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KPIs for Customer Service Call Center Dashboard



Call volume # Call arrival rate # Text-Chat volume % Call transfer rate % Blockage % Call drop rate (CDR) % Calls answered within service level time # Average speed of answer (ASA) # On-hold time # Longest delay in queue # Average wait time before abandon % Customer satisfaction with service levels % Call abandon rate # After call work time # Talk time # Call handling time # Longest call length % Agent utilization # Service requests per agent % Agent availability rate % Agent schedule adherence % Interactions routed properly % Repeat calls % First contact resolution rate % Accuracy in completion of records % Customer complaints resolved on the first contact % Customer satisfaction with complaints handling % Complaints resolved $ Customer care funding per resolved complaint # Call volume # Call arrival rate # Text-Chat volume % Call transfer rate % Blockage % Call drop rate (CDR) % Calls answered within service level time # Average speed of answer (ASA) # On-hold time # Longest delay in queue # Average wait time before abandon % Customer satisfaction with service levels % Call abandon rate # After call work time # Talk time # Call handling time # Longest call length % Agent utilization # Service requests per agent % Agent availability rate % Agent schedule adherence % Interactions routed properly % Repeat calls % First contact resolution rate % Accuracy in completion of records % Customer complaints resolved on the first contact % Customer satisfaction with complaints handling % Complaints resolved $ Customer care funding per resolved complaint

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Table of Contents

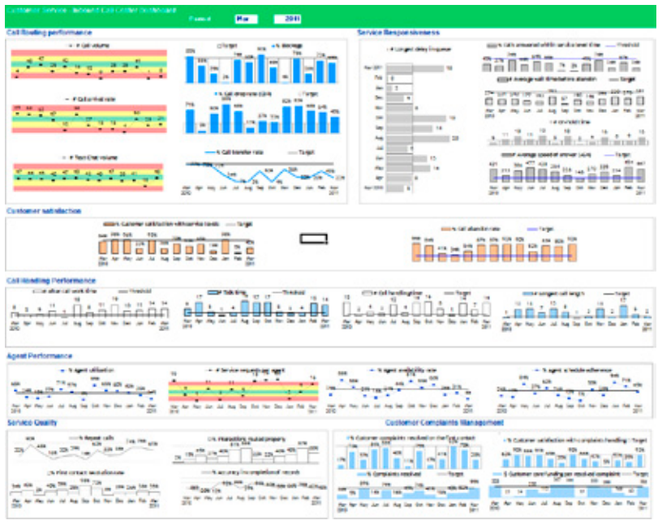
page 2 **Executive Summary**
3 **About Key Performance Indicators (KPIs)**
4 **KPIs ... Naturally**
6 **KPI Documentation Form Explained**
8 **About the Call Center Industry**
9 **List of KPIs for Customer Service Call Center Dashboard**
10 # Call volume
12 # Call arrival rate
14 # Text-Chat volume
16 % Call transfer rate
18 % Blockage
20 % Call drop rate (CDR)
22 % Calls answered within service level time
24 # Average speed of answer (ASA)
26 # On-hold time
28 # Longest delay in queue
30 # Average wait time before abandon
32 % Customer satisfaction with service levels
34 % Call abandon rate
36 # After call work time
38 # Talk time
40 # Call handling time
42 # Longest call length
44 % Agent utilization
46 # Service requests per agent
48 % Agent availability rate
50 % Agent schedule adherence
52 % Interactions routed properly
54 % Repeat calls
56 % First contact resolution rate
58 % Accuracy in completion of records
60 % Customer complaints resolved on the first contact
62 % Customer satisfaction with complaints handling
64 % Complaints resolved
66 $ Customer care funding per resolved complaint
68 **Appendix A: Glossary**
69 **Appendix B: Related Products**
69 **Appendix C: About eab group**
70 **Appendix D: eab group Services**
71 **Appendix E: eab group Online Portfolio**

Executive Summary

Key Performance Indicators (KPIs) are today some of the most popular management tools. From the National Museum of Australia, to the First Bank of Nigeria, from the Panama Canal Authority to Rolls Royce, from the Ministry of Education in Brunei Darussalam to the American Medical Association, KPIs are used to understand, learn and improve performance across industries, departments and teams.

The use of KPIs in organizations and departments is enabled by other performance management tools, the most common and important being the Performance Scorecards and the Performance Dashboards.

The Dashboard represents a catalogue of the most relevant KPIs used to measure the performance of an activity, process, department, organization or other entity. An organizational Dashboard includes the KPIs that are specific for the industry the organization operates in, while a departmental Dashboard includes KPIs that reflect that department's contribution to the overall performance of the organization.



The core element of the Performance Dashboard is represented by the KPIs populating it. Without an accurate and standard understanding of the KPIs populating the Dashboard, its proper use can be endangered and its value-added limited.

The KPIs for Customer Service Call Center Dashboard report is a comprehensive collection of 29 KPIs considered by the smartKPIs.com team as the most relevant and adequate to populate the Customer Service Call Center Performance Dashboard. Each KPI is documented based on the best practice KPI documentation template proprietory to smartKPIs.com and available in the smartKPIs Premium section of the website. There are over 30 fields of metadata specific to each KPI, from KPI name to definition, subordinate measures, calculation formula, among others.

Some of the main sections of the report are:

- "KPIs … naturally", an article that sets the context through a discussion on what is old and what is new in the use of KPIs.
- An introduction to the custom KPI documentation form developed by the smartKPIs.com research team for documenting KPIs. It contains over 30 fields of data, making this the most thorough KPI documentation template in use today.
- Comprehensive insights on Key Performance Indicators (KPIs) as performance measurement tools and a glossary explaining the most popular terms characterizing KPIs.
- A list of the KPIs selected for the Customer Service Call Center Dashboard, grouped by the main Inbound Call Center processes;
- A detailed description of each KPI listed in the KPIs for Customer Service Call Center Dashboard report, as documented in smartKPIs Premium (the premium content section of smartKPIs.com).

This collection of 29 thoroughly documented KPIs are used to measure performance of the Customer Service Call Center in its most important activities and processes, such as Call Routing, Service Responsiveness, Call Handling, Customer Complaints Management and Agent Performance.

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About Key Performance Indicators (KPIs)

In many domains of human activity, the use of tools is essential for the achievement of results. Measurement and evaluation make no exception, being equipped with both conceptual and physical tools. Of the first category, at the core of any performance measurement and managment system are the measures, metrics, indicators or KPIs used.

Both academic and practitioner literature uses interchangeably these terms, oftentimes even within the same organisation.

At smartKPIs.com, we have adopted the following definitions for these terms:

Measure - A number or a quantity that records a directly observable value. All measures are composed of a number and a unit of measure. The number provides magnitude (how much) for the measure, while the unit gives number a meaning (what). Examples of unit measures are: dollars, hours, meters, inches, etc.

Indicator - Indicators are defined in many ways, but the common meaning for all of them is that they refer to specific information. Thus, the Organisation for Economic Co-operation and Development (OECD) defines an indicator as "*a qualitative or quantitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor*".[1]

Metric, Performance Measure or Performance Indicator - A generic term encompassing the quantitative basis by which objectives are established and performance is assessed. It helps quantify the achievement of a result, the quantifiable component of an organization's performance. In the context of measuring and managing performance these terms are use interchangeably.

Key Performance Indicator (KPI) - A selected indicator considered key for monitoring the performance of a strategic objective, outcome, or key result area important to the success of an activity and growth of the organization overall. KPIs make objectives quantifiable, providing visibility into the performance of individuals, teams, departments and organizations and enabling decision makers to take action in achieving the desired outcomes. Typically, KPIs are monitored and communicated through dashboards, scorecards and other forms of performance reports.

While on paper the terms listed above can be differentiated, in practice, the difference between them is blurred and, at some extent, irrelevant. As long as their purpose and use is clear and understood by members of the organization, whether they are called performance measures or KPIs is a matter of preference.

At smartKPIs.com, we assess each example entered in the online database and label it as measure, performance indicator or KPI. It is an empirical and subjective approach to catalogue each entry based on relevance. Ultimately, all entries in the online database are considered KPI examples. In addition, to single out the entries that stand out in terms of relevance, we introduced a new label:

smartKPI - A Key Performance Indicator example available on smartKPIs.com, that is recommended as being the most relevant and truly "Key" for organizational performance. They are selected by the editorial team of the website based on criteria such as:

- Listing in academic and practitioner publications that analyse their usefulness;
- Frequency of use by Functional Area / Industry;
- Fulfillment of the criteria of how good KPIs should be defined and used.

1. Organisation for Economic Co-operation and Development, 2002, Glossary of Key Terms in Evaluation and Results Based Management, OECD Publications, Paris, France

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KPIs … Naturally



Measurement as a human activity is not new. It emerged in early history as a mean for discovery and sense making. Archaeologists consider the first measurement tool used in human history to be the Lebombo bone, a baboon fibula containing 29 cut notches. Dated 35,000 BC, this tally stick was discovered in the Lebombo mountains in Swaziland.

Evaluation, as a form of measurement was used as early as the 3rd century AD, when emperors of the Wei Dynasty rated the performance of the official family members. The biased nature of individual performance evaluation was noticed by Chinese philosopher Sin Yu, who reportedly criticized a rater employed by the Wei Dynasty with the following words: "The Imperial Rater of Nine Grade seldom rates men according to their merits, but always according to his likes and dislikes".

A major milestone in making the connection between measuring as a human activity and performance was in 1494, when Luca Pacioli published in Venice *'Summa de arithmetica, geometrica, proportioni et proportionalita'* (*'Everything on arithmetic, geometry, proportions and proportionality'*). It detailed a practice the Venetian sailors had in place to evaluate the performance of their sailing expeditions, which became the basis of the double-entry accounting system.

In time, the subjective nature of individual performance evaluations and the dominance of financial indicators for evaluating enterprise performance became stepstones for performance management in human activities.

The industrial revolution added to this combination the "*organization as a machine*" metaphor that played a major role in driving improvements in efficiencies and effectiveness. The result was an organizational performance management model based on mechanistic, command-and-control thinking, driven by subjective individual performance assessments and financial indicators and crowned by pay-for-performance arrangements.

Did it work? To a certain extent, yes. Many organisations flourished and matured based on this model.

Does it have flaws? Many. And while historical circumstances attenuated them in time, today's environment amplifies and exposes them at an accelerated rate.

Is there a better way? Yes, but it is not simple. It requires a change at multiple levels, from the underlying philosophy of performance, to mentalities and processes. This is not easy.

