



# The Handbook of Contact Center Metrics

A collection of the most important metrics and terms prevalent across contact center industry. If you are a professional or a new recruit, use this eBook to get accustomed to these terms.

For more information, visit [www.mattsenkumar.com](http://www.mattsenkumar.com)



## Abandoned Call Rate (ACR)

This refers to the number of callers who hung up the phone even before the agent could answer their call. Lengthy wait times and a poor IVR system are the most common causes of high ACR.



# Agent

Responsible for handling incoming and outgoing calls, an agent is the one who is known by names like customer service representative (CSR), telephone sales or service representative (TSR), associate, consultant, engineer, operator, technician, account executive, team member, customer service professional, staff member, attendant and specialist.



## Agent Attrition

It refers to the reduction in the number of agents employed at the call center due to retirement, resignation or death. A major factor leading to high cost, factors like lack of foreseeable opportunities and challenges, cultural misalignment and zero appreciation often lead to its high rate.

# **After - Call Work (ACW)**

Also known as the wrap-up and post - call processing (PCP), ACW refers to the work completed by the agent immediately after completing a call. This may include entering the requisite data, filling out forms and making the necessary outbound calls to complete the transaction.





# Agent Group

Also known by various other names like split, gate, queue and skills group, this refers to a collection of agents who share a common skill set, such as an ability to handle customer complaints.

# Agent Out Call

It is an outbound call placed by an agent.





## Agent Status

It refers to the agent's present mode at work such as talk time, after-call work, unavailable, etc.



## Agent Utilization

It refers to that part of the day for which the abilities of the agents are being utilized to their fullest. This can be calculated by dividing the number of calls answered within the first minute by the total number of calls answered by the agent.



## All Trunks Busy (ATB)

It indicates the number of times and the total time for which all trunks were busy in a particular trunk group. However, this does not reveal the number of callers who got busy signals when trunks were busy.



# Announcement

It is a recorded vocal message played to callers.



## Auxiliary Work State

It is the state during which an agent is not required to handle any telephone calls.

# Average Call Transfer Rate (ACTR)

It signifies the number of calls that were transferred to a different department, supervisor or queue due to lack of competent support. Call transfer generally leads to higher customer dissatisfaction as their query remains unresolved or is made to wander in the same queue.

ACTR can be calculated by dividing the total number of calls transferred by the number of calls that were handled successfully and then, multiplying it by one hundred. This score can be improved by refining the IVR system and equipping the agents with the requisite knowledge and skills.





## Average Handle Time (AHT)

It is the average time spent by a customer service agent to handle customer-related issues or transactions, the duration for which his/her call is placed on hold and the time spent after work to complete these back-office tasks. AHT is calculated by dividing the total number of calls handled by an agent by the sum total of the agent's total talk time, total hold time and the total after-call work time.

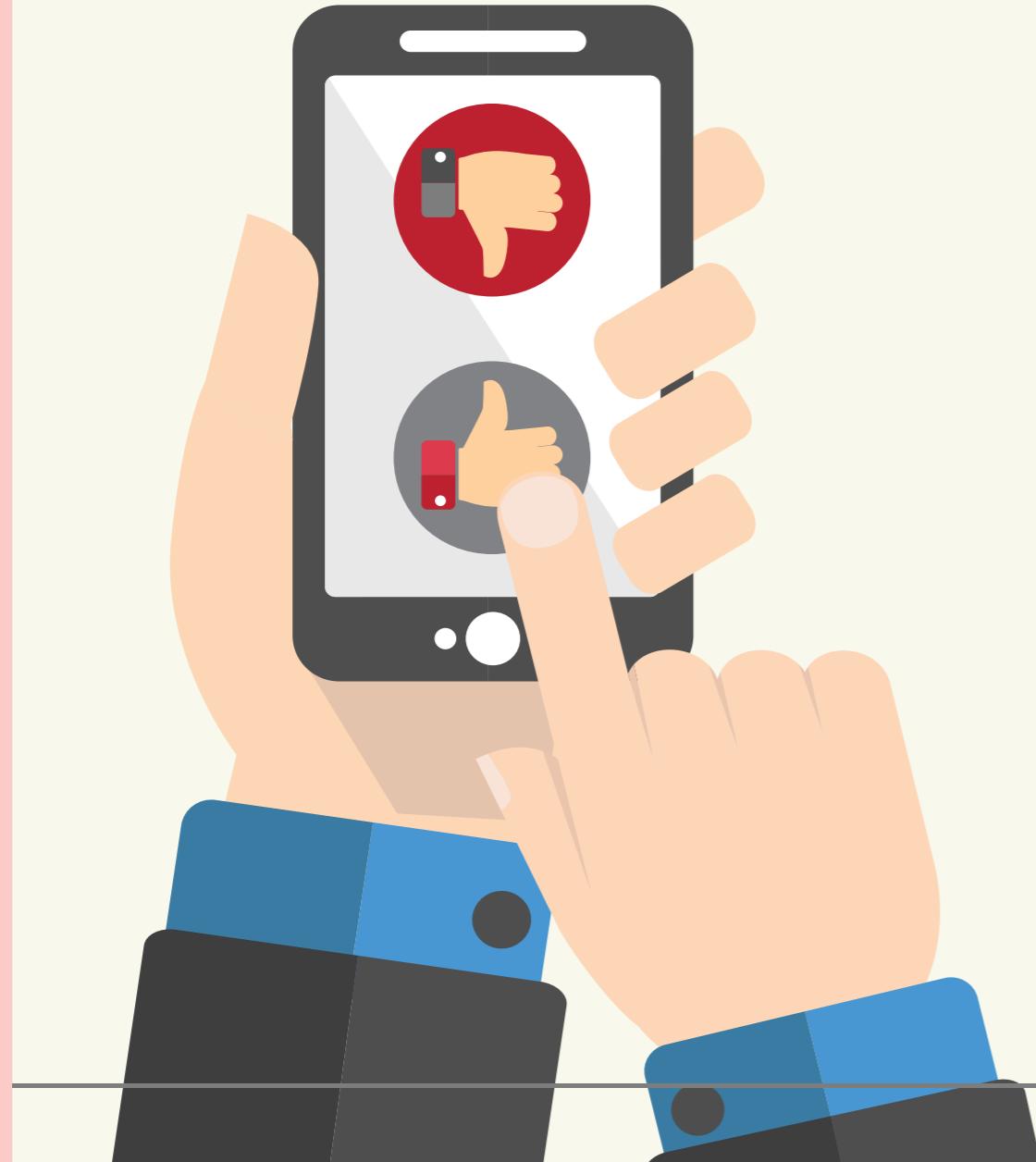
# Average Speed of Answer (ASA)

It is an average amount of time in which calls are answered at the call center during a specific time period. ASA is calculated by dividing the total waiting time by the number of calls received during that duration. The lower the rate, the higher is the efficiency of the call center.



