

Contact Center KPIs

Definitions & Correlations

for sales Contact Centers



Learn how each of the Contact Center metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following seven categories:

- **Cost**
- **Productivity**
- **Sales Effectiveness**
- **Service Level**
- **Quality**
- **Sales Rep**
- **Contact Handling**

Cost Metrics

Cost per Inbound Contact

Definition: Cost per Inbound Contact is the total annual operating expense of the Contact Center divided by the annual inbound contact volume of the Contact Center. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses. Contact volume includes inbound contacts from all sources: live voice, voicemail, email, web chat, fax, etc.

$$\text{Cost per Inbound Contact} = \frac{(\text{Total Annual Operating Expense})}{(\text{Annual Inbound Contact Volume})}$$

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

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

- ✓ Sales Rep Utilization
- ✓ Inbound Contact Handle Time
- ✓ Average Speed of Answer

Cost Metrics (continued)

Cost per Minute of Inbound Handle Time

Definition: Cost per Minute of Inbound Handle Time is simply the Cost per Inbound Contact divided by the average Inbound Contact Handle Time. The average Inbound Contact Handle Time includes all inbound contacts: live voice, voicemail, email, web chat, fax, etc.

$$\text{Cost per Minute of Inbound Handle Time} = \frac{(\text{Cost per Inbound Contact})}{(\text{Avg. Inbound Contact Handle Time})}$$

Why it's Important: Unlike Cost per Inbound Contact, which does not take into account the Contact Handle Time or call complexity, Cost per Minute of Inbound Handle Time measures the per-minute cost of interacting with customers. It enables a more direct comparison of costs between Contact Centers because it is independent of the types of contacts that come into the Contact Center and the complexity of those contacts.

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

- ✓ Sales Rep Utilization
- ✓ Average Speed of Answer

Cost Metrics (continued)

Expense as a % of Sales

Definition: Expense as a % of Sales is simply the Contact Center's annual operating expense divided by the annual sales volume. The operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

$$\text{Expense as a \% of Sales} = \frac{(\text{Annual operating expense})}{(\text{Annual sales volume})}$$

Why it's Important: Expense as a % of Sales measures a Call Center's efficiency in proportion to its revenue-generating capacity. Unlike Cost per Contact or Sales per Sales Rep per Month, Expense as a % of Sales is an indication of the return on investment that the Call Center provides for the company.

Key correlations: Expense as a % of Sales is strongly correlated with the following metrics:

- ✓ Cost per Inbound Contact
- ✓ Sales Rep Utilization
- ✓ % of Calls Yielding a Sale
- ✓ Sales per Sales Rep per Month

Productivity Metrics

Sales Rep Utilization

Definition: Sales Rep Utilization is the average time that a sales rep spends handling both inbound and outbound contacts per month, divided by the number of work hours in a given month. (See the more thorough definition on page 5.)

$$\text{Sales Rep Utilization} = \frac{\text{(Total contact handling time per month)}}{\text{(Number of work hours per month)}}$$

Why it's important: Sales Rep Utilization is the single most important indicator of sales rep productivity. It measures the percentage of time that the average sales rep is in “work mode,” and is independent of Contact Handle Time or call complexity.

Key correlations: Sales Rep Utilization is strongly correlated with the following metrics:

- ✓ Inbound Contacts per Sales Rep per Month
- ✓ Cost per Inbound Contact
- ✓ Cost per Minute of Inbound Handle Time
- ✓ Sales Rep Occupancy
- ✓ Average Speed of Answer

Sales Rep Utilization Defined

- ✔ Sales Rep Utilization is a measure of the actual time that sales reps spend providing direct customer interaction in a month, divided by the sales reps' total time at work during the month.
- ✔ It takes into account both inbound and outbound contacts handled by the sales reps, and includes all contact types: live voice, voicemail, email, web chat, fax, etc.
- ✔ But the calculation for Sales Rep Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time.
- ✔ By calculating Sales Rep Utilization in this way, all Contact Centers worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes.

