Service Desk Industry Benchmark

In-house/Insourced Service Desks

MetricNet
Performance Benchmarking

Report Contents

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Benchmarking Overview

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MetricNet™
Performance Benchmarking

The Benchmarking Methodology

Your Service Desk Performance

COMPARE

Performance of Benchmarking Peer Group

Determine How Best in Class Achieve Superiority

Adopt Selected Practices of Best in Class

Build a Sustainable Competitive Advantage

The ultimate objective of benchmarking
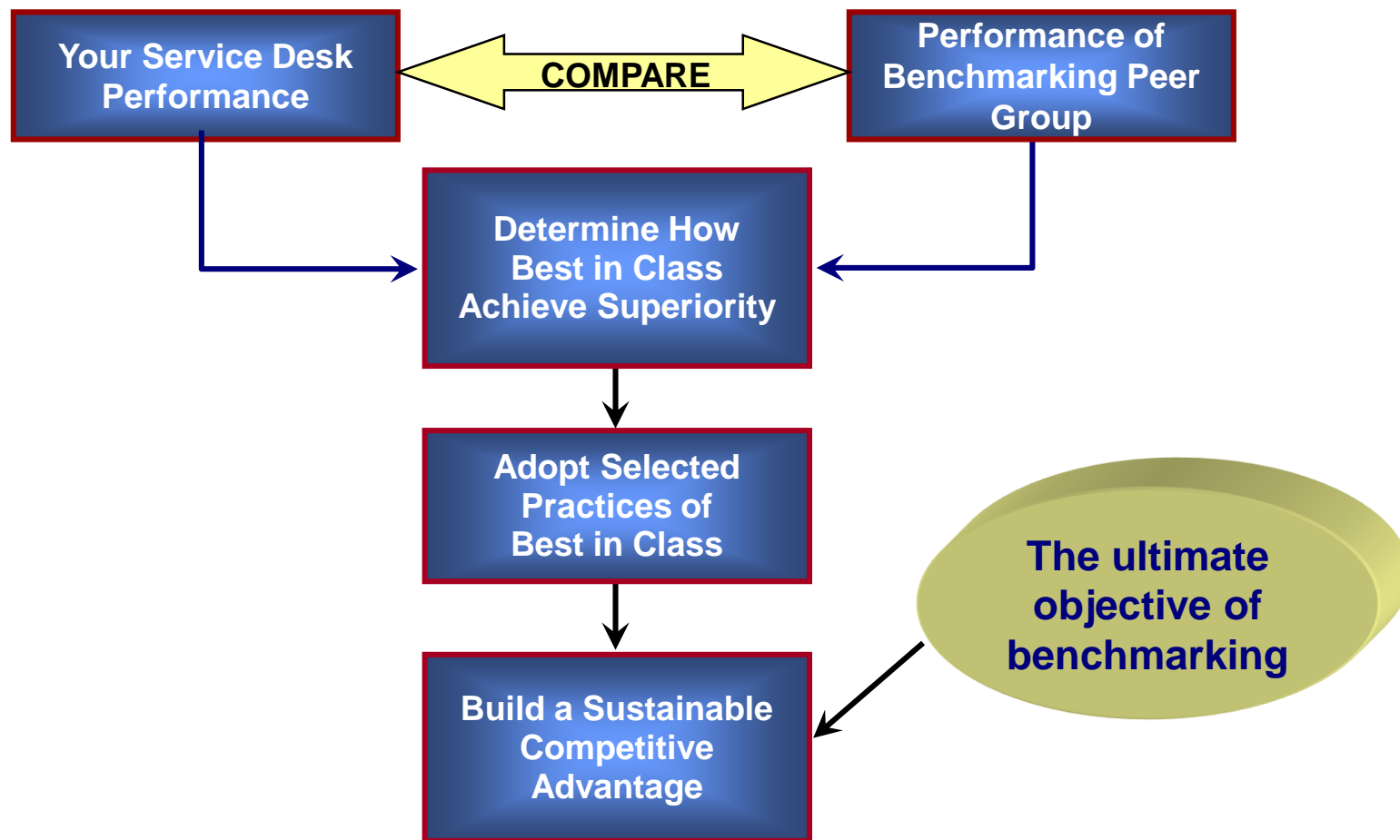
Read MetricNet's whitepaper on *Service Desk Benchmarking*. Go to www.metricnet.com to receive your copy!

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Summary of Included Benchmarking Metrics

Cost

- ❑ Cost per Inbound Contact
- ❑ Cost per Minute of Inbound Handle Time
- ❑ Net Level 1 Resolution Rate

Quality

- ❑ Customer Satisfaction
- ❑ Net First Contact Resolution Rate
- ❑ Call Quality

Productivity

- ❑ Agent Utilization
- ❑ Inbound Contacts per Agent per Month
- ❑ Outbound Contacts per Agent per Month
- ❑ Agents as a % of Total Headcount

Agent

- ❑ Annual Agent Turnover
- ❑ Daily Agent Absenteeism
- ❑ Agent Occupancy
- ❑ Agent Schedule Adherence
- ❑ New Agent Training Hours
- ❑ Annual Agent Training Hours
- ❑ Agent Tenure (months)
- ❑ Agent Job Satisfaction

Service Level

- ❑ Average Speed of Answer (ASA)
- ❑ % of Calls Answered in 30 seconds
- ❑ Call Abandonment Rate

Call Handling

- ❑ Inbound Contact Handle Time
- ❑ Inbound Contacts as a % of Total Contacts
- ❑ User Self-Service Completion Rate

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MetricNet's Benchmarking Database is Global

More than 1,900 Service Desk Benchmarks

Global Database

30 Key Performance Indicators

Nearly 80 Industry Best Practices

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# Characteristics of a World-Class Service Desk

- ❑ Service Desk consistently exceeds customer expectations
  - Result is high levels of customer satisfaction
  - Call quality is consistently high

- ❑ Costs are managed at or below industry average levels
  - Cost per contact below average
  - High Level 1 Resolution Rate Minimizes Total Cost of Ownership (TCO)

- ❑ Service Desk follows industry best practices
  - Industry best practices are defined and documented
  - Service Desk follows industry best practices

- ❑ Every transaction adds value
  - A positive customer experience
  - Drives a positive view of IT overall

The Goal of Benchmarking
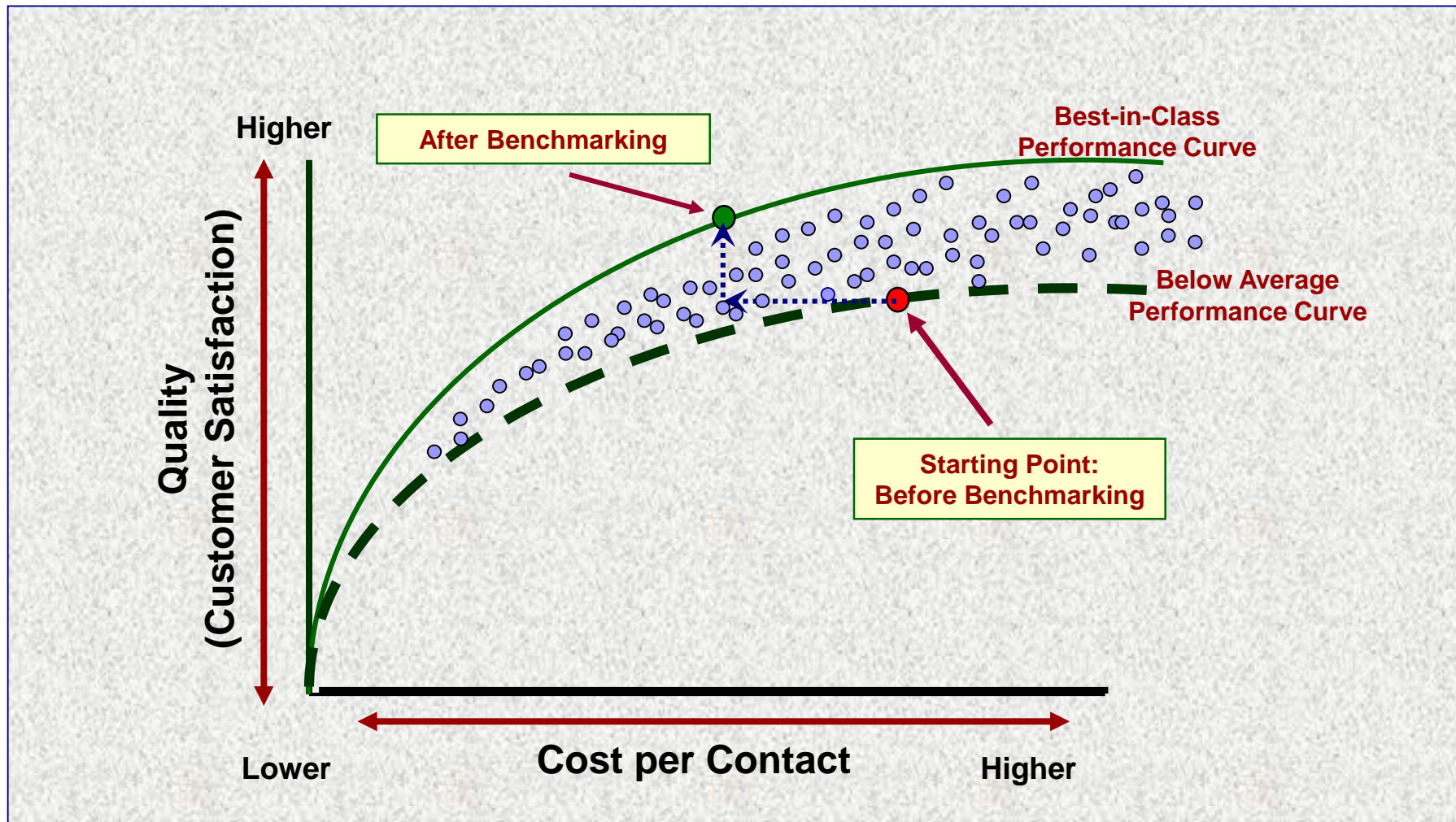
KPI Statistics and Quartiles

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Benchmarking KPI Performance Summary

Metric Type	Key Performance Indicator (KPI)	Peer Group Statistics			
		Average	Min	Median	Max
Cost	Cost per Inbound Contact	$4.83	$0.05	$3.73	$17.45
	Cost per Minute of Handle Time	$0.41	$0.00	$0.28	$2.60
	Net Level 1 Resolution Rate	84.2%	51.9%	87.2%	99.4%
Productivity	Agent Utilization	45.9%	20.4%	46.0%	69.3%
	Inbound Contacts per Agent per Month	560	210	555	899
	Outbound Contacts per Agent per Month	346	100	352	599
	Agents as a % of Total Headcount	59.3%	41.0%	58.4%	77.2%
Service Level	Average Speed of Answer (ASA) (sec)	112	2	127	216
	% of Calls Answered in 30 Seconds	51.2%	10.1%	54.8%	87.9%
	Call Abandonment Rate	7.4%	1.0%	7.3%	13.7%
Quality	Customer Satisfaction	76.2%	50.0%	76.8%	97.4%
	Net First Contact Resolution Rate	69.1%	41.0%	69.4%	95.4%
	Call Quality	74.2%	50.8%	73.3%	98.6%
Agent	Annual Agent Turnover	41.1%	0.7%	43.6%	78.8%
	Daily Agent Absenteeism	10.3%	1.1%	10.2%	19.8%
	Agent Occupancy	65.8%	35.0%	63.2%	97.4%
	Agent Schedule Adherence	56.8%	21.0%	55.3%	88.7%
	New Agent Training Hours	194	22	191	396
	Annual Agent Training Hours	56	0	43	174
	Agent Tenure (months)	38.0	3.1	26.7	137.0
	Agent Job Satisfaction	71.2%	46.6%	69.6%	91.9%
Contact Handling	Inbound Contact Handle Time	14.39	3.78	15.06	24.96
	Inbound Contacts as a % of Total Contacts	71.5%	30.5%	78.6%	100.0%
	User Self-Service Completion Rate	18.1%	1.6%	17.2%	36.6%

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Quartile Rankings: Cost and Productivity Metrics

Cost Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Cost per Contact	$0.05 $1.91	$1.91 $3.73	$3.73 $6.83	$6.83 $17.45
Cost per Minute of Handle Time	$0.00 $0.14	$0.14 $0.28	$0.28 $0.57	$0.57 $2.60
Net Level 1 Resolution Rate	99.4% 93.2%	93.2% 87.2%	87.2% 76.2%	76.2% 51.9%

Productivity Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Agent Utilization	69.3% 59.9%	59.9% 46.0%	46.0% 36.9%	36.9% 20.4%
Inbound Contacts per Agent per Month	899 741	741 555	555 397	397 210
Outbound Contacts per Agent per Month	599 459	459 352	352 218	218 100
Agents as a % of Total Headcount	77.2% 66.8%	66.8% 58.4%	58.4% 52.1%	52.1% 41.0%

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Quartile Rankings: Service Level and Quality Metrics

Service Level Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Speed of Answer (seconds)	2 — 61	61 — 127	127 — 163	163 — 216
% Answered in 30 Seconds	87.9% — 70.5%	70.5% — 54.8%	54.8% — 33.4%	33.4% — 10.1%
Call Abandonment Rate	1.0% — 4.1%	4.1% — 7.3%	7.3% — 11.1%	11.1% — 13.7%

Quality Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Customer Satisfaction (%)	97.4% — 88.3%	88.3% — 76.8%	76.8% — 66.0%	66.0% — 50.0%
Net First Contact Resolution Rate	95.4% — 81.2%	81.2% — 69.4%	69.4% — 55.2%	55.2% — 41.0%
Call Quality	98.6% — 86.5%	86.5% — 73.3%	73.3% — 64.2%	64.2% — 50.8%

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Quartile Rankings: Agent Metrics

Agent Performance Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Annual Agent Turnover (%)	0.7% 26.7%	26.7% 43.6%	43.6% 60.5%	60.5% 78.8%
Daily Agent Absenteeism (%)	1.1% 5.3%	5.3% 10.2%	10.2% 15.2%	15.2% 19.8%
Agent Occupancy	97.4% 84.6%	84.6% 63.2%	63.2% 50.0%	50.0% 35.0%
Agent Schedule Adherence	88.7% 72.4%	72.4% 55.3%	55.3% 44.0%	44.0% 21.0%
New Agent Training Hours	396 269	269 191	191 89	89 22
Annual Agent Training Hours	174 84	84 43	43 19	19 0
Agent Tenure (months)	137.0 44.8	44.8 26.7	26.7 19.1	19.1 3.1
Agent Job Satisfaction	91.9% 81.0%	81.0% 69.6%	69.6% 63.5%	63.5% 46.6%

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Quartile Rankings: Contact Handling Metrics

Contact Handling Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Inbound Contact Handle Time (minutes)	3.78 8.49	8.49 15.06	15.06 20.08	20.08 24.96
Inbound Contacts as a % of Total Contacts	100.0% 94.2%	94.2% 78.6%	78.6% 48.6%	48.6% 30.5%
User Self-Service Completion Rate	36.6% 25.9%	25.9% 17.2%	17.2% 10.5%	10.5% 1.6%

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Cost vs. Quality for North American Service Desks

Quality (Effectiveness)

Higher Quality

Lower Quality

Middle Quartiles
Effective *but not* Efficient

Top Quartile
Efficient *and* Effective

Lower Quartile

Middle Quartiles
Efficient *but not* Effective

◆ World-Class Performance

◇ Benchmarking Database

Higher Cost ⟵⟶ Lower Cost

Cost (Efficiency)

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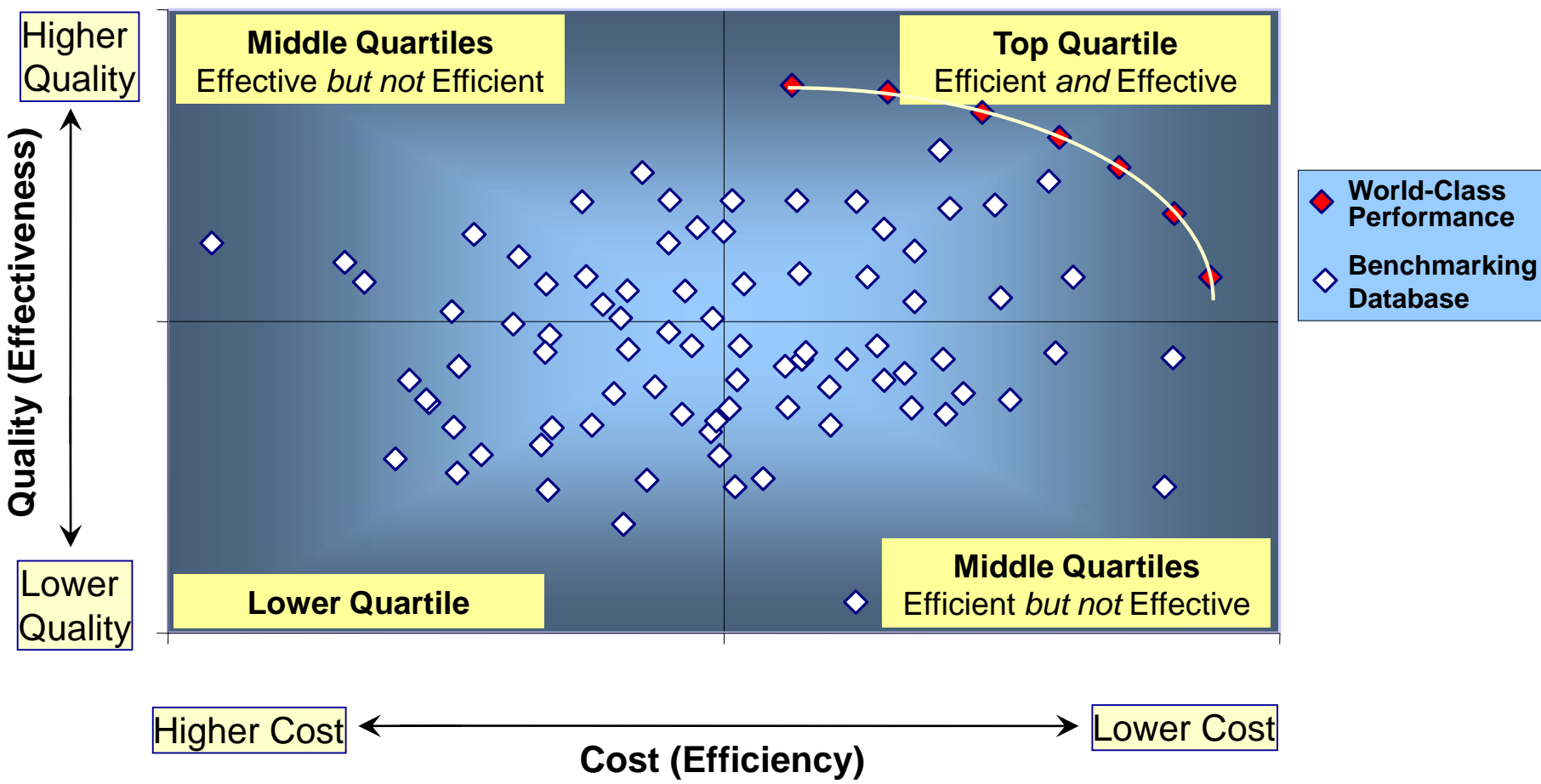
Benchmarking Scorecard and Rankings

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The Service Desk Scorecard: An Overview

- The Service Desk scorecard employs a methodology that produces a single, all-inclusive measure of Service Desk performance

- It combines cost, quality, productivity, service level, and contact handling metrics into an overall performance indicator for a Service Desk

- Each score will range between 0 and 100%, and can be compared directly to the scores of other data records in the benchmark

- By computing an overall score on a monthly or quarterly basis, a Service Desk can track and trend its performance over time

- Charting and tracking the Service Desk score is an ideal way to ensure continuous improvement in a Service Desk!

The Service Desk Scorecard[*]

Performance Metric	Metric Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Minute of Handle Time	25.0%	$2.60	$0.00	$0.41	84.3%	21.1%
Customer Satisfaction	25.0%	50.0%	97.4%	76.2%	55.2%	13.8%
Agent Utilization	15.0%	20.4%	69.3%	45.9%	52.2%	7.8%
Net First Contact Resolution Rate	15.0%	41.0%	95.4%	69.1%	51.7%	7.8%
Agent Job Satisfaction	10.0%	46.6%	91.9%	71.2%	54.2%	5.4%
Average Speed of Answer	10.0%	216	2	112	48.5%	4.9%
Total	100.0%	N/A	N/A	N/A	N/A	60.7%

Step 1

Six critical performance metrics have been selected for the scorecard

Step 3

For each performance metric, the highest and lowest performance levels in the benchmark are recorded

Step 5

Your score for each metric is then calculated: (worst case – actual performance) / (worst case – best case) X 100

Database averages have been used in the "Your Performance" column to illustrate the mechanics of how the Scorecard is calculated.