# **Agent Schedule Adherence (ASA)**

This rate is used to determine whether an agent is performing his/her job duties efficiently as per the set schedule. It can be calculated by dividing the total time for which the agent is available to work by the time for which the agent is scheduled to work.



# Automatic Call Distributor (ACD)



It is a specialized telephone system deployed in incoming call centers to automatically answer, queue and distribute calls to the agents.

# Available Time

It is the total duration for which an agent or an agent group waited for the arrival of calls during a particular time period.





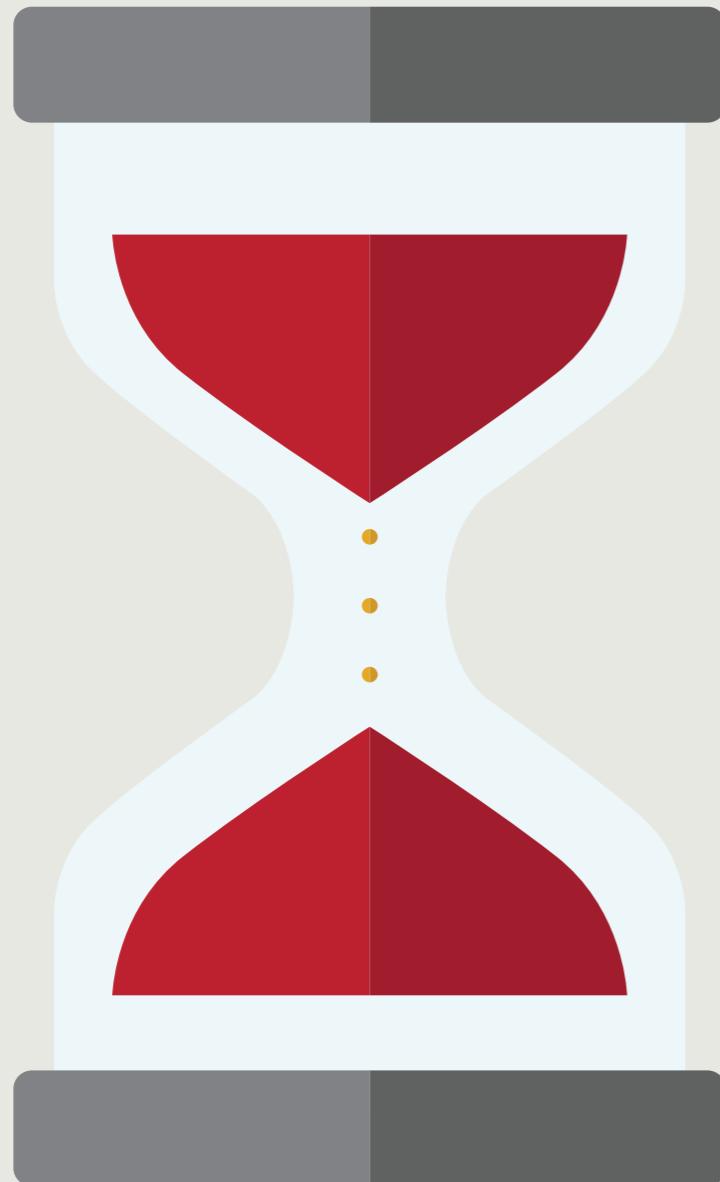
## Average Delay of Delayed Calls

This is the average duration for which the delayed calls were delayed. It can be calculated by dividing the total delay for all calls by the number of callers who had to wait in the queue.



## Average Holding Time on Trunks (AHT)

It is the average time for which inbound transactions occupy the trunk. This can be calculated by dividing the sum total of talk time and delay time by the number of calls received.



