MetricNet™
Performance Benchmarking

SAMPLE REPORT

DATA IS NOT ACCURATE!

Desktop Support Benchmark

In-house/Insourced Desktop Support

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MetricNet's instantly downloadable Desktop Support benchmarks provide valuable industry data that your organization can use to begin improving performance right away!

MetricNet Performance Benchmarking
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BENCHMARKING OVERVIEW

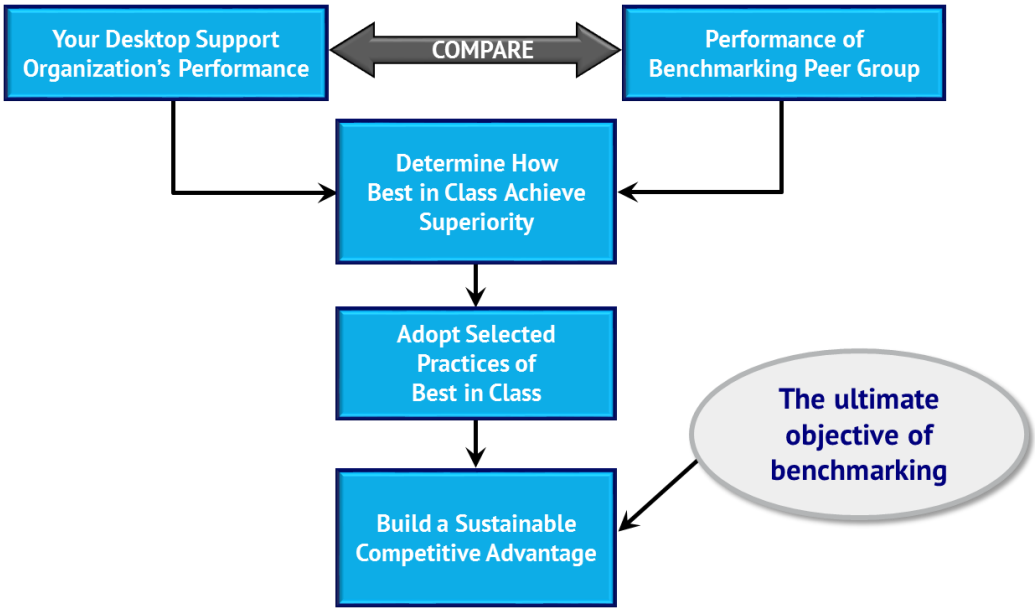
Benchmarking Overview

Benchmarking is a well-established tool for measuring and improving Desktop Support performance. Effective benchmarking enables you to quantify your Desktop Support organization's performance, compare your organization to others in your industry, identify negative performance gaps, and define the actions necessary to close the gaps.

The power of benchmarking is that it enables your organization to save enormous amounts of time and energy by building upon the know-how of peers, competitors, and world-class companies. Desktop Support organizations that focus exclusively on their internal operations tend to make progress at an *evolutionary* pace. But benchmarking forces an organization to look externally—at the competition. By studying the competition, and selectively adopting practices from the best of the best, Desktop Support organizations that successfully employ benchmarking can improve their performance at a *revolutionary* pace.

The Basic Benchmarking Approach

Although benchmarking is a rigorous, analytical process, it is fairly straightforward. The basic approach is illustrated below.



The first critical step in benchmarking is to measure your Desktop Support organization's performance. The important metrics, or Key Performance Indicators (KPIs), for your Desktop Support organization fall into seven categories:

1) **Cost** metrics, such as Cost per Ticket
2) **Productivity** metrics, such as Technician Utilization
3) **Service Level** metrics, such as Mean Time to Resolve
4) **Quality** metrics, such as Customer Satisfaction
5) **Technician** metrics, such as Technician Job Satisfaction
6) **Ticket Handling** metrics, such as Average Work Time
7) **Workload** metrics, such as Tickets per Seat

This benchmark report explains each KPI, how to measure it, and how it is connected with other KPIs.

But the true potential of KPIs can be unlocked only when they are used holistically, not just to measure your performance, but also to:

- Track and trend your performance over time
- Benchmark your performance vs. industry peers
- Identify strengths and weaknesses in your Desktop Support organization
- Diagnose the underlying drivers of performance gaps
- Prescribe actions to improve your performance
- Establish performance goals for both individuals and your Desktop Support organization overall

In other words, once you've measured your performance, benchmarking involves comparing your performance to others and asking questions such as, "How did they achieve a higher level of customer satisfaction? How did they get to a lower cost per ticket? How did they drive customer loyalty by virtue of the Desktop Support function?"

