



How to Knock 20 Seconds Off Your Average Handling Time

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What is AHT?

And why is it important?

- Average Handle Time is composed of three elements
 1. Talk time
 2. Hold time
 3. Wrap time
- It is important from a workforce capacity management perspective – as it impacts staffing requirements



The trouble with AHT....

The operation needs to focus on the drivers of AHT rather the metric itself

- Focus on reducing hand offs – so that more customers get answered by right agent first time
- Link the qualification for incentives to individual agent achievement of wrap targets
- Quality team focus on identifying conversation time spent on calls that does not add value to customers
- Ensure call routing delivers a higher proportion of calls to primary skilled agents



Understanding performance spread

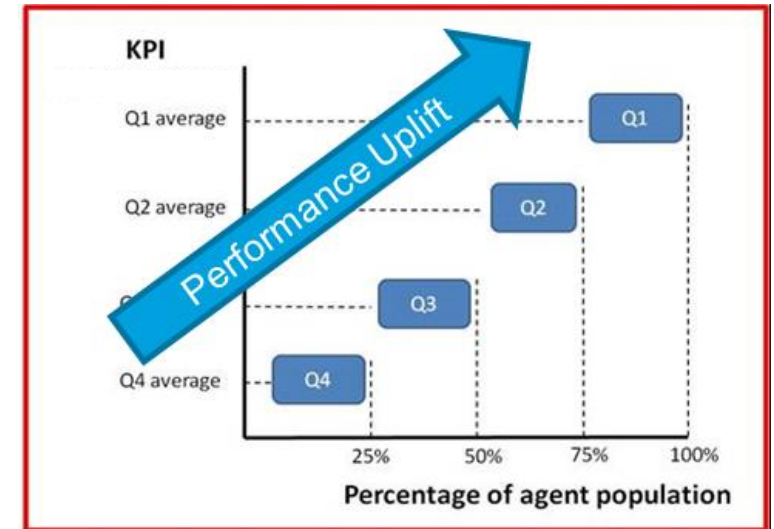


The problem with one average is that it does not tell the whole story....

➤ Quartile Analysis splits the agent population into four equally sized groups

➤ Look at the average for each quartile – the spread of performance will be greater than you expect

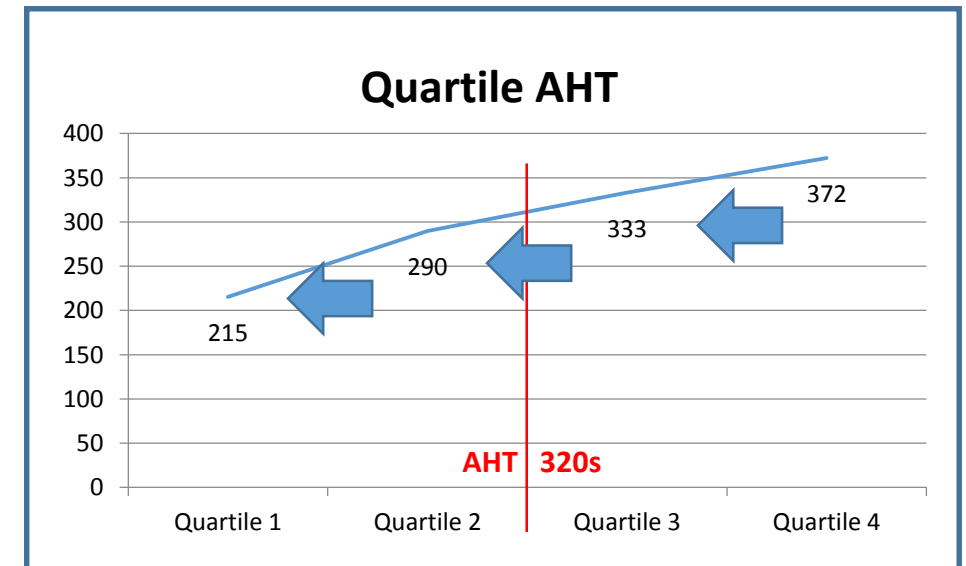
➤ Understand the behaviours of the Q1 group – what are they doing so well?



