

The High Performance Support Organization

Benchmarking Data from the Industry's Top Performers

MetricNet Best Practices Series



27 Years of IT Service and Support Benchmarking Data





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The Maturity Continuum in IT Service and Support

Reactive Stage



- Newer and less evolved support organizations are in this category
- A <u>reactive</u> "fire-fighting" mentality prevails at this stage
- Focus tends to be almost exclusively on service level compliance
- Support is continuously playing catch-up with user needs and expectations

Growth Stage



- Heavy investments in training, tools, and metrics characterize this stage
- A knowledge base of problem solutions is typically established
- An expert network of problem solvers is developed outside of support
- User self-help begins: user-enabled password resets, user searchable knowledge base

Strategic Stage

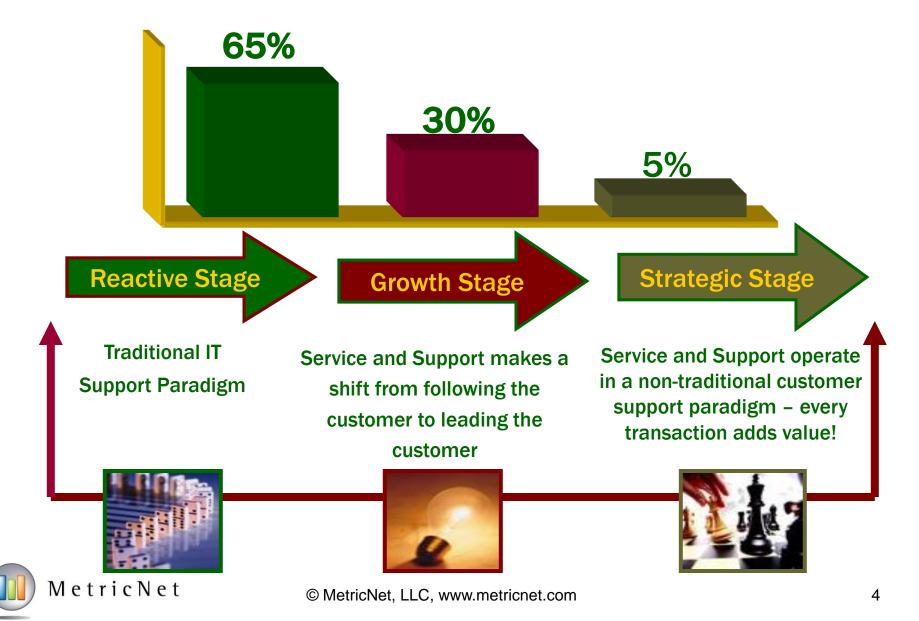


- The primary purpose of a strategic support organization is to <u>make end</u> <u>users more productive, and</u> <u>to drive a positive view of IT</u>
- A preventive, proactive culture prevails
- Support anticipates user needs and expectations, and provides services accordingly
- <u>Customer enthusiasm</u> and value creation is the goal!



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Most Support Organizations are Tactical and Reactive



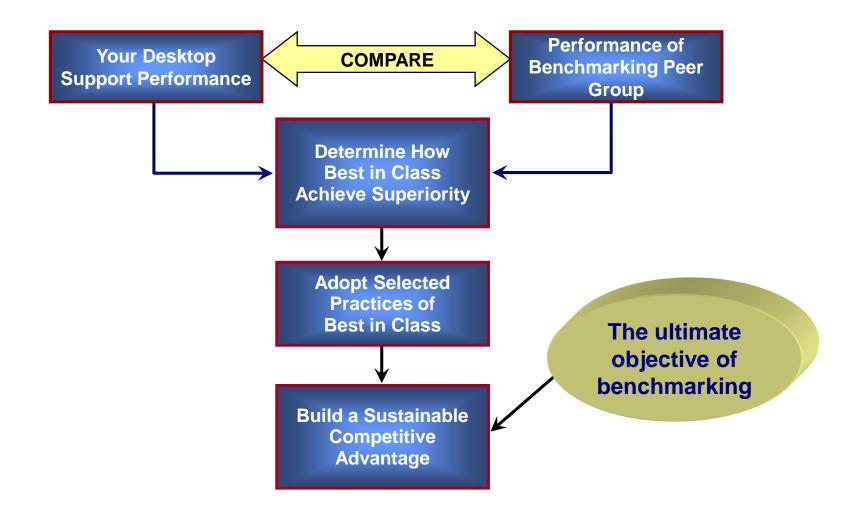
The Role of Benchmarking

There is a 1:1 Correspondence Between Benchmarking and World-Class Performance!

Yet Fewer than 20% of all IT support groups engage in benchmarking.

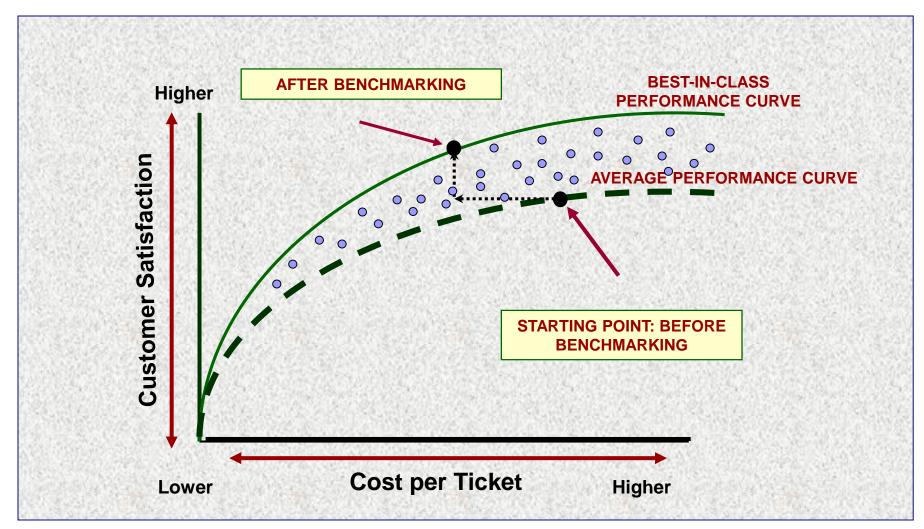


Benchmarking Defined





The Goal of Benchmarking







Service Desk Performance



Some Common Service Desk Metrics

Cost

- Cost per Ticket
- First Level Resolution Rate

Quality

- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

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
- % Escalated Level 1 Resolvable
- User Self-Service Completion Rate

And there are hundreds more!!

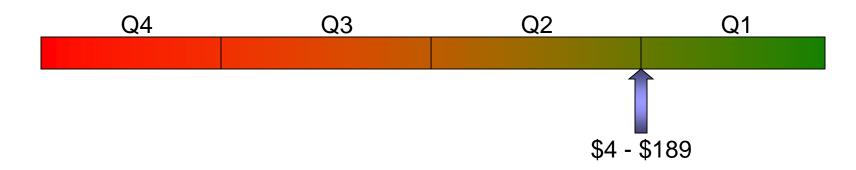
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The 80/20 Rule for Service Desk KPI's



Read MetricNet's whitepapers on IT Support KPI's. Go to <u>www.metricnet.com</u> to download your copy!

Service Desk: Cost per Ticket

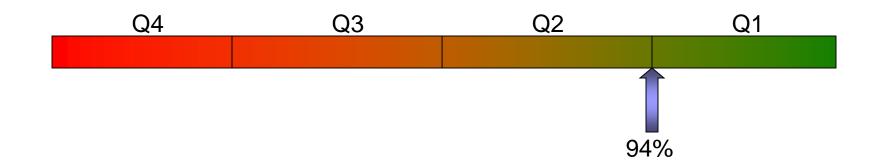


Cost per Ticket is the total annual operating expense of the Service Desk divided by the annual inbound ticket volume of the Service Desk. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses. Ticket volume includes contacts from all sources: live voice, voice mail, Email, web, fax, etc.

Cost per Ticket is one of the most important Service Desk metrics. It is a measure of how efficiently your Service Desk conducts its business. A higher than average Cost per Ticket is not necessarily a bad thing, particularly if accompanied by higher than average quality levels. Conversely, a low Cost per Ticket is not necessarily good, particularly if the low cost is achieved by sacrificing Call Quality or service levels.



