



Unleashing the Enormous Power of Service Desk KPI's

Service Desk Best Practices Series



MetricNet™
Performance Benchmarking



New York City

Visit Our New Website at www.metricnet.com



HOME ABOUT BENCHMARKING SHOP RESOURCE LIBRARY CONTACT



Our Clients ▶
and benchmarking partners



What We Do

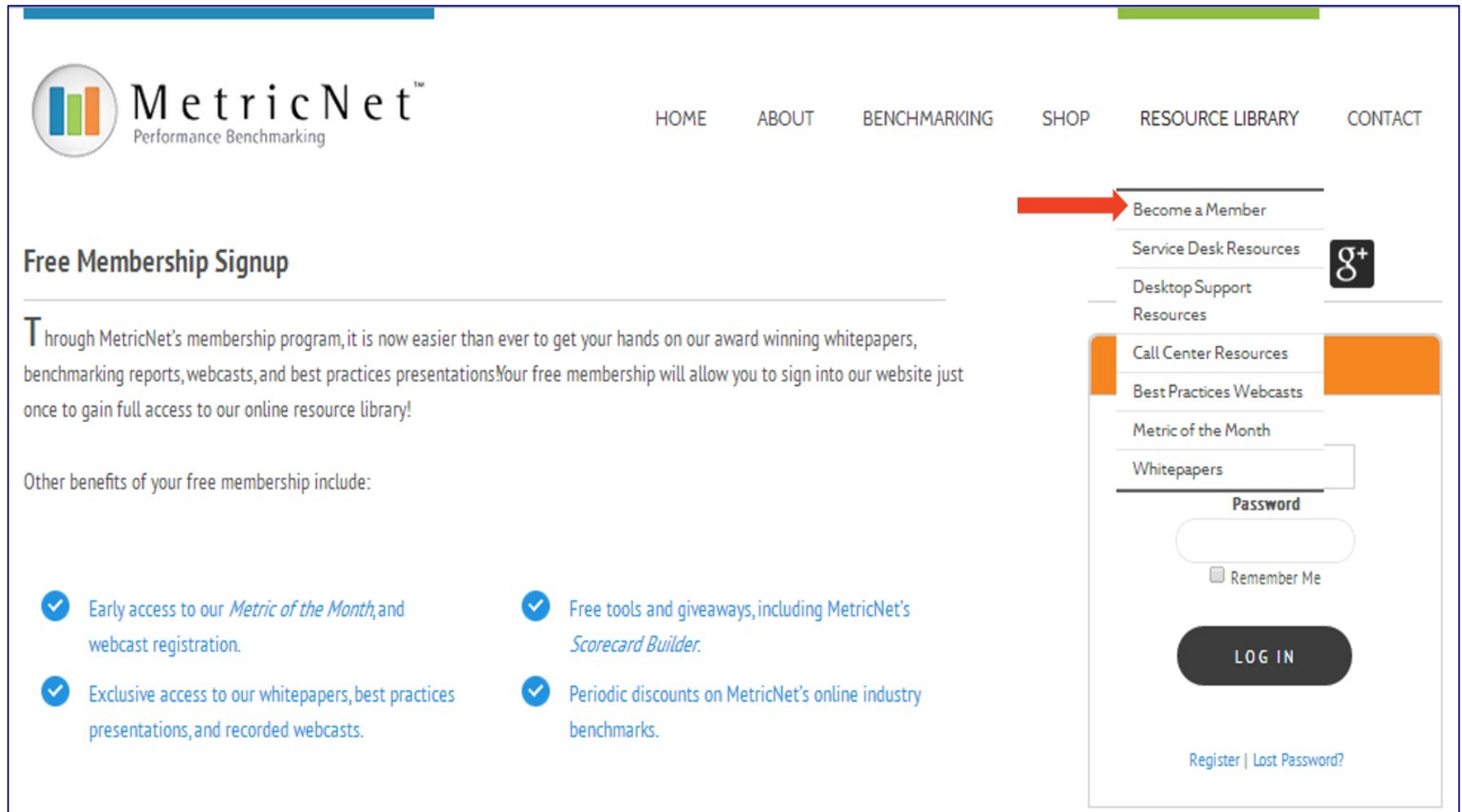
MetricNet is the leading source of benchmarks, scorecards, and performance metrics for Information Technology and Call Center Professionals worldwide. Our mission is to provide you with the benchmarks you need to run your business more effectively.



Members

Username

Become a Member: It's Free!



MetricNet™
Performance Benchmarking

HOME ABOUT BENCHMARKING SHOP RESOURCE LIBRARY CONTACT

Free Membership Signup

Through MetricNet's membership program, it is now easier than ever to get your hands on our award winning whitepapers, benchmarking reports, webcasts, and best practices presentations! Your free membership will allow you to sign into our website just once to gain full access to our online resource library!

Other benefits of your free membership include:

- ✓ Early access to our *Metric of the Month*, and webcast registration.
- ✓ Exclusive access to our whitepapers, best practices presentations, and recorded webcasts.
- ✓ Free tools and giveaways, including MetricNet's *Scorecard Builder*.
- ✓ Periodic discounts on MetricNet's online industry benchmarks.

Navigation Menu:

- Become a Member
- Service Desk Resources
- Desktop Support Resources
- Call Center Resources
- Best Practices Webcasts
- Metric of the Month
- Whitepapers

Login Form:

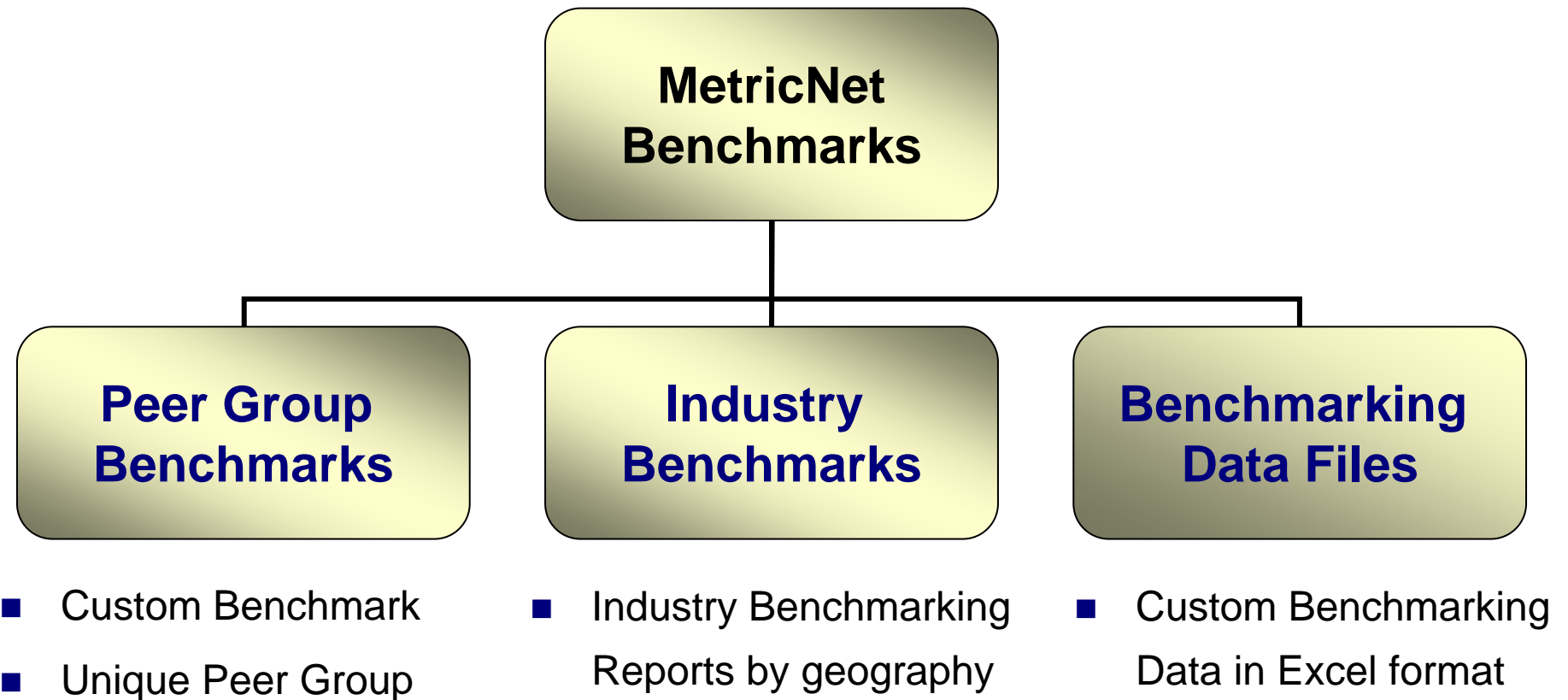
Password

Remember Me

LOG IN

[Register](#) | [Lost Password?](#)

MetricNet Benchmarks





Connect With MetricNet on Social Media



Use
#MetricNetLive
on Twitter to
participate.

Share thoughts,
key points,
questions or just
follow along!





Service Desk KPI Best Practices





Empirical Observations from Our Global Benchmarking Database



Some Common Service Desk KPI's

Cost

- Cost per Contact
- First Level Resolution Rate

Quality

- Customer Satisfaction
- Call Quality
- % Escalated Level 1 Resolvable

Productivity

- Contacts per Agent per Month
- Agent Utilization
- Agents as % of Total FTE's

Agent

- Agent Occupancy
- Annual Agent Turnover
- Daily Absenteeism
- New Agent Training Hours
- Annual Agent Training Hours
- Schedule Adherence
- Agent Tenure
- Agent Job Satisfaction

Service Level

- Average speed of answer (ASA)
- Call abandonment rate
- % Answered within 30 Seconds
- Average hold time
- Average time to abandon
- Percent of calls blocked

Call Handling

- Contact Handle Time
- First Contact Resolution Rate
- User Self-Help Rate
- IVR completion Rate
- Percent of calls transferred

And there are hundreds more!!





The Premise Behind Service Desk KPI's

We've all heard the expression...

“If you're not measuring it, you're not managing it!”

But there's more to the story...Lots more!





The Dilemma with Service Desk KPI's

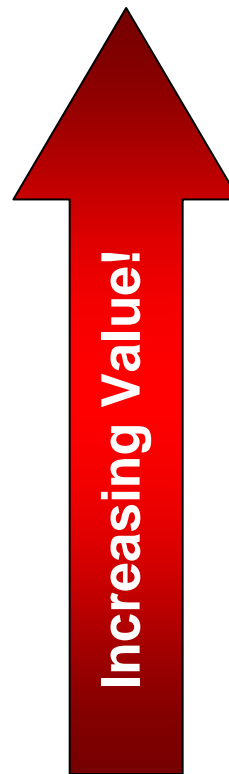
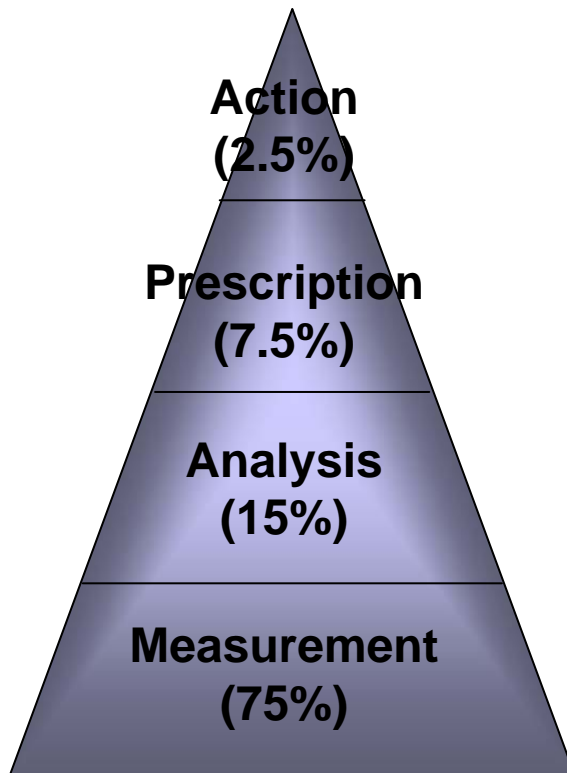
Lots and Lots of data

- But not enough analysis...
- Not enough Insight...
- And not enough Action!!

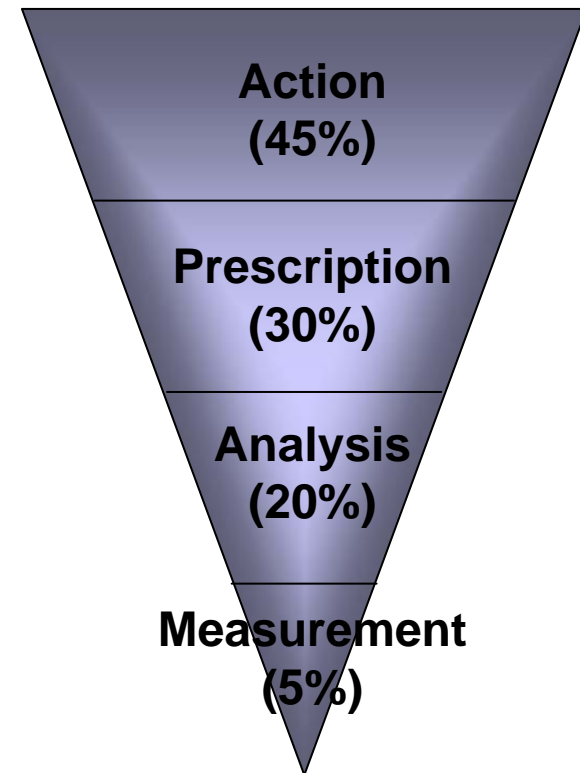


Two Paradigms for Service Desk KPI's

The Historical Approach



The Holistic Approach





Unleashing the Enormous Power of Service Desk KPI's

Our central question today...

*How do we turn Service Desk KPI's
into a Competitive Advantage?*

Better...Faster...Cheaper!



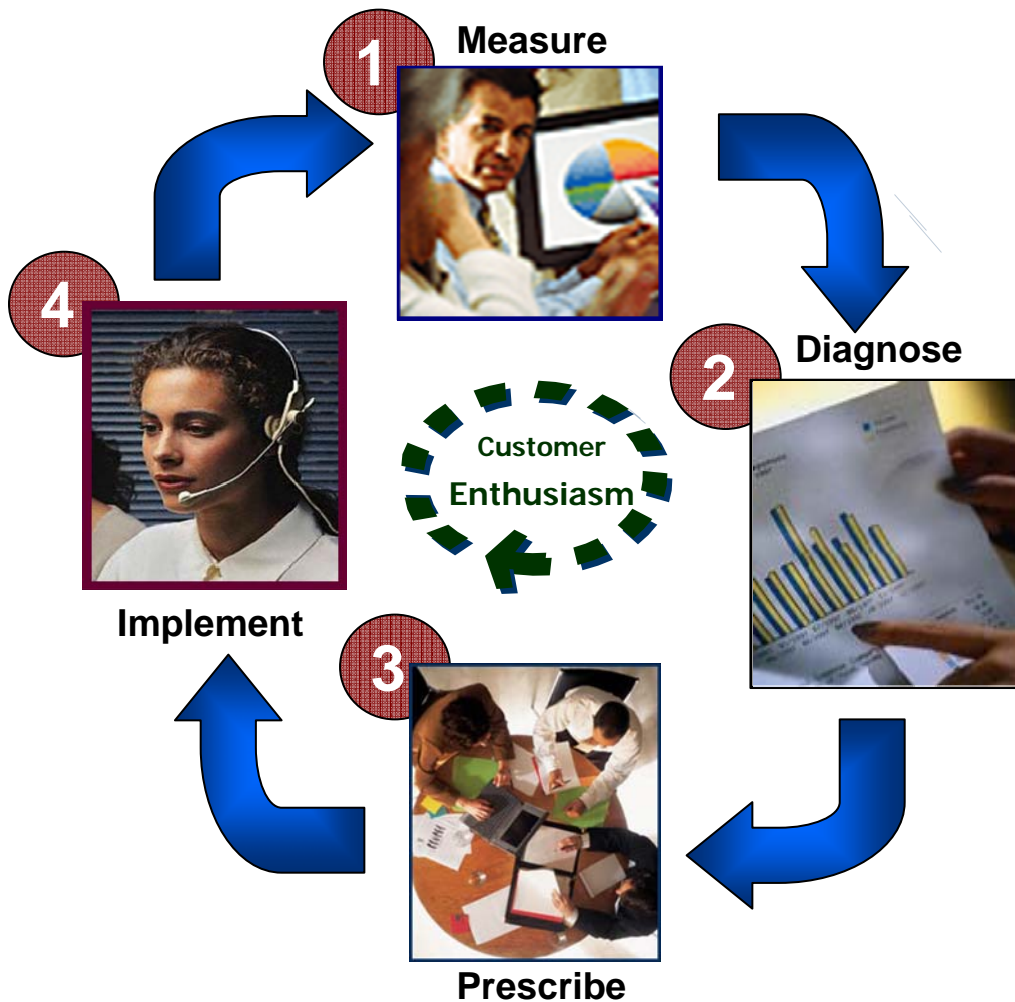


A Model for KPI Best Practices:

Measure, Diagnose, Prescribe, Implement!



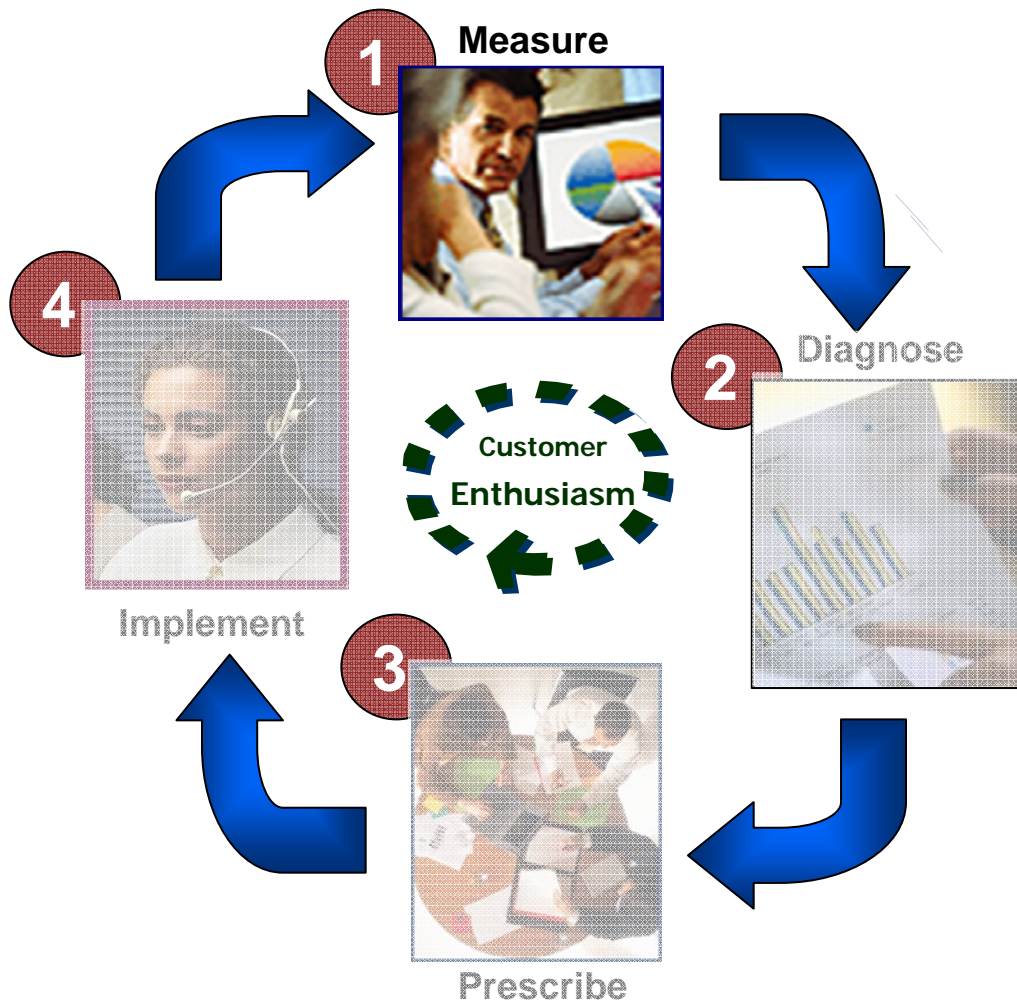
A Simple Model for KPI Excellence



Model Component	Description
1. Measure	Measure service desk performance on an ongoing basis
2. Diagnose	Benchmark performance and conduct a gap analysis
3. Prescribe	Define actions to close the gap
4. Implement	Implement your action plan and improve performance



Measure Your Performance!



Model Component	Description
1. Measure	Measure performance on an ongoing basis
2. Diagnose	Benchmark performance and conduct gap analysis
3. Prescribe	Define actions to close the gap
4. Implement	Implement your action plan to improve performance





Some Common Service Desk KPI's

Cost

- Cost per Contact
- First Level Resolution Rate

Quality

- Customer Satisfaction
- Call Quality
- % Escalated Level 1 Resolvable

Productivity

- Contacts per Agent per Month
- Agent Utilization
- Agents as % of Total FTE's

Agent

- Agent Occupancy
- Annual Agent Turnover
- Daily Absenteeism
- New Agent Training Hours
- Annual Agent Training Hours
- Schedule Adherence
- Agent Tenure
- Agent Job Satisfaction

Service Level

- Average speed of answer (ASA)
- Call abandonment rate
- % Answered within 30 Seconds
- Average hold time
- Average time to abandon
- Percent of calls blocked

Call Handling

- Contact Handle Time
- First Contact Resolution Rate
- User Self-Help Rate
- IVR completion Rate
- Percent of calls transferred

And there are hundreds more!!





KPI's: Which Ones Really Matter?

Cost

- Cost per Contact

Quality

- Customer Satisfaction

Productivity

- Agent Utilization

Call Handling

- First Contact Resolution Rate

TCO

- First Level Resolution Rate

Agent

- Agent Job Satisfaction

Aggregate

- Balanced Scorecard

Read MetricNet's whitepaper on **Service Desk Performance Metrics**. Go to www.metricnet.com to get your copy!





KPI's: Which Ones Really Matter?