Over time, the use of Key Performance Indicators (KPIs) became synonym to performance measurement and management. KPIs are the link between the old and the new in performance management. Their use, however, is much richer and rewarding in an environment based on organic performance architecture principles:

Organizations are echo-systems in their own right. They vary in terms of maturity and the environment in which they operate. As such, their use of performance management systems should reflect their own "personality". You can try to build an igloo in Sahara, but it won't be sustainable. The performance architecture of each organisation needs to be unique and to reflect its internal and external environment.

Systems thinking provides a much richer context for understanding and improving performance. Command-and-control worked in time for the army, for increasing productivity of unskilled workers during the industrial revolution and for managing large organizations (such as the public service). Today, knowledge workers form the majority of the workforce in developed economies, operate in a much more interconnected environment and have to make decisions at an accelerated pace. Understanding the systems in which we operate, analysing flow and learning based on data become ever more important today and complement the traditional simplistic managerial approach of executing orders from above.

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KPIs should be used primarily for learning. The role of KPIs should be the one of providing the required information to assist in navigating towards the desired results. The same principle is used by ants, who leave pheromone trails to assist each other in navigating towards the food source. Similarly, the nerve impulses travel through the different points of the nervous system, transmitting information. KPIs results should travel through the organisation, facilitating communication, providing a base for analysis / synthesis and ultimately decision making across all levels of the organisation.

Data accuracy in human administration is an elusive desideratum. Neils Bohr once said: *"Accuracy and clarity of statement are mutually exclusive"*. Accuracy is a challenge in exact sciences and even more in human administration. Striving to obtain any KPI data is a challenge in itself for many organisations and data accuracy is an even bigger ask. The use of KPIs should acknowledge this aspect and be oriented towards making the most out of existent data, oftentimes by using variance intervals. This approach is used by the human body. If the temperature drops under a safe limit, we shiver. If the temperature increases, we sweat. Both are performance improvement initiatives of the body, aimed to regulate its temperature back to safe limits. The KPI here is the temperature. While it is not a constant, its trend is good when within certain safe limits.

The use of KPIs for rewards and punishment should be limited and driven by self-assessment. Purposeful oriented behaviour is a characteristic of living organisms. For humans and many other species, this behaviour is amplified by rewards and punishment. Along with this amplification, risks are amplified, too. Gaming of results, lack of cooperation, decreased morale and work accidents are some of the undesired consequences. On the other hand, the majority of nerve impulses in the human body transmit general information. Only in particular situations pleasure or pain signals. Similarly, the use of KPIs for rewards and punishment should be the exception to the rule, rather than the norm.

Embedding KPIs in organisations through visualization and communication of KPIs results is the key to maximising their value added. Variations in the KPIs used by the human body are felt by our senses as their impact is sensory rich. Similarly, KPIs used in an organizational context should be embedded in everyday use and be a part of the working experience. The most important aspect of communicating KPI results is their visual representation. This is key, both in terms of optimising the layout of the data representation and the presence of visual displays in the working environment. The range of media is diverse today: posters, whiteboards, banners, LED and LCD monitors should be combined to bring results to life across the organization. KPI results should not be restricted to paper reports and computer screens anymore.

New philosophy of performance, driven by self-assessment and purposeful achievement as a mean to happiness. While happiness means many things to many, a common expression of this feeling is the result of the purposeful achievement of a desiderate. Achieving something we want, while shared with others, is about us and reverberates strongly in our inner self. Transposing this powerful catalyst of performance in both our personal and organizational life is facilitated by a new paradigm: Happiness is driven by achievement. Achievement is an expression of performance. If we want to be in control of our happiness, we should be in control of our performance.

Self-assessment of performance results is not easy. However, if more emphasis is placed on building this capability in each employee, organisations can benefit by creating a rewarding environment conducive to happiness. In this environment, managers can focus on understanding and improving the working system, while employees can focus on self-assessment of the results' achievement, learning and communicating. Purposeful achievement of results in a well-structured working system would bring both individuals and organisation much closer to happiness and fulfilment compared to the payment of bonuses in the current command-and-control driven dominant paradigm.

KPIs are here to stay. The question we have to answer is how do we want to use them: mechanistically or naturally?

Aurel Brudan,
Performance Architect
smartKPIs.com

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KPI Documentation Form Template as Used by smartKPIs.com

Organizational capability or department that fulfils a specific business function.

Sub-grouping of the functional area or industry.

Aggregate of organizations operating in a particular field, often named after its principal product or service.

Functional Areas
N/A

Sub-categories
Hospitals

Industries
Healthcare

KPI record
sK41

Indicator type
smartKPI

Unit type
%

Key Performance Indicator (KPI) example unique identification number assigned automatically when entered in the database.

Classification of performance indicators based on their relevance and level of analysis.

Type of measurement unit to reflect results (number, percentage, monetary value).

Name of the indicator, a brief representation of its role.

Succinct description of the indicator, clarifying in business terms its name.

Other versions of the indicator name, as used in practice.

Name

% Hospital bed occupancy rate

Definition and variations

Definition
Measures the percentage of beds in the hospital that are occupied by patients, from overall number of hospital beds.

Variations
% Bed occupancy rate - long-term patients
% Bed occupancy rate - short-term patients

Related KPIs
Hospital bed capacity
$ Hospital operating profit per bed
# Hospital admission rate per 10,000 inhabitants

Tags
hospital, occupancy

List of other related indicators in the database, either upstream (influenced by this indicator), or downstream (with influence on this indicator).

Keywords relevant to the indicator, useful for navigating by thematic clusters of similar examples.

Names of the measures used in calculating the indicator (if applicable).

Calculation

Subordinate measures used for calculation
A = # Hospital inpatient beds occupied
B = # Hospital inpatient beds

Calculation formula
(A/B)*100

Formula type
Rate

Trend is good when
Increasing

Expresses the indicator as a formula linking the subordinate measures (if applicable).

Type of calculation formula, based on the combination of subordinate measures (rate, ratio, index, composition).

Direction in which the results of the indicator need to move for a positive result.

Explanation of the reason or business justification for using the indicator.

Classification of performance indicators based on what dimension of an activity or result they are measuring.

Strength of the indicator based on the stage of evaluation: input, process, output or outcome.

Focus

Purpose
To indicate the hospital's efficiency regarding bed management and its spare capacity.

BSC perspective
Customer

Measurement focus
Volume

Impact stage
Process

Indicator focus
Leading

Measurment type
Quantitative

Level
Strategic

Standard Balanced Scorecard perspective where the indicator fits best.

Type of indicator based on the emphasis of past activity or future performance.

Measurement approach for the KPI (Quantitative or qualitative).

Organizational level at which the indicator is measured (strategic or operational).

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Period for which the results of the indicator have been measured.

Frequency of data gathering and reporting for the indicator.

Subjective evaluation of the integrity characteristics of the data being reported.

Data profile

Data capture period
Spot

Standard reporting frequency
Daily

Data integrity
High

Automation fit
Recommended

Limitations
Accurate reporting for this KPI requires real-time registration of inpatients, so that no lag exists between the actual hospitalization (and the occupancy of the bed) and registering it in the bed management system.

Suitability for automated data gathering by importing data in the centralized reporting tool.

Other limitations (data or reporting system related) to be considered during the use of the indicator.

Subjective evaluation of the suitability for benchmarking based on indicator reporting standardization in the industry.

Additional information related to the target setting for this indicator.

Thresholds outlining the limits for positive and negative results, as well as the tolerance interval.

Targets

Benchmarking fit
Suitable

Notes
Given the universality of the measure, it suits benchmarking very well. High levels of bed occupancy reflect the ability of a hospital to provide safe patient care and indicate an efficient use of a hospital's capacity.

Threshold exemple
Red: <70%

Yellow: 70-90%

Green: >90%

Analysis and resources

Overall notes
Bed occupancy rate is used to assess the demands for hospital beds and hence to gauge an appropriate balance between demand for health care and number of beds available. Managing the bed occupancy rate can be a difficult task due to the demand that cannot be controlled by postponing (like in the case of a guest house, for example).

Additional resources
http://news.bbc.co.uk/2/hi/health/5370336.stm

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3. Republic of the Philippines, Department of Health (2004),
OTHER HEALTH FACILITIES STATISTICAL REPORT, available at: www.doh.gov.ph/bhfs/images/issuances/psychiatric/statisticalreport.pdf

General remarks about the use of the indicator.

Other recommended online and offline resources for understanding and using the indicator.

List of resources reviewed as part of the documentation process.

Average rating of the indicator by smartKPIs.com community members.

Total number of pageviews for the indicator.

Date stamp of when the indicator page was last updated.

Statistics & bookmarking

Rating
(1 / 5)

Add rating

Views
1780

Share

Last updated
03 February 2011

Save

Rating button.

Share button, for social media communication.

Option to save the indicator in a preferred list available online at smartKPIs.com.

smartKPIs Community

Other popular KPI examples
- # Average length of stay in ER
- % Emergency Department visits resulting in hospital admissions
- % Employee turnover

Comments

Other indicators saved in the preferred list along with the current example by smartKPIs.com community members.

Option to comment, provide feedback and engage with other members of the smartKPIs.com community on topics relating the documentation and use of the indicator.

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About the Call Center Industry

Call Center is the industry dealing with receiving and transmitting a large volume of requests or inquiries by telephone. The Inbound Call Center deals with calls initiated by the customer (inbound calls), while an Outbound Call Center regards calls initiated from the organization to the customer (outbound calls). Indicators in this industry refer to performance aspects regarding call volumes, contact channels, handling customer requests, sales productivity or any other specific operations.

History

The Call Center industry has emerged and developed due to the need to centralize customer operations in order to both respond to ever more demanding customers and to reduce costs. While in their early days of existence Call Centers were organized mostly in-house, nowadays large call centers operate as a destination for outsourcing and/or offshoring customer operations.

In this context, aspects such as efficiency, effectiveness and productivity are common terms to describe Call Centers. Therefore, the work of call center employees has always been stressful, having to face more and more difficult customers and extensive workloads, making the industry one with high levels of employee turnover.

In practice, Call Centers can be organized as Inbound (customer service) Call Centers or as Outbound (sales) Call Centers. Another variation is the Contact Center, which deals with collective handling of emails, letters, faxes, live chat and other forms of customer contact. From another perspective, based on the technology they use, Call Centers can be organized on premise-based Call Centre technology, virtual Call Center technology and cloud computing for Call Center technology. No matter their type or the technology they use, Call Centers support a broad number of industries, such as Telecommunications, Banking, Utilities, Retail (whether E-stores, Retail stores or Mail order catalogue retailers) etc.

