

Service Desk KPIs

Definitions & Correlations



Learn how each of the Service Desk 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**
- **Cost**
- **Handle Time**
- **Voice Quality**
- **Voice Productivity**
- **Voice SLA**
- **Analyst**
- **Chat**

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Inbound Channel Mix Metrics

Voice % of Total

Definition: Voice % of Total is the percentage of total inbound contacts (including self-help 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 Average Cost per Voice Contact is usually higher than the average cost per chat, web ticket, email, or self-help contact. 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 Analyst-Assisted Contact
- ✓ Average Cost per Contact (including Self-Help)

Inbound Channel Mix Metrics (continued)

Chat % of Total

Definition: Chat % of Total is the percentage of total inbound contacts (including self-help 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 Analyst-Assisted Contact
- ✓ Average Cost per Contact (including Self-Help)

Inbound Channel Mix Metrics (continued)

Web Ticket/Email % of Total

Definition: Web Ticket/Email % of Total is the percentage of total inbound contacts (including self-help 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 and 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 and emails during slower periods. This leads to more productive analysts, lower overall costs, 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 Analyst-Assisted Contact
- ✓ Average Cost per Contact (including Self-Help)

Inbound Channel Mix Metrics (continued)

Walk-Up (“Genius Bar”) % of Total

Definition: Walk-Up % of Total is the percentage of total inbound contacts (including self-help 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

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 analyst. 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 analyst does not count as part of the Self-Help % of Total because the user did not resolve the issue before contacting a live analyst.

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

Why it's important: The Cost per Contact for self-help contacts is significantly lower than it is for analyst-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 (including Self-Help)

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 inbound voice-contact volume of the Service Desk. Operating expense includes all voice-related employee salaries, overtime pay, benefits, and incentive compensation, plus contractor, facilities, telecom, desktop computing, software, 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 is operating. A higher-than-average Cost per Voice Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Cost per Voice Contact is not necessarily good, particularly if the low cost is achieved by sacrificing quality or service levels. Every Service Desk that offers voice support 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 Analyst Utilization
- ✓ Net First Contact Resolution Rate
- ✓ Inbound Voice Handle Time
- ✓ Average Speed of Answer

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 by the Service Desk. Operating expense includes all chat-related employee salaries, overtime pay, benefits, and incentive compensation, plus contractor, facilities, telecom, desktop computing, software, 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: Cost per Contact is one of the most important Service Desk metrics. It is a measure of how efficiently your Service Desk is operating. A higher-than-average Cost per Chat Session is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service 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 offers chat support 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
- ✓ Analyst Utilization
- ✓ Chat First Contact Resolution Rate
- ✓ Chat Handle Time
- ✓ Average Concurrent Chat Sessions
- ✓ Max Concurrent Chat Sessions

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 tickets and emails handled by the Service Desk. Operating expense includes all web ticket/email-related employee salaries, overtime pay, benefits, and incentive compensation, plus contractor, facilities, telecom, desktop computing, software, 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: Cost per Contact is one of the most important Service Desk metrics. It is a measure of how efficiently your Service Desk is operating. 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 service 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 offers web-ticket/email support 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
- ✓ Analyst Utilization
- ✓ Web Ticket/Email Handle Time
- ✓ Average Web Ticket/Email Resolution Rate

Cost Metrics (continued)

Average Cost per Analyst-Assisted Contact

Definition: Average Cost per Analyst-Assisted Contact is the total annual operating expense of all analyst-assisted contact channels, including voice, chat, and web-ticket/email, divided by the annual inbound analyst-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, training, travel, office supplies, and miscellaneous expenses.

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

Why it's important: Average Cost per Analyst-Assisted Contact is a measure of how efficiently your Service Desk analysts are performing. A higher-than-average Cost per Analyst-Assisted Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Average Cost per Analyst-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 Analyst-Assisted Contact on a monthly basis.

