



Better call centers through research

**Survey participants,**

**Thank you for participating in Centerserve's 2009 Best Practices and Benchmarking survey. Use this list as a guide for gathering information prior to starting the study. Feel free to contact us with any questions, email: [penguin@centerserve.com](mailto:penguin@centerserve.com) or call us 970-669-6554.**

**Thank you again! And we look forward to hearing from you and providing you call center best practices from around the world.**

**General questions and demographics**

Total full time equivalent employees in all call center locations

Contact volume per agent per month by method of contact

- Inbound calls to agents
- Outbound calls from agents
- Email contacts
- Text-chat contacts
- Web calls
- Contacts completed entirely by IVR (no contact with a live agent)
- Fax contacts
- Postal mail contacts

Overhead costs and allocation of overall budget

Cost per method of contact (live agent, email, IVR, Web self service, text-chat) and if this cost has increase, decreased or remained the same in past two years.

Average agent hourly cost

Average annual salary of supervisors

Budget allocation percentage (IT, payroll, overhead, etc)

Survey: <http://www.call-center.net/benchmarking/index.pl>  
Email questions to: [penguin@centerserve.com](mailto:penguin@centerserve.com)



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### **Performance objectives and results**

Top three key performance indicators used to measure overall performance

Performance objectives or goals and current performance:

- Service level
- Average speed of answer in seconds
- Average talk time in seconds
- Average after call work time in seconds
- Agent utilization - percentage calculated
- First contact resolution rate
- Abandoned call rate percentage
- Average time on call before it is abandoned in seconds
- How do you measure First contact resolution?

Estimated annual turnover for full time, part time, temporary and all employees

Span of control

Customer service/satisfaction measurement information

- percentage of calls escalated to supervisors
- training time for customer service
- reason for complaints

### **Management practices – supervisors/team leaders**

Supervisor training, roles and responsibilities

### **Hiring**

Skills sought in supervisors and agents

Pre-employment screening types

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**CSR/Agent Training**

Total days of classroom training

Total days of on the phone training

Percentage of time spent training in specific areas (systems, processes, etc.)

New agent training methods

**Motivation, rewards, recognition and incentives**

Use, effectiveness and funding

**Quality Monitoring**

Primary method

Who monitors

Primary categories used to evaluate (problems solving, call closing, system use, etc)

Scale used to rate agents in monitoring (range of values, yes/no, etc)

Contacts monitored per month per agents

Uses of monitoring data

Length of time between monitoring and feedback

Who provides feedback to agents

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### **Outsourcing**

If you call center outsources call handling:

- Location of the service provider
- Reason for outsourcing
- Types of contacts outsourced (text chat, inbound, outbound, etc)
- Percentage of contacts outsourced
- Top three criteria for choosing your outsourcing partner
- Future of your outsourcing needs (increase, decrease, etc.)

### **Workforce Management**

Is real-time adherence tracked. If so, what is your call center's adherence average.

How scheduling priority is determined.

Overall planned shrinkage percentage and for individual items, for example, vacations, training ,etc

Percent distribution of employee types (full time, part time, temporary employees, contractors, outsourcers)

Forecasting responsibility – who it is assigned to.

Forecasting accuracy percentage

Forecasting frequency

### **Report and analytics**

Who analyzes prior to distributing

Number of full time equivalents dedicated to reporting/analyzing if any

Method of making performance data visible to agents (hard copies, wall boards, etc.)

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