Once you've answered those questions, you can adopt selected industry best practices to remedy your performance gaps on the critical KPIs that will help you to achieve superior performance.

Achieving World-Class Performance

To build a sustainable competitive advantage, your goal must be World-Class Performance. That's where we can help you. MetricNet's benchmarking database is global. We have completed more than 1,100 Desktop Support benchmarks. Through them, we have identified nearly 80 industry best practices and 30 Key Performance Indicators (KPIs) that organizations around the world are using to achieve World-Class Performance.

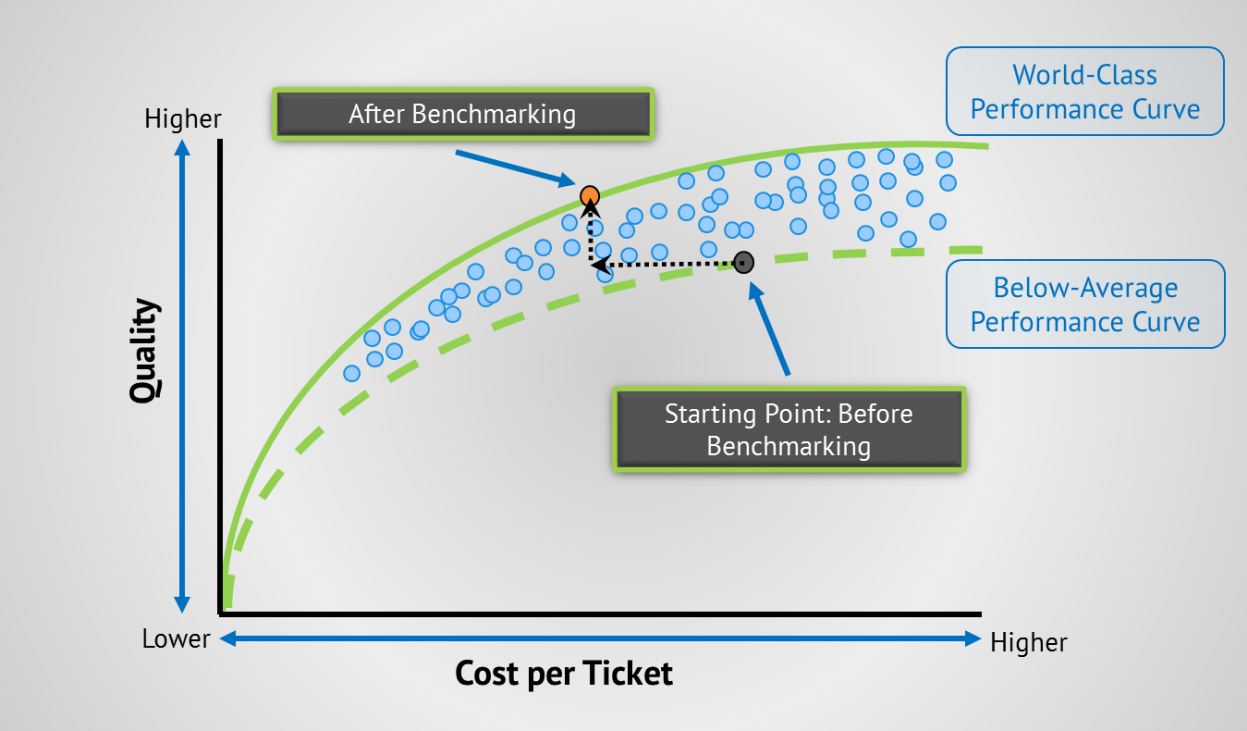
World-Class Desktop Support organizations have a number of characteristics in common:

- They consistently exceed customer expectations
  - This produces high levels of Customer Satisfaction
  - Their Mean Time to Resolve is shorter than average for both incidents and service requests
- They manage costs at or below average industry levels
  - Their Cost per Ticket is lower than average
  - They minimize Total Cost of Ownership (TCO) for end-user support

- They follow industry best practices
  - Industry best practices are defined and documented
  - They effectively apply those best practices
- They add value with every transaction
  - They produce a positive customer experience
  - They drive a positive view of IT overall

There's another way that we can describe what it means to be a World-Class Desktop Support organization. Graphically, it looks like the image below:

The Goal of Benchmarking:
Lower Cost *and* Higher Quality



On this chart, we're showing two dimensions. The X-axis is cost per ticket and the Y-axis is quality (as measured by customer satisfaction). We've taken some representative data points from our database and placed them on this chart.