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

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

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, training, travel, office supplies, and miscellaneous expenses. Annual inbound contact volume includes contacts from all sources: live voice, voicemail, email, web portal, chat, 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 is operating. A higher-than-average Cost per Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service 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:

- ✓ Analyst Utilization
- ✓ Net First Contact Resolution Rate
- ✓ Inbound Contact Handle Time
- ✓ Self-Help % of Total
- ✓ Average Speed of Answer

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 Analyst Utilization
- ✓ Net First Contact Resolution Rate
- ✓ Average Speed of Answer
- ✓ Outbound Voice Contacts as a % of Total Voice Contacts

Cost Metrics (continued)

Average Cost per Chat Minute

Definition: Average Cost per Chat Minute is simply the Average Cost per Chat Session 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 chat 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
- ✓ Analyst Utilization
- ✓ Chat First Contact Resolution Rate
- ✓ Average Concurrent Chat Sessions
- ✓ Max Concurrent Chat Sessions

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 tickets and emails 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
- ✓ Analyst Utilization
- ✓ Net First Contact Resolution Rate

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 Level 1 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 a hardware break/fix, 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 Analyst Training Hours
- ✓ Annual Analyst Training Hours
- ✓ Cost per Contact
- ✓ Total Cost of Ownership

Handle Time Metrics

Inbound Voice Handle Time

Definition: Inbound Voice Handle Time is the average time (in minutes) that an analyst spends on each call, including talk time, hold 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 Analyst per Month
- ✓ Net First Contact Resolution Rate

Handle Time Metrics (continued)

Outbound Voice Handle Time

Definition: Outbound Voice Handle Time is the average time (in minutes) that an analyst spends on each outbound call, including talk time, hold 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 Analyst per Month

Handle Time Metrics (continued)

Chat Handle Time

Definition: Chat Handle Time is the average time (in minutes) that an analyst spends on each chat, including chat 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 Analyst per Month
- ✓ Chat First Contact Resolution Rate

Handle Time Metrics (continued)

Web Ticket/Email Handle Time

Definition: Web Ticket/Email Handle Time is the average time that an analyst spends handling each web ticket or 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

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-analyst) calls, email 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
- ✓ Analyst Job Satisfaction
- ✓ New Analyst Training Hours
- ✓ Annual Analyst Training Hours

Voice Quality Metrics (continued)

Net First Contact Resolution Rate

Definition: Net First Contact Resolution (FCR) applies only to live (e.g., voice) contacts. It is a percentage, equal to the number of inbound calls that are resolved on the first contact 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 and web tickets by considering an email/web ticket resolved on first contact if the customer receives a resolution within one hour of submitting the email/ticket.)

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

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 analysts) and have good technology tools, such as remote diagnostic capability and 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
- ✓ Net First Level Resolution Rate
- ✓ New Analyst Training Hours
- ✓ Annual Analyst Training Hours
- ✓ Inbound Voice Handle Time

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 analyst 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 analyst knowledge and expertise, call efficiency (that is, Inbound Voice Handle Time), and analyst 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 Analyst Training Hours
- ✓ Annual Analyst Training Hours

Voice Productivity Metrics

Voice Analyst Utilization

Definition: Voice Analyst Utilization is the average time that a voice analyst 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 24.)

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

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

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

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

Voice Analyst Utilization Defined

- ✔ Voice Analyst Utilization is a measure of the actual time that voice analysts spend providing direct customer support in the voice channel in a month, divided by the analysts' total time at work during the month.
- ✔ It takes into account both inbound and outbound voice contacts handled by the analysts.
- ✔ But the calculation for Analyst Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time.
- ✔ By calculating Analyst Utilization in this way, all Service Desks worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes.