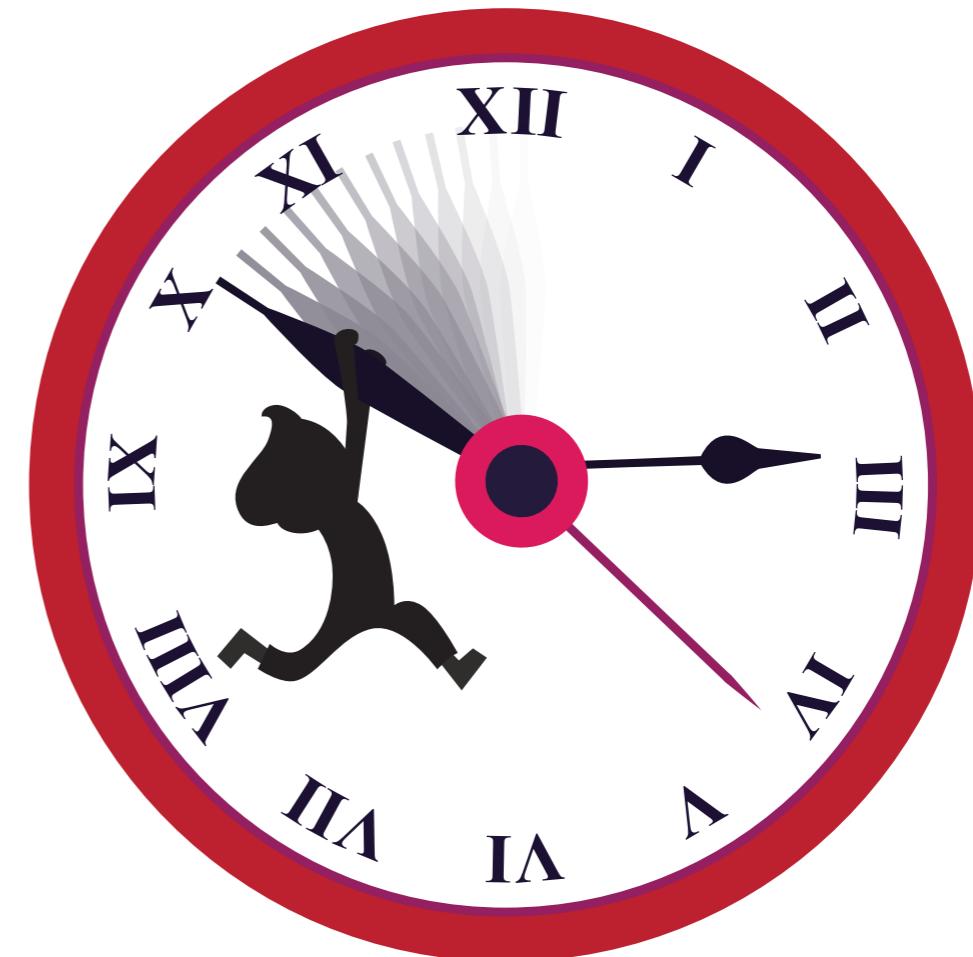
## Average Time to Abandonment

It refers to the average time for which the callers had to wait in queue before leaving the call.

# Average Wait Time (AWT)

Also known as Average Speed of Answer (ASA), AWT refers to the length of time it takes for a customer to connect with an agent and get his/her need addressed. It includes calls that are handled directly by the live agents as well as those that are addressed solely by the IVR.

AWT is calculated by dividing the total time for which your customers were in the queue by the number of calls that were handled during that time.





## Average Sales per Agent

This refers to the average number of sales that were closed by the agents working at a call center within a specified period of time.



## Blockage

This refers to the number of calls that remained unanswered due to factors like lack of resources, agents or network failure. Tracking this rate is important to identify the need for hiring sales agents or improve the company's infrastructure.

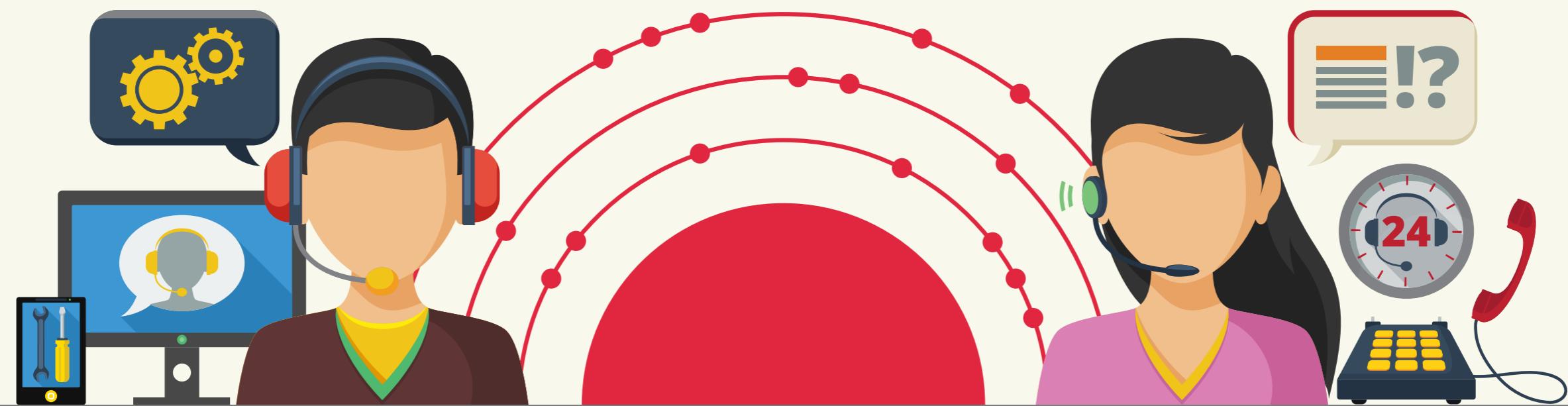


## Call Completion Rate (CCR)

It refers to the number of calls that were connected successfully in comparison to those that failed. This rate can be calculated by dividing the total number of successfully connected calls during the day/hour by the total number of calls that were attempted during the day.

# Call Load

Also referred to as workload, it is the number derived after multiplying the sum total of average talk time and average after-call work with call volume for a particular period of time.



## Calls in Queue

This refers to the number of calls received by the ACD that are yet to be connected to an agent.



# **Cost per Call (CPC)**

It is the cost incurred by the call center to call the customers for a particular period of time. CPC can be calculated by dividing the total operational cost of the firm by the total number of calls made by the allocated resources during a given period of time.





# Call Center Shrinkage

Shrinkage can be defined as the amount of time wasted by the agents on inefficient tasks like bathroom breaks, callbacks, paperwork and team meetings.



## Call Arrival Rate

This refers to the average number of incoming calls during a particular period of time. Knowing this rate helps in determining the number of calls that are to be answered or put on hold during a particular time period.

# **Centum Call Seconds (CCS)**

Also known as the Hundred Call Seconds, it is a unit of telecommunications traffic density that equates one call in a specific channel for 100 seconds (not necessarily in a contiguous block) in an hour. The 'one call' also includes the call attempts and holding time.