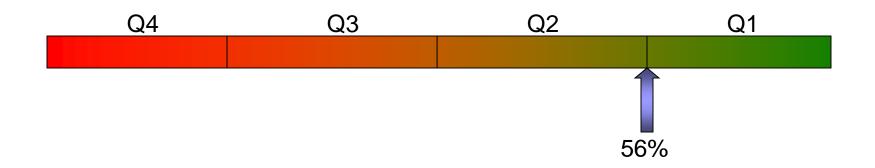
Service Desk: Customer Satisfaction



Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their Service Desk experience. This metric can be captured in a numbers of ways including automatic after call IVR surveys, follow-up outbound (live Agent) calls, Email surveys, postal surveys, etc. Customer Satisfaction is the single most important measure of Service Desk quality. Any successful Service Desk will have consistently high Customer Satisfaction ratings. Some Service Desk managers are under the impression that a low Cost per Inbound Contact may justify a lower level of Customer Satisfaction. But this is not true. MetricNet's research shows that even Service Desk's with a very low Cost per Ticket can achieve consistently high Customer Satisfaction ratings.



Service Desk: Agent Utilization



Agent Utilization is the average time that an Agent spends handling both inbound and outbound contacts per month, divided by the number of work hours in a given month.

Agent Utilization is the single most important indicator of Agent productivity. It measures the percentage of time that the average Agent is in "work mode", and is independent of Contact Handle Time or call complexity. The formula for determining agent utilization is somewhat complicated. It factors in the hours in a work day, break times, vacation and sick days, training time and a number of other factors. But there is an easy way to approximate agent utilization without going to so much trouble.



Service Desk: Agent Utilization (contd.)

Agent Utilization = (Average number of calls handled by an agent in a month) X (Average call handle time in minutes) (Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hr)

Let's say, for example that the agents in a particular service desk handle an average of 500 contacts per month at an average handle time of 10 minutes per contact. Additionally, these agents work an average of 21 days per month, and their work day is 7.5 hours after subtracting lunch and break times. The simplified utilization formula above would work out to the following:

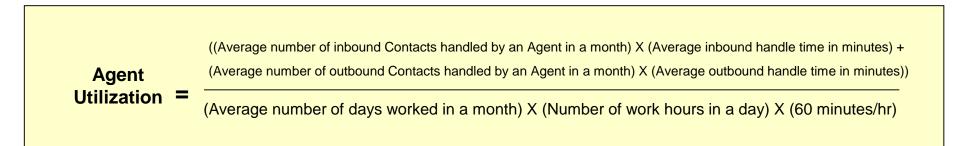
Agent Utilization = (500 contacts/month) X (10 minutes/call) (21 working days per month) X (7.5 work hours per day) X (60 minutes/hr) = 52.9%

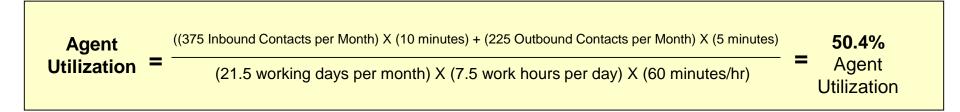
Once again, this is not a perfect measure of agent utilization, but it is quick and easy, and gets you within 5% of the true agent utilization figure.



Example: Service Desk Agent Utilization

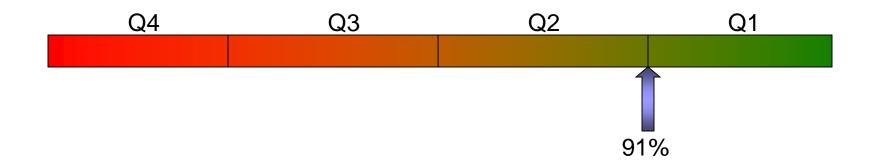
- Inbound Contacts per Agent per Month = 375
- Outbound Contacts per Agent per Month = 225
- Average Inbound Contact Handle Time = 10 minutes
- Average Outbound Contact Handle Time = 5 minutes







Service Desk: First Contact Resolution Rate



First Contact Resolution applies only to live (telephone and chat) tickets. It is the percentage of tickets that are resolved on the first interaction with the customer, divided by all tickets that are potentially *resolvable* on first contact. Tickets that cannot be resolved on first contact, such as a hardware break/fix, are not included in the denominator of First Contact Resolution Rate. Tickets that require a customer callback, or are otherwise unresolved on the first contact for any reason, do not qualify for First Contact Resolution. For email or web submitted tickets, some Service Desks consider an email to be resolved on first contact if the customer receives a resolution within one hour of submitting the ticket.



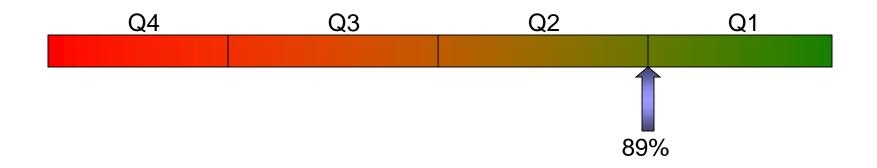
Service Desk: First Level Resolution Rate



First Level Resolution Rate is the number of incidents resolved in the Service Desk, divided by all incidents that can *potentially* be resolved at the Service Desk. Any incident that is pushed out to another support level (Desktop Support, Level 2 IT support, Vendor Support, etc.) is, by definition, not resolved at Level 1. Incidents than cannot be resolved at Level 1, such as a hardware failure, do not count in the First Level Resolution Rate. MetricNet considers this a cost metric since it has a strong impact on Total Cost of Ownership for end-user support



Service Desk: Agent Job Satisfaction

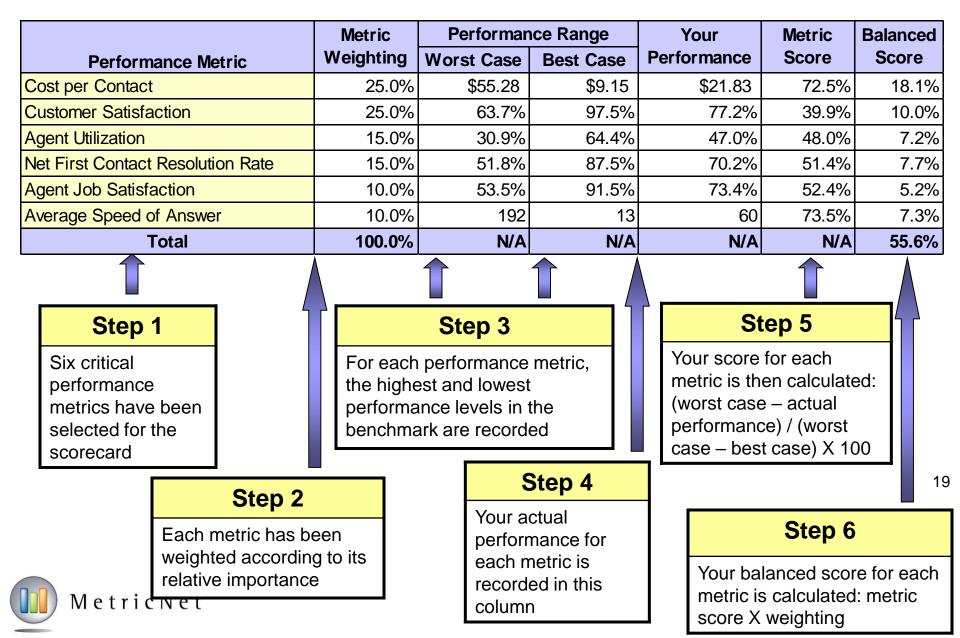


Agent Job Satisfaction is the percent of Agents in a Service Desk that are either satisfied or very satisfied with their jobs.

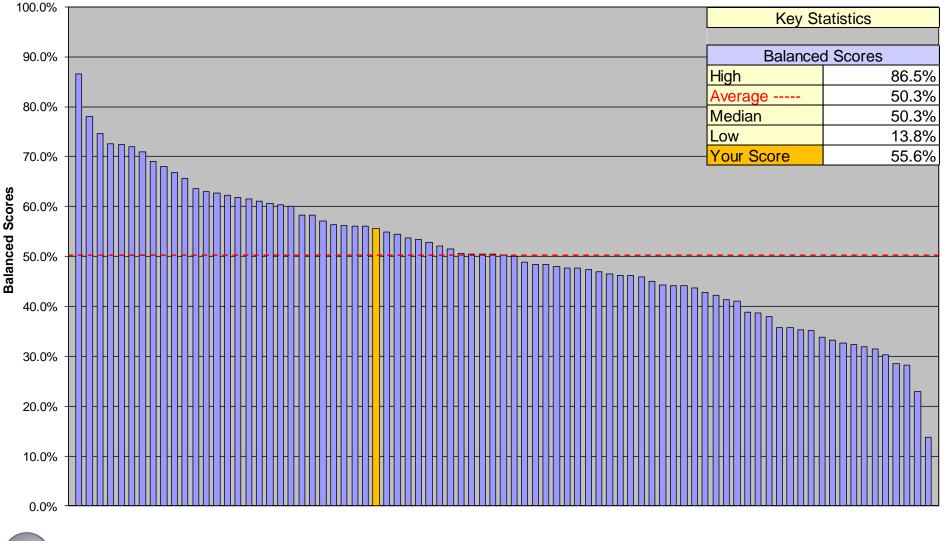
Agent Job Satisfaction is a proxy for Agent morale. And morale, while difficult to measure, is a bellwether metric that affects almost every other metric in the Service Desk. High performance Service Desks almost always have high levels of Agent Job Satisfaction. Perhaps more importantly, this metric can be controlled and improved through training, coaching, and career pathing.