Cost	<ul style="list-style-type: none">■ Cost per Contact
Quality	<ul style="list-style-type: none">■ Customer Satisfaction
Productivity	<ul style="list-style-type: none">■ Agent Utilization
Call Handling	<ul style="list-style-type: none">■ First Contact Resolution Rate
TCO	<ul style="list-style-type: none">■ First Level Resolution Rate ←
Agent	<ul style="list-style-type: none">■ Agent Job Satisfaction
Aggregate	<ul style="list-style-type: none">■ Balanced Scorecard





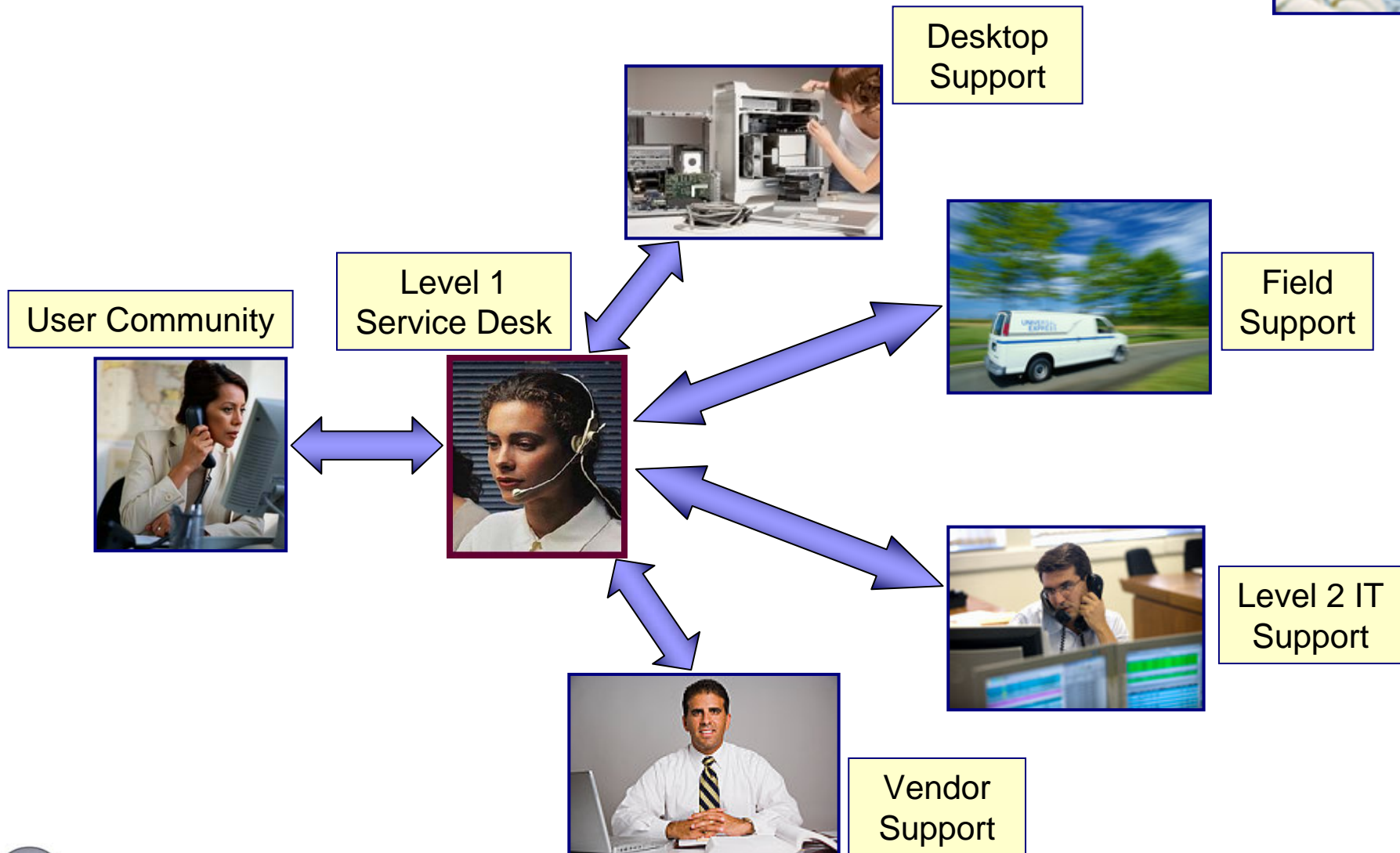
Cost of Resolution: North American Averages

	Support Level	Cost per Ticket
	Vendor	\$471
	Field Support	\$196
	Level 3 IT (apps, networking, NOC, etc.)	\$85
	Level 2: Desktop Support	\$62
	Level 1: Service Desk	\$22



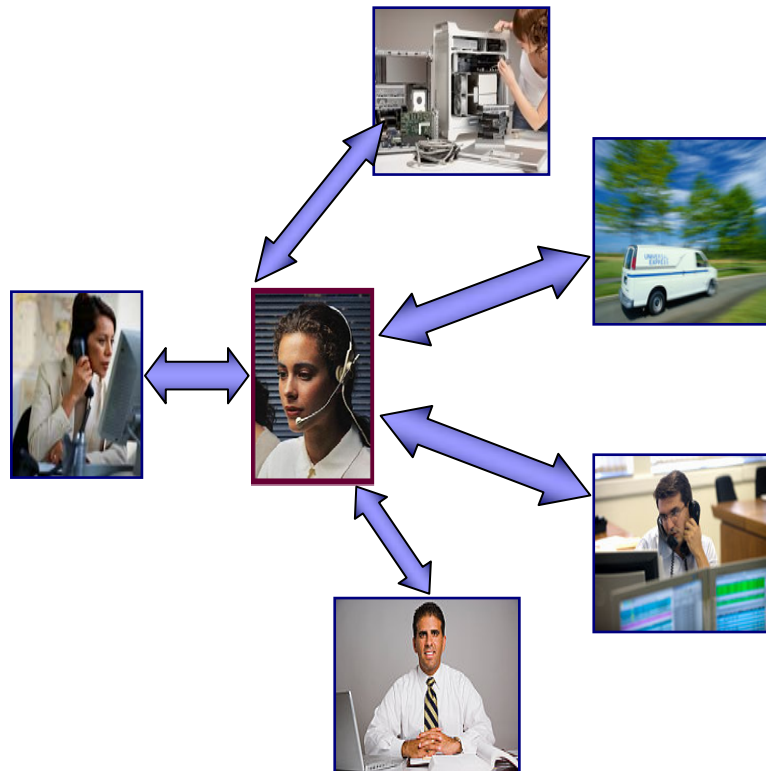


The Tao of SPOC (Single Point of Contact)





The Tao of SPOC (Continued)



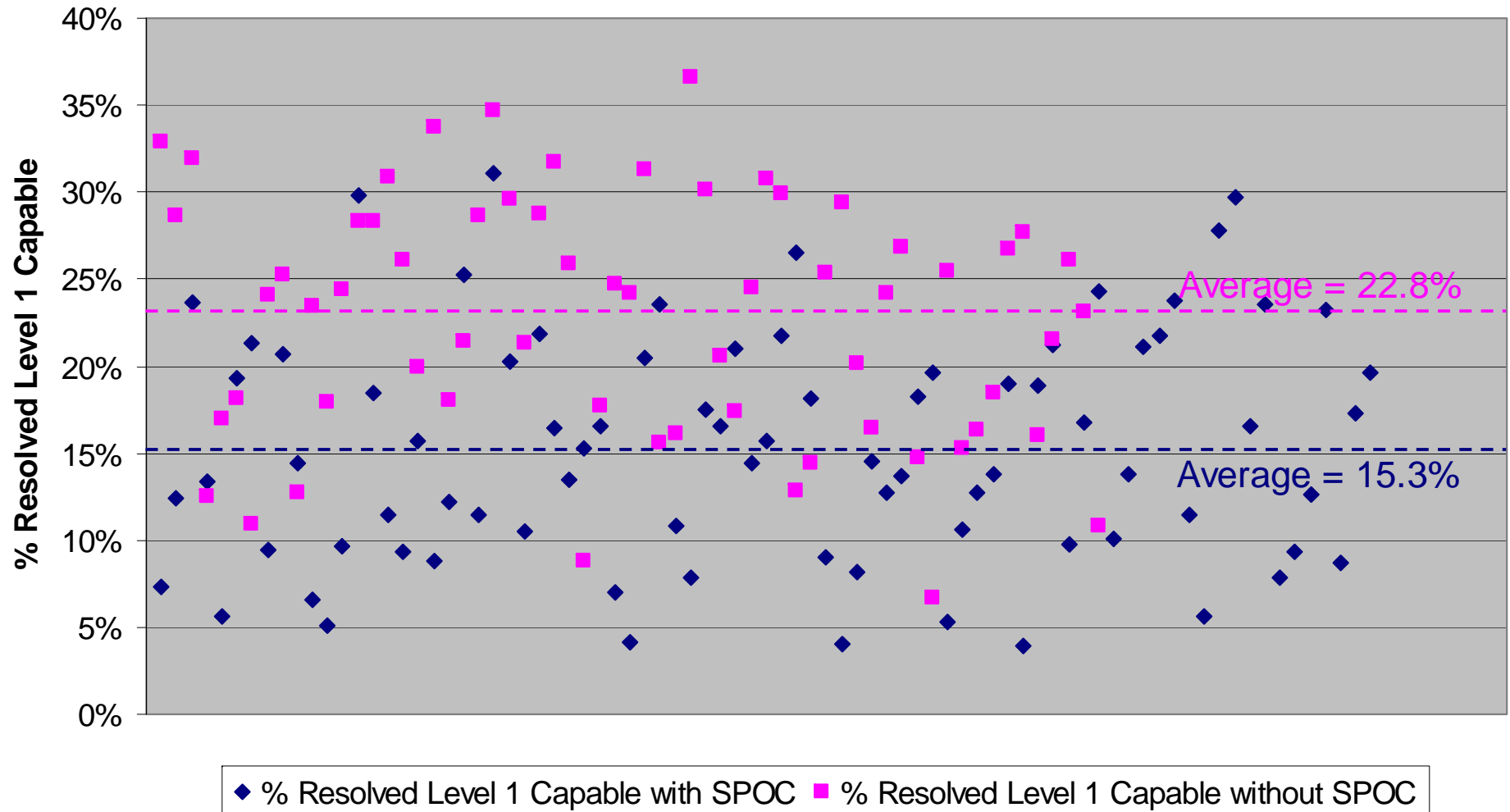
Key SPOC Principles

- Enterprise takes an end-to-end view of user support
- User/Customer has a single point of contact for all IT-related incidents, questions, problems, and work requests
- The Level 1 Service Desk is the SPOC
- Level 1 is responsible for:
 - Ticket triage
 - Resolution at Level 1 if possible
 - Effective handoffs to n level support
 - Resolution coordination and facilitation
 - Ticket closure
- Desktop “Drive-bys”, “Fly-bys”, and “Snags” are strongly discouraged





SPOC Support Reduces Total Cost of Ownership

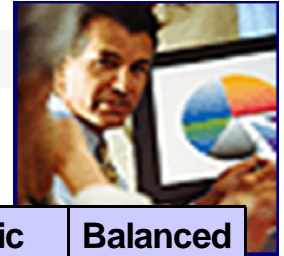




KPI's: Which Ones Really Matter?

Cost	■ Cost per Contact
Quality	■ Customer Satisfaction
Productivity	■ Agent Utilization
Call Handling	■ First Contact Resolution Rate
TCO	■ First Level Resolution Rate
Agent	■ Agent Job Satisfaction
Aggregate	■ Balanced Scorecard ←





Aggregate Metrics: The Balanced Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Contact	25.0%	\$55.28	\$9.15	\$21.83	72.5%	18.1%
Customer Satisfaction	25.0%	63.7%	97.5%	77.2%	39.9%	10.0%
Agent Utilization	15.0%	30.9%	64.4%	47.0%	48.0%	7.2%
Net First Contact Resolution Rate	15.0%	51.8%	87.5%	70.2%	51.4%	7.7%
Agent Job Satisfaction	10.0%	53.5%	91.5%	73.4%	52.4%	5.2%
Average Speed of Answer	10.0%	192	13	60	73.5%	7.3%
Total	100.0%	N/A	N/A	N/A	N/A	55.6%

Step 1
Six critical performance metrics have been selected for the scorecard

Step 2
Each metric has been weighted according to its relative importance

Step 3
For each performance metric, the highest and lowest performance levels in the benchmark are recorded

Step 4
Your actual performance for each metric is recorded in this column

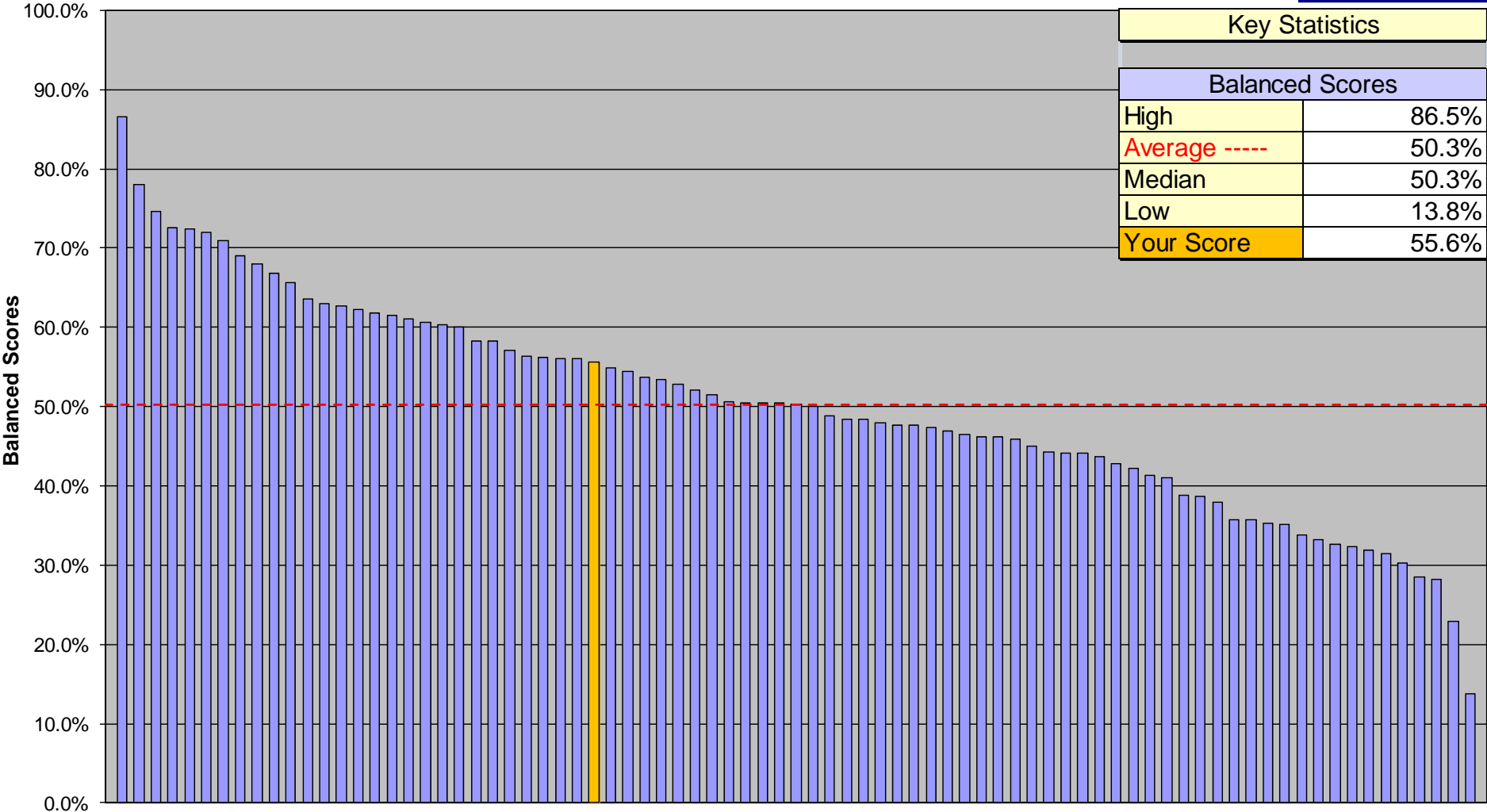
Step 5
Your score for each metric is then calculated:
 $(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$

Step 6
Your balanced score for each metric is calculated: metric score X weighting



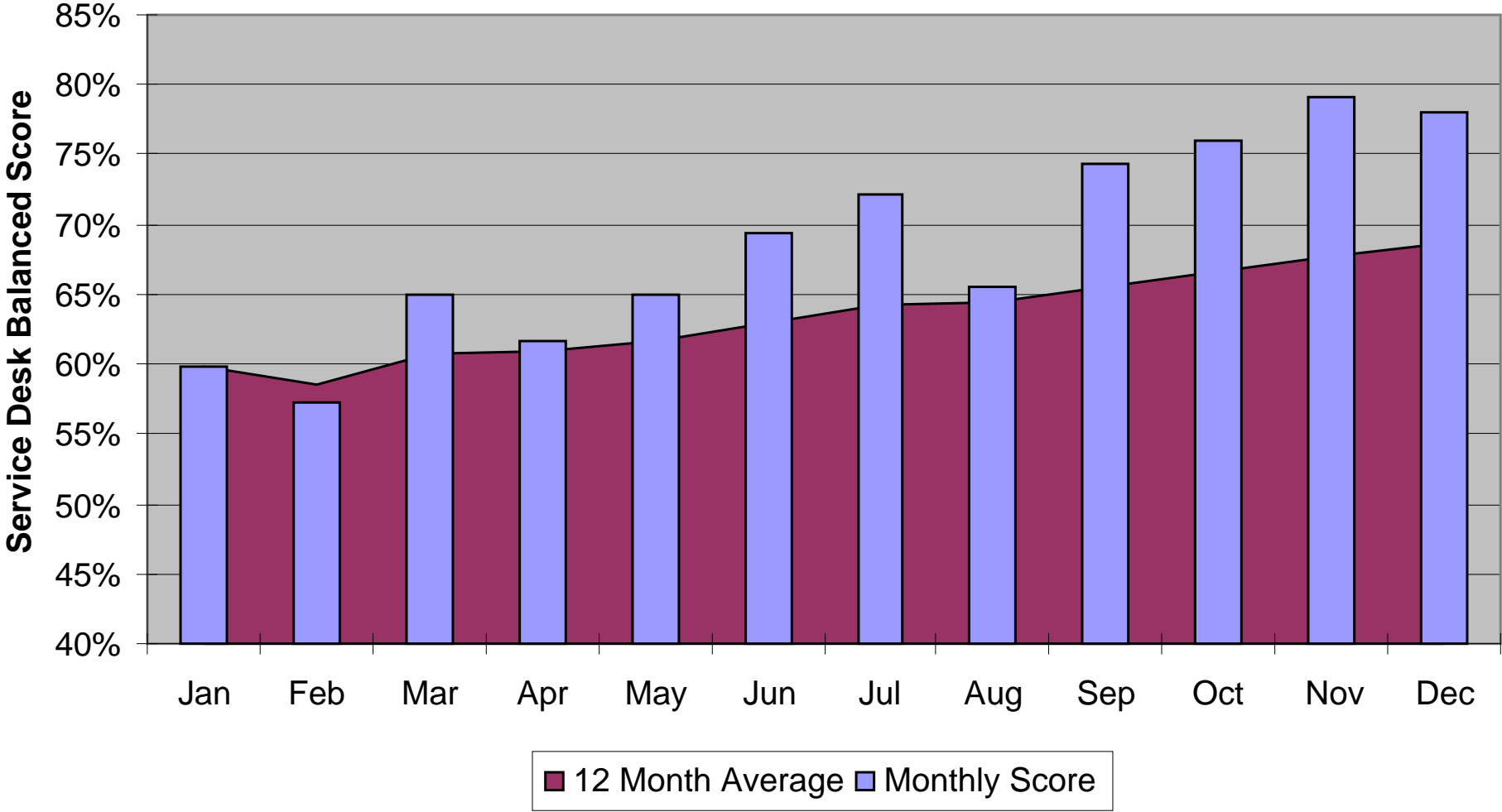


Benchmarking Your Overall Performance



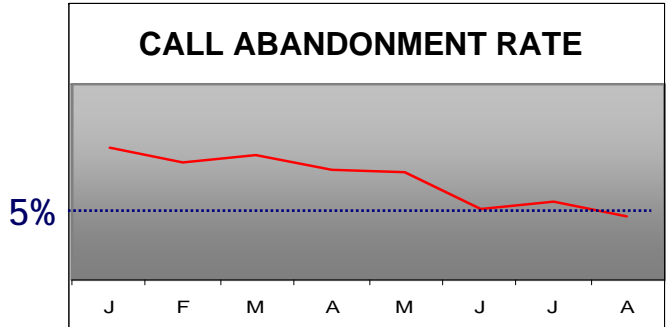
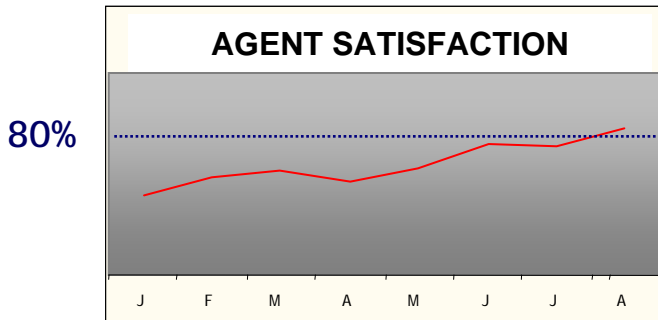
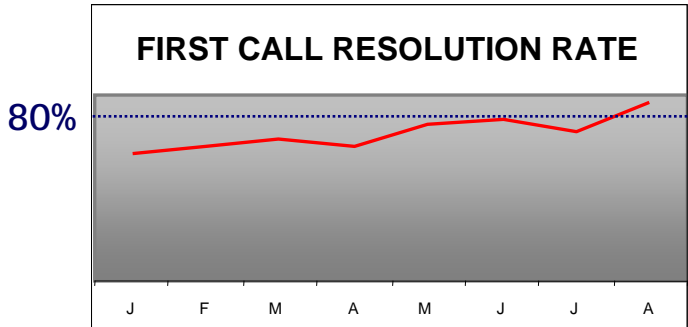
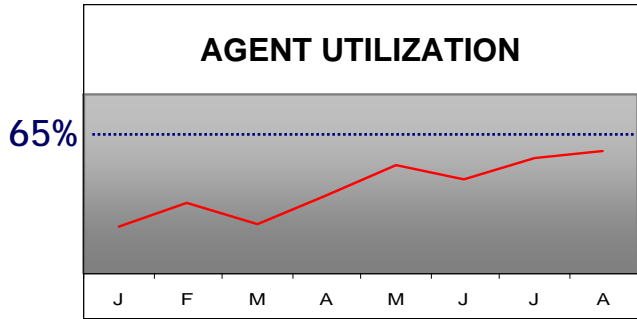
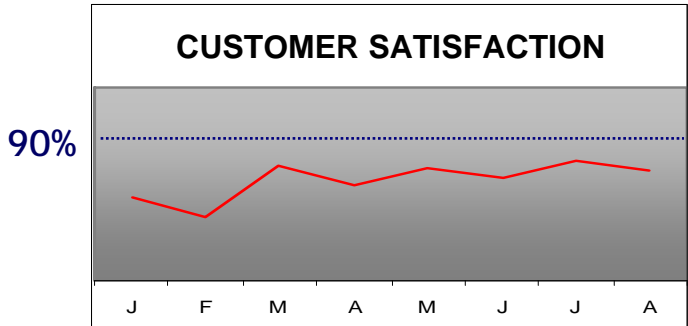
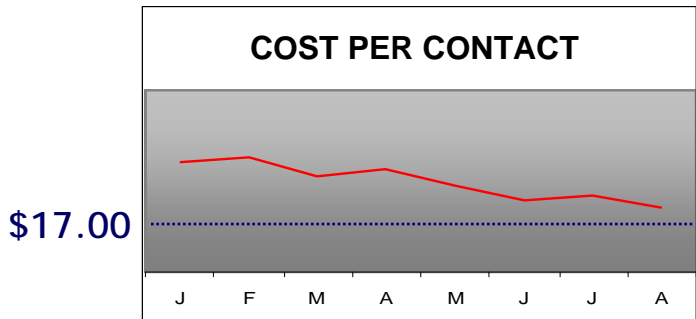