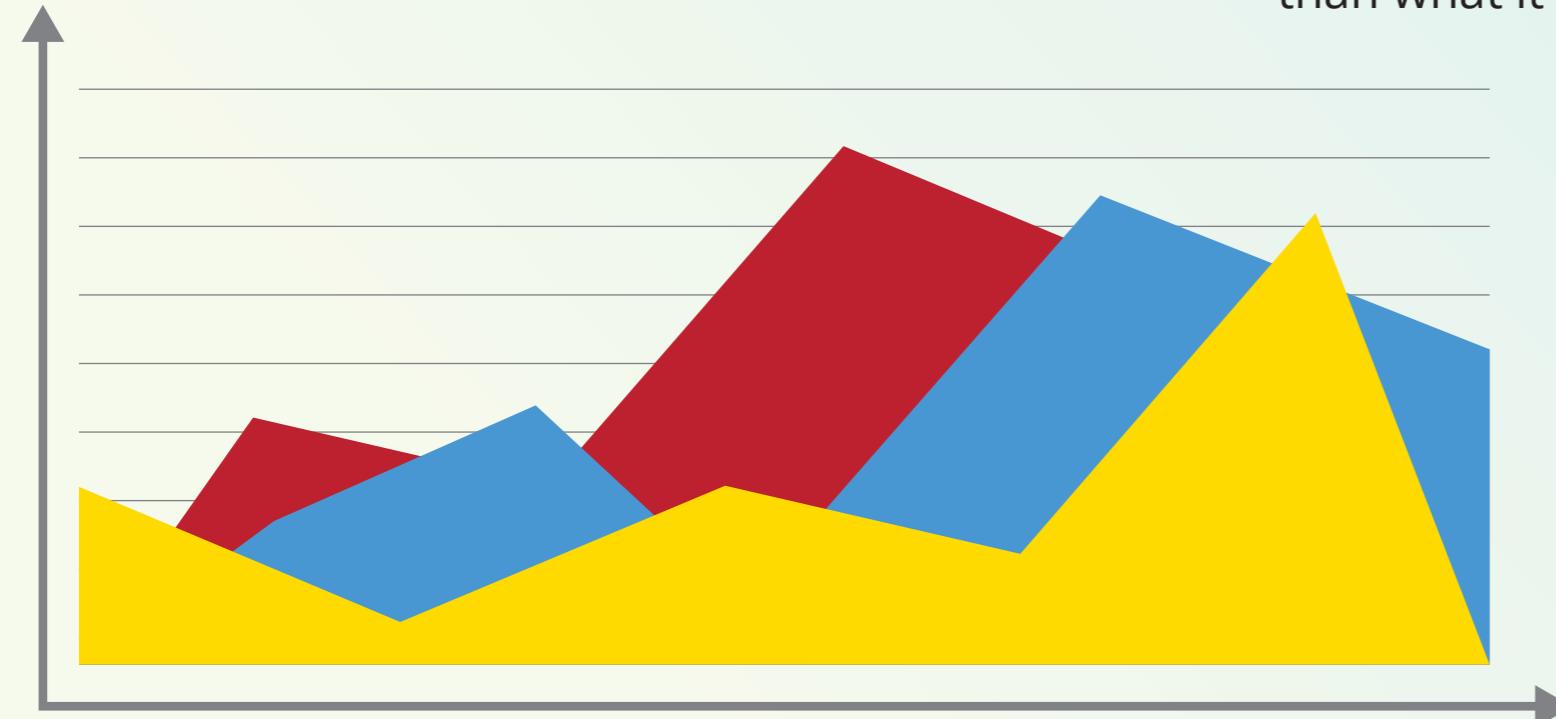


## Collateral Duties

These refer to the non-phone tasks that are performed by the agents in a call center such as data entry when there is lesser call load.

# Controlled Busies

It refers to the ACD's capability to generate busy signals when the queue reaches a threshold of taking back up in a volume that is much larger than what it has been programmed for.



# **Cost per Call (CPC)**



CPC can be calculated by dividing the sum total of the fixed and variable costs by the total number of calls received during a given period of time.



## **Cost per Contact (CPC)**

It refers to the expenses incurred to run a contact center such as operational costs and wages. CPC can be calculated by dividing the total operational cost of a business by the total number of contacts handled by the contact center.



# Customer Satisfaction Score (CSAT)

This score is determined on the basis of a customer's satisfaction rate at various touch points. Determined on the basis of a survey scale, which can be 1 - 3, 1 - 5, or 1 - 10, CSAT makes it easier to identify the potential bottlenecks and assists in improving the overall customer experience.

# Customer Retention Rate (CRR)



It is the percentage of customers that stay with your business as compared to those you had at the start of the journey. Effective in improving the company's growth and revenue, the process of customer retention begins with the customer's first contact with the company and continues throughout the lifetime.

CRR can be calculated by subtracting the number of new customers acquired during that period from the number of customers at the end of a particular period. This number should, then, be divided by the company's total number of customers at the start and then, multiplied by 100.

# **Customer Churn Rate (CCR)**

It is the percentage of customers lost by a business during a particular period of time. CCR can be calculated by dividing the number of customers who left the business by the number of customers with whom you started your business multiplied by 100.





## Conversion Rate

This rate signifies the number of calls that helped in attaining a positive outcome for the company such as sales or lead generation. The conversion rate can be calculated by dividing the total number of conversions by the number of people who contacted or were contacted by the call center.

## Calls per Hour (CPH)

It refers to the total volume of calls handled by the call center per hour. Determining this number separately for different agents enables an easy identification of high-performing and low-performing agents.



