

United States CORE

Service Desk Benchmark

Outsourced Service Desks



Report Number: **SAMPLE** | Updated: **SAMPLE**

MetricNet's instantly downloadable Service Desk benchmarks provide valuable industry data that your organization can use to begin improving performance right away!

Report Information

Report Number:

SAMPLE

Number of Data Records in Report:

SAMPLE

Number of KPIs in Report:

6

Report Production Date:

SAMPLE

Currency Units:

United States Dollars (\$)

Contents

Report Information	1
Benchmarking Overview.....	5
The Basic Benchmarking Approach	Error! Bookmark not defined.
Achieving World-Class Performance	Error! Bookmark not defined.
Price vs. Quality for Service Desks	Error! Bookmark not defined.
How to Use this Benchmark Report	12
Step 1: Collect your Service Desk’s performance data.....	12
Step 2: Compare your performance to others.	13
Step 3: Develop strategies for improved performance.	14
Step 4: Implement, and monitor results.	16
KPI Statistics: Summary and Quartiles.....	18
Benchmarking Performance Summary	18
Quartile Rankings for Each KPI	20
Benchmarking Scorecard and Rankings.....	22
The Service Desk Scorecard: An Overview.....	22
Tracking Your Balanced Score	23
Benchmarking the Balanced Score	24
Detailed Benchmarking Data	36
Price Metrics	36
Average Price per Voice Contact.....	36
Voice Quality Metrics	38
Voice Customer Satisfaction	38
Net First Contact Resolution Rate	40
Voice Productivity Metrics.....	42
Voice Analyst Utilization	42
Voice SLA Metrics.....	45
Average Speed of Answer (ASA)	45

Analyst Metrics	47
Analyst Job Satisfaction.....	47
Important KPI Correlations	49
Voice Analyst Utilization vs. Average Price per Voice Contact.....	49
Voice Analyst Utilization vs. Average Speed of Answer (seconds)	50
Net First Contact Resolution Rate vs. Voice Customer Satisfaction	51
Analyst Job Satisfaction vs. Voice Customer Satisfaction	52
About MetricNet	53
Free Resources	53



BENCHMARKING OVERVIEW

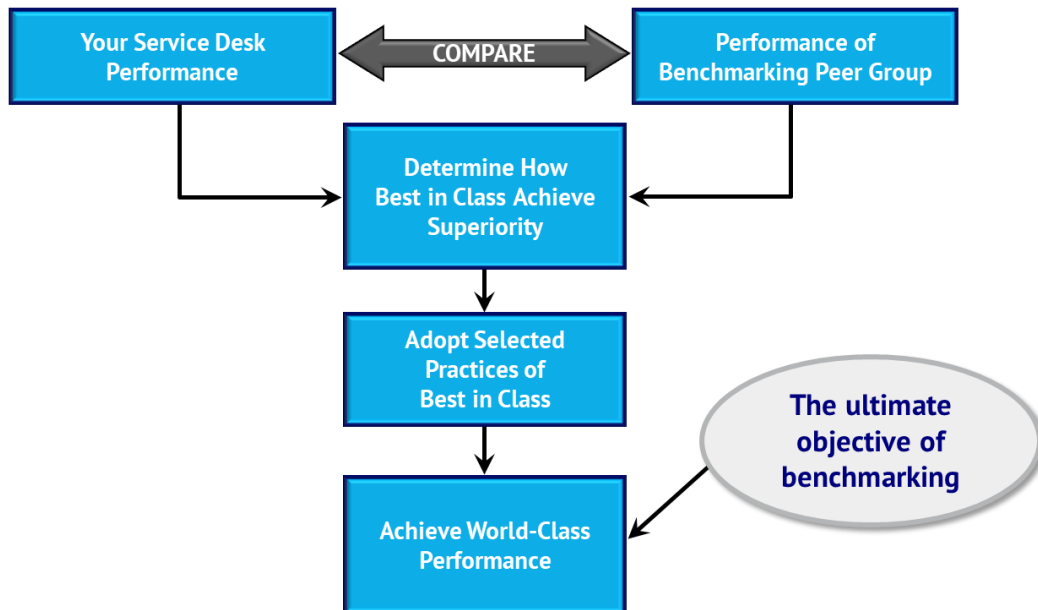
Benchmarking Overview

Benchmarking is a well-established tool for measuring and improving Service Desk performance. Effective benchmarking enables you to quantify your Service Desk’s performance, compare your Service Desk to others in your industry, identify negative performance gaps, and define the actions necessary to close the gaps.

The power of benchmarking is that it enables your Service Desk to save enormous amounts of time and energy by building upon the know-how of peers, competitors, and world-class companies. Service Desks that focus exclusively on their internal operations tend to make progress at an *evolutionary* pace. But benchmarking forces an organization to look externally – at the competition. By studying the competition, and selectively adopting practices from the best of the best, Service Desks that successfully employ benchmarking can improve their performance at a *revolutionary* pace.