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

Example: Contact Center Sales Rep Utilization

- ✔ Inbound Contacts per Sales Rep per Month = 375
- ✔ Outbound Contacts per Sales Rep per Month = 225
- ✔ Average Inbound Contact Handle Time = 10 minutes
- ✔ Average Outbound Contact Handle Time = 5 minutes

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

Productivity Metrics (continued)

Inbound Contacts per Sales Rep per Month

Definition: Inbound Contacts per Sales Rep per Month is the average monthly inbound contact volume divided by the average Full Time Equivalent (FTE) sales rep headcount. Contact volume includes contacts from all sources: live voice, voicemail, email, web chat, fax, etc. Sales Rep headcount is the average FTE number of employees and contractors

$$\text{Inbound Contacts per Sales Rep per Month} = \frac{(\text{Avg. inbound contacts per month})}{(\text{Avg. FTE sales rep headcount})}$$

handling customer contacts.

Why it's important: Inbound Contacts per Sales Rep per Month is an important indicator of sales rep productivity. A low number could indicate low Sales Rep Utilization, poor scheduling efficiency or schedule adherence, or a higher-than-average Contact Handle Time. Conversely, a high number of inbound contacts per sales rep may indicate high Sales Rep Utilization, good scheduling efficiency and schedule adherence, or a lower-than-average Contact Handle Time. Every Contact Center should track and trend this metric on a monthly basis.

Key correlations: Inbound Contacts per Sales Rep per Month is strongly correlated with the following metrics:

- ✓ Sales Rep Utilization
- ✓ Inbound Contact Handle Time
- ✓ Cost per Inbound Contact
- ✓ Cost per Minute of Inbound Handle Time
- ✓ Sales Rep Occupancy
- ✓ Average Speed of Answer

Productivity Metrics (continued)

Sales Reps as a % of Total Contact Center Headcount

Definition: This metric is the average Full Time Equivalent (FTE) sales rep headcount divided by the average total Contact Center FTE headcount. It is expressed as a percentage, and represents the percentage of total Contact Center personnel who are engaged in direct customer interaction. Headcount includes both employees and contractors.

$$\text{Sales Reps as a \% of Total Headcount} = \frac{(\text{Avg. FTE sales rep headcount})}{(\text{Avg. total Contact Center headcount})}$$

Why it's important: The sales rep headcount as a percentage of total Contact Center headcount is an important measure of management and overhead efficiency. Since non-sales reps include both management and non-management personnel (such as supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. But it is a more useful metric than management span of control because the denominator of this ratio takes into account *all* personnel that are not directly engaged in customer interaction.

Key correlations: Sales Reps as a % of Total Contact Center Headcount is strongly correlated with the following metrics:

- ✔ Cost per Inbound Contact
- ✔ Cost per Minute of Inbound Handle Time

Sales Effectiveness Metrics

% of Calls Yielding a Sale

Definition: If not measured directly, % of Calls Yielding a Sale can be estimated by dividing the number of units sold annually by the total annual

$$\% \text{ of Calls Yielding a Sale} \approx \frac{(\text{Number of units sold per year})}{(\text{Annual call volume})}$$

call volume.

Why it's important: The higher the percentage of calls that result in a sale, the more effective the Contact Center is at turning prospects into customers.

Key correlations: % of Calls Yielding a Sale is strongly correlated with the following metrics:

- ✓ Sales per Sales Rep per Month
- ✓ Units Sold per Sales Rep per Month
- ✓ Call Quality
- ✓ Customer Satisfaction
- ✓ New Sales Rep Training Hours
- ✓ Annual Sales Rep Training Hours
- ✓ Sales Rep Job Satisfaction

Sales Effectiveness Metrics (continued)

Average Size of Sale

Definition: Average Size of Sale equals the total annual sales volume divided by the total number of units sold annually.

$$\text{Average Size of Sale} = \frac{(\text{Total sales volume per year})}{(\text{Number of units sold per year})}$$

Why it's important: Average Size of Sale measures the average value of each unit sold by the Contact Center, and is an indication of how effective the sales reps are at generating revenue with each sale.

Key correlations: Average Size of Sale is strongly correlated with the following metrics:

- ✓ Sales per Sales Rep per Month
- ✓ Contact Handle Time

Sales Effectiveness Metrics (continued)

Sales per Sales Rep per Month

Definition: Sales per Sales Rep per Month equals the average monthly sales volume divided by the average FTE number of sales reps.

$$\text{Sales per Sales Rep per Month} = \frac{(\text{Average sales volume per month})}{(\text{Average FTE sales reps})}$$

Why it's important: Sales per Sales Rep per Month measures the revenue-generating capacity of the average sales rep in the Contact Center. The higher this number is, the more profitable the Contact Center will generally be.