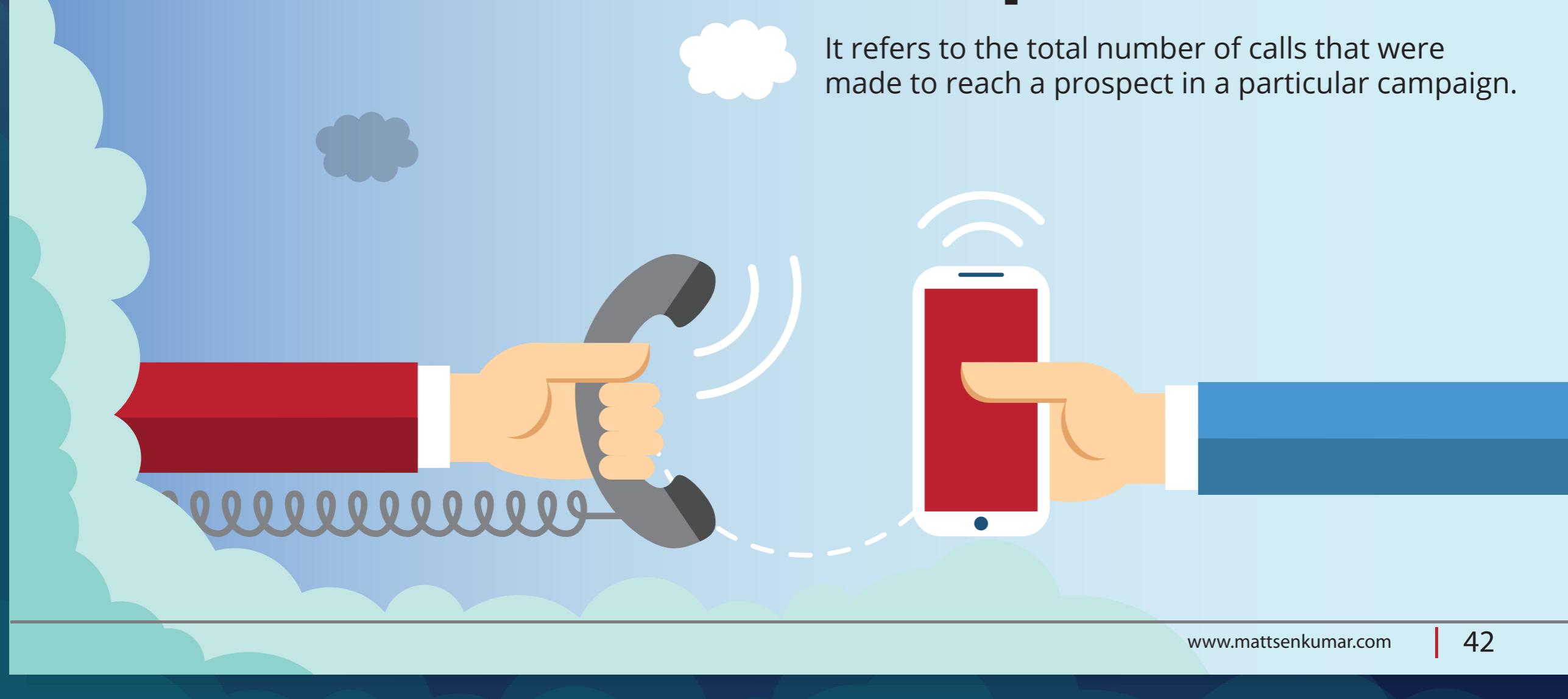
# Call Wrap-Up Time

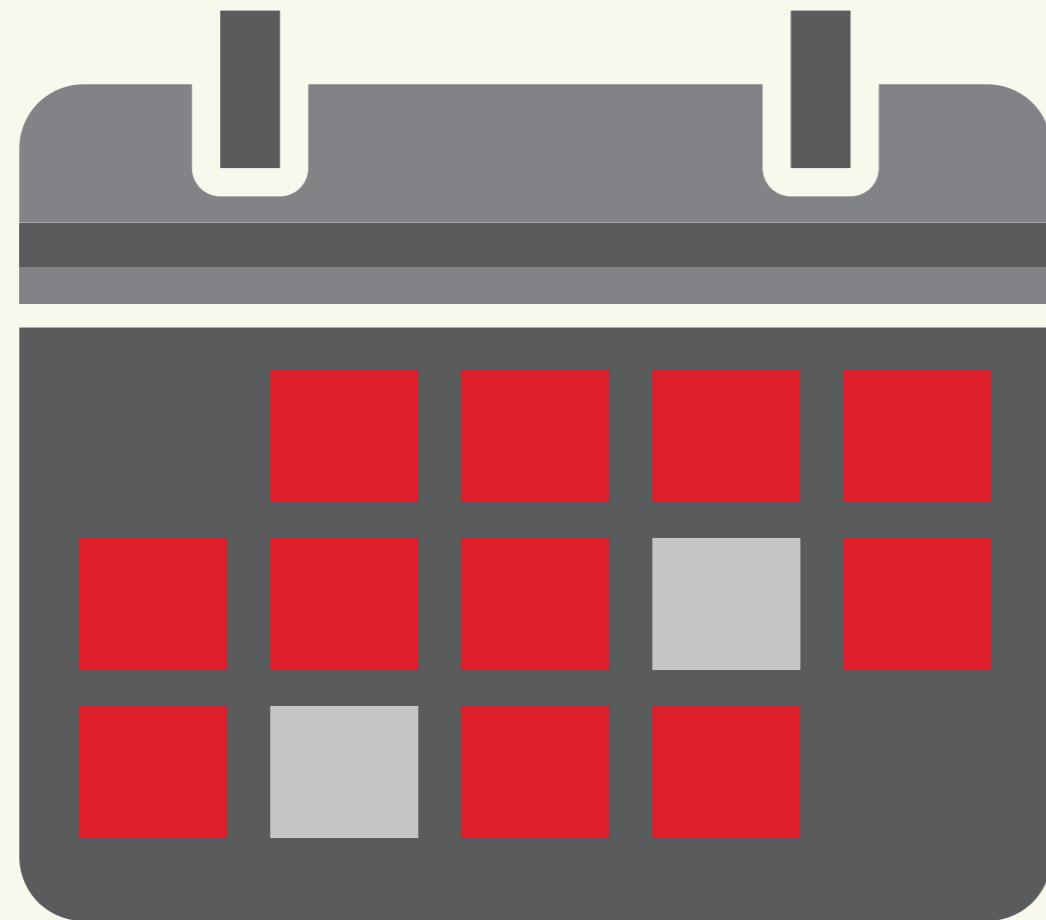
It refers to the amount of time spent by an agent to complete the After Call Work (ACW) when he/she has concluded the ongoing call. This may include spending time on making notes and other tasks required to close the issue.



# Calls per Record

It refers to the total number of calls that were made to reach a prospect in a particular campaign.