The first thing you'll notice is that there's a cause-and-effect relationship between cost and quality. Some Desktop Support organizations are driven by the need to minimize their cost. When that's the case, your cost will drive your

quality. Other Desktop Support organizations are driven by quality. In that case, your quality will drive your cost.

The second thing you'll notice is that it's a non-linear relationship—as quality increases, your cost will increase disproportionately. At some point, it probably doesn't make sense to pursue any further quality because quality is not free!

The point of this chart is to reinforce what it means to be World-Class. It means that you take the limited resources you have and deploy them in the most effective way. If you do that, you will land on the upper curve, the World-Class curve. If your Desktop Support organization performs below average, you'll be on the lower curve.

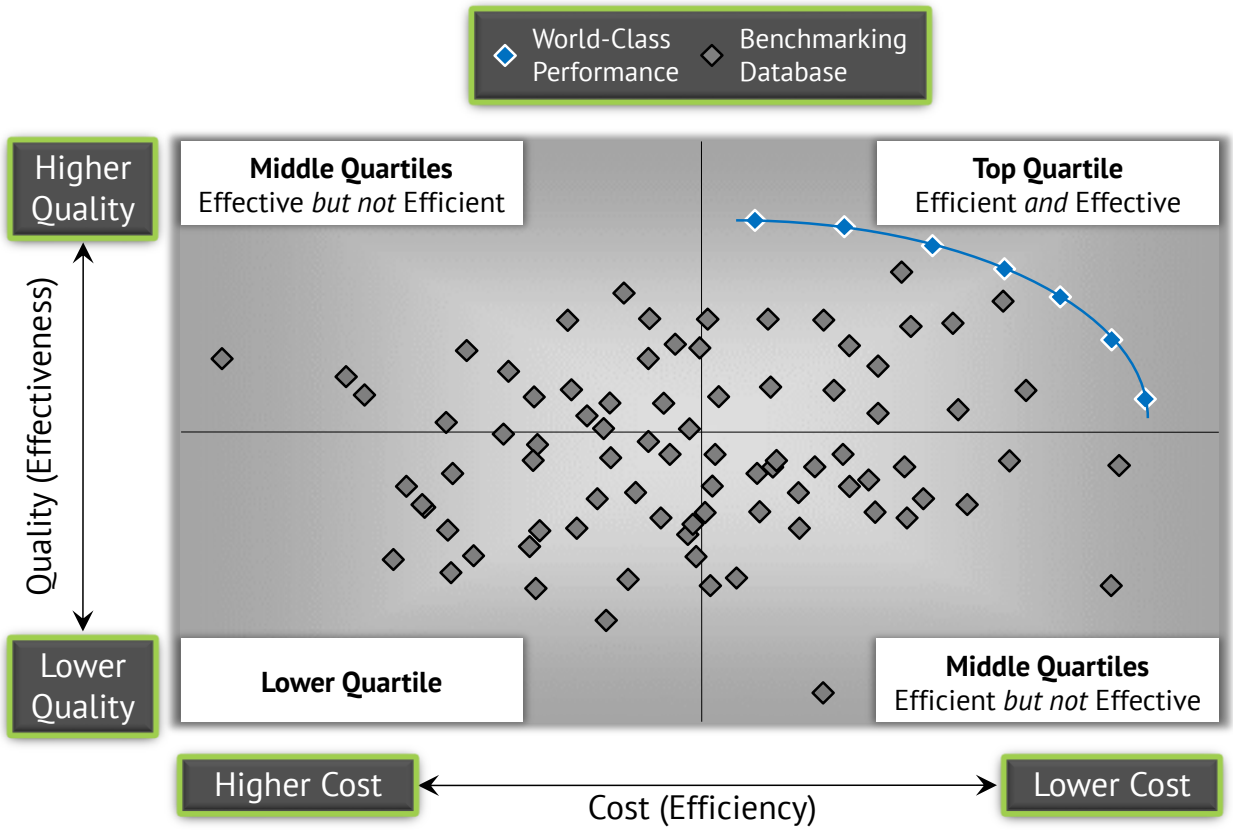
Being World-Class is a relative concept. It's not about hitting a particular target on any one metric. It is about deploying your resources as effectively as you possibly can.

