Cost Per Contact Worksheet

Term	Definition and Calculations
Salary Cost Inputs	
Annual work hours	Total hours in a typical work year (52 weeks × 40 annual work hours = 2080 annual hours).
Average CSR salary cost, per hour (excluding benefits)	The net average hourly wage paid to CSRs, without benefits.
Average supervisor salary cost, per hour (excluding benefits)	The net average hourly wage paid to supervisors, without benefits.
Number of CSRs per supervisor	Average number of agents assigned to each supervisor.
Average trainer salary cost, per hour (excluding benefits)	The net average hourly wage paid to a trainer, without benefits.
Average number of training hours per CSR (annually)	Average number of hours each CSR spends in training each year.
Average number of CSRs per training session	Average number of CSRs that attend a typical training session.
Average agent salary cost, per hour (excluding benefits)	The net average hourly wage paid to contact center agents, without benefits.
Number of CSRs per agent	Average number of agents supported by each CSR.
Average other support staff salary cost, per hour (excluding benefits)	The net average hourly wage paid to other support staff, without benefits.
Number of CSRs per other support staff	Average number of support staff supported by each CSR.
Benefit costs, as a percentage of salary	Additional compensation costs incurred by the organization to provide employment benefits.
Average occupancy rate (% annually)	The percentage of total available time spent by CSRs either talking with customers or performing after-call work relating to those contacts.
Rostered staff factor	Alternatively called shrink factor or shrinkage. Accounts for paid non-phone CSR activity, such as breaks, meetings, vacations, and ongoing training.
Overhead Cost Inputs	
Equipment cost	The purchase cost of new equipment used in the contact center (Phones, Headsets, ACD, WFM, QA. KB, IVR, CTI / CRM, Virtual Queuing technology, Social media monitoring, etc.). Use separate rows as needed for different depreciation schedules. (Note that licensing for WMF, QA, ACD can be significant. If hosting, have a bundled cost of the above components.)
Number of years depreciation	The number of years for which equipment costs would be depreciated. Not applicable if equipment has already been fully depreciated.

Term	Definition and Calculations
Maintenance fees	Annual cost of maintenance contracts. (Maintenance fees usually apply unless solutions are hosted.)
Square footage of office space for contact center	The total number of square feet of office space used to support the contact center operation.
Annual cost per square foot of office space	The annual cost per square foot of office space. If utilities (heating/air conditioning, electricity, water, etc.) are included here, do not enter utility costs again, below.
Annual utilities cost	Annual cost for heating/air conditioning, electricity, water, etc.
Other annual overhead costs per year (total)	Any other overhead costs—including upper layers of management, clerical staff, etc.—required to support the contact center. Do not duplicate any costs already captured in the "Salary Cost Inputs" section.
Network Cost Inputs	
Average speed of answer, annually (in seconds)	The approximate delay in seconds (time in queue) for all calls received annually.
Trunking or PRI / T1	These are usually fixed with toll-free usage on top of that.
Cost per minute of toll-free service	Average cost per minute for incoming toll-free lines.
Cost per minute of outgoing service	Average cost per minute for outgoing long distance service.
Total number of incoming calls per year	Annual inbound call volume.
Average number of outgoing calls per incoming call.	For each incoming call received, the number of outgoing calls placed on average.
Average talk-time per incoming call (in seconds).	Annual average talk-time in seconds, for incoming calls only.
Average after-call work per incoming call (in seconds).	Annual average after-call work time for incoming calls only (in seconds).
Average talk-time per outgoing call (in seconds).	Annual average talk time for outgoing calls only (in seconds).
Average after-call work per outgoing call (in seconds).	Annual average after-call work time for outgoing only (in seconds).
Annual Overhead Costs	
Annual equipment depreciation	Total purchase costs divided by the number of years equipment will depreciate.
Maintenance fees	Annual cost of maintenance contracts for all equipment.
Utilities	Annual cost for heating, air conditioning, electricity, water, etc.
Office rental	Total square footage of office space multiplied by the cost per square foot.

