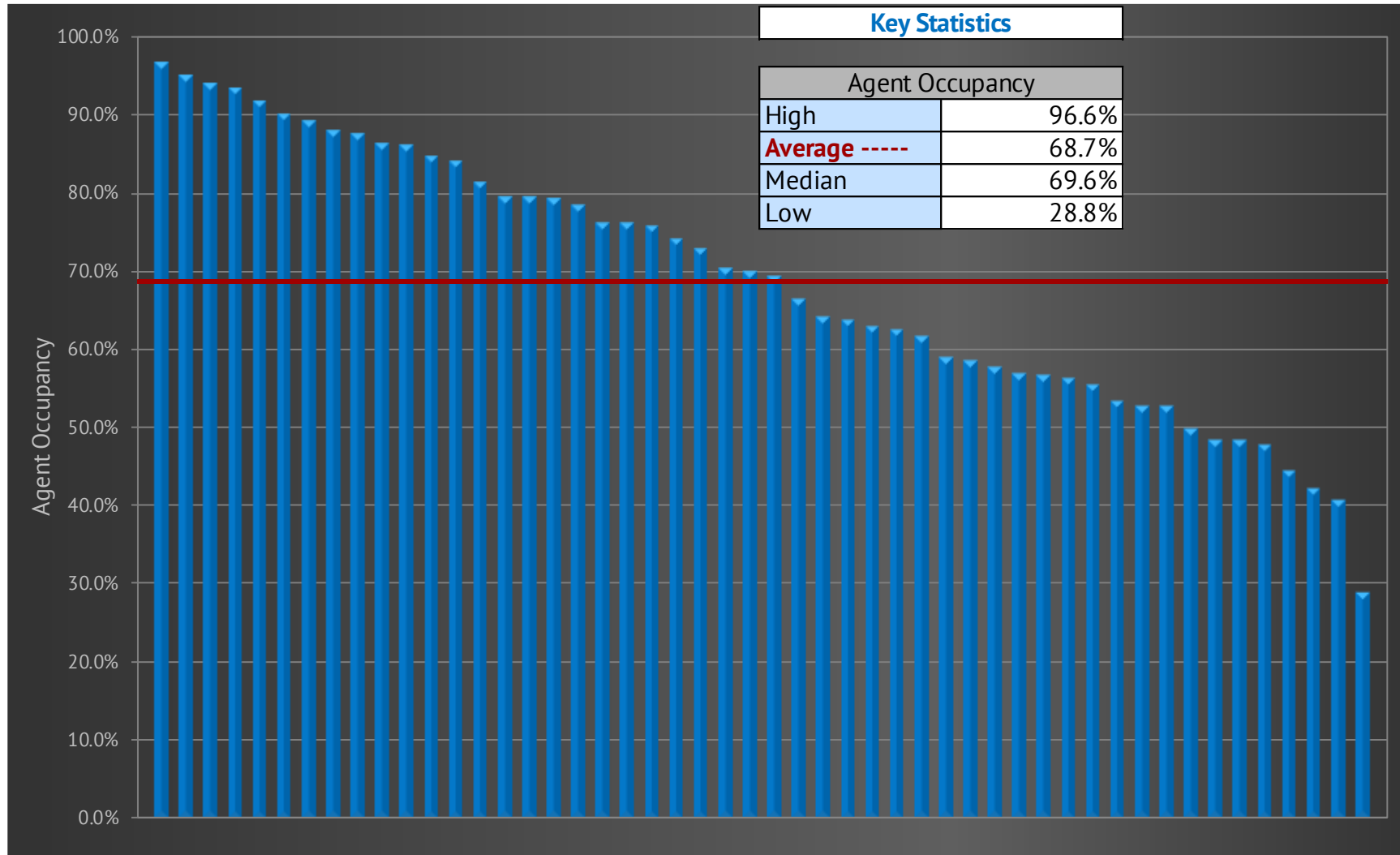
$$\text{Agent Occupancy} = \frac{\text{Hours that agents are ready to answer or actually on calls}}{\text{Total agent work hours}}$$

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 Voice Agent Utilization are sometimes confused. Although Agent Occupancy and Voice 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 Voice Agent Utilization (when few calls are coming in).

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

- ✓ Voice Agent Utilization
- ✓ Agent Schedule Adherence
- ✓ Inbound Voice Contacts per Agent per Month
- ✓ Average Cost per Voice Contact

Agent Occupancy (continued)



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.

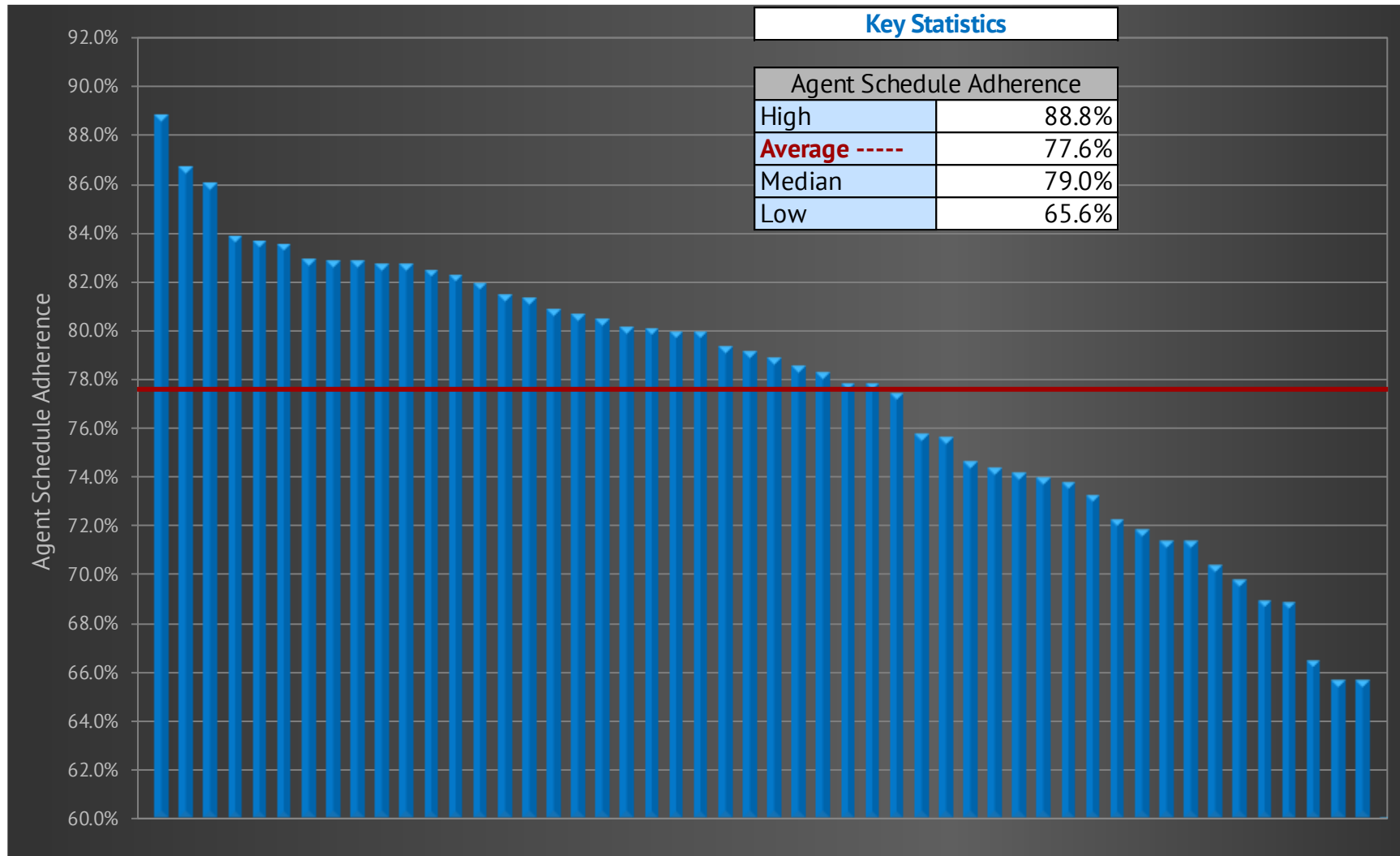
$$\text{Agent Schedule Adherence} = \frac{\text{Hours that agents are available for or on calls}}{\text{Hours that agents are scheduled to be available}}$$

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
- ✓ Contacts per Agent per Month
- ✓ Agent Occupancy
- ✓ Average Speed of Answer

Agent Schedule Adherence (continued)



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.

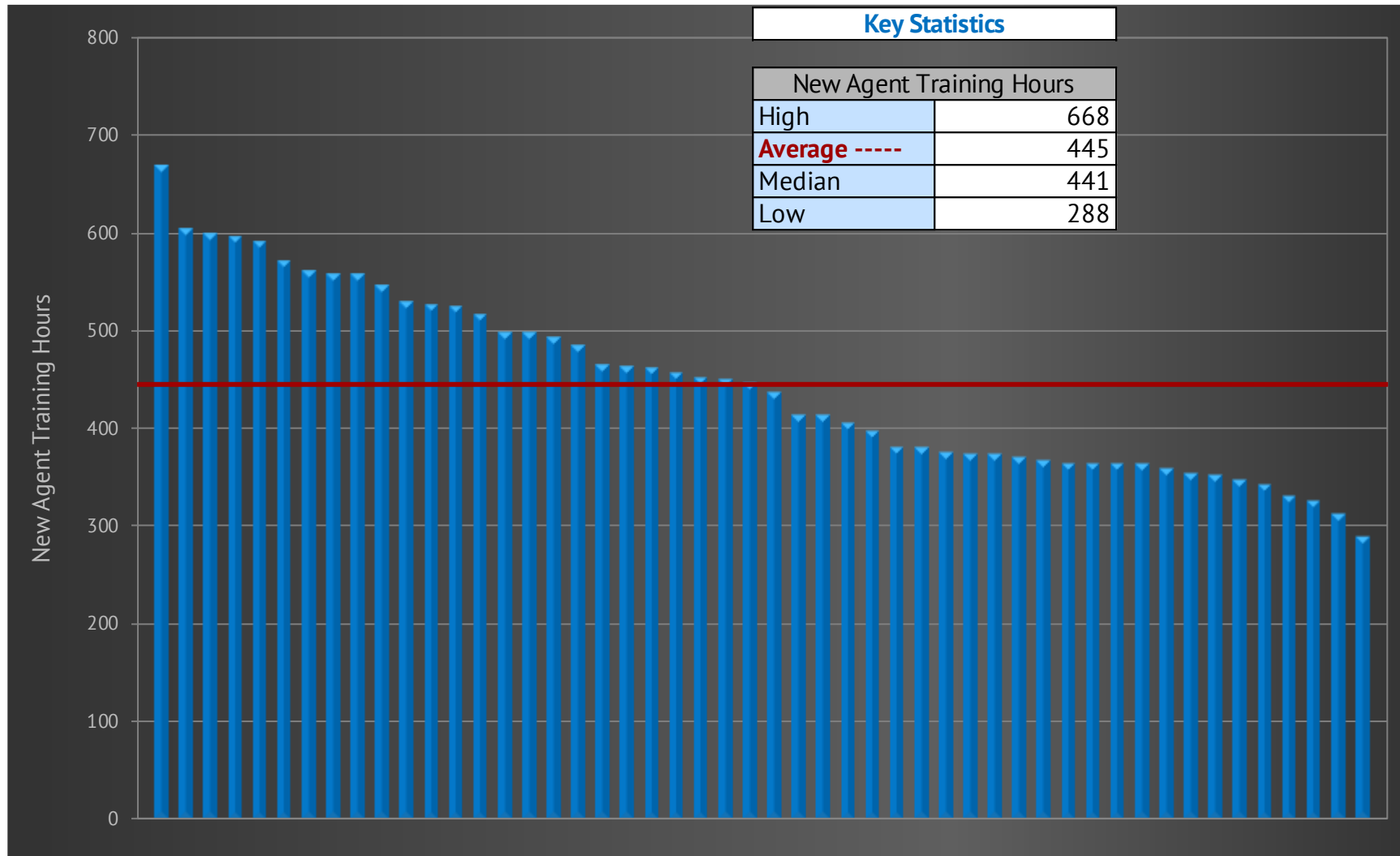
New Agent Training Hours = Number of training hours required before a new agent may handle contacts independently

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
- ✓ Contact Handle Time
- ✓ Agent Job Satisfaction

New Agent Training Hours (continued)



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.

