MetricNet®
Performance Benchmarking

Contact Center KPIs
Definitions & Correlations

Learn how each of the Contact Center metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following eight categories:

- **Inbound Channel Mix**
- **Price**
- **Handle Time**
- **Voice Quality**
- **Voice Productivity**
- **Voice SLA**
- **Agent**
- **Chat**

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Inbound Channel Mix Metrics

Voice % of Total

Definition: Voice % of Total is the percentage of total contacts (including IVR-contained contacts) that originate in the voice channel.

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

Why it's important: Voice % of Total is important because the Average Price per Voice Contact is usually higher than the average Price per chat, web ticket, email, or IVR-contained contact. By reducing the number of contacts originating in the voice channel, the overall average Price per Contact can be reduced. Many Contact Centers, recognizing the potential to reduce their Prices, constantly strive to reduce their Voice % of Total by deflecting calls into lower-Price channels.

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

- Average Price per Agent-Assisted Contact
- Average Price per Contact (all contact types)

Inbound Channel Mix Metrics (continued)

Chat % of Total

Definition: Chat % of Total is the percentage of total contacts (including IVR-contained contacts) that originate in the chat channel.

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

Why it's important: Chat % of Total is important because the Average Price per Chat Minute is lower than the Average Price per Voice Minute. By increasing the number of contacts originating in the chat channel, an organization's overall Price can be reduced. Many Contact Centers, recognizing the potential to reduce their Prices, constantly strive to increase their Chat % of Total.

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

- Average Price per Agent-Assisted Contact
- Average Price per Contact (all contact types)

Inbound Channel Mix Metrics (continued)

IVR % of Total

Definition: IVR % of Total is the percentage of contacts that are contained within the IVR, and resolved without the assistance of a live agent. A user who opts out of the IVR to connect with a live agent does not count as part of the IVR % of Total because the user did not resolve the issue before contacting a live agent.

$$IVR\ \%\ of\ Total = \frac{Volume\ of\ IVR\text{-}contained\ calls}{Total\ inbound\ contact\ volume\ (all\ channels)}$$

Why it's important: The Price per Contact for IVR-contained calls is significantly lower than it is for agent-assisted contacts. By increasing the number of contacts resolved in the IVR, the overall Price per Contact can be reduced significantly. Many Contact Centers, recognizing the potential to reduce their Prices, constantly strive to increase their IVR % of Total.

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

- Average Price per Contact (all contact types)

Inbound Channel Mix Metrics (continued)

Web Ticket/Email % of Total

Definition: Web Ticket/Email % of Total is the percentage of total contacts (including IVR-contained contacts) that originate in the web ticket/email channel.

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

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 Contact Center 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, lower overall Prices, 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 Price per Agent-Assisted Contact
- Average Price per Contact (all contact types)

Inbound Channel Mix Metrics (continued)

Other % of Total

Definition: Other % of Total is the percentage of total contacts (including IVR-contained contacts) that originate in other channels, outside of voice, chat, IVR, and web/email. These other channels may include walk-in and social support.

$$Other\ \%\ of\ Total = \frac{Inbound\ contact\ volume\ in\ other\ channels}{Total\ inbound\ contact\ volume\ (all\ channels)}$$

Why it's important: The Price per Contact for contacts resolved in other channels can be significantly less (in the case of social support) or significantly more (in the case of walk-in support) than voice, chat, IVR, and web/email contacts. By increasing social support or decreasing walk-in support, the average Price per Contact can be reduced accordingly. Many Contact Centers, recognizing the value of some additional support channels and the Price of others, consistently take steps to mature low-Price support channels and to reduce the volume in high-Price support channels. In addition, a broader channel choice tends to increase Customer Satisfaction.

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

- Average Price per Contact (all contact types)
- Customer Satisfaction

Price Metrics

Average Price per Voice Contact

Definition: Average Price per Voice Contact is the amount paid to the service provider for each inbound voice contact handled. It is typically calculated by dividing the annual fee paid to the service provider for voice support by the annual inbound voice contact volume.

$$Average\ Price\ per\ Voice\ Contact = \frac{Annual\ fee\ paid\ to\ service\ provider\ for\ voice}{Annual\ inbound\ voice\ contact\ volume}$$

Why it's important: Price per Contact is one of the most important Contact Center metrics. It is a measure of contract efficiency and effectiveness with your service provider for the voice channel. A higher-than-average Price per Voice Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Price per Voice Contact is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center should track and trend Average Price per Voice Contact on an ongoing basis.