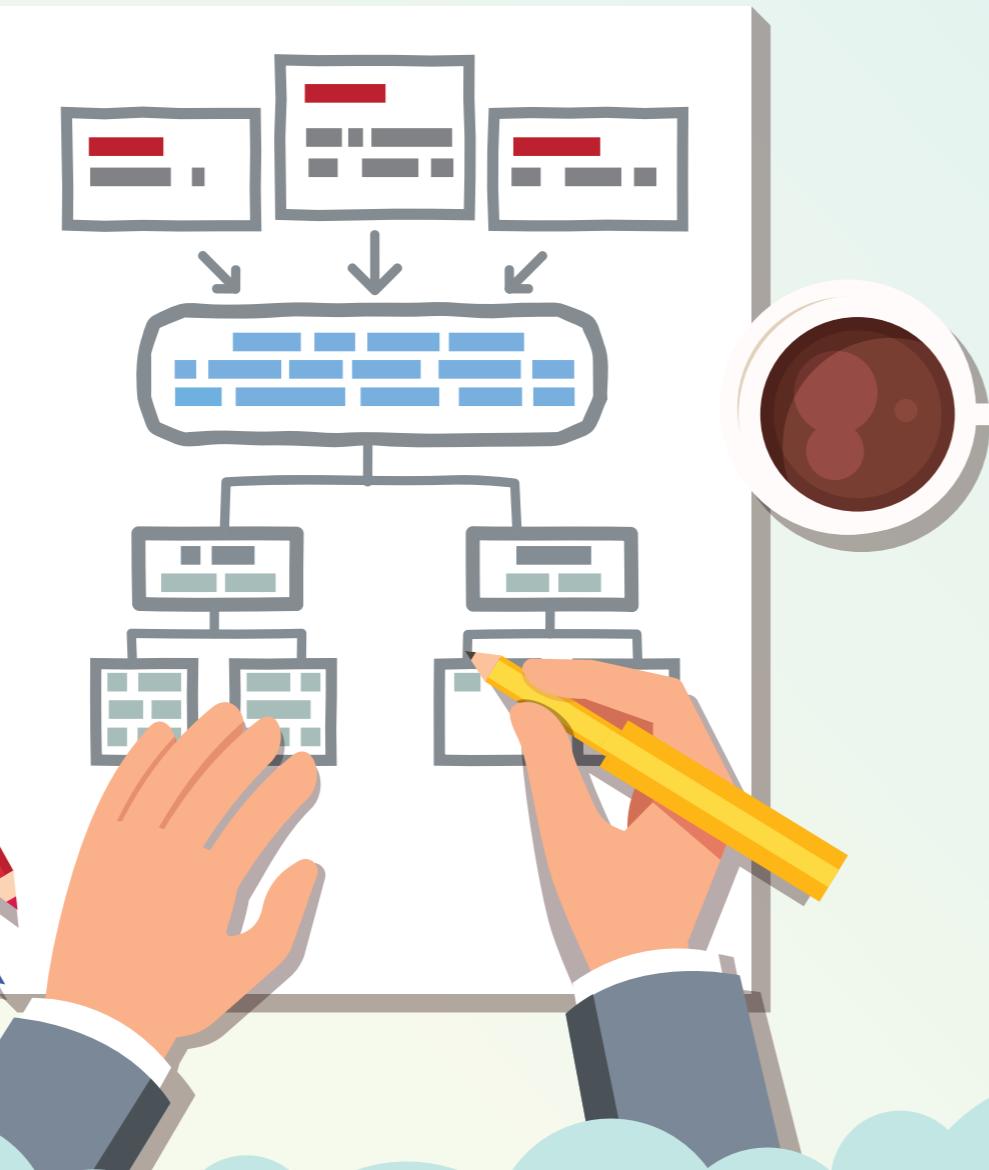
## Delay

Also known as queue time, delay refers to the amount of time a caller spends waiting in queue for an agent to become available.

# Delayed Call

It refers to any call that cannot be answered immediately and is placed in a queue.





## Escalation Plan

It is a step-by-step guide specifying actions that are to be taken when the queue begins to build beyond acceptable levels.



## Fast Clear Down

This term is used for those callers who hang up immediately after hearing a delay announcement.



## **First Contact Resolution (FCR)**

It is the rate at which an agent or contact center resolves a customer's query the first time he/she calls. Known to attract customer loyalty as well as drive profitability, FCR is calculated by dividing the number of cases resolved in a single call to the total number of issues resolved.

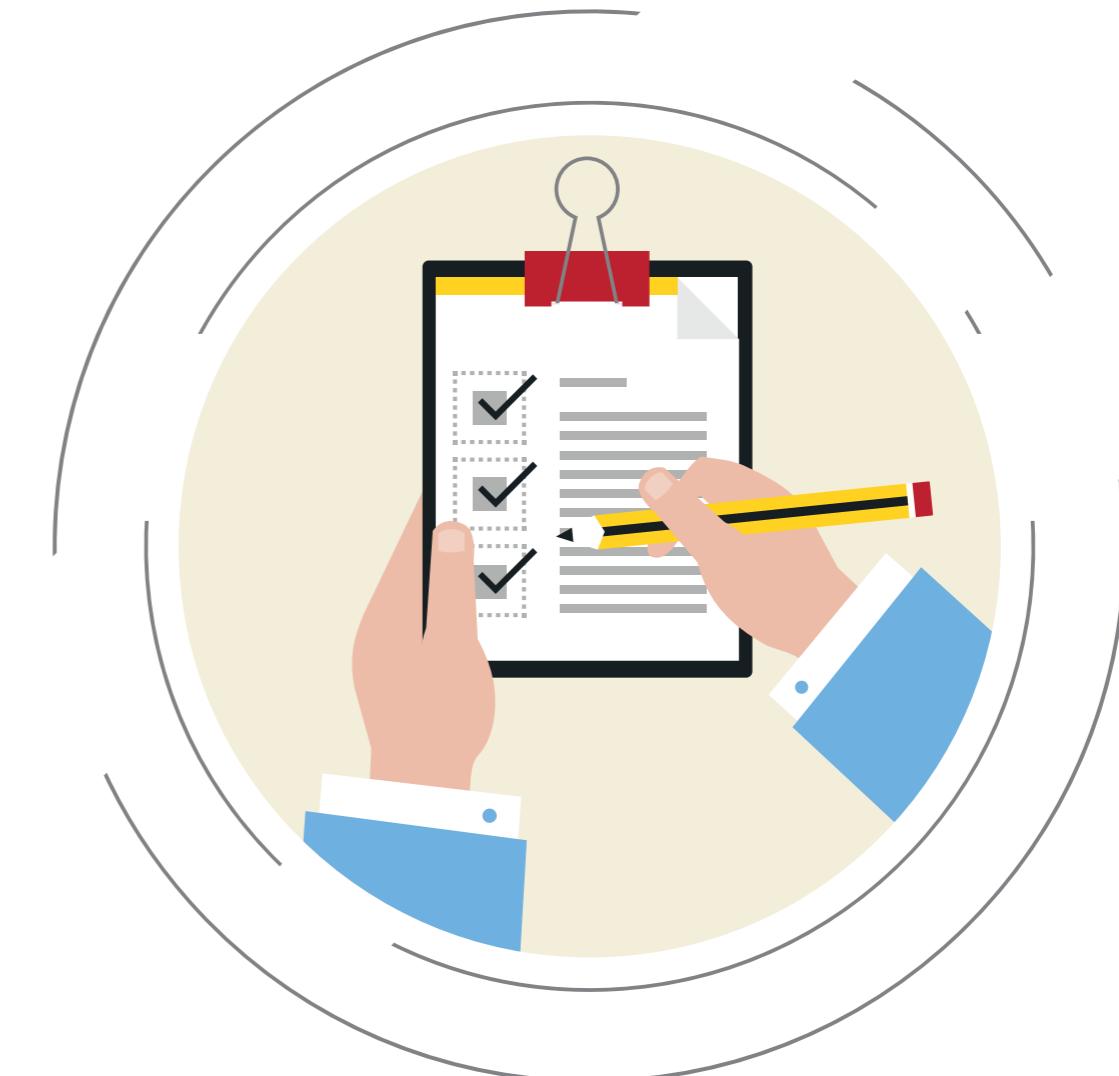
# Flushing Out the Queue

This refers to introducing a change in the system thresholds so that the callers waiting in a queue for an agent group are redirected to another queue with available agents or shorter waiting queue.