In order to better respond to the principles and demands of efficiency and effectiveness, the Call Center industry has made tremendous use of technology. Systems and tools such as Interactive Voice Response (IVR), Voice Broadcasting and Automatic Call Distribution emerged as examples of state-of-the-art computer-telephony integration. The use of these new technologies in the Call Center industry has enhanced also the process of measuring and managing Call Centers' performance, enabling high levels of automation and access to analytical data with ease.

Relevant Call Center Professional Associations

Customer Contact Association (CCA)
Customer Contact Management Association (CCMA)
Contact Center World
Call Center Network Group (CCNG)
American Teleservices Association (ATA)

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List of KPIs for Customer Service Call Center Dashboard

Customer Service Call Center Function	Key Performance Indicators (KPIs)
Call Routing Performance **6 KPIs**	# Call volume
	# Call arrival rate
	# Text-Chat volume
	% Call transfer rate
	% Blockage
	% Call drop rate (CDR)
Service Responsiveness **5 KPIs**	% Calls answered within service level time
	# Average speed of answer (ASA)
	# On-hold time
	# Longest delay in queue
	# Average wait time before abandon
Customer Satisfaction **2 KPIs**	% Customer satisfaction with service levels
	% Call abandon rate
Call Handling Performance **4 KPIs**	# After call work time
	# Talk time
	# Call handling time
	# Longest call length
Agent Performance **4 KPIs**	% Agent utilization
	# Service requests per agent
	% Agent availability rate
	% Agent schedule adherence
Service Quality **4 KPIs**	% Interactions routed properly
	% Repeat calls
	% First contact resolution rate
	% Accuracy in completion of records
Customer Complaints Management **4 KPIs**	% Customer complaints resolved on the first contact
	% Customer satisfaction with complaints handling
	% Complaints resolved
	$ Customer care funding per resolved complaint

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2376	Performance indicator	#

Name

Call volume

Definition and variations

Definition

Measures the number of calls handled or initiated by the call center in a period.

Variations

Calls
Volume of calls

Related KPIs

Average service requests per handler

Tags

calls, volume

Calculation

Subordinate measures used for calculation

A = # Calls handled / initiated in period

Calculation formula	Formula type	Trend is good when
A	Volume	Within range

Focus

Purpose

To indicate the volume of work that agents' dealt with in the period.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit

Recommended

Limitations

It does not indicate the types of call received or initiated, their duration or if certain periods have larger call volumes than others. Accurate reporting requires well functional call management systems to feed data into the reporting tool.

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Targets

Benchmarking fit	Notes
Suitable	Targets will depend on the type of call center and its size.

Threshold exemple

Red: <5,000; >20,000 Yellow: 5,000-10,000; 15,000-20,000 Green: 10,000-15,000

Analysis and resources

Overall notes

The call volume of out-bound centers can be much easily predicted than for in-bound call centers, as in most of the cases there are clear plans and targets established for the volume of calls that need to be handled.

Additional resources

http://fic.wharton.upenn.edu/fic/papers/98/9825.pdf

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1328	Key Performance Indicator	#

Name

Call arrival rate

Definition and variations

Definition

Measures the average volume of incoming calls handled on a per second, per minute or per hour basis.

Variations

Arrival rate of incoming calls
Average calls handled per hour

Related KPIs

% Call transfer rate

Tags

volume

Calculation

Subordinate measures used for calculation

A = # Calls incoming per second, per minute or per hour

Calculation formula	Formula type	Trend is good when
A	Volume	Within range

Focus

Purpose

It indicates the volume of the workload for agents and the extent to which calls have to be put on hold.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Input
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Recommended

Limitations

Although past measurement of call arrival rates are used to forecast future rates, precise forecasts are difficult because customer behavior is hard to predict.

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Targets

Benchmarking fit	Notes
Unsuitable	Targets can vary depending on the type of call center, its size and the period of measurement.

Threshold exemple

Red: <15; >35 Yellow: 15-20; 30-35 Green: 20-30

Analysis and resources

Overall notes

Monitoring arrival rates is useful for queuing management. It helps managers utilize their resources efficiently through slow and peak periods and it also influences customer perceptions of the service.Â

Additional resources

http://www.stat.tamu.edu/~jianhua/paper/ShenHuang05.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Center	Telecommunications / Call Center
KPI record	**Indicator type**	**Unit type**
sK6754	Performance indicator	#

Name

Text-Chat volume

Definition and variations

Definition

Measures the number of instances of online chat discussions between customers and agents.

Variations

Online text chat messages
Text chat sessions
Live text chat messaging

Related KPIs

Call volume

Tags

customer service

Calculation

Subordinate measures used for calculation

A = # Online text chat discussions between customers and agents

Calculation formula	Formula type	Trend is good when
A	Volume	Within range

Focus

Purpose

To indicate the effort to offer a complete and accessible customer service support.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Monthly	Medium
Automation fit	**Limitations**	
Recommended	Accurate data gathering is dependent on an automated monitoring system of all text chat sessions.	

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Targets

Benchmarking fit	Notes
Unsuitable	Targets may vary according to the type of business and industry, the customers, the number of agents dedicated to text chat and the service schedule and availability (24/7 is often practiced in some industries).

Threshold exemple

Red: <200; >1400	Yellow: 200-500; 1000-1400	Green: 500-1000

Analysis and resources

Overall notes

Text chat sessions are considered interactions with customers, stored in a record management system or other internal document.

Text chat is used as an alternative customer support service, for helping clients to resolve queries and requests, easily accessible and a low cost.

Additional resources

http://www.aiim.org/community/Discussions/Question-Retention-of-Customer-Service-online-text-chat-messages

http://www.netpicker.net/CallCenterIndustryStatistPPOR.html

References

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3. United States Department of Veterans Affairs, available at: http://www.va.gov/hac/forbeneficiaries/champva/champva.asp
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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1017	Key Performance Indicator	%

Name

% Call transfer rate

Definition and variations

Definition

Measures the percentage of calls transferred between operators from the total number of calls received.

Variations

% Calls transferred
% Transfer rate
% Transferred calls

Related KPIs

Call arrival rate

Tags

process, calls

Calculation

Subordinate measures used for calculation

A = # Transferred calls between operators
B = # Calls received

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose

To assess the call center operation effectiveness and service quality, by indicating what proportion of contacts has to be transferred to another agent or place to be handled.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Recommended

Limitations

It does not reflect whether calls were actually transferred due to the lack of knowledge of the agent that took the call or because it was not part of his job description and roles.

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Targets

Benchmarking fit	Notes
Suitable	Lower targets are desired as they imply both lower times to handle calls and higher customer satisfaction, due to rapid resolution of service request.

Threshold exemple

Red: >30% | Yellow: 20-30% | Green: <20%

Analysis and resources

Overall notes

Agents that handle and solve high proportion of the service requests without having to transfer the call, are considered to be generalists, as such agents are capable of solving a wide range of customer issues.
Tracking the call transfer rates helps to fine tune the routing and call handling strategies. It also can help identify any gaps in the staff call handling performance.

Additional resources

http://www.hbs.edu/research/facpubs/workingpapers/papers2/9899/99-110.pdf

References

1. Accenture, "The Customer Service Challenge: Creating the "Perfect" Customer Call", available at: http://www.cob.sjsu.edu/kwan_s/297D/ThePerfectCall2006CustomerServiceSurveyReport.pdf
2. McDermid, L. (2007), "Operational Metrics", available at: http://www.suu.edu/it/admin/summit2007/cdsite/color/Advancement/1378/1378.pdf
3. Northern Virginia Community College (2011), "Call Center Performance", available at: http://www.nvcc.edu/faculty-and-staff/marketing/callcenter/performance/index.html

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2386	Key Performance Indicator	%

Name

% Blockage

Definition and variations

Definition

Measures the percentage of customer calls that do not reach the service operators due to insufficient employees or network facilities in place.

Variations

% Blocked incoming calls
% Blocked calls

Related KPIs

$ Cost per call (CPC)

Tags

calls

Calculation

Subordinate measures used for calculation

A = # Customer calls that do not reach the operators
B = # Incoming customer calls

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose

It is a measure of accessibility, indicating how many of the customers cannot reach to contact a call center operator, this impacting their satisfaction.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium
Automation fit	**Limitations**	
Recommended	Accurate reporting requires functional systems to collect data on all incoming calls, including call attempts that are not managed by an operator.	

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Targets

Benchmarking fit

Suitable

Notes

Targets depend on the size of the call center and the period of the day or week.

Threshold exemple

Red: >25%
Yellow: 15-25%
Green: <15%

Analysis and resources

Overall notes

Call centers might resort to blocking excess calls in order to increase their average speed of answer. However, this has a negative impact on customer satisfaction and measures like increasing or training staff and improving facilities should be employed instead.

Additional resources

http://www.call-center-metrics.com

http://www.naquitline.org/resource/resmgr/issue_papers/callcentermetricspaperglossa.pdf

References

1. Call-center-metrics.com (2010), "Call Center Metrics helps improve performance of the company", available at: http://www.call-center-metrics.com/call-center-metrics-helps-improve-performance-of-the-company.htm
2. Vargas, C., Hegde, M., V. & Naraghi-Pour, M., "Blocking E ffects of Mobility and Reservations in Wireless Networks", available at: http://www.ee.lsu.edu/mort/publications/icc.98.pdf
3. Zeng, H., Fang, Y. & Chlamtac, I. (2002), "Call Blocking Performance Study for PCS Networks under More Realistic Mobility Assumptions", Telecommunication Systems, Vol. 19, No. 2, pp. 125-146, available at: http://www.fang.ece.ufl.edu/mypaper/ts02.pdf

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Functional Areas	Sub-categories	Industries
N/A	Call Centre Telecommunications	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK6593	Performance indicator	%

Name

% Call drop rate (CDR)

Definition and variations

Definition

Measures the percentage of calls that are disconnected due to loss of signal or other technical issues, out of the overall calls.

Variations

% Call disconnection rate
% CDR

Related KPIs

% Call abandon rate

Tags

calls

Calculation

Subordinate measures used for calculation

A = # Calls disconnected due to loss of signal or other technical issues
B = # Calls

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose

To indicate the call center system efficiency and ability to maintain call signal.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Daily	Medium
Automation fit	**Limitations**	
Recommended	Accurate reporting is dependent on a periodical updated call management system.	

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Targets

Benchmarking fit	Notes
Suitable	High call drop rate indicate that calls are disconnected due to loss of signal or other technical issues, therefore the call center can not answer the customers needs properly. Most centers strive to maintain an abandon rate of less than 2%.

Threshold exemple

Red: >3% Yellow: 2-3% Green: <2%

Analysis and resources

Overall notes

The performance criterion for call system reliability is not only the percentage of call drop rate, but also the interval between the call drops.