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

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

Price Metrics (continued)

Average Price per Chat Session

Definition: Average Price per Chat Session is the amount paid to the service provider for each chat session handled. It is typically calculated by dividing the annual fee paid to the service provider for chat support by the annual chat volume.

$$\textit{Average Price per Chat Session} = \frac{\textit{Annual fee paid to service provider for chat}}{\textit{Annual chat volume}}$$

Why it's important: Average Price per Chat Session is a measure of contract efficiency and effectiveness with your service provider for the chat channel. A higher-than-average Price per Chat Session is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Average Price per Chat Session is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center that implements chat should track and trend Average Price per Chat Session on an ongoing basis.

Key correlations: Average Price per Chat Session is strongly correlated with the following metrics:

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

Price Metrics (continued)

Average Price per Web Ticket/Email Contact

Definition: Average Price per Web Ticket/Email Contact is the amount paid to the service provider for each web ticket/email handled. It is typically calculated by dividing the annual fee paid to the service provider for web/email support by the annual web ticket/email volume.

$$Avg.\,Price\ per\ Web/Email\ Contact = \frac{Annual\ service\ provider\ fee\ for\ web/email}{Annual\ web/email\ volume}$$

Why it's important: Average Price per Web Ticket/Email Contact is a measure of contract efficiency and effectiveness with your service provider for the web/email channel. A higher-than-average Price per Web Ticket/Email Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Average Price per Web Ticket/Email Contact is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center that offers web-ticket/email support should track and trend Average Price per Web Ticket/Email Contact on an ongoing basis.

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

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

Price Metrics (continued)

Average Price per Agent-Assisted Contact

Definition: Average Price per Agent-Assisted Contact is the average amount paid to the service provider for each agent-assisted contact, including voice, chat, and web/email. It is typically calculated by dividing the total annual fee paid to the service provider by the annual agent-assisted contact volume.

$$Avg.\,Price\ per\ Agent\text{-}Assisted\ Contact = \frac{Annual\ fee\ paid\ to\ service\ provider}{Annual\ inbound\ agent\text{-}assisted\ volume}$$

Why it's important: Average Price per Agent-Assisted Contact is a measure of contract efficiency and effectiveness with your service provider. A higher-than-average Price per Agent-Assisted Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Average Price per Agent-Assisted Contact is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center should track and trend Average Price per Agent-Assisted Contact on an ongoing basis.

Key correlations: Average Price 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

Price Metrics (continued)

Average Price per Contact (including IVR)

Definition: Average Price per Contact is the average amount paid to the service provider for each inbound contact, including IVR-contained contacts. It is typically calculated by dividing the total annual fee paid to the service provider by the annual inbound contact volume. Annual inbound contact volume includes contacts from all sources: live voice, voicemail, email, web portal, chat, walk-in, IVR, etc.

$$Average\ Price\ per\ Contact = \frac{Annual\ fee\ paid\ to\ service\ provider}{Annual\ inbound\ contact\ volume\ (incl.\ IVR)}$$

Why it's important: Average Price per Contact is one of the most important Contact Center metrics. It is a measure of contract efficiency and effectiveness with your service provider. A higher-than-average Price per Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Price per Contact is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center should track and trend Average Price per Contact on an ongoing basis.

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

- Agent Utilization
- Net First Contact Resolution Rate
- Contact Handle Time
- IVR % of Total
- Average Speed of Answer

Price Metrics (continued)

Average Price per Voice Minute

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

$$Average\ Price\ per\ Voice\ Minute = \frac{Average\ Price\ per\ Voice\ Contact}{Voice\ Handle\ Time}$$

Why it's important: Unlike Average Price per Voice Contact, which does not take into account the average handle time or call complexity, Average Price per Voice Minute measures the per-minute price paid to your service provider for providing voice support. It enables a more direct comparison of price between outsourced Contact Centers because it is independent of the types of calls that come into the Contact Center and the complexity of those calls.