# Forecasting Accuracy

This refers to the percentage by which the inbound customer contacts that were forecasted for a particular time period varied from the number of contacts who actually contacted the center. In simple terms, forecasting accuracy refers to the difference between forecasted contact load and actual contact load.





## Handled Calls

The number of calls that were received and handled by the agents or any other peripheral equipment excluding the ones that were abandoned or received busy signals are known as handled calls.



## Hit Rate

It refers to the number of calls made by the agents divided by the number of calls that were answered by the agents. A low hit rate implies availability of inaccurate data on behalf of the agents.



## Internal Response Time

The time taken by an agent group to offer the requisite support to other internal groups to handle transactions that do not need an immediate attention.



## List Penetration Rate

This reflects the number of prospect records that have been closed as compared to the total number of records in the campaign. Each of these records represents a certain cost of acquisition.



## Longest Available Agent

This refers to the method of distributing calls to an agent who has been sitting idle for the longest period of time. Using a queue makes the Longest Available Agent the Next Available Agent.



## Longest Call Hold

This refers to the longest duration of time for which a caller was put on hold before getting connected with a call agent.



## Longest Delay

The longest duration for which the caller has waited in the queue before abandoning or connecting with an agent.

# Occupancy

This refers to an average percentage of time for which the agents working at the call center are occupied on a call. It includes both their talk time and wrap up time. However, ready time is exempted from the occupancy.



# On-call Rate

This metric refers to the amount of time spent by an agent on call as compared to the time spent on taking notes, filling surveys and possibly being delayed.





## Online-to-Schedule (OLTS)

This refers to the number of minutes for which an individual was logged-on as compared to the actual duration for which he/she was required to be logged-on. Factors like breaks taken off-schedule, not-ready, make-busy, and logged-out are not included in its computation.

But factors like talk time, idle time, and post-call wrap-up time are included.



## Overflow

The term is used to refer those calls that flow from one group or site to another. Intraflow occurs when calls flow between different agent groups and interflow occurs when calls flow out of the ACD to another site.

# Peaked Call Arrival

It is a surge of traffic beyond random variation within a short period of time.





## Peak Hour Traffic (PHT)

It refers to that time of the day when a call center receives the maximum calls from the customers. Determining this metric helps in keeping the requisite team prepared so that it is able to handle the upcoming call load from the callers with ease.



## Predictive Dialing

It is an automated system to place outbound calls and deliver answered calls to agents. The number is placed back in the queue in case the dialer detects busy signals, answering machines or no answer.



## Repeat Calls

This refers to the number of calls that were related to a common issue or subject among the callers.

# Rostered Staff Factor (RSF)



Also known as Overlay, Shrink Factor or Shrinkage, RSF is a numerical factor that signifies the minimum staff needed over and above the base staff to achieve the required service level and response time objectives.