Cost vs. Quality for Desktop Support Organizations

Think about it this way. On the two-dimensional chart below, we again show cost per ticket on the X-axis (except that low cost is now on the right, instead of the left) and customer satisfaction (quality) on the Y-axis. Where you want to be is on the upper-right World-Class Performance curve shown by the blue diamonds.

The blue diamonds represent those Desktop Support organizations that have optimized their performance. As you can see in the chart, some of them have optimized at a very low cost and a slightly above-average customer-satisfaction level. Others have optimized at a slightly better-than-average cost and a very high customer-satisfaction level. The goal is to be in the upper-right-hand quadrant where you are both efficient (low cost) and effective (high quality).

The World-Class Performance Curve: Optimizing Efficiency *and* Effectiveness



HOW TO USE THIS BENCHMARK REPORT

How to Use this Benchmark Report

Here is the four-step benchmarking process to improve your Desktop Support organization's performance with this report:

Step 1: Collect your organization's performance data.

Thorough, accurate data collection is the cornerstone of successful benchmarking. This is also the most time-consuming step in benchmarking. But you need accurate data in order to identify the performance gaps in your own organization.

Ideally, your Desktop Support organization will have data that measures performance for each of the 28 KPIs that we include in this benchmarking report, the ones listed below:

Desktop Support Benchmarking Metrics

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

Quality
- Customer Satisfaction
- Incident First Visit Resolution Rate
- % Resolved Level 1 Capable

Ticket Handling
- Average Incident Work Time
- Average Service Request Work Time
- Average Travel Time per Ticket

Productivity
- Technician Utilization
- Tickets per Technician per Month
- Incidents per Technician per Month
- Service Requests per Technician per Month
- Technicians as a % of Total Headcount

Technician
- Annual Technician Turnover
- Daily Technician Absenteeism
- New Technician Training Hours
- Annual Technician Training Hours
- Technician Tenure
- Technician Job Satisfaction

Service Level
- Mean Time to Resolve Incidents
- % of Incidents Resolved in 8 Business Hours
- Mean Time to Fulfill Service Requests
- % of Service Requests Fulfilled in 24 Business Hours

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

If your Desktop Support organization does not yet measure all 28 KPIs, you can still benefit from benchmarking the KPIs for which you do have data. At a minimum, you'll want to benchmark eight of the most important metrics, the ones we use in our Desktop Support Scorecard (see page **24** below), or some similar substitutes. And for the KPIs that you haven't begun measuring, you can still use this report to establish performance goals based on the benchmarking data from other Desktop Support organizations (see Step 3).

We have defined each KPI in the Detailed Benchmarking Data section below (starting at page **36**). You can refer to these definitions as you collect your data to ensure an apples-to-apples benchmarking comparison in Step 2.

You may also find it helpful to review your collected data with other key personnel who understand your Desktop Support organization's operations. They can often provide context for the data and spot potential anomalies or inaccuracies.

Step 2: Compare your performance to others.

We provide several methods to compare your performance data with industry peers. The four primary methods are these:

1) A **Benchmarking KPI Performance Summary** (page **18**), which lists the industry peer group's average, minimum, median, and maximum performance levels for each KPI.
2) **Quartile Rankings** (page **20**), so you can map which quartile your Desktop Support organization performs in for each KPI.
3) A **Desktop Support Scorecard** (page **24**), which provides a more holistic, balanced measure of your Desktop Support organization's overall performance compared to the industry peer group.
4) **Detailed Benchmarking Data** (starting on page **36**), which shows bar charts of the performance level for each Desktop Support organization in the peer group, for each individual KPI.

Step 3: Develop strategies for improved performance.