Key correlations: Sales per Sales Rep per Month is strongly correlated with the following metrics:

- ✓ Expense as a % of Sales
- ✓ % of Calls Yielding a Sale
- ✓ Units Sold per Sales Rep per Month
- ✓ Inbound Contacts per Sales Rep per Month
- ✓ Sales Rep Utilization
- ✓ New Sales Rep Training Hours
- ✓ Annual Sales Rep Training Hours
- ✓ Sales Rep Job Satisfaction

Sales Effectiveness Metrics (continued)

Units Sold per Sales Rep per Month

Definition: Units Sold per Sales Rep per Month is the average total number of units sold per month, divided by the average FTE number of sales reps.

$$\text{Units Sold per Sales Rep per Month} = \frac{(\text{Average units sold per month})}{(\text{Average FTE sales reps})}$$

Why it's important: Units Sold per Sales Rep per Month, like Sales per Sales Rep per Month, is a measure of the average sales rep's ability to generate revenue through selling products or services.

Key correlations: Units Sold per Sales Rep per Month is strongly correlated with the following metrics:

- ✓ Expense as a % of Sales
- ✓ % of Calls Yielding a Sale
- ✓ Sales per Sales Rep per Month
- ✓ Inbound Contacts per Sales Rep per Month
- ✓ Sales Rep Utilization
- ✓ New Sales Rep Training Hours
- ✓ Annual Sales Rep Training Hours
- ✓ Sales Rep Job Satisfaction

Service Level Metrics

Average Speed of Answer (ASA)

Definition: Average Speed of Answer (ASA) is the total wait time that callers are in queue, divided by the number of calls handled. Most Automatic Call Distributor (ACD) systems measure this number.

$$\text{Average Speed of Answer} = \frac{\text{(Total initial wait time of all callers)}}{\text{(Number of inbound calls handled)}}$$

Why it's important: ASA is a common service-level metric in the Contact Center industry. It indicates how responsive a Contact Center is to incoming calls. Since most Contact Centers have an ASA service-level target, the ASA is tracked to ensure service-level compliance.

Key correlations: Average Speed of Answer is strongly correlated with the following metrics:

- ✓ Call Abandonment Rate
- ✓ % of Calls Answered in 30 Seconds
- ✓ Sales Rep Utilization

Service Level Metrics (continued)

% of Calls Answered in 30 Seconds

Definition: This metric is fairly self-explanatory. It is the percentage of all inbound calls that are answered by a live sales rep within 30 seconds. For Contact Centers that don't track this exact metric, but track a similar metric such as % of Calls Answered in 60 Seconds, MetricNet uses a conversion formula to calculate the equivalent percentage of calls answered within 30 seconds.

$$\% \text{ of Calls Answered in 30 Seconds} = \frac{\text{(Inbound calls answered in 30 seconds)}}{\text{(Total inbound calls)}}$$

Why it's important: % of Calls Answered in 30 Seconds is a common service-level metric in the Contact Center industry. It indicates how responsive a Contact Center is to incoming calls. Many Contact Centers have a service-level target for % of Calls Answered in 30 Seconds, so the metric is tracked to ensure service-level compliance.

Key correlations: % of Calls Answered in 30 Seconds is strongly correlated with the following metrics:

- ✓ Average Speed of Answer
- ✓ Call Abandonment Rate
- ✓ Sales Rep Utilization

Service Level Metrics (continued)

Call Abandonment Rate

Definition: Call Abandonment Rate is the percentage of calls that were connected to the ACD, but were disconnected by the caller before reaching a sales rep.

$$\text{Call Abandonment Rate} = \frac{(\text{Calls abandoned by caller})}{(\text{Total inbound calls})}$$

Why it's important: Call Abandonment Rate is a common service-level metric in the Contact Center industry. An abandoned call indicates that a caller gave up and hung up the phone before receiving service from a live sales rep. Since most Contact Centers have an abandonment-rate service-level target, the Call Abandonment Rate is tracked to ensure service-level compliance.