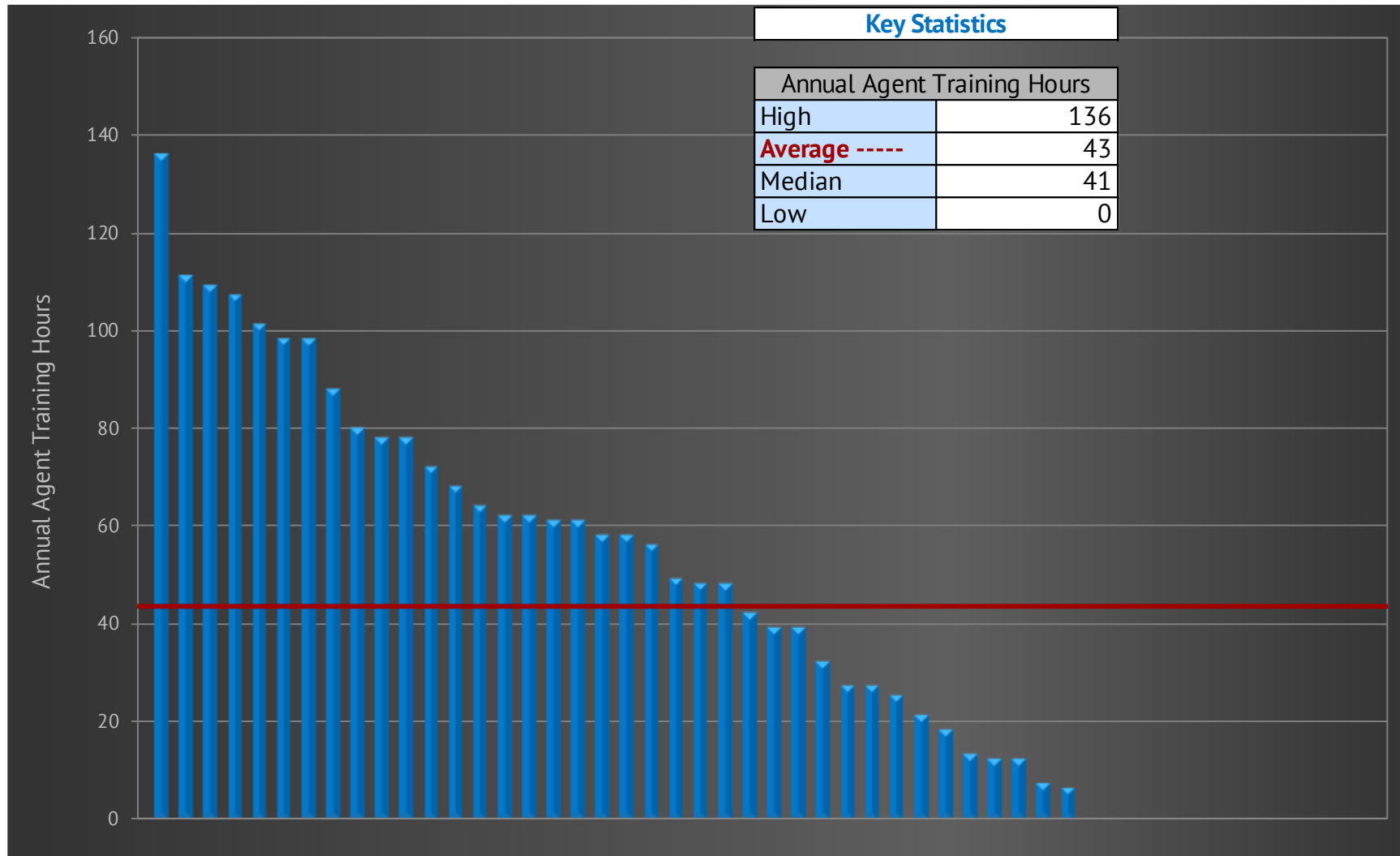
*Annual Agent Training Hours = Average number
of formal training hours per agent per year*

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
- ✓ Contact Handle Time
- ✓ Agent Job Satisfaction

Annual Agent Training Hours (continued)



Agent Metrics (continued)

Agent Tenure

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

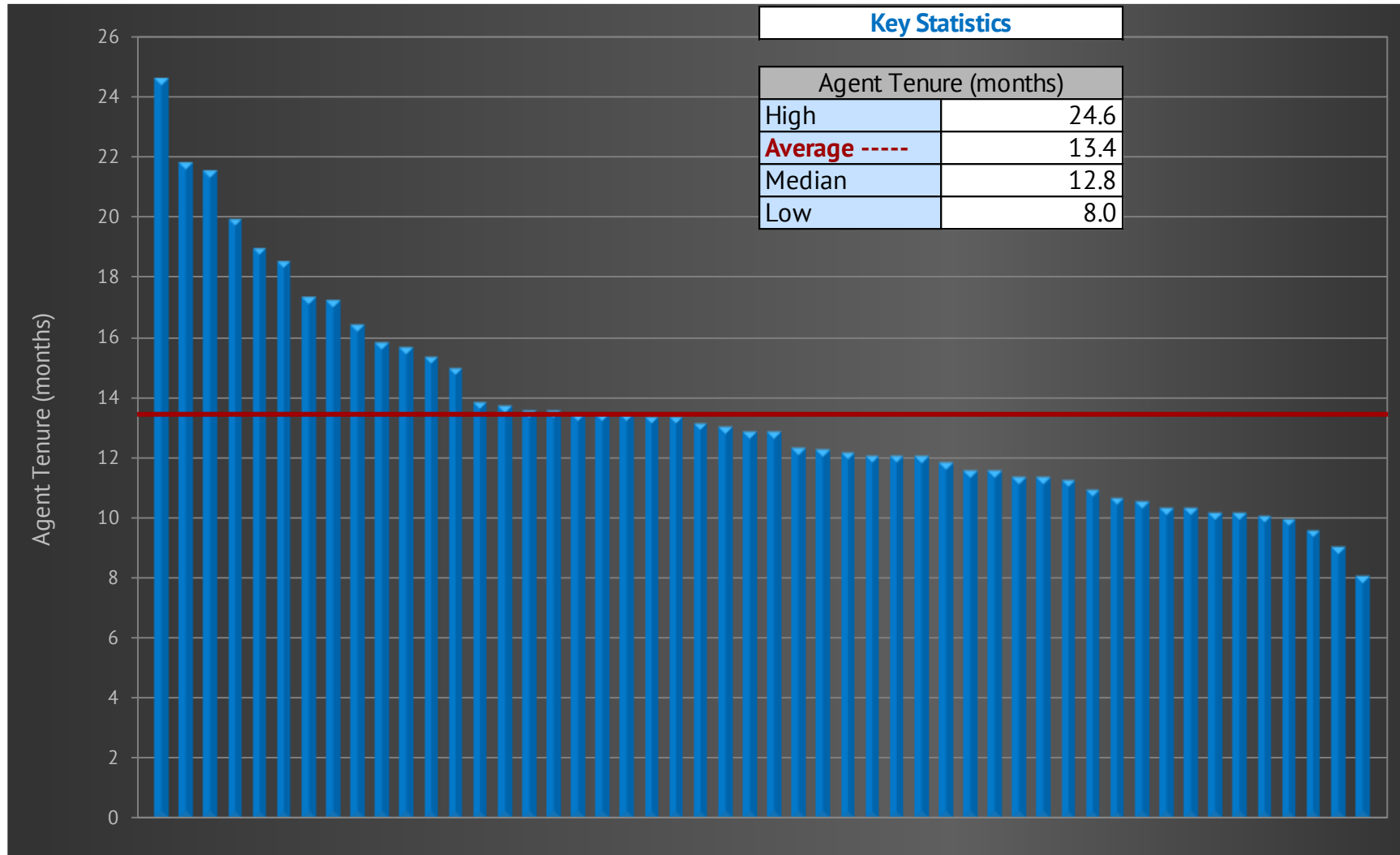
Agent Tenure = Average number of months that each agent has worked on your Service Desk

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:

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

Agent Tenure (continued)



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.

$$\text{Agent Job Satisfaction} = \frac{\text{Number of satisfied agents}}{\text{Total number of agents}}$$

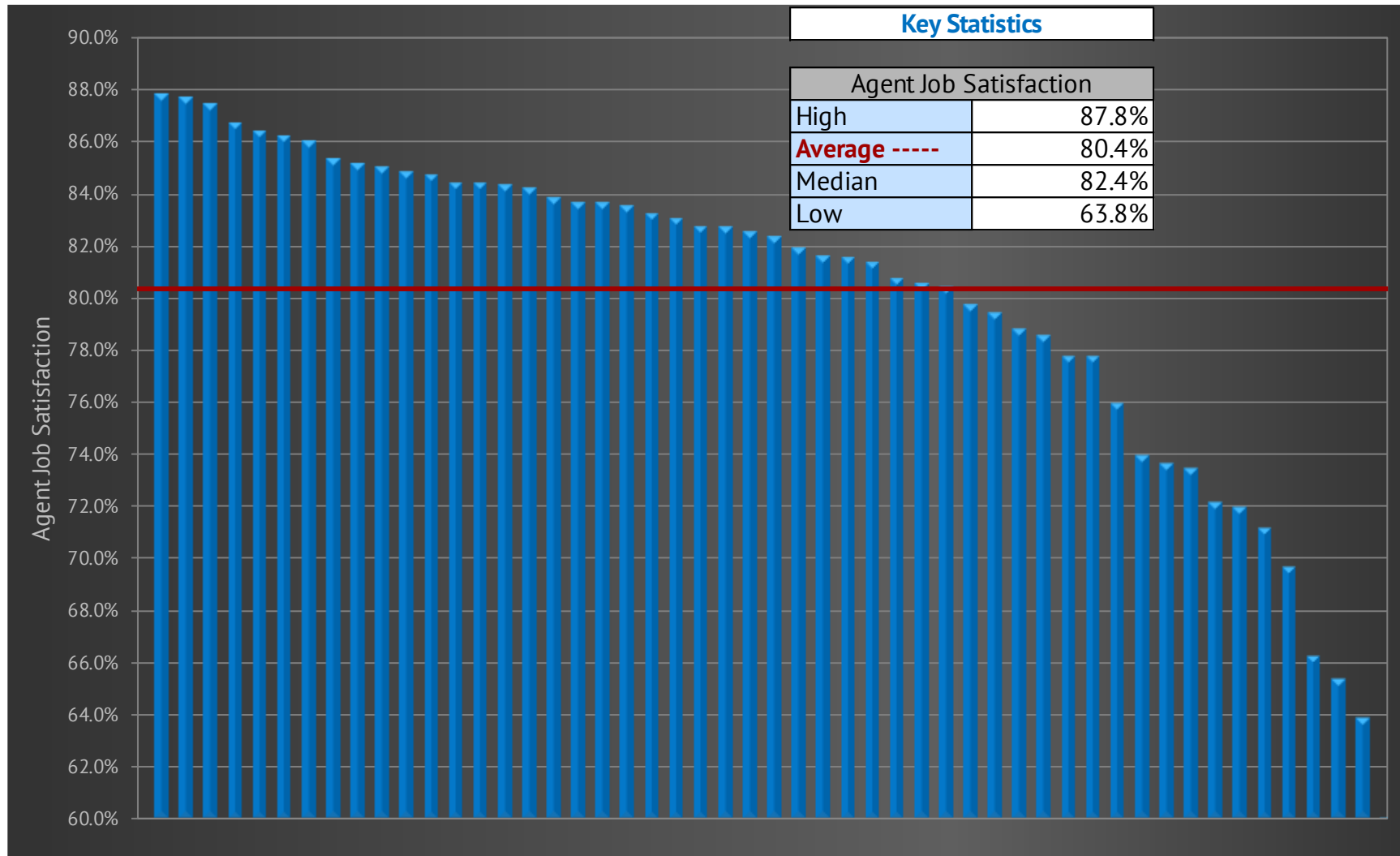
Why it's important: Agent Job Satisfaction is a proxy for agent morale. And morale, while difficult to measure, affects performance on almost every metric in the Service Desk. High-performance Service Desks almost always have high levels of Agent Job Satisfaction. A Service Desk can control and improve 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
- ✓ Contact Handle Time
- ✓ Average Cost per Agent-Assisted Contact

Agent Job Satisfaction (continued)

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Chat Metrics

% of Contacts Originating in Chat

Definition: As the name suggests, % of Contacts Originating in Chat is the percentage of all contacts coming into the Service Desk that originate in the chat channel. As a chat channel matures, this metric normally increases.