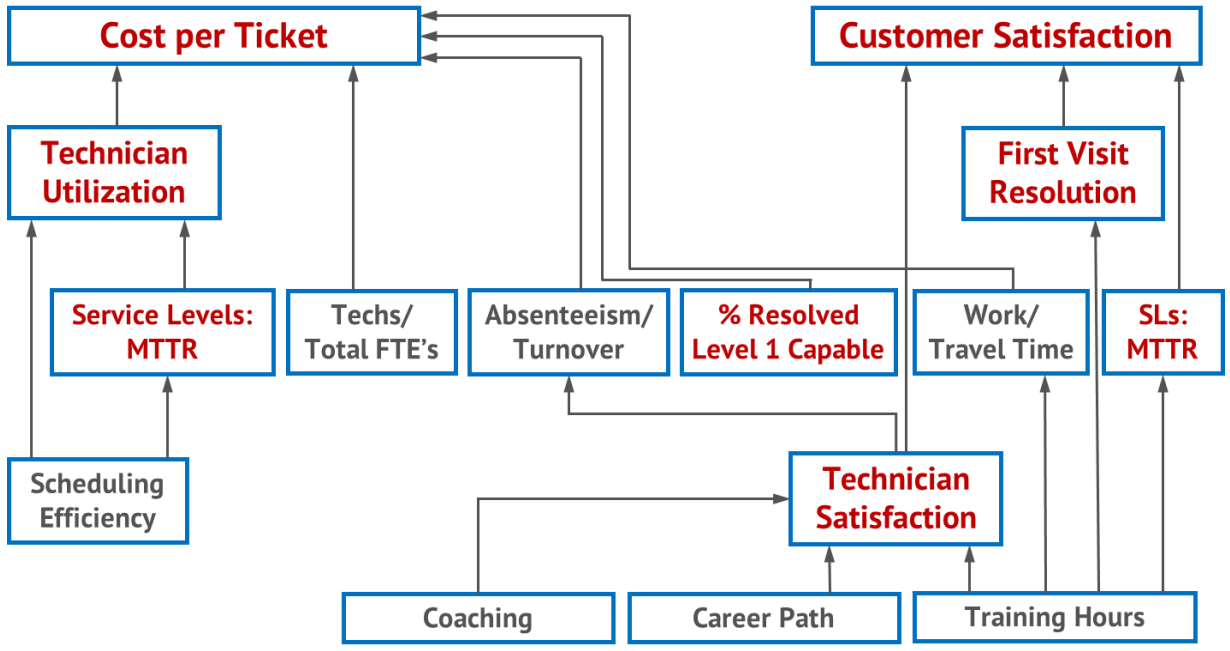
Without an action plan to improve performance, benchmarking is a pointless exercise. Ironically, this is one of the simplest steps in the benchmarking process, but it adds the most value.

The true potential of measuring and benchmarking your KPIs can be unlocked only when you use them to diagnose and understand the underlying drivers of your Desktop Support organization's performance. Then you can use that diagnosis to strategically adopt the specific industry best practices that will boost your organization to World-Class Performance.

The key to using KPIs diagnostically is to understand their cause-and-effect relationships. You can think of these relationships as a linkage where all of the KPIs are interconnected. When one KPI moves up or down, other KPIs move with it. Understanding this linkage is enormously powerful because it shows you the levers you can pull to increase performance.

The diagram below illustrates some of the most important linkage between Desktop Support KPIs. The detailed benchmarking data in this report (starting on page **36**) also lists key correlations for each KPI, and charts illustrating many important KPI correlations are included (starting on page **95**).

Major KPI Cause-and-Effect Relationships



We call Cost per Ticket and Customer Satisfaction the foundation metrics. Nearly everything a Desktop Support organization does can be viewed through the lens of cost and quality. Will this new technology reduce my costs? Will this new process improve customer satisfaction? This insight is crucial because it greatly simplifies decision-making for your Desktop Support organization. Any practice that does not have the long-term effect of improving customer satisfaction, reducing costs, or both, is simply not worth doing.

The foundation metrics, however, cannot be directly controlled. Instead, they are controlled by other KPIs, the ones we call underlying drivers. As you can see from the diagram above, some top examples of underlying drivers are Technician Utilization, First Visit Resolution Rate, and Technician Job Satisfaction. These underlying drivers directly impact the foundation metrics—any improvement on the driver metrics will cause corresponding improvements in cost, quality, or both.

By understanding the underlying drivers for cost and quality, you can use your benchmarked KPIs diagnostically. If your Customer Satisfaction is low, for example, simply isolate the primary underlying drivers of Customer Satisfaction on which your performance was low compared to the benchmark. Then map out an action plan to improve your performance for those crucial metrics.