Step 2

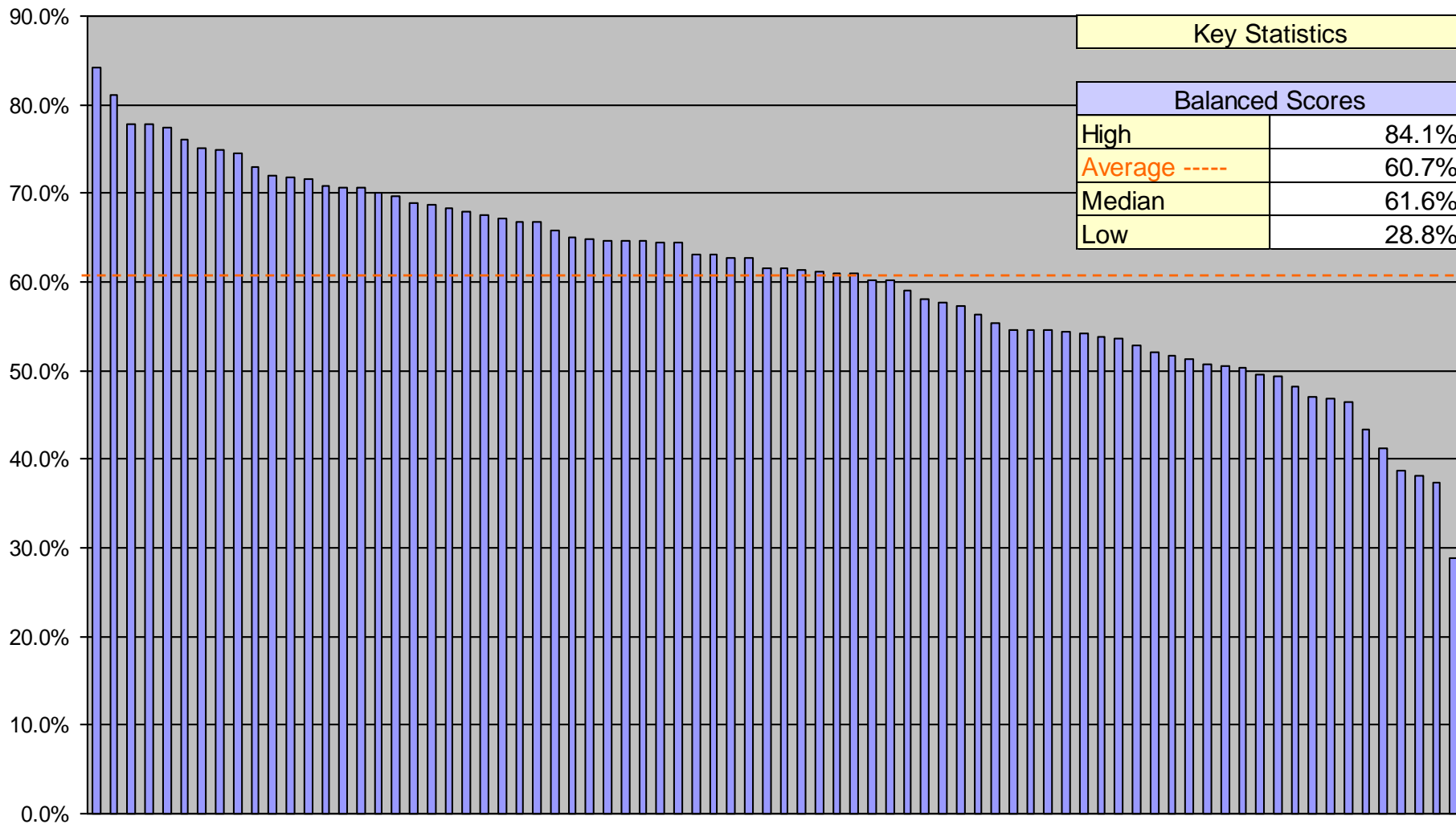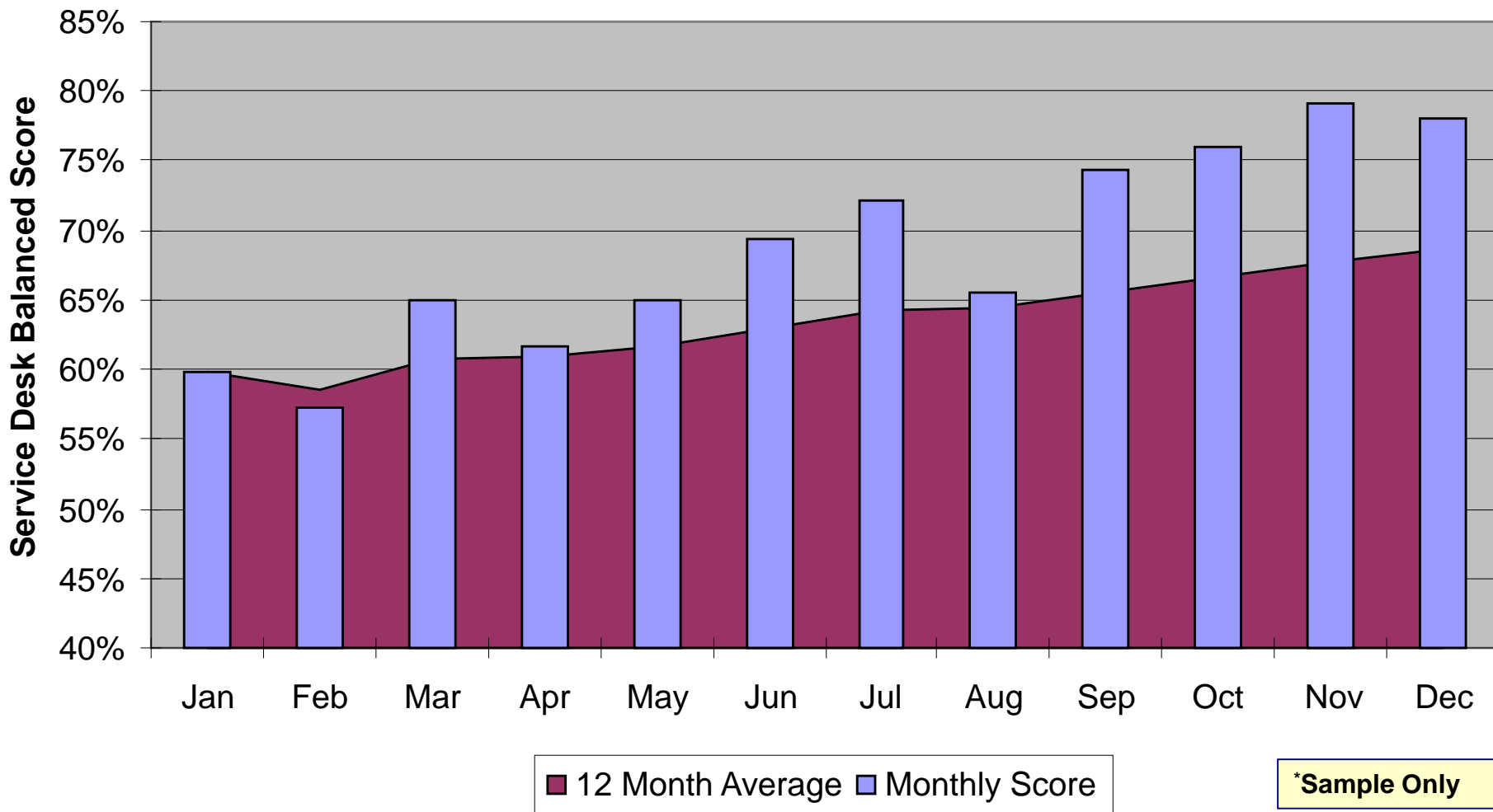Each metric has been weighted according to its relative importance

Step 4[*]

Your actual performance for each metric is recorded in this column

Step 6

Your balanced score for each metric is calculated: metric score X weighting

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Balanced Score Rankings

Key Statistics	
Balanced Scores	
High	84.1%
Average -----	60.7%
Median	61.6%
Low	28.8%

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The Service Desk Scorecard is Used to Track and Trend Performance*

Legend: ■ 12 Month Average ■ Monthly Score

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Scorecard Summary Data

- The next four pages illustrate the Balanced Score performance for each data record in the Benchmark

- The data records are listed in rank order, from best (record #60) to worst (record #62) based upon the balanced scores

Rankings by Balanced Score

					Scorecard Metrics			
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
1	60	$0.03	92.8%	66.1%	94.9%	65.7%	136	84.1%
2	13	$0.23	90.9%	64.7%	74.4%	77.1%	61	81.1%
3	4	$0.17	93.5%	47.2%	78.2%	80.0%	94	77.9%
4	31	$0.24	92.1%	63.0%	71.7%	86.8%	162	77.8%
5	42	$0.20	90.4%	39.1%	92.3%	90.9%	143	77.5%
6	21	$0.09	97.4%	61.5%	68.6%	68.4%	175	76.1%
7	20	$0.06	94.7%	44.0%	65.6%	67.9%	38	75.0%
8	27	$0.09	91.7%	61.3%	73.3%	68.5%	163	74.9%
9	67	$0.93	80.8%	60.0%	94.1%	76.1%	24	74.6%
10	65	$0.83	82.6%	64.8%	89.6%	91.9%	180	72.9%
11	78	$0.45	84.4%	59.4%	46.9%	90.7%	7	71.9%
12	17	$0.50	87.5%	41.5%	86.7%	91.3%	156	71.7%
13	66	$0.40	57.1%	67.6%	93.3%	82.3%	4	71.6%
14	3	$0.09	77.8%	66.5%	81.0%	53.1%	99	70.9%
15	5	$0.00	96.2%	36.7%	89.2%	59.1%	211	70.7%
16	8	$0.48	88.8%	50.9%	57.7%	81.3%	42	70.6%
17	71	$0.06	72.6%	69.0%	53.2%	88.6%	83	70.1%
18	22	$0.48	81.3%	68.1%	57.7%	85.1%	110	69.6%
19	37	$0.77	97.2%	52.7%	77.0%	63.4%	155	68.9%
20	63	$0.03	70.0%	45.4%	82.7%	85.3%	94	68.7%

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Rankings by Balanced Score (contd.)

								Scorecard Metrics
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
21	16	$0.20	91.4%	22.5%	72.5%	81.0%	79	68.2%
22	49	$0.21	95.9%	45.4%	76.2%	57.3%	196	67.9%
23	56	$0.37	87.8%	37.4%	84.9%	67.9%	126	67.6%
24	43	$0.64	71.1%	57.9%	90.8%	83.3%	132	67.2%
25	33	$0.31	75.8%	46.0%	71.6%	69.2%	3	66.9%
26	26	$1.04	75.1%	65.9%	81.3%	88.6%	128	66.7%
27	52	$0.09	74.2%	48.8%	70.8%	87.9%	154	65.8%
28	6	$0.15	68.0%	60.7%	95.4%	65.9%	207	65.1%
29	77	$0.03	70.8%	64.0%	67.1%	46.6%	33	64.8%
30	30	$0.19	78.1%	46.6%	49.5%	75.8%	5	64.7%
31	11	$0.35	71.1%	34.3%	92.0%	77.2%	71	64.6%
32	39	$0.21	88.5%	23.7%	95.3%	60.8%	170	64.6%
33	53	$0.67	84.7%	39.0%	78.6%	91.3%	179	64.5%
34	9	$0.31	96.5%	27.2%	80.8%	57.9%	165	64.5%
35	59	$0.66	75.0%	60.7%	55.2%	82.5%	65	63.1%
36	74	$0.16	94.4%	51.6%	54.6%	57.0%	204	63.1%
37	75	$0.62	86.1%	61.7%	50.8%	68.0%	117	62.8%
38	45	$0.68	89.6%	39.6%	87.6%	62.0%	191	62.7%
39	57	$0.00	54.5%	46.2%	84.1%	84.3%	85	61.6%
40	2	$0.10	81.4%	29.3%	60.6%	71.7%	61	61.5%

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Rankings by Balanced Score (contd.)

								Scorecard Metrics							
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
41	69	$0.17	85.8%	69.3%	48.3%	52.4%	198	61.4%
42	54	$0.88	90.6%	47.1%	64.0%	77.7%	179	61.1%
43	19	$0.61	75.3%	60.4%	76.8%	68.5%	183	61.0%
44	34	$0.02	77.8%	27.3%	66.5%	80.8%	115	60.9%
45	25	$0.60	73.2%	50.1%	86.2%	69.4%	169	60.3%
46	70	$0.15	79.5%	49.0%	51.6%	51.5%	40	60.1%
47	55	$0.23	89.8%	24.4%	48.1%	66.9%	55	59.0%
48	24	$0.33	81.1%	21.8%	62.8%	65.2%	18	58.0%
49	51	$0.25	87.5%	40.9%	49.0%	63.9%	151	57.7%
50	40	$0.14	63.9%	65.4%	41.9%	75.6%	89	57.4%
51	76	$0.41	71.6%	35.4%	69.3%	81.8%	137	56.3%
52	38	$0.23	68.0%	35.4%	70.2%	50.2%	12	55.3%
53	23	$0.44	74.2%	67.9%	47.7%	52.0%	141	54.6%
54	1	$0.56	54.8%	46.0%	89.6%	82.2%	144	54.6%
55	41	$0.13	55.5%	40.2%	85.2%	75.2%	145	54.5%
56	61	$0.88	59.5%	56.6%	72.0%	74.4%	66	54.3%
57	29	$0.24	78.2%	40.0%	60.8%	67.9%	208	54.1%
58	32	$0.01	83.4%	24.6%	53.1%	59.9%	135	53.9%
59	14	$0.22	93.7%	24.3%	46.7%	48.2%	118	53.6%
60	18	$1.28	83.6%	39.8%	51.7%	69.8%	35	52.9%
61	46	$0.42	55.9%	50.6%	68.6%	79.2%	133	52.0%

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Rankings by Balanced Score (contd.)

Scorecard Metrics								
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
62	36	$0.14	55.6%	57.6%	60.9%	69.0%	149	51.6%
63	48	$0.03	50.3%	51.7%	62.0%	78.9%	132	51.3%
64	15	$0.57	57.2%	39.5%	78.0%	64.3%	57	50.7%
65	44	$0.42	56.7%	38.5%	78.4%	79.3%	155	50.4%
66	35	$0.07	75.1%	21.1%	69.3%	67.9%	216	50.3%
67	47	$0.58	50.0%	38.2%	71.5%	83.8%	42	49.6%
68	73	$0.55	53.4%	41.2%	69.4%	62.9%	2	49.3%
69	50	$0.34	74.2%	20.5%	41.6%	66.2%	18	48.3%
70	12	$0.14	73.7%	20.4%	46.0%	78.4%	163	47.0%
71	72	$0.05	57.9%	55.4%	60.5%	55.1%	212	46.9%
72	64	$1.13	65.0%	53.1%	49.7%	68.3%	63	46.4%
73	58	$0.57	58.3%	44.3%	55.2%	48.0%	45	43.4%
74	68	$0.71	57.1%	23.1%	89.2%	47.5%	109	41.2%
75	7	$2.03	74.3%	25.1%	65.5%	56.5%	2	38.7%
76	28	$0.20	52.0%	28.9%	52.7%	79.8%	200	38.0%
77	10	$0.43	52.8%	29.5%	41.0%	71.5%	74	37.3%
78	62	$2.60	65.3%	38.2%	62.3%	70.6%	128	28.8%
Key Statistics	Average	$0.41	76.2%	45.9%	69.1%	71.2%	112	60.7%
	Max	$2.60	97.4%	69.3%	95.4%	91.9%	216	84.1%
	Min	$0.00	50.0%	20.4%	41.0%	46.6%	2	28.8%
	Median	$0.28	76.8%	46.0%	69.4%	69.6%	127	61.6%

Rank Ordering of Scorecard KPI's

- The next four pages show the ranking of each KPI in the scorecard

- Each KPI is listed in rank order, from best (top row), to worst (bottom row)

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Balanced Scorecard KPI Performance Rankings

Scorecard Metrics							
KPI Ranking	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
1	$0.00	97.4%	69.3%	95.4%	91.9%	2	84.1%
2	$0.00	97.2%	69.0%	95.3%	91.3%	2	81.1%
3	$0.01	96.5%	68.1%	94.9%	91.3%	3	77.9%
4	$0.02	96.2%	67.9%	94.1%	90.9%	4	77.8%
5	$0.03	95.9%	67.6%	93.3%	90.7%	5	77.5%
6	$0.03	94.7%	66.5%	92.3%	88.6%	7	76.1%
7	$0.03	94.4%	66.1%	92.0%	88.6%	12	75.0%
8	$0.03	93.7%	65.9%	90.8%	87.9%	18	74.9%
9	$0.05	93.5%	65.4%	89.6%	86.8%	18	74.6%
10	$0.06	92.8%	64.8%	89.6%	85.3%	24	72.9%
11	$0.06	92.1%	64.7%	89.2%	85.1%	33	71.9%
12	$0.07	91.7%	64.0%	89.2%	84.3%	35	71.7%
13	$0.09	91.4%	63.0%	87.6%	83.8%	38	71.6%
14	$0.09	90.9%	61.7%	86.7%	83.3%	40	70.9%
15	$0.09	90.6%	61.5%	86.2%	82.5%	42	70.7%
16	$0.09	90.4%	61.3%	85.2%	82.3%	42	70.6%
17	$0.10	89.8%	60.7%	84.9%	82.2%	45	70.1%
18	$0.13	89.6%	60.7%	84.1%	81.8%	55	69.6%
19	$0.14	88.8%	60.4%	82.7%	81.3%	57	68.9%
20	$0.14	88.5%	60.0%	81.3%	81.0%	61	68.7%

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Balanced Scorecard KPI Performance Rankings (contd.)

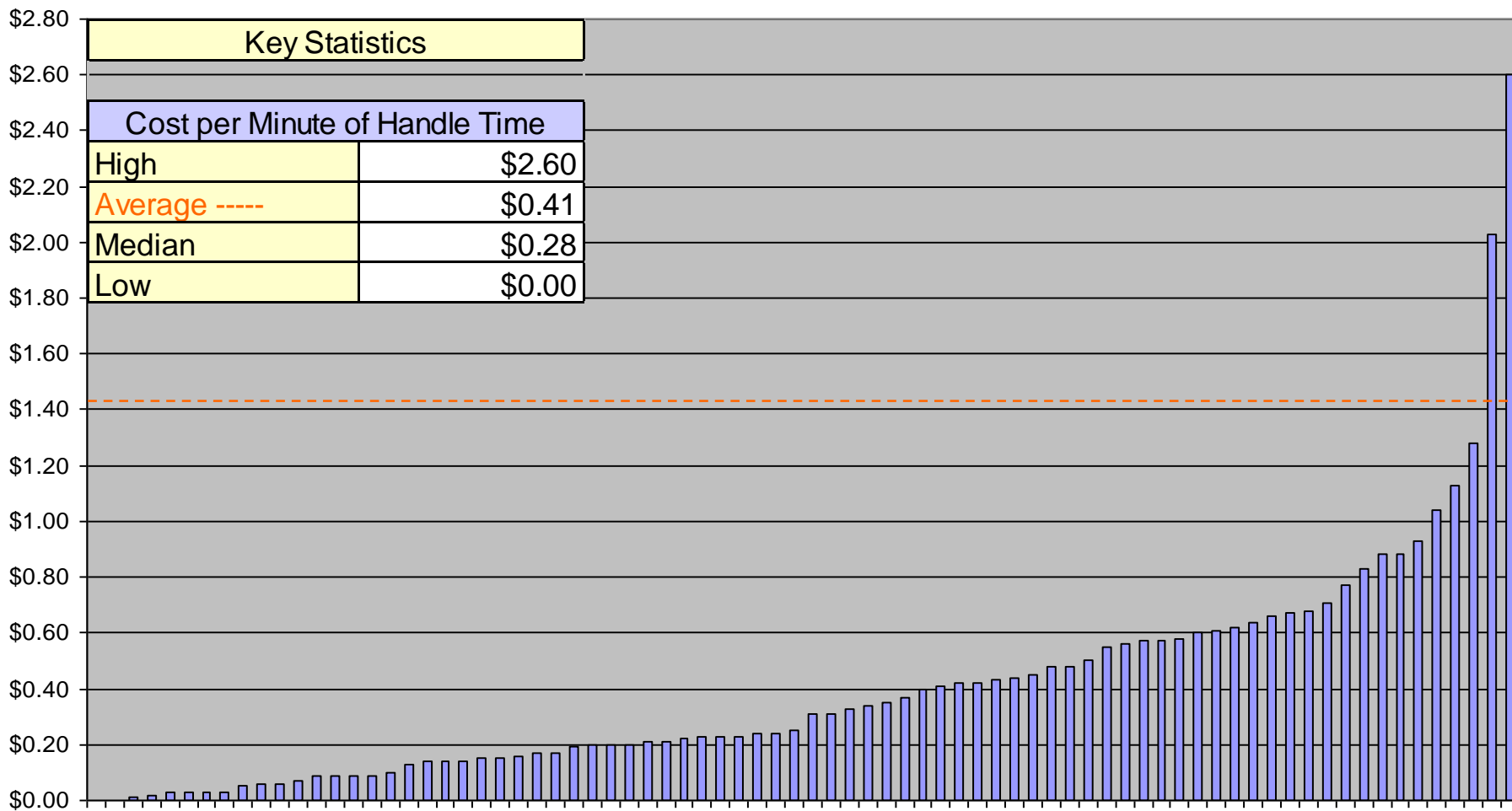| Scorecard Metrics							
KPI Ranking	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
21	$0.14	87.8%	59.4%	81.0%	80.8%	61	68.2%
22	$0.15	87.5%	57.9%	80.8%	80.0%	63	67.9%
23	$0.15	87.5%	57.6%	78.6%	79.8%	65	67.6%
24	$0.16	86.1%	56.6%	78.4%	79.3%	66	67.2%
25	$0.17	85.8%	55.4%	78.2%	79.2%	71	66.9%
26	$0.17	84.7%	53.1%	78.0%	78.9%	74	66.7%
27	$0.19	84.4%	52.7%	77.0%	78.4%	79	65.8%
28	$0.20	83.6%	51.7%	76.8%	77.7%	83	65.1%
29	$0.20	83.4%	51.6%	76.2%	77.2%	85	64.8%
30	$0.20	82.6%	50.9%	74.4%	77.1%	89	64.7%
31	$0.21	81.4%	50.6%	73.3%	76.1%	94	64.6%
32	$0.21	81.3%	50.1%	72.5%	75.8%	94	64.6%
33	$0.22	81.1%	49.0%	72.0%	75.6%	99	64.5%
34	$0.23	80.8%	48.8%	71.7%	75.2%	109	64.5%
35	$0.23	79.5%	47.2%	71.6%	74.4%	110	63.1%
36	$0.23	78.2%	47.1%	71.5%	71.7%	115	63.1%
37	$0.24	78.1%	46.6%	70.8%	71.5%	117	62.8%
38	$0.24	77.8%	46.2%	70.2%	70.6%	118	62.7%
39	$0.25	77.8%	46.0%	69.4%	69.8%	126	61.6%
40	$0.31	75.8%	46.0%	69.3%	69.4%	128	61.5%

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Balanced Scorecard KPI Performance Rankings (contd.)