The Basic Benchmarking Approach

Although benchmarking is a rigorous, analytical process, it is fairly straightforward. The basic approach is illustrated below.



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

- 1) **Price** metrics, such as Price per Contact
- 2) A **Total Price of Ownership** metric, Net First Level Resolution Rate
- 3) **Handle Time** metrics, such as Voice Handle Time
- 4) **Voice Quality** metrics, such as Customer Satisfaction
- 5) **Voice Productivity** metrics, such as Analyst Utilization
- 6) **Voice SLA** metrics, such as Average Speed of Answer
- 7) **Analyst** metrics, such as Analyst Job Satisfaction

This benchmark report explains each KPI, how to measure it, and how it is connected with other KPIs.

But the true potential of KPIs can be unlocked only when they are used holistically, not just to measure your performance, but also to:

- ✓ Track and trend your performance over time
- ✓ Benchmark your performance vs. industry peers
- ✓ Identify strengths and weaknesses in your Service Desk
- ✓ Diagnose the underlying drivers of performance gaps
- ✓ Prescribe actions to improve your performance
- ✓ Establish performance goals for both individuals and your Service Desk overall

In other words, once you've measured your performance, benchmarking involves comparing your performance to others and asking questions such as, "How did they achieve a higher level of customer satisfaction? How did they get to a lower Price per contact? How did they drive customer loyalty by virtue of the Service Desk portal?"

Once you've answered those questions, you can adopt selected industry best practices to remedy your performance gaps on the critical KPIs that will help you to achieve superior performance. And since the Service Desk has historically been viewed as a "non-core" activity, the field is wide open for

forward-thinking Service Desk managers to take the initiative and build a service-based competitive advantage through benchmarking!

Achieving World-Class Performance

To build a sustainable competitive advantage, your goal must be World-Class Performance. That’s where we can help you. MetricNet’s benchmarking database is global. We have completed more than 4,000 benchmarks. Through them, we have identified nearly 80 industry best practices and more than 40 Key Performance Indicators (KPIs) that organizations around the world are using to achieve World-Class Performance.



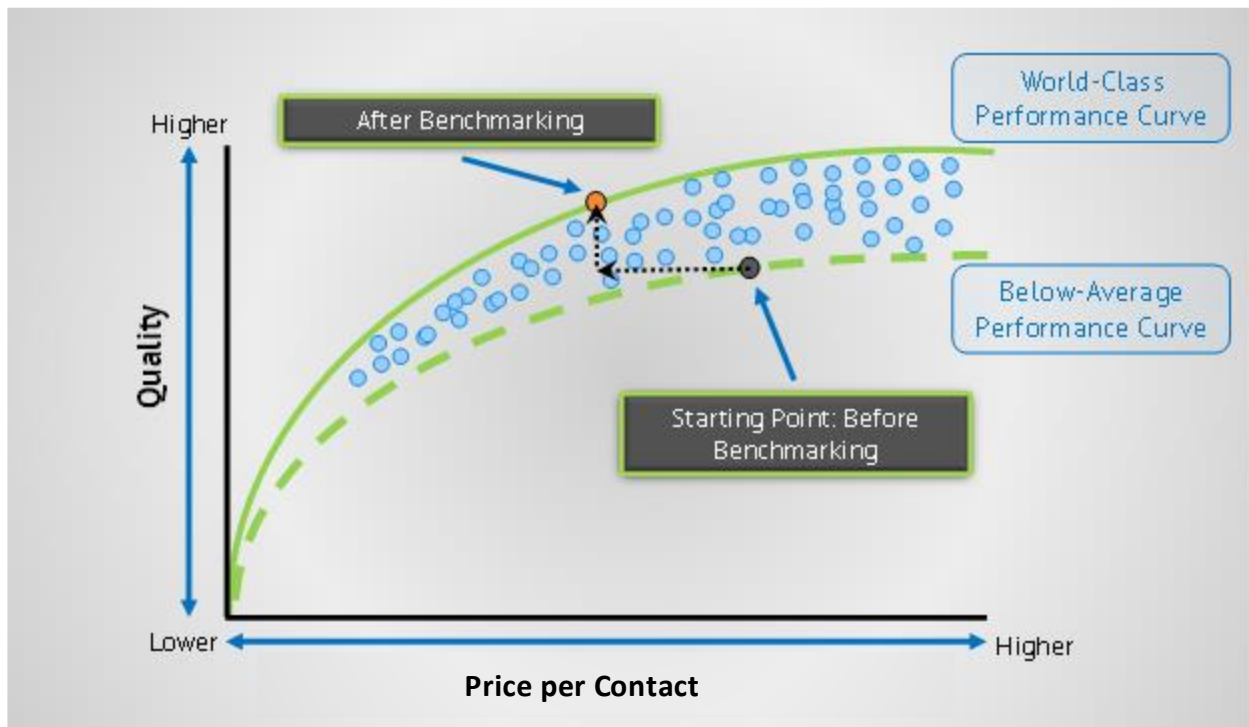
World-Class Service Desks have a number of characteristics in common:

- ✔ They consistently exceed customer expectations
 - This produces high levels of Customer Satisfaction
 - Their Call Quality is consistently high
- ✔ They manage Prices at or below average industry levels
 - Their Price per Contact is below average

- Their high First Level Resolution Rate minimizes Total Price of Ownership (TCO)
- ✓ They follow industry best practices
 - Industry best practices are defined and documented
 - They effectively apply those best practices
- ✓ They add value with every transaction
 - They produce a positive customer experience
 - They drive a positive view of IT overall

There's another way that we can describe what it means to be a World-Class Service Desk. Graphically, it looks like the image below:

The Goal of Benchmarking: Lower Price *and* Higher Quality



On this chart, we're showing two dimensions. The X-axis is Price per contact and the Y-axis is quality (as measured by customer satisfaction). We've taken some representative data points from our database and placed them on this chart.

The first thing you'll notice is that there's a cause-and-effect relationship between Price and quality. Some Service Desks are driven by the need to minimize their Price. When that's the case, your Price will drive your quality. Other Service Desks are driven by quality. In that case, your quality will drive your Price.

The second thing you'll notice is that it's a non-linear relationship—as quality increases, your Price will increase disproportionately. At some point, it probably doesn't make sense to pursue any further quality, because quality is not free!

The point of this chart is to reinforce what it means to be World-Class. It means that you take the limited resources you have and deploy them in the most effective way. If you do that, you will land on the upper curve, the World-Class curve. If your Service Desk performs below average, you'll be on the lower curve.

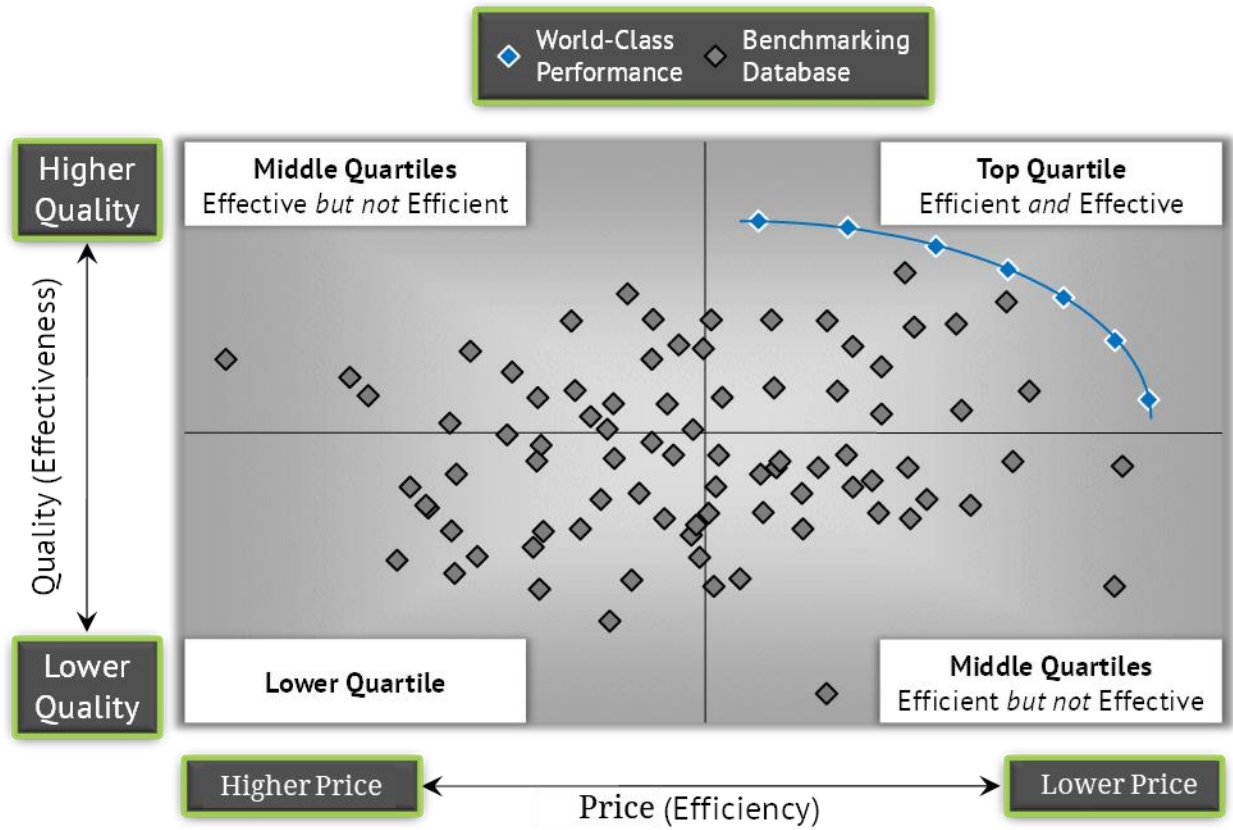
Being World-Class is a relative concept. It's not about hitting a particular target on any one metric. It is about deploying your resources as effectively as you possibly can.