Analyst Utilization =

$$\frac{((\text{Avg. number of inbound contacts handled per analyst per month}) \times (\text{Avg. inbound handle time in minutes}) + (\text{Avg. number of outbound contacts handled per analyst per month}) \times (\text{Avg. outbound handle time in minutes}))}{(\text{Avg. number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hour})}$$

Example: Service Desk Analyst Utilization

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

Analyst Utilization =

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

Voice Productivity Metrics (continued)

Inbound Voice Contacts per Analyst per Month

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

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

Why it's important: Inbound Voice Contacts per Analyst per Month is an important indicator of voice-analyst productivity. A low number could indicate low Voice Analyst Utilization, poor scheduling efficiency or schedule adherence, or a higher-than-average Inbound Voice Handle Time. Conversely, a high number of inbound contacts per analyst may indicate high Voice Analyst 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 Analyst per Month is strongly correlated with the following metrics:

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

Voice Productivity Metrics (continued)

Outbound Voice Contacts per Analyst per Month

Definition: Outbound Voice Contacts per Analyst per Month is the average monthly outbound call volume divided by the average full-time equivalent (FTE) voice-analyst 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-analyst headcount is the average FTE number of employees and contractors handling voice contacts.

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

Why it's important: While Outbound Voice Contacts per Analyst 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 Analyst 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 Analyst Utilization

Voice Productivity Metrics (continued)

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

Definition: This metric is the average full-time equivalent (FTE) voice, chat, and email analyst 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-support activities. Headcount includes both employees and contractors.

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

Why it's important: The analyst headcount as a percentage of total Service Desk headcount is an important measure of management and overhead efficiency. Since non-analysts 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-support activities.

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

- ✓ Average Cost per Analyst-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 analysts. 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 Analyst 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 a analyst 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 analyst 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 Analyst Utilization

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 analyst 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 Analyst Utilization

Analyst Metrics

Annual Analyst Turnover

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

$$\text{Annual Analyst Turnover} = \frac{\text{Avg. number of analysts that leave per year}}{\text{Avg. total analyst headcount}}$$

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

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

- ✓ Daily Analyst Absenteeism
- ✓ Annual Analyst Training Hours
- ✓ Customer Satisfaction
- ✓ Net First Contact Resolution Rate
- ✓ Average Cost per Analyst-Assisted Contact
- ✓ Analyst Job Satisfaction

Analyst Metrics (continued)

Daily Analyst Absenteeism

Definition: Daily Analyst Absenteeism is the average percentage of analysts 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 analyst-workdays during the same period.

$$\text{Daily Analyst Absenteeism} = \frac{\text{Avg. number of unplanned absences per day}}{\text{Avg. number of analysts scheduled to work per day}}$$

Why it's important: High Analyst 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 analyst morale.

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

- ✓ Annual Analyst Turnover
- ✓ Analyst Job Satisfaction
- ✓ Analyst Utilization
- ✓ Average Cost per Analyst-Assisted Contact
- ✓ Contacts per Analyst per Month

Analyst Metrics (continued)

Analyst Schedule Adherence

Definition: Analyst Schedule Adherence measures whether analysts are in their seats ready to accept calls as scheduled. That is, it measures how well a Service Desk’s analysts are “adhering” to the schedule. Analyst Schedule Adherence is equal to the actual time that an analyst is logged in to the system ready to accept calls as scheduled, divided by the total time the analyst is scheduled to be available to accept calls.

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

Why it’s important: Effective analyst scheduling is critical to achieving a Service Desk’s service-level goals and maximizing Analyst 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 analysts to adhere to the schedule as closely as possible to ensure that these productivity and service-level goals are met.

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

- ✓ Analyst Utilization
- ✓ Contacts per Analyst per Month
- ✓ Analyst Occupancy
- ✓ Average Speed of Answer

Analyst Metrics (continued)

Analyst Occupancy

Definition: Analyst Occupancy is a percentage, equal to the amount of time that a voice analyst 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 analyst's total number of hours at work (excluding break time and lunch time).

$$\text{Analyst Occupancy} = \frac{\text{Hours that analysts are ready to answer or actually on calls}}{\text{Total analyst work hours}}$$

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

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

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

Analyst Metrics (continued)

New Analyst Training Hours

Definition: The name of this metric is somewhat self-explanatory. New Analyst 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 analyst receives before he or she is allowed to handle customer contacts independently.