The Service Desk Performance Trend

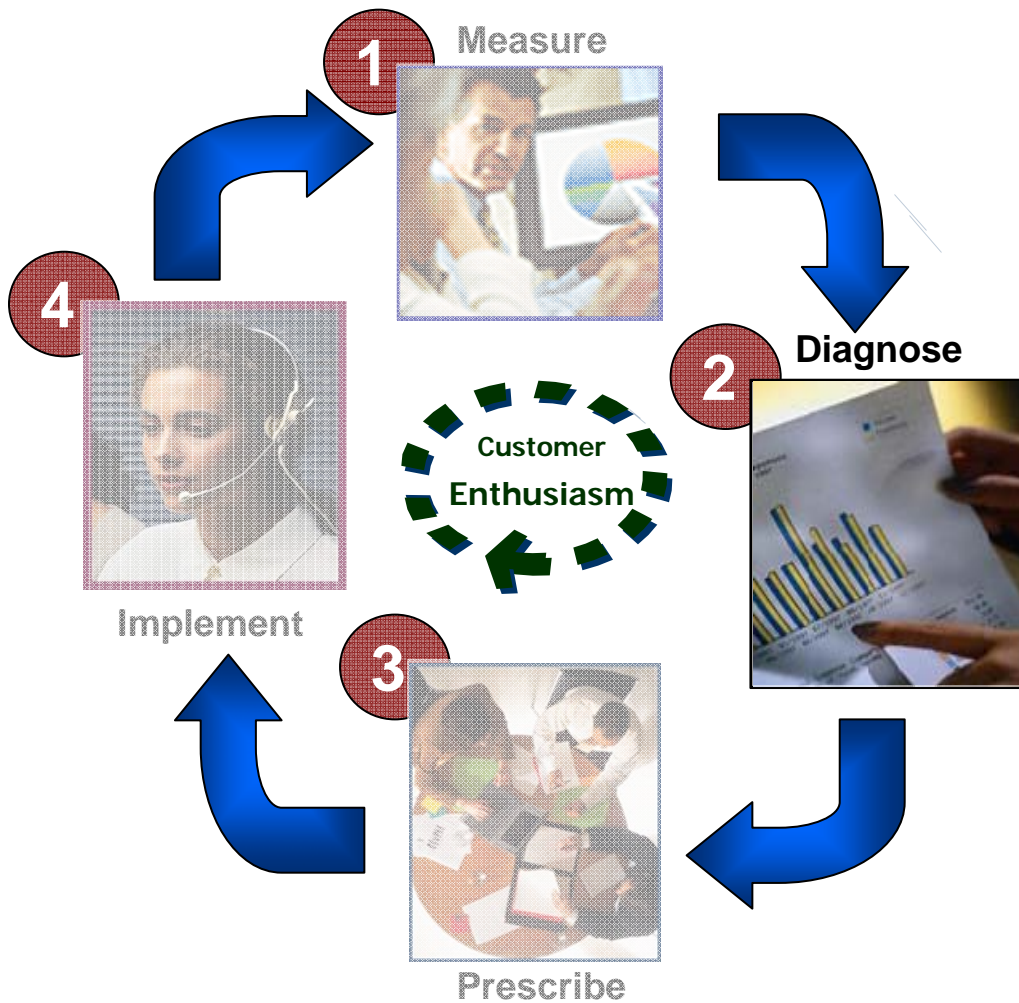




Now, Track and Trend Your Performance



Diagnose Your Performance!

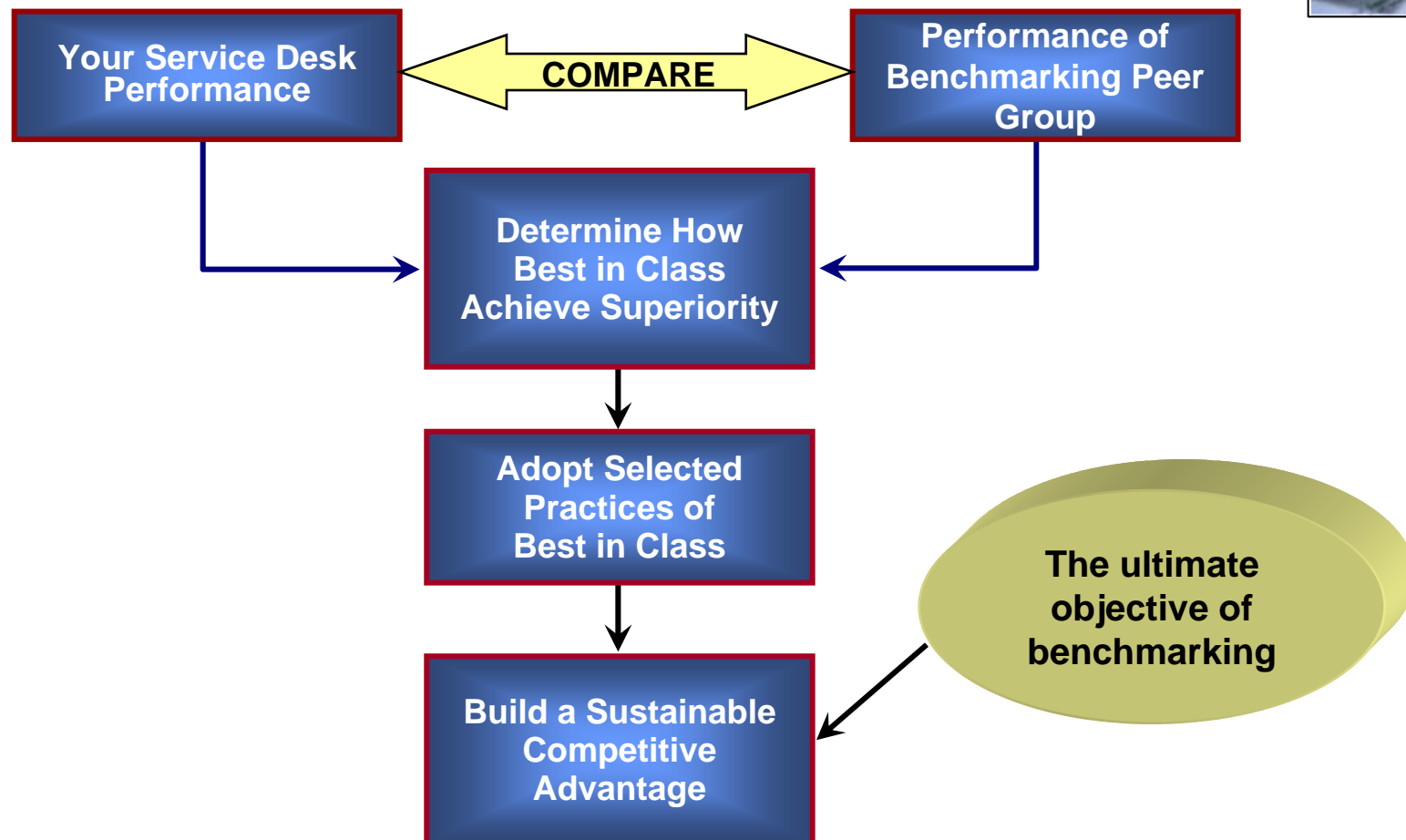


Model Component	Description
1. Measure	Measure performance on an ongoing basis
2. Diagnose	Benchmark performance and conduct gap analysis
3. Prescribe	Define actions to close the gap
4. Implement	Implement your action plan and improve performance





The Benchmarking Methodology

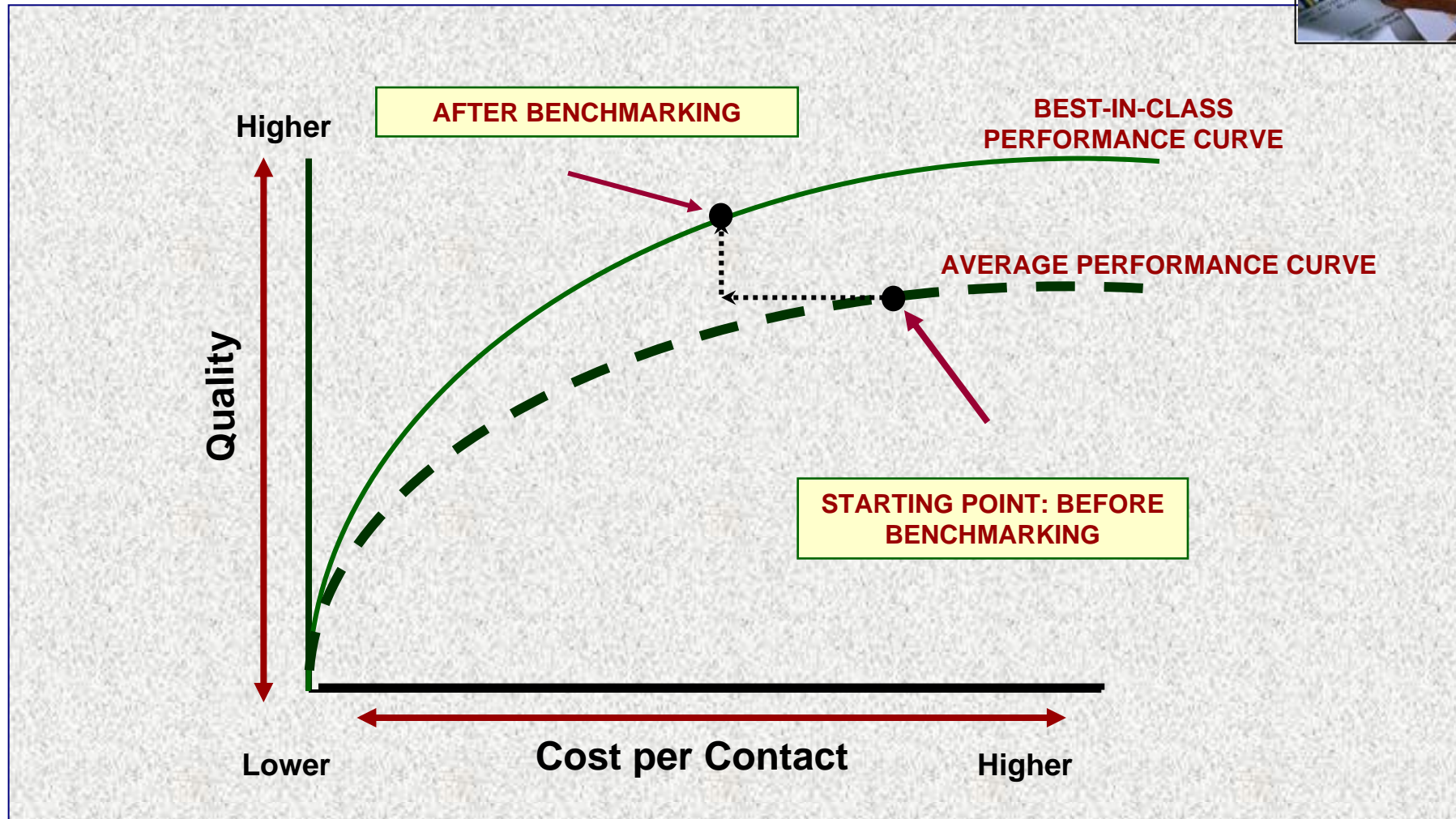


Read MetricNet's whitepaper on **Service Desk Benchmarking**. Go to www.metricnet.com to receive your copy!





The Goal of Benchmarking





KPI's: Which Ones Really Matter?

Cost	■ Cost per Contact ←
Quality	■ Customer Satisfaction ←
Productivity	■ Agent Utilization ←
Call Handling	■ First Contact Resolution Rate ←
TCO	■ First Level Resolution Rate
Agent	■ Agent Job Satisfaction ←
Aggregate	■ Balanced Scorecard





Benchmarking Case Study:

Optimizing Service Desk Performance





Benchmarking Performance Summary

Sample Data Only! Not Intended for Benchmarking Purposes!

Metric Type	Key Performance Indicator (KPI)	Your Score	Peer Group			
			Average	Min	Median	Max
Cost	Cost/Contact	\$28.17	\$22.96	\$6.59	\$22.56	\$38.44
	First Level Resolution Rate	59.0%	81.0%	59.0%	83.0%	88.0%
Productivity	Contacts/Agent-Month	429	504	373	487	699
	Agent Utilization	46.7%	53.1%	25.9%	53.9%	71.1%
Service Level	Average Speed of Answer (ASA) in seconds	18	45	12	34	187
	Percent Answered in 30 Seconds or Less	86.6%	72.1%	36.5%	71.3%	100.0%
	Call Abandonment Rate	2.9%	8.1%	1.4%	7.6%	25.2%
Quality	Call Quality	68.4%	79.9%	43.8%	75.8%	94.5%
	Customer Satisfaction	63.0%	79.0%	41.9%	75.5%	96.6%
Agent	Annual Agent Turnover	29.5%	31.7%	1.7%	26.4%	94.0%
	Daily Absenteeism	19.2%	13.2%	0.1%	13.0%	29.8%
	New Agent Training Hours	36	79	20	69	241
	Ongoing Agent Annual Training Hours	12	34	0	20	130
	Agent Satisfaction (% satisfied or very satisfied)	71.0%	75.4%	33.8%	70.1%	94.5%
	Agents as a Percent of Total FTE's	77.9%	70.5%	57.1%	69.3%	88.4%
Call Handling	Contact Handle Time (min:sec)	12:41	11:18	2:47	9:34	19:55
	First Contct Resolution Rate	51.3%	71.2%	45.4%	67.8%	94.1%
	IVR Completion Rate	6.7%	22.0%	0.0%	18.9%	44.8%

Read MetricNet's whitepaper on **Service Desk Benchmarking**. Go to www.metricnet.com to get your copy!





The Foundation Metrics: Cost and Quality

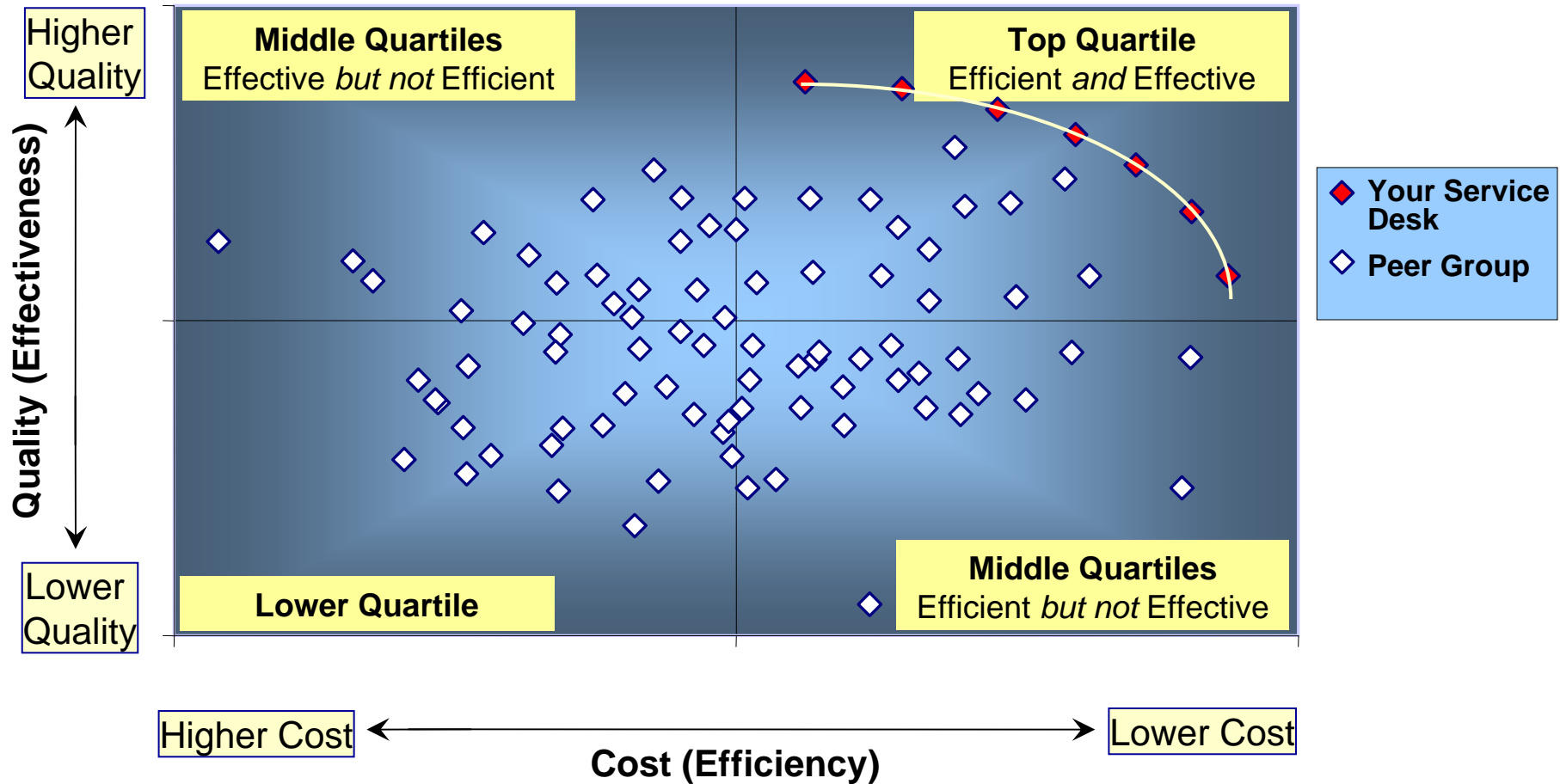
**Cost/Contact
(Efficiency)**

**Customer Satisfaction
(Effectiveness)**





Aggregate Metrics: Cost vs. Quality



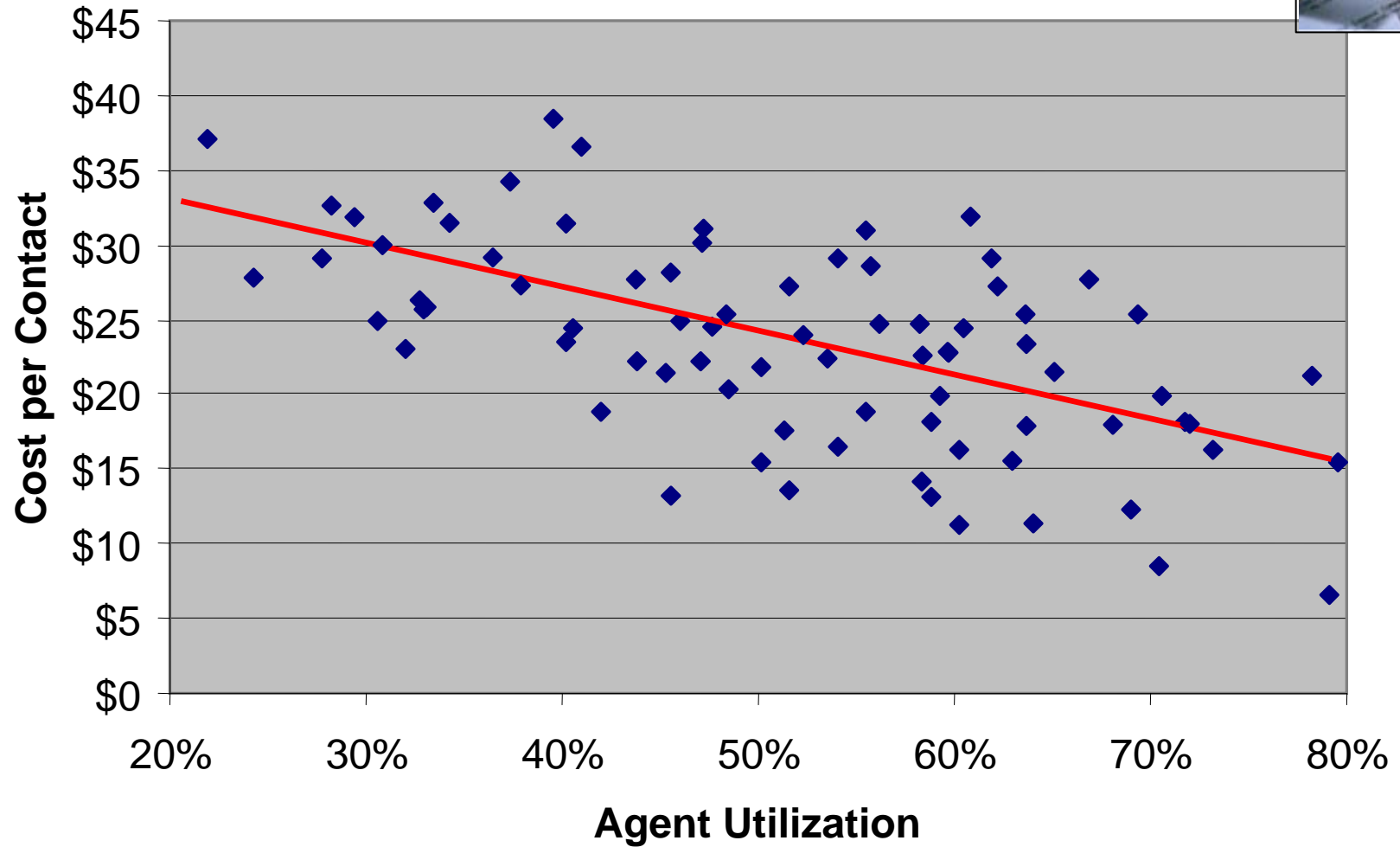


Agent Utilization and First Contact Resolution Rate





Agent Utilization Drives Cost per Contact





Agent Utilization Defined

Agent Utilization =

$$\frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

- Agent Utilization is a measure of the actual time agents spend providing direct customer support in a month, divided by total time at work during the month
- It takes into account both inbound and outbound contacts handled by the Agents, and includes all contact types: voice, voice mail, email, web chat, walk-in, etc.
- But the calculation for Agent Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time
- By calculating Agent Utilization in this way, all Service Desks worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes





Example: Service Desk Agent Utilization

- Inbound Contacts per Agent per Month = 375
- Outbound Contacts per Agent per Month = 225
- Average Inbound Contact Handle Time = 10 minutes
- Average Outbound Contact Handle Time = 5 minutes