Price vs. Quality for Service Desks

Think about it this way. On the two-dimensional chart below, we again show Price per contact on the X-axis (except that low Price is now on the right, instead of the left) and customer satisfaction (quality) on the Y-axis. Where you want to be is on the upper-right World-Class Performance curve shown by the blue diamonds.

The blue diamonds represent those Service Desks that have optimized their performance. As you can see in the chart, some of them have optimized at a very low Price and a slightly above-average customer-satisfaction level. Others have optimized at a slightly better-than-average Price and a very high customer-satisfaction level. The goal is to be in the upper-right-hand quadrant where you are both efficient (low Price) and effective (high quality).

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





HOW TO USE THIS BENCHMARK REPORT

How to Use this Benchmark Report

Here is the four-step benchmarking process to improve your Service Desk's performance with this report:

Step 1: Collect your Service Desk's performance data.

Thorough, accurate data collection is the cornerstone of successful benchmarking. This is also the most time-consuming step in benchmarking. But you need accurate data in order to identify the performance gaps in your own Service Desk.

Ideally, your Service Desk will have data that measures performance for each of the 6 KPIs that we include in this benchmarking report, those listed below:

Service Desk Benchmarking Metrics

Price

- ✓ Avg. Price per Voice Contact

Voice SLA

- ✓ Average Speed of Answer

Analyst

- ✓ Analyst Job Satisfaction

Voice Quality

- ✓ Voice Customer Satisfaction
- ✓ Net First Contact Resolution Rate

Voice Productivity

- ✓ Voice Analyst Utilization

If your Service Desk does not yet measure all 6 KPIs, you can still benefit from benchmarking the KPIs for which you do have data. We strongly recommend tracking all six of these metrics, the ones we use in our Service Desk scorecard, (see page [22](#) below), or some similar substitutes. And for the KPIs that you haven't begun measuring, you can still use this report to establish performance goals based on the benchmarking data from other Service Desks (see Step 3).

We have defined each KPI in the Detailed Benchmarking Data section below (starting at page [36](#)). You can refer to these definitions as you collect your data to ensure an apples-to-apples benchmarking comparison in Step 2.

You may also find it helpful to review your collected data with other key personnel who understand your Service Desk's operations. They can often provide context for the data and spot potential anomalies or inaccuracies.

Step 2: Compare your performance to others.

We provide several methods to compare your performance data with industry peers. The four primary methods are these:

- 1) A **Benchmarking KPI Performance Summary** (page [18](#)), which lists the industry peer group's average, minimum, median, and maximum performance levels for each KPI.
- 2) **Quartile Rankings** (page [20](#)), so you can map which quartile your Service Desk performs in for each KPI.
- 3) A **Service Desk Scorecard** (page [22](#)), which provides a more holistic, balanced measure of your Service Desk's overall performance compared to the industry peer group.
- 4) **Detailed Benchmarking Data** (starting on page [36](#)), which shows bar charts of the performance level for each Service Desk in the peer group, for each individual KPI.

Step 3: Develop strategies for improved performance.

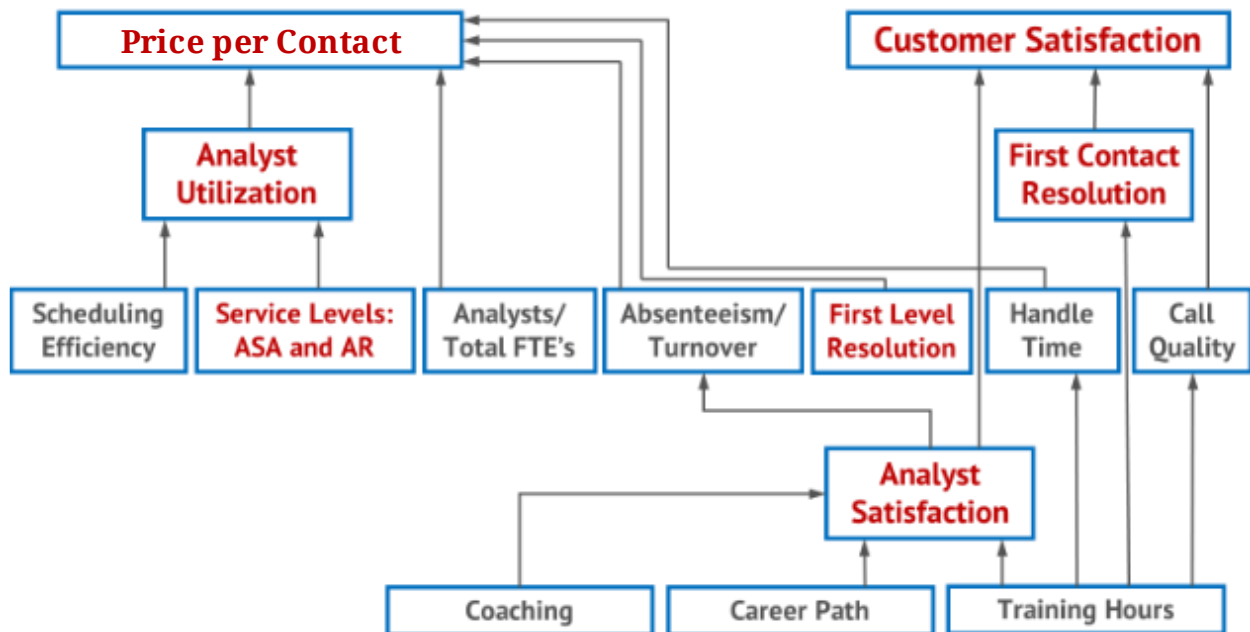
Without an action plan to improve performance, benchmarking is a pointless exercise. Ironically, this is one of the simplest steps in the benchmarking process, but it adds the most value.