				Scorecard Metrics			
KPI Ranking	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
41	$0.31	75.3%	45.4%	69.3%	69.2%	128	61.4%
42	$0.33	75.1%	45.4%	68.6%	69.0%	132	61.1%
43	$0.34	75.1%	44.3%	68.6%	68.5%	132	61.0%
44	$0.35	75.0%	44.0%	67.1%	68.5%	133	60.9%
45	$0.37	74.3%	41.5%	66.5%	68.4%	135	60.3%
46	$0.40	74.2%	41.2%	65.6%	68.3%	136	60.1%
47	$0.41	74.2%	40.9%	65.5%	68.0%	137	59.0%
48	$0.42	74.2%	40.2%	64.0%	67.9%	141	58.0%
49	$0.42	73.7%	40.0%	62.8%	67.9%	143	57.7%
50	$0.43	73.2%	39.8%	62.3%	67.9%	144	57.4%
51	$0.44	72.6%	39.6%	62.0%	67.9%	145	56.3%
52	$0.45	71.6%	39.5%	60.9%	66.9%	149	55.3%
53	$0.48	71.1%	39.1%	60.8%	66.2%	151	54.6%
54	$0.48	71.1%	39.0%	60.6%	65.9%	154	54.6%
55	$0.50	70.8%	38.5%	60.5%	65.7%	155	54.5%
56	$0.55	70.0%	38.2%	57.7%	65.2%	155	54.3%
57	$0.56	68.0%	38.2%	57.7%	64.3%	156	54.1%
58	$0.57	68.0%	37.4%	55.2%	63.9%	162	53.9%
59	$0.57	65.3%	36.7%	55.2%	63.4%	163	53.6%
60	$0.58	65.0%	35.4%	54.6%	62.9%	163	52.9%

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Balanced Scorecard KPI Performance Rankings (contd.)

Scorecard Metrics							
KPI Ranking	**Cost per Minute of Handle Time**	**Customer Satisfaction**	**Agent Utilization**	**Net First Contact Resolution Rate**	**Agent Job Satisfaction**	**Average Speed of Answer**	**Total Balanced Score**
61	$0.60	63.9%	35.4%	53.2%	62.0%	165	52.0%
62	$0.61	59.5%	34.3%	53.1%	60.8%	169	51.6%
63	$0.62	58.3%	29.5%	52.7%	59.9%	170	51.3%
64	$0.64	57.9%	29.3%	51.7%	59.1%	175	50.7%
65	$0.66	57.2%	28.9%	51.6%	57.9%	179	50.4%
66	$0.67	57.1%	27.3%	50.8%	57.3%	179	50.3%
67	$0.68	57.1%	27.2%	49.7%	57.0%	180	49.6%
68	$0.71	56.7%	25.1%	49.5%	56.5%	183	49.3%
69	$0.77	55.9%	24.6%	49.0%	55.1%	191	48.3%
70	$0.83	55.6%	24.4%	48.3%	53.1%	196	47.0%
71	$0.88	55.5%	24.3%	48.1%	52.4%	198	46.9%
72	$0.88	54.8%	23.7%	47.7%	52.0%	200	46.4%
73	$0.93	54.5%	23.1%	46.9%	51.5%	204	43.4%
74	$1.04	53.4%	22.5%	46.7%	50.2%	207	41.2%
75	$1.13	52.8%	21.8%	46.0%	48.2%	208	38.7%
76	$1.28	52.0%	21.1%	41.9%	48.0%	211	38.0%
77	$2.03	50.3%	20.5%	41.6%	47.5%	212	37.3%
78	$2.60	50.0%	20.4%	41.0%	46.6%	216	28.8%
Average	$0.41	76.2%	45.9%	69.1%	71.2%	112	60.7%
Max	$2.60	97.4%	69.3%	95.4%	91.9%	216	84.1%
Min	$0.00	50.0%	20.4%	41.0%	46.6%	2	28.8%
Median	$0.28	76.8%	46.0%	69.4%	69.6%	127	61.6%

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Scorecard Metrics: Cost per Minute of Handle Time

Key Statistics

Cost per Minute of Handle Time	
High	$2.60
Average -----	$0.41
Median	$0.28
Low	$0.00

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Scorecard Metrics: Customer Satisfaction
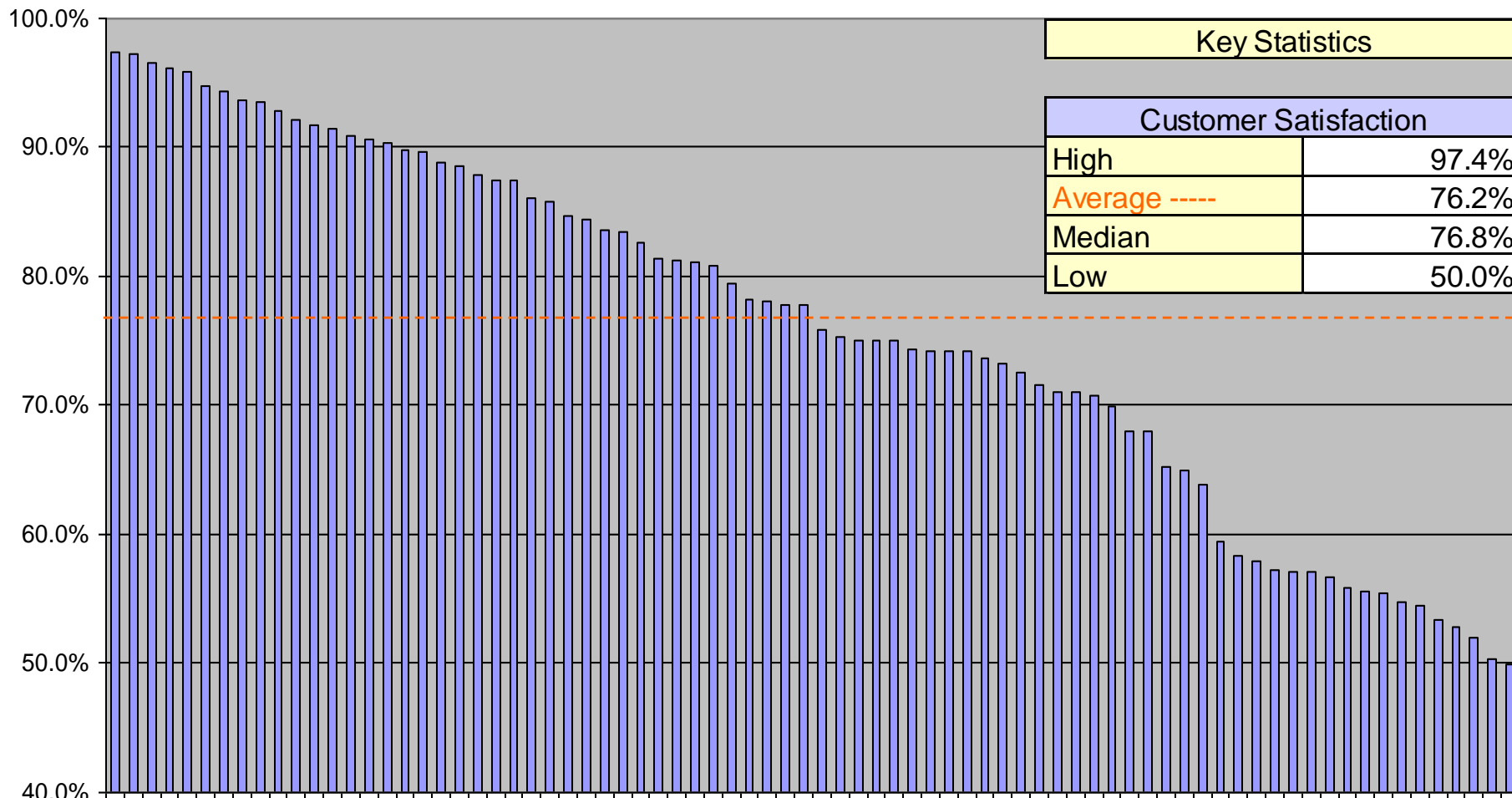
Key Statistics	
Customer Satisfaction	
High	97.4%
Average -----	76.2%
Median	76.8%
Low	50.0%

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Scorecard Metrics: Agent Utilization

Key Statistics	
Agent Utilization	
High	69.3%
Average -----	45.9%
Median	46.0%
Low	20.4%

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Scorecard Metrics: Net First Contact Resolution Rate

Key Statistics	
Net First Contact Resolution Rate	
High	95.4%
Average -----	69.1%
Median	69.4%
Low	41.0%

Scorecard Metrics: Agent Job Satisfaction

Key Statistics	
Agent Job Satisfaction	
High	91.9%
Average -----	71.2%
Median	69.6%
Low	46.6%

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Scorecard Metrics: Average Speed of Answer

Key Statistics	
Average Speed of Answer	
High	216
Average -----	112.1
Median	127.0
Low	2
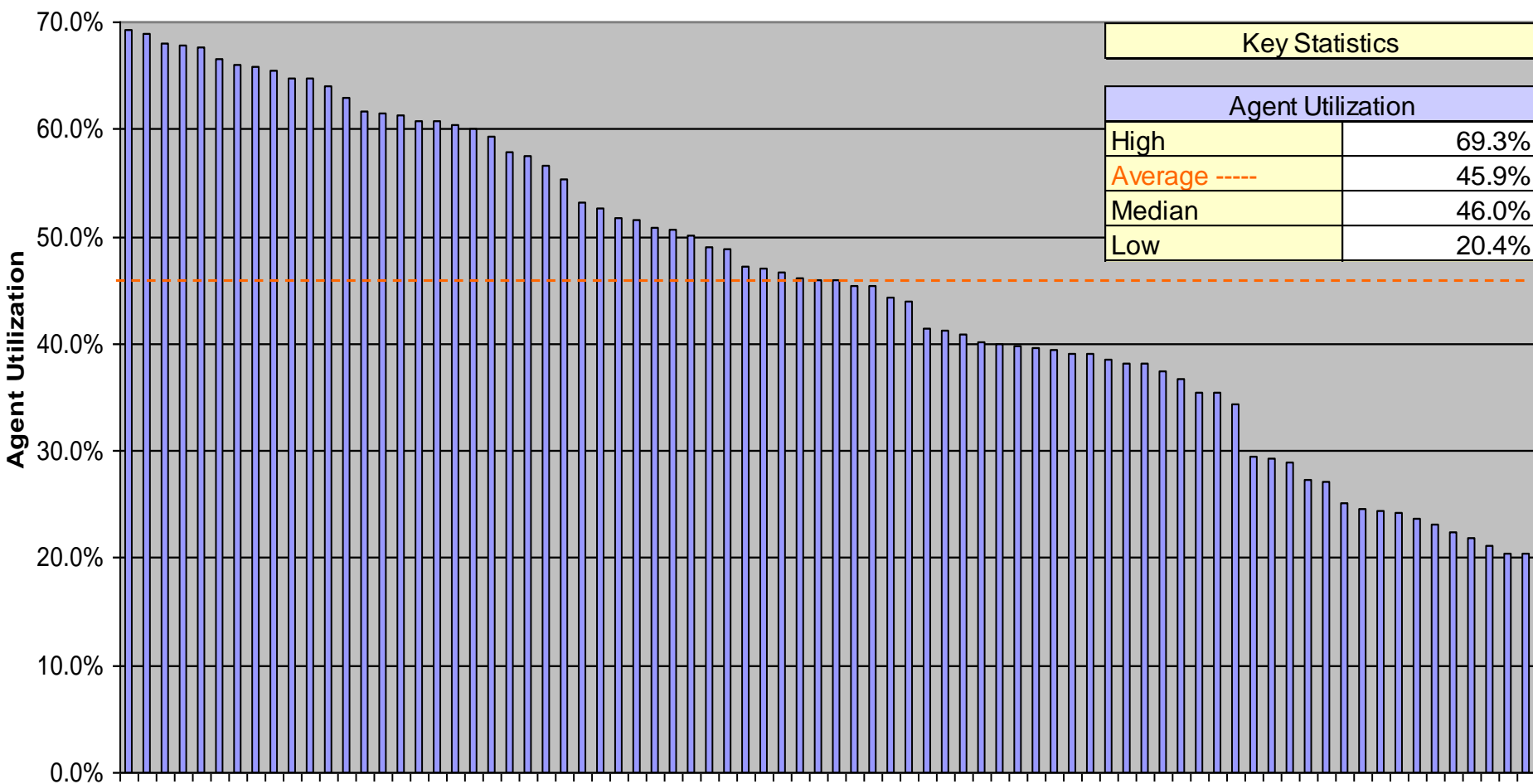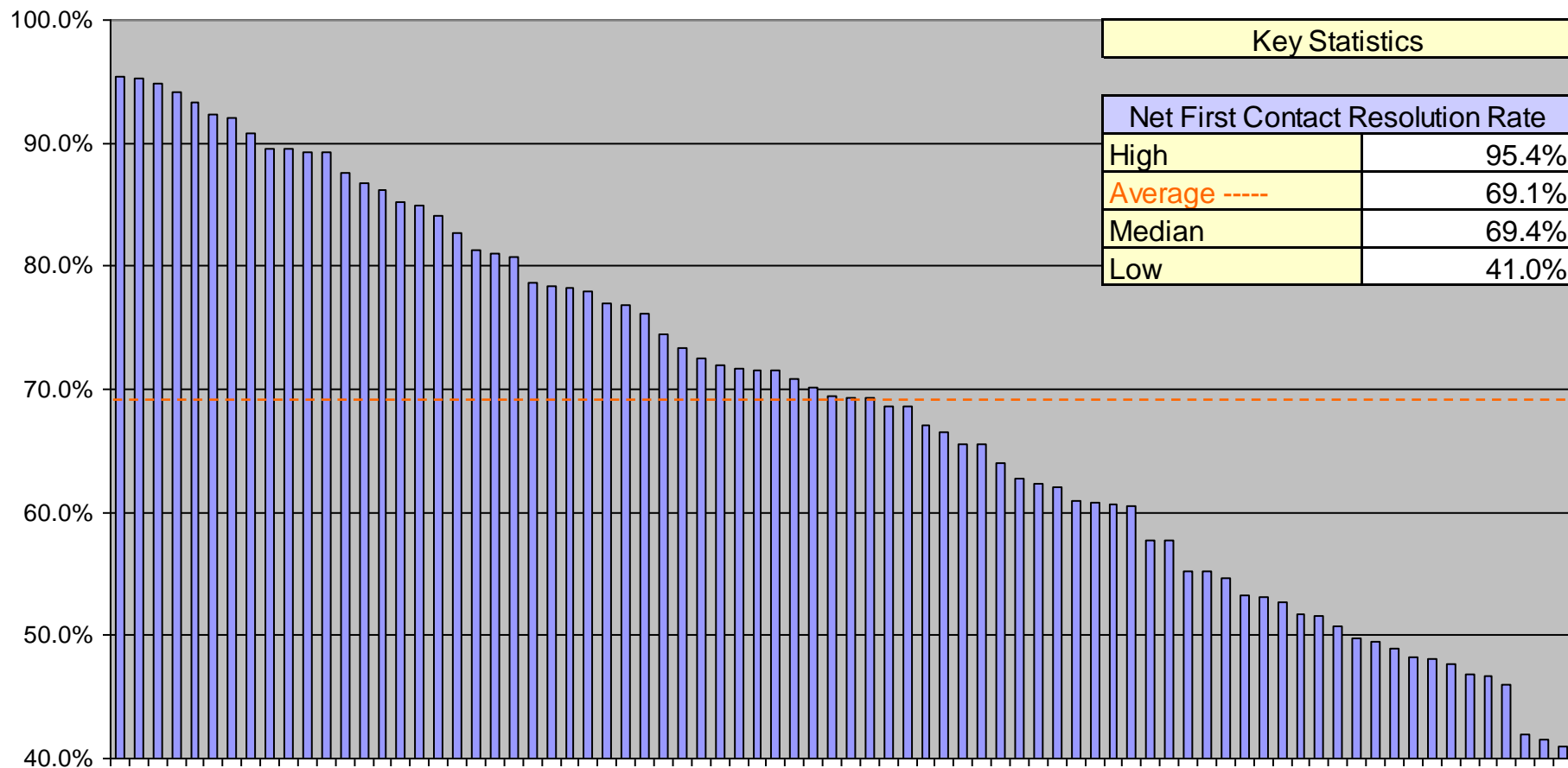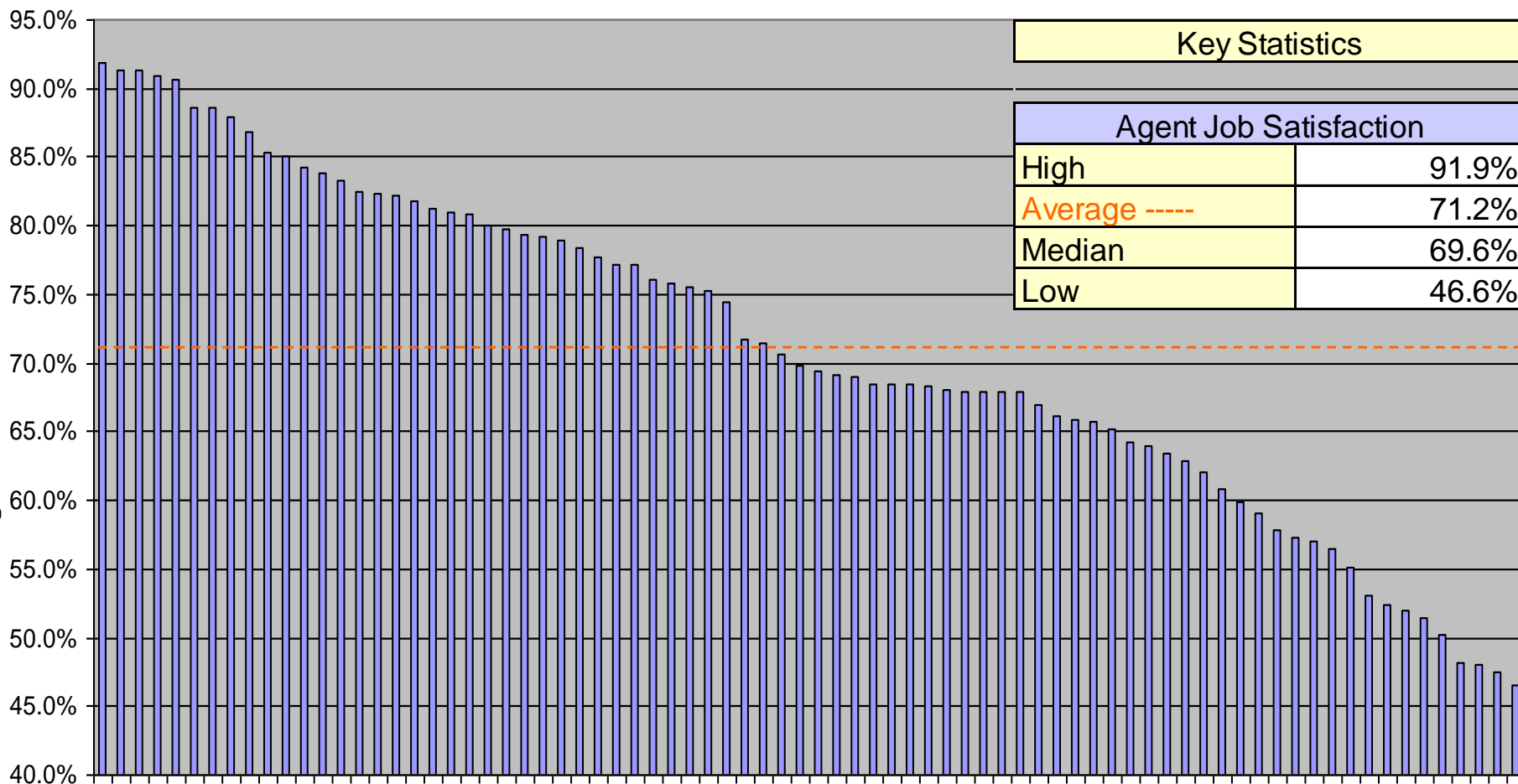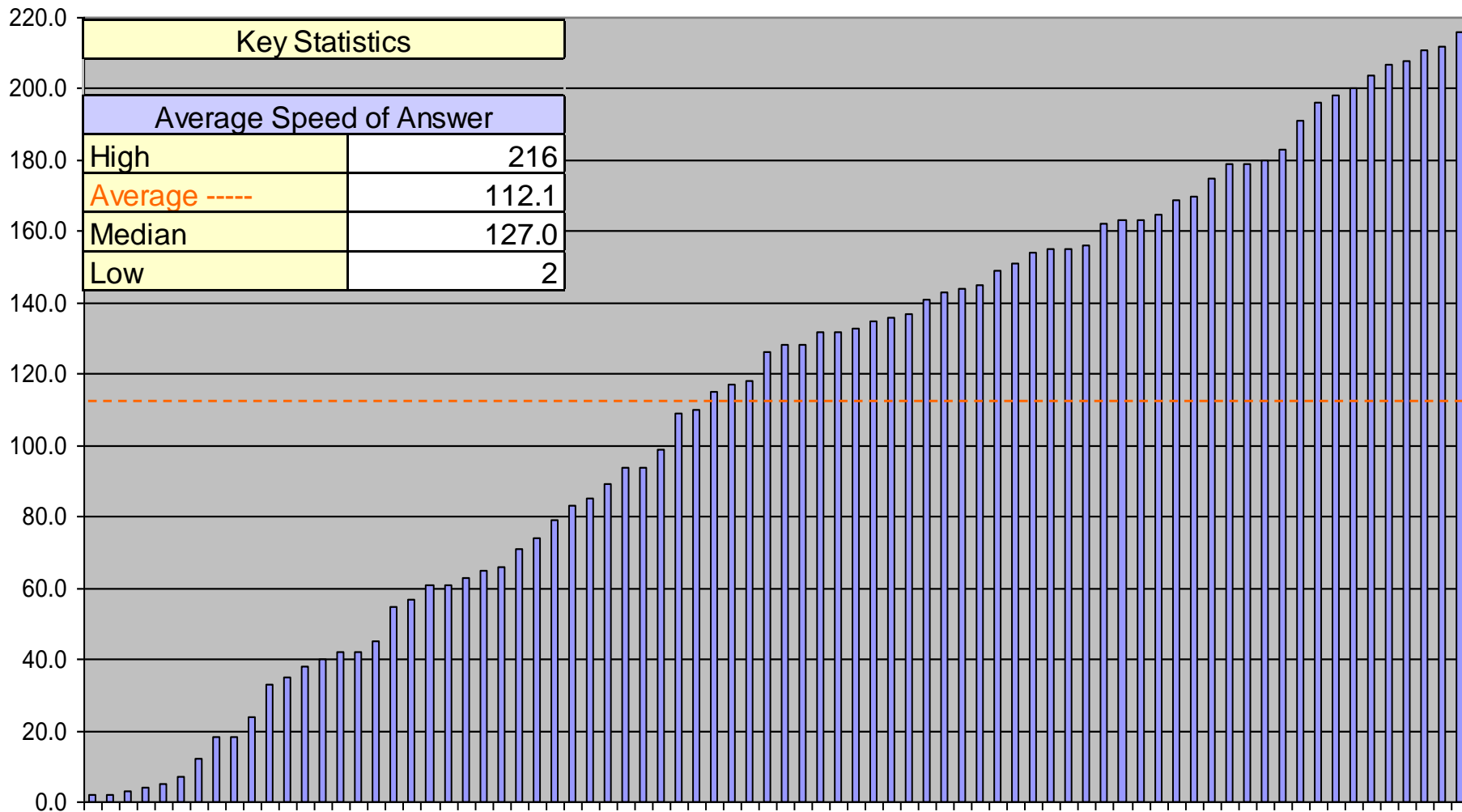
Detailed Benchmarking Data