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

- Average Price per Voice Contact
- Voice Handle Time
- Voice Agent Utilization
- Net First Contact Resolution Rate
- Average Speed of Answer

Price Metrics (continued)

Average Price per Chat Minute

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

$$\textit{Average Price per Chat Minute} = \frac{\textit{Average Price per Chat Session}}{\textit{Chat Handle Time}}$$

Why it's important: Unlike Average Price per Chat Session, which does not take into account the average handle time or issue complexity, Average Price per Chat Minute measures the per-minute price paid to your service provider for providing chat support. It enables a more direct comparison of price between outsourced Contact Centers because it is independent of the types of issues that come into the Contact Center's chat channel and the complexity of those issues.

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

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

Price Metrics (continued)

Average Price per Web Ticket/Email Minute

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

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

Why it's important: Unlike Average Price per Web Ticket/Email Contact, which does not take into account the average handle time or issue complexity, Average Price per Web Ticket/Email Minute measures the per-minute price paid to your service provider for providing web/email support. It enables a more direct comparison of price between outsourced Contact Centers because it is independent of the types of issues that come into the Contact Center's web/email channel and the complexity of those issues.

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

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

Handle Time Metrics

Voice Handle Time

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

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

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

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

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

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 and after-chat work time.

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

Why it's important: A contact is the basic unit of work in a Contact Center. 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 Price per Chat Session
- Number of Chat Sessions per Chat Agent per Month
- Chat First Contact Resolution Rate

Handle Time Metrics (continued)

Web/Email Handle Time

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

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

Why it's important: A contact is the basic unit of work in a Contact Center. Web/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/Email Handle Time is strongly correlated with the following metrics:

- Average Price per Web Ticket/Email Contact

Voice Quality Metrics

Voice Customer Satisfaction

Definition: Voice Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their Contact Center 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.

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

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 Contact Center managers are under the impression that a low Average Price per Voice Contact may justify a lower level of Voice Customer Satisfaction. But this is not true. MetricNet's research shows that even Contact Centers with a very low Average Price 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
- Agent Job Satisfaction
- New Agent Training Hours
- Annual Agent Training Hours

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 product break/fix, are not included in the denominator of Net First Contact Resolution Rate. (Some Contact Centers 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.)

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

Why it's important: Net First Contact Resolution is the single biggest driver of Voice Customer Satisfaction. A high Net FCR Rate is almost always associated with high levels of Voice Customer Satisfaction. Contact Centers that emphasize training (that is, high training hours for new and veteran agents) and have good technology tools, such as knowledge-management systems, 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
- New Agent Training Hours
- Annual Agent Training Hours
- Voice Handle Time

Voice Quality Metrics (continued)

Call Quality

Definition: Although there is no consistent methodology for measuring Call Quality in the Contact Center industry, most Contact Centers 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, 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

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 22.)

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

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 Price per Voice Contact
- Average Price per Voice Minute
- Agent Occupancy
- Average Speed of Answer

Voice Agent Utilization Defined

- Voice Agent Utilization is a measure of the actual time that voice agents spend providing direct customer service 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 Contact Centers worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes.

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

Example: Contact Center Agent Utilization

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

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

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.

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

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 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 Voice Handle Time. Every Contact Center 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
- Voice Handle Time
- Average Price per Voice Contact
- Average Price per Voice Minute
- Agent Occupancy
- Average Speed of Answer

Voice Productivity Metrics (continued)

Voice, Chat, and Email Agents as a % of Total Contact Center Headcount

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

$$Agents\ as\ a\ \%\ of\ Total\ Headcount = \frac{Avg.\ FTE\ agent\ headcount}{Avg.\ total\ Contact\ Center\ headcount}$$

Why it's important: The agent headcount as a percentage of total Contact Center 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 Contact Center Headcount is strongly correlated with the following metrics:

- Average Price per Agent-Assisted Contact

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.

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

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

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

- Call Abandonment Rate
- % Answered in 30 Seconds
- Voice Agent Utilization

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.

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

Why it's important: Call Abandonment Rate is a common service-level metric in the Contact Center 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 Contact Centers have an abandonment-rate service-level target, the Call Abandonment Rate is tracked to ensure service-level compliance.

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

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

Voice SLA Metrics (continued)

% Answered in 30 Seconds

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

$$\%\ \textbf{\textit{Answered in 30 Seconds}} = \frac{\textbf{\textit{Inbound calls answered in 30 seconds}}}{\textbf{\textit{Total inbound calls}}}$$

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

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

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

Agent Metrics

Annual Agent Turnover

Definition: Annual Agent Turnover is the average percentage of agents that leave the agent role in the Contact Center, for any reason (voluntarily or involuntarily), in a year. New agents who leave during their initial training period should not be included in the numerator when calculating turnover.

