Performance Metrics

This eBook series is made up of 3 introductory guides to Call Center Metrics, Desktop Support Metrics and Service Desk Metrics. Each metric page includes a definition, reasons of importance & key correlations.

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- IT Service, IT Support & Call Center Benchmarking -

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Introduction

Performance Metrics

Many of us have heard the sage advice "You can't manage what you don't measure." This is particularly true in Service Desk, Desktop Support and Contact Center organizations, where effective performance measurement is not just a necessity, but a prerequisite for effective decision-making. Despite the widespread belief in this statement, few organizations use KPI's to their full potential.

The true potential of KPI's can only be unlocked when they are used holistically, not just to measure performance, but also to:

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

In short, performance measurement and management is a critical discipline that must be mastered for any Service Desk, Desktop Support organization or Contact Center that aspires to world-class performance.

AN INTRO TO

Call Center Metrics

An introductory guide to Call Center Metrics including definitions, importance & key correlations.

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CHAPTER

1

Cost Metrics

Cost Metrics

Cost per Inbound Contact

Definition: Cost per Inbound Contact is the total annual operating expense of the Call Center divided by the annual inbound contact volume of the Call Center. 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 Call Center metrics. It is a measure of how efficiently your Call Center 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 Call Center should track and trend Cost per Contact on a monthly basis.

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

- ✓ Agent Utilization
- ✓ First Contact Resolution Rate
- ✓ Inbound Contact Handle Time
- ✓ IVR Completion Rate
- ✓ Average Speed of Answer

Cost Metrics

Cost per Minute of Handle Time

Definition: Cost per Minute of Handle Time is simply the Cost per Contact divided by the average Contact Handle Time.

Why it's Important: Unlike Cost per Contact, which does not take into account the Contact Handle Time or call complexity, Cost per Minute of Handle Time is a measure of the per minute cost of providing customer service. It enables a more direct comparison of costs between contact centers because it is independent of the types of calls that come into the contact center and the complexity of those calls.

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

- ✓ Agent Utilization
- ✓ First Contact Resolution Rate
- ✓ Agent-less Completion Rate
- ✓ Average Speed of Answer

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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, divided by the number of hours spent at work.

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:

- ✓ Contacts per Agent per Month
- ✓ Cost per Contact
- ✓ Agent Occupancy

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Desktop Support Metrics

An introductory guide to Desktop Support Metrics including definitions, importance & key correlations.

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Cost Metrics

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Cost Metrics

Cost per Ticket

Definition: Cost per Ticket is the total annual operating expense of Desktop Support divided by the annual number of tickets handled by Desktop Support. 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.

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

Key Correlations: Cost per Ticket is strongly correlated with the following metrics:

- ✓ Cost per Incident
- ✓ Cost per Service Request
- ✓ Technician Utilization
- ✓ Incident First Visit Resolution Rate
- ✓ Average Incident Work Time
- ✓ Average Service Request Work Time
- ✓ Average Travel Time per Ticket

Cost Metrics

Cost per Service Request

Definition: Cost per Service Request is the total annual operating expense of Desktop Support multiplied by the ratio of service requests to total tickets, and then multiplied by the ratio of service request handle time to ticket handle time. 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.

Why it's Important: Cost per Service Request is one of the most important Desktop Support metrics. It is one of the key components of Cost per Ticket; the other being the Cost per Incident. A higher than average Cost per Service Request is not necessarily a bad thing, particularly if accompanied by higher than average quality levels. Conversely, a low Cost per Service Request is not necessarily good, particularly if the low cost is achieved by sacrificing quality of service. Every Desktop Support organization should track and trend Cost per Service Request on a monthly basis.

Key Correlations: Cost per Service Request is strongly correlated with the following metrics:

- ✓ Cost per Ticket
- ✓ Cost per Incident
- ✓ Technician Utilization
- ✓ Average Service Request Work Time
- ✓ Average Travel Time per Ticket
- ✓ Incidents as a % of Total Ticket Volume

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CHAPTER

2

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 Desktop Support experience. This metric can be captured in a numbers of ways including follow-up outbound calls, Email surveys that are automatically sent out by the trouble ticket system, postal surveys, etc.

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

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

- ✓ Incident First Visit Resolution Rate
- ✓ Mean Time to Resolve Incidents
- ✓ Mean Time to Fulfill Service Requests

Download the FULL 39 page Introduction to Desktop Support Metrics today!

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Service Desk Metrics

An introductory guide to Service Desk Metrics including
definitions, importance & key correlations.

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Cost Metrics

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 Identify strengths and weaknesses in the Service Desk

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

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

CHAPTER

2

Productivity Metrics

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.

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

What We Do

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

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

We offer industry benchmarks that are downloadable from our website, benchmarking data files for those who wish to conduct their own benchmarking analysis, and comprehensive peer group benchmarks that compare your performance to others in your vertical market.

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and benchmarking partners

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