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Cost Metrics

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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, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses. Contact volume includes contacts from all sources: live voice, voice mail, Email, web, fax, etc.

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
- First Contact Resolution Rate
- Contact Handle Time
- Self-Serve Completion Rate
- Average Speed of Answer

Cost Metrics: Cost per Inbound Contact

Key Statistics	
Cost per Inbound Contact	
High	$17.45
Average -----	$4.83
Median	$3.73
Low	$0.05

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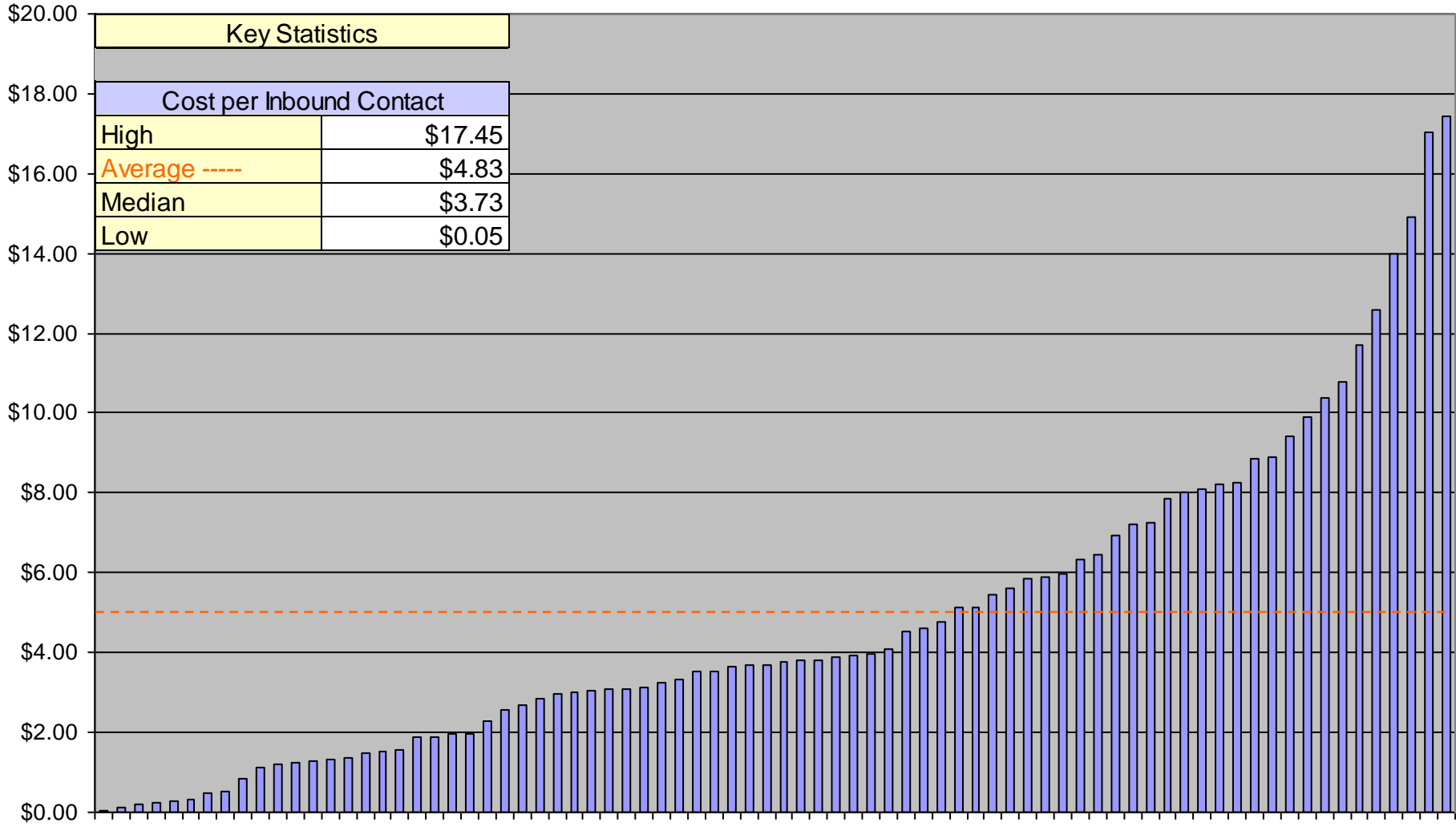
Cost Metrics: Cost per Minute of Inbound Handle Time

Definition

Cost per Minute of Inbound Handle Time is simply the Cost per Contact divided by the Average Inbound Contact Handle Time. The Average Inbound Contact Handle Time includes all inbound contacts: voice calls, voice mail, email, web chat, walk-in, etc.

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 is a measure of 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

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Cost Metrics: Cost per Minute of Inbound Handle Time

Key Statistics	
Cost per Minute of Handle Time	
High	$2.60
Average -----	$0.41
Median	$0.28
Low	$0.00

Cost per minute of Handle Time

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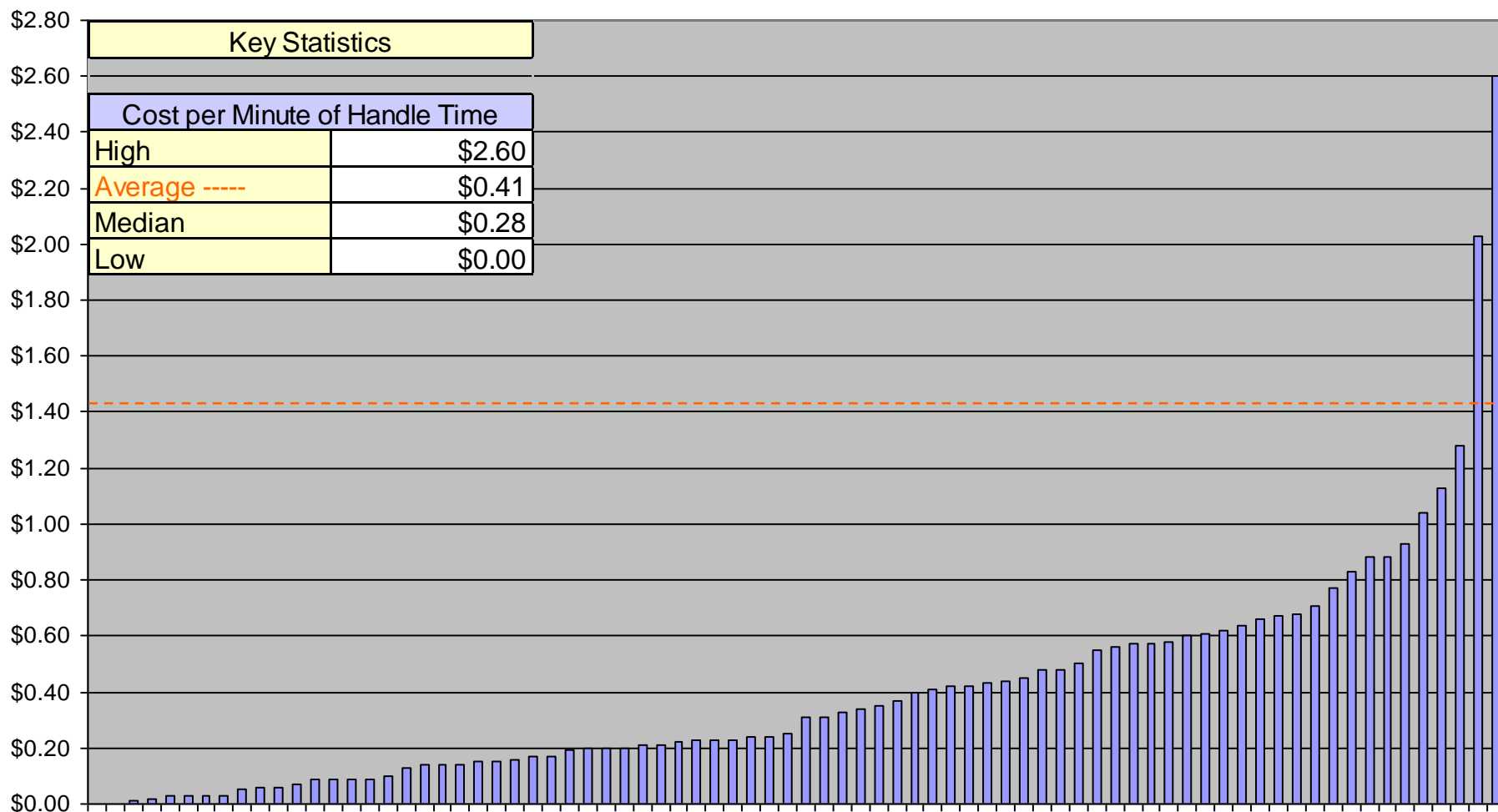
Cost Metrics: Net Level 1 Resolution Rate

Definition

Net Level 1 Resolution Rate is the number of incidents resolved in the Service Desk, divided by all incidents that can *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 a hardware failure, do not count in 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

Why it's Important

Net Level 1 Resolution is a measure of the overall competency of the Service Desk, 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 investments in certain technologies such as remote diagnostic tools, and knowledge management systems.

Key Correlations

Net Level 1 Resolution 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

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Cost Metrics: Net Level 1 Resolution Rate
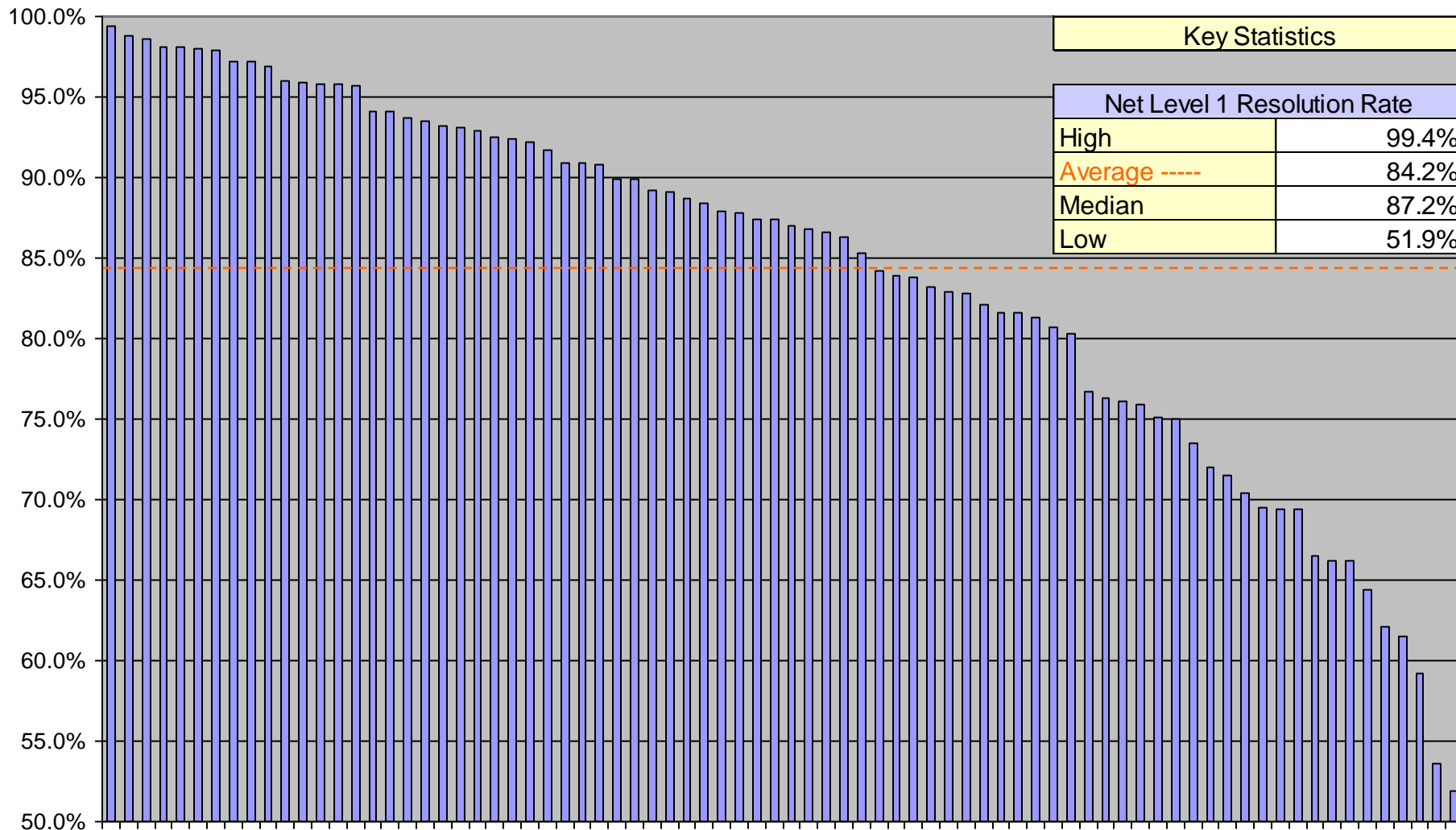
Key Statistics	
Net Level 1 Resolution Rate	
High	99.4%
Average -----	84.2%
Median	87.2%
Low	51.9%

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Productivity Metrics

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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. The calculation for Agent Utilization is shown on the next page.

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

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Agent Utilization Defined

Agent Utilization $=$ $\dfrac{\text{((Average number of inbound Contacts handled by an Agent in a month) X (Average inbound handle time in minutes)} + \text{(Average number of outbound Contacts handled by an Agent in a month) X (Average outbound handle time in minutes))}}{\text{(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hr)}}$
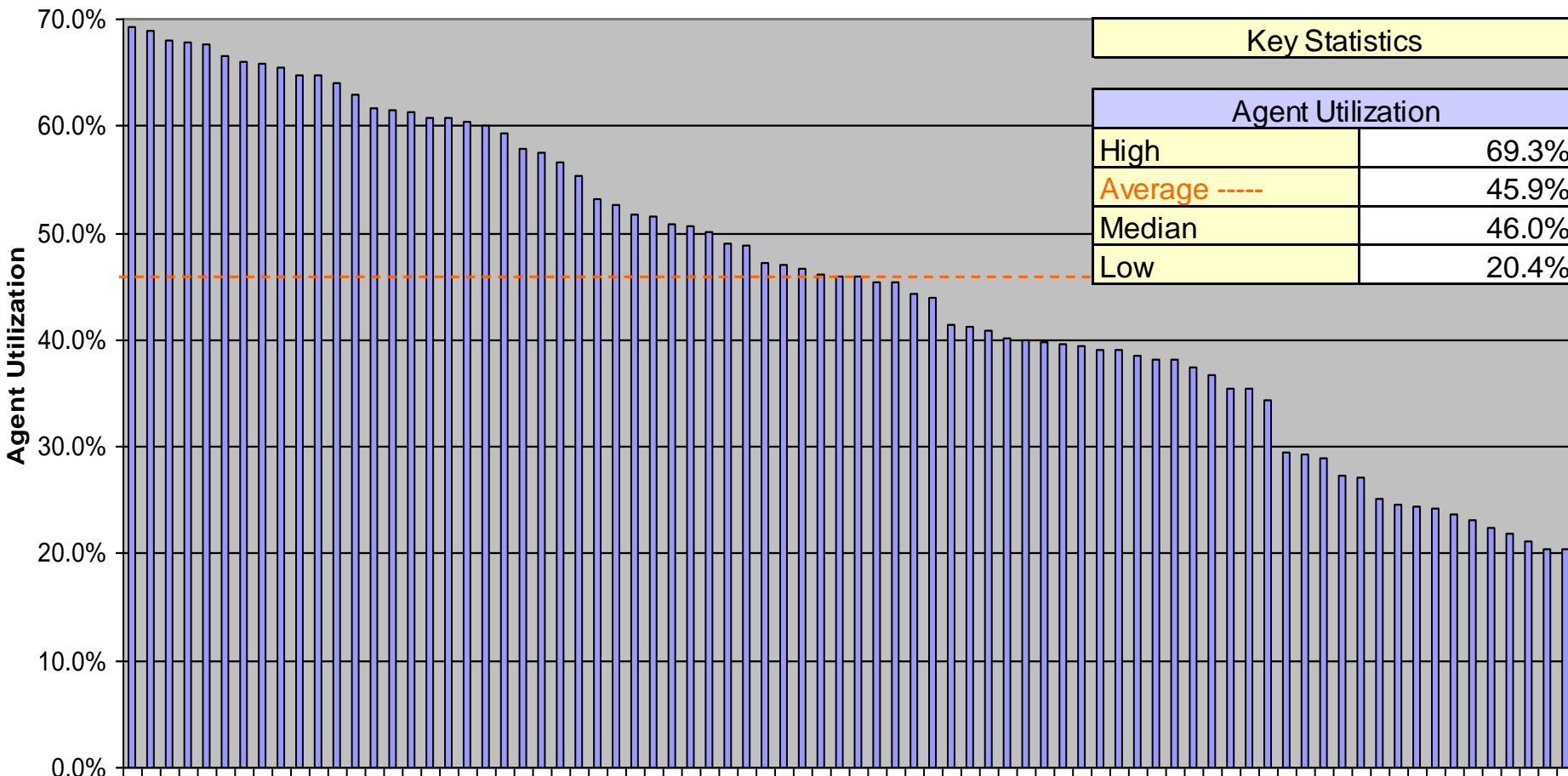
- Agent Utilization is a measure of the actual time agents spend providing direct customer support in a month, divided by total time at work during the month

- It takes into account both inbound and outbound contacts handled by the Agents, and includes all contact types: voice, voice mail, email, web chat, 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

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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

$$\text{Agent Utilization} = \frac{\begin{array}{l}\text{((Average number of inbound Contacts handled by an Agent in a month) X (Average inbound handle time in minutes) +}\\ \text{(Average number of outbound Contacts handled by an Agent in a month) X (Average outbound handle time in minutes))}\end{array}}{\text{(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hr)}}$$

$$\text{Agent Utilization} = \frac{\text{((375 Inbound Contacts per Month) X (10 minutes) + (225 Outbound Contacts per Month) X (5 minutes)}}{\text{(21.5 working days per month) X (7.5 work hours per day) X (60 minutes/hr)}} = \textbf{50.4\%} \text{ Agent Utilization}$$

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Productivity Metrics: Agent Utilization

Key Statistics	
Agent Utilization	
High	69.3%
Average -----	45.9%
Median	46.0%
Low	20.4%

Productivity Metrics: 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, voice mail, Email, web, fax, etc. Agent headcount is the average FTE number of employees and contractors handling customer contacts.