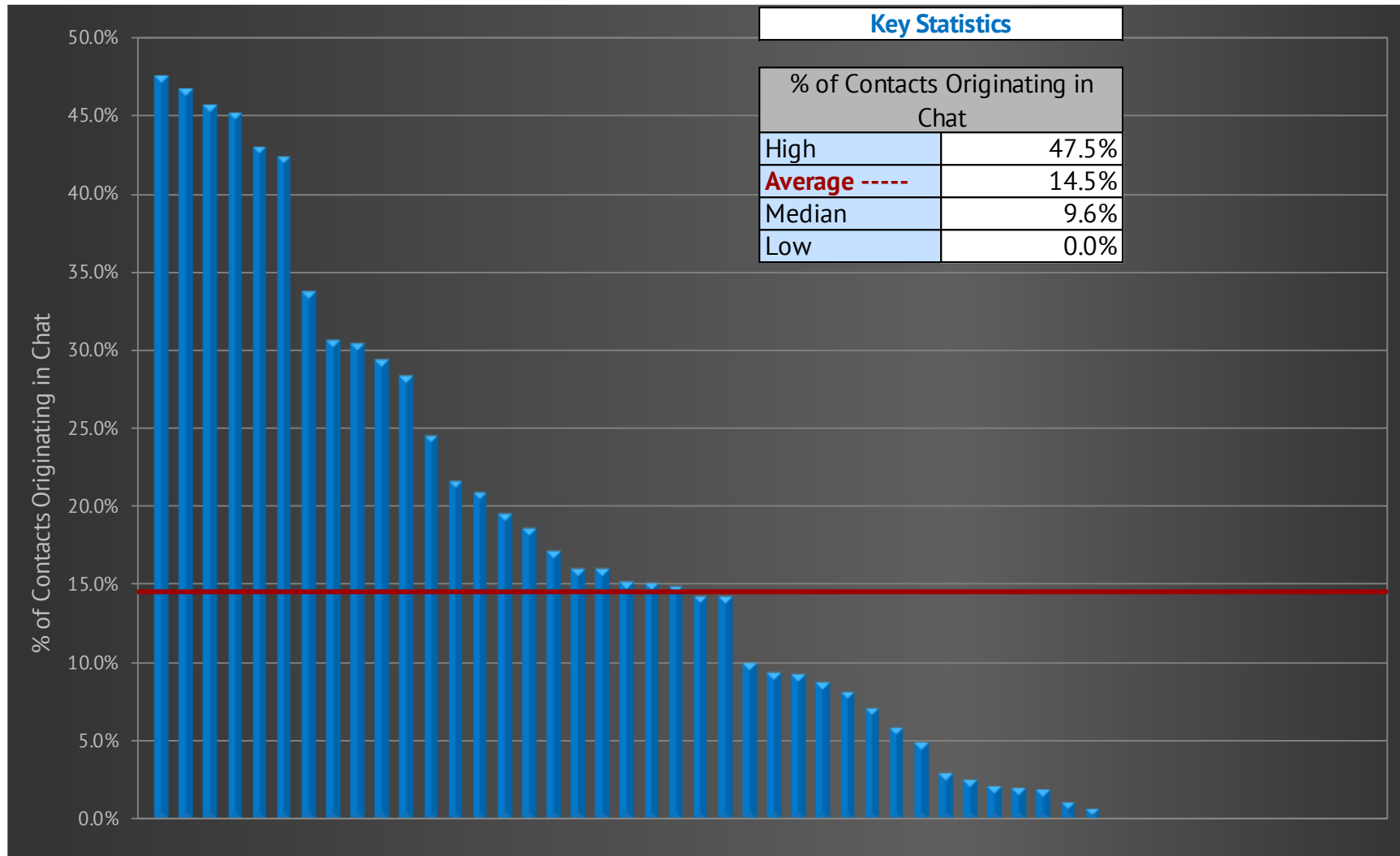
$$\% \text{ of Contacts Originating in Chat} = \frac{\text{Volume of contacts originating in chat}}{\text{Total contact volume from all channels}}$$

Why it's important: % of Contacts Originating in Chat is a direct reflection of Service Desk chat-channel maturity. Ideally, the chat channel should enrich the user experience by providing channel choice and high-quality interactions. A low percentage could indicate that your customers do not know chat is offered or that they simply do not want or need that channel choice.

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

- ✓ Number of Chat Sessions per Chat Agent per Month
- ✓ % of Contacts Resolved in Chat
- ✓ Chat First Contact Resolution Rate
- ✓ % Failover Rate from Chat to Voice

% of Contacts Originating in Chat (continued)



Chat Metrics (continued)

% of Contacts Resolved in Chat

Definition: % of Contacts Resolved in Chat is the percentage of all contacts coming into the Service Desk 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.

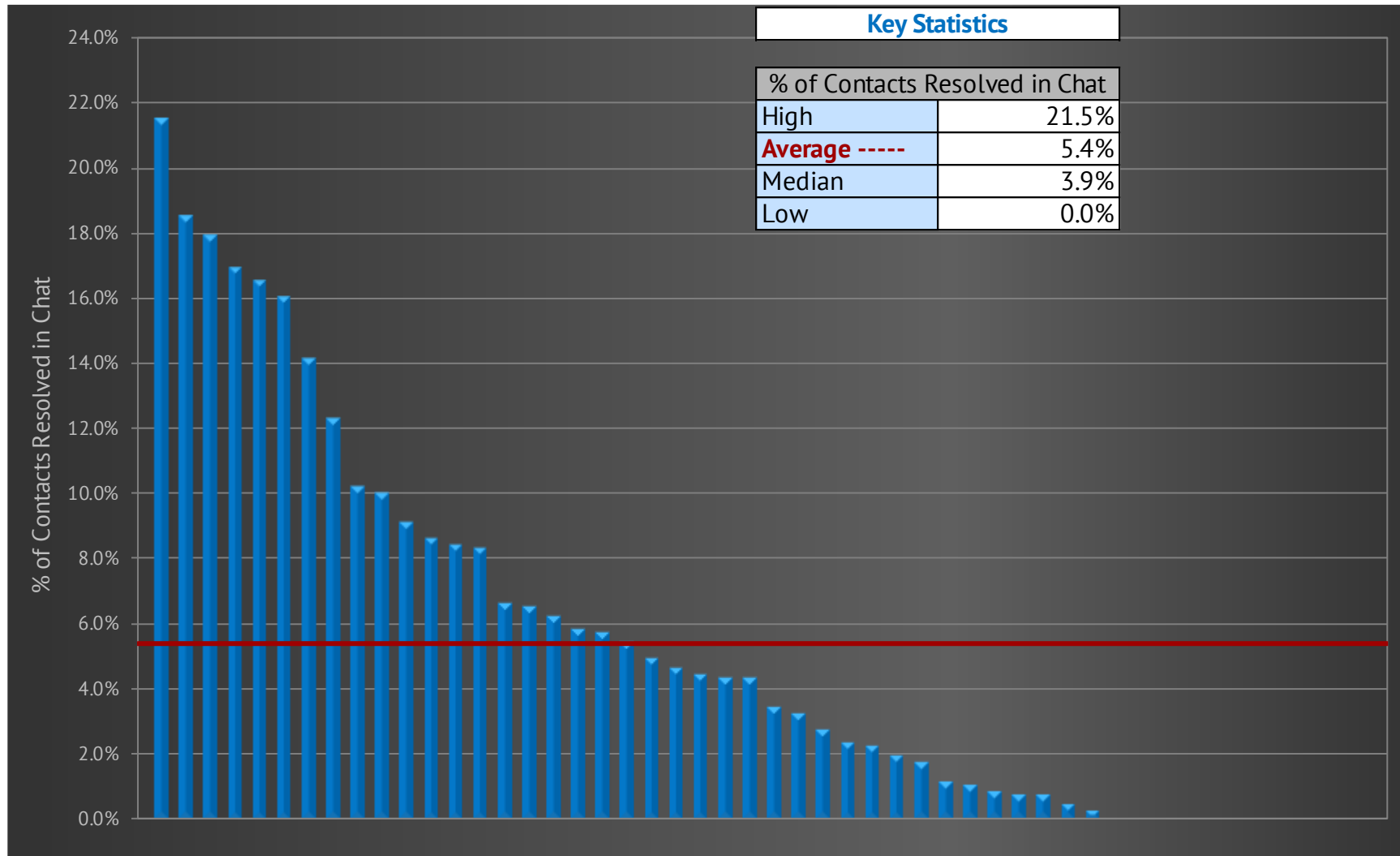
$$\% \text{ of Contacts Resolved in Chat} = \frac{\text{Volume of contacts resolved in chat}}{\text{Total contact volume from all channels}}$$

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 failover to a higher-cost voice contact. Service Desks can improve their % of Contacts Resolved in Chat through training, and through investments in key technologies such as proactive chat pops.

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

- ✓ Chat First Contact Resolution Rate
- ✓ New Agent Training Hours
- ✓ Annual Agent Training Hours
- ✓ Average Cost per Chat Session
- ✓ Total Cost of Ownership
- ✓ % Failover Rate from Chat to Voice

% of Contacts Resolved in Chat (continued)



Chat Metrics (continued)

Chat First Contact Resolution Rate

Definition: Chat First Contact Resolution applies only to live (chat) contacts. It is the percentage of chat sessions that are resolved on the first interaction 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 for Chat FCR.

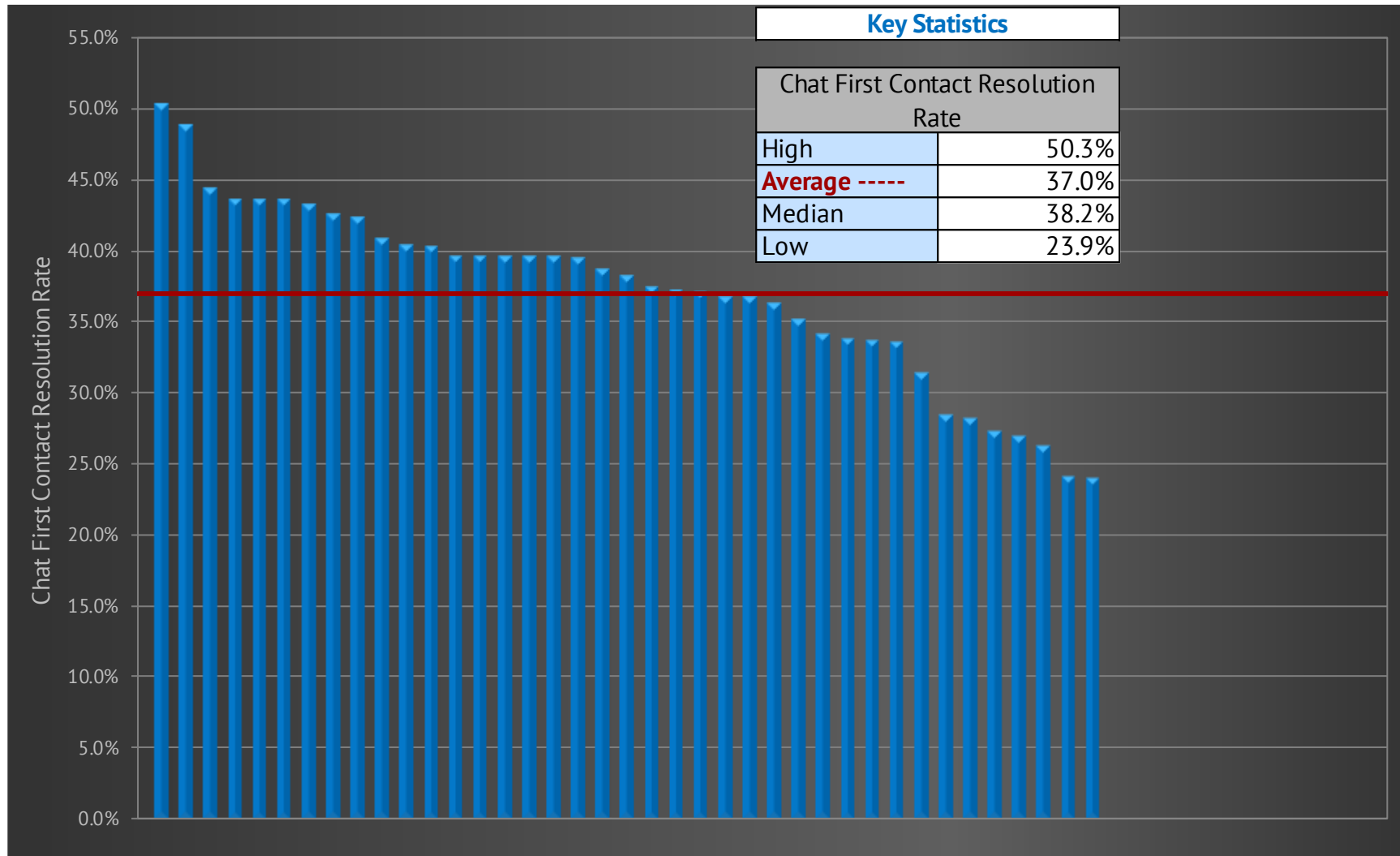
$$\text{Chat First Contact Resolution Rate} = \frac{\text{Number of contacts resolved in first chat}}{\text{Number of contacts resolvable in chat}}$$

Why it's important: Chat First Contact Resolution is the single 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. 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 Chat First Contact Resolution Rate.

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

- ✓ Customer Satisfaction in the Chat Channel
- ✓ % of Contacts Resolved in Chat
- ✓ New Agent Training Hours
- ✓ Annual Agent Training Hours
- ✓ Chat Handle Time

Chat First Contact Resolution Rate (continued)



Chat Metrics (continued)

% Failover Rate from Chat to Voice

Definition: % Failover Rate from Chat to Voice measures the percentage of chats that “failover” to a live-agent voice contact. This happens when the agent or the caller feels that voice communication is needed, and they revert from the chat channel to the voice channel to complete a transaction.