Agent Utilization =

$$\frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

Agent Utilization =

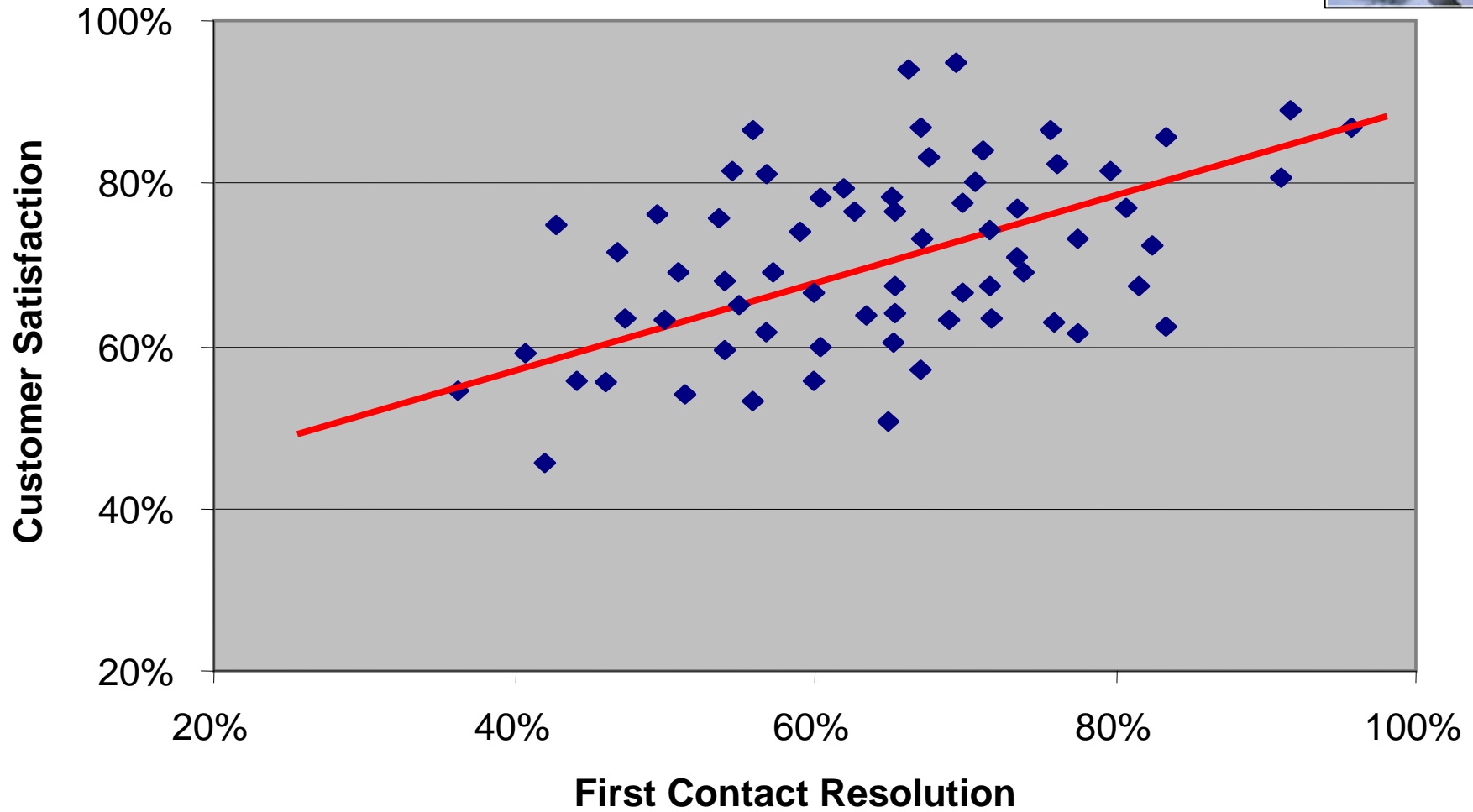
$$\frac{((375 \text{ Inbound Contacts per Month}) \times (10 \text{ minutes}) + (225 \text{ Outbound Contacts per Month}) \times (5 \text{ minutes}))}{(21.5 \text{ working days per month}) \times (7.5 \text{ work hours per day}) \times (60 \text{ minutes/hr})}$$