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 Agent handled contacts 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

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Productivity Metrics: Inbound Contacts per Agent per Month

Key Statistics	
Inbound Contacts per Agent per Month	
High	899
Average -----	560
Median	555
Low	210

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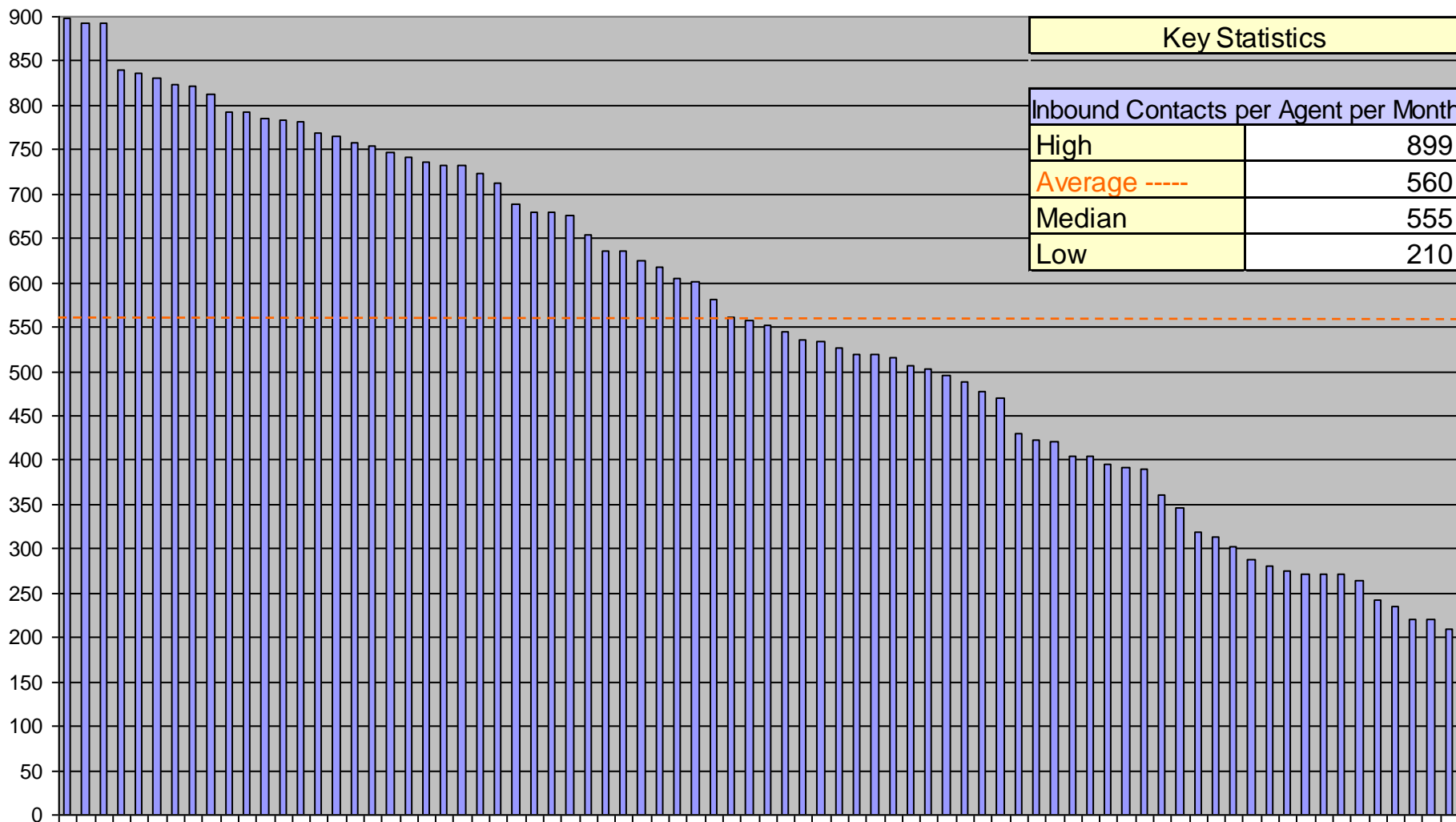
Productivity Metrics: Outbound Contacts per Agent per Month

Definition

Outbound Contacts per Agent per Month is the average monthly outbound contact volume divided by the average FTE agent headcount. Outbound contacts can include call backs to customers who have left voice messages or emails, or calls to deliver information and solutions to customers who had previously called in. Agent headcount is the average full-time-equivalent number of employees and contractors handling customer inquiries.

Why it's Important

Outbound Contacts per Agent per Month is an indicator of Service Desk effectiveness. The most effective Service Desks have high Net First Contact Resolution Rates and correspondingly 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

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Productivity Metrics: Outbound Contacts per Agent per Month

Key Statistics	
Outbound Contacts per Agent per Month	
High	599
Average -----	346
Median	352
Low	100

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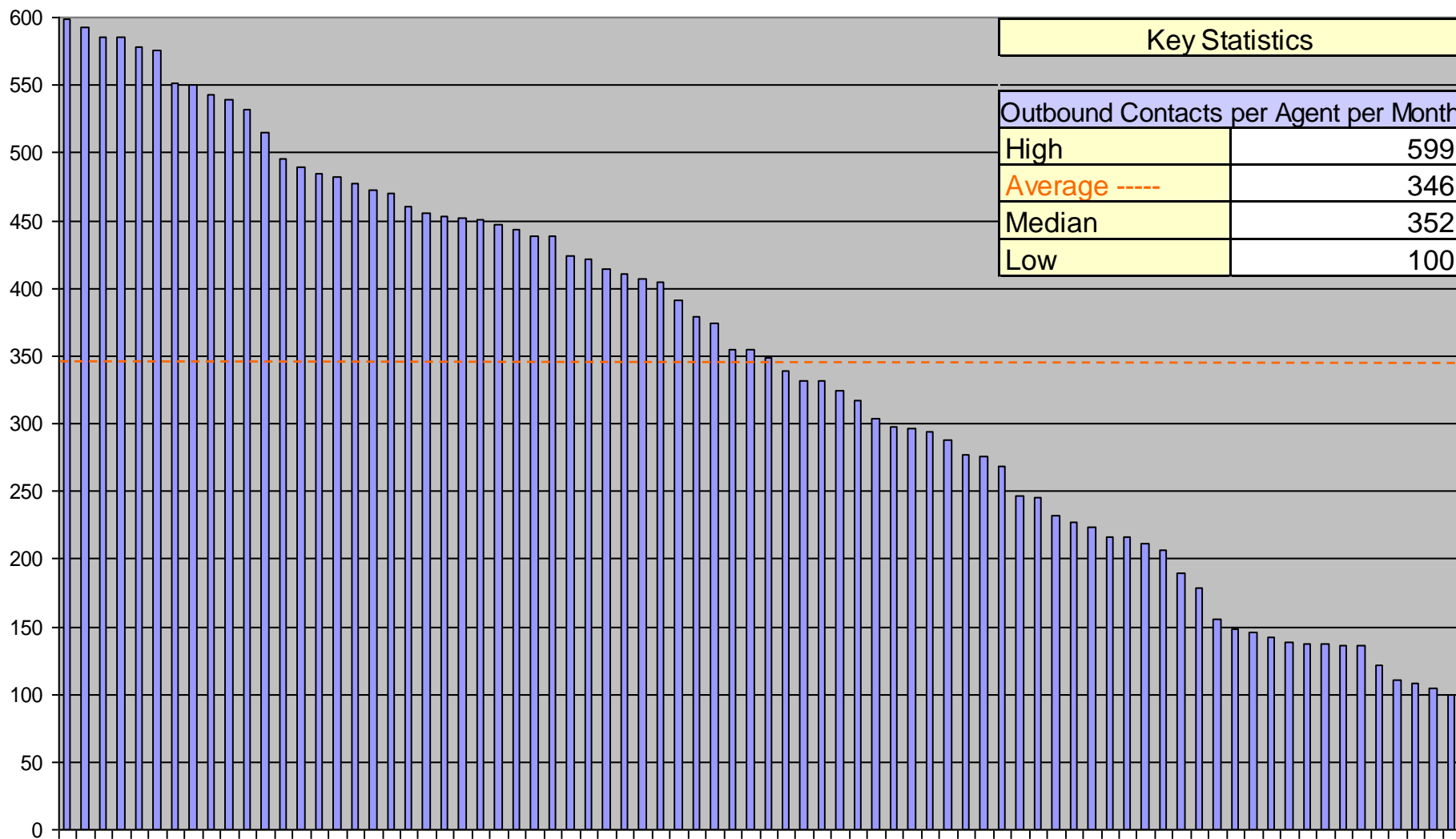
Productivity Metrics: Agents as a % of Total Headcount

Definition

This metric is the Full Time Equivalent agent headcount divided by the 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.

Why it's Important

The agent headcount as a percent of total Service Desk headcount is an important measure of management and overhead efficiency. Since non-agents include both management and non-management personnel (e.g., supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. It is, however, 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

Productivity Metrics: Agents as a % of Total Headcount

Key Statistics	
Agents as a % of Total Headcount	
High	77.2%
Average -----	59.3%
Median	58.4%
Low	41.0%

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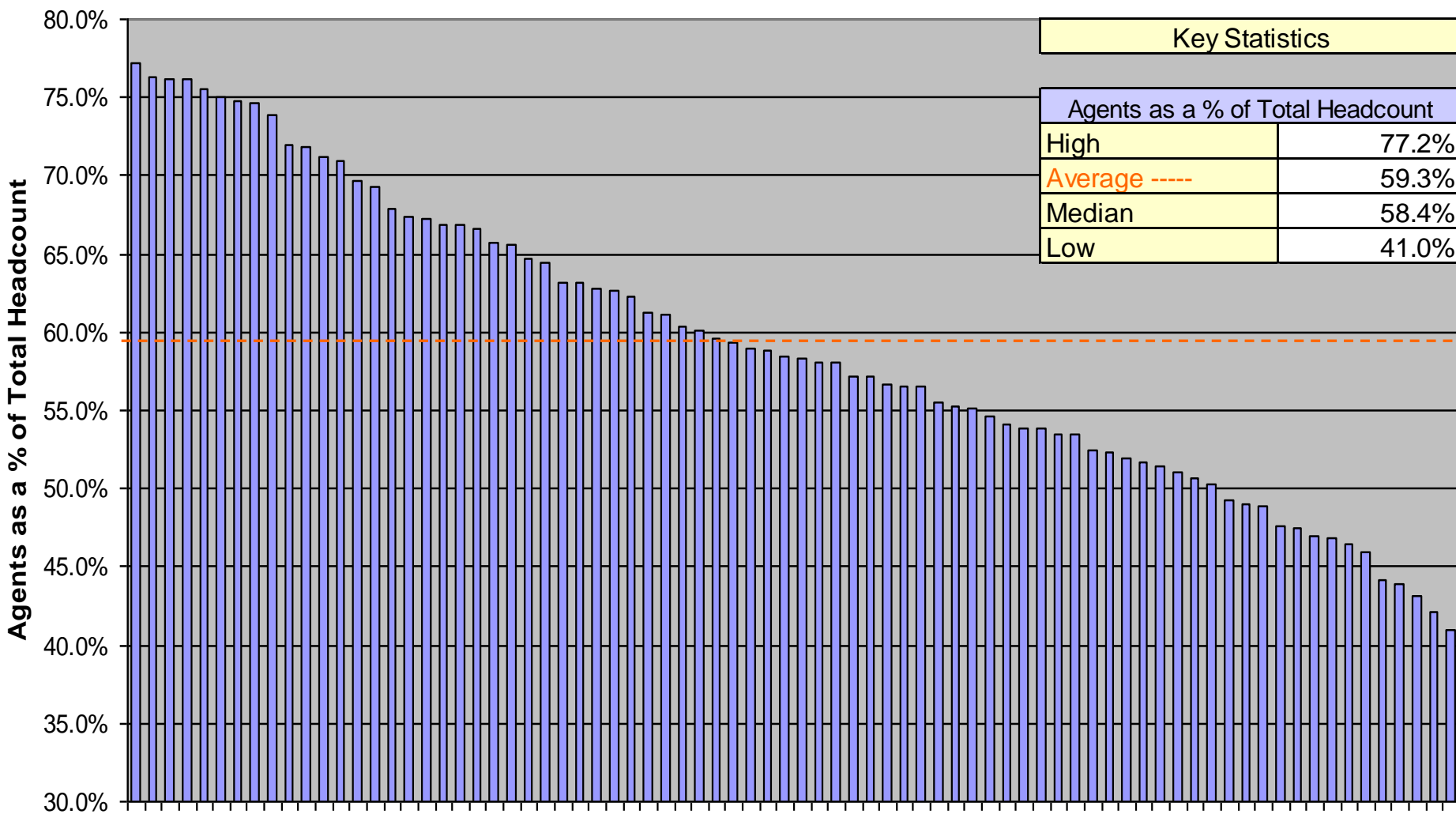
Service Level Metrics

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Service Level Metrics: Average Speed of Answer (ASA)

Definition

Average Speed of Answer is the total wait time that callers are in queue, divided by the number of calls handled. This includes both IVR-handled calls as well as calls handled by a live Agent. Most ACD systems provide this number.

Why it's Important

ASA is a common service level metric in the Service Desk industry. It is an indication of 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
- Percentage of Calls Answered in 30 Seconds
- Agent Utilization

Scorecard Metrics: Average Speed of Answer

Key Statistics	
Average Speed of Answer	
High	216
Average -----	112.1
Median	127.0
Low	2

MetricNet
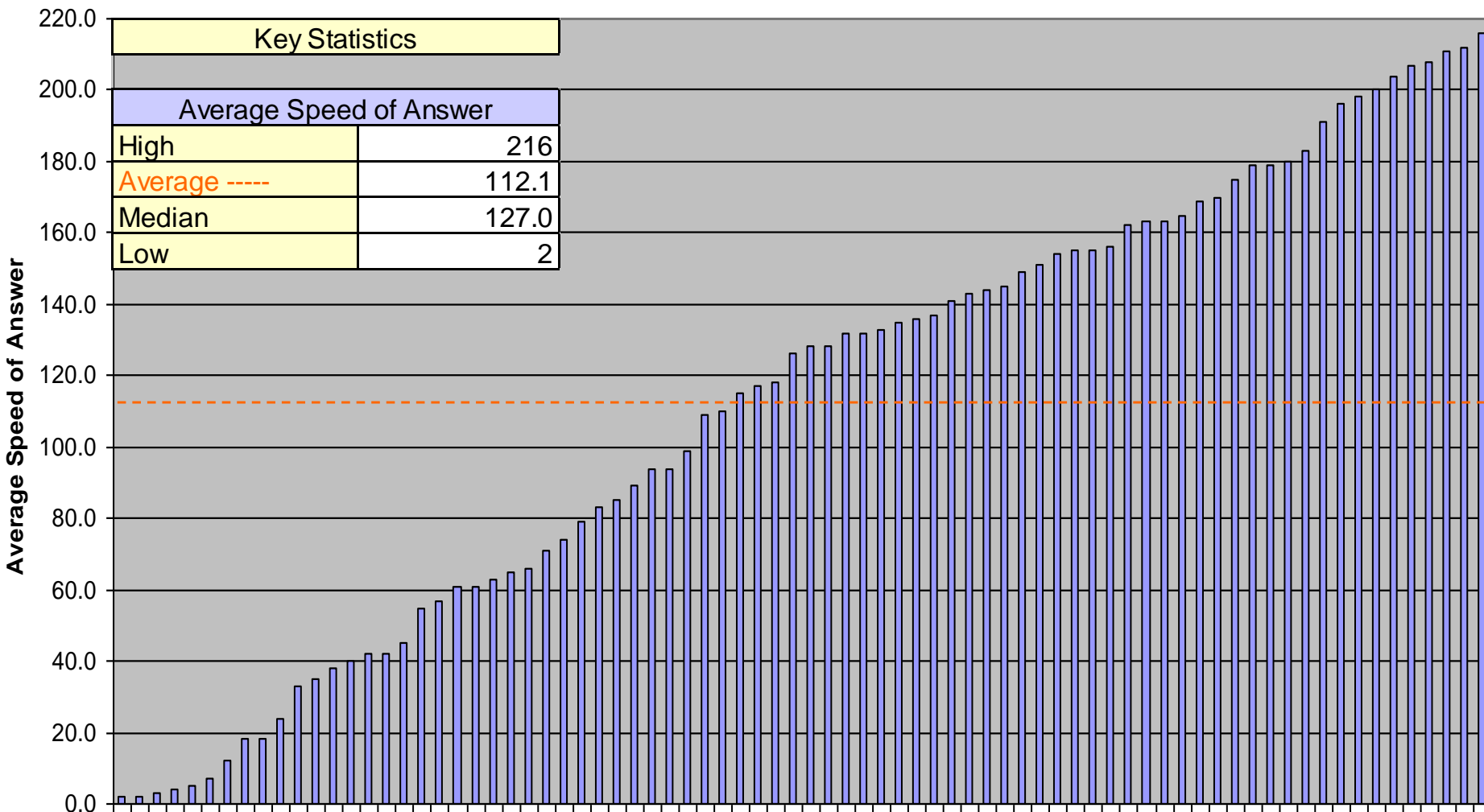
Service Level Metrics: % of Calls Answered in 30 Seconds

Definition

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

Why it's Important

The percentage of calls answered within 30 seconds is a common service level metric in the industry. It is an indication of how responsive a Service Desk is to incoming calls. Many Service Desks have a service level target for the percentage of calls answered within 30 seconds, so the metric is tracked to ensure service level compliance.

Key Correlations

The Percentage of Calls Answered Within 30 Seconds is strongly correlated with the following metrics:

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

Service Level Metrics: % of Calls Answered in 30 seconds

Key Statistics	
% Answered in 30 Seconds	
High	87.9%
Average -----	51.2%
Median	54.8%
Low	10.1%

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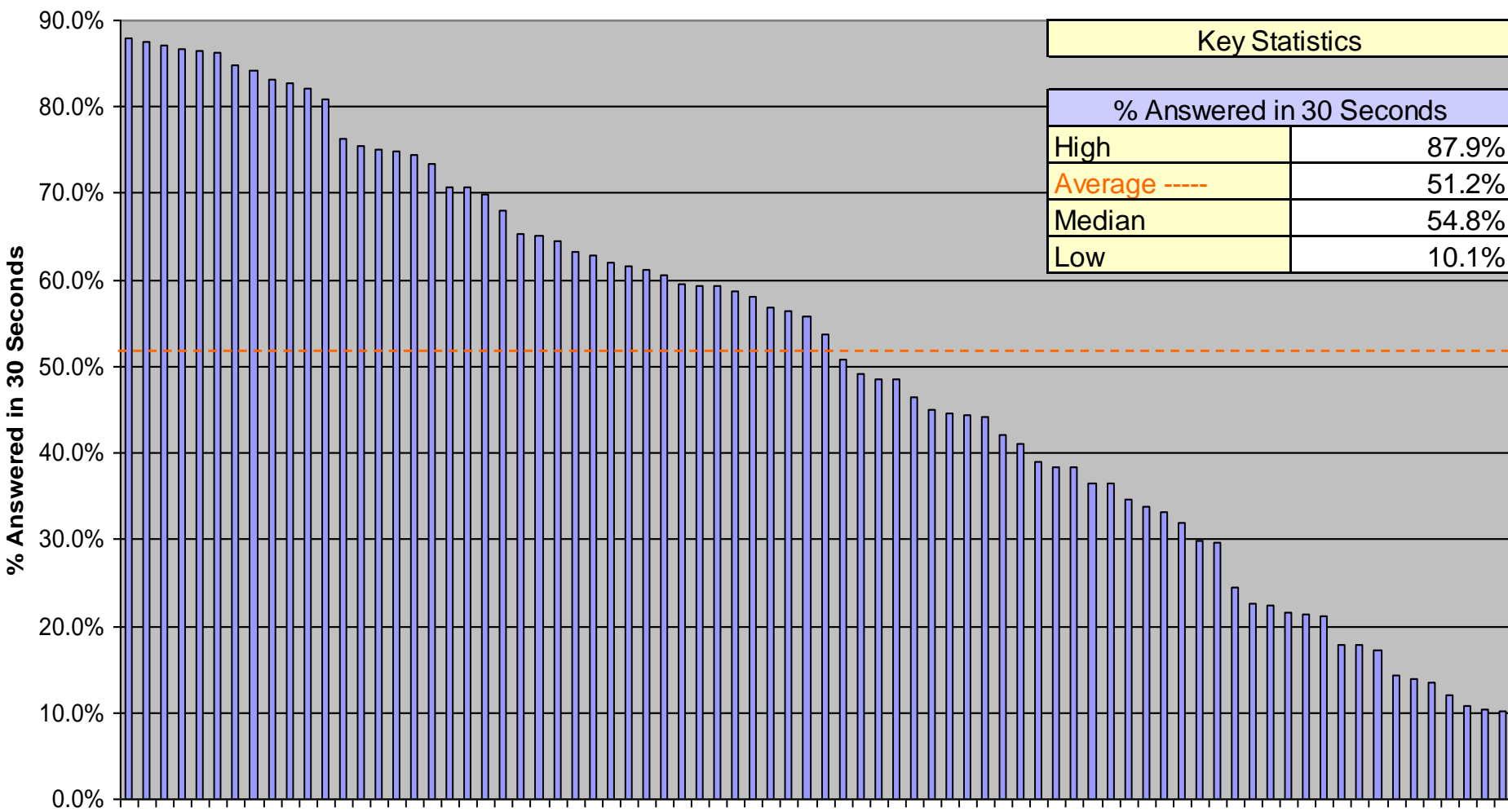
Service Level Metrics: Call Abandonment Rate

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.