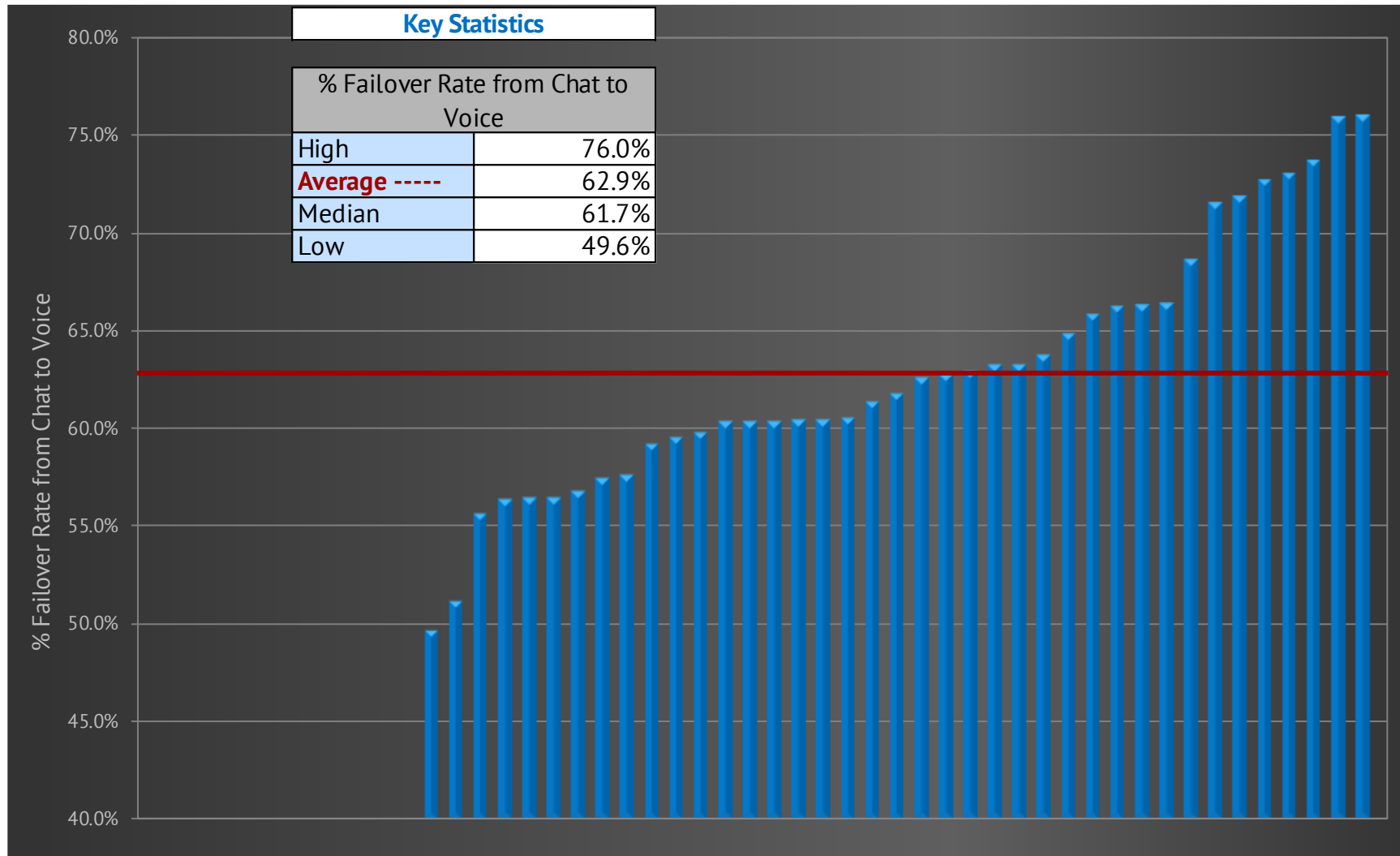
$$\% \text{ Failover Rate from Chat to Voice} = \frac{\text{Number of chats that failover to voice}}{\text{Total number of chat sessions}}$$

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 the chat session is initiated and resolved on first contact. Service Desks 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 Rate from Chat to Voice is strongly correlated with the following metrics:

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

% Failover Rate from Chat to Voice (continued)



Chat Metrics (continued)

Customer Satisfaction in the Chat Channel

Definition: Customer Satisfaction in the Chat Channel is the percentage of customers who are either satisfied or very satisfied with their Service Desk experience in the chat channel. 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.

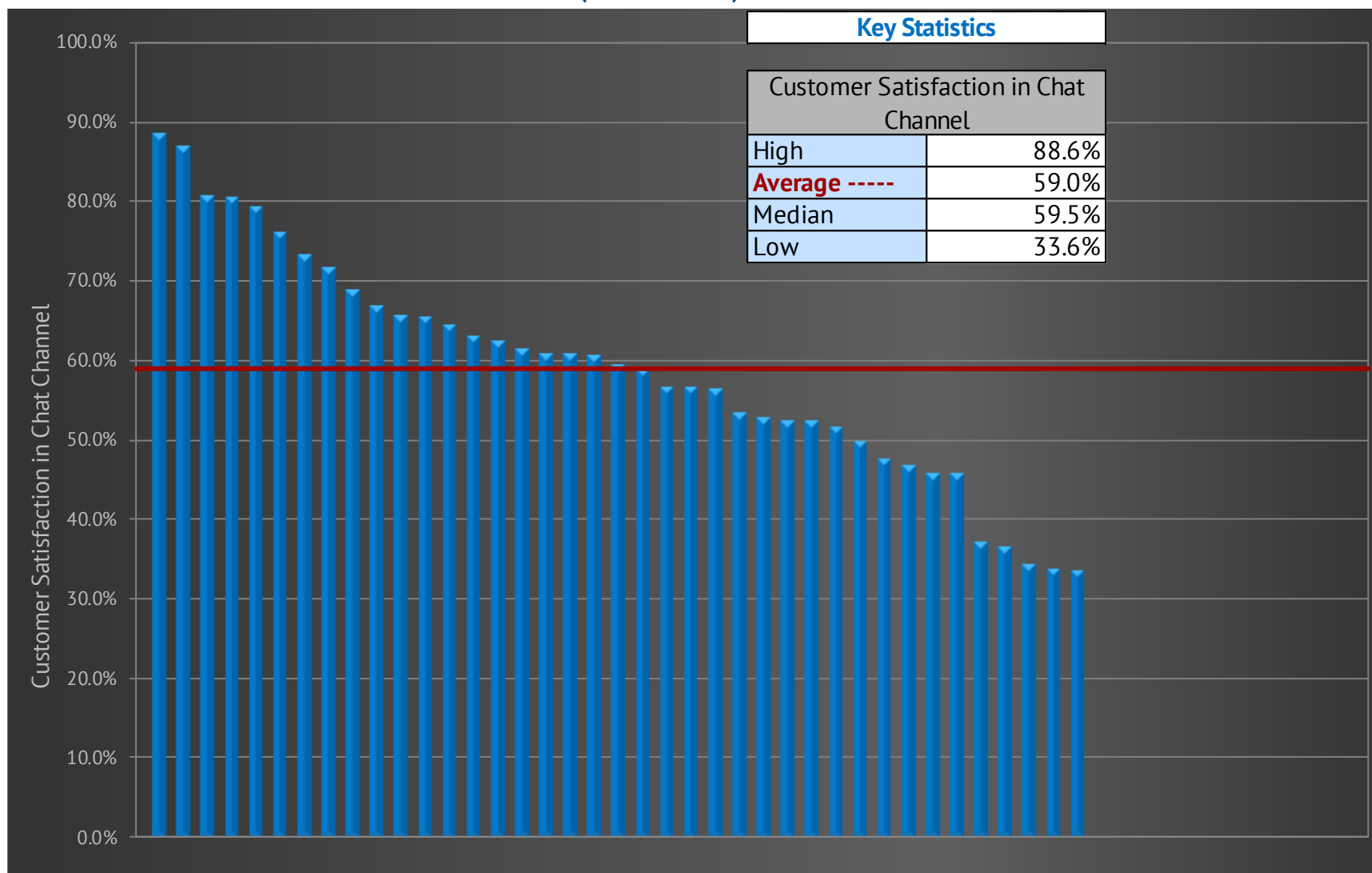
$$\text{Customer Satisfaction in Chat Channel} = \frac{\text{Number of satisfied chat customers}}{\text{Number of chat customers surveyed}}$$

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

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

- ✓ New Agent Training Hours
- ✓ Annual Agent Training Hours
- ✓ Chat First Contact Resolution

Customer Satisfaction in Chat Channel (continued)



Chat Metrics (continued)

Average Concurrent Chat Sessions

Definition: Average Concurrent Chat Sessions is the average number of chat sessions that a chat agent has open at any given time.

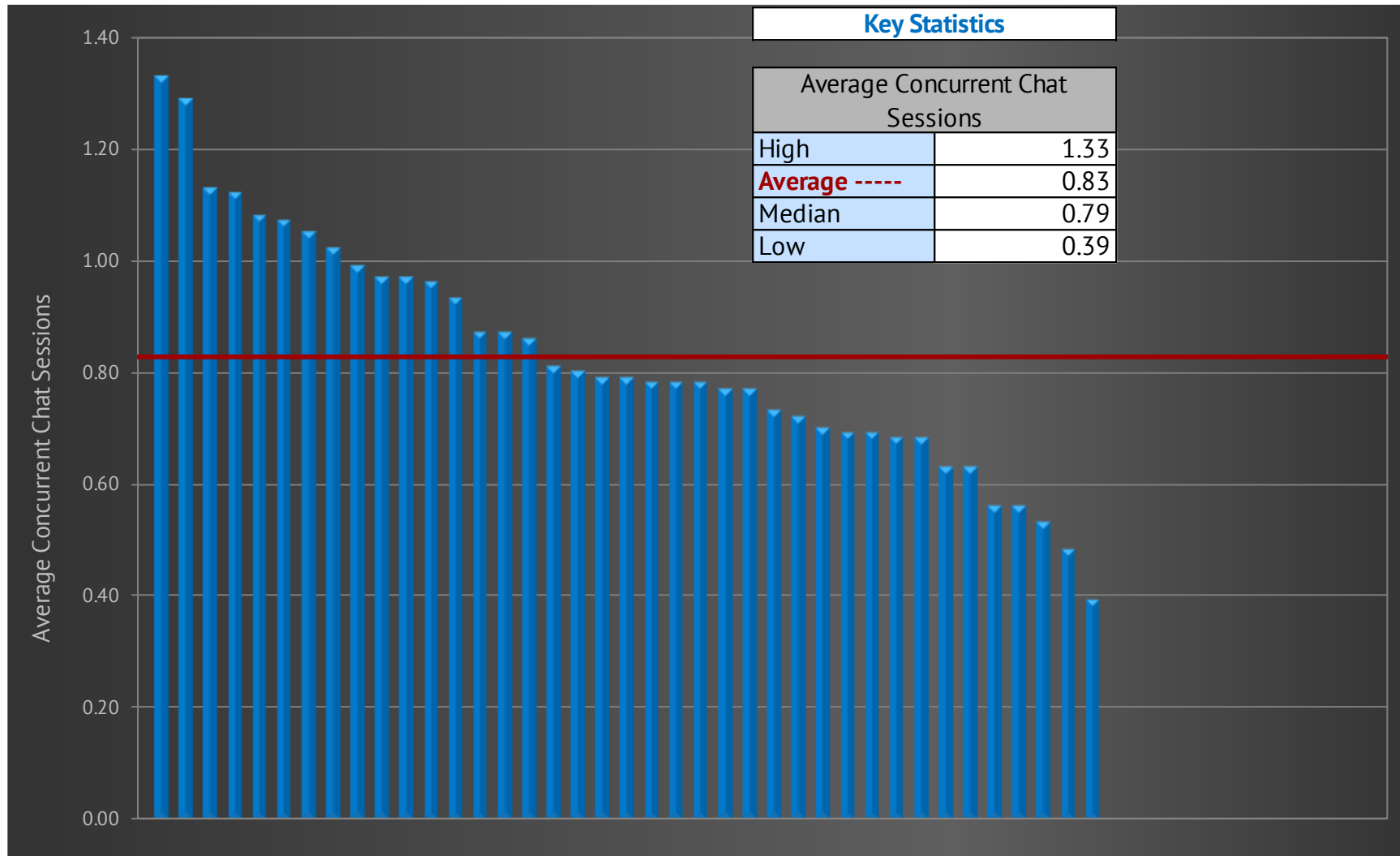
Average Concurrent Chat Sessions = Average number of open chats per agent

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 First Contact Resolution Rate
- ✓ % Failover Rate from Chat to Voice
- ✓ Average Cost per Chat Minute

Average Concurrent Chat Sessions (continued)



Chat Metrics (continued)

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.