Most frequently, the software to manage the calls detects the call drops / link failures, logs the event and redials the dropped link automatically.

Additional resources

http://www1.cse.wustl.edu/~jain/wimax/ftp/kpi.pdf

http://ieeexplore.ieee.org/Xplore/login.jsp?url=http%3A%2F%2Fieeexplore.ieee.org%2Fiel5%2F5633132%2F5634735%2F05634823.pdf%3Farnumber%3D5634823&authDecision=-203

References

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2. Maryland State Archives (2006), "State of Maryland Health and Human Services Referral Board Business Plan to Implement a 2-1-1 System in Maryland", available at: http://www.msa.md.gov/megafile/msa/speccol/sc5300/sc5339/000113/012000/012546/unrestricted/20100422e.pdf
3. Nigerian Communication Commission, "Quality of Service (Qos) Indicators for Mobile Services", available at: http://www.ncc.gov.ng/TRS/QoS_Benchmark.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1114	Key Performance Indicator	%

Name

% Calls answered within service level time

Definition and variations

Definition

Measures the percentage of calls answered within a defined time frame out of the total number of answered calls.

Variations

% Calls answered within service level time
% Calls answered within a definite time frame
% Ratio of calls answered within set time frame
% Calls answered within set time frame

Related KPIs

Calls on hold longer than "x" seconds

Tags

calls

Calculation

Subordinate measures used for calculation

A = # Calls answered within the determined time frame
B = # Calls answered

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To indicate the call center operators' efficiency in handling incoming calls.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium
Automation fit	**Limitations**	
Recommended	Well functional call center operating systems are needed to feed data into the reporting tool.	

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Targets

Benchmarking fit	Notes
Suitable	The higher the results, the higher the premises for customer satisfaction and loyalty. It is difficult to set a specific time frame within which to answer incoming calls, that would be both satisfactory for clients and realistic considering the call center's volume of activity.

Threshold exemple

Red: <70% | Yellow: 70-80% | Green: >80%

Analysis and resources

Overall notes

Usually, the time to answer incoming calls is part of a service level agreement between the call center and the clients.

Additional resources

http://www.service-level-agreement.net/

References

1. Five 9, "What is a Call Center", available at: http://www.voip-news.com/whitepaper/pdf/Call%20Center%20101%20v2.pdf
2. Kjellerup, N. (2000), "Customers don't like talking to machines", available at: http://callcentres.com.au/Customer%20Research%20UK.htm
3. University of Rochester (2010), "GNAV Pro User's Guide", available at: http://www.rochester.edu/it/ncs/Documentation/GNAV_Pro_Client_User_Guide.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1113	Key Performance Indicator	#

Name

Average speed of answer (ASA)

Definition and variations

Definition

Measures the average speed of answering a customer's call by an available agent, after the call is being placed in a queue.

Variations

ASA
Average speed to answer a phone call (ASA)
Time of answer
Average answer time
Average time to answer (ATA)

Related KPIs

Longest delay in queue

Tags

calls

Calculation

Subordinate measures used for calculation

Ai = # Speed to answer call 'i', in seconds, where i=1 to n
n = # Calls

Calculation formula	Formula type	Trend is good when
(A1+A2...+An)/n	Average	Increasing

Focus

Purpose

To indicate the call center operators' accessibility and rapidness.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium
Automation fit	**Limitations**	
Recommended	Accurate reporting requires functional call management systems to feed up-to-date data into the reporting tool.	

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Targets

Benchmarking fit	Notes
Suitable	ASA should be determined by what is acceptable to the client, taking staffing levels into account. If ASA is very high, the company's customer satisfaction is likely to plummet. However, a very good ASA in itself does not guarantee improved customer satisfaction.

Threshold exemple

Red: >30 Yellow: 20-30 Green: <20

Analysis and resources

Overall notes

The speed of answering customer calls can impact callers' satisfaction and long term loyalty. In the short term, it can generate high abandonment rates.

One important factor is whether the company is measuring the average / daily / weekly rate, or an interval period. Often the average speed of answer (ASA) is lower during off-peak periods of the day, but is high during busy times.

Additional resources

http://searchcrm.techtarget.com/answer/Is-calculating-average-speed-of-answer-the-same-as-average-speed-of-delay

References

1. Feinberg, R., A., Kim, I., S., Hokama, L., de Ruyter, K. & Keen, C. (2000), "Operational determinants of caller satisfaction in the call center", International Journal of Service Industry Management, Vol. 11, No. 2, pp. 131-141, available at: http://www.cfs.purdue.edu/richardfeinberg/callcenterpapers/operational%20determinants%20of%20customer%20satiosfaction%20in%20the%20call%20center.pdf
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3. Rumburg, J. & Zbikowski, E., "Part 2: Service Desk KPIâ€™s: The Seven Most Important Performance Indicators for Service Desks", available at: http://web.ics.purdue.edu/~dsnethen/MetricNetsSevenImportantKPIs.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2375	Key Performance Indicator	#

Name

On-hold time

Definition and variations

Definition

Measures the average time a customer call is put on hold before the call is being transferred to an agent or abandoned.

Variations

Average hold time
Average hold length

Related KPIs

% Blockage

Tags

time

Calculation

Subordinate measures used for calculation

A = # On-hold time for call 'i' (in seconds), where i =1 to n
n = # Calls put on hold

Calculation formula	Formula type	Trend is good when
(A1+A2...+An)/n	Average	Decreasing

Focus

Purpose

To indicate the efficiency of the call center service, as this impacts customer satisfaction and call drop rate.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium
Automation fit	**Limitations**	
Recommended	Accurate data gathering and reporting is dependent on a well maintained call management systems to feed data into the reporting tool.	

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Targets

Benchmarking fit	Notes
Suitable	Targets are usually expresses in seconds, but minutes can also be found in some situations, mainly for the busy periods of the day or week.

Threshold exemple

Red: >30	Yellow: 20-30	Green: <20

Analysis and resources

Overall notes

To reduce hold time, call centers usually have to resort to hiring more agents or conduct trainings to reduce their talk time so as to take more incoming calls in less time.

Additional resources

http://searchcrm.techtarget.com/answer/Call-center-dilemma-How-to-reduce-hold-times-without-adding-staff

References

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3. Purdue University, "Customer Service Standards", available at: http://webs.calumet.purdue.edu/adminserv/customer-service-standards/
4. Searchcrm.techtarget.com, "Reducing call center hold time", available at: http://searchcrm.techtarget.com/quiz/2-Reducing-call-center-hold-time

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2373	Key Performance Indicator	#

Name

Longest delay in queue

Definition and variations

Definition

Measures the longest period a customer in a queue waits before being connected to an operator or hanging up.

Variations

LDQ
Longest stay in queue

Related KPIs

Average speed of answer (ASA)

Tags

time

Calculation

Subordinate measures used for calculation

A = # Longest wait in a queue before being connected to an operator or hanging up, in seconds

Calculation formula	Formula type	Trend is good when
A	Volume	Decreasing

Focus

Purpose

It indicates what was the maximum time a customer had to wait when making a call. If compared to the average speed of answer, it can indicate how far was the longest delay from the average delay.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Not recommended

Limitations

Accurate reporting requires well functional call center operating systems to track duration for all incoming calls.

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Targets

Benchmarking fit

Suitable

Notes

If the longest delay of a call in a queue is not very far from the average speed with which calls were answered, this indicates that all the incoming calls were answered in a rather acceptable time frame which was very close to the average.

Threshold exemple

Red: >60 Yellow: 50-60 Green: <50

Analysis and resources

Overall notes

The longest delay in a queue indicates the call with the smallest speed of answer and this can be a good indicator of customer satisfaction and loyalty.
It is influenced by the volume of incoming calls at any point, which are most of the times random and cannot be projected by the call center.
Longest delay in queue or LDQ can be measured for two specific situations. One is the longest delay for a customer whose service request was finally handled by an agent. The other one is the longest delay for a customer, who finally abandoned the contact.

Additional resources

http://www.callcentermagazine.com/shared/article/showArticle.jhtml?articleId=59301296

References

1. Gans, N., Liu, N., Mandelbaum, A., Shen, H. & Ye, H. (2010), "Service times in call centers: Agent heterogeneity and learning with some operational consequences", IMS Collections Borrowing Strength: Theory Powering Applications, Vol. 6, pp. 99-123, available at: http://www.unc.edu/~haipeng/publication/IMSCOLL608.pdf
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3. Wang, H. & Olsen, T., L., "Service Capacity Competition with Peak Arrivals and Delay Sensitive Customers", available at: http://www.gsb.stanford.edu/facseminars/events/oit/documents/oit_03_09_olsen.pdf

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Functional Areas	Sub-categories	Industries
N/A	Call Center	Telecommunications / Call Center
KPI record	**Indicator type**	**Unit type**
sK6753	smartKPI	#

Name

Average wait time before abandon

Definition and variations

Definition

Measures the average waiting time a customer spends in a queue before abandoning the call.

Variations

Wait time before abandon
Average wait time before abandoning call

Related KPIs

% Call abandon rate
# Average speed of answer (ASA)

Tags

time

Calculation

Subordinate measures used for calculation

Ai = # Time customer 'i' waits before abandoning call, where i = from 1 to n
n = # Incoming calls that were abandoned

Calculation formula	Formula type	Trend is good when
(A1+A2+...+An)/n	Average	Increasing

Focus

Purpose

To indicate the point at which customers attempting to reach a service agent abandon their call (their call not having been responded).

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium
Automation fit	**Limitations**	
Recommended	Accurate reporting requires functional call management systems to feed up-to-date data into the reporting tool.	

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Targets

Benchmarking fit	Notes
Suitable	Targets setting should take into consideration the customers' profile and their tolerance for waiting, as well as the call center's resources for addressing variable volumes of incoming calls. Based on this indicator, call centers can further on set targets for other KPIs, such as the # Average speed of answer and % Call abandon rate.

Threshold exemple

Red: >45 Yellow: 30-45 Green: <30

Analysis and resources

Overall notes

Usually, high abandon rates lead to customer dissatisfaction, therefore waiting times in virtual queues have to be as low as possible so as to generate low call abandon rates.

However, it is argued that eliminating waiting can be economically infeasible. Therefore, it is important to manage customersâ€™ perceptions of their wait and offer the choice of either waiting in a line or going offline and returning at a dynamically determined future time.