Why it's Important

Call abandonment rate is a common service level metric in the Service Desk industry. An abandoned call is an indication that a caller has given up, and hung up the phone before receiving service from a live Agent or from an 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
- Percentage of Calls Answered in 30 Seconds
- Agent Utilization

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Service Level Metrics: Call Abandonment Rate

Key Statistics	
Call Abandonment Rate	
High	13.7%
Average -----	7.4%
Median	7.3%
Low	1.0%

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Quality Metrics

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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.

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 Desk's 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: Customer Satisfaction

Key Statistics	
Customer Satisfaction	
High	97.4%
Average -----	76.2%
Median	76.8%
Low	50.0%

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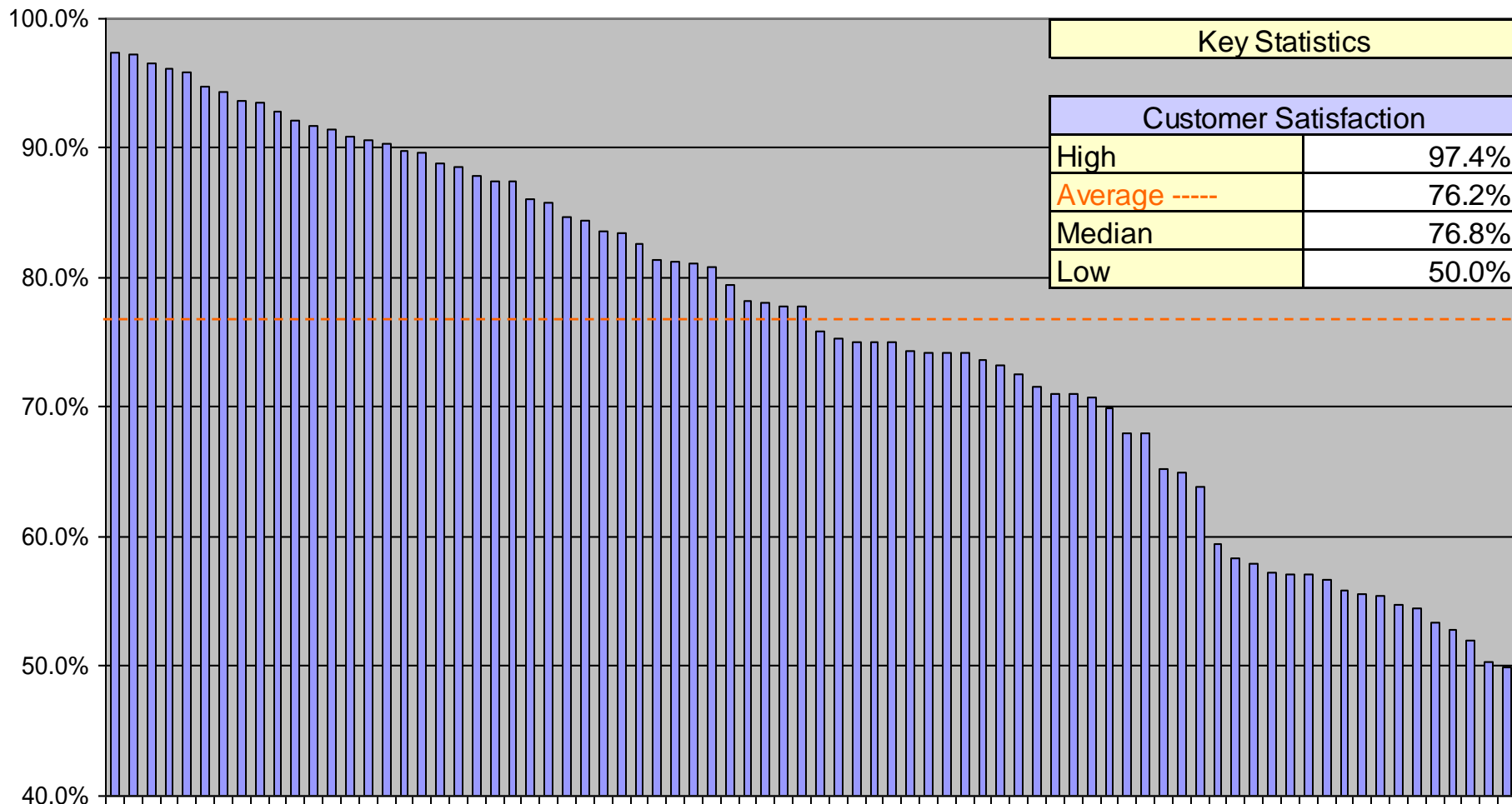
Quality Metrics: Net First Contact Resolution Rate

Definition

Net First Contact Resolution applies only to live (telephone) contacts. It is the percentage 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 cannot be resolved on first contact, such as a hardware break/fix, are not included in the denominator of Net First Contact Resolution Rate. Calls that require a customer callback, or are otherwise unresolved on the first contact for any reason, do not qualify for Net First Contact Resolution. For email contacts, some Service Desks consider an email resolved on first contact if the customer receives a resolution within one hour of submitting the email.

Why it's Important

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

Key Correlations

Net First Contact Resolution 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

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Scorecard Metrics: Net First Contact Resolution Rate

Key Statistics	
Net First Contact Resolution Rate	
High	95.4%
Average -----	69.1%
Median	69.4%
Low	41.0%

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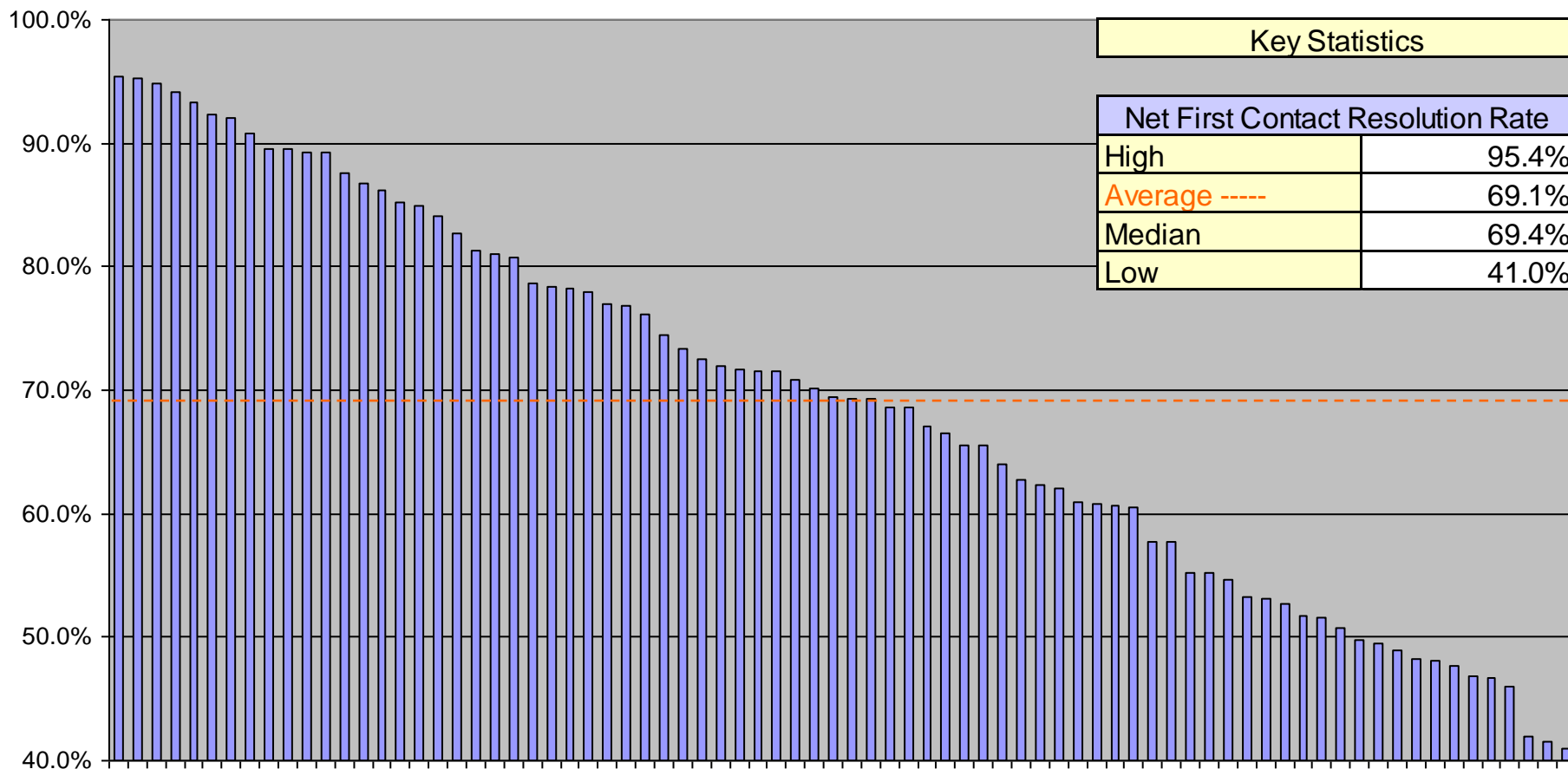
Quality Metrics: Call Quality

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 0 to 100%, and include such things as Agent courtesy, professionalism, empathy, timeliness of resolution, quality of resolution, following the script, etc. in their Call Quality evaluations

Why it's Important

Call Quality is the cornerstone 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
- First Contact Resolution Rate
- New Agent Training Hours
- Annual Agent Training Hours

Quality Metrics: Call Quality

Key Statistics	
Call Quality	
High	98.6%
Average -----	74.2%
Median	73.3%
Low	50.8%

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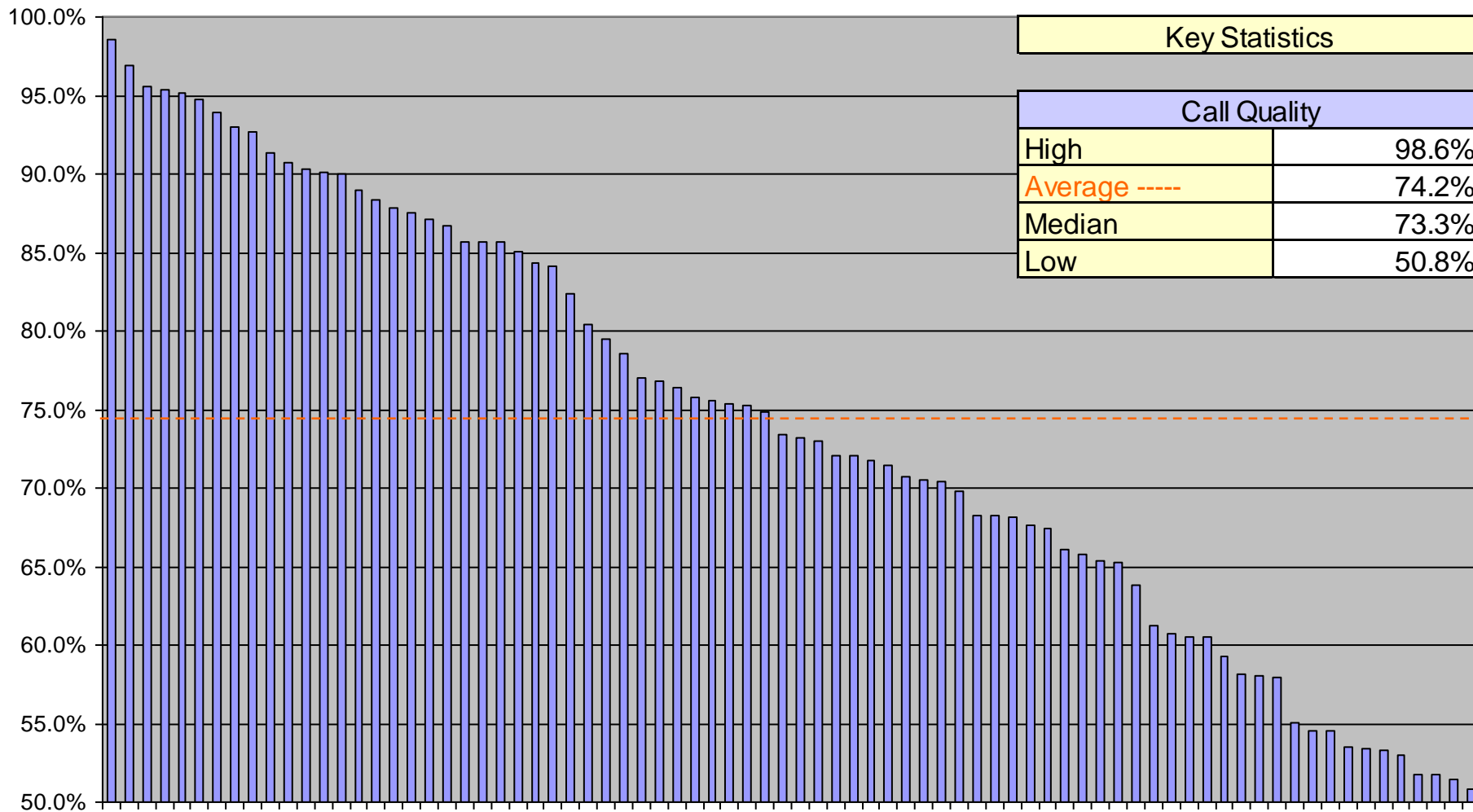
Agent Metrics

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Agent Metrics: Annual Agent Turnover

Definition

Annual Agent Turnover is the percentage of Agents that leave the Service Desk, for any reason (voluntarily or involuntarily), on an annual basis.

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: Annual Agent Turnover

Key Statistics	
Annual Agent Turnover	
High	78.8%
Average -----	41.1%
Median	43.6%
Low	0.7%

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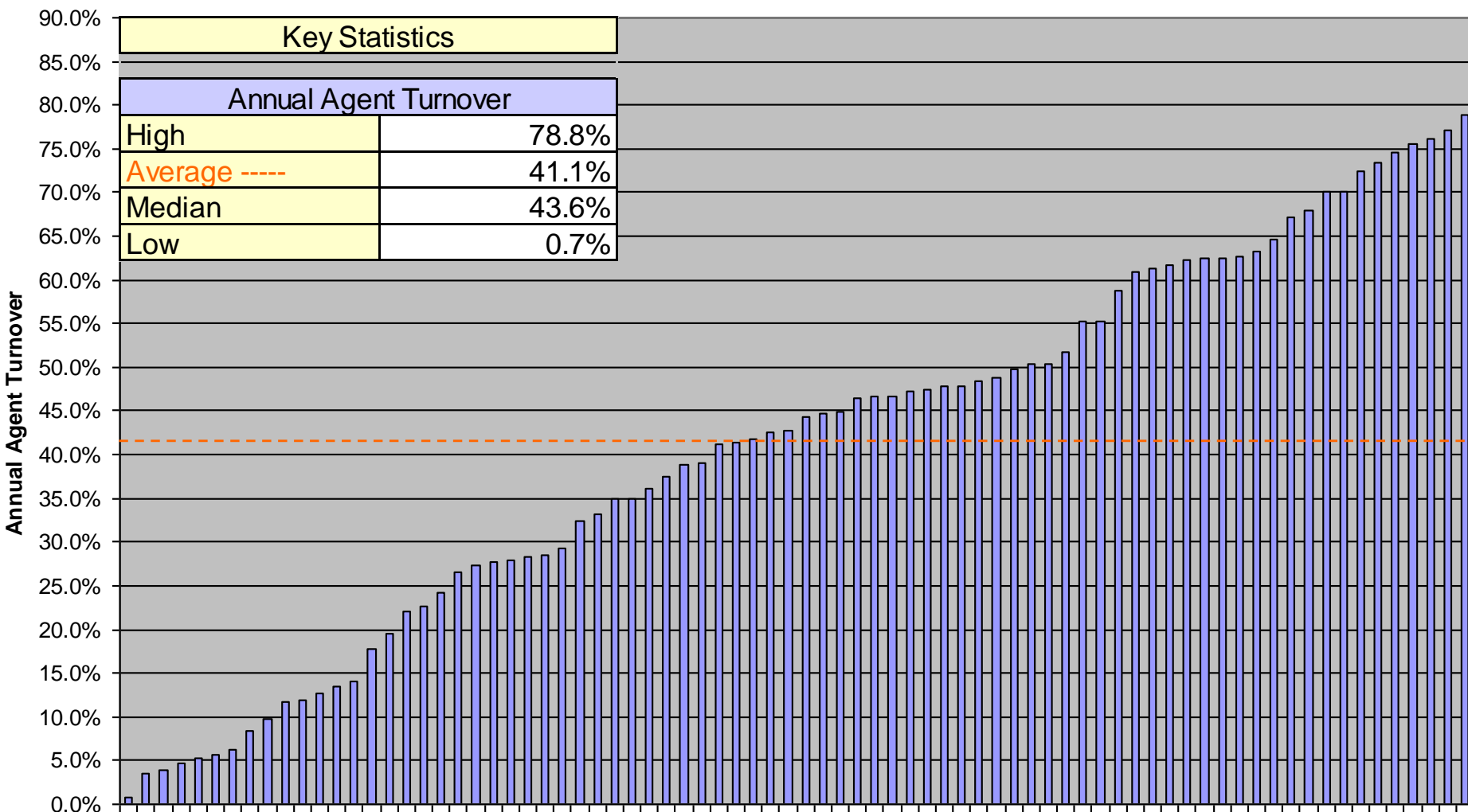
Agent Metrics: Daily Agent Absenteeism

Definition

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

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 impact a Service Desk's operating performance, and increase the likelihood that service level targets will be missed. A Service Desk's ASA 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

MetricNet

Agent Metrics: Daily Agent Absenteeism

Key Statistics	
Daily Agent Absenteeism	
High	19.8%
Average -----	10.3%
Median	10.2%
Low	1.1%

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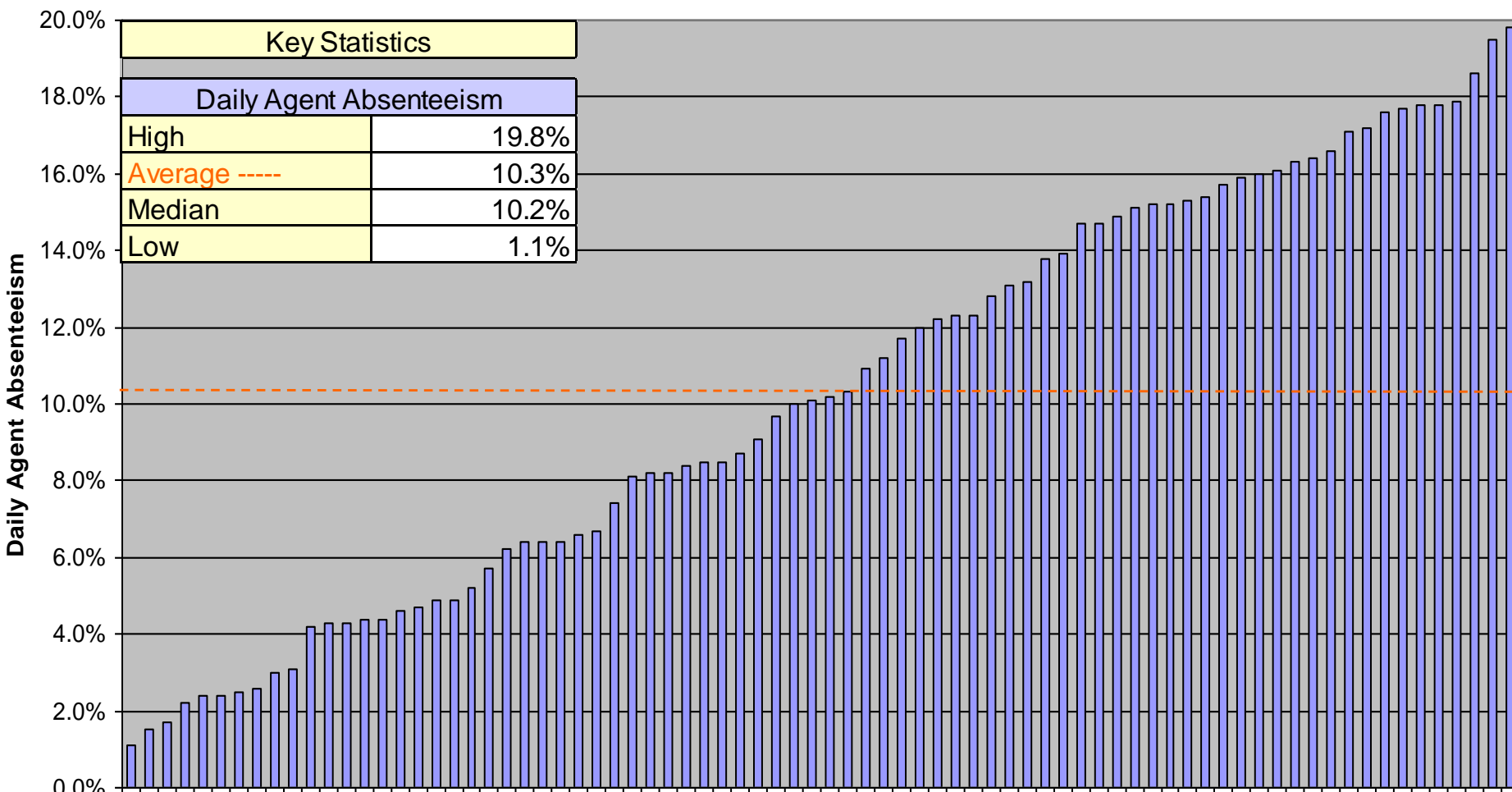
Agent Metrics: Agent Occupancy

Definition

Agent Occupancy is the percentage of time that an Agent is in their seat connected to the ACD, and either engaged in a call or ready to answer a call, divided by the total number of hours at work (excluding break time and lunch time).