= **50.4%**
Agent Utilization



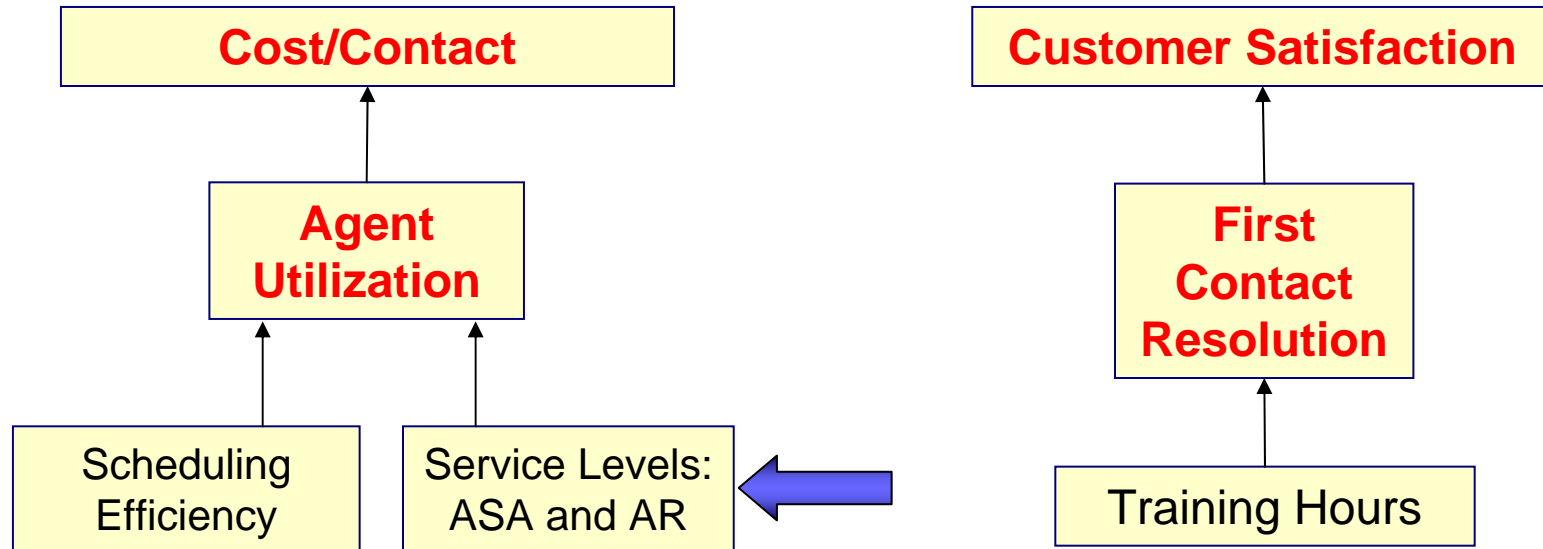


First Contact Resolution Drives Customer Satisfaction



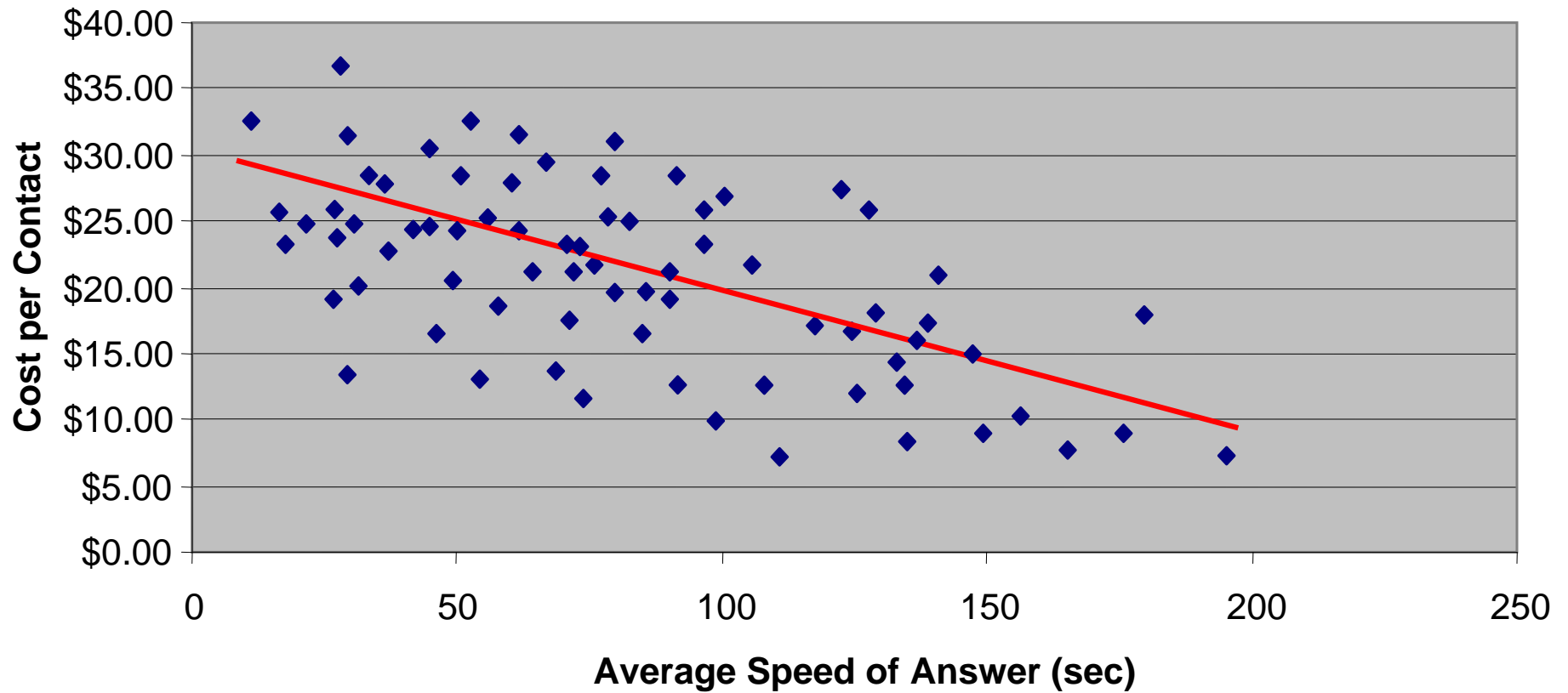


Service Levels: ASA and Abandonment Rate



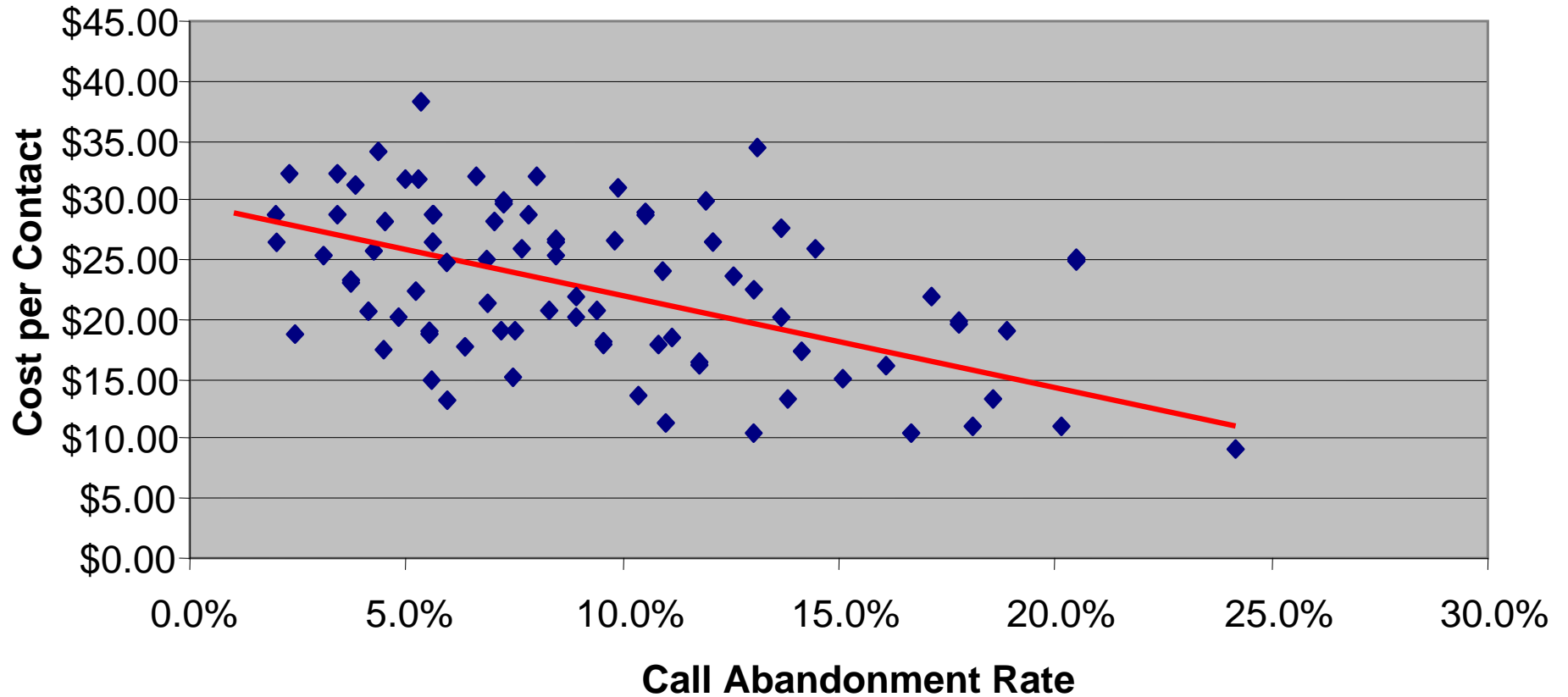


ASA Drives Cost per Contact



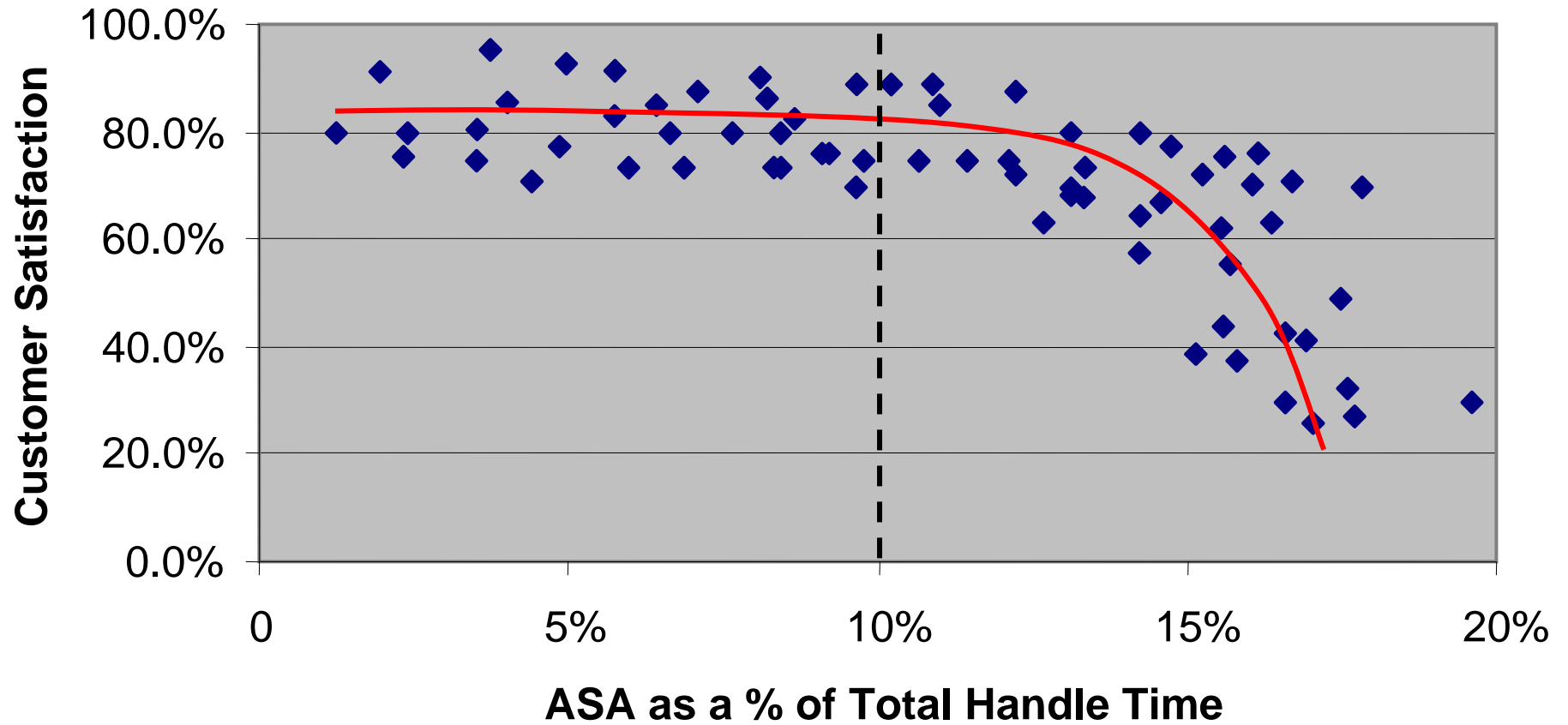


Call Abandonment Rate Also Drives Cost per Contact



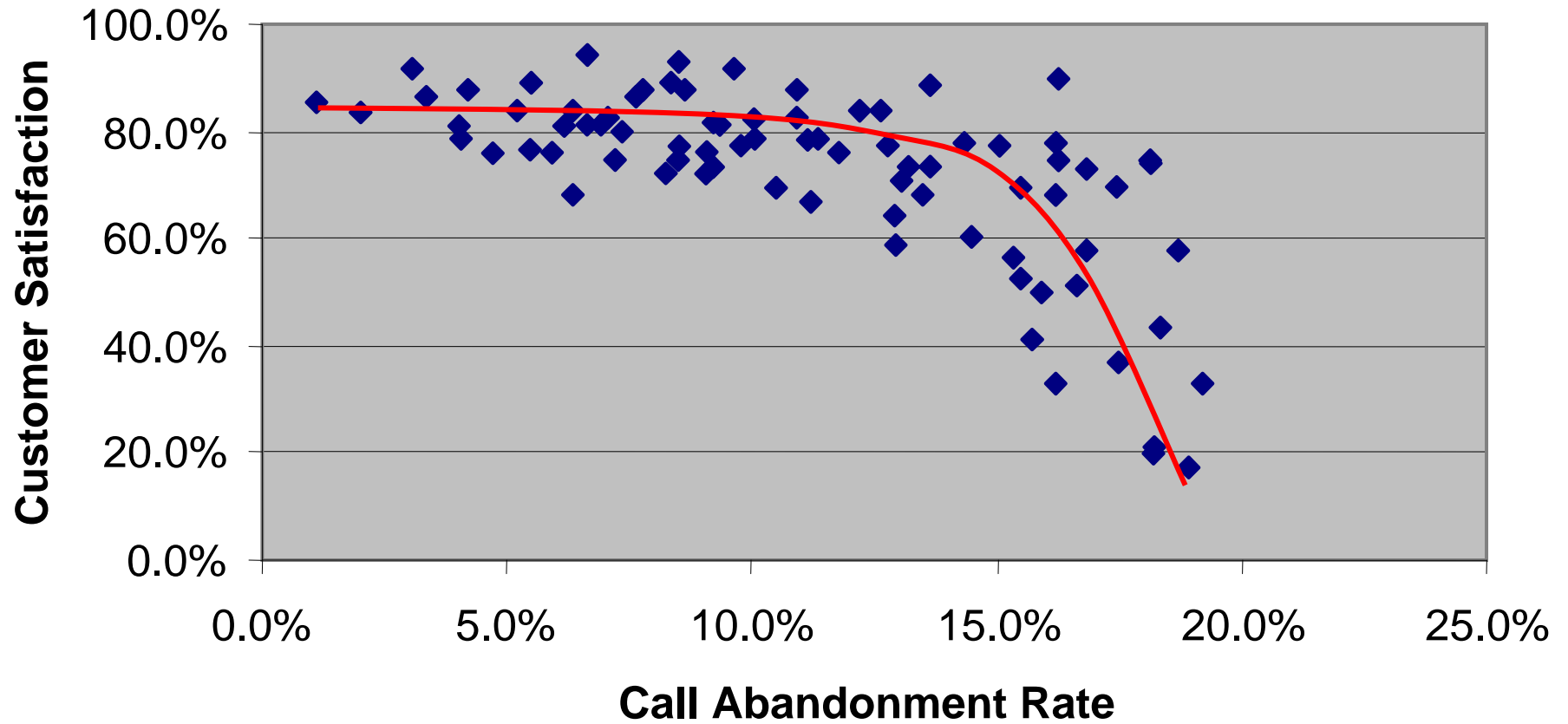


ASA vs. Customer Satisfaction



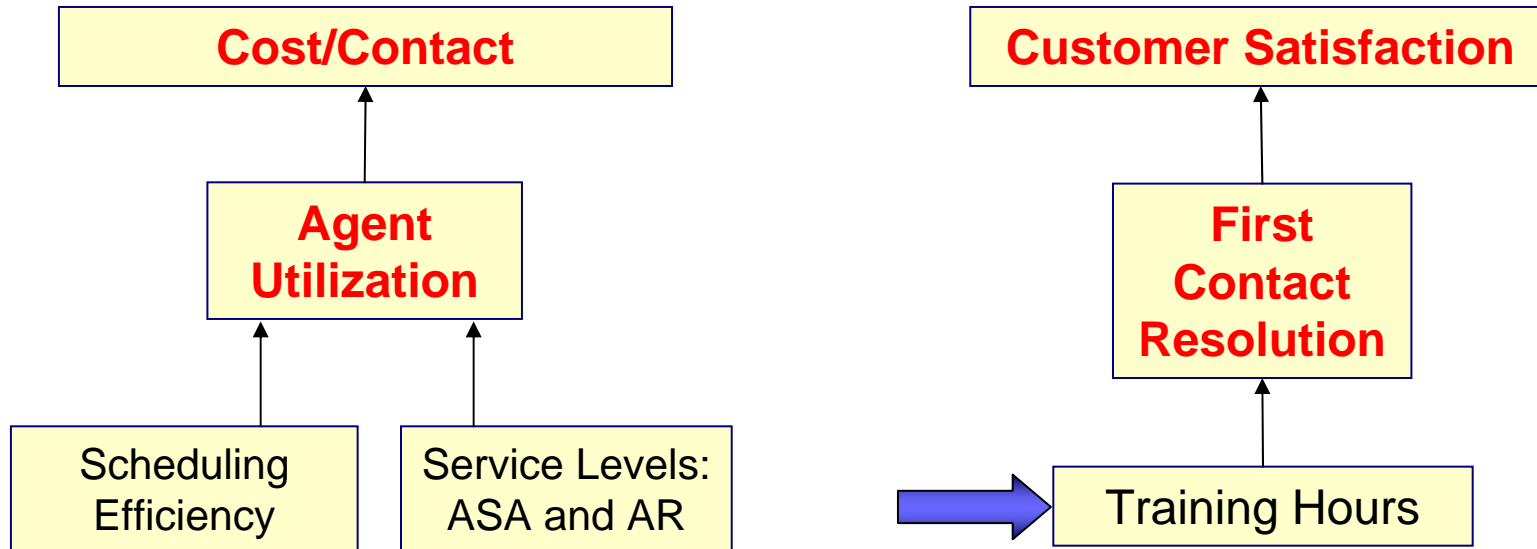


Call Abandonment Rate vs. Customer Satisfaction



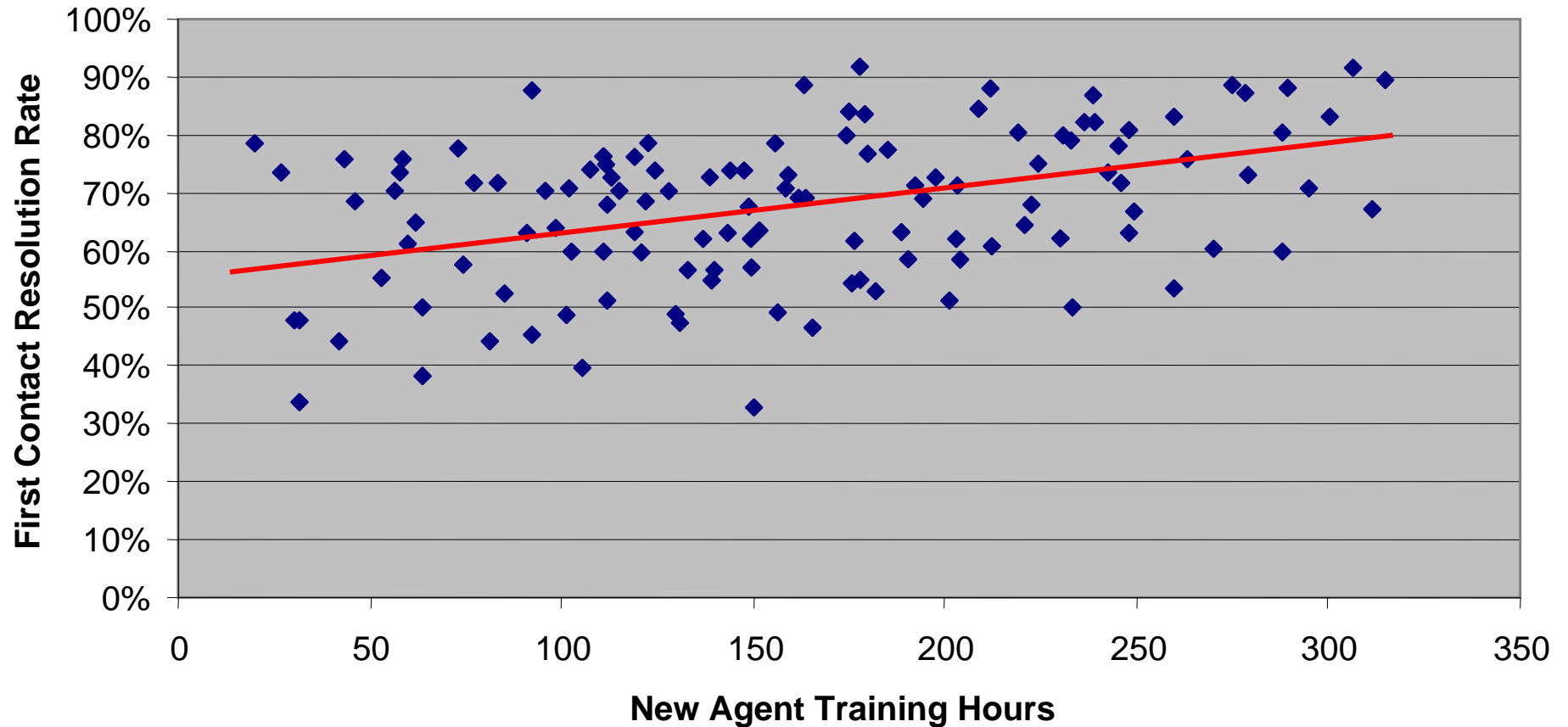


Training Hours Impact First Contact Resolution Rate



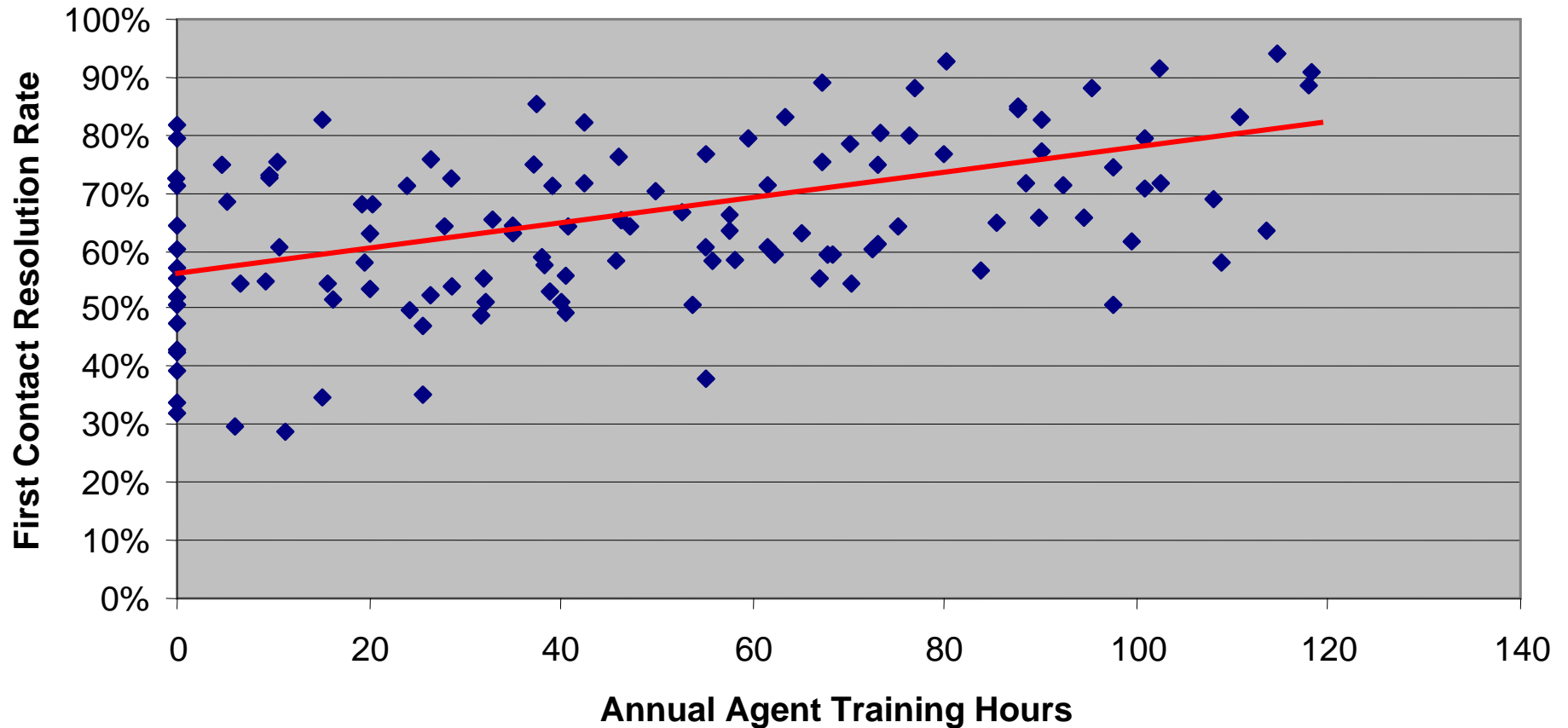


New Agent Training Hours vs. First Contact Resolution



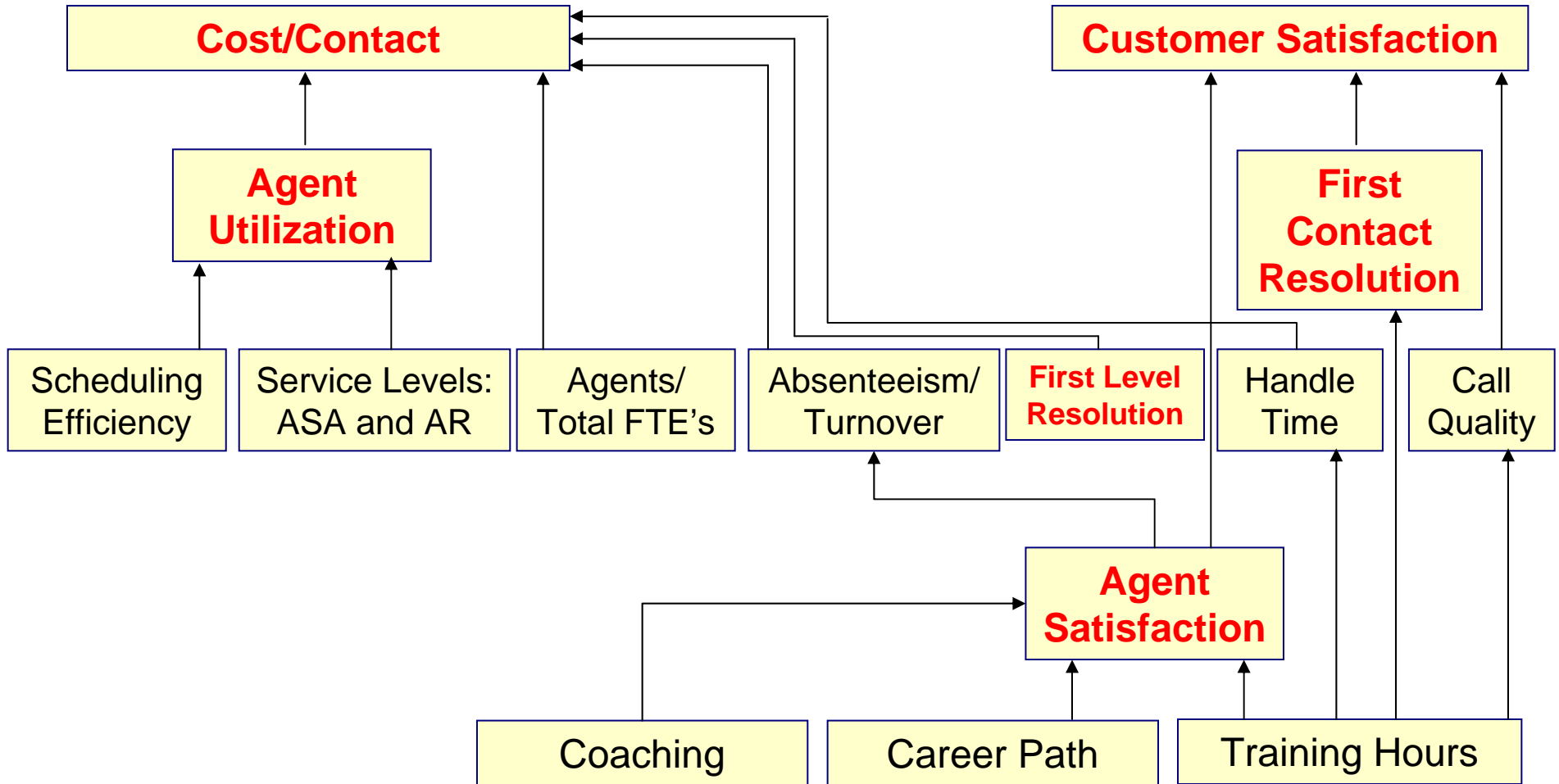


Annual Agent Training vs. First Contact Resolution





A Summary of the Major KPI Correlations





Benchmarking Performance Summary

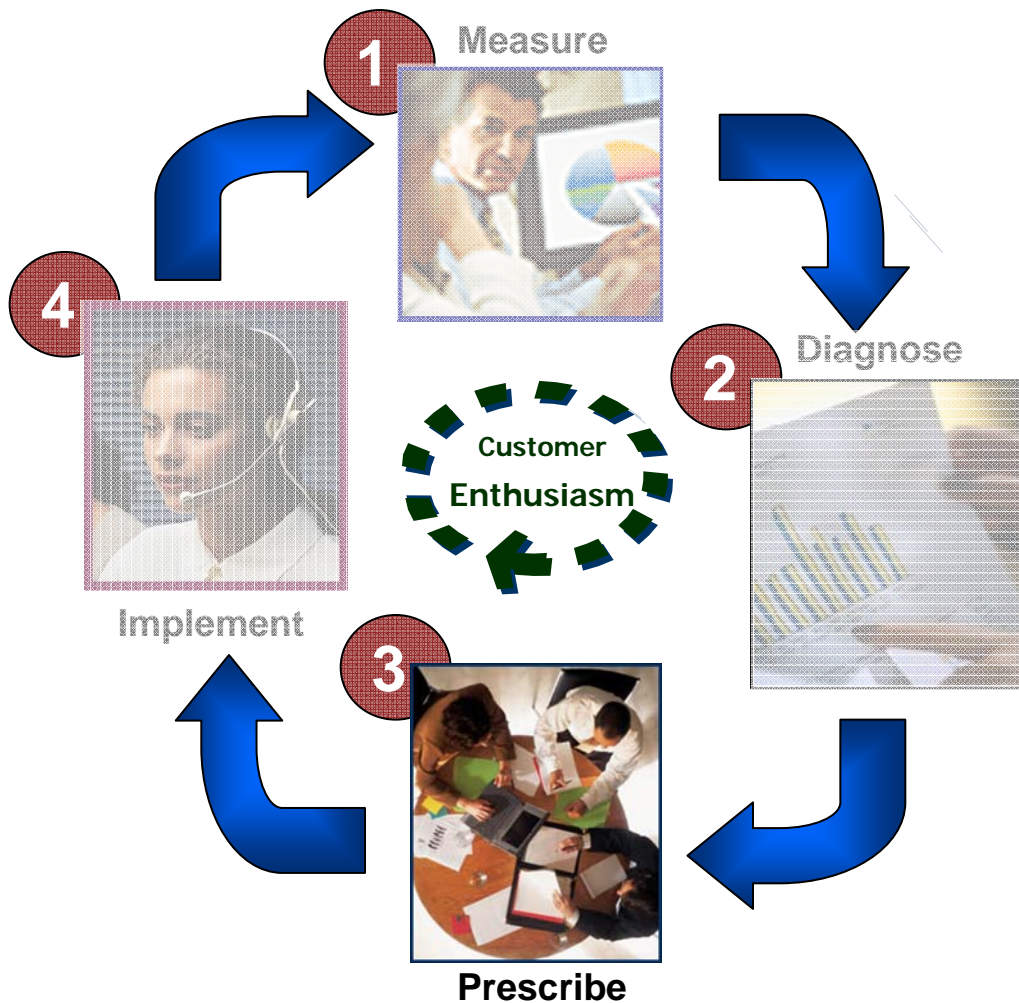
Sample Data Only! Not Intended for Benchmarking Purposes!

Metric Type	Key Performance Indicator (KPI)	Your Score	Peer Group			
			Average	Min	Median	Max
Cost	Cost/Contact	\$28.17	\$22.96	\$6.59	\$22.56	\$38.44
	First Level Resolution Rate	59.0%	81.0%	59.0%	83.0%	88.0%
Productivity	Contacts/Agent-Month	429	504	373	487	699
	Agent Utilization	46.7%	53.1%	25.9%	53.9%	71.1%
Service Level	Average Speed of Answer (ASA) in seconds	18	45	12	34	187
	Percent Answered in 30 Seconds or Less	86.6%	72.1%	36.5%	71.3%	100.0%
	Call Abandonment Rate	2.9%	8.1%	1.4%	7.6%	25.2%
Quality	Call Quality	68.4%	79.9%	43.8%	75.8%	94.5%
	Customer Satisfaction	63.0%	79.0%	41.9%	75.5%	96.6%
Agent	Annual Agent Turnover	29.5%	31.7%	1.7%	26.4%	94.0%
	Daily Absenteeism	19.2%	13.2%	0.1%	13.0%	29.8%
	New Agent Training Hours	36	79	20	69	241
	Ongoing Agent Annual Training Hours	12	34	0	20	130
	Agent Satisfaction (% satisfied or very satisfied)	71.0%	75.4%	33.8%	70.1%	94.5%
	Agents as a Percent of Total FTE's	77.9%	70.5%	57.1%	69.3%	88.4%
Call Handling	Contact Handle Time (min:sec)	12:41	11:18	2:47	9:34	19:55
	First Contct Resolution Rate	51.3%	71.2%	45.4%	67.8%	94.1%
	IVR Completion Rate	6.7%	22.0%	0.0%	18.9%	44.8%

Read MetricNet's whitepaper on **Service Desk Benchmarking**. Go to www.metricnet.com to get your copy!

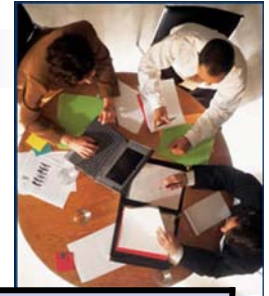


Prescribe Actions to Close the Gap!



Model Component	Description
1. Measure	Measure performance on an ongoing basis
2. Diagnose	Benchmark performance and conduct gap analysis
3. Prescribe	Define actions to close the gap and improve performance
4. Implement	Implement your action plan

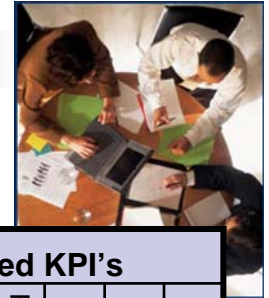




Best Practices: Performance Measurement

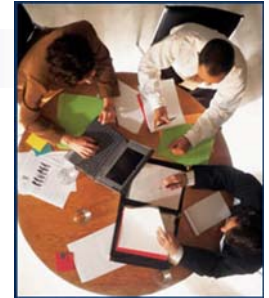
Performance Measurement: Best Demonstrated Practices		Affected KPI's						
		Cost per Ticket	Customer Sat	Agent Utilization	First Call Res Rate	Call Quality	Call Handle Time	Agent Turnover
Metrics, goals, diagnosis and accountability	Performance metrics and goals drive individual accountability and facilitate diagnosis of performance strengths, issues, gaps and call quality improvements.							
Cost and customer satisfaction	Cost and customer satisfaction results measure efficiency and effectiveness, and are two critical indicators for service desk operations.							
Formal measurements & performance compliance	Performance measurement is a rigorous discipline assigned to a particular individual or individuals in the service desk to ensure service level compliance and consistency in the delivery of customer service .							
Balanced scorecard	A balanced scorecard provides an aggregate measure of service desk performance.							
Management Reporting	Reporting is targeted and timed to have maximum impact on key individuals and stakeholder groups in the company.							





Best Practices: Human Resources

Human Resources: Best Demonstrated Practices		Affected KPI's						
		Cost per Ticket	Customer Sat	Agent Utilization	First Call Res Rate	Call Quality	Call Handle Time	Agent Turnover
Recruitment	Recruiting is a rigorous and holistic process that measures specific agent competencies, and matches those competencies to the needs of the service desk.					Light Blue		Dark Blue
Training	Rigorous and formalized training is available for both new and seasoned agents. Training is customized to meet the needs of each agent, and is designed to meet the strategic goals of the service desk.	Light Blue	Dark Blue		Dark Blue	Dark Blue	Light Blue	Dark Blue
Career Pathing	Career paths have been formalized and documented, and often include vertical as well as lateral promotion opportunities. Performance levels required for advancement are clearly articulated. Agents are encouraged to take charge of their own career and skills development.							Dark Blue
Retention	Formal strategies are employed to maximize employee retention. These strategies are designed to improve employee job satisfaction and loyalty, thereby maximizing agent morale and minimizing turnover.							Dark Blue
Coaching and Feedback	Help desk management demonstrates commitment to continuous improvement by conducting frequent, one-on-one coaching for each agent, and by providing specific suggestions for improvement and setting attainable goals.		Light Blue			Dark Blue		
Performance Standards	Help desk agents are held accountable for minimum performance standards with incentives for surpassing, and disincentives for falling short of the standard. Performance goals cover both quality and productivity.	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue	



Best Practices: Ticket Handling Practices

Ticket Handling: Best Demonstrated Practices		Affected KPI's						
		Cost per Ticket	Customer Sat	Agent Utilization	First Call Res Rate	Call Quality	Call Handle Time	Agent Turnover
Standardization	Ticket handling processes are repeatable and standardized, while still allowing for agent judgment and experience.	Blue	Blue	White	Blue	Dark Blue	Dark Blue	White
Call Volume Management	Ticket handling strategies, such as call reduction through "Load Shedding," call "Channeling," forecasting and aggressive staffing strategies are utilized to predict and proactively handle the variance in call volumes.	White	Blue	Blue	White	White	White	White
Measurement Management	Service Desk must aggressively pursue and identify meaningful performance indicators, measure and report against them and analyze the results for significant trend analysis.	Blue	Blue	White	White	Blue	Blue	White
Continuous Improvement	Service Desk has a true culture of excellence through continuous improvement in the delivery of customer services.	Blue	Blue	Blue	Blue	Blue	Blue	White
Customer-Centricity	Improved customer satisfaction, accessibility and usability are the primary design drivers in the service desk.	White	Dark Blue	White	Dark Blue	Dark Blue	White	White

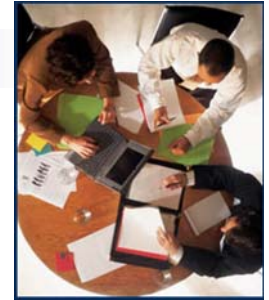




Best Practices: Technology

Technology: Best Demonstrated Practices		Affected KPI's						
		Cost per Ticket	Customer Sat	Agent Utilization	First Call Res Rate	Call Quality	Call Handle Time	Agent Turnover
Technology Hierarchy	Technology enhances the speed and quality of each transaction. It supplements people and process, but does not replace them.							
Strategic Alignment of Technology	Help desk technology is consistent with, and supports the strategies of the service desk and the enterprise overall.							
Vendor Management	Vendors are actively managed to ensure the adoption of appropriate technology, and good value in technology purchases. The buyer drives the vendor relationship.							
Call Management Customer Tools	The service desk and its agents have access to real-time tools that optimize call flow management, call logging and tracking to achieve resolution.							
Knowledge Management	Knowledge capture and customer history are used to enhance the value of each customer interaction .							