The true potential of measuring and benchmarking your KPIs can be unlocked only when you use them to diagnose and understand the underlying drivers of your Service Desk’s performance. Then you can use that diagnosis to strategically adopt the specific industry best practices that will boost your Service Desk to World-Class Performance.

The key to using KPIs diagnostically is to understand their cause-and-effect relationships. You can think of these relationships as a linkage where all of the KPIs are interconnected. When one KPI moves up or down, other KPIs move with it. Understanding this linkage is enormously powerful because it shows you the levers you can pull to increase performance.

The diagram below illustrates some of the most important linkage between Service Desk KPIs. The detailed benchmarking data in this report (starting on page 36) also lists key correlations for each KPI.

Major KPI Cause-and-Effect Relationships



We call Price per Contact and Customer Satisfaction the foundation metrics. Nearly everything a Service Desk does can be viewed through the lens of Price and quality. Will this new technology reduce my Prices? Will this new process improve customer satisfaction? This insight is crucial because it greatly simplifies decision-making for your Service Desk. Any practice that does not have the long-term effect of improving customer satisfaction, reducing Prices, or both, is simply not worth doing. (Sales effectiveness may also be foundational for a revenue-generating Service Desk, but this report does not benchmark sales metrics.)

The foundation metrics, however, cannot be directly controlled. Instead, they are controlled by other KPIs, the ones we call underlying drivers. As you can see from the diagram above, some top examples of underlying drivers are Analyst Utilization, First Contact Resolution Rate, and Analyst Job Satisfaction. These underlying drivers directly impact the foundation metrics—any improvement on the driver metrics will cause corresponding improvements in Price, quality, or both.

By understanding the underlying drivers for Price and quality, you can use your benchmarked KPIs diagnostically. If your Customer Satisfaction is low, for example, simply isolate the primary underlying drivers of Customer Satisfaction on which your performance was low compared to the benchmark. Then map out an action plan to improve your performance for those crucial metrics.

To help choose the specific steps in your action plan, identify the industry best practices that will improve your performance for the crucial metrics that you isolated. MetricNet has identified nearly 80 industry best practices for Service Desks.

You should also set specific performance targets, both for individual Analysts and for the Service Desk overall. To ensure that you are improving holistically, and not just fixating on some of your lowest metrics, emphasize performance targets for your Service Desk's balanced score (see page [22](#)).

Step 4: Implement, and monitor results.

Once you've identified your strategies for improved performance, you are in a position to implement your action plan. This is where the payoff comes, so don't neglect this step!

As you implement your action plan, regularly monitor your performance for changes. One of the easiest and best ways of monitoring is to update your Service Desk scorecard (see page [22](#)) every month or every quarter, and trend the changes in your score over time.

If you have implemented your action plan but over time your performance does not improve as expected, return to Step 3. Reevaluate which strategies have worked, which have not, and whether you should attack different or additional drivers of your performance gaps.

Do you want your Service Desk to achieve continuous improvement? Consider repeating this four-step benchmarking process periodically with the most up-to-date benchmarking data from industry peers, so you can build and maintain your competitive advantage.



KPI STATISTICS: SUMMARY AND QUARTILES

KPI Statistics: Summary and Quartiles

Benchmarking Performance Summary

The table on the next page summarizes this report's benchmarking data. It shows the benchmarking peer group's average, minimum, median, and maximum performance levels for each Key Performance Indicator (KPI).

On the left of the table you see the five categories of metrics, followed by 6 KPIs that you can use to benchmark your Service Desk. To compare your Service Desk's performance with that of this peer group, simply copy the table into a spreadsheet and add a column with your data for each KPI that you measure.

It's important to look at this data holistically. No single metric comes even close to telling the whole story. For example, if your Price is high, that's not necessarily a bad thing—particularly if it comes with good quality and service levels. By contrast, if your Price is low, that may not be a good thing if it comes with low Customer Satisfaction, low First Contact Resolution Rate, and the like.