Aggregate Metrics: The Balanced Scorecard

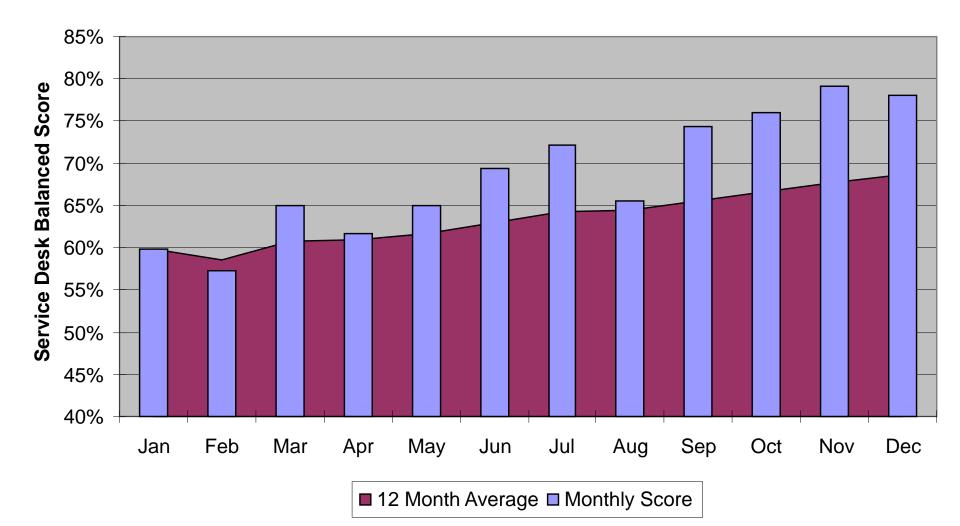


Benchmarking Your Overall Performance





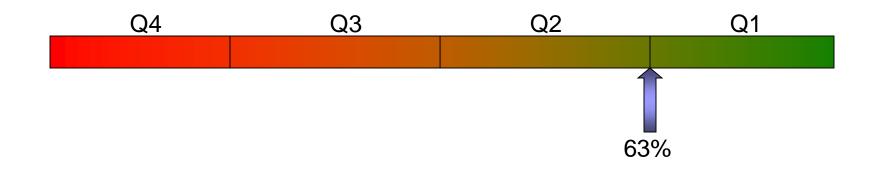
The Service Desk Performance Trend



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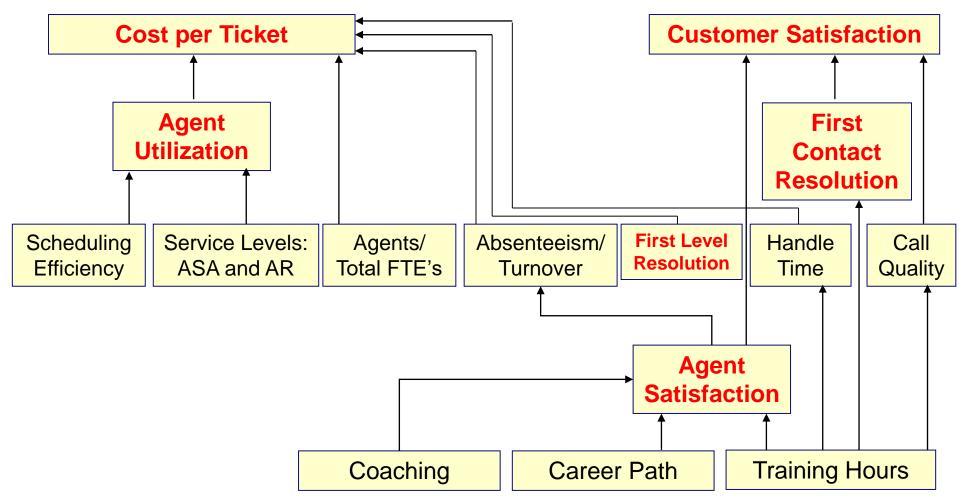
Service Desk: Balanced Scorecard



The Service Desk scorecard employs a methodology that provides you with a single, all-inclusive measure of your Service Desk performance. It combines cost, service level, productivity, and quality metrics into an overall performance indicator for your Service Desk. Your Service Desk score will range between 0 and 100%, and can be compared directly to the scores of other Service Desks in the benchmark. By computing your overall score on a monthly or quarterly basis, you can track and trend your performance over time. Charting and tracking your Service Desk score is an ideal way to ensure continuous improvement in your Service Desk!



A Summary of KPI Correlations for the Service Desk







Desktop Support Performance



Some Common Desktop Support KPI's

Cost

- Cost per Ticket
- Cost per Incident
- Cost per Service Request

Service Level

- Average Incident Response Time (min)
- % of Incidents Resolved in 24 Hours
- Mean Time to Resolve Incidents (hours)
- Mean Time to Complete Service Requests (days)

Ticket Handling

- Average Incident Work Time (min)
- Average Service Request Work Time (min)
- Average Travel Time per Ticket (min)
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Quality

- Customer Satisfaction
- First Contact Resolution Rate (Incidents)
- % Resolved Level 1 Capable
- % of Tickets Re-opened

Technician

- Technician Satisfaction
- New Technician Training Hours
- Annual Technician Training Hours
- Annual Technician Turnover
- Technician Absenteeism
- Technician Tenure (months)
- Technician Schedule Adherence

Productivity

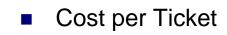
- Technician Utilization
- Tickets per Technician-Month
- Incidents per Technician-Month
- Service Requests per Technician-Month
- Ratio of Technicians to Total Headcount

Workload

- Tickets per Seat per Month
- Incidents per Seat per Month
- Service Requests per Seat per Month
- Incidents as a % of Total Ticket Volume

And there are hundreds more!!

The 80/20 Rule for Desktop Support KPI's



Quality

Cost

- Productivity
- **Call Handling**
- Service Level

TCO

Technician

Aggregate

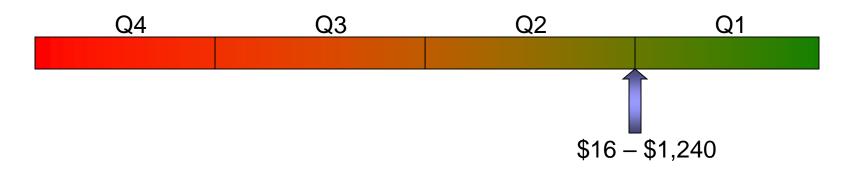
Customer satisfaction

- Technician Utilization
- First contact resolution rate (incidents)
- Mean Time to Resolve
- % Resolved Level 1 Capable
- Technician Satisfaction
- Balanced scorecard

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Desktop Support: Cost per Ticket

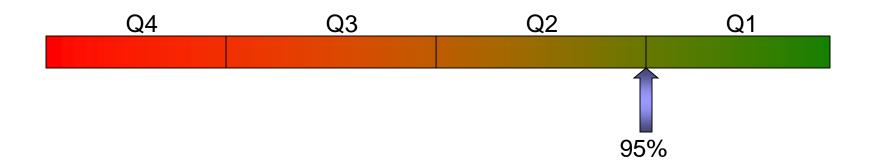


Cost per Ticket is the total annual operating expense of Desktop Support divided by the annual number of tickets handled by Desktop Support. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Cost per Ticket is one of the most important Desktop Support metrics. It is a measure of how efficiently Desktop Support conducts its business. A higher than average Cost per Ticket is not necessarily a bad thing, particularly if accompanied by higher than average quality levels. Conversely, a low Cost per Ticket is not necessarily good, particularly if the low cost is achieved by sacrificing quality of service.