To help choose the specific steps in your action plan, identify the industry best practices that will improve your performance for the crucial metrics that you isolated. MetricNet has identified nearly 80 industry best practices for Desktop Support organizations.

You should also set specific performance targets, both for individual technicians and for the Desktop Support organization overall. To ensure that you are improving holistically, and not just fixating on some of your weakest metrics, emphasize performance targets for your organization's balanced score (see page **24**).

Step 4: Implement, and monitor results.

Once you've identified your strategies for improved performance, you are in a position to implement your action plan. This is where the payoff comes, so don't neglect this step!

As you implement your action plan, regularly monitor your performance for changes. One of the easiest and best ways of monitoring is to update your Desktop Support scorecard (see page **24**) every month or every quarter, and trend the changes in your score over time.

If you have implemented your action plan but over time your performance does not improve as expected, return to Step 3. Reevaluate which strategies have worked, which have not, and whether you should attack different or additional drivers of your performance gaps.

Do you want your Desktop Support organization to achieve continuous improvement? Consider repeating this four-step benchmarking process periodically with the most up-to-date benchmarking data from industry peers, so you can build and maintain your competitive advantage.

KPI STATISTICS: SUMMARY AND QUARTILES

KPI Statistics: Summary and Quartiles

Benchmarking Performance Summary

The table on the next page summarizes this report's benchmarking data. It shows the benchmarking peer group's average, minimum, median, and maximum performance levels for each Key Performance Indicator (KPI).

On the left of the table you see the seven categories of metrics, followed by 28 KPIs that you can use to benchmark your Desktop Support organization. To compare your Desktop Support organization's performance with that of this peer group, simply copy the table into a spreadsheet and add a column with your data for each KPI that you measure.

It's important to look at this data holistically. No single metric comes even close to telling the whole story. For example, if your cost is high, that's not necessarily a bad thing—particularly if it comes with good quality and service levels. By contrast, if your cost is low, that may not be a good thing if it comes with low Customer Satisfaction, low First Visit Resolution Rate, and the like.

Metric Type	Key Performance Indicator (KPI)	Peer Group Statistics			
		Average	Min	Median	Max
Cost	Cost per Ticket	$240.20	$42.34	$190.93	$906.38
	Cost per Incident	$162.63	$19.60	$150.32	$496.79
	Cost per Service Request	$311.79	$38.10	$245.91	$1,015.35
Productivity	Technician Utilization	21.5%	13.1%	21.4%	28.6%
	Tickets per Technician per Month	14	5	11	44
	Incidents per Technician per Month	6	1	5	15
	Service Requests per Technician per Month	8	1	6	41
	Technicians as a % of Total Headcount	52.7%	41.7%	53.5%	61.4%
Service Level	Mean Time to Resolve Incidents (business hours)	20.1	3.4	15.3	75.3
	% of Incidents Resolved in 8 Business Hours	42.2%	0.7%	45.4%	55.4%
	Mean Time to Fulfill Service requests (business days)	10.0	1.7	9.8	30.3
	% of Service Requests Fulfilled in 24 Business Hours	39.0%	3.3%	39.7%	55.8%
Quality	Customer Satisfaction	47.3%	3.7%	46.0%	93.4%
	Incident First Visit Resolution Rate	19.7%	2.6%	20.4%	50.7%
	% Resolved Level 1 Capable	36.2%	12.0%	33.2%	63.0%
Technician	Annual Technician Turnover	96.5%	34.9%	94.3%	174.9%
	Daily Technician Absenteeism	12.5%	1.7%	11.1%	27.8%
	New Technician Training Hours	36	0	27	128
	Annual Technician Training Hours	9	0	2	93
	Technician Tenure (months)	10.2	0.3	8.6	34.0
	Technician Job Satisfaction	33.3%	21.8%	33.6%	50.0%
Ticket Handling	Average Incident Work Time (minutes)	54.3	10.7	44.7	161.8
	Average Service Request Work Time (minutes)	164.7	13.0	145.6	435.3
	Average Travel Time per Ticket (minutes)	71.9	10.9	60.0	200.6
Workload	Tickets per Seat per Month	2.06	0.54	1.98	4.30
	Incidents per Seat per Month	0.97	0.11	0.91	3.58
	Service Requests per Seat per Month	1.08	0.09	0.87	2.98
	Incidents as a % of Total Ticket Volume	46.8%	7.3%	47.1%	92.4%

Quartile Rankings for Each KPI

Quartiles are another simple way to present the benchmarking data. For each metric, the best-performing Desktop Support organizations fall into the first quartile; the worst performers fall into the fourth quartile.