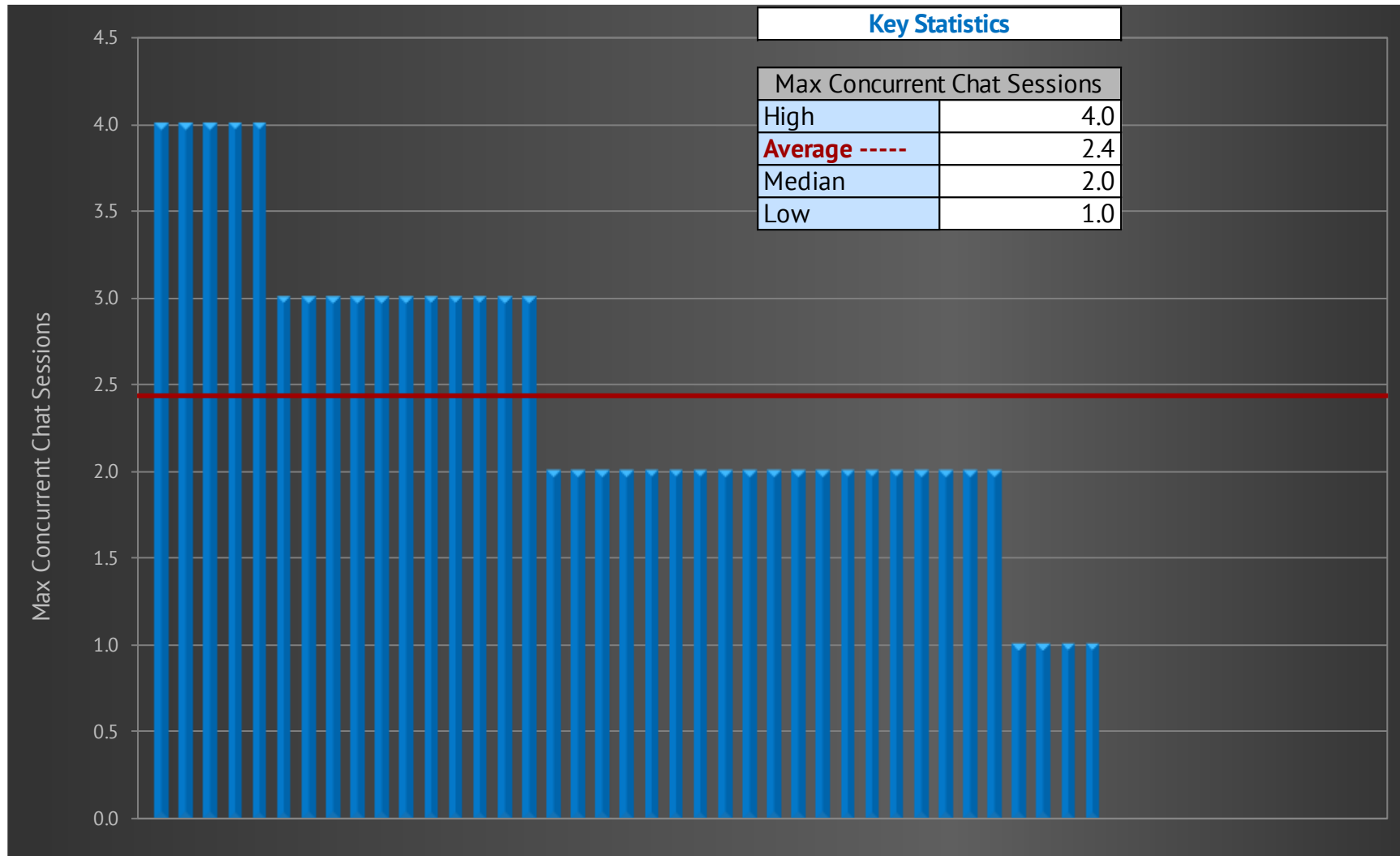
Max Concurrent Chat Sessions = The maximum number of chat sessions that an agent is allowed to handle concurrently

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 and Chat First Contact Resolution Rate, and a significant increase in % 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 voice agent. One should not automatically assume that a successful voice agent will be a successful chat agent, and vice versa.

Key correlations: Max Concurrent Chat Sessions is strongly correlated with the following metrics:

- ✓ Chat First Contact Resolution Rate
- ✓ % Failover Rate from Chat to Voice
- ✓ Customer Satisfaction in the Chat Channel

Max Concurrent Chat Sessions (continued)



Chat Metrics (continued)

Number of Chat Sessions per Chat Agent per Month

Definition: Number of Chat Sessions per Chat Agent per Month is the average monthly chat volume divided by the average full-time equivalent (FTE) chat agent headcount. Chat agent headcount is the average FTE number of employees and contractors handling chats.

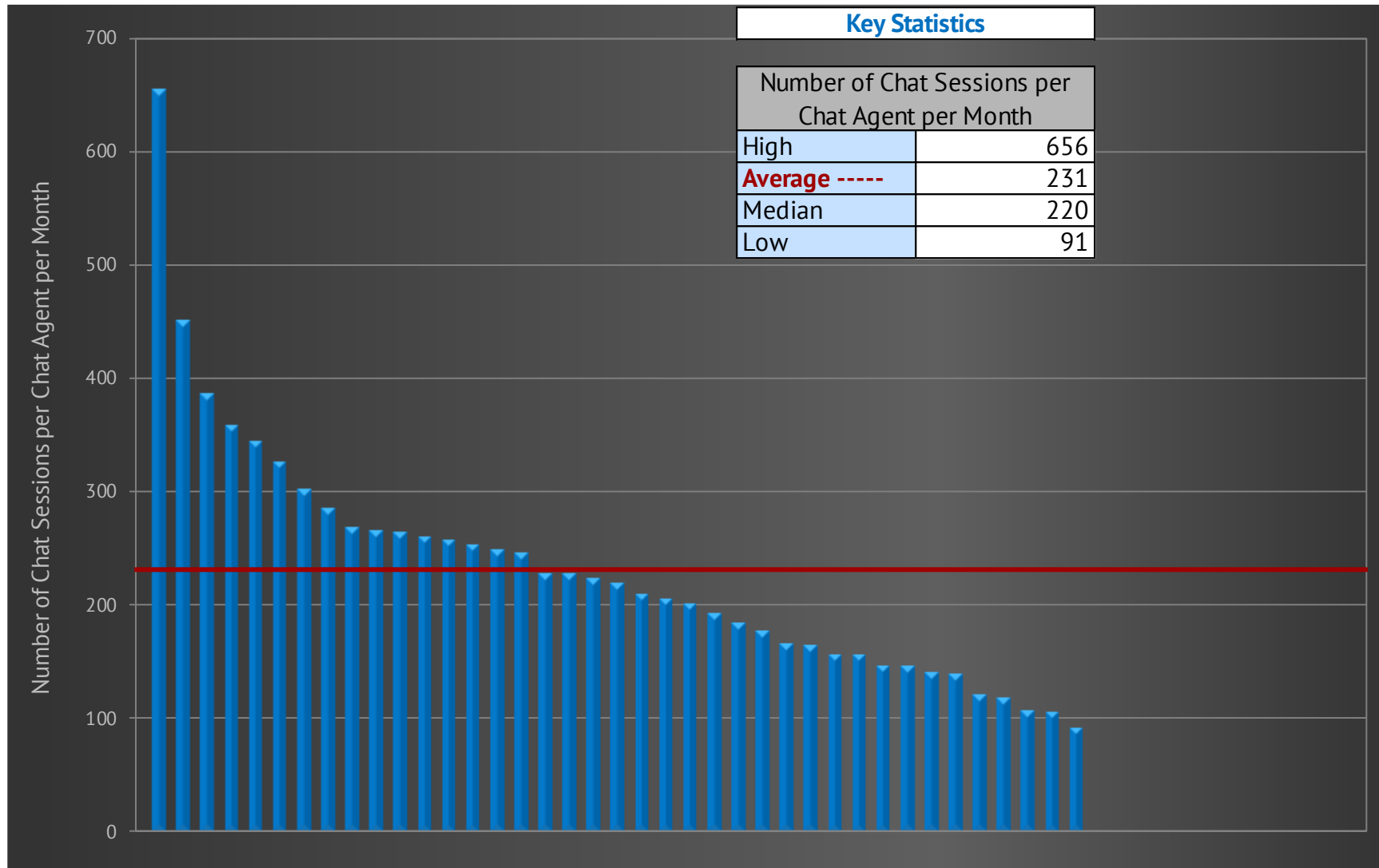
$$\text{Sessions per Chat Agent per Month} = \frac{\text{Total monthly volume of chat sessions}}{\text{Number of FTE agents handling chats}}$$

Why it's important: Number of Chat Sessions per Chat Agent per Month is an important indicator of chat agent productivity. A low number could indicate low Agent Occupancy, poor scheduling efficiency or schedule adherence, or a higher-than-average Chat Handle Time. Conversely, a high number of chat sessions per agent may indicate high Agent Occupancy, good scheduling efficiency and schedule adherence, or a lower-than-average Chat Handle Time. Every Service Desk with a chat channel should track and trend this metric on a monthly basis.

Key correlations: Number of Chat Sessions per Chat Agent per Month is strongly correlated with the following metrics:

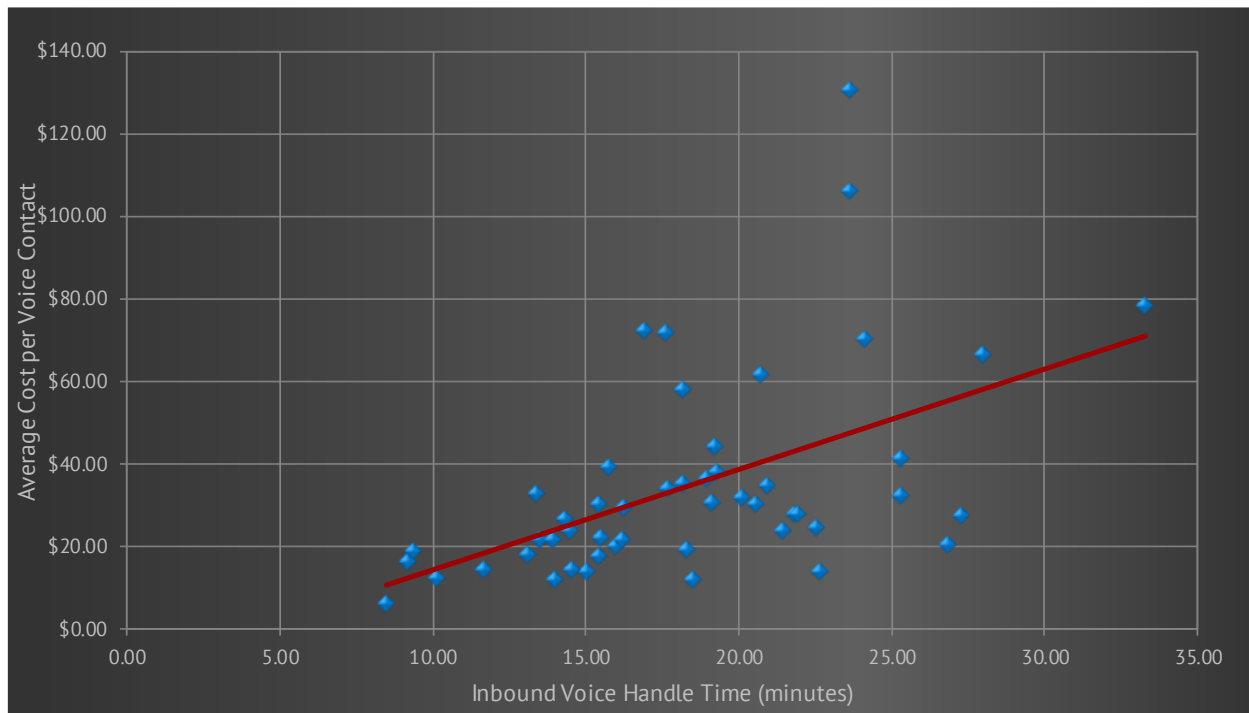
- ✓ Chat Handle Time
- ✓ Average Cost per Chat Session
- ✓ Average Cost per Chat Minute
- ✓ Agent Occupancy

Number of Chat Sessions per Chat Agent per Month (continued)