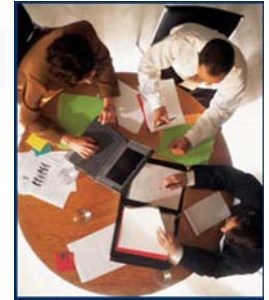




Closing the Cost Gap

KPI	Performance Target	Key Drivers	Performance Target	Best Practice Prescription
Cost per Contact	Varies	Agent Utilization	60%	<ul style="list-style-type: none"> ■ Reduce headcount if appropriate ■ Improve workforce scheduling practices ■ Establish agent utilization goal ■ Eliminate back shift if appropriate
		Average Speed of Answer	45 sec	<ul style="list-style-type: none"> ■ Increase ASA service level target if appropriate
		Call Abandon Rate	6%	<ul style="list-style-type: none"> ■ Increase Call Abandon target if appropriate
		IVR Completion Rate	Varies	<ul style="list-style-type: none"> ■ Re-architect the IVR to drive more volume through the agent-less channel

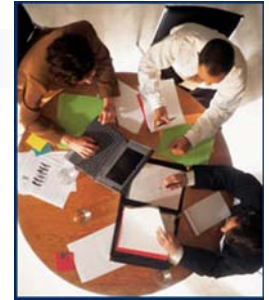




Closing the Customer Satisfaction Gap

KPI	Performance Target	Key Drivers	Performance Target	Best Practice Prescription
Customer Satisfaction	85% - 90%	First Contact Resolution Rate	70% - 80%	<ul style="list-style-type: none"> ■ Establish an FCR goal ■ Provide additional agent training ■ Establish FCR as a key objective in the call center
		Call Quality	90+%	<ul style="list-style-type: none"> ■ Establish a Call Quality target ■ Provide additional agent training
		Call Handle Time	Varies	<ul style="list-style-type: none"> ■ Establish a handle time target ■ Provide additional agent training
		Customer Service Soft Skills	Varies	<ul style="list-style-type: none"> ■ Provide additional agent training

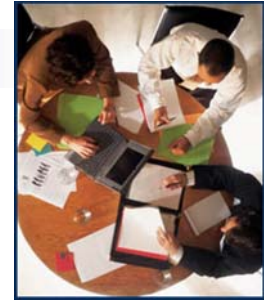




Closing the Agent Utilization Gap

KPI	Performance Target	Key Drivers	Performance Target	Best Practice Prescription
Agent Utilization	60%	Headcount	Varies	<ul style="list-style-type: none"> ■ Improve workforce scheduling practices ■ Establish agent utilization goal ■ Eliminate back shift if appropriate ■ Rightsize to achieve desired utilization target
		Contacts Handled per Agent Month	Varies	<ul style="list-style-type: none"> ■ Establish an agent contact volume goal
		Occupancy	90+%	<ul style="list-style-type: none"> ■ Establish an agent occupancy target ■ Improve workforce scheduling practices
		Schedule Adherence	90+%	<ul style="list-style-type: none"> ■ Establish a Schedule Adherence target ■ Improve workforce scheduling practices

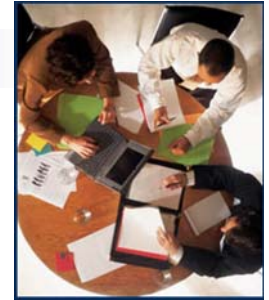




Closing the First Contact Resolution Gap

KPI	Performance Target	Key Drivers	Performance Target	Best Practice Prescription
First Contact Resolution Rate	80%	New Agent Training Hours	200+ hours	<ul style="list-style-type: none"> Establish an FCR target Provide additional agent training Establish FCR as a key objective
		Veteran Agent Training Hours	100+ hours	<ul style="list-style-type: none"> Establish an FCR target Provide additional agent training Establish FCR as a key objective
		Call Quality	90+%	<ul style="list-style-type: none"> Establish a Call Quality target Provide additional agent training
		Knowledge Mgmt.	Varies	<ul style="list-style-type: none"> Maintain a solutions knowledgebase



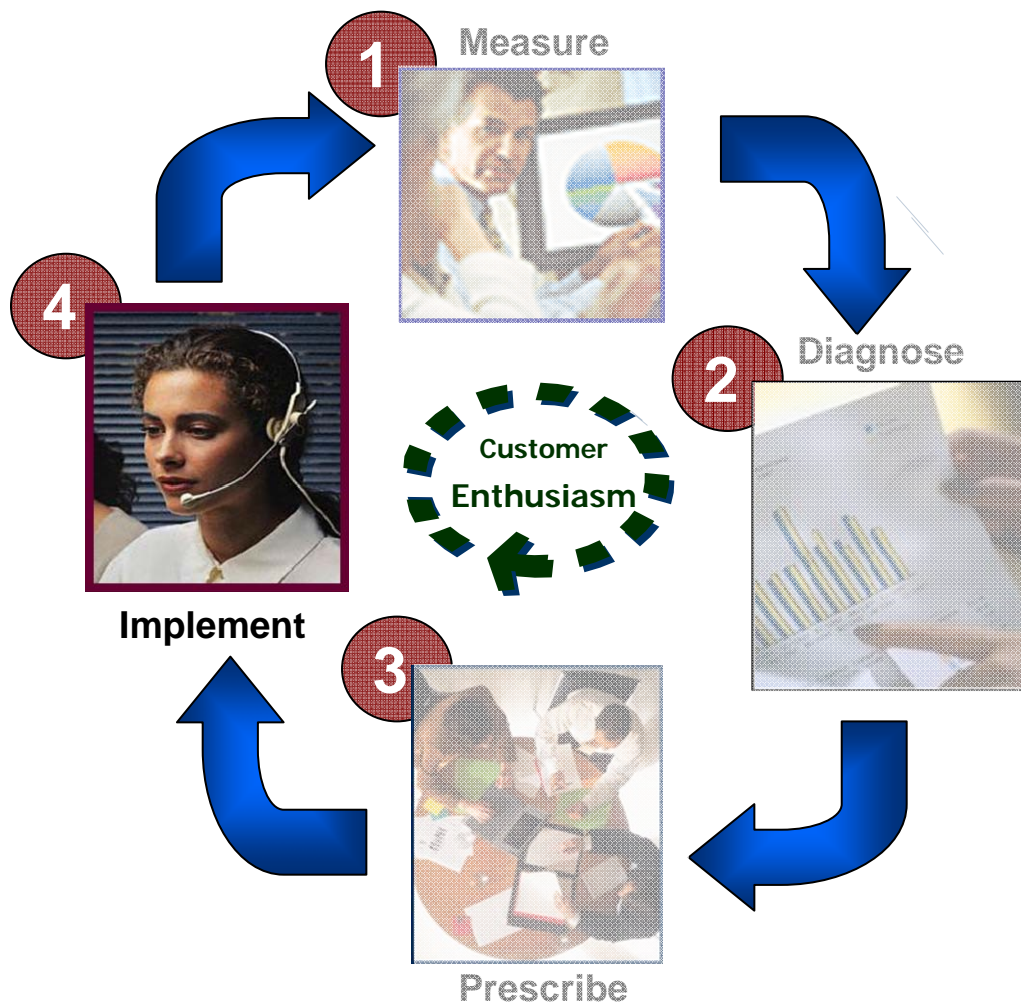


Closing the Agent Satisfaction Gap

KPI	Performance Target	Key Drivers	Performance Target	Best Practice Prescription
Agent Satisfaction	80%	New Agent Training Hours	200+ hours	<ul style="list-style-type: none"> Provide additional training opportunities for new agents
		Veteran Agent Training Hours	100+ hours	<ul style="list-style-type: none"> Provide additional training opportunities for veteran agents
		Career Path	Varies	<ul style="list-style-type: none"> Document agent career path alternatives
		Coaching/ Feedback	Monthly	<ul style="list-style-type: none"> Provide monthly, one-on-one coaching
		Rewards & Incentives	Monthly	<ul style="list-style-type: none"> Offer monthly rewards and incentives Monetary as well as non-monetary

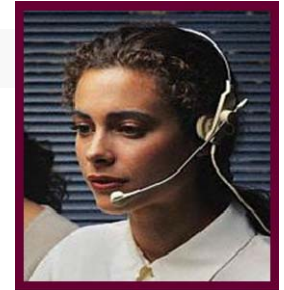


Implement Your Action Plan!

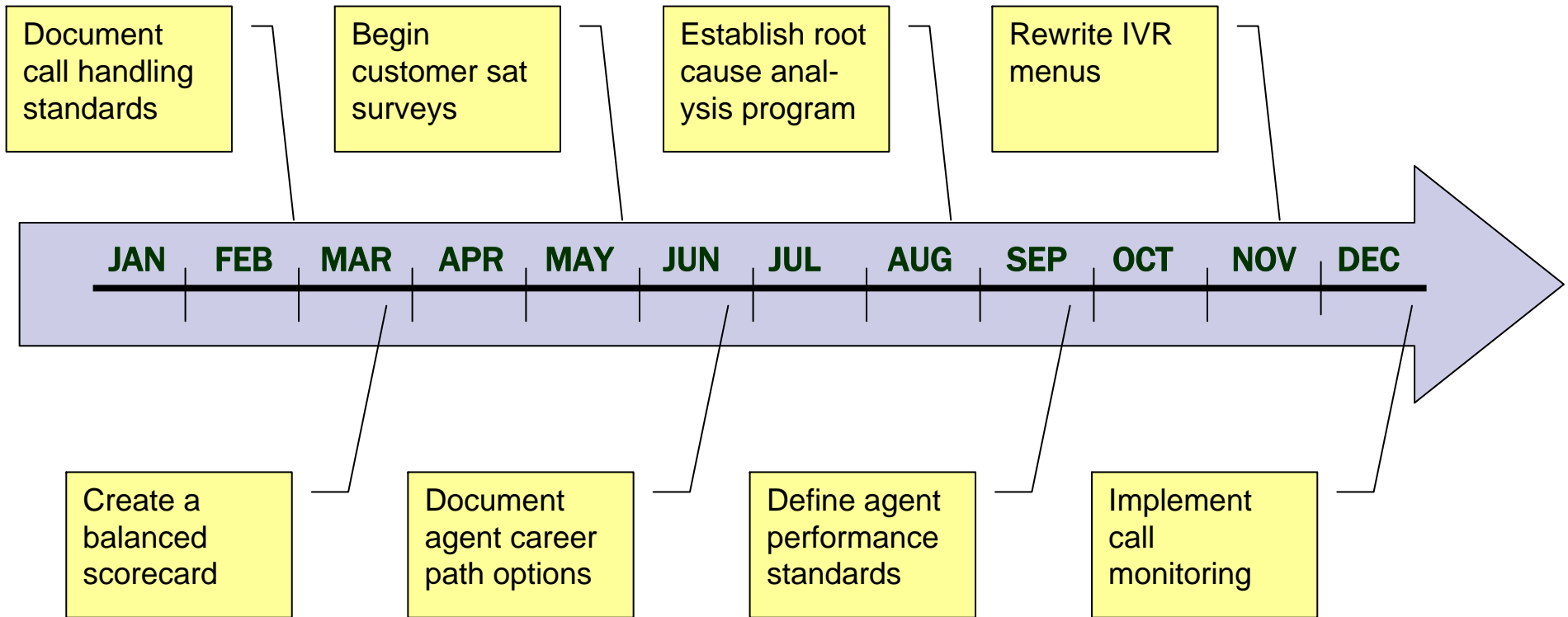


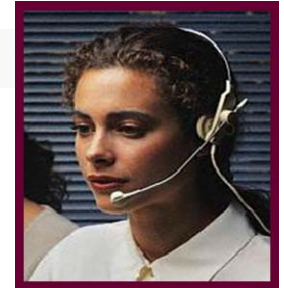
Model Component	Description
1. Measure	Measure performance on an ongoing basis
2. Diagnose	Benchmark performance and conduct gap analysis
3. Prescribe	Define actions to close the gap
4. Implement	Implement your action plan and improve performance





Now Implement Your Action Plan!



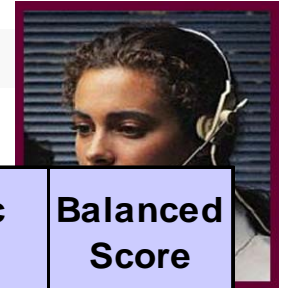


And Establish Performance Goals

DOMAIN	PERFORMANCE METRIC	CURRENT PERFORMANCE	PERFORMANCE GOAL
HELP DESK	Cost per Contact	\$27.90	\$21.00
	Customer satisfaction	71%	80%
	Agent Utilization	49%	60%
	First contact resolution	61%	70%
	Agent Satisfaction	56%	75%
	Balanced Score	52%	70%
AGENT	Customer satisfaction	By individual	85%
	Number of contacts handled per month	By individual	650
	Call quality	By individual	90 out of 100
	First Contact Resolution	By individual	75%

- Define KPI's to track and trend
- Measure baseline performance
- Establish "stretch" goals for each KPI
- Measure performance at least monthly
- Post performance trends and periodically reset goals





The Agent Scorecard

Agent Performance Metric	Metric Weighting	Benchmark Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Inbound Contacts Handled	25.0%	92	141	130	77.9%	19.5%
Customer Satisfaction	20.0%	60.4%	84.9%	70.0%	39.2%	7.8%
Agent Utilization	15.0%	34.8%	62.3%	48.6%	50.3%	7.5%
First Contact Resolution Rate	15.0%	47.1%	73.5%	65.3%	68.9%	10.3%
Teamwork	10.0%	1	5	5	100.0%	10.0%
Initiative	10.0%	1	5	4	75.0%	7.5%
Mentoring	5.0%	1	5	5	100.0%	5.0%
Total	100.0%	N/A	N/A	N/A	N/A	67.7%

Step 1
Seven critical performance metrics have been selected for the scorecard

Step 2
Each metric has been weighted according to its relative importance

Step 3
For each performance metric, the highest and lowest performance levels in the benchmark are recorded

Step 4
The technician's actual performance for each metric is recorded in this column

Step 5
The technician's score for each metric is then calculated: $(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$

Step 6
The technician's balanced score for each metric is calculated: $\text{metric score} \times \text{weighting}$

63



Monthly Agent Performance Postings



Agent Number	Monthly Ranking	Monthly Scorecard Performance						Six Month Average
		Sep	Aug	Jul	Jun	May	Apr	
11	1	95.8%	98.0%	97.1%	95.7%	98.3%	97.3%	97.0%
32	2	92.8%	92.1%	90.3%	89.3%	84.6%	92.2%	90.2%
21	3	91.5%	88.5%	83.2%	94.0%	93.7%	93.5%	90.7%
35	4	91.0%	86.8%	85.2%	78.5%	80.5%	68.2%	81.7%
14	5	89.5%	89.1%	90.0%	90.1%	92.3%	92.1%	90.5%
26	6	83.8%	84.4%	90.2%	86.5%	77.8%	63.9%	81.1%
25	7	83.0%	73.6%	81.9%	72.1%	84.8%	87.9%	80.5%
15	8	70.4%	66.6%	53.3%	56.3%	56.6%	39.0%	57.0%
20	9	64.9%	66.5%	70.1%	56.9%	40.9%	72.7%	62.0%
31	10	62.3%	47.4%	22.7%	38.4%	26.0%	93.0%	48.3%
16	11	61.0%	62.8%	54.5%	45.9%	41.7%	62.7%	54.8%
17	12	57.9%	42.1%	32.3%	71.6%	60.3%	60.3%	54.1%
33	13	56.8%	75.5%	64.8%	80.3%	79.7%	73.5%	71.8%
13	14	52.2%	34.9%	61.0%	52.8%	58.9%	48.7%	51.4%
24	15	48.9%	66.7%	86.9%	87.7%	83.6%	74.5%	74.7%
28	16	46.4%	45.5%	19.3%	40.3%	28.8%	32.4%	35.4%
27	17	43.7%	26.5%	31.5%	24.3%	22.2%	17.2%	27.6%
19	18	41.5%	28.4%	50.1%	48.1%	71.1%	81.0%	53.4%
23	19	39.1%	52.3%	57.1%	86.4%	87.7%	88.9%	68.6%
22	20	36.8%	18.7%	19.3%	52.9%	66.4%	64.3%	43.1%
12	21	36.6%	43.2%	33.1%	65.7%	69.0%	86.0%	55.6%
30	22	36.3%	22.6%	23.5%	85.8%	81.5%	70.3%	53.3%
29	23	34.1%	44.9%	50.2%	28.3%	48.9%	36.9%	40.5%
34	24	33.4%	37.9%	23.1%	21.7%	29.7%	22.6%	28.0%
18	25	32.6%	68.4%	80.4%	88.4%	83.8%	91.6%	74.2%
Monthly Average		59.3%	58.5%	58.0%	65.5%	66.0%	68.4%	62.6%



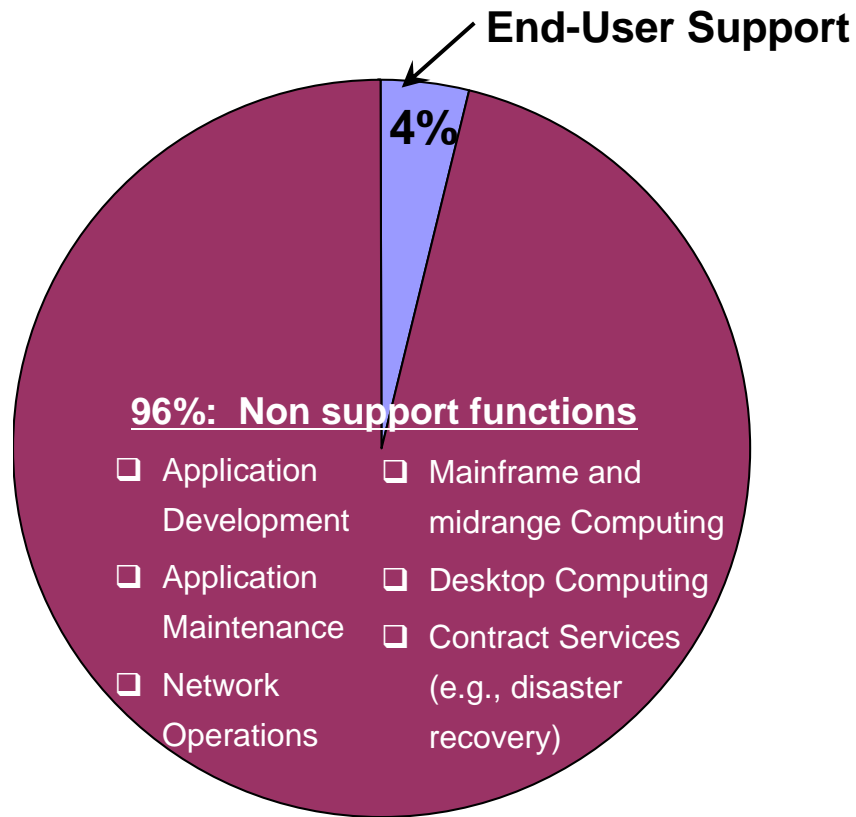


The Big Picture for Service Desk KPI's



MetricNet™
Performance Benchmarking

The Paradox of IT Support








Corporate IT Spending Breakdown

- ❑ Less than 5% of all IT spending is allocated to end-user support
 - Service desk, desktop support, field support
- ❑ This leads many to erroneously assume that there is little upside opportunity in IT support
- ❑ The result is that most support organizations are managed with the goal of minimizing costs
- ❑ But the most effective support strategies focus on maximizing value

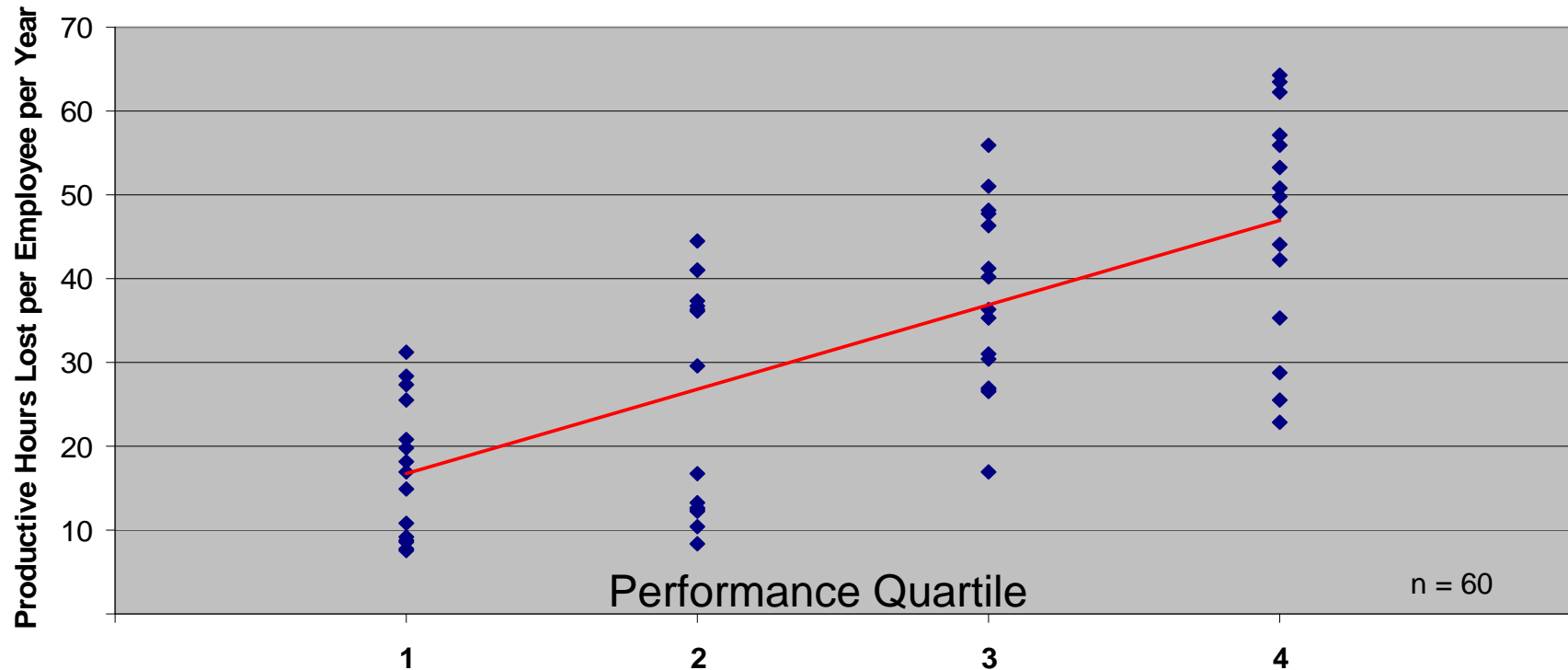


Support Has an Opportunity to Minimize TCO

	Support Level	Cost per Ticket
	Vendor	\$471
	Field Support	\$196
	Level 3 IT (apps, networking, NOC, etc.)	\$85
	Level 2: Desktop Support	\$62
	Level 1: Service Desk	\$22