SAMPLE

Quartile Rankings for Each KPI

Quartiles are another simple way to present the benchmarking data. For each metric, the best-performing Service Desks fall into the first quartile; the worst performers fall into the fourth quartile. For example, the Service Desks who perform in the top 25% on the first Price metric have an Average Price per Voice Contact that ranges between \$X.XX (the best) and \$X.XX (the 75th percentile). The bottom 25% of Service Desks for that metric range between \$X.XX and \$XX.XX per inbound contact.

SAMPLE



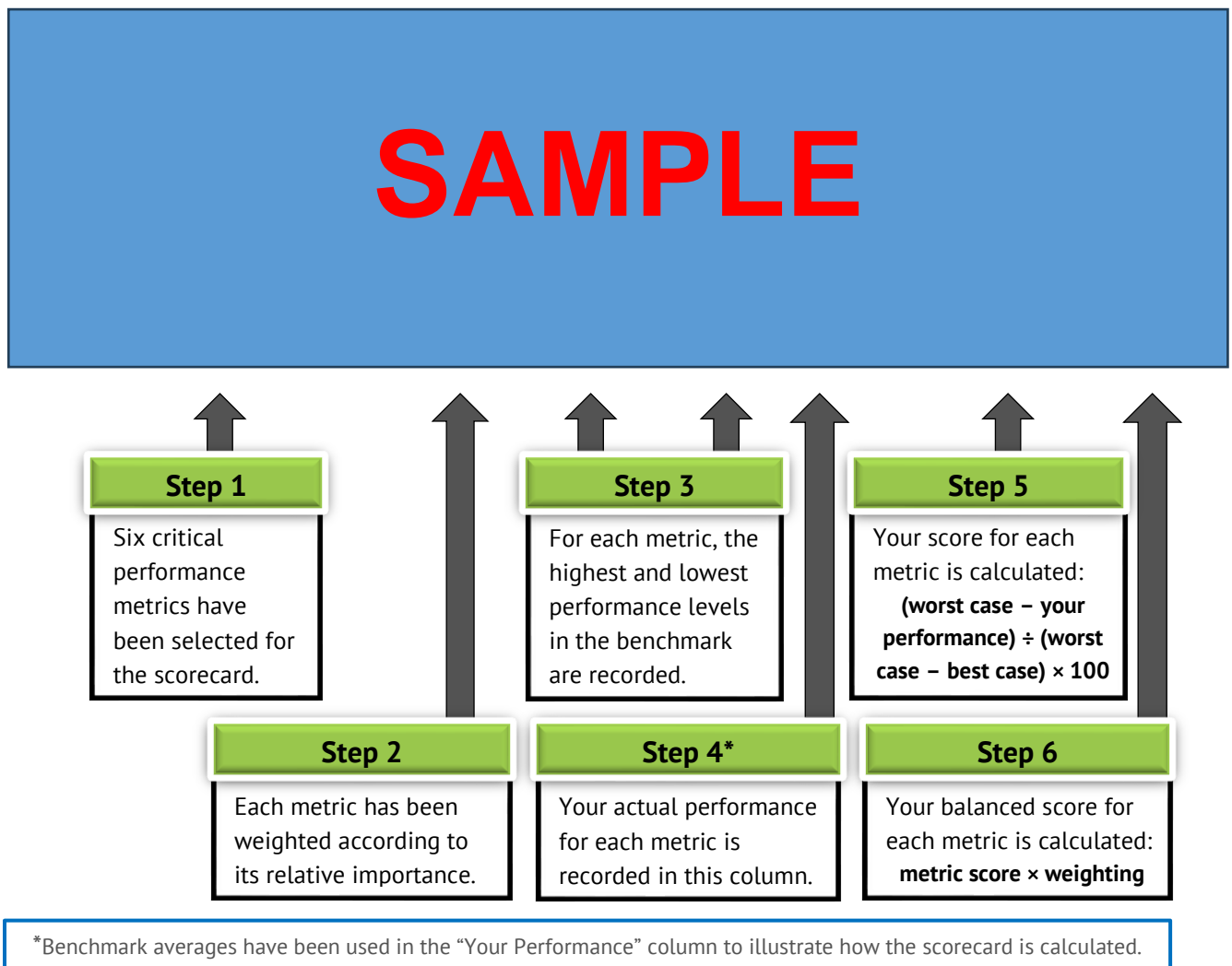
BENCHMARKING SCORECARD AND RANKINGS

Benchmarking Scorecard and Rankings

The Service Desk Scorecard: An Overview

The Service Desk scorecard produces a single, holistic measure of Service Desk performance. It combines six critical Price, quality, productivity, Analyst, and service-level KPIs into one overall performance indicator – the Balanced Score. Your score will range between zero and 100%. You can compare it directly with the Balanced Scores of other Service Desks in the benchmark.