Additional resources

http://www.icmi.com/Resources/QueueTips/2010/April/Correlation-Between-Wait-Time-and-Abandon-Rate

References

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3. National Poisons Centre (2008), "Forty Third Annual Report", available at: poisons.co.nz/get.php?if=24

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service	Any
KPI record	**Indicator type**	**Unit type**
sK2379	smartKPI	%

Name

% Customer satisfaction with service levels

Definition and variations

Definition

Measures the percentage of customers who are satisfied with the company's overall service levels (before, during and post-sale), out of the total number of customers surveyed.

Variations

% Service levels satisfaction
% Customers satisfied with service levels

Related KPIs

% On-time delivery
# Credit request processing time

Tags

satisfaction

Calculation

Subordinate measures used for calculation

A = # Customers stating they are satisfied with the service levels
B = # Customers surveyed

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To indicate whether the company's services correspond to customer expectations, as this impacts future customer behavior (purchases, recommendations, complaints etc.).

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Biannually	Low

Automation fit

Not recommended

Limitations

Measurement is based on customer surveys, thus being susceptible of inaccuracy due to subjectivity of respondents. This makes it also expensive and time-consuming to monitor.

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Targets

Benchmarking fit	Notes
Unsuitable	Due to the use of non-standardised methodologies to conduct the surveys, benchmarking is not recommended.

Threshold exemple

Red: <80% | Yellow: 80-90% | Green: >90%

Analysis and resources

Overall notes

This KPI reflects only a level of general satisfaction, not areas in which dissatisfaction exists or causes for that. Therefore, further root cause analysis is recommended.

Usually, survey questions are self-constructed, but general surveys for customer satisfaction available in the marketing knowledge base can be used as starting points for the development of an appropriate survey to measure satisfaction with the service levels.

Extended analysis of the surveys helps evaluate in what areas of service customers are not satisfied and what ideas for service improvement can be evidenced.

Additional resources

http://www.iaeng.org/publication/IMECS2009/IMECS2009_pp1899-1903.pdfÂ

http://members.byronsharp.com/6892.pdf

http://www.utexas.edu/research/cswr/survey/cssymposium/cspaper.pdf

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2. CustomerServiceGroup.com (2009), "Two service metrics to watch in 2009", available at: http://www.customerservicegroup.com/pdf/csn0109docs.pdf
3. Deutsch, H., "Increasing IT Customer Satisfaction and IT Performance in a Difficult Economy With Tight Budgets", available at: http://ezinearticles.com/?Increasing-IT-Customer-Satisfaction-and-IT-Performance-in-a-Difficult-Economy-With-Tight-Budgets&id=2082047

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK168	Key Performance Indicator	%

Name

% Call abandon rate

Definition and variations

Definition

Measures the percentage of customer calls which are abandoned while in queue, waiting for service, from overall calls.

Variations

% Abandonment rate
% Connection drop rate
% Silent calls

Related KPIs

% Interactions routed properly

Tags

calls

Calculation

Subordinate measures used for calculation

A = # Calls disconnected before an agent was able to intercept
B = # Incoming calls

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose

To assess the efficiency in managing resources such as personnel and phone lines.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate reporting requires some rules in managing calls abandonment, such as:
Remove the data of abandoned calls for anything that was abandoned in less than 5 seconds, as these numbers are hard to get. All calls that are long enough (>5 sec) and can be answered should be counted. Calls answered by machine, unanswered calls, and calls to non-working numbers do not count toward this percentage.

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Targets

Benchmarking fit

Suitable

Notes

High abandonment rates indicate the telemarketer / customer service center is not managing resources such as personnel and phone lines properly. Most centers strive to maintain an abandon rate of less than 2%.
One solution for silent calls is for organizations to play a recorded message to the consumer explaining why the call was silent and why no agent was available. They also must allow an unanswered call to ring four times or 15 seconds before disconnecting to allow consumers a reasonable time to answer and not be subjected to "dead air" after a few rings.

Threshold exemple

Red: >3% Yellow: 2-3% Green: <2%

Analysis and resources

Overall notes

According to the marketing dictionary, the abandon rate is the percentage of the calls made by an automatic dialing device to prospective customers or by customers to a telemarketer that are not intercepted by a live operator before the prospect / customer disconnects.

Caller tolerance can change day by day, or hour by hour, in baffling ways. Sometimes, when customers have to remain on hold for longer periods than they're used to, they wait. Other times, when service levels are good, abandonment rates are inexplicably high.Though an important service level indicator, call abandon rate is also influenced by consumer behavior, in which case its relevance for these purposes decreases.

Additional resources

http://www.usaservices.gov/bestpractices/pdf_citizens/metricsmitre-1.pdf

http://www.allamreform.hu/letoltheto/kozigazgatas/kulfoldi/2004-es_evkozi_utmutato_a_fo_teljesitmenymutatokrol_Kanada.pdf

References

1. Huston Service Helpline, "Neighborhood Oriented Goverment: FY 03 Performance Report", available at: http://www.houstontx.gov/311/fy03.pdf
2. Office of the Inspector General Commonwealth of Massachusetts (2007), "Status Report on Issues Related to Health Care Reform Implementation Raised by the Joint Committee on Health Care Financing", available at: http://www.mass.gov/ig/publ/hcr_rpt.pdf
3. PNI-KPMG, "Quality KPI", available at: http://www.pnicallcenter.com/quality-kpi.html

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1081	Key Performance Indicator	#

Name

After call work time

Definition and variations

Definition

Measures the average amount of time it takes for a customer service representative to complete the service request or for a sales representative to complete the sale after the call has ended.

Variations

Average after call work time
After call work

Related KPIs

Call handling time

Tags

time

Calculation

Subordinate measures used for calculation

Ai= # After call work time to complete request/sale "i", where i = 1 to n
n= # Calls handled

Calculation formula	Formula type	Trend is good when
(A1+A2...+An)/n	Average	Decreasing

Focus

Purpose

To track the amount of time agents spend solving one request/sale, as this impacts the number of requests/sales they can manage.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Weekly	Medium
Automation fit	**Limitations**	
Recommended	It requires each agent to monitor each contact they handle, which can be time consuming and subjective if no automated monitoring systems are in place.	

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Targets

Benchmarking fit	Notes	
Suitable	Targets can be set for minutes, hours or days, depending on the type of requests/sales handled.	
Threshold exemple		
Red: >50	Yellow: 30-50	Green: <30

Analysis and resources

Overall notes

In order to consider the differences in call patterns, various times of the day or various days of the week should be measured separately.

Additional resources

http://docs.lib.purdue.edu/cgi/viewcontent.cgi?article=1000&context=purduepress_ebooks

References

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2. Accountability in Action for the City of Indianapolis (2008), "Mayor Documents", available at: http://www.indy.gov/eGov/Mayor/Documents/MAC%204.25.08.pdf
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4. EADS Telecom (2003), "Reports Guide", available at: http://www.oit.umn.edu/prod/groups/oit/@pub/@oit/@web/@voiceservices/documents/content/oit_content_200286.pdf
5. Washington State Department of Social and Health Services, "Brokered Non-Emergency Medical Transportation Statement of Work: Performance Incentives and Penalties", available at: http://www.dshs.wa.gov/pdf/ccs/0913-343%20Exhibit%20F-11.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2378	Key Performance Indicator	#

Name

Talk time

Definition and variations

Definition

Measures the average time an agent spends with a customer or a prospect from the moment it answers the phone until the call is disconnected.

Variations

Talk time

Related KPIs

Tags

time

Calculation

Subordinate measures used for calculation

Ai = # Talk time for call 'i', in seconds, where i=1 to n
n = # Calls completed

Calculation formula	Formula type	Trend is good when
(A1+A2...+An)/n	Average	Decreasing

Focus

Purpose

To indicate the efficiency in handling calls, as calls that last long can indicate the agents' lack of knowledge on the customer requests and impact the volume of requests they can handle or the sales they can achieve.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate reporting requires computing the time duration of each call, this being time consuming, if there is not any automated call management systems set up into place.

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Targets

Benchmarking fit

Suitable

Notes

Usually, talk times are expresses in seconds, but minutes are also common to find.
It can be difficult to achieve the targets set, as some customers might be more difficult to deal with.

Threshold exemple

Red: >120 Yellow: 100-120 Green: <100

Analysis and resources

Overall notes

Call centers strive to reduce talk times and they can resort to technology in order to do so. For example, improvements can come from an automatic screen pop presenting customer data right when the call arrives, so that a lot of information requests from the agent can be spared.

Additional resources

http://searchcrm.techtarget.com/answer/Quality-management-can-help-analyze-average-talk-time

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK165	Key Performance Indicator	#

Name

Call handling time

Definition and variations

Definition

Measures the time needed for one call to be handled on average, including the talk time itself and the work performed after the call.

Variations

Call handling time
Average call handle time

Related KPIs

After call work time

Tags

time

Calculation

Subordinate measures used for calculation

Ai = # Handling time for call 'i', (in minutes), where i=1 to n
n = # Calls handled

Calculation formula	Formula type	Trend is good when
(A1+A2...+An)/n	Average	Decreasing

Focus

Purpose

To indicate the efficiency and capacity in handling calls. As it includes both talk time and after work time, it reflects the total time needed to solve one customer issue or complete one sale.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate data gathering and reporting is dependent on a well maintained call management systems to feed data into the reporting tool.

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Targets

Benchmarking fit

Suitable

Notes

Targets depend on the industry, the product / service, the staff experience, complexity of the problem etc.
An example of targets can be any of those mentioned above for the support for internal desktop PC customers.
The handling time is between 10-19 minutes per call. There are many factors that affect average handle time, such as:
- Types of software and hardware supported
- Customer profile
- Use of knowledge base
- Professionals' use of screen human harmony
- Professionals' experience and level of expertise

High value for this measure indicates a need to improve processes in order to increase call handling efficiency.

Threshold exemple

Red: >19 Yellow: 12-19 Green: <12

Analysis and resources

Overall notes

This KPI can have an influence on customer satisfaction. Customer satisfaction shouldn't be a function of how much time you spend on each call. Customer satisfaction is a direct effect of how fast one resolves an issue and how professional one is in dealing with complaints.

Additional resources

http://www.usaservices.gov/bestpractices/pdf_citizens/metricsmitre-1.pdf

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1284	Performance indicator	#

Name

Longest call length

Definition and variations

Definition

Measures the duration of the longest conversation time between an agent and a customer or a prospect.

Variations

Longest call
Longest talk time

Related KPIs

Call handling time

Tags

time

Calculation

Subordinate measures used for calculation

A = # Duration of the longest call completed (in seconds)

Calculation formula	Formula type	Trend is good when
A	Volume	Decreasing

Focus

Purpose

It indicates what was the maximum time of a customer service conversation. It helps comparing the longest call to the average call duration, indicating whether there is great difference or not.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate reporting requires well functional call center operating systems to track duration for all incoming calls. It requires an automated comparison of all call durations.