Key correlations: Call Abandonment Rate is strongly correlated with the following metrics:

- ✓ Average Speed of Answer
- ✓ % of Calls Answered in 30 Seconds
- ✓ Sales Rep Utilization

Quality Metrics

Customer Satisfaction

Definition: Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their Contact Center experience. This metric can be captured in a numbers of ways, including automatic after-call IVR surveys, follow-up outbound (live-sales-rep) calls, email surveys, postal

$$Customer\ Satisfaction = \frac{(Number\ of\ satisfied\ or\ very\ satisfied\ customers)}{(Number\ of\ customers\ surveyed)}$$

surveys, etc.

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

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

- ✔ Call Quality
- ✔ % of Calls Yielding a Sale

Quality Metrics (continued)

Call Quality

Definition: Although there is no consistent methodology for measuring Call Quality in the Contact Center industry, most Contact Centers have developed their own scoring system for grading the quality of a call. Most will measure call quality on a scale of zero to 100%, and evaluate such things as sales rep courtesy, professionalism, empathy, timeliness of resolution, quality of resolution, adherence to the script, etc.

Call Quality = A score based on the rep's helpfulness, efficiency, courtesy, etc.

Why it's important: Call Quality is the foundation of Customer Satisfaction. Good Call Quality takes into account sales rep knowledge and expertise, call efficiency (i.e., Call Handle Time), and sales rep courtesy and professionalism. Unless Call Quality is consistently high, it is difficult to achieve consistently high levels of Customer Satisfaction. When measured properly, Call Quality and Customer Satisfaction should track fairly closely.

Key correlations: Call Quality is strongly correlated with the following metrics:

- ✓ Customer Satisfaction
- ✓ % of Calls Yielding a Sale
- ✓ New Sales Rep Training Hours

Sales Rep Metrics

Annual Sales Rep Turnover

Definition: Annual Sales Rep Turnover is the average percentage of sales reps that leave the Contact Center, for any reason (voluntarily or involuntarily), in a year.

$$\text{Annual Sales Rep Turnover} = \frac{(\text{Avg. number of sales reps that leave per year})}{(\text{Avg. total sales reps headcount})}$$

Why it's important: Sales rep turnover is costly. Each time a sales rep leaves the Contact Center, a new sales rep needs to be hired to replace the outgoing sales rep. This results in costly recruiting, hiring, and training expenses. Additionally, it is typically several weeks or even months before a sales rep is fully productive, so there is lost productivity associated with sales rep turnover as well. High sales rep turnover is generally associated with low sales rep morale in a Contact Center.

Key correlations: Annual Sales Rep Turnover is strongly correlated with the following metrics:

- ✓ Daily Sales Rep Absenteeism
- ✓ Annual Sales Rep Training Hours
- ✓ Customer Satisfaction
- ✓ Cost per Inbound Contact
- ✓ Sales Rep Job Satisfaction

Sales Rep Metrics (continued)

Daily Sales Rep Absenteeism

Definition: Daily Sales Rep Absenteeism is the average percentage of sales reps with an unexcused absence on any given day. It is calculated by dividing the average number of unexcused absent sales reps per day by the average total number of sales reps per day that are scheduled to be at work.

$$\text{Daily Sales Rep Absenteeism} = \frac{(\text{Avg. number of unexcused absent reps per day})}{(\text{Avg. number of reps scheduled to work per day})}$$

Why it's important: High Sales Rep Absenteeism is problematic because it makes it difficult for a Contact Center to schedule resources efficiently. High absenteeism can severely harm a Contact Center's operating performance and increase the likelihood that service-level targets will be missed. A Contact Center's Average Speed of Answer and Call Abandonment Rate typically suffer when absenteeism is high. Also, chronically high absenteeism is often a sign of low sales rep morale.

Key correlations: Daily Sales Rep Absenteeism is strongly correlated with the following metrics:

- ✓ Annual Sales Rep Turnover
- ✓ Sales Rep Job Satisfaction
- ✓ Sales Rep Utilization
- ✓ Cost per Inbound Contact
- ✓ Inbound Contacts per Sales Rep per Month

Sales Rep Metrics (continued)

Sales Rep Occupancy

Definition: Sales Rep Occupancy is a percentage, equal to the amount of time that a sales rep is in his or her seat and connected to the ACD and either engaged in a call or ready to answer a call, divided by the sales rep's total number of hours at work (excluding break time and lunch time).