This is what the scorecard looks like, and how it is calculated:



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

- ✓ Average Price per Voice Contact (one of the two foundation metrics)
- ✓ Voice Customer Satisfaction (the other foundation metric)
- ✓ Voice Analyst Utilization (the primary driver of Price per Contact)
- ✓ Net First Contact Resolution Rate (the primary driver of Voice Customer Satisfaction)
- ✓ Analyst Job Satisfaction (a key secondary driver of both Price and quality)
- ✓ Average Speed of Answer (the top service-level indicator)

The weighting percentage we assigned to each KPI is based on that KPI's relative importance in the scorecard. For example, you can see that we gave the greatest weight to Price per Contact and Customer Satisfaction (25% each), since those are the foundation metrics.

A Service Desk's Balanced Score will always range between 0% and 100%. If your performance is the worst on each of the six KPIs, compared to the industry peer group for this benchmark report, your score will be 0%. If your performance is the best on each KPI, your score will be 100%.

When we run this algorithm for literally hundreds of Service Desks worldwide, the average Balanced Score is approximately 64%. If your score is above about 74%, you're in the top quartile; between about 64% and 74%, you're in the second quartile; between about 55% and 64%, in the third; and below 55%, in the bottom quartile.

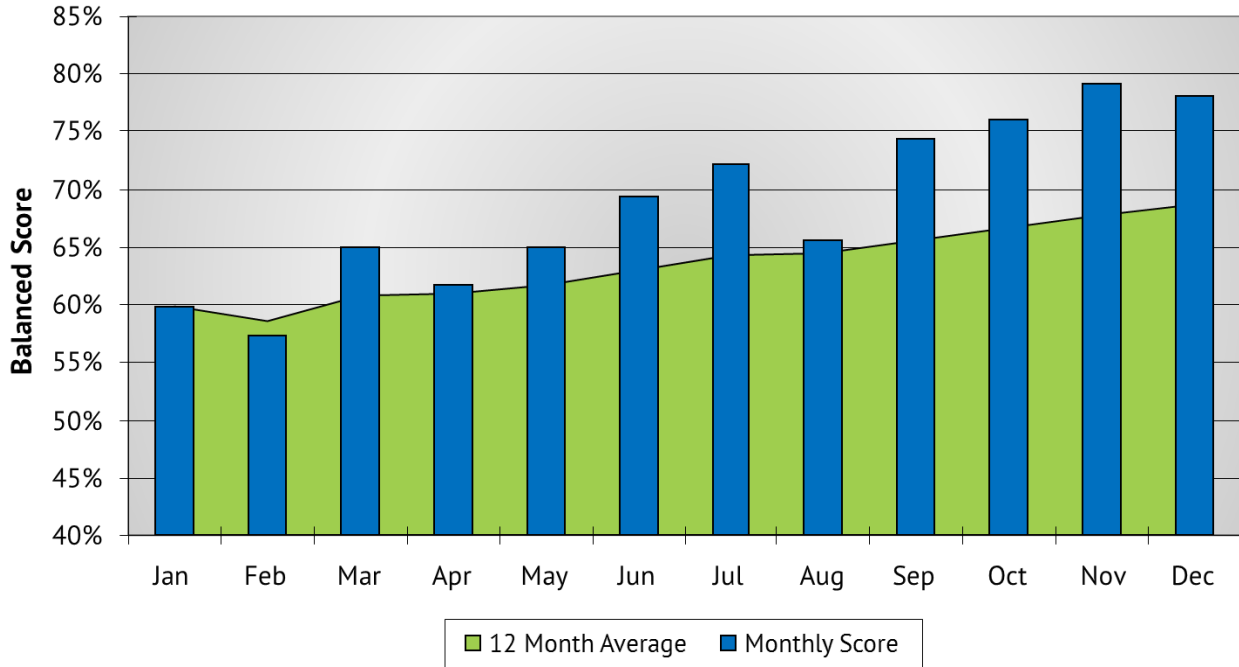
Tracking Your Balanced Score

By calculating your overall score for every month or every quarter, you can track and trend its performance over time. Charting and tracking your Balanced Score is an ideal way to ensure continuous improvement in your Service Desk!

Consider this real data from a few years ago. One of MetricNet's clients simply updated their scorecard every month, as shown in the chart below. The blue bars in the chart represent the monthly Balanced Scores, while the green background represents the 12-month trailing trend in scorecard performance.

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

Balanced Score Trend



Benchmarking the Balanced Score

The Balanced Score is the single most useful performance indicator for comparing Service Desks. The chart on the next page graphs the Balanced Scores for all Service Desks included in this report’s benchmark data. The red line shows the average overall performance level.

Benchmarking the Balanced Score (continued)

SAMPLE

Benchmarking the Balanced Score (continued)

The next three pages list the Balanced Score for each Service Desk in the benchmark. They also list each Service Desk's performance for each of the six KPIs used to calculate the Balanced Score. The data records are listed in rank order, from the best Balanced Score (record #XX) to the worst (record #XX). If you want to see what any other Service Desk's score looks like compared to yours, you can use this list.