Desktop Support: Customer Satisfaction

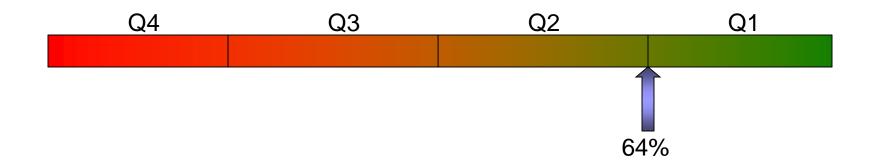


Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their Desktop Support experience. This metric can be captured in a numbers of ways including follow-up outbound calls, Email surveys that are automatically sent out by the trouble ticket system, postal surveys, etc.

Customer Satisfaction is the single most important measure of Desktop Support quality. Any successful Desktop Support organization will have consistently high Customer Satisfaction ratings. Some Desktop Support managers are under the impression that a low Cost per Ticket may justify a lower level of Customer Satisfaction. But this is not true. MetricNet's research shows that even Desktop Support groups with a very low Cost per Ticket can achieve consistently high Customer Satisfaction ratings.



Desktop Support: Technician Utilization



Technician Utilization is the average time that a technician spends handling both incidents and service requests per month, divided by the number of work hours in a given month. Technician Utilization is the single most important indicator of Technician productivity. It measures the percentage of time that the average Technician is in "work mode", and is independent of ticket work time or complexity.

The formula for determining technician utilization is somewhat complicated. It factors in the hours in a work day, break times, vacation and sick days, training time and a number of other factors. But there is an easy way to approximate technician utilization without going to so much trouble.



Desktop Support: Technician Utilization (contd.)

((Average number of Incidents handled by a technician in a month) X (Average Incident Work Time) + (Average number of Service Requests handled by a technician in a month) X (Average Service Request Work Time) + (Average number Tickets handled by a technician in a month) X (Average Travel Time per Ticket))

Technician Utilization

(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hr)

Let's say, for example, that the technicians in a particular desktop support group handle an average of 60 incidents and 24 service requests per month. Let's further assume that the average handle time for incidents is 32 minutes, and the average handle time for service requests is 59 minutes. Let's also assume an average travel time per ticket of 41 minutes. Additionally, these technicians work an average of 21.5 days per month, and their work day is 7.5 hours after subtracting lunch and break times. The simplified utilization formula above would work out to the following:

((60 Incidents per Month) X (32 minutes) + (24 Service Requests per Month) X (59 minutes) +

Technician Utilization

(84 Tickets per Month) X (41 minutes))

(21.5 working days per month) X (7.5 work hours per day) X (60 minutes/hr)

70% Technician Utilization

Once again, this is not a perfect measure of technician utilization, but it is quick and easy, and gets you within 5% of the true technician utilization figure.



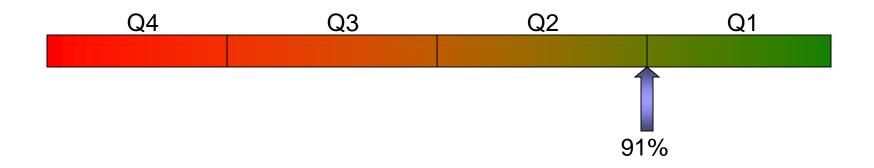
Example: Desktop Support Technician Utilization

- Incidents per Technician per Month = 60
- Service Requests per Technician per Month = 24
- Average Tickets per Technician per Month = 84
- Average Incident Work Time = 32 minutes
- Average Service Request Work Time = 59 minutes
- Average Travel Time per Ticket = 41 minutes

	((Average number of Incidents handled by a technician in a month) X (Average Incident Work Time) +
Technician Utilization =	(Average number of Service Requests handled by a technician in a month) X (Average Service Request Work Time) +
	(Average number Tickets handled by a technician in a month) X (Average Travel Time per Ticket))
	(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hr)

Technician	((60 Incidents per Month) X (32 minutes) + (24 Service Requests per Month) X (59 minutes) + (84 Tickets per Month) X (41 minutes))	70%
Utilization =	(21.5 working days per month) X (7.5 work hours per day) X (60 minutes/hr)	Technician Utilization

Desktop Support: Incident First Visit Resolution Rate

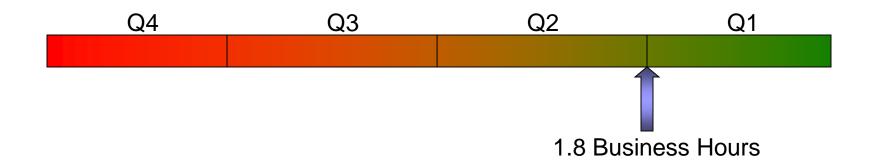


Incident First Visit Resolution Rate is the percentage of incidents that are resolved on the first visit to the customer. Incidents that require a second visit, or are otherwise unresolved on the first visit for any reason, do not qualify for Incident First Visit Resolution.

Incident First Visit Resolution Rate is one of the biggest drivers of Customer Satisfaction. A high Incident First Visit Resolution Rate is almost always associated with high levels of Customer Satisfaction. Desktop Support groups that emphasize training and have good technology tools generally enjoy a higher than average Incident First Visit Resolution Rate.



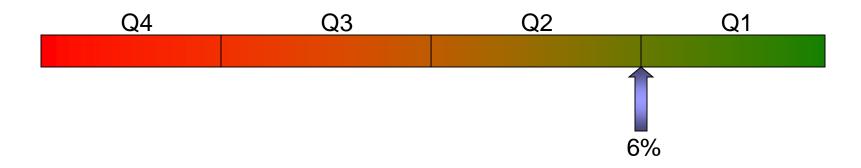
Desktop Support: Mean Time to Resolve Incidents



The Mean Time to Resolve Incidents is the average number of business hours that elapse from the time an incident is reported, until the time the incident is closed. Non working hours are not included in the calculation. If, for example, an incident is reported at 3:00 pm on a Tuesday, and the ticket is closed at 3:00 pm on Wednesday, the MTTR will be 8 hours, not 24 hours.



Desktop Support: Percent Resolved Level 1 Capable

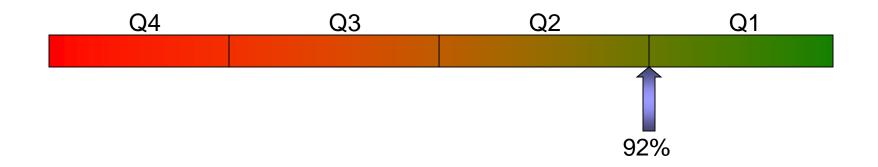


% Resolved Level 1 Capable is the percentage of tickets resolved by Desktop Support that could have been resolved by the Level 1 Service Desk. This metric is generally tracked by sampling desktop tickets after the fact to determine the percentage that could have been resolved at Level 1, or by having the Desktop Support technician check a box on the trouble ticket when closing a ticket, that indicates that the ticket could have been resolved at Level 1.

Tickets resolved by Desktop Support that could have been resolved by the Level 1 Service Desk represent defects. Since the cost of resolution is typically much higher at Desktop Support than it is for Level 1 support, every ticket that is unnecessarily escalated by Level 1 to Desktop Support incurs unnecessary costs. To minimize TCO for end-user support, the % Resolved Level 1 Capable should be as low as possible.



Desktop Support: Technician Job Satisfaction

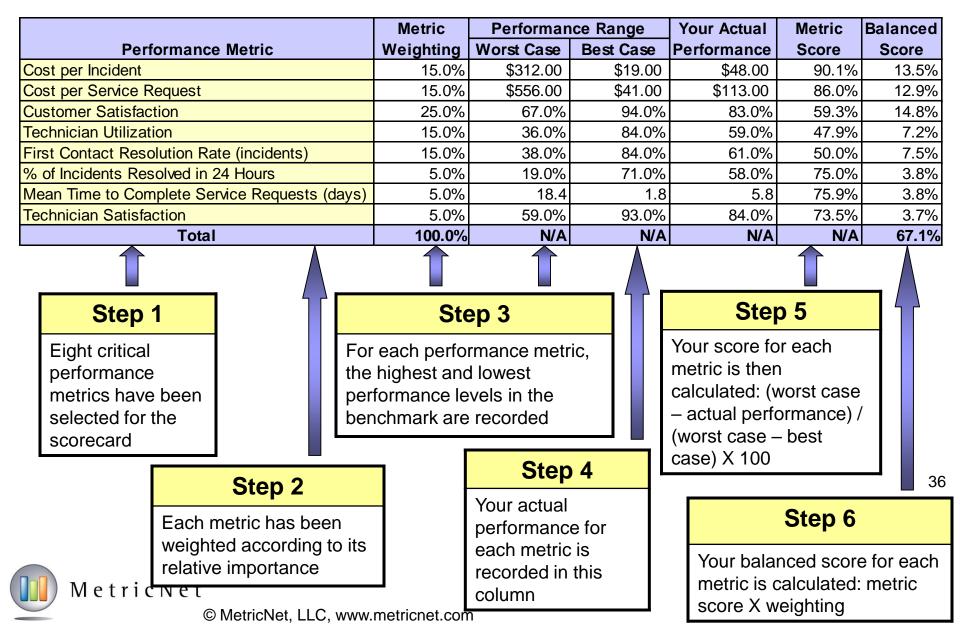


Technician Job Satisfaction is the percent of Technicians in Desktop Support that are either satisfied or very satisfied with their jobs.