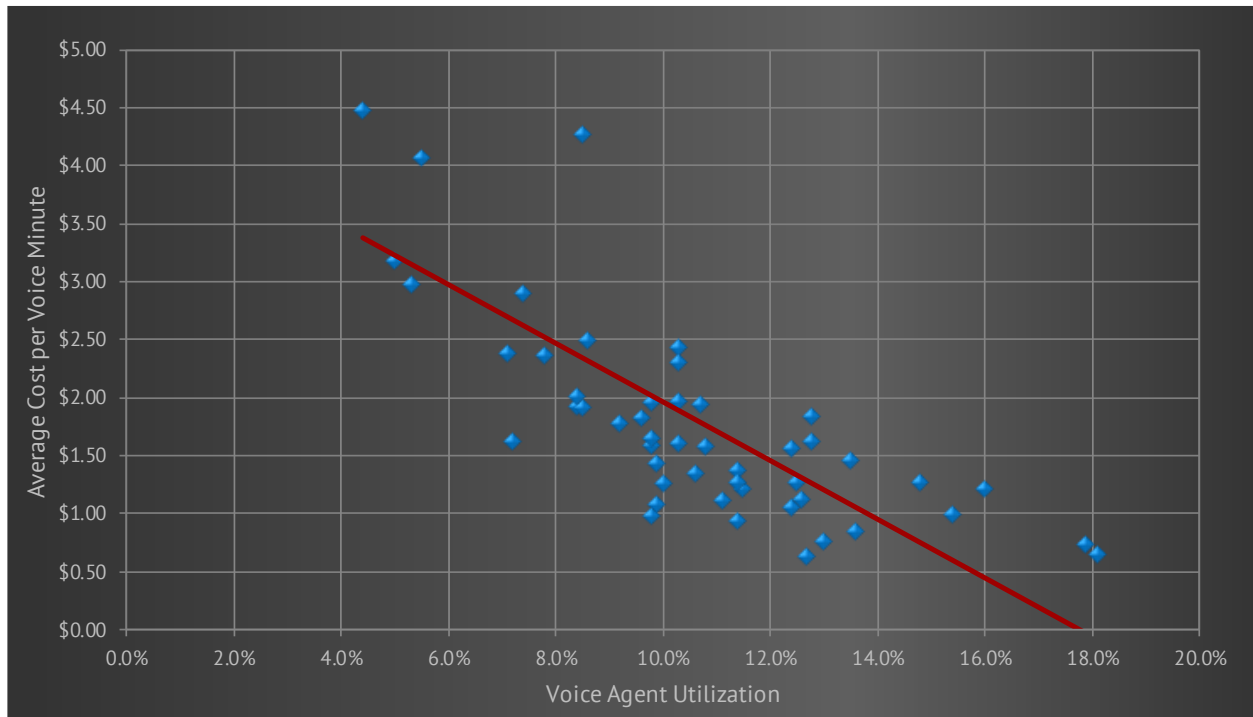
Important KPI Correlations

Inbound Voice Handle Time (minutes) vs. Average Cost per Voice Contact



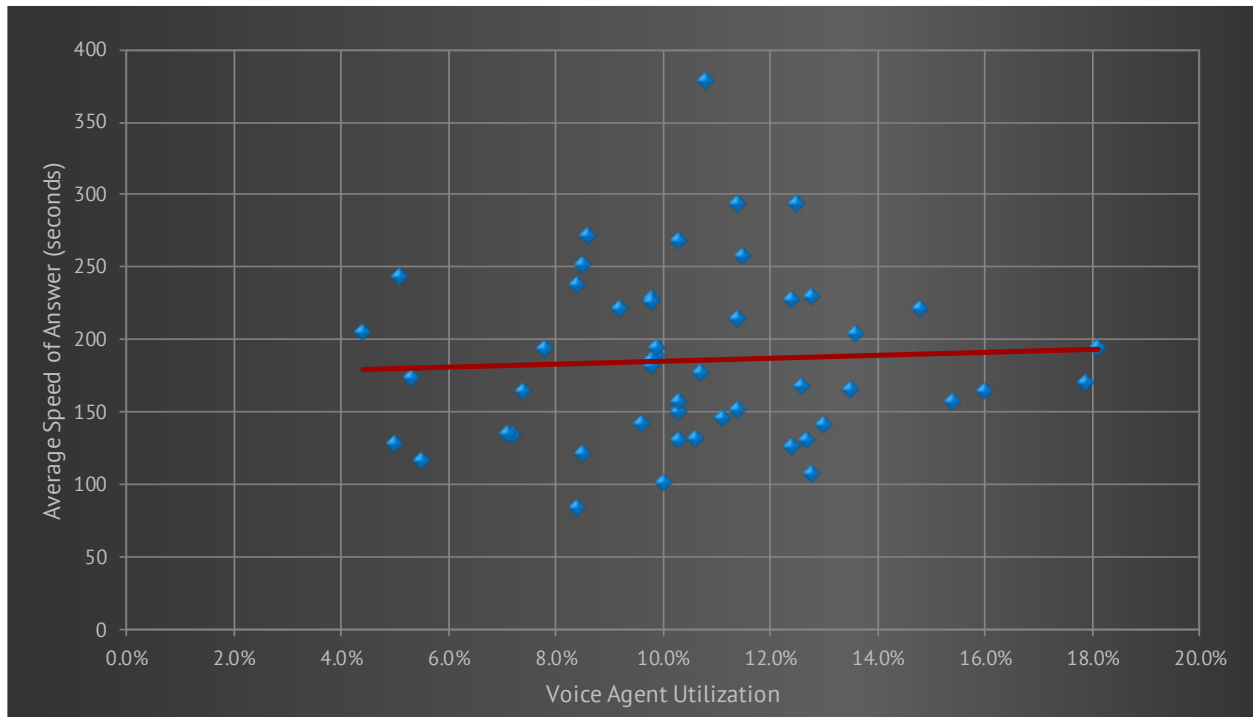
As average handle time increases, cost per contact will increase. This is because the Service Desk is a labor-intensive function, so agent compensation represents the largest category of costs. The longer that the agents spend handling each contact, the higher the average cost per contact will be.

Voice Agent Utilization vs. Average Cost per Voice Minute



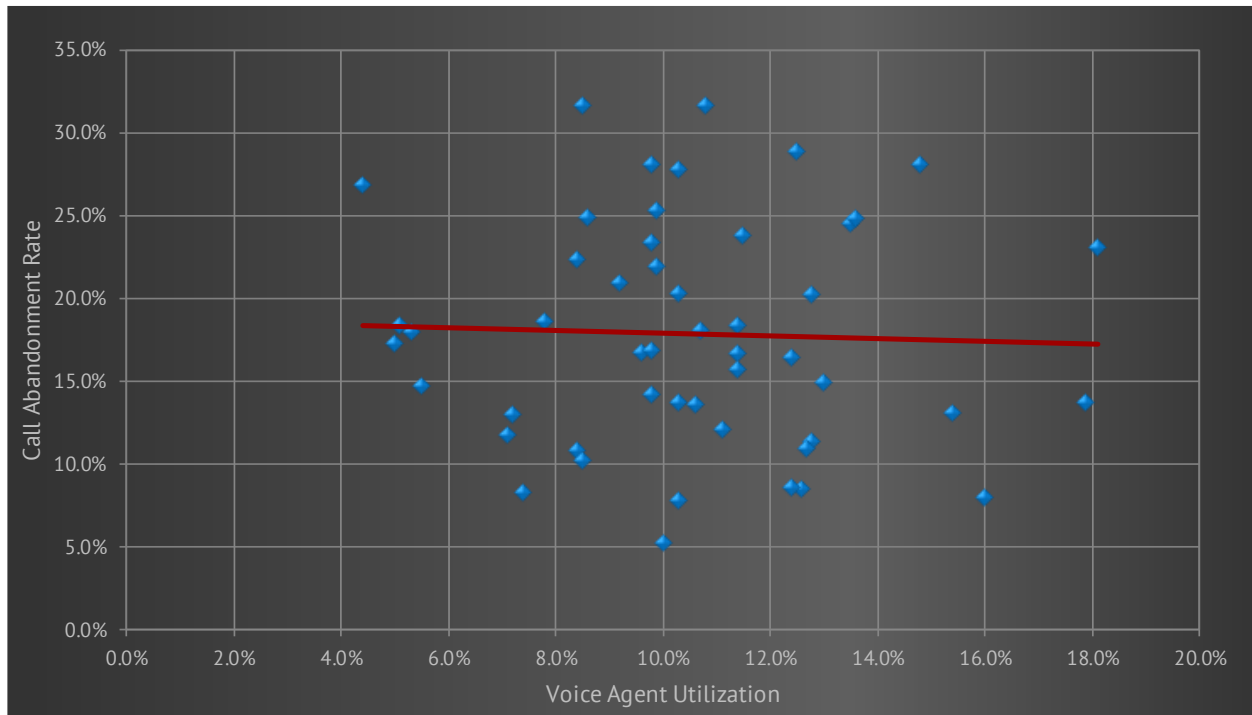
As agent utilization increases, the average cost per minute tends to decrease. Utilization is a measure of productivity. It measures how much of an agent's time on the job is spent actually handling contacts. With higher productivity, each agent can handle a larger number of contacts, which lowers the average cost for each of those contacts.

Voice Agent Utilization vs. Average Speed of Answer (seconds)



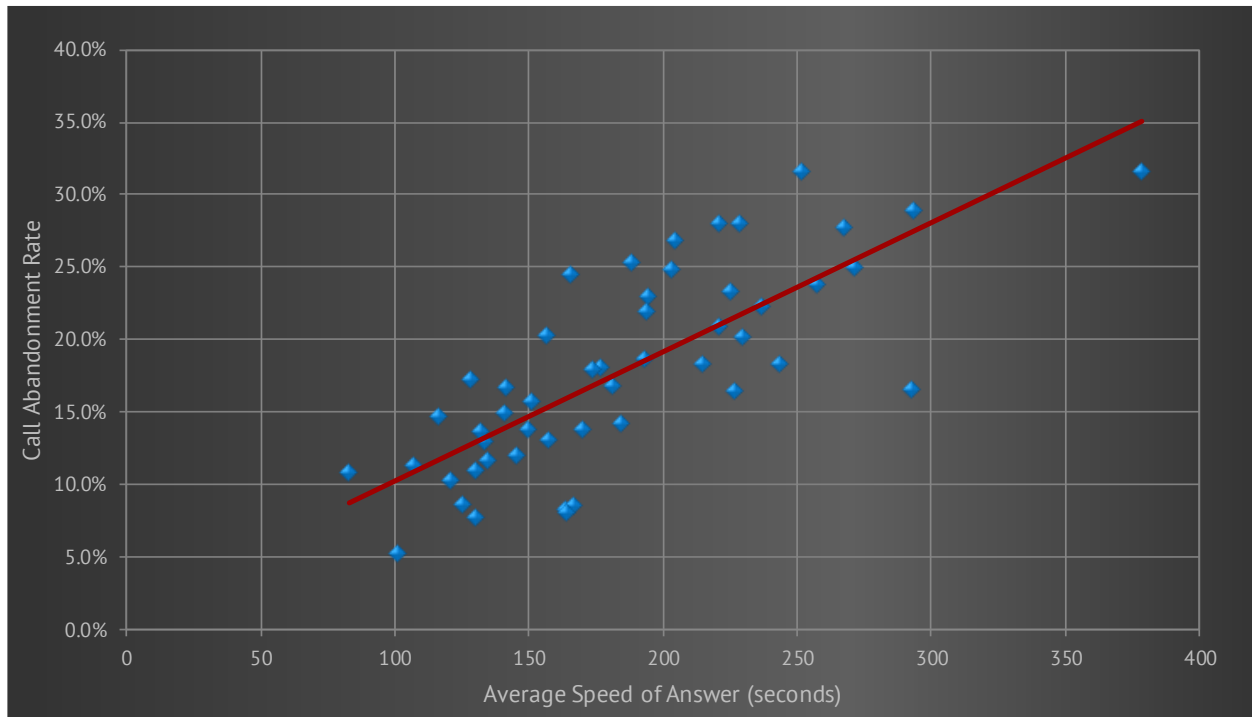
As Voice Agent Utilization increases, the Average Speed of Answer tends to get longer. With higher utilization, the agents are busier and are less available to answer calls quickly.

Voice Agent Utilization vs. Call Abandonment Rate

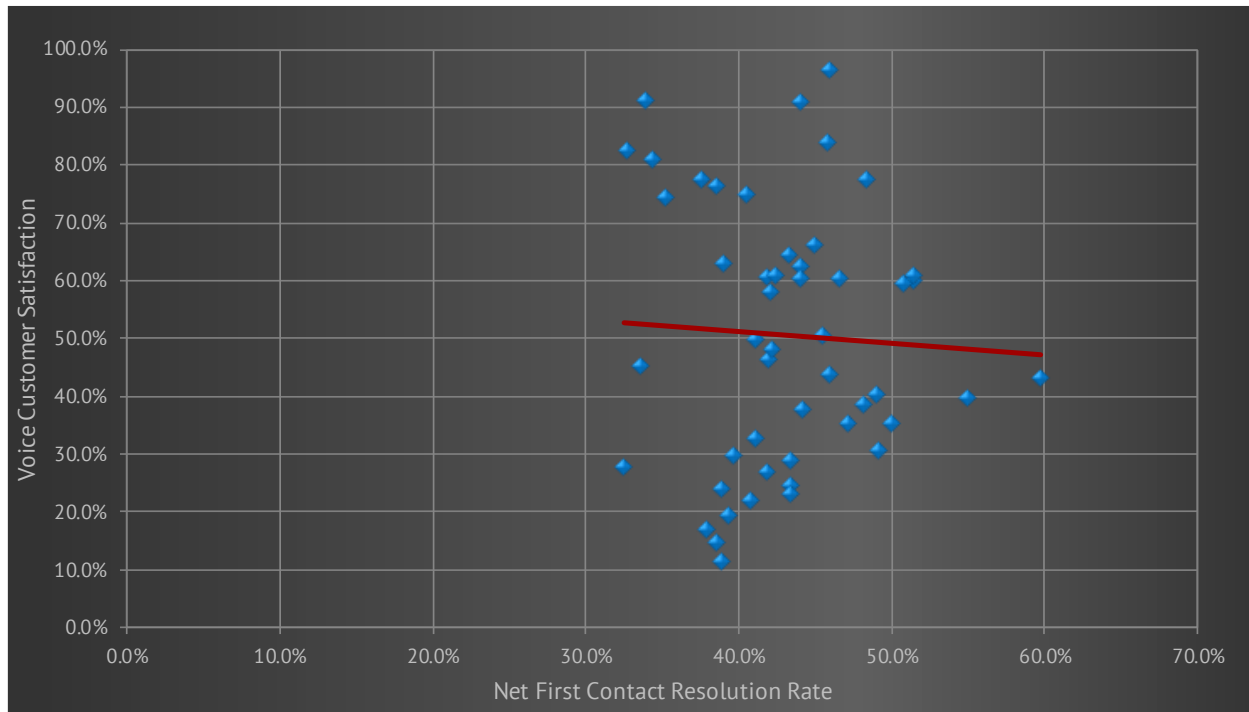


As Voice Agent Utilization increases, the Call Abandonment Rate tends to increase. With higher utilization, the agents are busier and are less available to answer calls quickly, so more customers abandon their calls.

