

Balanced Support Measurement Framework

Metrics tell you what happened. They rarely tell you whether the customer was actually served.

Jonathan J. Scott · www.jonathanscottj.com

The failure mode

Support organizations track First Contact Resolution, CSAT, response time, and resolution time, then treat those numbers as a complete account of support quality. The dashboard turns green while unresolved concerns, repeat contacts, and avoidable escalations continue underneath it.

The problem is not the metrics. It is reading them alone. A high score can sit beside a comment describing an experience that should have scored far lower, and a technically correct resolution can still miss what the customer needed.

Read every quantitative signal against a qualitative one

Each metric answers a narrow question. Pair it with the evidence that explains it.

Quantitative signal	Pair it with	The question it answers
CSAT	Survey comments, QA reviews	Did the score reflect the experience?
First Contact Resolution	Repeat contacts on the same issue	Was it resolved, or just closed?
Resolution time	Escalation patterns and reasons	Was speed bought by handing the problem off?
Response time	Agent observations	Are we fast at replying and slow at helping?
Ticket volume	Customer Success and Account Management feedback	Is the trend real, or is demand hiding elsewhere?

Sources of truth

Four inputs consistently surface issues before dashboards do.

- Customer comments: what the score meant, in the customer's words.
- Repeat contacts and reopens: the clearest evidence a resolution did not hold.
- Frontline agents: they see the widest range of interactions and recognize recurring gaps first.
- Customer Success and Account Management: they hear the concerns that never become tickets.

Operating cadence

Measurement changes outcomes only when review is scheduled, cross-functional, and empowered to act.

Cadence	Who	Focus
Weekly	Support leadership	Backlog health, SLA attainment, escalation volume and reasons
Biweekly	Support, CS, Account Management	Recurring concerns, survey comments, patterns absent from dashboards
Monthly	Support, Product, Engineering	Defect and recurrence trends feeding prioritization
Quarterly	Leadership	Whether the measurement system itself still reflects reality

Guardrails

- Target pressure changes behavior. A metric pushed hard enough becomes the goal, at the expense of the interaction it was meant to measure.
- Keep individual performance data private to the individual. Per-agent KPIs coach improvement; public leaderboards coach fear.
- Never let a green dashboard end an inquiry. Ask what comments, reopens, and escalations say.
- Review the framework itself on a schedule. Measures drift from what they represent.

Quantitative metrics identify patterns. Qualitative evidence explains them. Neither is sufficient alone.