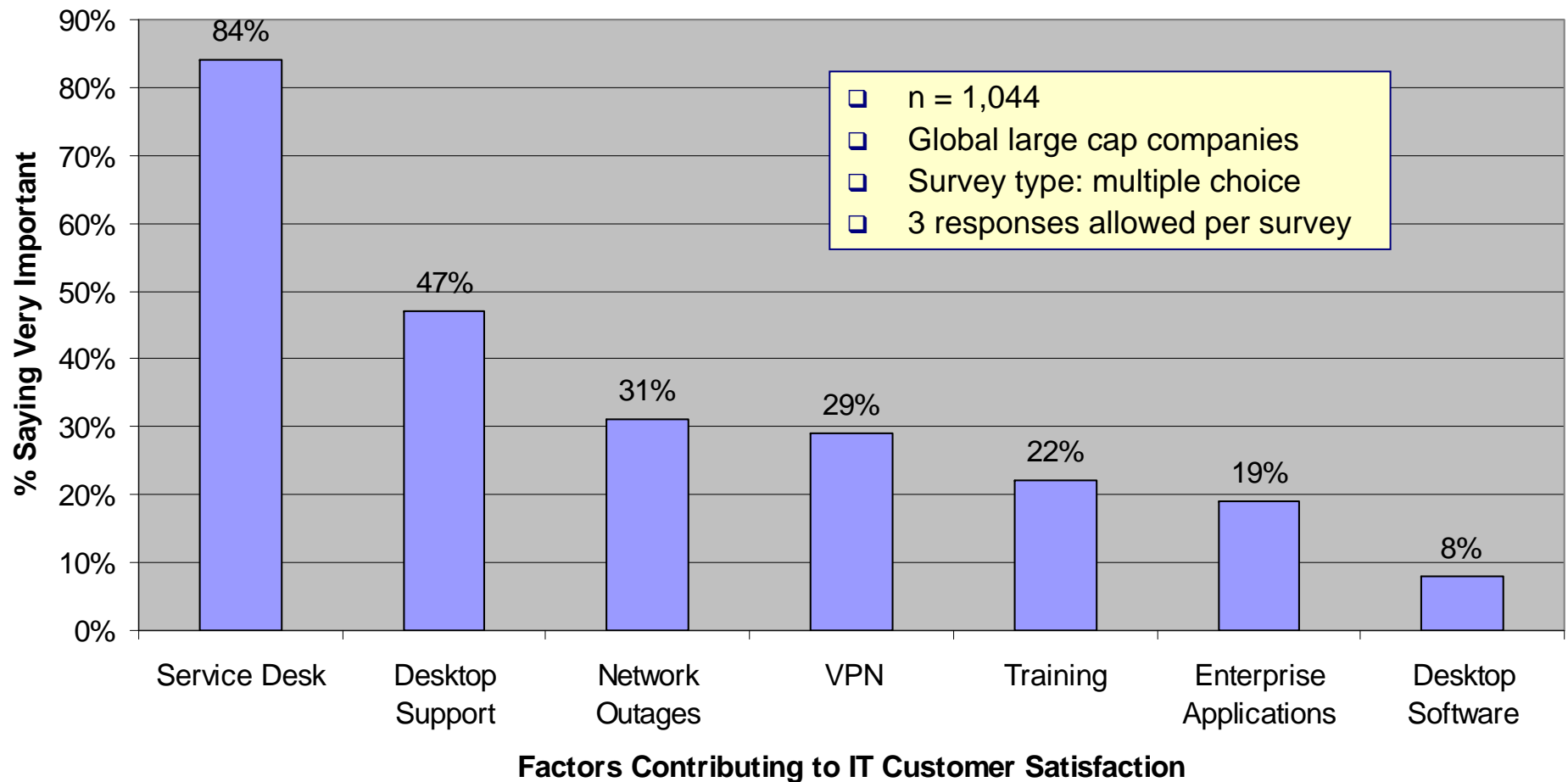
Quality of Support Drives End-User Productivity



Support Function	Key Performance Indicator	Performance Quartile			
		1 (top)	2	3	4 (bottom)
Service Desk	Customer Satisfaction	93.5%	84.5%	76.1%	69.3%
	First Contact Resolution Rate	90.1%	83.0%	72.7%	66.4%
	Mean Time to Resolve (hours)	0.8	1.2	3.6	5.0
Desktop Support	Customer Satisfaction	94.4%	89.2%	79.0%	71.7%
	First Contact Resolution Rate	89.3%	85.6%	80.9%	74.5%
	Mean Time to Resolve (hours)	2.9	4.8	9.4	12.3
Average Productive Hours Lost per Employee per Year		17.1	25.9	37.4	46.9



Support Drives Customer Satisfaction for *All* of IT



- 84% cited the service desk as a very important factor in their overall satisfaction with corporate IT
- 47% cited desktop support as a very important factor in their overall satisfaction with corporate IT





Some Final Thoughts on Service Desk KPI's

- When it comes to Service Desk KPI's, the 80/20 Rule applies
 - Less really is more!
- Six KPI's, plus the Balanced Scorecard are all you need to holistically measure and manage your Service Desk
- Understand the cause-and-effect relationship between KPI's
 - This gives you the leverage to achieve desired outcomes in your Service Desk!
- Effective application of Service Desk KPI's can help to
 - Drive high levels of Customer Satisfaction for all of IT
 - Reduce and minimize Total Cost of Ownership for End-User Support,
 - Return productive hours to end users



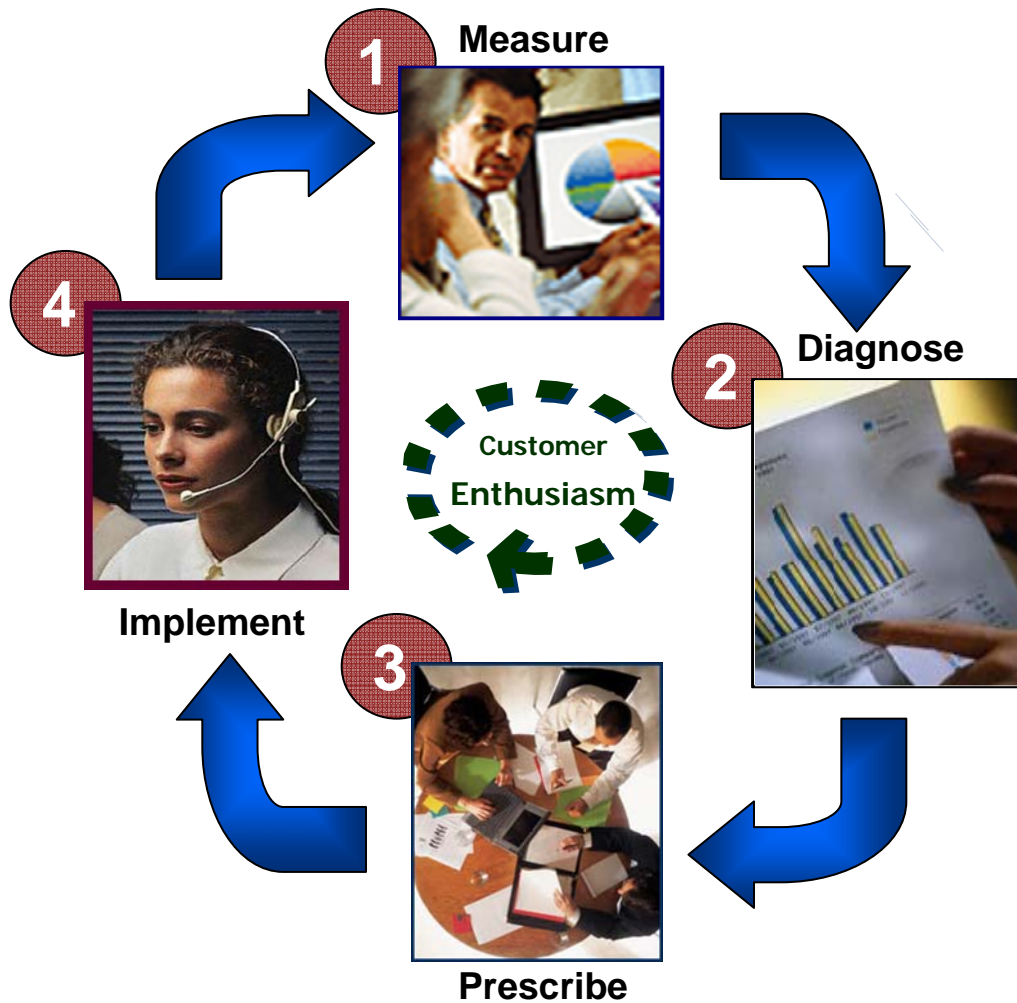


A Call to Action:

Your Opportunity to Excel!



A Mandate for Action!

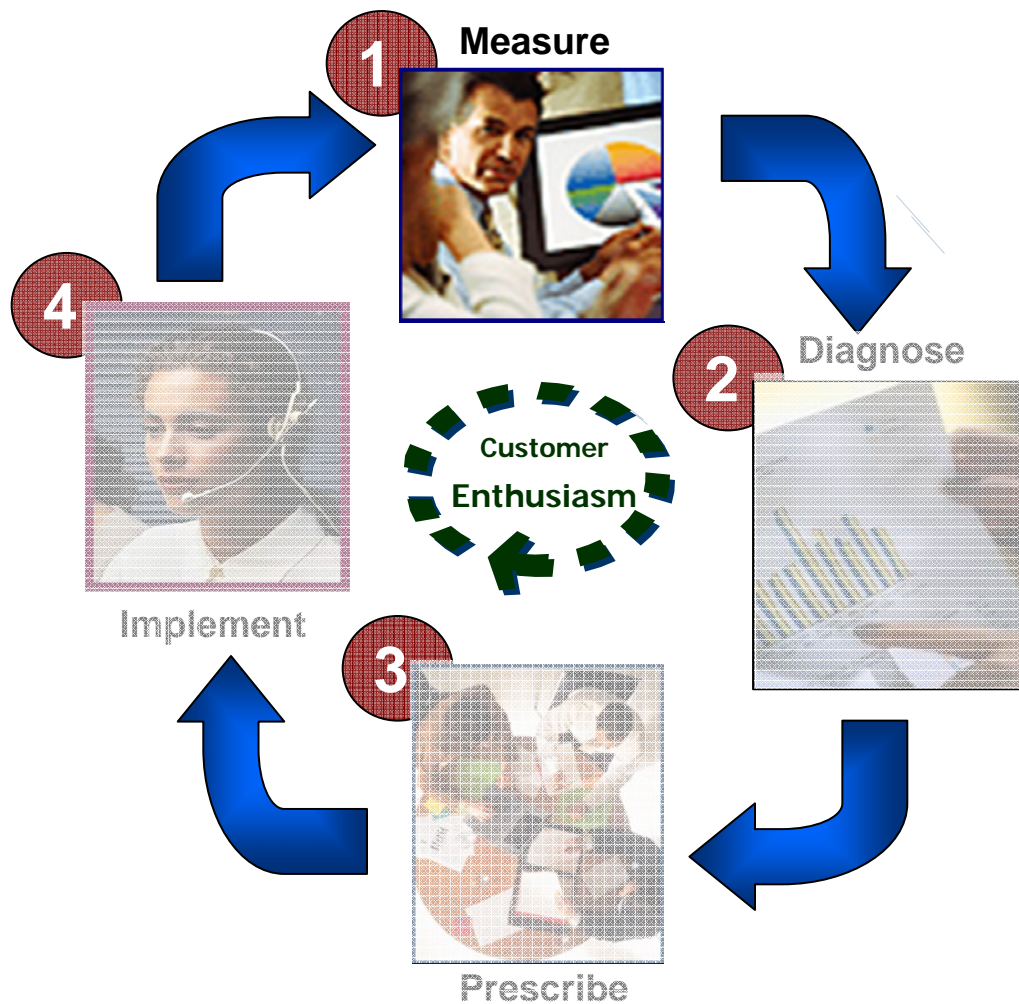


Four Simple Steps
1. Measure
2. Diagnose
3. Prescribe
4. Implement





1. Start by Measuring Your Performance

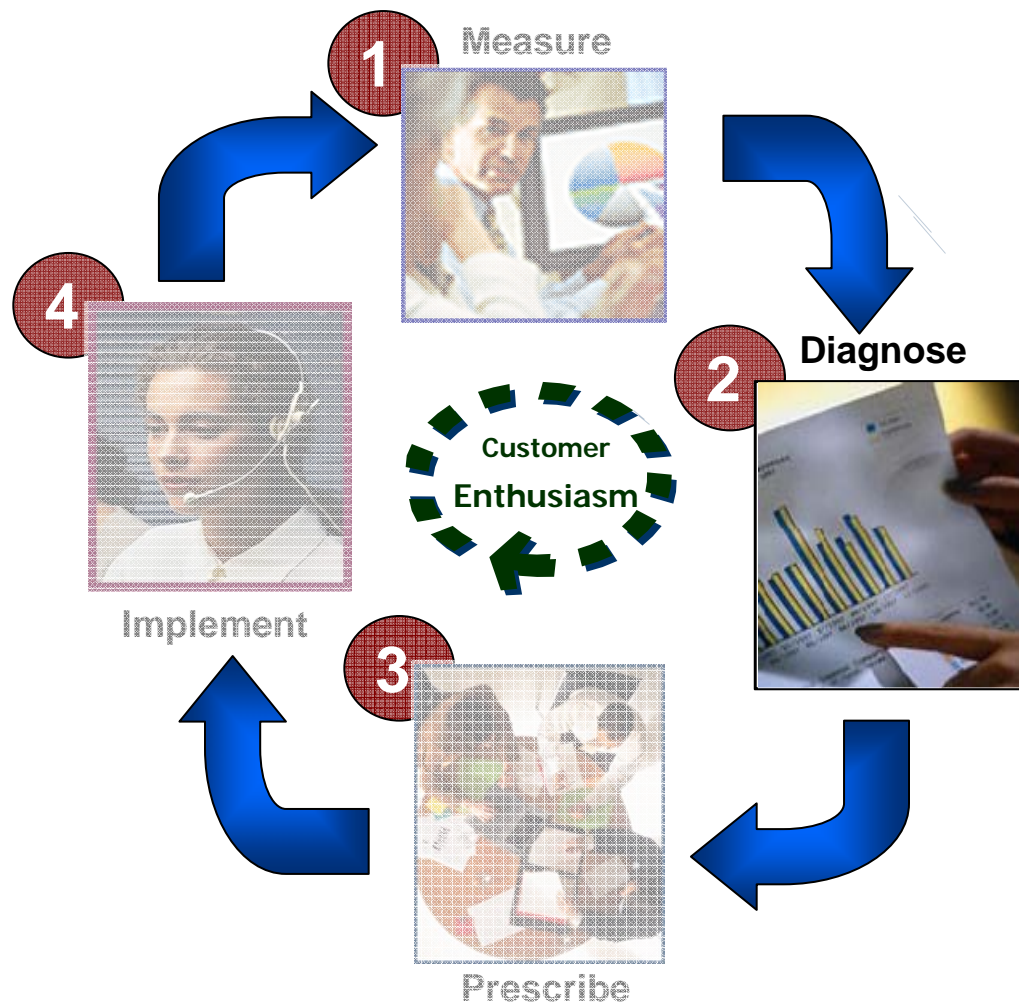


1. Begin measuring your performance on an ongoing basis
 - Small number of metrics – less is more!
 - Include a balanced scorecard





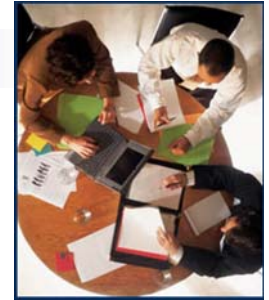
2. Now Benchmark Your Service Desk



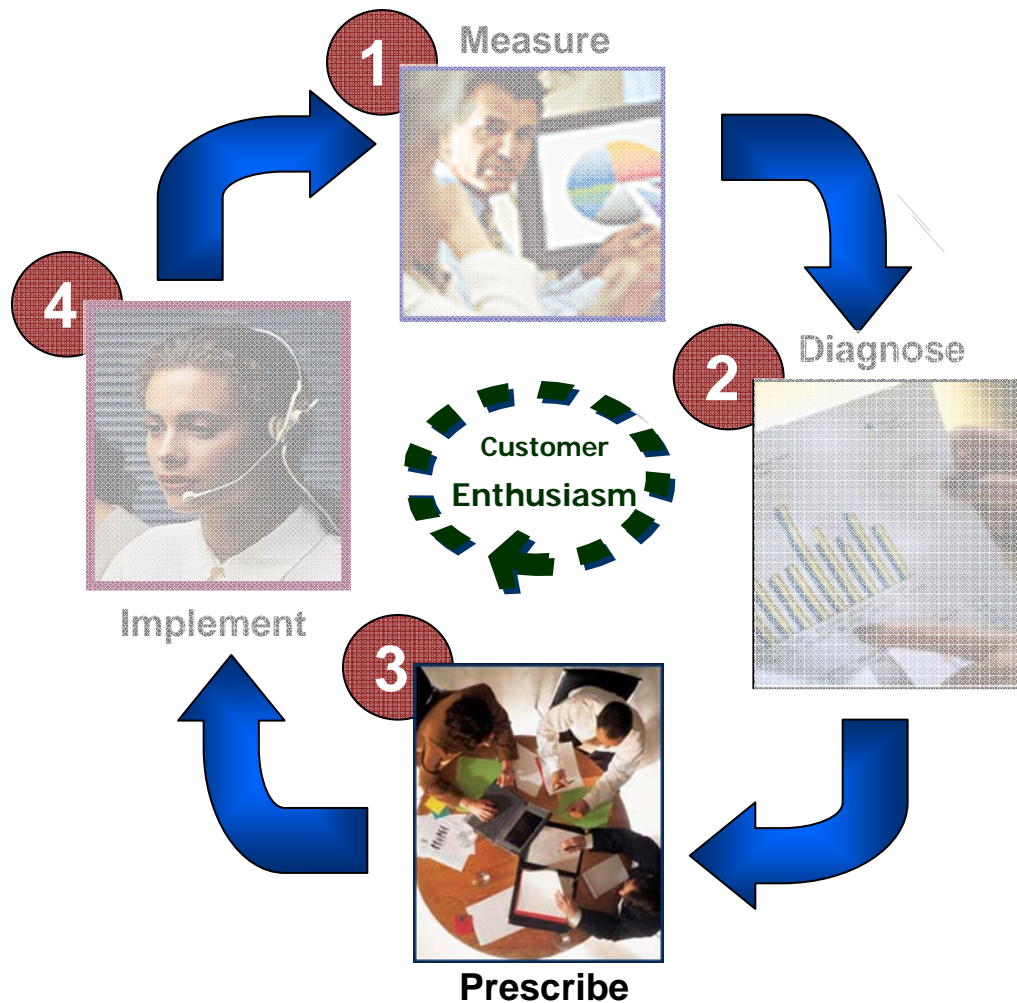
2. Benchmark your service desk performance

- Select an appropriate benchmarking peer group
- Use KPI's defined in this presentation
- Identify performance gaps
- Diagnose the underlying drivers of the performance gaps





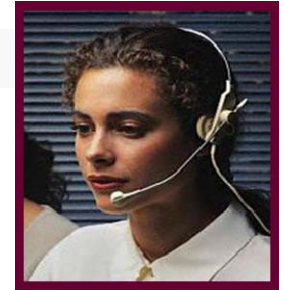
3. Develop an Action Plan Based on Results



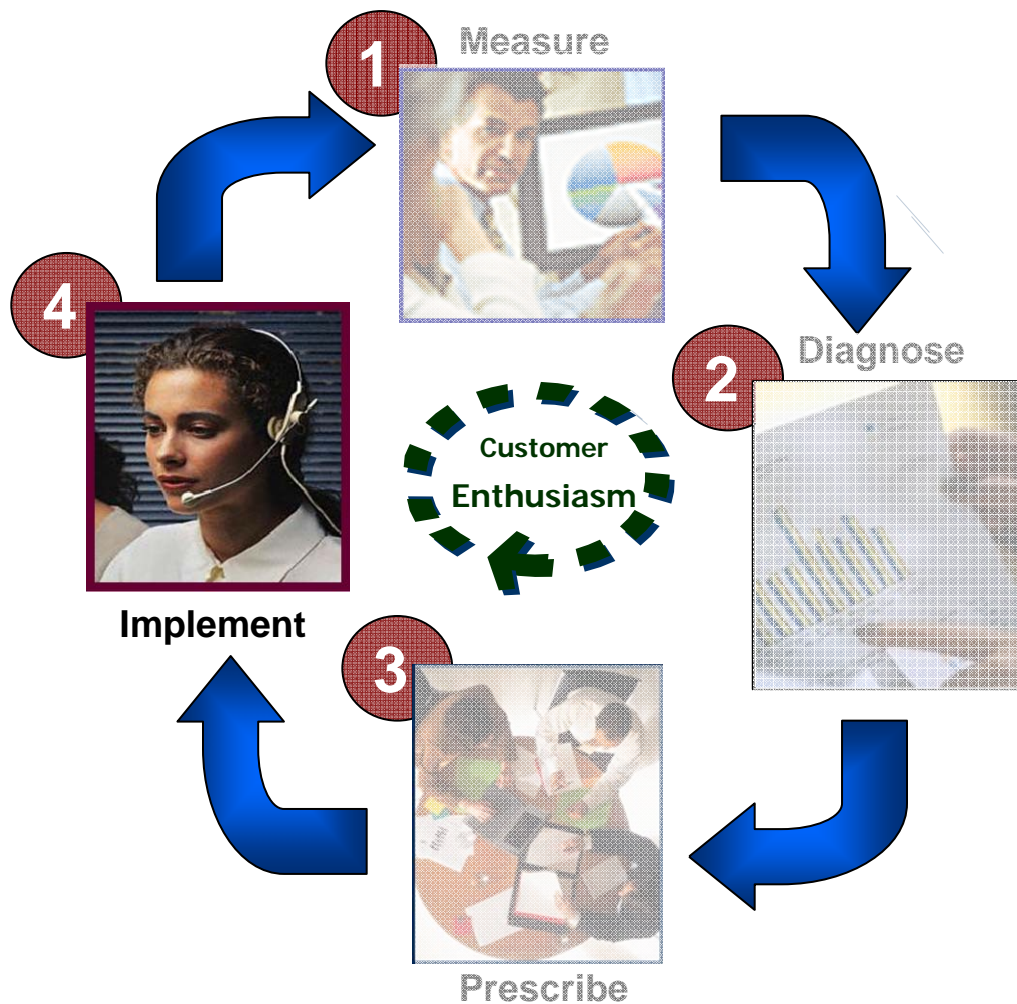
3. Develop a simple action plan

- Based on gap analysis...
- And service desk best practices
- Short list of “low hanging fruit”
- Do what’s realistic in the near term
- Every action should reduce costs, improve customer satisfaction, or both!