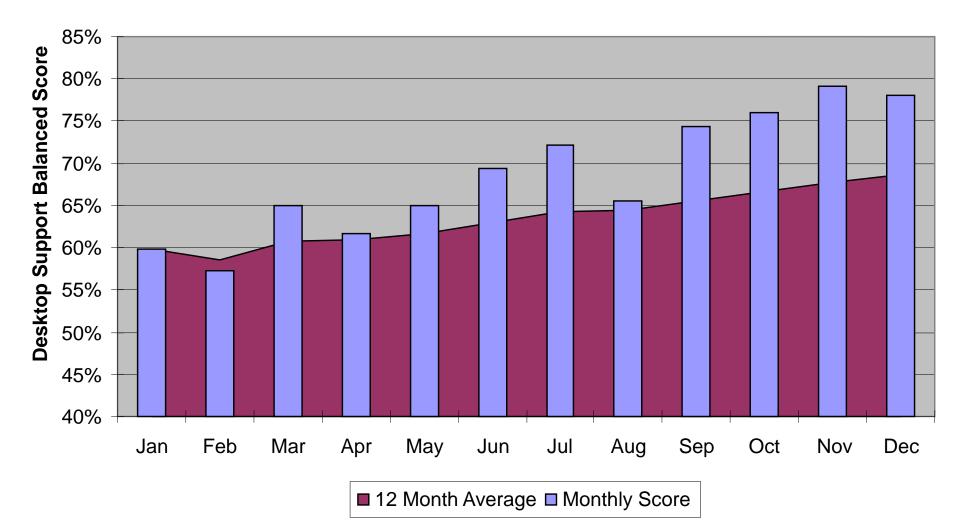
Technician Job Satisfaction is a proxy for technician morale. And morale, while difficult to measure, is a bellwether metric that affects almost every other metric in Desktop Support. High performance Desktop Support groups almost always have high levels of Technician Job Satisfaction. Perhaps more importantly, this metric can be controlled and improved through training, coaching, and career pathing.



Aggregate Metrics: The Balanced Scorecard



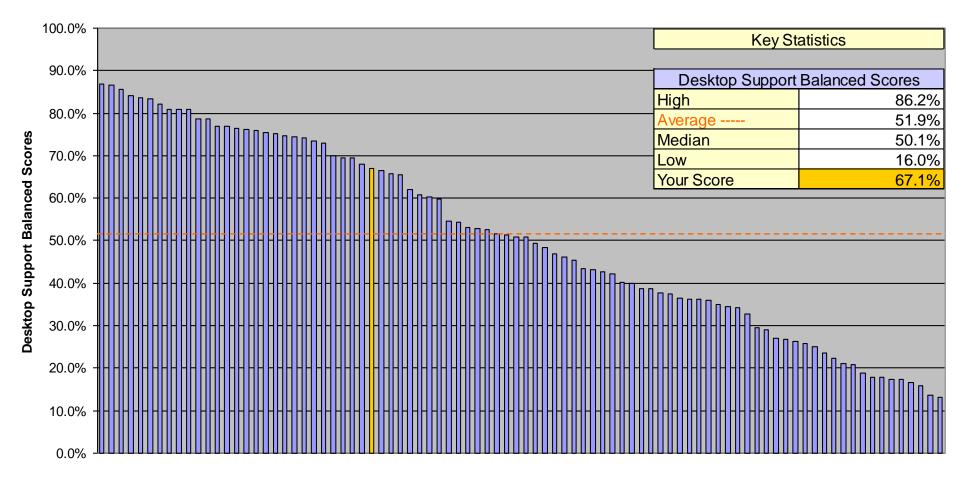
Desktop Support Scorecard Trend



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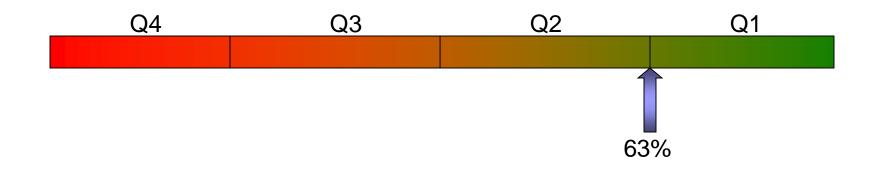
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Desktop Support Balanced Scorecard Benchmark





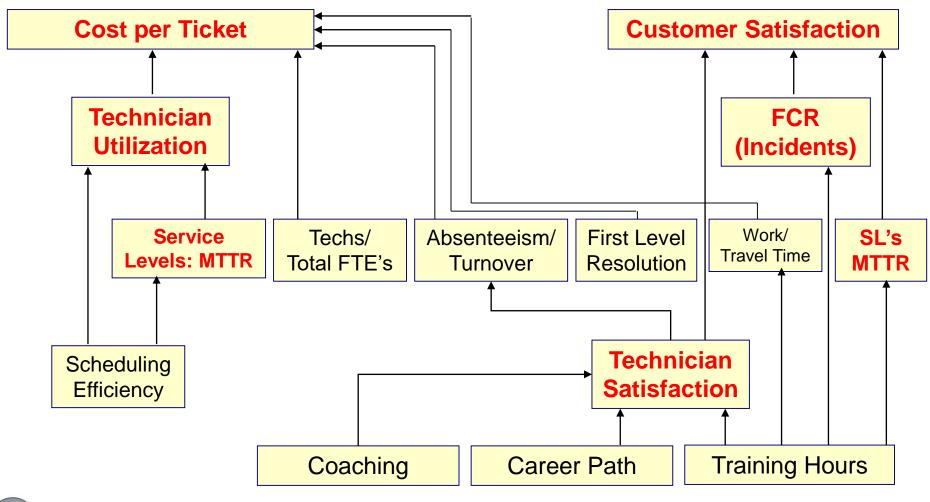
Desktop Support: Balanced Scorecard



The Desktop Support scorecard employs a methodology that provides you with a single, all-inclusive measure of your Desktop Support performance. It combines cost, service level, productivity, and quality metrics into an overall performance indicator for your Desktop Support function. Your Desktop Support score will range between 0 and 100%, and can be compared directly to the scores of other Desktop Support groups in the benchmark. By computing your overall score on a monthly or quarterly basis, you can track and trend your performance over time. Charting and tracking your Desktop Support Support score is an ideal way to ensure continuous improvement in Desktop Support!



A Summary of KPI Correlations for Desktop Support

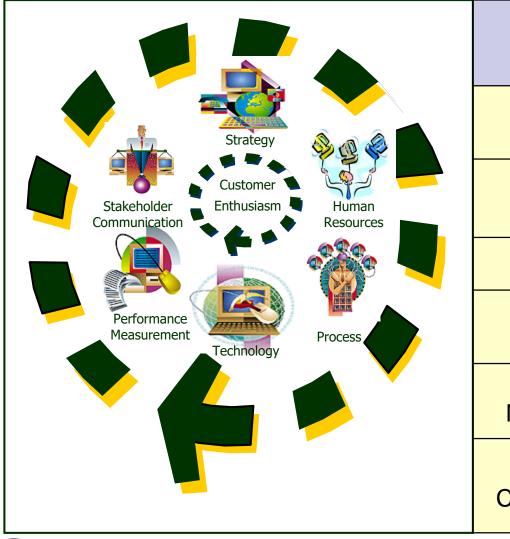




Process



Six-Part Model for Service Desk Best Practices



Model Component	Definition
Strategy	Defining Your Charter and Mission
Human Resources	Proactive, Life-cycle Management of Personnel
Process	Expeditious Delivery of Customer Service
Technology	Leveraging People and Processes
Performance Measurement	A Holistic Approach to Performance Measurement
Stakeholder Communication	Proactively Managing Stakeholder Expectations



MetricNet Has Defined 72 Service Desk Best Practices





Best Practices Evaluation Criteria

Ranking	Explanation
1	No Knowledge of the Best Practice.
2	Aware of the Best Practice, but not applying it.
3	Aware of the Best Practice, and applying at a rudimentary level.
4	Best Practice is being effectively applied.
5	Best Practice is being applied in a world-class fashion.