$$\text{Sales Rep Occupancy} = \frac{\text{(Hours that reps are on calls or ready to answer calls)}}{\text{(Total rep work hours)}}$$

Why it's important: Sales Rep Occupancy is an indirect measure of sales rep productivity and Sales Rep Schedule Adherence. High levels of Sales Rep Occupancy indicate an orderly, disciplined work environment. Conversely, low levels of Sales Rep Occupancy are often accompanied by a chaotic, undisciplined work environment. Sales Rep Occupancy and Sales Rep Utilization are sometimes confused. Although Sales Rep Occupancy and Sales Rep Utilization are correlated, they are very different metrics. It is possible to have a high occupancy (when sales reps are logged into the ACD a large percentage of the time) but a low Sales Rep Utilization (when few calls are coming in).

Key correlations: Sales Rep Occupancy is strongly correlated with the following metrics:

- ✓ Sales Rep Utilization
- ✓ Sales Rep Schedule Adherence
- ✓ Inbound Contacts per Sales Rep per Month
- ✓ Cost per Inbound Contact

Sales Rep Metrics (continued)

Sales Rep Schedule Adherence

Definition: Sales Rep Schedule Adherence measures whether sales reps are in their seats ready to accept calls as scheduled. That is, it measures how well a Contact Center's sales reps are "adhering" to the schedule. Sales Rep Schedule Adherence is equal to the actual time that a sales rep is logged in to the system ready to accept calls, divided by the total time the sales rep is scheduled to be available to accept calls.

$$\text{Sales Rep Schedule Adherence} = \frac{\text{(Hours that reps are available for or on calls)}}{\text{(Hours that reps are scheduled to be available)}}$$

Why it's important: Effective sales rep scheduling is critical to achieving a Contact Center's service-level goals and maximizing Sales Rep Utilization. But a work schedule, no matter how well constructed, is only as good as the adherence to the schedule. It is therefore important for sales reps to adhere to the schedule as closely as possible to ensure that these productivity and service-level goals are met.

Key correlations: Sales Rep Schedule Adherence is strongly correlated with the following metrics:

- ✓ Sales Rep Utilization
- ✓ Inbound Contacts per Sales Rep per Month
- ✓ Sales Rep Occupancy
- ✓ Average Speed of Answer

Sales Rep Metrics (continued)

New Sales Rep Training Hours

Definition: The name of this metric is somewhat self-explanatory. New Sales Rep Training Hours is the number of training hours (including classroom, computer-based training, self-study, shadowing, being coached, and on-the-job training) that a new sales rep receives before he or she is allowed to handle customer contacts independently.

New Sales Rep Training Hours = Number of training hours required before a new sales rep may handle contacts independently

Why it's important: New Sales Rep Training Hours are strongly correlated with Call Quality, especially during a sales rep's first few months on the job. The more training that new sales reps receive, the higher that Call Quality will typically be. This, in turn, has a positive effect on many other performance metrics including Customer Satisfaction. Perhaps most importantly, training levels strongly impact sales rep morale—sales reps who receive more training typically have higher levels of job satisfaction.

Key correlations: New Sales Rep Training Hours are strongly correlated with the following metrics:

- ✓ Call Quality
- ✓ Customer Satisfaction
- ✓ Inbound Contact Handle Time
- ✓ % of Calls Yielding a Sale
- ✓ Sales per Sales Rep per Month
- ✓ Units Sold per Sales Rep per Month
- ✓ Sales Rep Job Satisfaction

Sales Rep Metrics (continued)

Annual Sales Rep Training Hours

Definition: Annual Sales Rep Training Hours is the average number of training hours (including classroom, computer-based training, self-study, shadowing, etc.) that a sales rep receives on an annual basis. This number includes any training hours that a sales rep receives that are not part of the sales rep's initial (new-hire) training. But it does not include routine team meetings, shift handoffs, or other activities that do not involve formal

Annual Sales Rep Training Hours = Average number of formal training hours per sales rep per year (excluding new-hire training).

training.

Why it's important: Annual Sales Rep Training Hours are strongly correlated with Call Quality and Customer Satisfaction. Perhaps most importantly, training levels strongly impact sales rep morale—sales reps who receive more training typically have higher levels of job satisfaction.