4. Now, Put Your Plan Into Action!

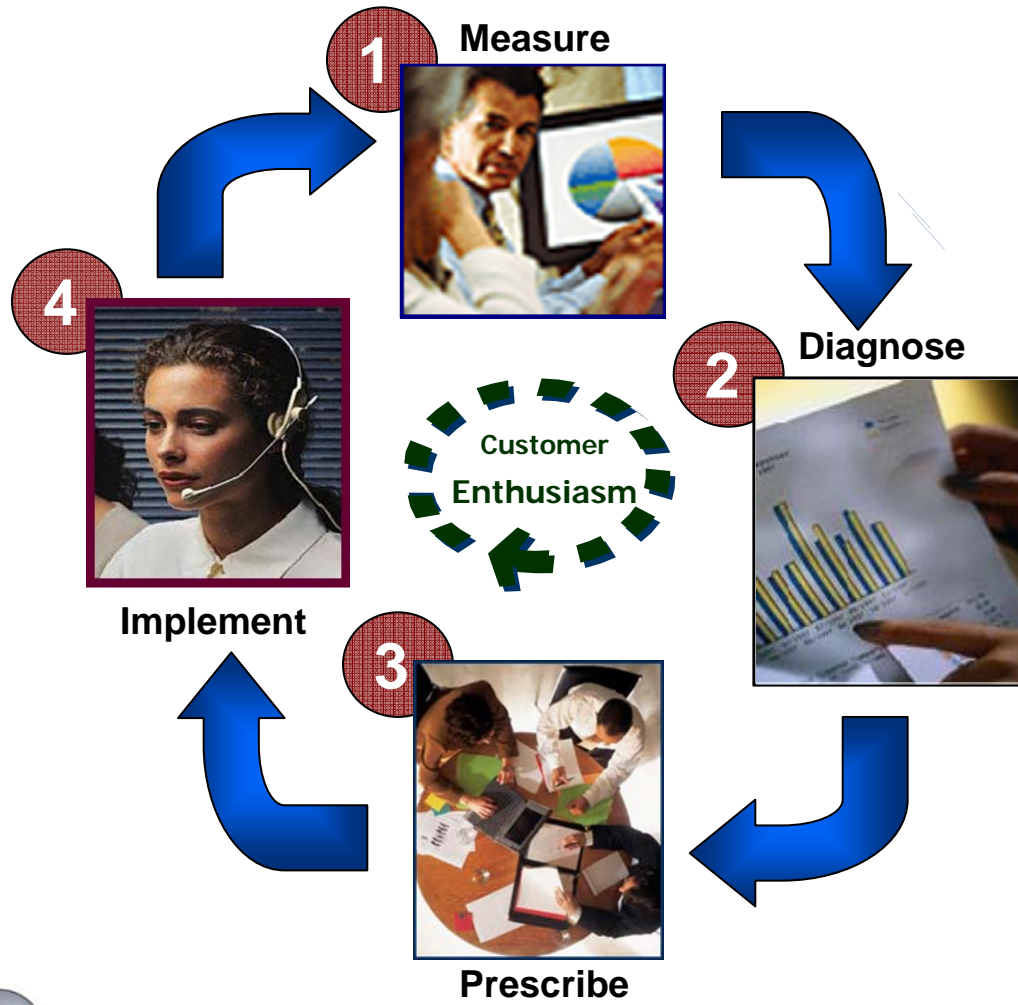


4. Implement your action plan!

- Build buy-in from the start
- Assign ownership/ accountability
- Establish performance goals
- Monitor progress over time
- Expect positive, measurable results!



Five Ideas to Get You Started!



Five Opportunities to Get Started!

1. Visit Our New Website and Become a Free Member
2. Connect with MetricNet on Social Media
3. Register for Future MetricNet Webcasts
4. Browse MetricNet's Resource Library
5. Purchase a MetricNet IT Support Benchmark



Visit Our New Website at www.metricnet.com



HOME ABOUT BENCHMARKING SHOP RESOURCE LIBRARY CONTACT

Metric of the Month

learn more

Our Clients ▶
and benchmarking partners



What We Do

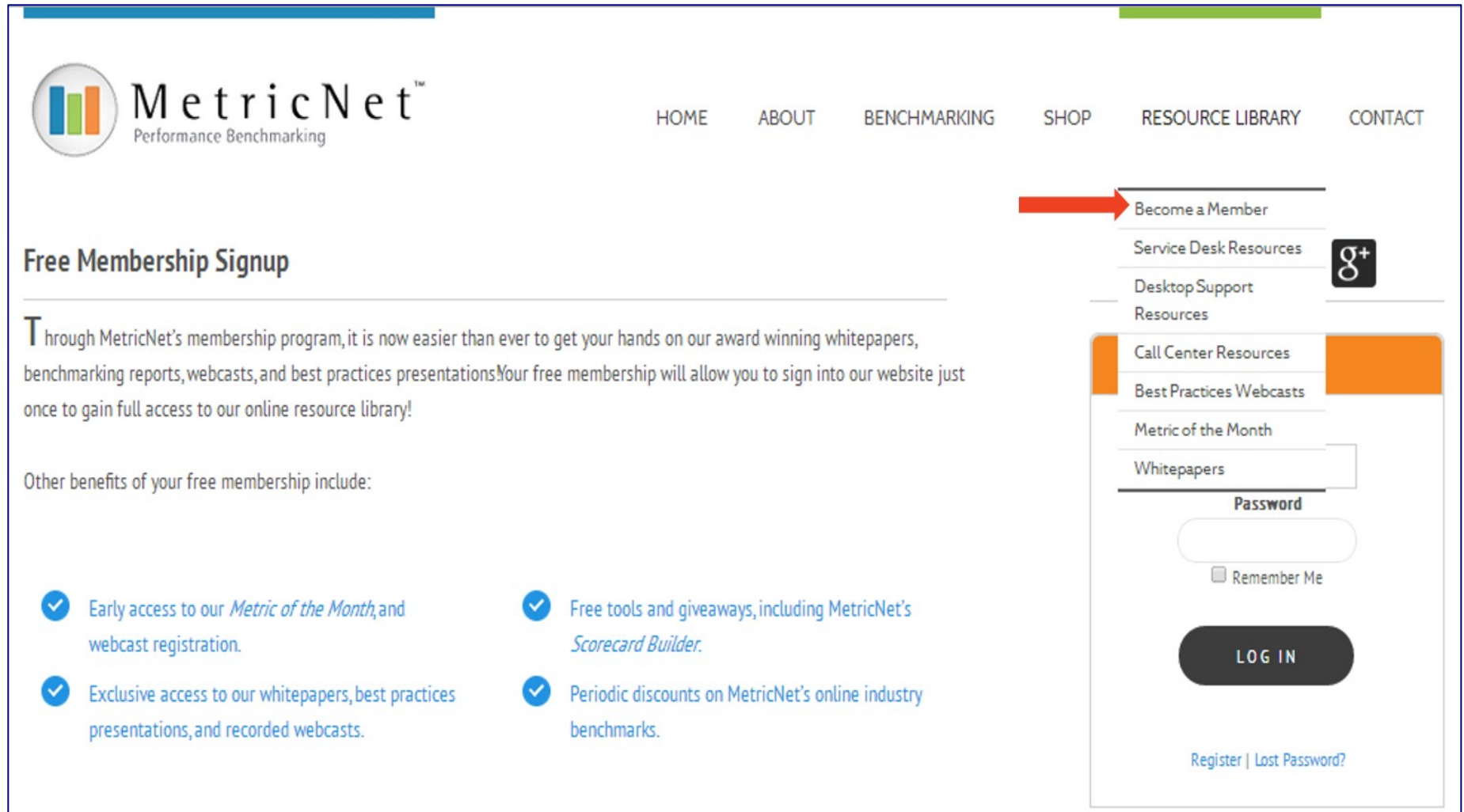
MetricNet is the leading source of benchmarks, scorecards, and performance metrics for Information Technology and Call Center Professionals worldwide. Our mission is to provide you with the benchmarks you need to run your business more effectively.



Members

Username

Become a Member: It's Free!




The screenshot displays the MetricNet website interface. At the top left is the MetricNet logo with the tagline "Performance Benchmarking". A navigation menu includes links for HOME, ABOUT, BENCHMARKING, SHOP, RESOURCE LIBRARY, and CONTACT. A red arrow points to the "Become a Member" link in the Resource Library dropdown menu. Below the navigation is a "Free Membership Signup" section with a paragraph of text and a list of benefits. On the right side, there is a login form with fields for Username and Password, a "Remember Me" checkbox, and a "LOG IN" button. Below the login form are links for "Register" and "Lost Password?".

MetricNet™
Performance Benchmarking

HOME ABOUT BENCHMARKING SHOP RESOURCE LIBRARY CONTACT

Become a Member

Service Desk Resources 

Desktop Support Resources

Call Center Resources

Best Practices Webcasts

Metric of the Month

Whitepapers

Password

Remember Me

LOG IN

[Register](#) | [Lost Password?](#)

Free Membership Signup

Through MetricNet's membership program, it is now easier than ever to get your hands on our award winning whitepapers, benchmarking reports, webcasts, and best practices presentations! Your free membership will allow you to sign into our website just once to gain full access to our online resource library!

Other benefits of your free membership include:

- ✓ Early access to our *Metric of the Month*, and webcast registration.
- ✓ Exclusive access to our whitepapers, best practices presentations, and recorded webcasts.
- ✓ Free tools and giveaways, including MetricNet's *Scorecard Builder*.
- ✓ Periodic discounts on MetricNet's online industry benchmarks.



Connect With MetricNet on Social Media



Best Practices in
Call Centers - Group



Best Practices in Customer
Satisfaction - Group



Best Practices in Desktop
Support - Group



Best Practices in Service
Desks - Group



Company Page



Best Practices in Call
Centers - Community



Best Practices in Customer
Satisfaction - Community



Best Practices in Desktop
Support - Community



Best Practices in
Service Desks -
Community



Company Page



MetricNet on Social Media

- **Like us on Facebook:**

- <http://www.facebook.com/metricnet> | Mention us using @MetricNet

- **Follow us on Twitter:**

- <http://www.twitter.com/metricnet> | Mention us using @MetricNet or #MetricNet

- **Follow our LinkedIn Company Page:**

- <http://www.linkedin.com/company/metricnet>

- **Become a Member of our MetricNet Certified LinkedIn Groups:**

- <http://www.linkedin.com/groups/Best-Practices-in-Call-Centers-1801665>
- <http://www.linkedin.com/groups/Best-Practices-in-Customer-Satisfaction-1825753>
- <http://www.linkedin.com/groups/Best-Practices-in-Desktop-Support-4034463>
- <http://www.linkedin.com/groups/Best-Practices-in-Service-Desks-1801657>

- **Subscribe to YouTube:**

- <http://www.youtube.com/metricnet>

- **Follow our Google+ Company Page:**

- <http://plus.google.com/u/0/b/111056508365533897358/111056508365533897358/posts>

Mention us using +MetricNet

- **Become a Member of our Google+ Communities:**

- <http://plus.google.com/u/0/b/111056508365533897358/communities/111509357790346291238>
- <http://plus.google.com/u/0/b/111056508365533897358/communities/117245911462171588332>
- <http://plus.google.com/u/0/b/111056508365533897358/communities/114421701803292354205>
- <http://plus.google.com/u/0/b/111056508365533897358/communities/109121315816446874775>



Upcoming MetricNet Webcasts

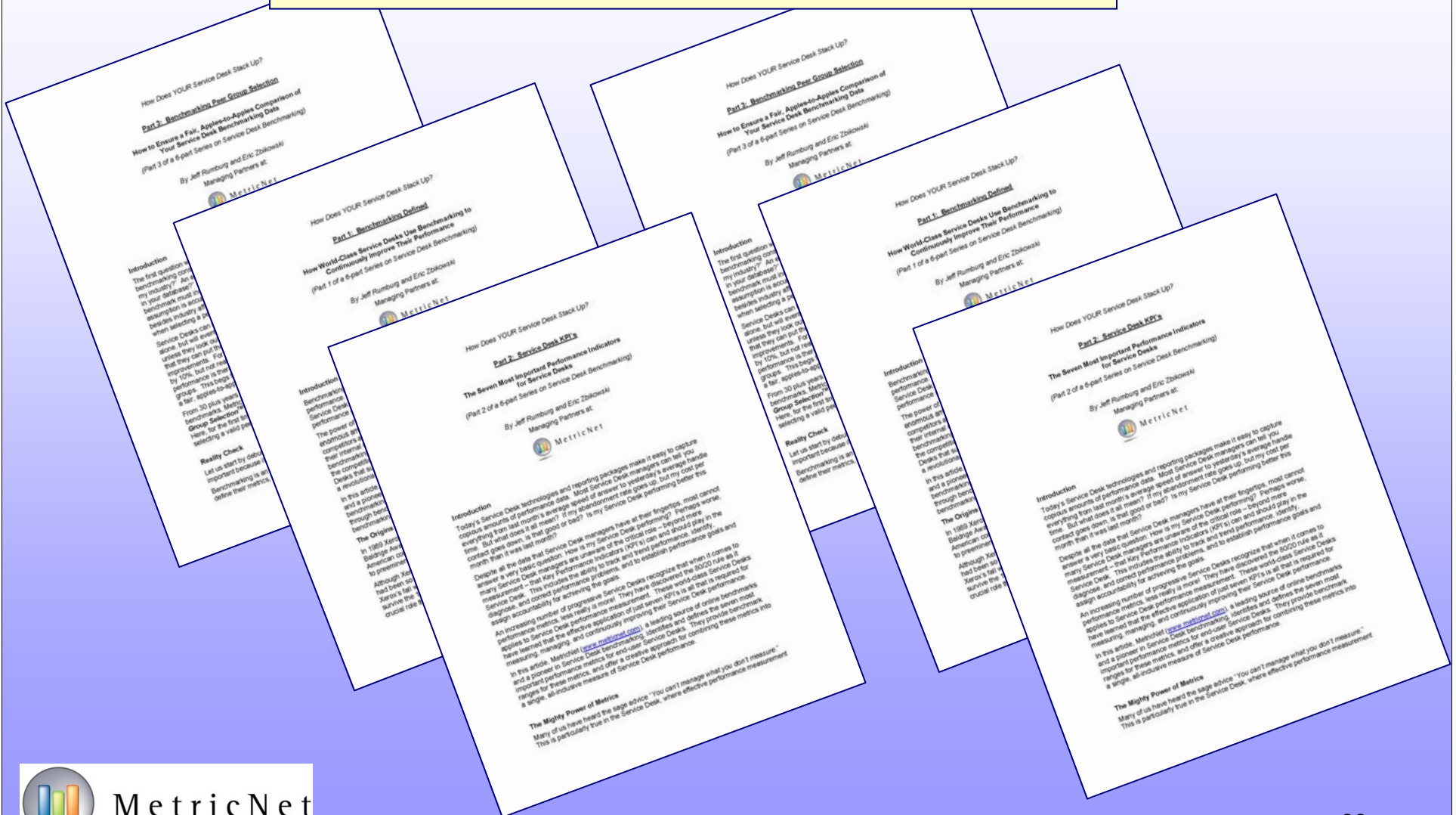
For more information on Industry Best Practices, please register for MetricNet's FREE upcoming webcasts



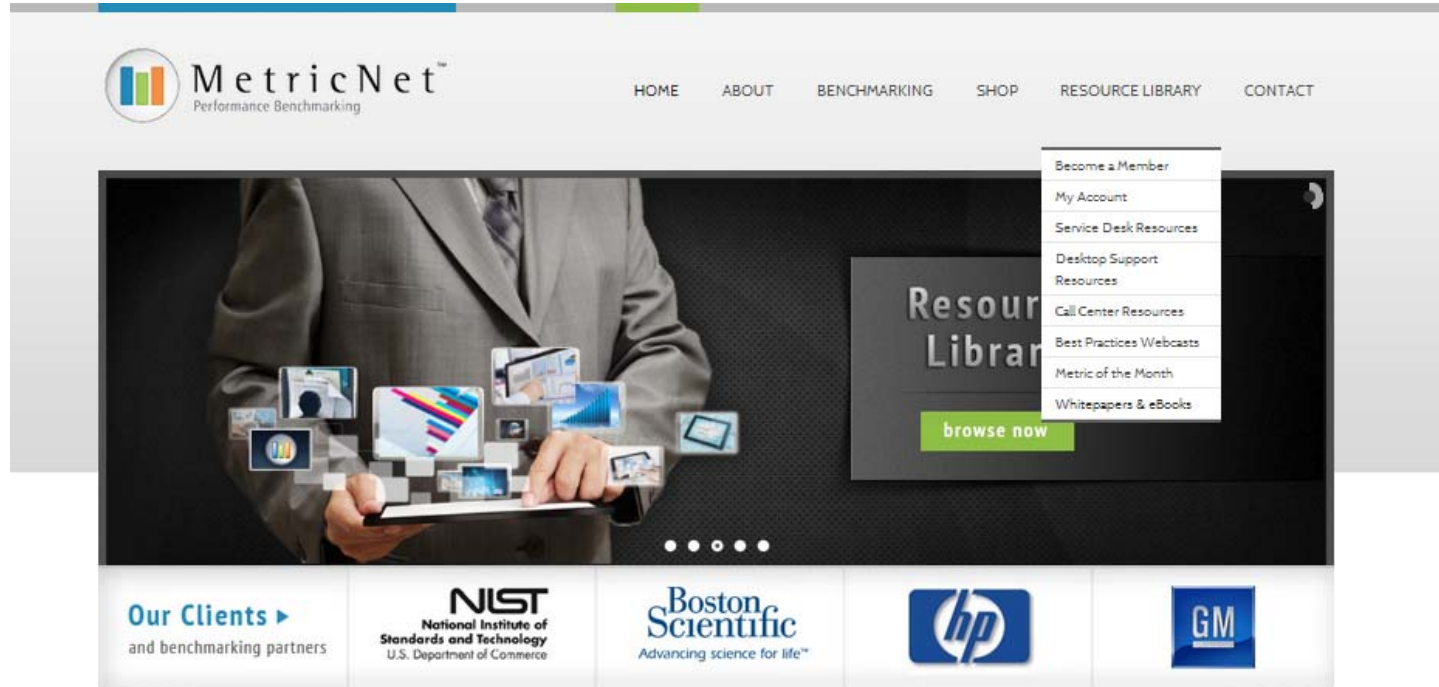
- May 2014
 - **Call Center Best Practices**
- June 2014
 - **Call Center KPI's**
- July 2014
 - **Service Desk Best Practices**
- September 2014
 - **Service Desk KPI's**
- October 2014
 - **Best Practices in Desktop Support**

Download Free Content from Our Resource Library

Download at www.metricnet.com



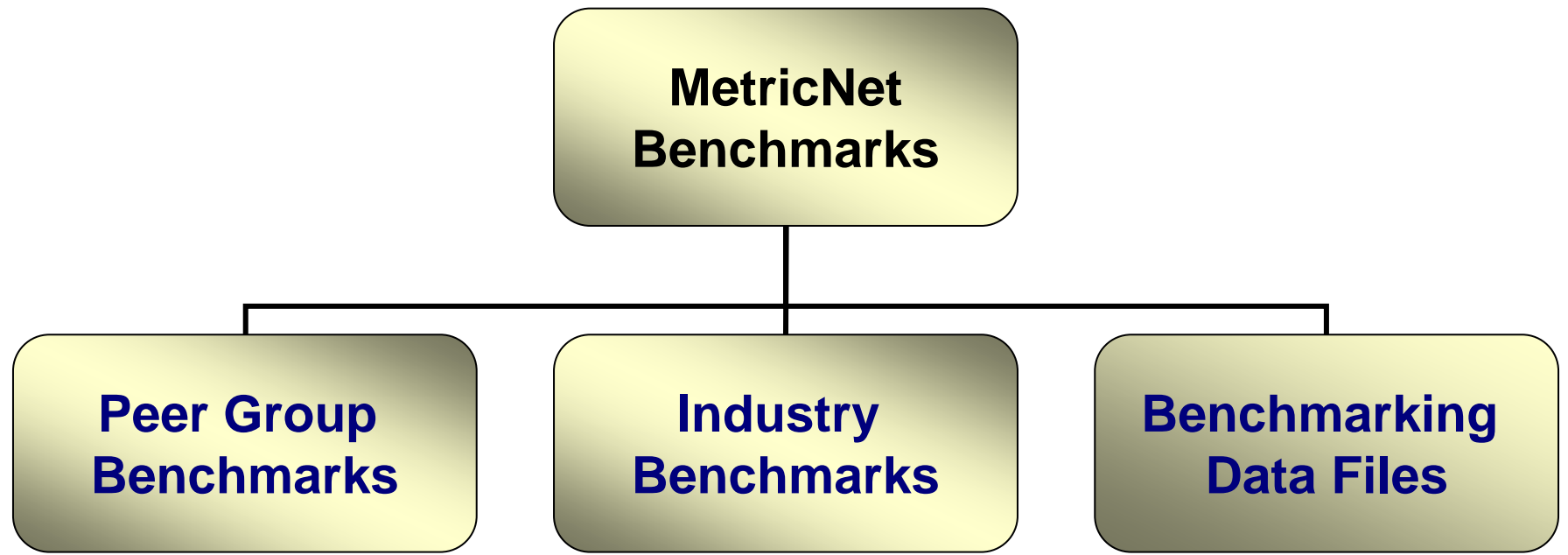
For More Information



- Read MetricNet's whitepaper on Service and Support as a Business
- <http://www.metricnet.com/service-and-support-as-a-business>



MetricNet Benchmarks



- Custom Benchmark
- Unique Peer Group
- Diagnostic

- Industry Benchmarking Reports by geography

- Custom Benchmarking Data in Excel format
- Unique Peer Group





You Can Reach MetricNet...

By Phone...

703-992-7559

On Our Website...

www.metricnet.com

Or E-mail us...

info@metricnet.com





Question and Answer

Service Desk Key Performance Indicators



MetricNet™
Performance Benchmarking



Thank You!

**We look forward
to serving you!**





About MetricNet: *Your Benchmarking Partner*



Your Presenter: Jeff Rumburg



Jeff Rumburg is a co-founder and Managing Partner at MetricNet, LLC. Jeff is responsible for global strategy, product development, and financial operations for the company. As a leading expert in benchmarking and re-engineering, Mr. Rumburg authored a best selling book on benchmarking, and has been retained as a benchmarking expert by such well-known companies as American Express, Hewlett-Packard, and GM. Prior to co-founding MetricNet, Mr. Rumburg was president and founder of The Verity Group, an international management consulting firm specializing in IT benchmarking. While at Verity, Mr. Rumburg launched a number of syndicated benchmarking services that provided low cost benchmarks to more than 1,000 corporations worldwide.

Mr. Rumburg has also held a number of executive positions at META Group, and Gartner, Inc. As a vice president at Gartner, Mr. Rumburg led a project team that reengineered Gartner's global benchmarking product suite. And as vice president at META Group, Mr. Rumburg's career was focused on business and product development for IT benchmarking. Mr. Rumburg's education includes an M.B.A. from the Harvard Business School, an M.S. magna cum laude in Operations Research from Stanford University, and a B.S. magna cum laude in Mechanical Engineering. He is author of *A Hands-On Guide to Competitive Benchmarking: The Path to Continuous Quality and Productivity Improvement*, and has taught graduate-level engineering and business courses. Mr. Rumburg serves on the Strategic Advisory Board for HDI, formerly the Service Desk Institute.



Benchmarking is MetricNet's Core Business

Information Technology

- Service Desk
- Desktop Support
- Field Support

Call Centers

- Customer Service
- Technical Support
- Telemarketing/Telesales
- Collections

Telecom

- Price Benchmarking

Satisfaction

- Customer Satisfaction
- Employee Satisfaction





26 Years of IT Service and Support Benchmarking Data



Global Database

More than 3,000 IT Service and Support Benchmarks

70+ Key Performance Indicators

More than 120 Industry Best Practices



Meet a Sampling of Our Clients

MetricNet Conducts benchmarking for IT Service and Support organizations worldwide, and across virtually every industry sector.





You Can Reach MetricNet...

By Phone...

703-992-7559

On Our Website...

www.metricnet.com

Or E-mail us...

info@metricnet.com





Thank You!

**We look forward
to serving you!**