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Targets

Benchmarking fit

Suitable

Notes

Targets are usually expresses in seconds, but can also be found in minutes. If the longest call length in a queue is not very far from the average speed with which calls were answered, this indicates that all the incoming calls were answered in a rather acceptable time frame which was very close to the average.

Threshold exemple

Red: >140 Yellow: 120-140 Green: <120

Analysis and resources

Overall notes

Call centers can also measure the time consumed by handling the longest 5 or 10 percent of the calls. They perform the analysis of the longest calls from a resources point of view and reducing talk times is vital to improve profitability.

Additional resources

http://mthink.com/utilities/utilities/improving-call-center-performance-through-process-enhancements

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3. Washington State Department of Social and Health Services, "Brokered Non-Emergency Medical Transportation Statement of Work: Performance Incentives and Penalties", available at: http://www.dshs.wa.gov/pdf/ccs/0913-343%20Exhibit%20F-11.pdf

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK55	Key Performance Indicator	%

Name

% Agent utilization

Definition and variations

Definition

Measures the percentage of time agents are on calls or doing after calls work from the total time they are logged in.

Variations

% Agent occupancy
% Call center agent utilization

Related KPIs

% Agent schedule adherence

Tags

utilization

Calculation

Subordinate measures used for calculation

A = # Average calls handled by an agent in a month
B = # Average call handle time (in minutes), for both talk and after call work time
C = # Average days worked in a month
D = # Work hours in a day
E = 60 Minutes

Calculation formula	Formula type	Trend is good when
(A*B)/(C*D*E)	Composition	Increasing

Focus

Purpose

To provide an indication of the agent's efficiency and productivity. As labor costs represent the overwhelming majority of call center expenses, if agent utilization is high, the cost per call will inevitably be low. Conversely, when agent utilization is low, the cost per call will be high.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Low
Automation fit	**Limitations**	
Not recommended	Monitoring the indicator requires specific automated systems.	

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Targets

Benchmarking fit

Suitable

Notes

High targets show an increased level of utilization, therefore a good efficiency level of call-center workforce management systems. A low level of the target indicates the acute need for better systems and procedures so that agents work hours are well used.

Threshold exemple

Red: <60%
Yellow: 60-80%
Green: >80%

Analysis and resources

Overall notes

Most automatic call distributors (ACDs) and workforce management systems will give this number in reports. The metric should be used in workforce planning and in assessing the center's efficiency.

Additional resources

http://www.callcenterconsultant.net/2008/agent-occupancy-agent-utilization/

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http://www.icmi.com/Resources/Articles/2007/April/The-Essential-Call-Center-KPIs

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Functional Areas	Sub-categories	Industries
Sales and Customer Service Information Technology	Customer Service Service Management Call Center	Telecommunications / Call Center
KPI record	**Indicator type**	**Unit type**
sK1079	Performance indicator	#

Name

Service requests per agent

Definition and variations

Definition

Measures the average number of service requests received by each service department or call center employee during a particular period.

Variations

Service request per service desk employee
Average service request per agent

Related KPIs

Call volume

Tags

service request

Calculation

Subordinate measures used for calculation

A = # Service requests
B = # Agents (service desk or call center)

Calculation formula	Formula type	Trend is good when
A/B	Average	Within range

Focus

Purpose

To indicate how many service requests each department or employee receives. This impacts both the quality of the response (thus customer satisfaction) and employee satisfaction.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Input
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Not recommended

Limitations

Accurate reporting requires functional requests handling systems to feed with up-to-date data all service requests.

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Targets

Benchmarking fit	Notes
Suitable	Targets depend on the period of measurement, such as hours, days, weeks or months.

Threshold exemple

Red: <20; >70	Yellow: 20-40; 50-70	Green: 40-50

Analysis and resources

Overall notes

Measurements at different hours should be used to judge whether the volume of requests is handled efficiently.

Additional resources

http://www.icmi.com/knowledgecenter/queuetips/viewQuestion.aspx?id=3086

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1360	Key Performance Indicator	%

Name

% Agent availability rate

Definition and variations

Definition

Measures the percentage of time agents and systems are available to take incoming calls from total work time.

Variations

% System and people availability
% Availability
% Availability rate

Related KPIs

% Agent schedule adherence

Tags

time

Calculation

Subordinate measures used for calculation

A = # Time when people and systems are available
B = # Scheduled work time

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To indicate the level of the call center readiness to take the customer calls, as this is a measure of internal management which is also impacting customer satisfaction.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Recommended	It might not predict the impact on the customer with precise accuracy if not compared to the call volume.	

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Targets

Benchmarking fit	Notes
Suitable	Targets can be set for both systems and people and assess the times of unavailability (no matter the reason), for either people or systems independently.

Threshold exemple

Red: <80% | Yellow: 80-90% | Green: >90%

Analysis and resources

Overall notes

Agents' availability measurement can be used in assessing individual performance and setting rewards.

Additional resources

http://www.hthts.com/Articles/Top%20Twenty%20Performance%20Measures%20for%20the%20Contact%20Center%20by%20Penny%20Reynolds.pdf

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1384	Key Performance Indicator	%

Name

% Agent schedule adherence

Definition and variations

Definition

Measures the percentage of time when agents are actually logged on, out of the specific working scheduled time.

Variations

% Agent schedule adherence

Related KPIs

% Agent utilization

Tags

schedule

Calculation

Subordinate measures used for calculation

A = # Actual log on time (in minutes)
B = # Planned log on time (in minutes)

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To indicate the agent's productivity and adherence to schedule, as being logged on is a premise for initiating outbound calls or taking inbound calls.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Quality	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	High

Automation fit

Recommended

Limitations

Accurate data gathering and reporting is dependent on a well maintained schedule tracking systems to feed data into the reporting tool.

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Targets

Benchmarking fit

Suitable

Notes

Targets do not include not-ready, make-busy and logged-out but do include talk time, idle time and post-call wrap-up.

Threshold exemple

Red: <80%

Yellow: 80-90%

Green: >90%

Analysis and resources

Overall notes

Usually, the time planned to be logged on is the difference from total work time and off the phone time allocated for breaks, meetings or trainings.

Additional resources

http://searchcrm.techtarget.com/podcast/Understanding-call-center-schedule-adherence

http://www.callcenterops.com/forum/general-discussion/1063-adherence-schedule.html

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article=1000&context=purduepress_ebooks

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2390	Key Performance Indicator	%

Name

% Interactions routed properly

Definition and variations

Definition

Measures the percentage of customer calls / requests that are routed to the proper Customer Service Representative (CSR) / agent, according to their service request or need out of the total customer calls handled.

Variations

% Route interactions properly
% Ratio of interactions routed properly

Related KPIs

% Call abandon rate

Tags

quality

Calculation

Subordinate measures used for calculation

A = # Customer calls routed properly
B = # Customer calls handled

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

It indicates the agents' abilities in handling the incoming calls and transferring them further to proper agents for solving customer requests.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium
Automation fit	**Limitations**	
Not recommended	It requires additional effort to monitor and register the interactions that are routed properly versus those that are not routed properly.	

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KPIs for Customer Service Call Center Dashboard
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Targets

Benchmarking fit

Suitable

Notes

High levels of proper routing can generate high efficiency in handling calls, from a time and costs perspective.

Threshold exemple

Red: <80%
Yellow: 80-90%
Green: >90%

Analysis and resources

Overall notes

Not routing properly the incoming calls can have many negative effects, among which: larger time to handle calls, customer dissatisfaction and even agent dissatisfaction.Â

Additional resources

http://www.benchmarkportal.com/knowledgebase/call-routing

References

1. Applied Skills & Knowledge, "Make Skills-Based Routing Happen", available at: http://www.appliedskills.com/White%20Papers/Skills-basedRouting.pdf
2. Bechmark Portal (2011), "Call Routing", available at: http://www.benchmarkportal.com/knowledgebase/call-routing
3. U.S. General Services Administration (2005), Improving Citizen Customer Service Metrics, Benchmarks, Best Practices and Technology Trends

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1380	Performance indicator	%

Name

% Repeat calls

Definition and variations

Definition

Measures the percentage of calls that were related to an issue for which a previous call was made, but was not solved satisfactory for the client.

Variations

% Rate of repeat calls

Related KPIs

% First contact resolution rate

Tags

calls

Calculation

Subordinate measures used for calculation

A = # Calls related to an issue for which a previous call was made
B = # Calls

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose

It indicates the quality of the advice from the operators and their capacity to solve customer requests at their first contact.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Weekly	Medium
Automation fit	**Limitations**	
Recommended	Usually, automated systems are not able to capture the purpose of one customer call, thus it requires agents' involvement.	

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Targets

Benchmarking fit	Notes	
Suitable	High levels of repeat calls influence negatively customer satisfaction and loyalty.	
Threshold exemple		
Red: >25%	Yellow: 15-25%	Green: <15%

Analysis and resources

Overall notes

To ease the measurement process, companies can resort to systems that would monitor the number of calls that are repeated, the reasons that mostly generate repeat calls, the agents or the types of customers that usually make repeat calls.

Additional resources

http://rockefeller.dartmouth.ed/shop/PRS%20Policy%20Brief%200809-02.pdf

References

1. De Grip, A. & Sauermann, J. (2010), "The Effects of Training on own and Co-Workers Productivity: Evidence from a Field Experiment", available at: http://hit.wharton.upenn.edu/awfe2010confpapers/sauermann.pdf
2. Purdue University (2009), "Improving Customer Contact Quality", available at: http://www.cfs.purdue.edu/richardfeinberg/callcenterpapers/CQPSummary.pdf
3. Schmidt, J. (2007), "Call Center Technology: A Call Center Technology Plan", available at: http://ectd.du.edu/source/uploads/9902229.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK30	smartKPI	%

Name

% First contact resolution rate

Definition and variations

Definition

Measures the percentage of requests resolved during the first contact with the customer, from overall customer requests.

Variations

% First contact resolution
% Ratio of requests resolved at first contact

Related KPIs

% Complaints resolved

Tags

resolution

Calculation

Subordinate measures used for calculation

A = # Requests resolved during first contact with the customer
B = # Customer requests

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To indicate the efficiency in resolving customer requests during the first contact with the customer, as this can increase the customer satisfaction level.

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium

Automation fit

Not recommended

Limitations

Accurate reporting is dependent on a monitoring system able to distinguish between the situations that can and cannot be resolved at first contact.

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Targets

Benchmarking fit

Suitable

Notes

Targets may vary according to the complexity of customer requests and the internal call center solving procedures.
Customers who experience problems that are dealt with quick and ease have a repurchase intention rate of 89%, according to the Center for Customer Driven Quality, Purdue University, USA.