Key correlations: Annual Sales Rep Training Hours are strongly correlated with the following metrics:

- ✓ Call Quality
- ✓ Customer Satisfaction
- ✓ Inbound Contact Handle Time
- ✓ % of Calls Yielding a Sale
- ✓ Sales per Sales Rep per Month
- ✓ Units Sold per Sales Rep per Month
- ✓ Sales Rep Job Satisfaction

Sales Rep Metrics (continued)

Sales Rep Tenure

Definition: Sales Rep Tenure is the average number of months that each sales rep has worked in a particular Contact Center.

Sales Rep Tenure = Average number of months that each sales rep has worked in your Contact Center

Why it's important: Sales Rep Tenure is a measure of sales rep experience. Almost every metric related to Contact Center cost and quality is impacted by the level of experience the sales reps have.

Key correlations: Sales Rep Tenure is strongly correlated with the following metrics:

- ✓ Cost per Inbound Contact
- ✓ Call Quality
- ✓ Customer Satisfaction
- ✓ Annual Sales Rep Turnover
- ✓ Sales Rep Training Hours
- ✓ Sales Rep Coaching Hours
- ✓ Inbound Contact Handle Time
- ✓ % of Calls Yielding a Sale
- ✓ Sales Rep Job Satisfaction

Sales Rep Metrics (continued)

Sales Rep Job Satisfaction

Definition: Sales Rep Job Satisfaction is the percentage of sales reps in a Contact Center who are either satisfied or very satisfied with their jobs.

$$\text{Sales Rep Job Satisfaction} = \frac{(\text{Number of satisfied or very satisfied sales reps})}{(\text{Total number of sales reps})}$$

Why it's important: Sales Rep Job Satisfaction is a proxy for sales rep morale. And morale, while difficult to measure, affects performance on almost every metric in the Contact Center. High-performance Contact Centers almost always have high levels of Sales Rep Job Satisfaction. A Contact Center can control and improve its performance on this metric through training, coaching, and career pathing.

Key correlations: Sales Rep Job Satisfaction is strongly correlated with the following metrics:

- ✓ Annual Sales Rep Turnover
- ✓ Daily Sales Rep Absenteeism
- ✓ Sales Rep Training Hours
- ✓ Sales Rep Coaching Hours
- ✓ Customer Satisfaction
- ✓ Inbound Contact Handle Time
- ✓ % of Calls Yielding a Sale
- ✓ Sales per Sales Rep per Month
- ✓ Units Sold per Sales Rep per Month
- ✓ Cost per Inbound Contact

Contact Handling Metrics

Inbound Contact Handle Time

Definition: Inbound Contact Handle Time for live (telephone) contacts is the average time (in minutes) that a sales rep spends on each contact, including talk time, wrap time, and after-call work time. For non-live contacts, such as email, voicemail, and faxes, the Inbound Contact Handle Time is the average time that a sales rep initially spends on each inbound contact.

$$\text{Inbound Contact Handle Time} = \frac{\text{(Total minutes spent on inbound contacts)}}{\text{(Total inbound contacts)}}$$

Why it's important: A contact is the basic unit of work in a Contact Center. Contact Handle Time, therefore, represents the amount of labor required to complete one unit of work.

Key correlations: Inbound Contact Handle Time is strongly correlated with the following metrics:

- ✓ Cost per Inbound Contact
- ✓ Inbound Contacts per Sales Rep per Month

About MetricNet

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

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

- ✔ [The One Year Path to World-Class Performance](#), a continuous Contact Center improvement program.
- ✔ Downloadable [industry benchmarks](#) that walk you through the process of benchmarking your performance against Contact Centers in your geographic region.
- ✔ [Benchmarking data files](#) for those who wish to conduct their own benchmarking analysis.
- ✔ Comprehensive [peer group benchmarks](#) that compare your performance to others in your vertical market.

Free Resources

Every month, MetricNet presents a live training webcast. Thousands of professionals attend each year and many of our clients have their entire teams attend. These events are a great way to boost Annual Sales Rep Training Hours! Topics include Service Desk Best Practices and KPIs, Desktop Support Best Practices and KPIs, Contact Center Best Practices and KPIs, and more. Sign up for our [Free Webcasts](#).

We also have developed an extensive resource library filled with free training materials for Information Technology and Contact Center professionals. Each resource is available to download in PDF format. Browse our [resource library](#).

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