Strategy: 7 Best Practices

Best Practice	Strategy Best Practices Defined	Company XYZ's Score	Peer Group Average	
1	The Service Desk has a well-defined mission, vision, and strategy. The vision well-documented, and communicated to key stakeholders in the organization		2.0	3.27
2	The Service Desk has a published Service Catalog, including a Supported Plis distributed and communicated to key stakeholders including end users. TCatalog is available on-line.		2.0	2.40
3	The Service Desk has an action plan for continuous improvement. The plan and distributed to key stakeholders in the organization, and specific individua accountable for implementing the action plan.		2.0	2.79
4	The Service Desk is well integrated into the information technology function. acts as the "voice of the user" in IT, and is involved in major IT decisions and affect end users. The Service Desk is alerted ahead of time so that they car rollouts, or other changes in the IT environment.	2.5	3.02	
5	The Service Desk has SLA's that define the level of service to be delivered to users. The SLA's are documented, published, and communicated to key stakeholders in the organization.		4.0	3.43
6	The Service Desk has OLA's (Operating Level Agreements) with other support organization (e.g., level 2 support, desktop support, field support, etc.). The define the roles and responsibilities of each support group, and the different abide by the terms of the OLA's.	3.5	1.88	
7	The Service Desk actively seeks to improve Level 1 Resolution Rates, First Contact Resolution Rates, Level 0 Resolution Rates (User Self-Help), and Level -1 (Problem Prevention) Resolution Rates by implementing processes, technologies, and training that facilitate these		4.0	3.05
	Summary Statistics		20.0	19.8
		Average Score	2.86	2.83



Human Resources: 13 Best Practices

Best Practice	Human Resources Best Practices Defined	Company XYZ's Score	Peer Group Average	
1	The Service Desk has a formalized and documented recruiting process for filling vacancies. are well defined, and candidates are tested for both technical skills, and customer service s	•	4.0	2.74
2	New hires go through a formal training curriculum, including technical and customer service required to pass a proficiency exam before independently handling customer contacts.	skills, and are	3.5	3.99
3	Veteran agents (more than 6 months of experience) have access to training opportunities to set, job performance, and the overall performance of the service desk. Veteran agents are a minimum number of refresher training hours each year.	•	2.0	2.23
4	Agent training classes and curricula are specifically designed to maximize customer satisfauser inquiries resolved at Level 1, and the number of inquiries resolved on First Contact.	action, the number of	4.0	1.62
5	Individual agent training plans are clearly defined, documented and regularly updated.		4.0	1.95
6	The service desk has a formalized, documented agent career path. Agents are made awar advancement opportunities, and are encouraged to proactively manage their careers. Agen least once yearly on their career path and career advancements options.	4.0	2.68	
7	Agents have the opportunity to advance their careers in at least two ways: by improving their technical and customer service skills, and by improving their management and supervisory skills.			2.07
8	Agents are coached by their supervisor in one-on-one sessions on a monthly basis. Recor reviewed, and the supervisor provides specific suggestions to each agent on how to improve		4.0	2.70
9	Agents have quantifiable performance goals (e.g., for call quality, customer satisfaction, nu per month, etc.), and are held accountable for achieving their goals on a monthly basis.	mber of calls handled	4.0	3.24
10	Agents are eligible for incentives and rewards based upon performance. These could includ incentives such as annual bonuses, or other incentives such as time off work, gift certificate	-	2.0	2.48
11	Agent performance goals are linked to and aligned with the overall Service Desk goals and performance targets.			1.90
12	Agent Satisfaction surveys are conducted at least once per year, and the results of the survey are used to manage and improve agent morale.		4.0	1.81
13	Formal Performance reviews are scheduled and completed for all personnel at least once annually.		5.0	4.17
	Summary Statistics	Total Score	47.5	33.58
	outriniary otatistics	Average Score	3.65	2.58



Process: 16 Best Practices

Best Practice	Process Best Practices Defined	Company XYZ's Score	Peer Group Average	
1	The Service Desk is designed as a Single Point of Contact (SPOC) for all IT related problen requests.	4.0	3.53	
2	Customers are offered a range of access options to the Service Desk, including live voice, v self-service, fax, and walk-in.	3.0	4.11	
3	Contact handling processes are standardized, documented, and available online. With few are followed by the service desk agents.		4.0	3.18
4	Escalation points are well defined and documented. These include other support groups (e Deskside Support, etc.), and individuals to whom calls may be escalated.		4.0	3.77
5	Rules for escalation and call transfer are well defined and documented. Agents know wher route a call if they are unable to assist the user.		3.0	3.60
6	Indirect contact channels, including Email, Voice Mail, and Faxes are treated with the sam and chat sessions. The work queues from these channels are integrated, or worked in para	allel.	2.0	1.82
7	Incoming contacts are assigned a severity code based upon the number of users impacted incident.	, and the urgency of the	2.0	3.38
8	System alarms notify the service desk when a service level has been breached, whether at support level within the organization.		3.0	2.04
9	The Service Desk has a formal, rapid notification and correction process that is activated when a service level has been breached, whether at Level 1, or at some other support level.			2.17
10	The Service Desk has contingency plans to handle sudden, unexpected spikes in contact volume. These could include having supervisors and other indirect personnel handle incoming calls during a call spike.		2.5	2.58
11	The Service Desk has contingency plans to handle both short and long term interruptions in	n service delivery.	3.0	1.95
12	The Service Desk has a well defined service planning and readiness process that works clo engineering groups and vendors, and continues through product field testing and pre-releas Service Desk to train for and prepare for supporting new products and services in the IT env	e. This process enables the ironment.	2.0	1.64
13	The Service Desk has a formal Knowledge Management Process that facilitates the acquis approval, and distribution of knowledge into a Knowledgebase.		3.0	2.37
14	The Service Desk has a mature workforce scheduling process that achieves high agent utilization, while maintaining reasonable service levels.		3.5	2.80
15	The Service Desk has an effective, ongoing process for projecting future workload and staffing requirements.		3.0	2.08
16	The Service Desk conducts periodic Root Cause Analysis (RCA) on the user contact profile to eliminate problems at their source.		2.5	2.77
	Summary Statistics Total Score		46.5	43.79
	ourning youdditio	Average Score	2.91	2.74



Technology: 10 Best Practices

Best Practice	Technology Best Practices Defined	Company XYZ's Score	Peer Group Average	
1	The Service Desk has a full-featured incident management system that facilitates effective i service level compliance, reporting, and root cause analysis.	4.0	3.26	
2	The Service Desk has a comprehensive knowledge management tool that facilitates effective and re-use. Service desk agents are able to quickly find solutions to user problems by sea base. Solutions for the vast majority of user problems and questions can be found in the knowledge	rching the knowledge	2.5	1.62
3	The Service Desk knowledgebase is used continuously by all Service Desk agents, and res Contact and First Level Resolution Rates, and lower contact handle times.	sults in higher First	2.5	1.49
4	The Service Desk has an effective tool that allows agents to proxy into a user's computer, t computer, and remotely perform diagnostics and problem solving (e.g., Tivoli, Bomgar, GoT tool increases both first contact and first level resolution rates, and reduces contact handle	o Assist, etc.). The	4.0	3.05
5	The Service Desk has an Automated Password Reset (APR) capability that dramatically re password resets that must be performed manually by the Service Desk agents.	duces the number of	2.0	3.57
6	The Service Desk has an effective, integrated self-service portal that is available to all users. The self-service portal provides information, FAQ's, and solutions to problems that are more complex than simple password resets. The tool includes a direct link to service desk technicians. Users are aware of the self-service portal, and usage rates are continuously increasing.		3.0	1.71
7	The incident management system can track and monitor the skill levels of Service Desk ag tickets by product and/or service code.	ents based on closed	2.5	1.66
8	The Service Desk uses technology alerts/alarms to notify the Service Desk or perform self healing scripts when a customer or system issue is proactively identified.			1.83
9	The Service Desk has a multi-year plan for an integrated technology strategy.		2.0	1.45
10	The Service Desk utilizes a capital investment justification process based on ROI, and reports on post installation ROI as part of this process.		2.0	1.59
	Summary Statistics Total Score		25.5	21.2
	ouninal y otatistics	Average Score	2.55	2.12