For example, the Desktop Support organizations who perform in the top 25% on the first metric have a Cost per Ticket that ranges between $42.34 (the best) and $139.63 (the 75th percentile). The bottom 25% of Desktop Support organizations for that metric range between $293.39 and $906.38 per ticket.

Cost Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Cost per Ticket	$42.34 $139.63	$139.63 $190.93	$190.93 $293.39	$293.39 $906.38
Cost per Incident	$19.60 $80.31	$80.31 $150.32	$150.32 $210.96	$210.96 $496.79
Cost per Service Request	$38.10 $165.12	$165.12 $245.91	$245.91 $346.21	$346.21 $1,015.35

Productivity Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Technician Utilization	28.6% 24.9%	24.9% 21.4%	21.4% 18.7%	18.7% 13.1%
Tickets per Technician per Month	44 16	16 11	11 8	8 5
Incidents per Technician per Month	15 8	8 5	5 3	3 1
Service Requests per Technician per Month	41 8	8 6	6 4	4 1
Technicians as a % of Total Headcount	61.4% 55.6%	55.6% 53.5%	53.5% 48.1%	48.1% 41.7%

Service Level Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Mean Time to Resolve Incidents (business hours)	3.4 8.9	8.9 15.3	15.3 26.2	26.2 75.3
% of Incidents Resolved in 8 Business Hours	55.4% 50.4%	50.4% 45.4%	45.4% 38.5%	38.5% 0.7%
Mean Time to Fulfill Service Requests (business days)	1.7 4.4	4.4 9.8	9.8 13.5	13.5 30.3
% of Service Requests Fulfilled in 24 Business Hours	55.8% 48.6%	48.6% 39.7%	39.7% 34.2%	34.2% 3.3%

Quality Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Customer Satisfaction	93.4% 72.4%	72.4% 46.0%	46.0% 19.6%	19.6% 3.7%
Incident First Visit Resolution Rate	50.7% 25.3%	25.3% 20.4%	20.4% 13.4%	13.4% 2.6%
% Resolved Level 1 Capable	12.0% 28.2%	28.2% 33.2%	33.2% 45.2%	45.2% 63.0%

Technician Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Annual Technician Turnover	34.9% 74.1%	74.1% 94.3%	94.3% 118.9%	118.9% 174.9%
Daily Technician Absenteeism	1.7% 5.8%	5.8% 11.1%	11.1% 18.4%	18.4% 27.8%
New Technician Training Hours	128 59	59 27	27 0	0 0
Annual Technician Training Hours	93 16	16 2	2 0	0 0
Technician Tenure (months)	34.0 15.2	15.2 8.6	8.6 5.0	5.0 0.3
Technician Job Satisfaction	50.0% 36.5%	36.5% 33.6%	33.6% 29.2%	29.2% 21.8%

Ticket Handling Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Incident Work Time (minutes)	10.70 29.98	29.98 44.70	44.70 73.83	73.83 161.80
Average Service Request Work Time (minutes)	13.00 72.60	72.60 145.55	145.55 251.33	251.33 435.30
Average Travel Time per Ticket (minutes)	10.9 38.8	38.8 60.0	60.0 104.1	104.1 200.6

Workload Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Tickets per Seat per Month	0.54 1.46	1.46 1.98	1.98 2.66	2.66 4.30
Incidents per Seat per Month	0.11 0.44	0.44 0.91	0.91 1.29	1.29 3.58
Service Requests per Seat per Month	0.09 0.53	0.53 0.87	0.87 1.49	1.49 2.98
Incidents as a % of Total Ticket Volume	92.4% 61.3%	61.3% 47.1%	47.1% 32.3%	32.3% 7.3%