Term	Definition and Calculations
Other overhead	Any other overhead costs, including upper layers of management, clerical staff, etc. required to support the contact center. Do not duplicate any costs already captured in the "Salary Cost Inputs" section.
Total overhead cost per interaction	Annual overhead cost divided by annual inbound call volume.
Total annual overhead costs	Sum of annual overhead costs.
Network Expenses	
Average telecom cost per inbound call	[(Average speed of answer + average talk-time) ÷ 60] × cost per minute.
Average telecom cost per outbound call	(Average talk-time ÷ 60) × cost per minute.
Average outbound telecom cost per inbound call	Average telecom cost per outbound call × number of outgoing calls placed for every incoming call received.
Total network cost per interaction	Average telecom cost per inbound call ÷ average outbound telecom cost per inbound call.
Total annual network costs	Total network cost per interaction × annual inbound call volume.
Labor Costs	
CSR hourly cost, with benefits	Hourly cost + (hourly cost × benefit percentage).
Annual cost per CSR, with benefits	Hourly cost with benefits × annual work hours.
Supervisor hourly cost, with benefits	Hourly cost + (hourly cost × benefit percentage).
Annual cost per supervisor, with benefits	Hourly cost with benefits × annual work hours.
Trainer hourly cost, with benefits	Hourly cost + (hourly cost × benefit percentage).
Annual cost per trainer, with benefits	Hourly cost with benefits × annual work hours.
Annual trainer cost, per CSR	(Average number of training hours per year, per CSR × trainer hourly cost, with benefits) ÷ average number of CSRs per training session.
Agent hourly costs, with benefits	Hourly cost + (hourly cost × benefit percentage).
Annual cost per agent, with benefits	Hourly cost with benefits × annual work hours.
Other support staff hourly costs, with benefits	Hourly cost + (hourly cost × benefit percentage).
Annual cost per other support staff, with benefits	Hourly cost with benefits × annual work hours.
Supervisory hourly cost, per CSR	Supervisor hourly costs, with benefits ÷ number of CSRs per supervisor.
Trainer hourly cost, per CSR	Annual trainer cost, per CSR ÷ annual work hours.
Agent hourly cost, per CSR	Agent hourly costs, with benefits ÷ number of CSRs per agent.
Other support staff hourly cost, per CSR	Other support staff hourly costs, with benefits ÷ number of CSRs per other support staff.
Actual cost per hour	Total hourly cost of labor, including supervisors, trainers, agents, and other support staff.

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Total annual cost, per CSR	Total annual cost of labor, including supervisors, trainers, agents, and other support staff.
Direct labor expenditure, per interaction (in seconds)	Total number of seconds an interaction is handled by a CSR, including incoming and outgoing call talk-time and after-call work time.
Occupancy rate adjustment (in seconds)	Average number of idle seconds in the available state per interaction. Since occupancy is the percentage of time in the available state spent by CSRs talking to callers or performing after-call work (such as 80% occupancy), the remaining percentage (20%).
Total seconds per interaction, adjusted for occupancy	Interaction time adjusted upward (20% in the above example) to reflect the cost of idle time by CSRs.
Total seconds per interaction, adjusted for rostered staff factor	Interaction time adjusted upward to reflect the cost of paid non-phone activity by CSRs, including breaks, meetings, vacations, and ongoing training.
Total labor cost per interaction	(Total seconds per interaction, adjusted for rostered staff factor ÷ 3,600 seconds) × actual cost per hour.
Total annual labor costs	Total labor cost per interaction × annual inbound call volume.
Total cost per interaction	Total cost of an interaction, including overhead, network, and all labor.
Total annual costs	Sum of annual overhead costs, annual network costs, and annual labor costs.

This spreadsheet was originally created and provided to ICMI by Martin A. Prunty, president of Contact Center Professionals, Inc. in Scottsdale, AZ (www.contactcenterpro.com). Updated by ICMI's consulting division.