Why it's Important

Agent Occupancy is an indirect measure of Agent productivity and Schedule Adherence. High levels of Agent Occupancy are indicative of an orderly, disciplined work environment. Conversely, low levels of Agent Occupancy are often accompanied by a chaotic, undisciplined work environment. Agent Occupancy and 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 ADC 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

MetricNet

Agent Metrics: Agent Occupancy

Key Statistics	
Agent Occupancy	
High	97.4%
Average -----	65.8%
Median	63.2%
Low	35.0%

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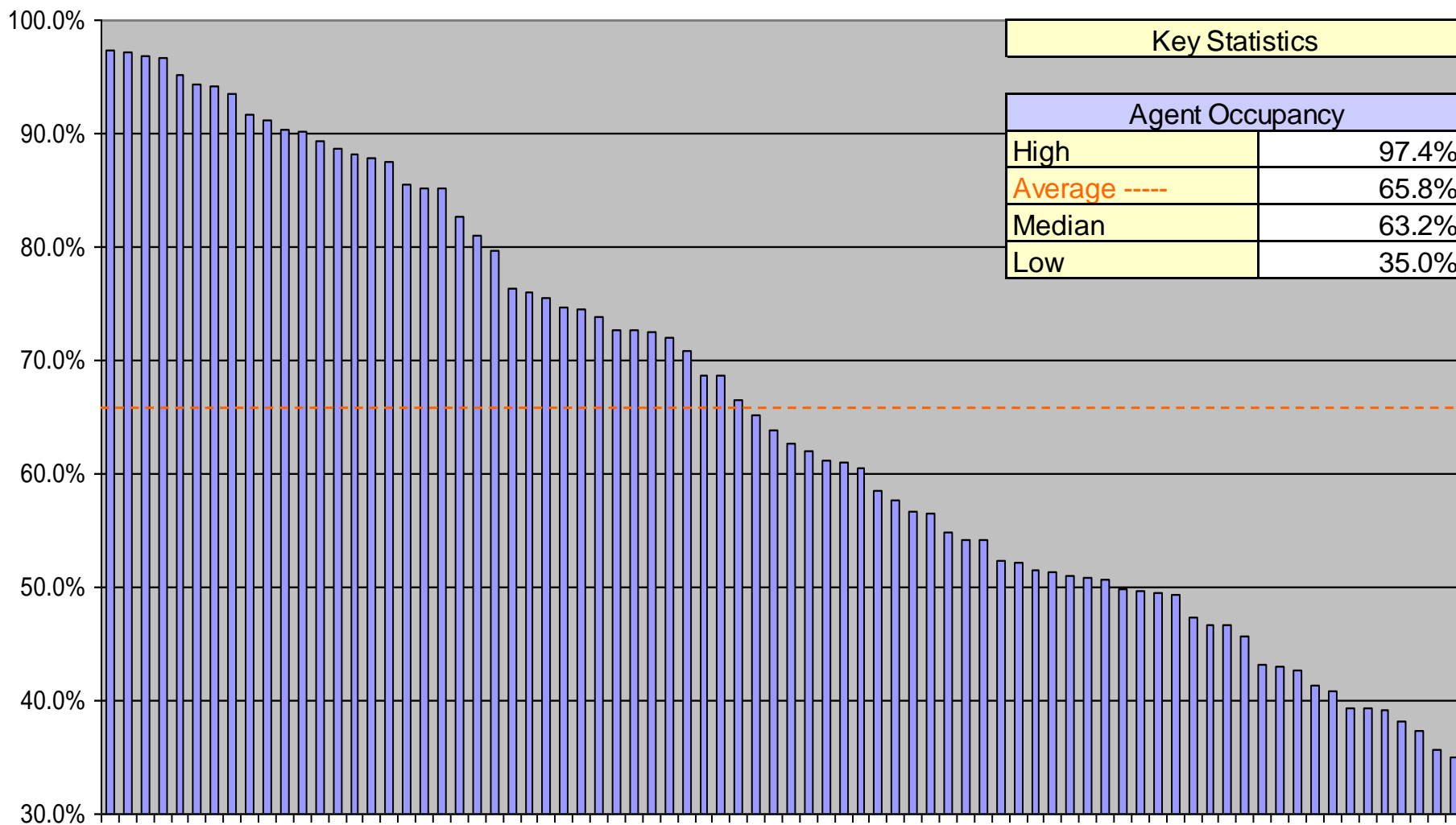
Agent Metrics: Agent Schedule Adherence

Definition

Agent Schedule Adherence is a measure of whether agents are in their seats ready to accept calls as scheduled. 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.

Why it's Important

Effective agent scheduling is critical to achieving a Service Desk's service level goals and maximizing Agent Utilization. However, 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: Agent Schedule Adherence

Key Statistics	
Agent Schedule Adherence	
High	88.7%
Average -----	56.8%
Median	55.3%
Low	21.0%

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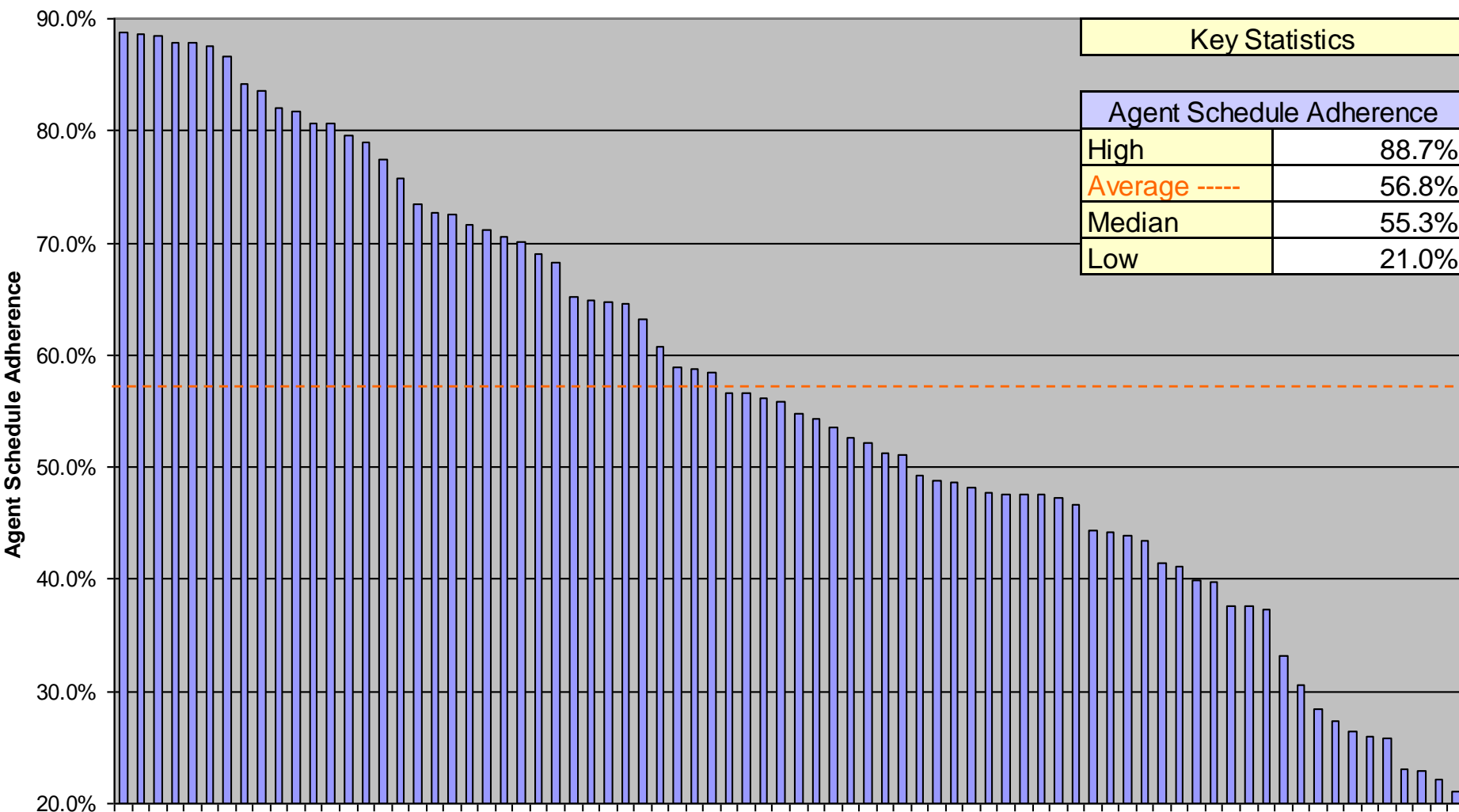
Agent Metrics: New Agent Training Hours

Definition

The name of this metric is somewhat self explanatory. New Agent Training Hours is the number of training hours (including classroom, CBT, self-study, shadowing, being coached, and OJT) that a new Agents receives before he/she is allowed to handle customer contacts independently.

Why it's Important

New Agent Training Hours are strongly correlated with Call Quality and Net First Contact Resolution Rate. particularly during an Agent's first few months on the job. The more training a new Agent receives, the higher the 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 have a strong impact on Agent morale: Agents who receive more training typically have higher levels of job satisfaction.
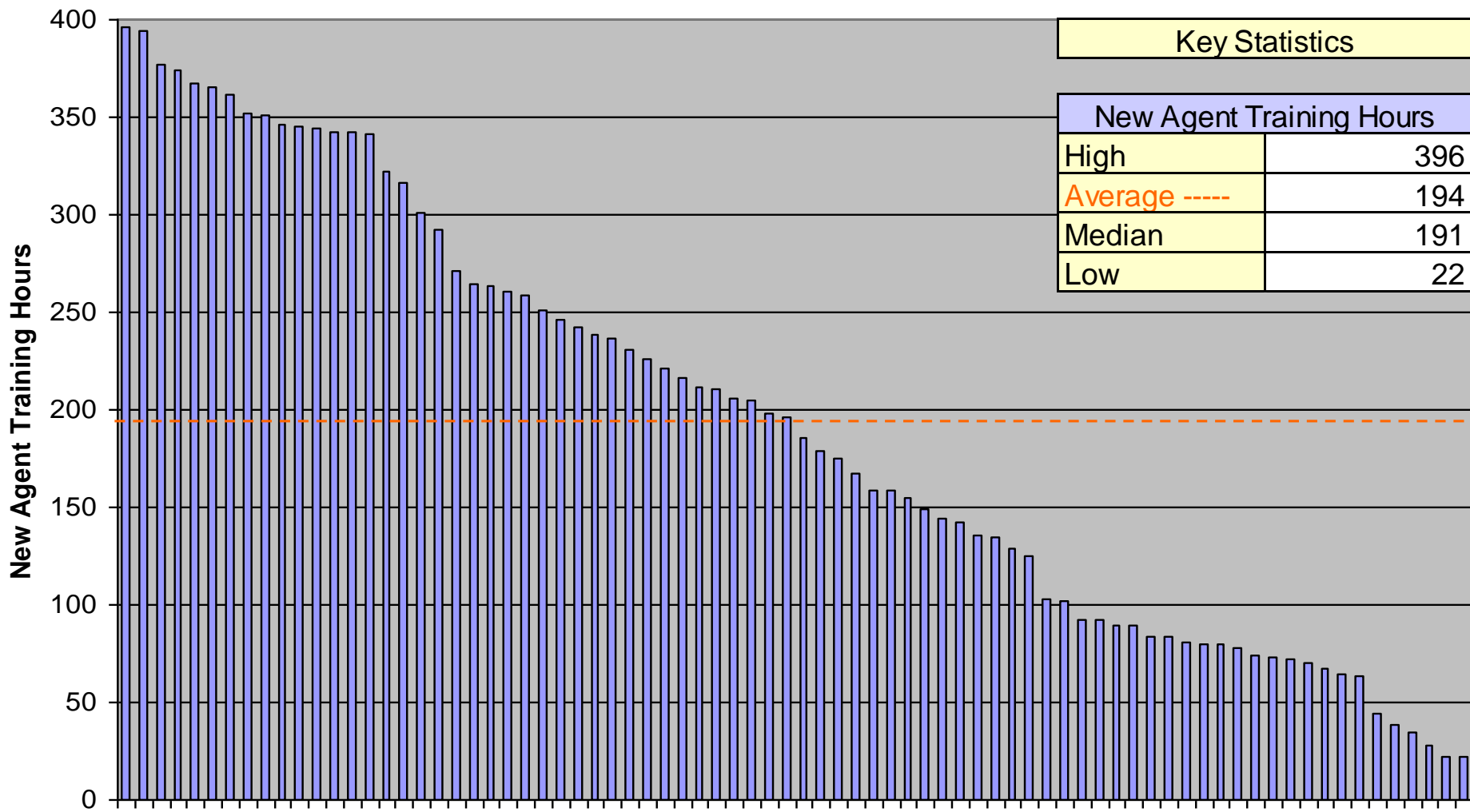
Key Correlations

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: New Agent Training Hours

Key Statistics	
New Agent Training Hours	
High	396
Average -----	194
Median	191
Low	22

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Agent Metrics: Annual Agent Training Hours

Definition

Annual Agent Training Hours is the average number of training hours (including classroom, CBT, 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.

Why it's Important

Annual Agent Training Hours are strongly correlated with Call Quality, Customer Satisfaction, and Net First Contact Resolution Rate. Perhaps most importantly, training levels have a strong impact on Agent morale: Agents who train more typically have higher levels of job satisfaction.
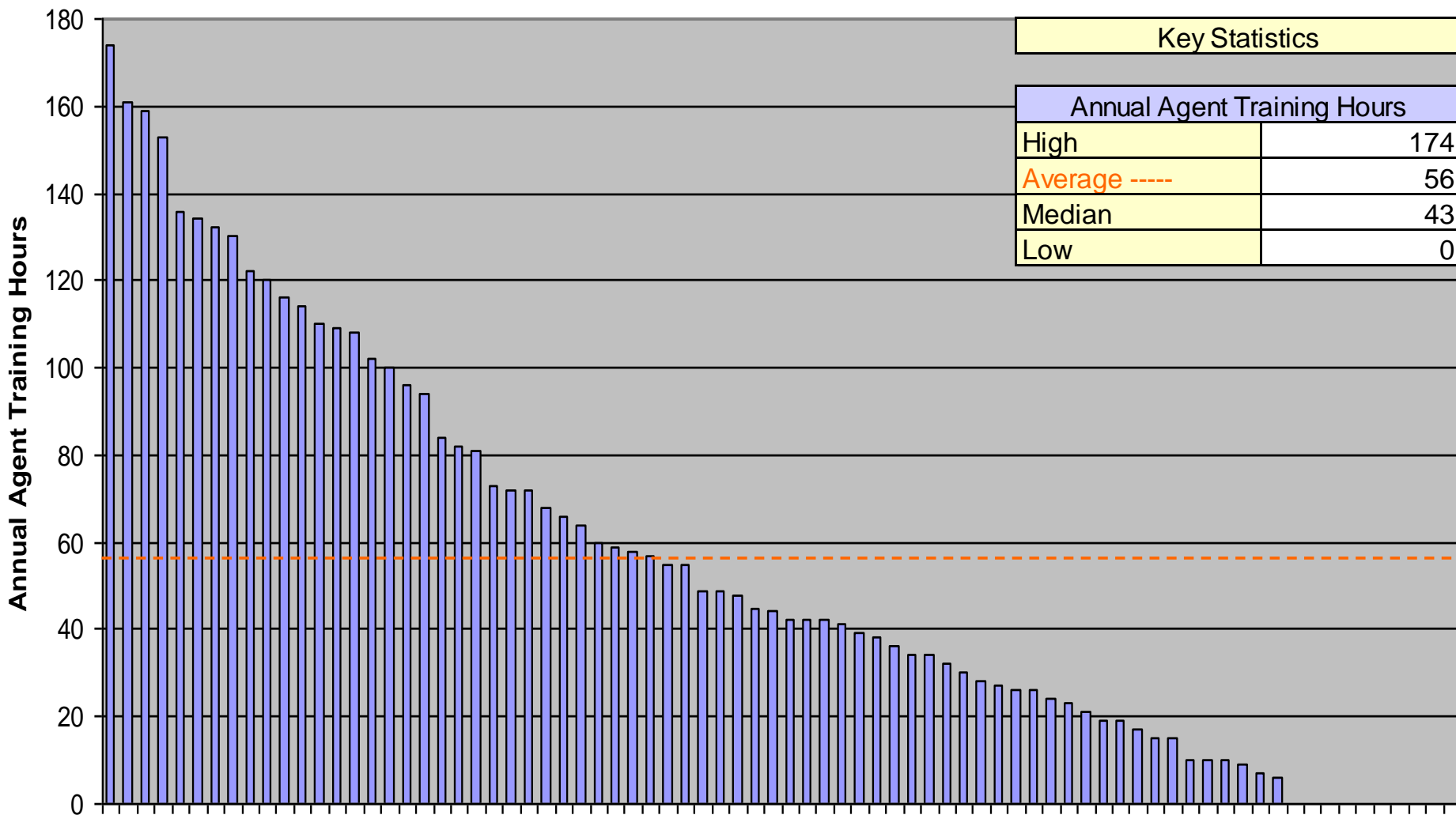
Key Correlations

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

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Agent Metrics: Annual Agent Training Hours

Key Statistics	
Annual Agent Training Hours	
High	174
Average -----	56
Median	43
Low	0

Agent Metrics: Agent Tenure

Definition

Agent tenure is the average number of months that Agents have worked on a particular Service Desk.