Performance Measurement: 14 Best Practices

Best Practice	Performance Measurement Best Practices Defined	Company XYZ's Score	Peer Group Average	
1	Cost per Contact is measured, recorded, and tracked on an ongoing basis.	3.0	2.61	
2	Customer Satisfaction is measured, recorded, and tracked on an ongoing basis.		4.0	3.34
3	First Contact Resolution is measured, recorded, and tracked on an ongoing basis.		4.0	2.98
4	First Level Resolution is measured, recorded, and tracked on an ongoing basis.		4.0	2.15
5	Agent Utilization is measured, recorded, and tracked on an ongoing basis.		3.5	1.99
6	Agent Satisfaction is measured, recorded, and tracked.		4.0	1.76
7	The Service Desk maintains a balanced scorecard that provides a single, all-inclusive meas performance.	ure of service desk	3.0	1.81
8	The Service Desk tracks the number of incidents that are resolved outside of the Level 1 Se Level 2, Desktop Support, etc.) that could have been resolved by the service desk at Level 2	3.0	1.19	
9	The Service Desk conducts event driven customer surveys whereby the results of customer can be linked back to a specific incident, and to a specific agent handling the contact at the	•	4.0	3.08
10	Service Desk measures are used holistically, and diagnostically to identify performance gaps in Service Desk performance, and to prescribe actions that will improve performance.		4.0	2.01
11	The Service Desk conducts benchmarking at least once per year.		3.0	2.50
12	Service Desk KPI's are used to establish "stretch" goals.		4.0	2.78
13	The Service Desk understands key correlations and cause/effect relationships between the various KPI's. This enables the Service Desk to achieve desired performance goals by leveraging and driving the underlying "causal" metrics.		4.0	1.84
14	The Service Desk tracks the Mean Time to Resolve (MTR), and the Percentage of tickets resolved within 24, 48, and 72 hours.		2.0	1.54
	Summary Statistics	Total Score	49.5	31.6
	ouninal y otatistics	Average Score	3.54	2.26



Communication: 12 Best Practices

Best Practice	Communication Best Practices Defined		Company XYZ's Score	Peer Group Average
1	The Service Desk maintains active communication with all stakeholder groups, including se employees, IT managers, company managers outside of IT, and customers.	rvice desk	3.50	2.63
2	The Service Desk has a formal communications schedule, and provides customized conten group.	t for each stakeholder	3.00	2.37
3	The Service Desk has established User Group Liaisons who represent different groups with community. The Service Desk meets periodically with the liaisons to learn about user conc and to communicate Service Desk services, plans, and initiatives.		1.00	1.81
4	The Service Desk meets frequently with user groups, and holds "informational briefings" to e supported products and services, hours of operation, training opportunities, tips for getting t the service desk, etc.	he most benefit from	1.00	2.06
5	The Service Desk meets frequently with other IT managers, and is an integral part of key de IT. The Service Desk plays the role of "voice of the user" within IT.	cisions made within	2.50	2.33
6	IT is required to deliver a "turnover package" to the service desk for all changes that will imp environment. This could include application updates, new desktop software, etc. The turno designed to prepare the service desk to provide support to users in the affected areas.	1.50	2.19	
7	Customers are told what to expect on resolution time when their ticket is escalated or if a c	all-back is required.	3.00	2.90
8	The Service Desk monitors all tickets, including those that are escalated, until ticket closur	e.	2.00	2.45
9	The value added by the service desk is communicated to key managers in IT, and expectat established regarding service desk roles and responsibilities.	ions are formally	2.50	1.83
10	The Service Desk tracks the number of training related contacts it receives, and provides fe groups within the organization on training areas that could help to reduce service desk cont		2.00	2.07
11	The Service Desk provides training aids to users that enable them use the service desk more effectively. These could include log-in screens with the service desk phone number, chat windows that can be clicked to initiate a real-time chat session, mouse pads imprinted with the service desk IVR menu, etc.			2.74
12	The Service Desk transmits outbound messages to users announcing major system and network outages, thereby alerting users about potential problems in the IT environment. These proactive messages help to reduce contact volumes during incidents that impact a large number of users.		3.50	3.51
	Summary Statistics		28.5	28.9
		Average Score	2.38	2.41



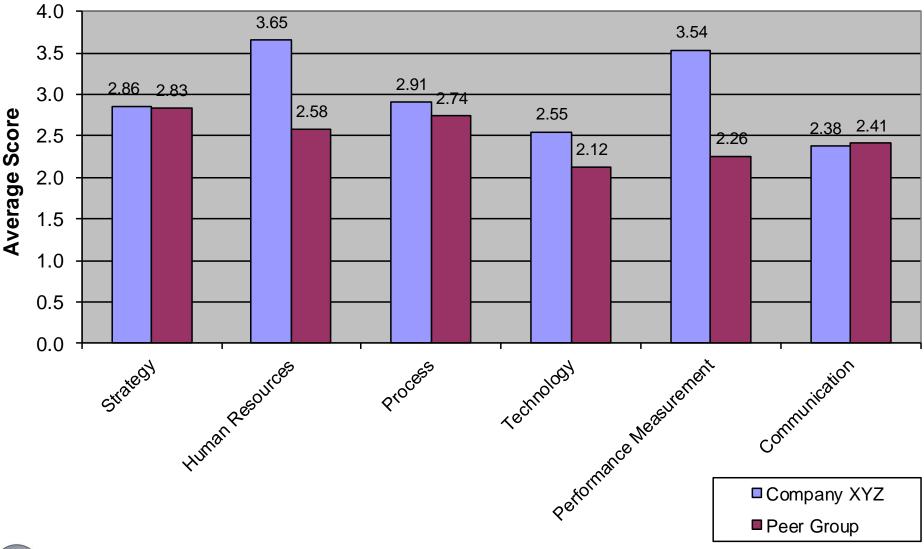
Best Practices Process Assessment Summary

Best Practices Component	Number of Success Factors	Average Company XYZ Score	Average Peer Group Score
Strategy	7	2.86	2.83
Human Resources	13	3.65	2.58
Process	16	2.91	2.74
Technology	10	2.55	2.12
Performance Measurement	14	3.54	2.26
Communication	12	2.38	2.41
	Total Score	217.5	178.9

*An average score of 4.0 or above is required in each component of the Best Practices Model to achieve Best Practices Certification



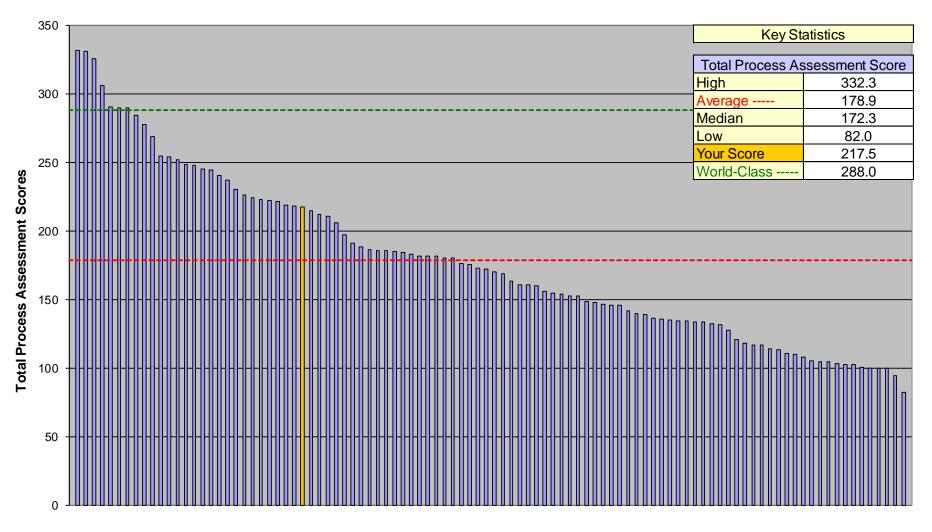
Best Practices Process Assessment Summary





