

KPIs in the Contact Centre

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Schedule

- Why do we have KPIs
- Hard KPIs
- Soft KPI's
- Back office KPIs
- Planning KPIs
- Financial KPIs
- Exec Level Insights
- Poll
- Example scorecards
- Questions

Why do we have KPIs

- What gets measured gets managed
- Allows accountability
- Drives performance
- Highlights deficiencies
- Enables balance to be achieved across indicators. Not managing one at the expense of others
- Allows trending. Ability to see movement over time
- Able to assess impact of non performance
 - Individual
 - Team
 - Business
- But – Do not over manage the wrong things

Hard KPIs

Hard KPIs are typically :

- Matters of fact.
- Often Internal.
- Measured hourly or daily

- Contact Volumes. Calls, Emails, Chats
- Service Level
- Abandon rates
- AHT
- Wrap / ACW
- Utilisation / Occupancy
- Sickness
- Attrition

Soft KPIs

Soft KPIs are typically :

- Matters of opinion or perception.
- Often External.
- Measured monthly or quarterly

- CSAT, NPS, CES
 - Outbound IVR
 - SMS
 - Email
 - Telephone
- Social Media Interactions
- Instant feedback tools
- Employee Engagement / Staff Survey

Back Office KPIs

- Often neglected. But failure can be a major driver of contact volumes and dissatisfaction
- Service Follow up
- Technical Failure / Engineer visits
- Dispatch
- Failed or incorrect delivery
- Non provision of service
- Delayed call out

Question : What back end failures cause demand into your contact centre?

Planning KPIs

Planning KPIs are typically :

- 13 weeks out.
- Monthly Lockdown.
- Intra-Day

- Capacity plan Overs / Unders
- Roster Fit % / Schedule Efficiency
- Schedule Adherence
- Forecast Variance
- Off line time %

Question : Do you engage with and understand the work of your planning team?

Financial KPI's

Will vary according to your type of organisation:

- Public Sector.
- PLC.
- Private Equity backed
- Small / Medium Enterprise

- Sales
- Profitability / Surplus / Deficit. Variance to plan
- Return on Capital Employed
- Compensation levels / Goodwills
- Churn
- Average revenue per customer

Question : Do you engage with and understand the drivers of your finance team?

Exec Level Insights

- Execs are not just employees. They have a fiduciary duty to protect, safeguard the organisation, and in private companies, to also drive growth and deliver shareholder value
- They will have a much wider view of the direction of the organisation, its opportunities, priorities and challenges. Often these will not be shared with you
- What's important to you may not be important to them
- Sometimes your Exec may not have experience in your particular functional area.
- Will have a clear understanding of the impact of non performance of KPI's on the organisation as a whole. This may feel like “top down” management.
- They are the ones who are accountable
- No one wants a disconnect. Engagement is key

Example Monthly Scorecard

PLANNING AND PERFORMANCE

Measure	Dorking	Ashford	Service
Service Level (% ans in 60)			92.7%
Abandonment Rate %			0.7%
AHT (seconds) HA	527s	542s	535s
Combined Clinical KPI %			90.5%
Roster Fit %			n/a
Forecast Accuracy +/- %			100.04%
Breach Days			12
Shrinkage %	6.36%	7.50%	6.93%

QUALITY

Measure	Dorking	Ashford	Service
Training Compliance	77%	90.6%	84.9%
SI's	2.0	2.0	4.0
Complaints	Not Avail	Not Avail	114
Complaints Breach Rate (of complaint % Breached)	Not Avail	Not Avail	88%
Patient Satisfaction	100.0%	n/a	
HA Calls Audited % on required	37.0%	53.0%	45.0%
CA Calls Audited % on required	108.0%	27.5%	67.8%
Audit Pass Rate (% Audits that passed)	84.0%		84.0%
121's Completed	100.0%	15.8%	

OUTCOMES

Measure	Dorking	Ashford	Service
999 Referrals %	10.3%	9.0%	9.7%
999 Referrals Actual			8283
A&E Referrals %	Not Avail	Not Avail	7.3%
A&E Referrals Actual	Not Avail	Not Avail	6216
Primary Care % against answered	Not Avail	Not Avail	
Self Care %	Not Avail	Not Avail	
Passed to CA %	Not Avail	Not Avail	26.00%
Early Exit to CA	Not Avail	Not Avail	Not Avail

BEHAVIOURS

Measure	Dorking	Ashford	Service
Schedule Adherence %	n/a	n/a	
Time with Patients	81.23%	80.89%	
Aux Time %	22.51%	25.59%	
Productivity	4.77cph	4.55cph	
Sickness Hours	691	787	1478
Sickness %	4.70%	6.60%	
Attrition (Heads)	12	3	15
CA THT			#DIV/0!

Example Daily Scorecard



	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Current Week	
Target	25 Jan 18	26 Jan 18	27 Jan 18	28 Jan 18	29 Jan 18	30 Jan 18	31 Jan 18	01 Feb 18	Wc 29 Jan 18	
Forecast Variance	N/A	-2.6%	-1.2%	-4.1%	0.0%	-4.9%	-6.4%	-2.9%	1.5%	-1.2%
0845 46 47 Calls Offered	N/A	10,033	10,093	9,118	9,715	16,262	15,966	15,098	10,629	25,727
0845 46 47 Calls Answered	N/A	9,906	9,979	8,869	9,455	16,011	15,687	14,720	10,380	25,100
0845 46 47 Offered to Answered	N/A	98.7%	98.9%	97.3%	97.3%	98.5%	98.3%	97.5%	97.7%	97.6%
HaSC Click to Call Back	N/A	964	959	522	827	1,066	1,204	936	712	1,648
HaSC Successes *	N/A	9,202	8,379	11,082	9,581	9,785	11,323	13,741	12,803	26,544
Web Visits	N/A	39,755	21,344	21,574	16,127	11,961	13,110	16,281	21,566	37,847
Abandonment Rate	≤ 5%	0.5%	0.4%	1.2%	1.2%	0.5%	0.6%	0.8%	0.8%	0.8%
Calls Answered within 60 Seconds	≥ 95%	97.5%	98.2%	93.9%	94.9%	97.8%	97.7%	96.0%	95.8%	95.9%

Final Question / Thoughts For You

What do you over manage in your contact centre?

Thank you for watching 😊

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