Threshold exemple

Red: <75% | Yellow: 75-90% | Green: >90%

Analysis and resources

Overall notes

Customers are not concerned with who can do what, yet there are cases in which the support center does not have access to all necessary resources to deal with customer requests.

Additional resources

http://www.call-center.net/tutorial-howto-mod3.pdf

http://www.connectionsmagazine.com/papers/4/07.pdf

References

1. Call-center-metrics.com, "Identifying Key Customer Service KPI", available at: http://www.call-center-metrics.com/identifying-key-customer-service-kpi.htm
2. Mehrotra, V., Zhou, Y. P. & Ross, K. (2008), "Performance-Based Routing in the Presence of Heterogeneous Servers and Call Resolution Rates", available at: http://fic.wharton.upenn.edu/fic/call%20center%2008/Mehrota%20Presentation%202%2029%202008.pdf
3. Rumburg, J. & Zbikowski, E., "The Seven Most Important Performance Indicators for Service Desks", available at: http://web.ics.purdue.edu/~dsnethen/MetricNetsSevenImportantKPIs.pdf

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Functional Areas	Sub-categories	Industries
N/A	Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK1420	Key Performance Indicator	%

Name

% Accuracy in completion of records

Definition and variations

Definition

Measures the percentage of customer records completed with accuracy, from overall customer records completed.

Variations

% Records completed with accuracy
% Accurately completed records

Related KPIs

% Closed records

Tags

records

Calculation

Subordinate measures used for calculation

A = # Records that meet the completion quality criteria
B = # Records completed

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To indicate the agent's efficiency in completing and updating customer records, as this influences the quality of contacts with them.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate reporting for this KPI is dependent on full review of completed records to check the criteria fulfillment.

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Targets

Benchmarking fit

Suitable

Notes

Targets may vary not only according to the records completed by agents, but also to the accuracy of automatically synchronizing data across systems whenever a record changes. A low level of accurate records completed can generate more errors and increase customer dissatisfaction with the service level.

Threshold exemple

Red: <90%

Yellow: 90-95%

Green: >95%

Analysis and resources

Overall notes

This KPI shows the extent at which data is completed with precise accuracy across customer records. Having complete and accurate customer records influences both agent productivity (by eliminating delays due to errors in the records whenever a call is made or taken) and customer satisfaction.

Additional resources

http://www.connectionsmagazine.com/articles/9/084.html

http://books.google.com/books?id=nmSv1TxnZ6EC&printsec=frontcover&dq=The+call+center+handbook++By+Keith+Dawson&hl=en&ei=Fu51TdbREcbtsga-5emFBQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CDMQ6AEwAA#v=onepage&q&f=false

References

1. Centrelink (2011), "General Application Information", available at: http://www.centrelink.gov.au/internet/internet.nsf/centrelink_jobs/application.htm
2. Day, C., E. (2000), "Call center operations: profiting from teleservices", McGraw-Hill, USA, p. 302
3. NYS Consumer Protection Board (2010), "Exercise Your Options to Protect Your Privacy: Are Your Records Accurate?", available at: http://www.nysconsumer.gov/advocating/testimony_reports/apr_2010.htm
4. Waite, A., J. (2001), "A practical guide to call center technology", CMP Books, San Francisco, CA, p. 290

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service	Any
KPI record	**Indicator type**	**Unit type**
sK6357	Key Performance Indicator	%

Name

% Customer complaints resolved on the first contact

Definition and variations

Definition

Measures the percentage of customer complaints resolved at the first contact, out of the overall customer complaints handled.

Variations

% Complaints resolved on the first contact

Related KPIs

% Complaints resolved

Tags

complaints, customer

Calculation

Subordinate measures used for calculation

A = # Customer complaints resolved at first contact
B = # Complaints handled

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To assess the efficiency in resolving customer complaints during the first contact with the customer, as this can increase the customer satisfaction level.

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Weekly	Medium

Automation fit

Recommended

Limitations

Accurate reporting is dependent on a monitoring system separating the complaints that cannot be resolved at first contact.

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Targets

Benchmarking fit

Suitable

Notes

Targets may vary according to the complexity of customer complaints and the internal call center solving procedures.
Customers with complaints that are dealt with quick and ease have a repurchase intention rate of 89%, according to the Center for Customer Driven Quality, Purdue University, USA.

Threshold exemple

Red: <75% Yellow: 75-90% Green: >90%

Analysis and resources

Overall notes

Customers are not concerned with who can do what, yet there are cases in which the support center does not have access to all necessary resources to resolve reported complaints.

Additional resources

http://businessrenegade.co.uk/wp-content/uploads/2009/06/Table-of-Key-Performance-Indicators.pdf

http://www.acma.gov.au/WEB/STANDARD/pc=PC_1706

References

1. Mehrotra, V., Zhou, Y. P. & Ross, K. (2008), "Performance-Based Routing in the Presence of Heterogeneous Servers and Call Resolution Rates", available at: http://fic.wharton.upenn.edu/fic/call%20center%2008/Mehrota%20Presentation%202%2029%202008.pdf
2. New Hampshire Department of Justice (2011), "Writing a Complaint Letter", available at: http://doj.nh.gov/consumer/wcl.html
3. Niven, P., R. (2002), "Balanced scorecard step by step: maximizing performance and maintaining results", John Wiley & Sons, New York, NY, p. 127
4. State of West Virginia, Office of the Attorney General, "Consumer Complaint", available at: http://www.wvago.gov/pdf/general-consumer-complaint-form.pdf

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service	Any
KPI record	**Indicator type**	**Unit type**
sK2399	Key Performance Indicator	%

Name

% Customer satisfaction with complaints handling

Definition and variations

Definition

Measures the percentage of customers satisfied with they way their complaints were solved, from overall customers that have made a complaint.

Variations

% Customers satisfied with how complaints are handled

Related KPIs

Tags

satisfaction

Calculation

Subordinate measures used for calculation

A = # Customers satisfied with they way their complaints were solved
B = # Customers that have made a complaint

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To assess the success in handling customer complaints, as this impacts customer satisfaction and loyalty.

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Quarterly	Medium

Automation fit

Recommended

Limitations

It is based on customer surveys which ought to be administered to customers, thus subjectivity can alter the relevance of the results.

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Targets

Benchmarking fit

Suitable

Notes

High results for this indicators are associated with high rates of overall customer satisfaction. It is argued that a customer that filed a complaint and had it solved in a satisfactorily manner can be even more satisfied than a customer that never filed a complaint.

Threshold exemple

Red: <80%

Yellow: 80-90%

Green: >90%

Analysis and resources

Overall notes

Measurement, meaning the conduction of the survey, can be either directed only to customers that have filled a complaint at a particular moment, or to a larger group of customers, complaints resolution being only one of the issues in the survey.

Additional resources

http://www.bpir.com/customer-complaints-resolution-bpir.com/menu-id-71.html

http://www.apra.gov.au/APRA-complaints-handling-standards.cfm

References

1. Audit Commission (2010), "Short Notice Inspection Re-lets/voids, complaints and former tenancy arrears", available at: http://www.audit-commission.gov.uk/SiteCollectionDocuments/InspectionOutput/InspectionReports/2010/servitehousesshortnoticeinspection18mar2010REP.pdf
2. Customer Service Excellence, "Customer Services section, Staffordshire Moorlands District Council", available at: http://www.cse.cabinetoffice.gov.uk/UserFiles/File/Case%20study%20-%20Staffordshire%20Moorlands%20Customer%20Services.pdf
3. NSW Department of Premier and Cabinet (2011), "Complaint Handling", available at: http://www.dpc.nsw.gov.au/publications/service_principles_and_obligations/complaint_handling
4. Sheffield City Council (2005), "Report to Scrutiny Board re Customer Satisfaction and Customer Feedback", available at: http://www.sheffield.gov.uk/your-city-council/council-meetings/scrutiny/successfulneighbourhoods/agendas-2005/agenda-9-june-2005/tenants-satisfaction-survey

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service Call Centre	Telecommunications / Call Centre
KPI record	**Indicator type**	**Unit type**
sK2377	Key Performance Indicator	%

Name

% Complaints resolved

Definition and variations

Definition

Measures the percentage of solved complaints from customers, from overall problems raised by customers.

Variations

% Complaints resolution rate
% Rate of problems solved
% Resolution excellence

Related KPIs

% First contact resolution rate

Tags

resolution

Calculation

Subordinate measures used for calculation

A = # Problems / complaints solved
B = # Problems / complaints raised by customers

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To assess both customer satisfaction and staff competence, knowledge and commitment to excellent service.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Low

Automation fit

Not recommended

Limitations

For increased relevance of the results, data collection should be based on customer perception with the resolution. Therefore a high degree of subjectivity will be involved.

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Targets

Benchmarking fit

Suitable

Notes

It rarely happens for a customer complaint not to be solved or solved in a less satisfactorily manner. Therefore in the case of call centers, the focus is directed more towards improving time, efficiency, productivity etc. and solving customer requests at their first call.

Threshold exemple

Red: <80%
Yellow: 80-90%
Green: >90%

Analysis and resources

Overall notes

For increased relevance, it requires surveying customers on their level of satisfaction with the resolution, either at the end of the call (this extending the average handling times) or by independent surveys (this being time and resources consuming).

Additional resources

http://www.sqmgroup.com/about-sqm-call-center-awards

References

1. Department of Infrastructure and Planning Queensland, (2009), "Complaints management process", available at: http://www.dip.qld.gov.au/resources/factsheet/lg-legislation/complaints-management-process.pdf
2. District of Columbia Taxicab Commission (DCTC) (2009), "DCTC Complaints Resolved in FY09", available at: http://data.dc.gov/Metadata.aspx?id=2040
3. Kelly, B., "Achieving Customer Service Success through Service Resolution Management", available at: http://www.crm2day.com/highlights/EplFVllkuVfAoFeoca.php
4. Learning-excellence.com, "Conflict Avoidance and Resolution Excellence: An In-House Dispute Resolution System For Employers", available at: http://learning-excellence.com/CARE-System-overview.pdf
5. Mole Valley District Council, "Complaints Policy", available at: http://www.molevalley.gov.uk/media/pdf/a/l/COMPLAINTS%20POLICY.pdf
6. Sap.com, "Differentiate through Service Excellence: Maximize Customer Satisfaction and Retention", available at: http://www.sap.com/solutions/executiveview/service/differentiate-through-service/index.epx

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Functional Areas	Sub-categories	Industries
Sales and Customer Service	Customer Service	Any
KPI record	**Indicator type**	**Unit type**
sK6752	Performance indicator	$

Name

$ Customer care funding per resolved complaint

Definition and variations

Definition

Measures the value spent from customer care funds allocated to solve a complaint, on average.