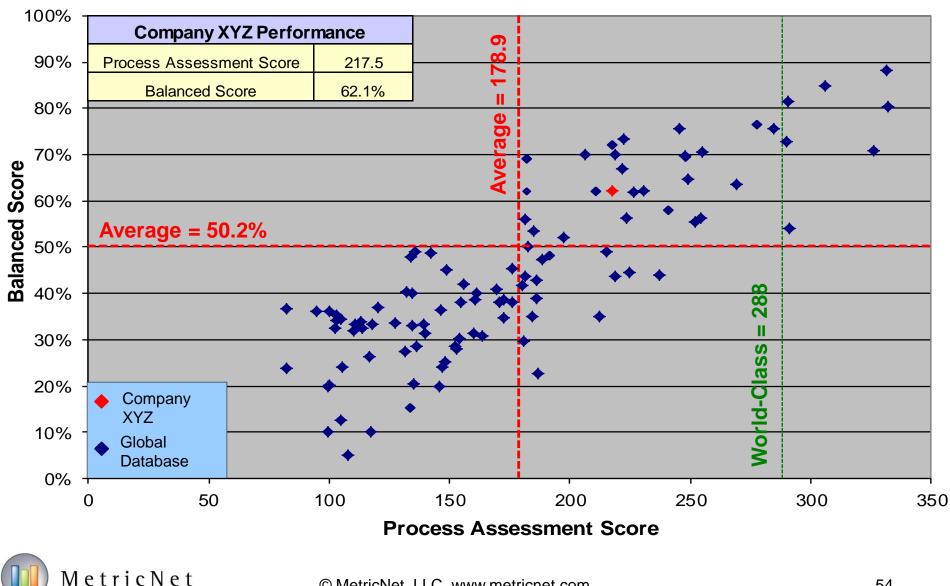
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Overall Process Assessment Scores





Process Maturity vs. Scorecard Performance



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Other Success Factors



Strategies of the High Performers

- 1. Think of <u>Service and Support as a Business</u> And Act Accordingly!
- 2. Understand the Economic Potential of Service and Support
- 3. Demand <u>Business Results</u> and Accountability
- 4. Conversant in the KPI's of Service and Support
- 5. Think Holistically <u>End-to-End Support Process</u>
- 6. Define and <u>Set Expectations</u>
- 7. Expect <u>Strategic Thinking</u> and Proactivity
- 8. <u>Manage the Message</u> of Service and Support
- 9. <u>Dedicate Time and Attention</u> to the Function



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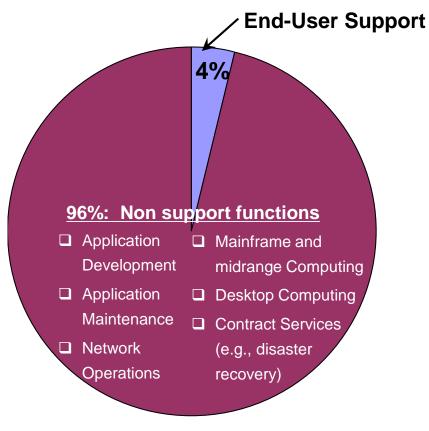


Service and Support as a Business





The Paradox of IT Support



Corporate IT Spending Breakdown

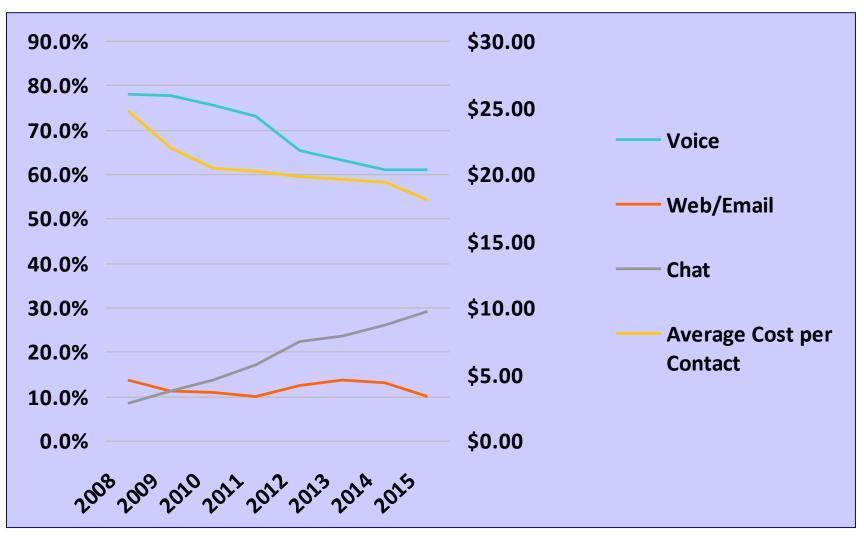
- Less than 5% of all IT spending is allocated to end-user support
 - Service desk, desktop support, field support
- This leads many to erroneously assume that there is little upside opportunity in IT support
- The result is that most support organizations are managed with the goal of minimizing costs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

Shift Left Reduces Total Cost of Ownership



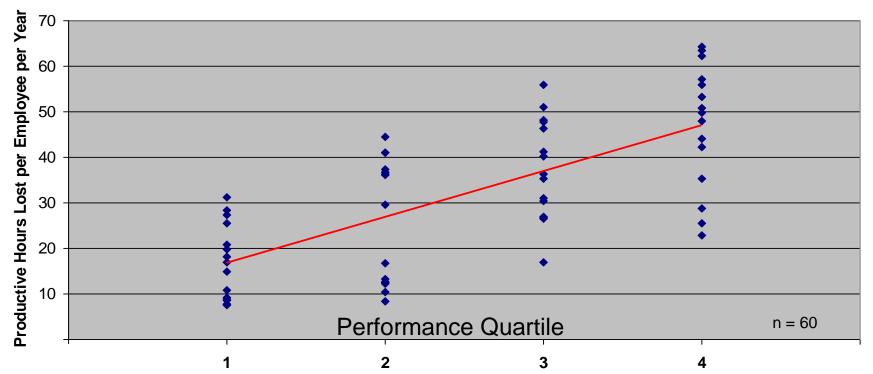


Contact Deflection into Lower Cost Channels





Quality of Support Drives End-User Productivity

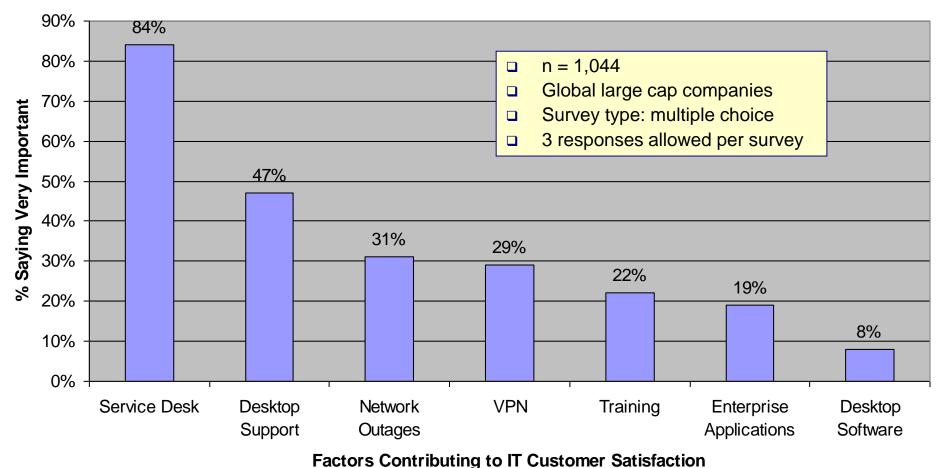


Support Function	Performance Quartile				
Support Function	Key Performance Indicator	1 (top)	2	3	4 (bottom)
	Customer Satisfaction	93.5%	84.5%	76.1%	69.3%
Service Desk	First Contact Resolution Rate	90.1%	83.0%	72.7%	66.4%
	Mean Time to Resolve (hours)	0.8	1.2	3.6	5.0
	Customer Satisfaction	94.4%	89.2%	79.0%	71.7%
Desktop Support	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

Exploit the Opportunity!



Service Desk 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



Questions?





Thank You!





About MetricNet Your Benchmarking Partner



Your Speaker: Jeff Rumburg



- Co Founder and Managing Partner, MetricNet, LLC
- Winner of the 2014 Ron Muns
 Lifetime Achievement Award
- Former CEO, The Verity Group
- Former Vice President, Gartner
- Founder of the Service Desk Benchmarking Consortium
- Author of A Hands-On Guide to Competitive Benchmarking
- Harvard MBA, Stanford MS



Benchmarking is MetricNet's Core Business

Information Technology

Call Centers

- Service Desk
- Desktop Support
- Field Support
- Customer Service
- Technical Support
- Telemarketing/Telesales
- Collections

- Telecom
- Satisfaction

- Price Benchmarking
 - Customer SatisfactionEmployee Satisfaction





27 Years of IT Service and Support Benchmarking Data





Meet a Sampling of Our Clients

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



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Thank You!