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

Why it's important: New Analyst Training Hours are strongly correlated with Call Quality and Net First Contact Resolution Rate, especially during an analyst's first few months on the job. The more training that new analysts 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 analyst morale—analysts who receive more training typically have higher levels of job satisfaction.

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

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

Analyst Metrics (continued)

Annual Analyst Training Hours

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

Annual Analyst Training Hours = Average number of formal training hours per analyst per year

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

Key correlations: Annual Analyst Training Hours is strongly correlated with the following metrics:

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

Analyst Metrics (continued)

Analyst Tenure

Definition: Analyst Tenure is the average number of months that each analyst in your Service Desk.

Analyst Tenure = Average number of months that each analyst has worked in your Service Desk

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

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

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

Analyst Metrics (continued)

Analyst Job Satisfaction

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

$$\text{Analyst Job Satisfaction} = \frac{\text{Number of satisfied analysts}}{\text{Total number of analysts surveyed}}$$

Why it's important: Analyst Job Satisfaction is a proxy for analyst 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 Analyst Job Satisfaction. A Service Desk can control and improve its performance on this metric through training, coaching, and career pathing.

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

- ✓ Annual Analyst Turnover
- ✓ Daily Analyst Absenteeism
- ✓ Analyst Training Hours
- ✓ Analyst Coaching Hours
- ✓ Customer Satisfaction
- ✓ Net First Contact Resolution Rate
- ✓ Contact Handle Time
- ✓ Average Cost per Analyst-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 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:

- ✓ Chat Sessions per Chat Analyst 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 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 pop-ups.

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

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

Chat Metrics (continued)

Chat First Contact Resolution Rate

Definition: Chat First Contact Resolution 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.

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

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 (that is, high training hours for new and veteran analysts), and have good technology tools, such as remote diagnostic capability and 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 Analyst Training Hours
- ✓ Annual Analyst 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-analyst voice contact. This happens when the analyst 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 Analyst Training Hours
- ✓ Annual Analyst Training Hours
- ✓ Average Cost per Chat Session
- ✓ Total Cost 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 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-analyst) calls, email 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 Analyst Training Hours
- ✓ Annual Analyst 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 analyst has open at any given time.

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

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

Chat Metrics (continued)

Max Concurrent Chat Sessions

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

Max Concurrent Chat Sessions = The maximum number of chat sessions that an analyst 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, analysts 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 analyst skill set required for chat is somewhat different than that required of a voice analyst. One should not automatically assume that a successful voice analyst will be a successful chat analyst, 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)

Chat Sessions per Chat Analyst per Month

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

$$\text{Sessions per Chat Analyst per Month} = \frac{\text{Total monthly volume of chat sessions}}{\text{FTE number of analysts handling chats}}$$

Why it's important: Chat Sessions per Chat Analyst per Month is an important indicator of chat-analyst productivity. A low number could indicate low Analyst Occupancy, poor scheduling efficiency or schedule adherence, or a higher-than-average Chat Handle Time. Conversely, a high number of chat sessions per analyst may indicate high Analyst 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: Chat Sessions per Chat Analyst per Month is strongly correlated with the following metrics:

- ✓ Chat Handle Time
- ✓ Average Cost per Chat Session
- ✓ Average Cost per Chat Minute
- ✓ Analyst 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 Service Desk improvement program.
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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 Analyst Training Hours! Topics include Service Desk Best Practices and KPIs, Desktop Support Best Practices and KPIs, Contact Center Best Practices and KPIs, and more. Sign up for our [Free Webcasts](#).

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