Average Speed of Answer (seconds) vs. Call Abandonment Rate

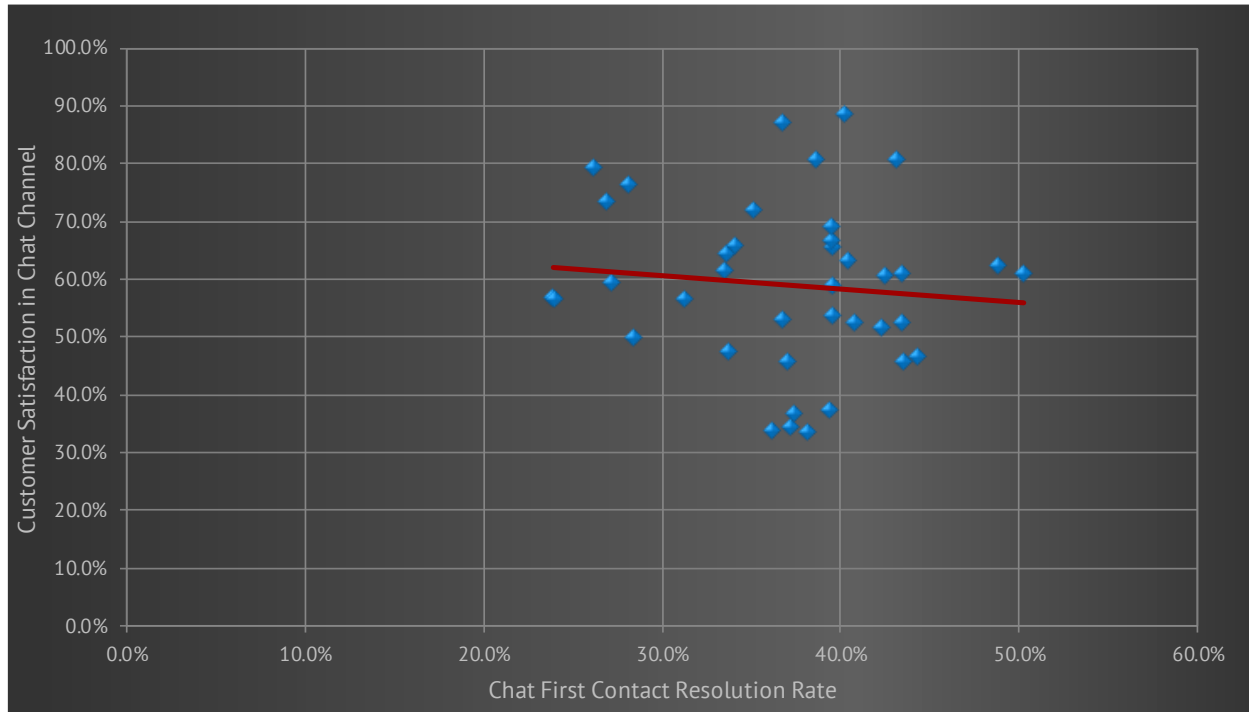


Net First Contact Resolution Rate vs. Voice Customer Satisfaction



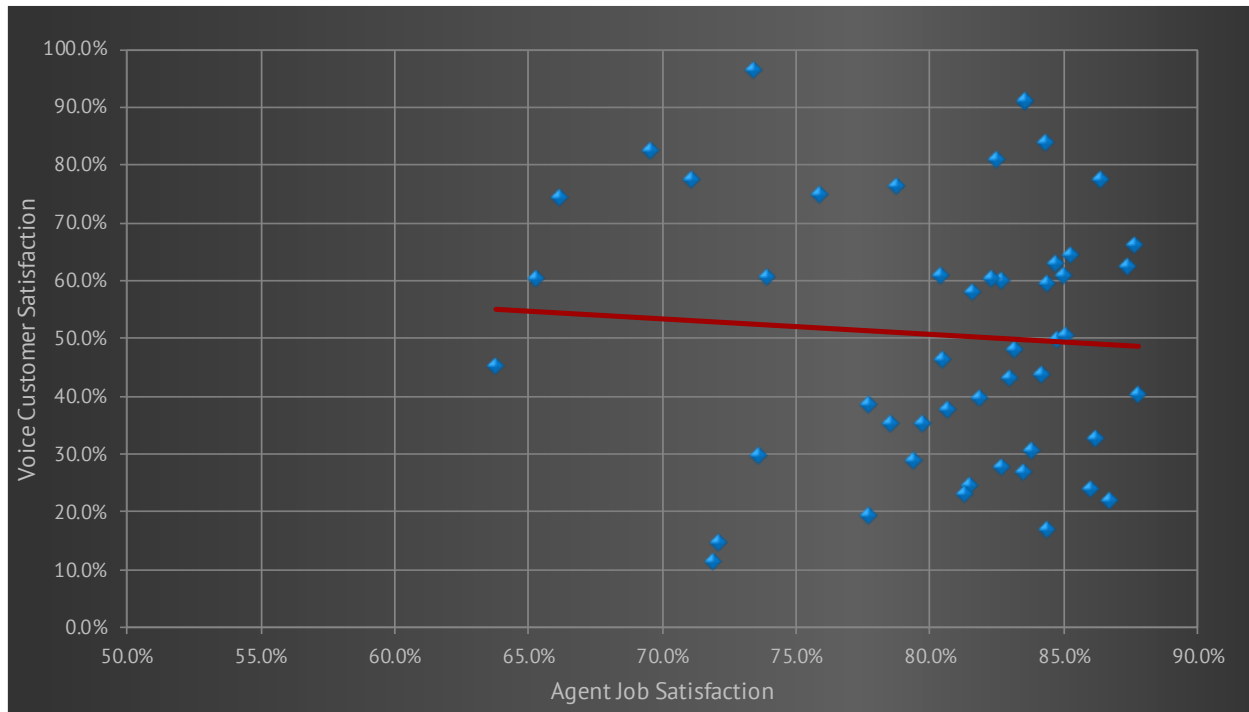
Net First Contact Resolution Rate is the primary driver of Customer Satisfaction. As Net FCR increases, Customer Satisfaction increases as well.

Chat First Contact Resolution Rate vs. Customer Satisfaction in Chat Channel



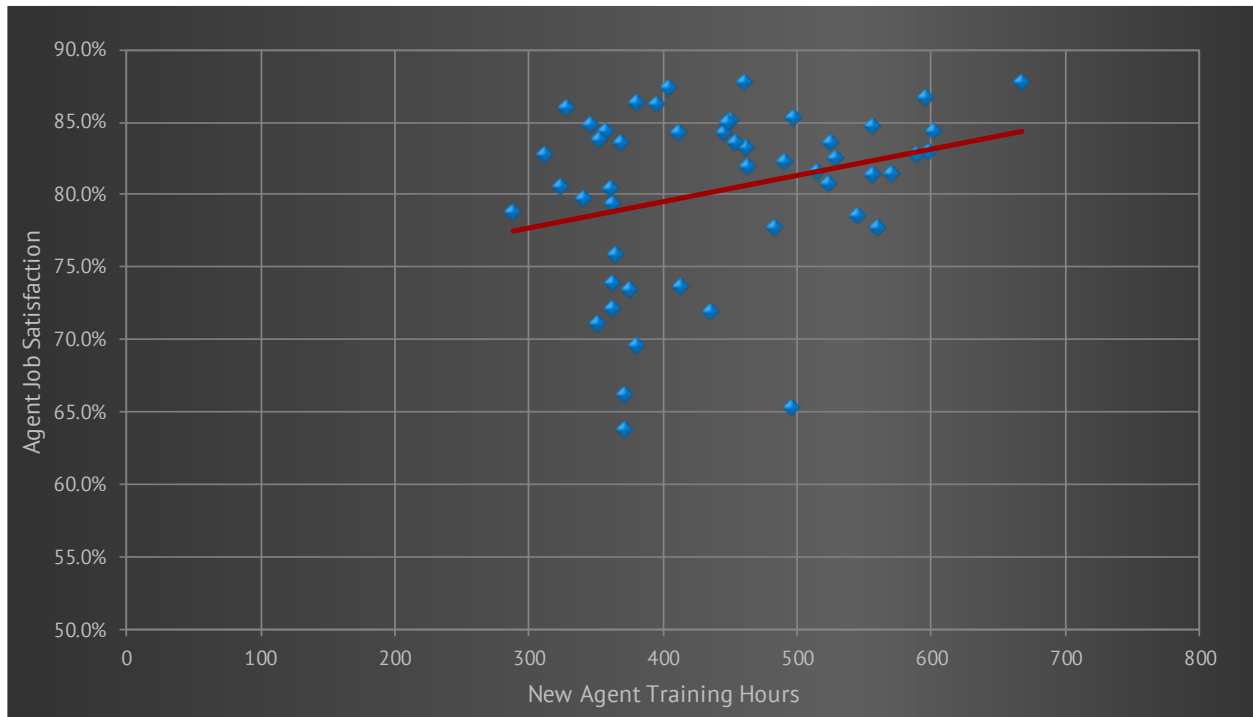
Just as the previous chart illustrated for the voice channel, Chat First Contact Resolution Rate is correlated with Customer Satisfaction in the Chat Channel.

Agent Job Satisfaction vs. Voice Customer Satisfaction



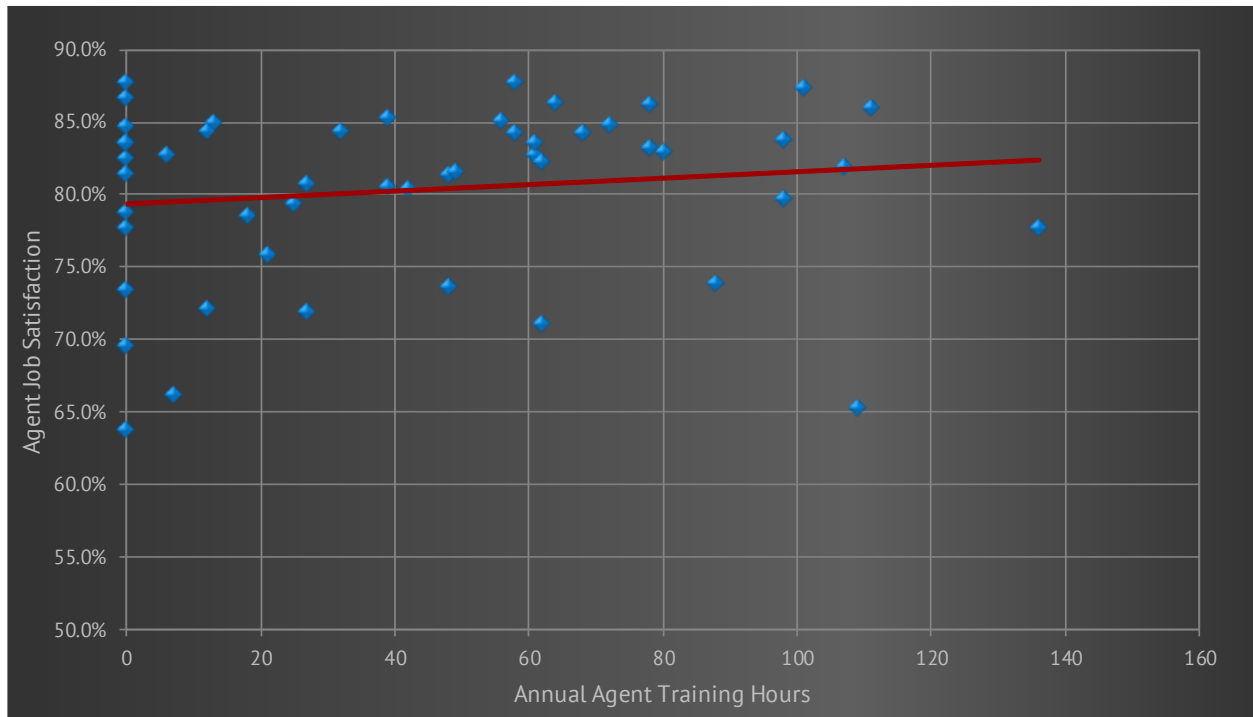
Agent Job Satisfaction is a key secondary driver of Customer Satisfaction. As Agent Job Satisfaction increases, Voice Customer Satisfaction tends to increase.

