MetricNet™
Performance Benchmarking

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 six categories:

- **Cost**
- **Productivity**
- **Service Level**
- **Quality**
- **Agent**
- **Contact Handling**

MetricNet Performance Benchmarking
www.metricnet.com
775.298.7772
info@metricnet.com

Cost Metrics

Cost per Inbound Contact

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

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

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

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

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

Cost Metrics (continued)

Cost per Minute of Inbound Handle Time

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

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

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

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

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

Cost Metrics (continued)

Net Level 1 Resolution Rate

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

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

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

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

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

Productivity Metrics

Agent Utilization

Definition: Agent Utilization is the average time that an agent spends handling both inbound and outbound contacts per month, divided by the number of work hours in a given month. (See the more thorough definition on page **5**.)

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

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

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

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

Agent Utilization Defined

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

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

Example: Service Desk Agent Utilization

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

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

Productivity Metrics (continued)

Inbound Contacts per Agent per Month

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

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

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

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

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

Productivity Metrics (continued)

Outbound Contacts per Agent per Month

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

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

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

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

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

Productivity Metrics (continued)

Agents as a % of Total Headcount

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

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

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

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

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

Service Level Metrics

Average Speed of Answer (ASA)

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

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

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

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

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

Service Level Metrics (continued)

% of Calls Answered in 30 Seconds

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

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

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

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

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

Service Level Metrics (continued)

Call Abandonment Rate

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

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

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

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

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

Quality Metrics

Customer Satisfaction

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

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

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

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

- First Contact Resolution Rate
- Call Quality

Quality Metrics (continued)

Net First Contact Resolution Rate

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

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

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

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

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

Quality Metrics (continued)

Call Quality

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

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

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

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

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

Agent Metrics

Annual Agent Turnover

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

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

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

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

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

Agent Metrics (continued)

Daily Agent Absenteeism

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

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

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

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

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

Agent Metrics (continued)

Agent Occupancy

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

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

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

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

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

Agent Metrics (continued)

Agent Schedule Adherence

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

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

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

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

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

Agent Metrics (continued)

New Agent Training Hours

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

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

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

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

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

Agent Metrics (continued)

Annual Agent Training Hours

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

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

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

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

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

Agent Metrics (continued)

Agent Tenure

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

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

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

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

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

Agent Metrics (continued)

Agent Job Satisfaction

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

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

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

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

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

Contact Handling Metrics

Inbound Contact Handle Time

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

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

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

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

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

Contact Handling Metrics (continued)

Outbound Contact Handle Time

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

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

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

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

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

Contact Handling Metrics (continued)

Inbound Contacts as a % of Total Contacts

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

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

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

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

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

Contact Handling Metrics (continued)

Outbound Contacts as a % of Total Contacts

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

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

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

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

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

Contact Handling Metrics (continued)

User Self-Service Completion Rate

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

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

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

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

- Cost per Inbound Contact
- Inbound Contact Handle Time

About MetricNet

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

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

- **The One Year Path to World-Class Performance**, a continuous Service Desk improvement program.
- Downloadable **industry benchmarks** that walk you through the process of benchmarking your performance against Service Desks in your geographic region.
- **Benchmarking data files** for those who wish to conduct their own benchmarking analysis.
- Comprehensive **peer group benchmarks** that compare your performance to others in your vertical market.

Free Resources

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

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