SAMPLE

SAMPLE

SAMPLE

Benchmarking the Balanced Score (continued)

The next three pages show the rankings for each KPI in the scorecard. The column for each KPI has the performance levels listed in rank order, from best (top row) to worst (bottom row). This is the same data you saw in the previous list. But in this list it is not tied together by individual Service Desk data records. Instead, each KPI is ranked on its own. This allows you to look at your performance for any given metric on the scorecard and see how you stack up against other Outsourced Service Desks in the United States.

SAMPLE

SAMPLE

SAMPLE

Benchmarking the Balanced Score (continued)

For a graphical benchmark of each individual metric in the scorecard, see the following section of this report. It contains charts for all 6 KPIs. The red line in each chart represents the average performance within the benchmark peer group, for you to compare against your own Service Desk's performance. You can jump to the charts for the six KPIs using these links (each of those charts has links above it that you can use to return to this page or to jump to the next scorecard-KPI chart):

- ✓ [Average Price per Voice Contact](#)
- ✓ [Voice Customer Satisfaction](#)
- ✓ [Voice Analyst Utilization](#)
- ✓ [Net First Contact Resolution Rate](#)
- ✓ [Analyst Job Satisfaction](#)
- ✓ [Average Speed of Answer](#)

We always organize these charts from left to right so that good performance is on the left and bad performance is on the right. In some cases, such as Price, you'll notice an ascending distribution because lower numbers are better. In other cases, such as customer satisfaction, you will see a descending distribution because higher numbers are better.



DETAILED BENCHMARKING DATA

Detailed Benchmarking Data

Price Metrics

Average Price per Voice Contact

Definition: Average Price per Voice Contact is the total annual price paid to outsourcer for the voice channel divided by the annual contact volume of the Service Desk originating in the voice channel.

$$\text{Average Cost per Voice Contact} = \frac{\text{Annual price paid to outsourcer for voice}}{\text{Annual inbound voice contact volume}}$$

Why it's important: Price per Contact is one of the most important Service Desk metrics. It is a measure of how efficiently your Service Desk's voice channel is operating. A higher-than-average 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 Service Desk should track and trend Average Price per Voice Contact on a monthly basis.

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

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

Average Price per Voice Contact (continued)

[return to page 34](#) | [next scorecard KPI](#)

SAMPLE

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 Price 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 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
- ✓ Analyst Job Satisfaction
- ✓ New Analyst Training Hours
- ✓ Annual Analyst Training Hours

Voice Customer Satisfaction (continued)

[return to page 34](#) | [next scorecard KPI](#)

SAMPLE

Voice Quality Metrics (continued)

Net First Contact Resolution Rate

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

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

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

Net First Contact Resolution Rate (continued)

[return to page 34](#) | [next scorecard KPI](#)

SAMPLE

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 44.)

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

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 Price per Voice Contact
- ✓ Average Price per Voice Minute
- ✓ Analyst Occupancy
- ✓ Average Speed of Answer

Voice Analyst Utilization (continued)

[return to page 34](#) | [next scorecard KPI](#)

SAMPLE

Voice Analyst Utilization Defined

- ✔ Voice Analyst Utilization is a measure of the actual time that voice Analysts spend providing direct customer service 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.

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

Example: Service Desk 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

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

Voice 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 30 Seconds
- ✓ Voice Analyst Utilization

Average Speed of Answer (ASA) (continued)

[return to page 34 \(list of scorecard KPIs\)](#)

SAMPLE

Analyst Metrics

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.

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

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 Price per Analyst-Assisted Contact

SAMPLE

Important KPI Correlations

Voice Analyst Utilization vs. Average Price per Voice Contact

SAMPLE

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

SAMPLE

Net First Contact Resolution Rate vs. Voice Customer Satisfaction

SAMPLE

Analyst Job Satisfaction vs. Voice Customer Satisfaction

SAMPLE

About MetricNet

[MetricNet, LLC](#) is the leading source of benchmarks, scorecards, and performance metrics for Information Technology and Service Desk Professionals worldwide. Our mission is to provide you with the benchmarks you need to run your business more effectively.

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

In addition to our [industry benchmarks](#), such as this report, MetricNet also offers:

- ✔ [The One Year Path to World-Class Performance](#), a continuous Service Desk improvement program.
- ✔ [Benchmarking data files](#) for those who wish to conduct their own benchmarking analysis.
- ✔ Comprehensive [peer group benchmarks](#) that compare your performance to others in your vertical market.

Free Resources

Every month, MetricNet presents a live training webcast. Thousands of professionals attend each year and many of our clients have their entire teams attend. These events are a great way to boost Annual Analyst Training Hours! Topics include Service Desk Best Practices and KPIs, Desktop Support Best Practices and KPIs, Service Desk 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 Service Desk professionals. Each resource is available to download in PDF format. Browse our [resource library](#).

Our Clients ▶

and benchmarking partners