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

Why it's important: Agent turnover is Pricely. Each time an agent leaves the Contact Center, a new agent needs to be hired to replace the outgoing agent. This results in Pricely 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 Contact Center.

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 Price per Agent-Assisted Contact
- Agent Job Satisfaction

Agent Metrics (continued)

Daily Agent Absenteeism

Definition: Daily Agent Absenteeism is the average percentage of agents with an unplanned absence on any given day. It is calculated by dividing the number of unplanned absences in a given period of time by the total number of scheduled agent-workdays during the same period.

$$Daily\ Agent\ Absenteeism = \frac{Avg.number\ of\ unplanned\ absences\ per\ day}{Avg.number\ of\ agents\ scheduled\ to\ work\ per\ day}$$

Why it's important: High Agent Absenteeism is problematic because it makes it difficult for a Contact Center to schedule resources efficiently. High absenteeism can severely harm a Contact Center's operating performance and increase the likelihood that service-level targets will be missed. A Contact Center'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 Price per Agent-Assisted Contact

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 Contact Center'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 as scheduled, divided by the total time the agent is scheduled to be available to accept calls.

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

Why it's important: Effective agent scheduling is critical to achieving a Contact Center'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 Metrics (continued)

Agent Occupancy

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

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

Why it's important: Agent Occupancy is an indirect measure of agent productivity and Agent Schedule Adherence. High levels of Agent Occupancy indicate an orderly, disciplined work environment. Conversely, low levels of Agent Occupancy are often accompanied by a chaotic, undisciplined work environment. Agent Occupancy and 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 Price per Voice Contact

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

Agent Metrics (continued)

Annual Agent Training Hours

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

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

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

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

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

Agent Metrics (continued)

Agent Tenure

Definition: Agent Tenure is the average number of months that each agent has worked in your Contact Center.

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

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

- Average Price 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 Metrics (continued)

Agent Job Satisfaction

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

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

Why it's important: Agent Job Satisfaction is a proxy for agent morale. And morale, while difficult to measure, affects performance on almost every metric in the Contact Center. High-performance Contact Centers almost always have high levels of Agent Job Satisfaction. A Contact Center 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 Price per Agent-Assisted Contact

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 Contact Center that originate in the chat channel. As a chat channel matures, this metric normally increases.

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

Why it's important: % of Contacts Originating in Chat is a direct reflection of Contact Center 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

Chat Metrics (continued)

% of Contacts Resolved in Chat

Definition: % of Contacts Resolved in Chat is the percentage of all contacts coming into the Contact Center that originate and are resolved in the chat channel. This number will be less than or equal to the % of Contacts Originating in Chat. Once again, as the chat channel matures, this metric normally increases.

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

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 Price 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-Price voice contact. Contact Centers can improve their % of Contacts Resolved in Chat through training, and through investments in key technologies such as proactive chat pop-ups.

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 Price per Chat Session
- Total Price of Ownership
- % Failover Rate from Chat to Voice

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 product break/fix, are not included in the denominator of Chat First Contact Resolution Rate. Chat sessions unresolved in the first chat session for any reason do not qualify for Chat FCR.

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

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. Contact Centers that emphasize training (that is, high training hours for new and veteran agents) and have good technology tools, such as knowledge-management systems, 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 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.

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. Contact Centers can improve their % Failover from Chat to Voice through training, and investments in certain technologies such as 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 Price per Chat Session
- Total Price of Ownership

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 Contact Center 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.

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

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 Contact Center managers are under the impression that a low Average Price 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 Contact Centers with a very low Average Price 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

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 Price per Chat Minute

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

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.

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

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 Contact Center 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 Price per Chat Session
- Average Price per Chat Minute
- Agent Occupancy

About MetricNet

MetricNet, LLC is the leading source of benchmarks, scorecards, and performance metrics for Information Technology and Contact 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 Contact Center 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 Contact Center Best Practices and KPIs, Desktop Support Best Practices and KPIs, Contact 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 Contact Center professionals. Each resource is available to download in PDF format. Browse our **resource library**.