Worked example

Quartile analysis tell you the quantitative ability to move the AHT metric by nudging agents to achieve an incremental improvement

- In this example there was 150+ seconds spread between Q1 and Q4
- Each 5% improvement within each quartile = 10 seconds saved
- Team leaders developed different coaching approaches depending on which quartile the agent was in

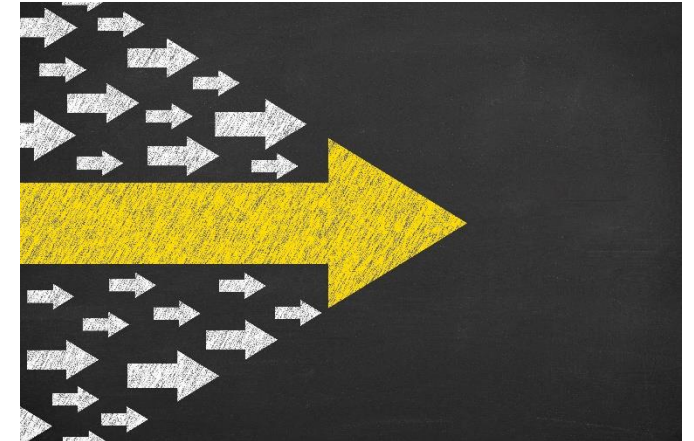


What things can be improved through coaching?



Remember it is the qualitative factors that embed the improvement

- Talk time – agent call control techniques
- Hold time – referring to knowledge bases and colleagues
- Wrap time – using system shortcuts

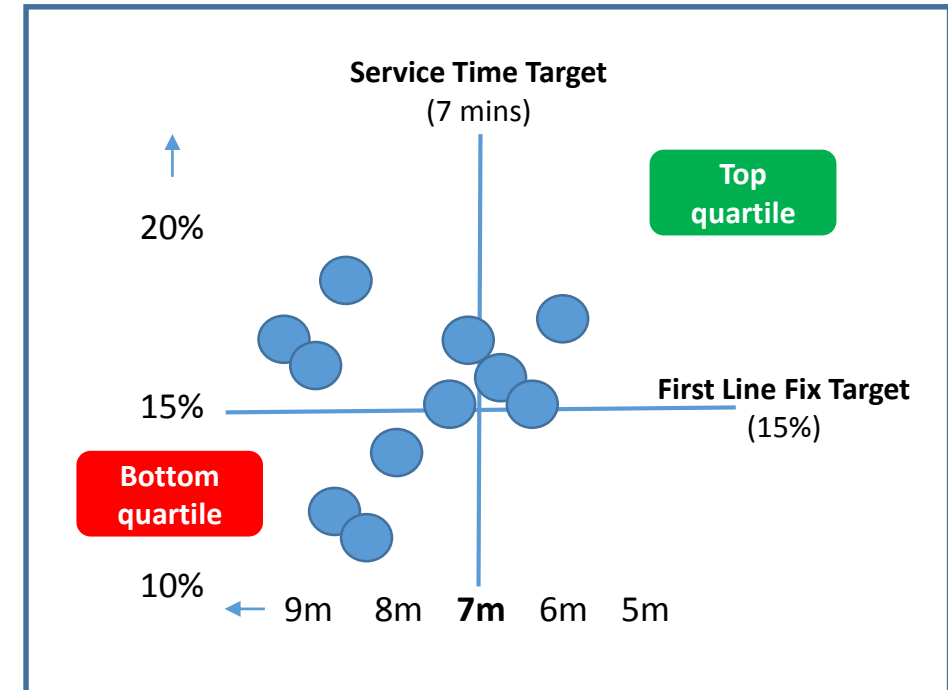


Also don't look at AHT in isolation



Compare it with an effectiveness metric

- For example, this field service operation used AHT alongside a First Line Fix metric
- It recognised that new starters needed coaching to help them achieve the fault resolution outcome required
- Once the knowledge was embedded then call handling technique and after call work became the focus (to reduce AHT)



But it is possible to move the metric



Another project achieved a sustainable reduction of 100 seconds in AHT - circa 20% capacity release