New Agent Training Hours vs. Agent Job Satisfaction



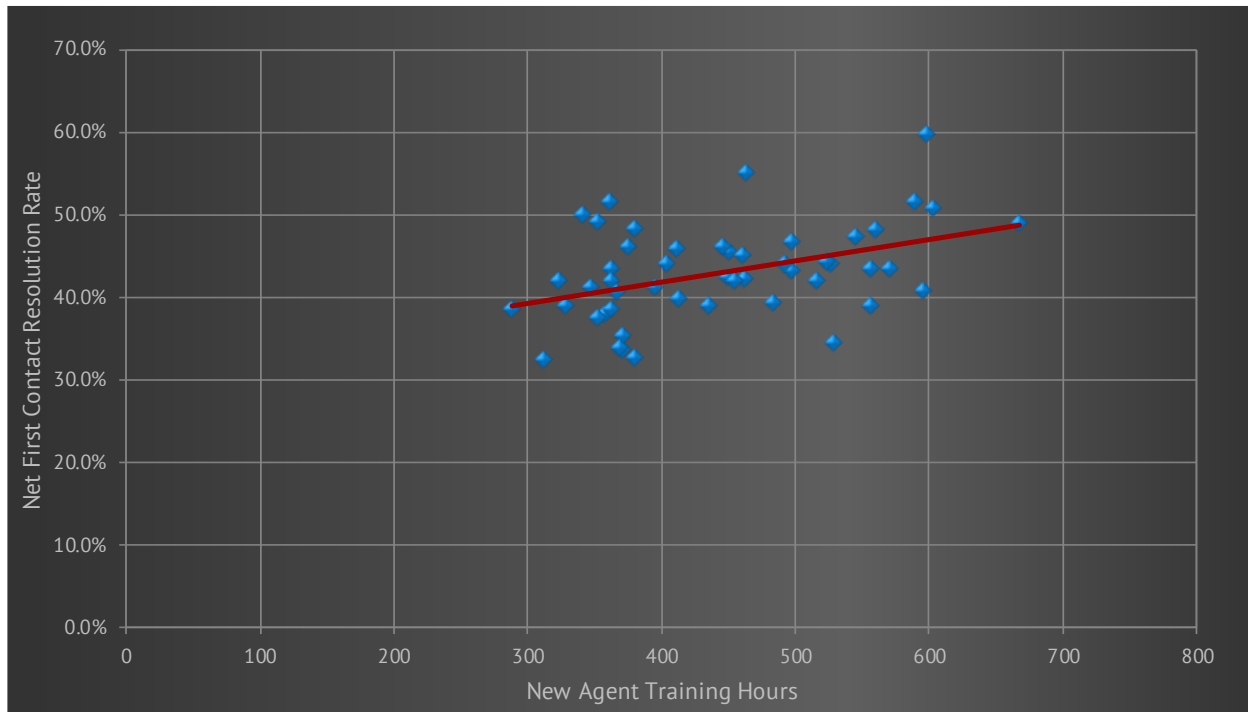
New Agent Training Hours are an important driver of Agent Job Satisfaction. Higher levels of initial training are correlated with higher levels of job satisfaction.

Annual Agent Training Hours vs. Agent Job Satisfaction



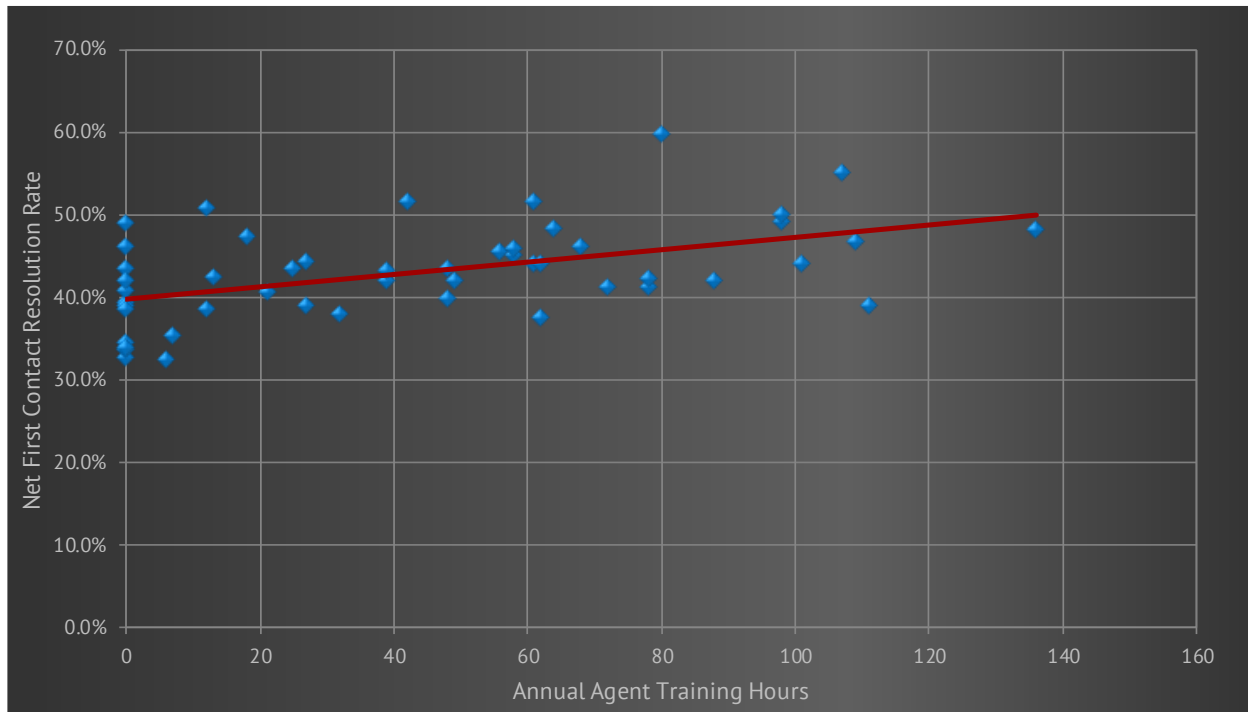
Annual Agent Training Hours also drive Agent Job Satisfaction. Higher levels of ongoing training are correlated with higher levels of job satisfaction.

New Agent Training Hours vs. Net First Contact Resolution Rate



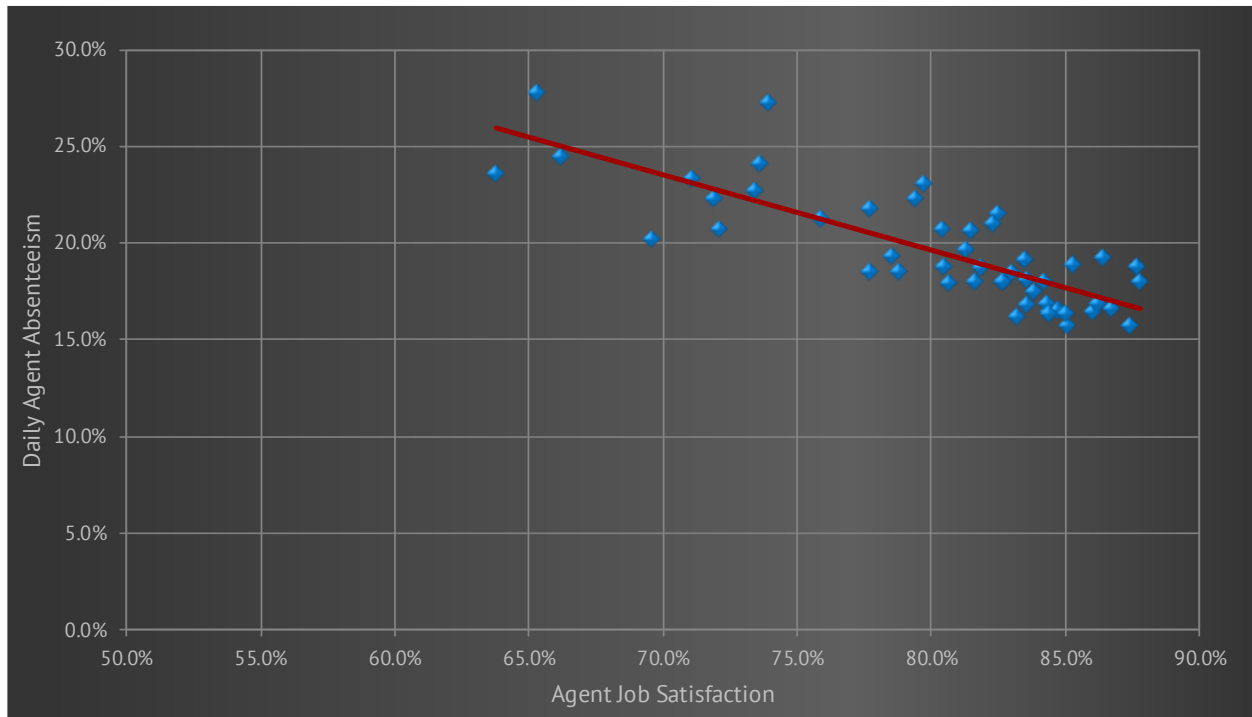
As New Agent Training Hours increase, agents are better prepared to resolve contacts, so the Net First Contact Resolution Rate also increases.

Annual Agent Training Hours vs. Net First Contact Resolution Rate



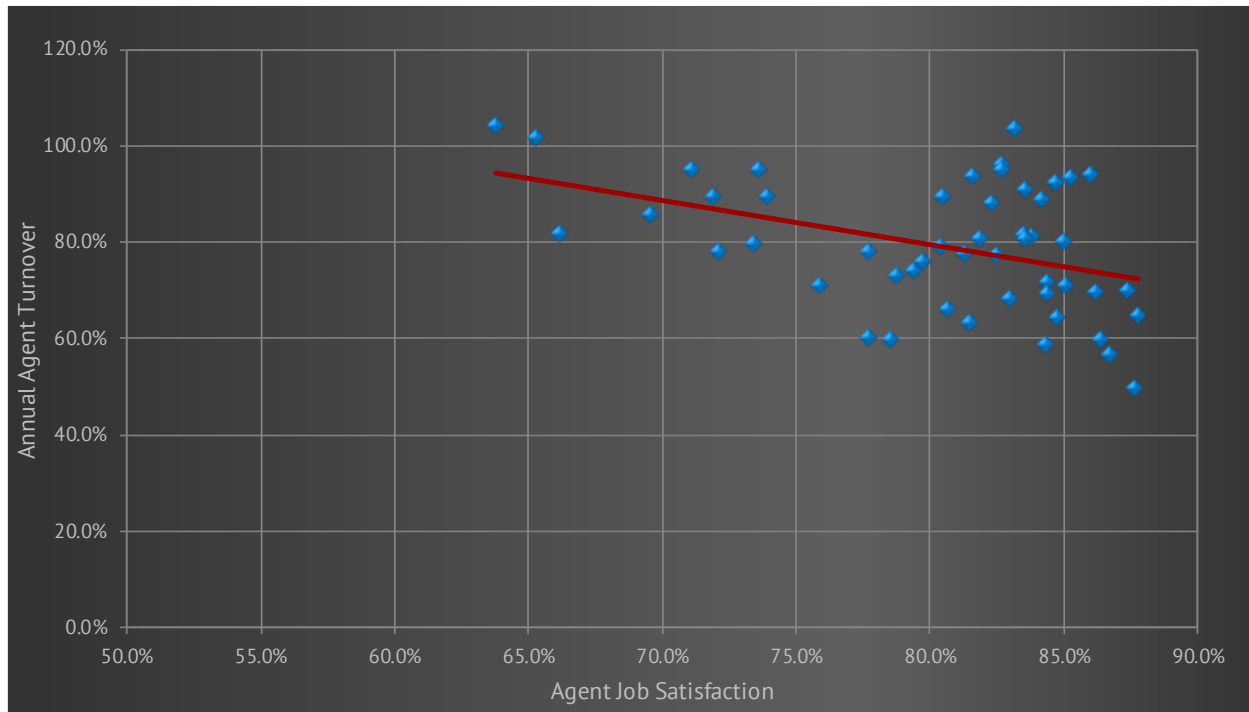
As Annual Agent Training Hours increase, agents are better prepared to resolve contacts, so the Net First Contact Resolution Rate also increases.

Agent Job Satisfaction vs. Daily Agent Absenteeism



As Agent Job Satisfaction increases, Daily Agent Absenteeism decreases. Satisfied agents are more likely to show up for work.

Agent Job Satisfaction vs. Annual Agent Turnover



As Agent Job Satisfaction increases, Annual Agent Turnover decreases. Satisfied agents tend to stay on the Service Desk longer.

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](#).

We also have developed an extensive resource library filled with free training materials for Information Technology and Call Center professionals. Each resource is available to download in PDF format. Browse our [resource library](#).

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