Variations

$ Dedicated funds allocated per resolved complaint
$ Customer care funding allocated per resolved complaint

Related KPIs

% Customer complaints resolved on the first contact

Tags

customer, complaints

Calculation

Subordinate measures used for calculation

A = $ Customer care funds allocated and spent for solving complaints
B = # Customer complaints spent

Calculation formula	Formula type	Trend is good when
A/B	Average	Decreasing

Focus

Purpose

To indicate the level of financial resources allocated in order to solve customer complaints and increase customer satisfaction.

BSC perspective	Measurement focus	Impact stage
Financial	Satisfaction	Input
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit

Recommended

Limitations

Accurate data gathering is dependent on having a monitoring system for complaints solved and a financial allocated budget dedicated to this specific part of customer care.

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Targets

Benchmarking fit	Notes
Unsuitable	Targets may vary widely according to the customer care policy and financial resources for maintaining customers satisfied.

Threshold exemple

Red: <20; >1000 Yellow: 20-50; 100-1000 Green: 50-100

Analysis and resources

Overall notes

Having a customer care fund dedicated to solving complaints is a method used in certain industries (call center, retail, etc) to maintain a high level of customer satisfaction and retention.

Additional resources

http://www.customerservicescoreboard.com/Sallie+Mae

www.axistelecom.co.uk/pdfs/codesofpractice.pdf

References

1. ACMA (2010), "Reconnecting the Customer ASMA public inquiry", available at: http://www.acma.gov.au/webwr/_assets/main/lib311902/reconnecting_the_customer_consultation_paper.doc
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3. Hampshire County Council (2011), "Complaints/concerns, comments and compliments about Adult Services", available at: http://www3.hants.gov.uk/adult-services/adults-contact/as-complaints.htm
4. Texas Lottery Commission, "Financial Profile", available at: www.sao.state.tx.us/reports/main/03-367.pdf

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Appendix A: Glossary of Terms

The following list provides an explanation of several popular terms characterizing KPIs:

Rate – A specific type of ratio expressed in many cases as part to whole. Examples of rates are the natality or mortality rate, expressed as the number of births or deaths per a certain number of population or the currency exchange rate, where the value of one currency is compared to the value of the other currency.

Ratio – A relation between two measures that might be distinct, but which are part of the same category of elements, such as the ratio of boys to girls, teachers to students, doctors to patients, revenues to expenditure.

Composition – A composite indicator is formed when individual indicators are compiled into a single index, on the basis of an underlying model of the multi-dimensional concept that is being measured. It measures multi-dimensional concepts (e.g. competitiveness, e-trade or environmental quality) which cannot be captured by a single indicator.

Index – A number computed from a specific formula or calculation methodology, used to characterize a complex set of data.

Leading – Drive the performance of the outcome indicators, being predictors of success or failure. Examples of leading indicators are: "% Employees involved in the innovation process", "% Conversion rate" or "% Inventory quality ratio (IQR)".

Lagging – Type of indicators that reflect the success or failure after an event has been consumed. Examples include: "$ Operating profit per room", "$ Earnings before interest and taxes (EBIT)" or "$ Cost avoidance savings".

Input – Reflects assets and resources invested in or used to generate business results. Examples include: "# Headcount", "$ Cost per broadcast hour" and "# Knowledge materials distributed to employees".

Process – Refers to the efficiency or productivity of a business process. Examples include: "% On time delivery", "# Conflicts arisen during the project", "# Average call handling time" and "# Mean time to repair".

Output – Measures the financial and nonfinancial deliverables or results of business activities. Examples include: "% Passenger seats sold", "# New customers acquired" or "$ Revenue per successful call".

Outcome – Reflects overall results or impact of the business activity in terms of generated benefits, as a quantification of performance. Examples include: "% Customer retention", "% Employee turnover", "$ Net income after taxes (NIAT)" or "% Brand awareness".

Qualitative – A descriptive characteristic, an opinion, a property or a trait. The most common ones gauge customer or employee satisfaction through subjective assessments. Based on a subjective interpretations of a customer's or employee's opinions. Oftentimes these type of indicators are not expressed numerically, but as narrative text. Sometimes a rating is allocated do rank between levels (i.e. Likert scale).

Quantitative – A measurable characteristic, resulted by counting, adding or averaging numbers. Quantitative data is most common in measurement and therefore forms the backbone of most KPIs. Operational systems that manage inventory, supply chain, purchasing, orders, accounting, financial systems, all gather quantitative data by means of KPIs. Other examples of quantitative KPIs are "# Employee tenure", "# Units per man-hour" or "# Maintenance backlog".

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Appendix B: Related Products

This report is part of a collection of smartKPIs.com products and services dedicated to Call Center industry:

Top 25 Call Center KPIs of 2010 report

Call Center Scorecard Pre-populated Excel Template

Customer Service Call Center Dashboard Pre-populated Excel Template

Sales Call Center Dashboard Pre-populated Excel Template

Call Center Performance Management System Toolkit

KPIs, Dashboard & Scorecard for Call Centers Training Course

More details are available at: **www.smartKPIs.com/Premium**

Appendix C: About eab group

Profile

Established in 2004, **eab group** is an innovative research driven provider of integrated performance management solutions, assisting organizations to achieve results by architecting performance.

Our expertise in strategy, organizational performance management, business intelligence and project management helps clients in sustainably delivering value for their stakeholders.

Our services include consulting, training, research and technology integration.

Team

- A core team complemented by a network of consultants and associates with a blend of practical business experience, strong consulting skills and an interest in academic research.
- Committed to using scientific methods and practical experience to deliver tangible and sustainable benefits.
- Highly trained: collectively, our team accumulated 6 Master degrees, 1 MBA and 1 PhD.
- Experienced: tens of Balanced Scorecard based performance management systems implemented, hundreds of scorecards and dashboards developed, thousands of KPIs selected and documented.

Experience

- Tens of Balanced Scorecard based performance management systems implemented.
- Successful deployments of operational performance management solutions: supplier scorecards, portfolio dashboards, project performance evaluations and benefits realisation management.
- Thousands of KPIs selected and documented.
- Portfolio, program project management and PMO operations.
- Performance management software selection, Excel Dashboards / Scorecard design.
- Development of knowledge portals.

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Appendix D: eab group Services

Pre-packaged solutions

1. Performance Management Pre-populated Templates

Developed in Microsoft Excel and Powerpoint, following optimal data visualisation and streamlined file administration principles.

- Operational KPI dashboards (preselected KPIs documented and grouped by theme)
- Balanced Scorecard based Organizational Performance Management Systems (Performance Architecture, Desired State of Evolution, Strategy Map, Performance Scorecard, Initiative Portfolio and Administration Process Map).

2. *smartKPIs Premium*

smartKPIs Premium is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group's research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make ***smartKPIs Premium*** the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the '*gold standard*' in KPI documentation.

3. Assessment / Audit / Review

Audit of organizational performance management systems at strategic, operational or individual levels.
Organizational capability assessment using eab group's proprietary tools:

- Performance Management Maturity Model
- Performance Measurement Maturity Model

4. Training

Core courses (1-2 days)

1. Integrated Performance Management: Linking Strategic, Operational and Individual performance;
2. Measuring and learning with Key Performance Indicators;
3. Implementing and using a Balanced Scorecard based performance management system;
4. Supplier Performance Management – Maximizing the value added by suppliers;
5. Solutions for improving the operational performance of Small and Medium Enterprises (SMEs).

KPIs, Dashboard and Scorecard for functional areas (1 day) – i.e. HR, IT, Marketing, Sales, Purchasing / Logistics.
KPIs, Dashboards and Scorecard for industries (1 day) - i.e. Medical Centres, Hotels, Real Estate Agencies.

Customized solutions

5. Organizational Performance Management Systems Implementations

- Integrated performance management systems based on the Balanced Scorecard.
- Application at all organizational levels, or limited to strategic level, operational level or individual level.

6. Key Performance Indicators Advice

- Overhaul of existing KPIs, by reviewing and updating them in accordance to organizational strategy and best practice.
- Assistance with KPI selection.
- KPI documentation support – customisation of smartKPIs Premium templates to reflect organizational needs.
- Development of customised KPI catalogues.
- Assistance in identifying reliable benchmarking resources.

7. Operational performance management solutions

Supplier performance management – Development and implementation of supplier scorecards for both products and services suppliers

Portfolio performance management

- Development of Portfolio Dashboards and Project Scorecards
- Identification of Key Risk Indicators and establishment of Risk Scorecards

Benefits realization management

- Development of benefits management plans
- Project or program evaluation

Alliances performance

- Establishment of Alliances Scorecards
- Development of Service Level Agreements

8. Strategic and operational planning

- Facilitation of strategic planning sessions.
- Strategic research: environmental scans, strategic planning tools deployment (Five forces, SWOT analysis, competitor review).

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KPIs for Customer Service Call Center Dashboard
smartKPIs.com
The smart choice in performance management

Appendix E: eab group Online Portfolio

smartKPIs.com
The smart choice in performance management

At the core of **smartKPIs.com** is an online catalogue of over 6,400 KPI examples from 14 business functional areas and 24 industries. **smartKPIs Premium** is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group's research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make smartKPIs Premium the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the 'gold standard' in KPI documentation.
The community of members also benefits from interactive features such as Questions & Answers, comments and a set of performance measurement resources, among which over 1,000 examples of performance management reports.

purposefulIdentity
Values . Mission . Value drivers . Vision vmvdv.com

PurposefulIdentity.com contains a free online catalogue illustrating the use of corporate identity elements in practice by organizations from around the world. Registered users can explore, bookmark and comment on hundreds of referenced online resources that contain organizational values, mission statements, value drivers and vision statements used in actual business context.

integratingPerformance
All about Performance Management eabIP.com

IntegratingPerformance.com is an online platform for integrating performance management knowledge, at strategic, operational and individual levels. It reviews the evolution of Performance Management as well as the key tools, systems and software used at discipline at each of these levels. It combines the analysis of theory and architecture with insights regarding good practice and key directions, enabling visitors to gain comprehensive insights into the nature of Performance Management as an integrating discipline.

BalancedScorecardReview
Reviewing the BSC (r)evolution BSC20.com

BalancedScorecardReview.com is the most comprehensive online resource dedicated to the Balanced Scorecard. It contains a review of this popular management concept following its evolution and use around the world in various industries or companies. It presents its various interpretations, compares it to other concepts and explores its impact on organizations as well as the opinions of critics.

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