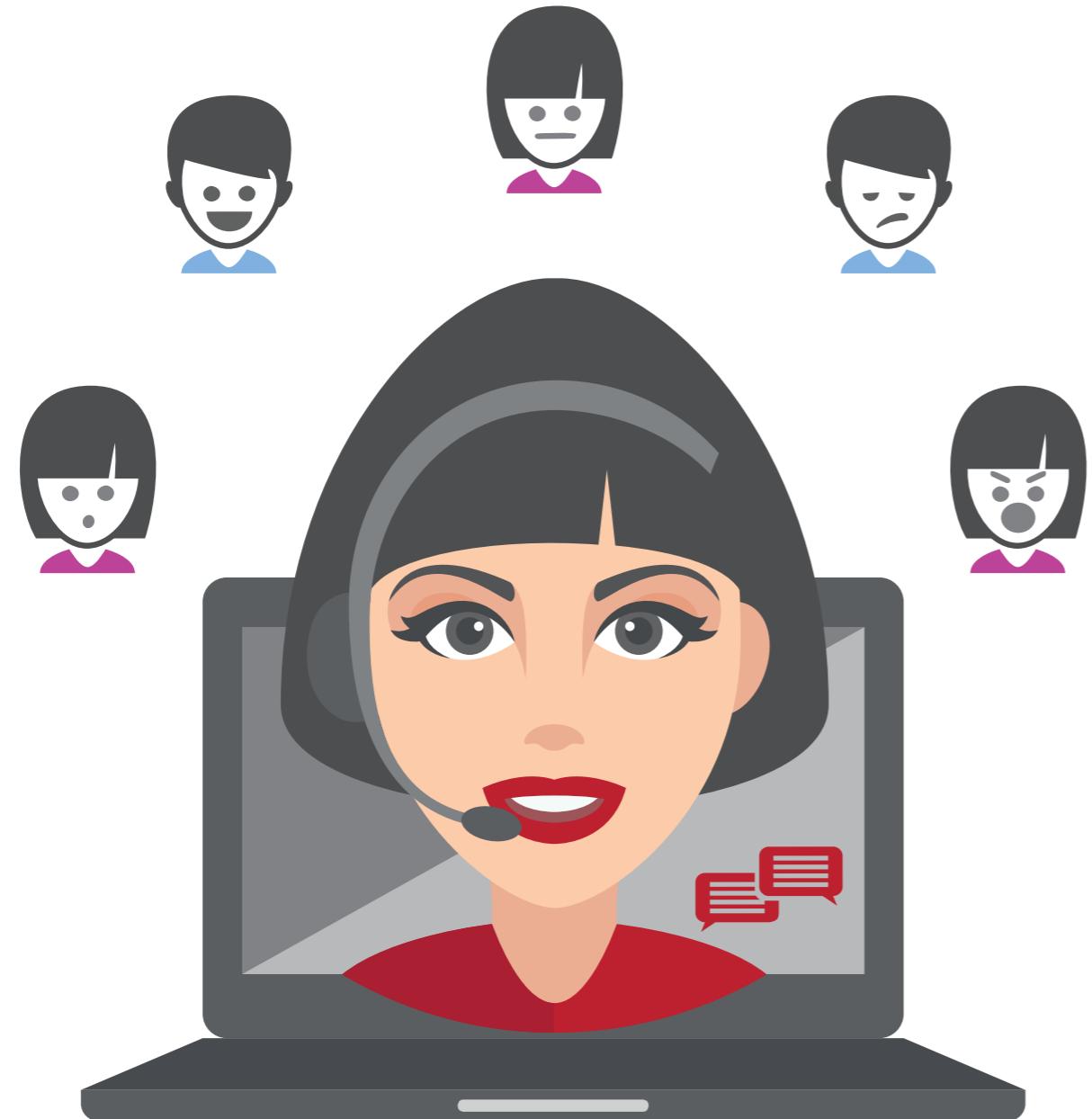
## Scheduling Exemption

This is the stage when an agent is involved in an activity other than the normal, planned schedule.

# **Service Level Agreement (SLA)**

It is an agreement signed between a vendor and the client mentioning the requirements and standards on the basis of which the contact center functions. The document is helpful in measuring the extent to which an organization performs in alignment with the goals and targets that are mentioned in the SLA.





## Service Level

It is defined as the percentage of contacts that have been answered within a certain period of time. Some of the common factors that may affect this percentage include unplanned service outages, high call or ticket volume, and frequency of agent absenteeism.



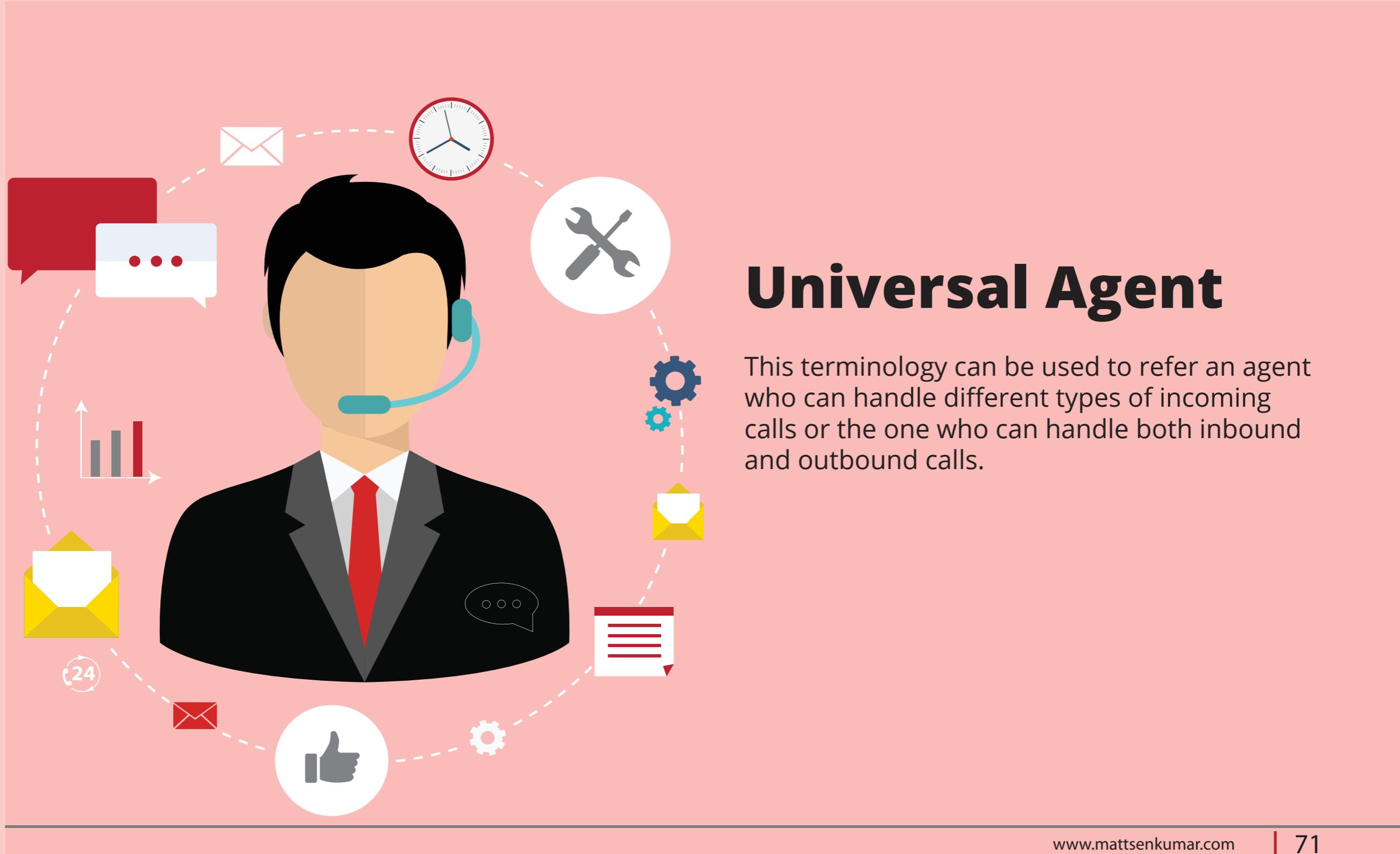
## Self-Service Usage

This metric is used to track whether the customers are using the self-service options and the number of times it could resolve their query, thereby, ending the need of connecting with an agent. Tracking its usage is helpful in determining the need of revisiting the call center's IVR set-up.



## True Calls Per Hour

This refers to the number of actual calls handled by an individual or group divided by the occupancy for that period of time.



# Virtual Call Center

This is a type of scattered call center that works as a single site to handle calls and update reports.



# Visible Queue

It is a type of queue that keeps its callers informed about its length and the expected time for which they might have to wait before connecting with the agent.





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