Why it's Important

Agent tenure is a measure of Agent experience. Virtually 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
- Training Hours
- Coaching Hours

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

Agent Metrics: Agent Tenure

Key Statistics	
Agent Tenure (months)	
High	137.0
Average -----	38.0
Median	26.7
Low	3.1

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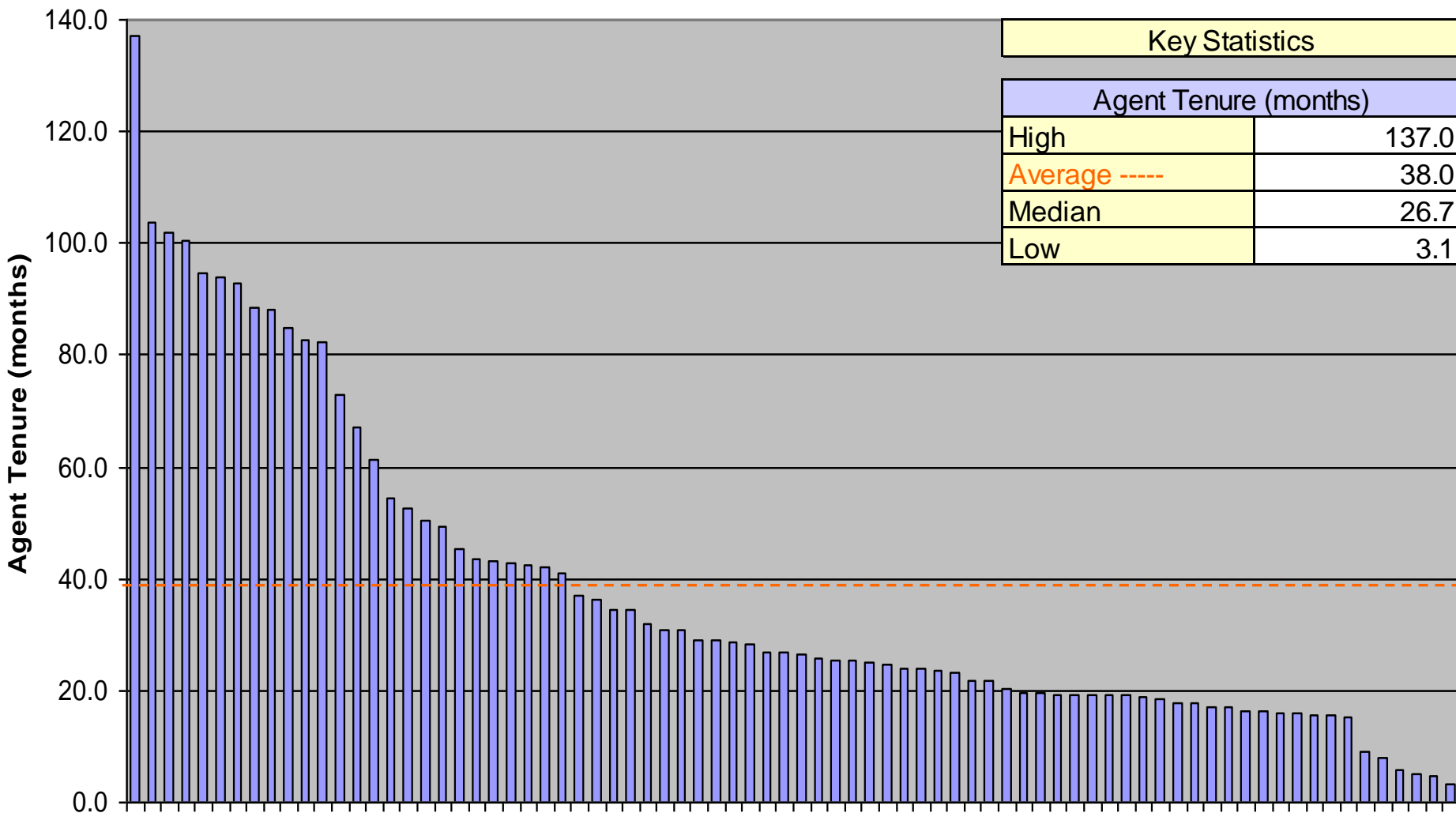
Agent Metrics: Agent Job Satisfaction

Definition

Agent Job Satisfaction is the percent of Agents in a Service Desk that are either satisfied or very satisfied with their jobs.

Why it's Important

Agent Job Satisfaction is a proxy for Agent morale. And morale, while difficult to measure, is a bellwether metric that affects almost every other metric in the Service Desk. High performance Service Desks almost always have high levels of Agent Job Satisfaction. Perhaps more importantly, this metric can be controlled and improved through training, coaching, and career pathing.

Key Correlations

Agent Job Satisfaction is strongly correlated with the following metrics:
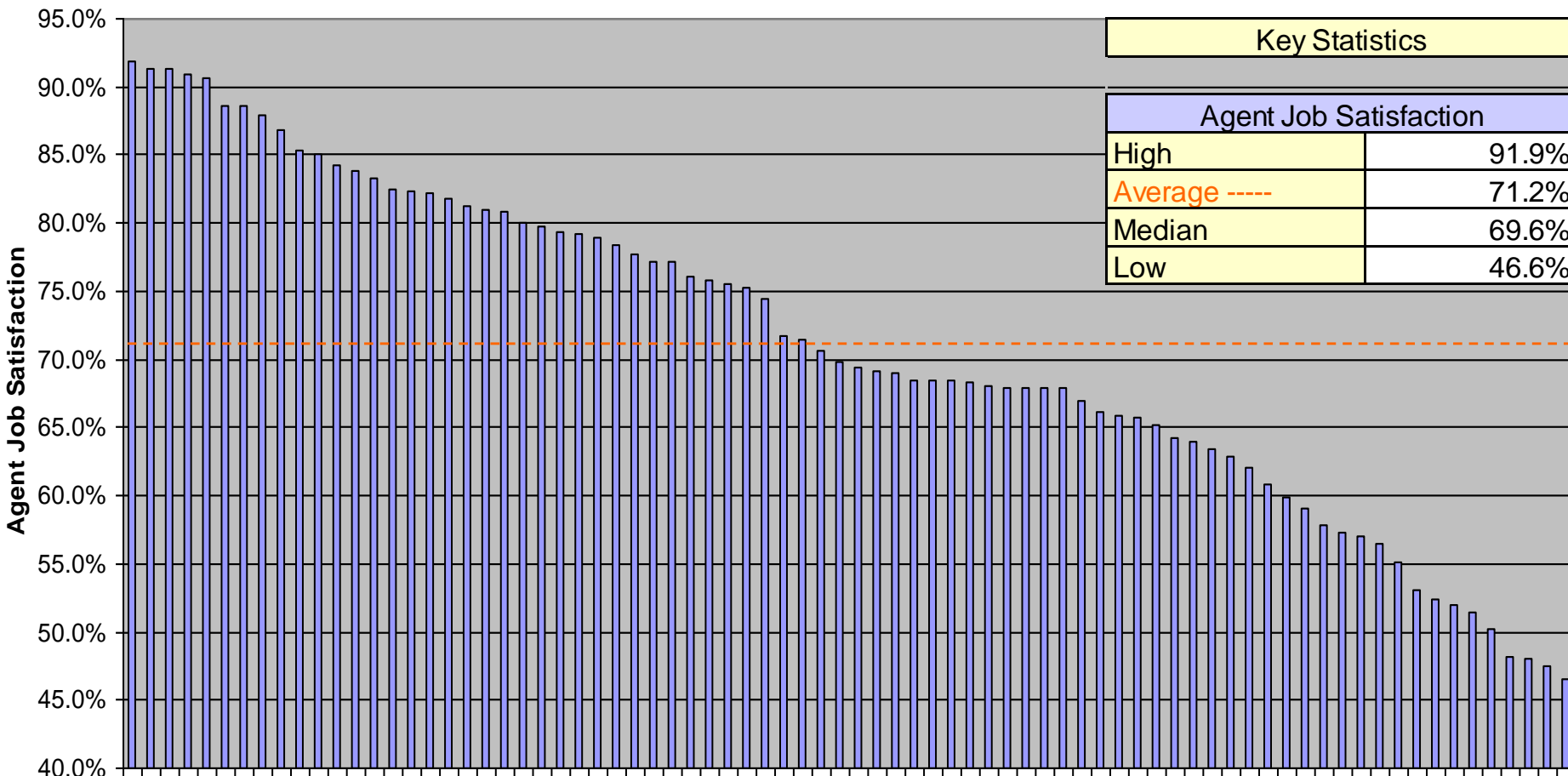
- Annual Agent Turnover
- Daily Agent Absenteeism
- Agent Training Hours
- Agent Coaching Hours

- Customer Satisfaction
- Net First Contact Resolution Rate
- Inbound Contact Handle Time
- Cost per Inbound Contact

Agent Metrics: Agent Job Satisfaction

Key Statistics	
Agent Job Satisfaction	
High	91.9%
Average -----	71.2%
Median	69.6%
Low	46.6%

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Contact Handling Metrics

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Contact Handling Metrics: Inbound Contact Handle Time

Definition

Inbound Contact Handle Time for a live (telephone) contact is the average time that an Agent spends on the contact, including Talk Time, wrap time, and After Call Work Time. For non-live contacts, such as Email, voice mail, and faxes, the Inbound Contact Handle Time is the average time that an Agent spends resolving the contact.

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.
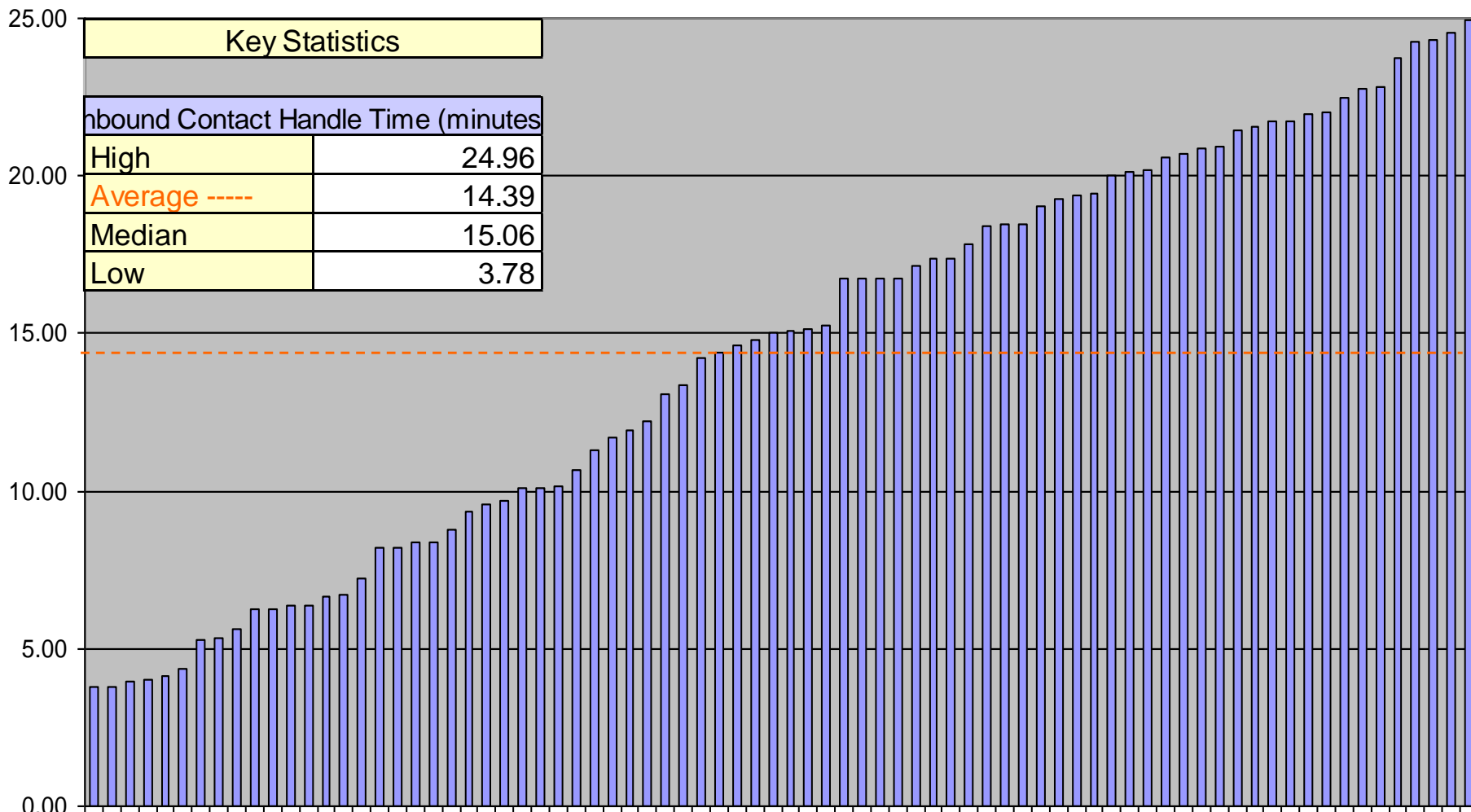
Key Correlations

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: Inbound Contact Handle Time

Key Statistics	
Inbound Contact Handle Time (minutes	
High	24.96
Average -----	14.39
Median	15.06
Low	3.78

Inbound Contact Handle Time (all Contacts in minutes)

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Contact Handling Metrics: 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 (voice, voice mail, 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 the Inbound Contacts as a % of Total Contacts will be 100%.

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 First Contact Resolution Rate generally results in a higher outbound contact volumes.

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

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Contact Handling Metrics: Inbound Contacts as a % of Total Contacts

Key Statistics	
Inbound Contacts as a % of Total Contacts	
High	100.0%
Average -----	71.5%
Median	78.6%
Low	30.5%

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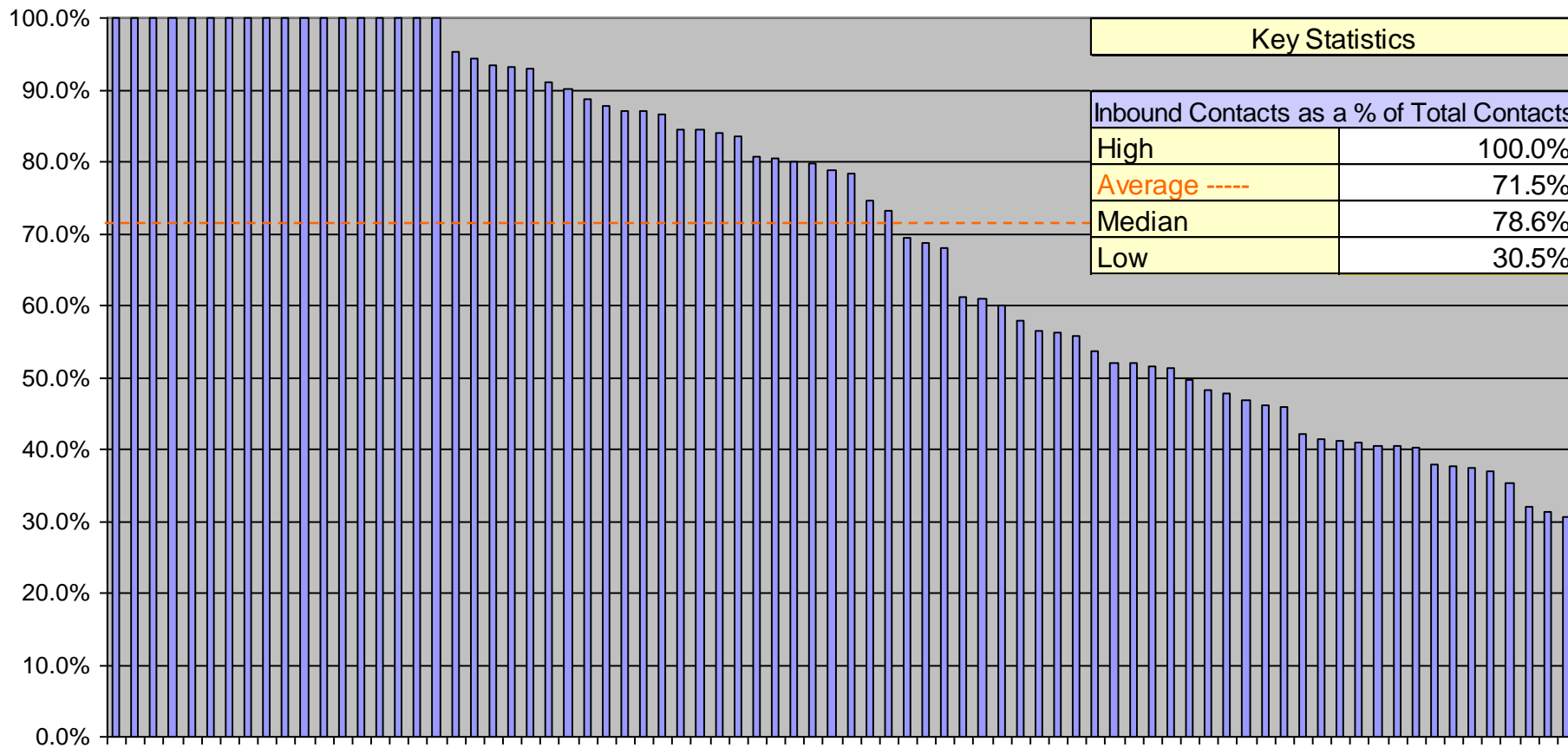
Contact Handling Metrics: User Self-Service Completion Rate

Definition

The User Self-Service Completion Rate is the percentage of incidents that are resolved by the user without the assistance of a live agent. These could include contacts that are resolved within the IVR (e.g., automated password resets), and incidents 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 User Self-Service because the user did not obtain a resolution for their issue before speaking with a live agent.

Why it's Important

The Cost per Contact for self-serve contacts is significantly lower than it is for Agent assisted calls. By increasing the number of contacts resolved through self-service, the average Cost per Inbound Contact can be reduced significantly. Many Service Desks, recognizing the potential to reduce their costs, constantly strive to increase their Self-Serve Completion Rates.
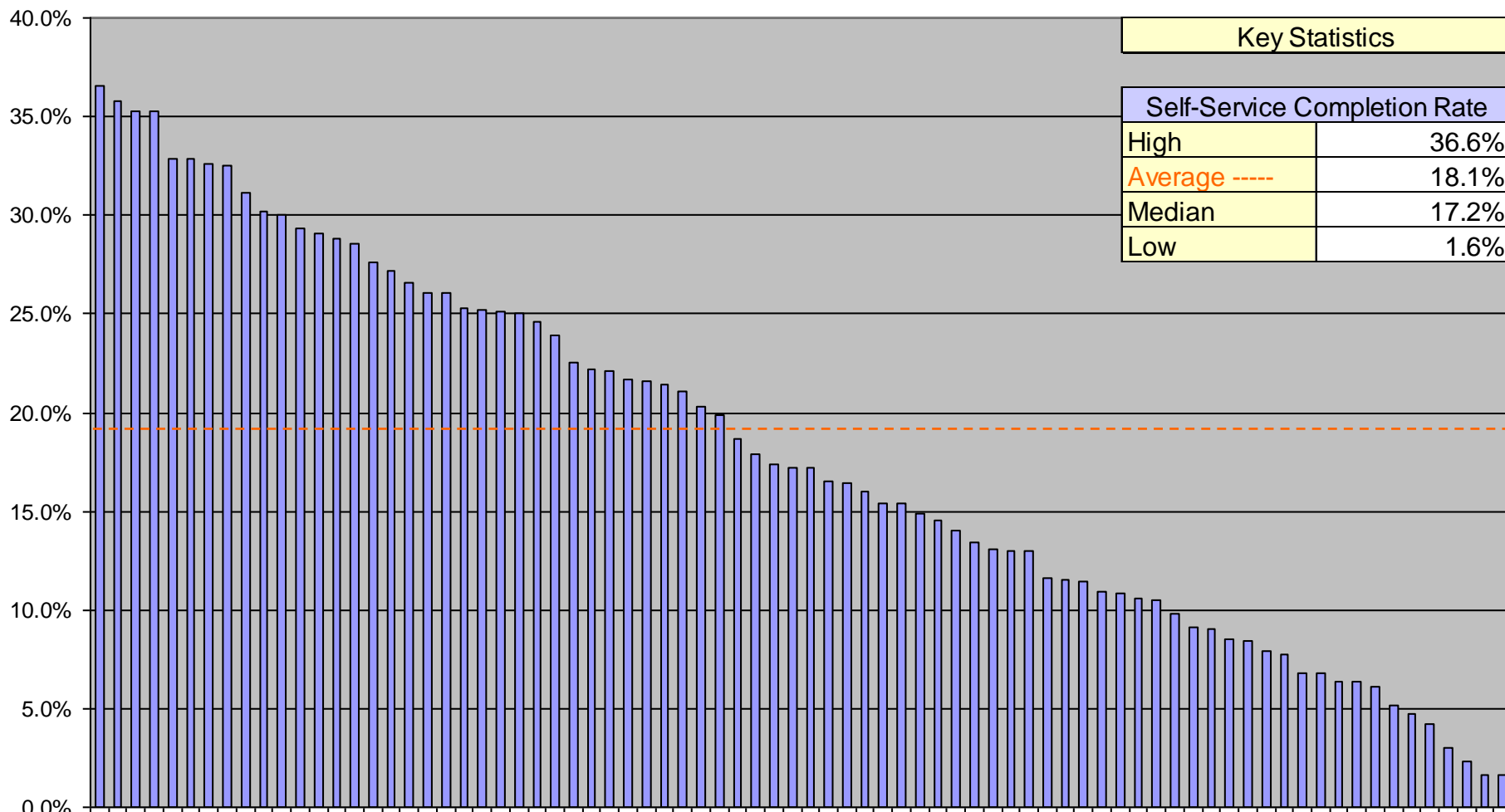
Key Correlations

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

- Cost per Inbound Contact

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Contact Handling Metrics: User Self-Service Completion Rate

Key Statistics	
Self-Service Completion Rate	
High	36.6%
Average -----	18.1%
Median	17.2%
Low	1.6%

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About MetricNet:

Your Benchmarking Partner

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Benchmarking is MetricNet's Core Business

Information Technology

- Service Desk
- Desktop Support
- Customer Satisfaction

Call Centers

- Technical Support
- Customer Service
- Telemarketing/Telesales
- Collections

Satisfaction

- Customer Satisfaction
- Employee Satisfaction

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MetricNet's Benchmarking Database is Global

More than 1,900 Service Desk Benchmarks

Global Database

30 Key Performance Indicators

Nearly 80 Industry Best Practices

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Thank You!

We look forward to serving you!