BENCHMARKING SCORECARD AND RANKINGS

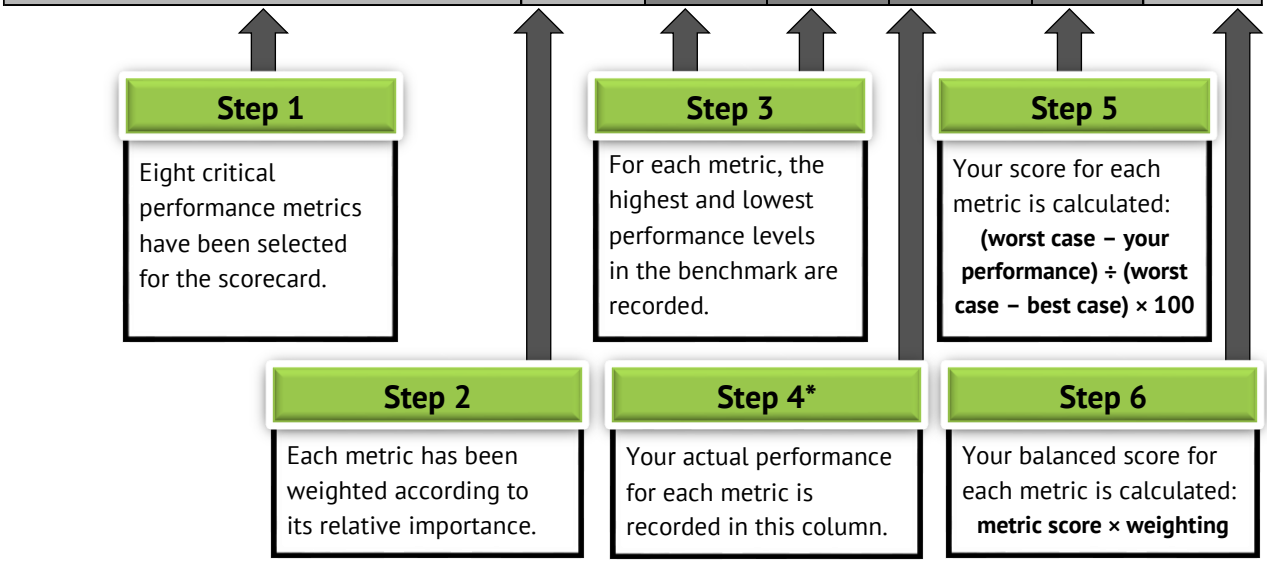
Benchmarking Scorecard and Rankings

The Desktop Support Scorecard: An Overview

The Desktop Support scorecard produces a single, holistic measure of Desktop Support performance. It combines eight critical cost, quality, productivity, technician, and service-level KPIs into one overall performance indicator—the Balanced Score. Your score will range between zero and 100%. You can compare it directly with the Balanced Scores of other Desktop Support organizations in the benchmark.

This is what the scorecard looks like, and how it is calculated:

Key Performance Indicator (KPI)	KPI Weighting	Performance Range		Your Performance	KPI Score	Balanced Score
		Worst Case	Best Case			
Cost per Incident	15.0%	$496.79	$19.60	$162.63	70.0%	10.5%
Cost per Service Request	15.0%	$1,015.35	$38.10	$311.79	72.0%	10.8%
Customer Satisfaction	20.0%	3.7%	93.4%	47.3%	48.6%	9.7%
Incident First Visit Resolution Rate	10.0%	2.6%	50.7%	19.7%	35.5%	3.5%
Technician Utilization	10.0%	13.1%	28.6%	21.5%	54.1%	5.4%
% of Incidents Resolved in 8 Business Hours	10.0%	0.7%	55.4%	42.2%	75.8%	7.6%
% of Service Requests Fulfilled in 24 Business Hours	10.0%	3.3%	55.8%	39.0%	68.0%	6.8%
Technician Job Satisfaction	10.0%	21.8%	50.0%	33.3%	40.6%	4.1%
Total	**100.0%**	n/a	n/a	n/a	n/a	**58.4%**



*Benchmark averages have been used in the "Your Performance" column to illustrate how the scorecard is calculated.

The eight KPIs we selected for the scorecard are the metrics that are of highest importance for most Desktop Support organizations:

- Cost per Incident (a component of Cost per Ticket, which is one of the two foundation metrics)
- Cost per Service Request (the other component of cost)
- Customer Satisfaction (the second foundation metric)
- Incident First Visit Resolution Rate (the primary driver of Customer Satisfaction)
- Technician Utilization (the primary driver of cost)
- % of Incidents Resolved in 8 Business Hours (a key service-level metric)
- % of Service Requests Fulfilled in 24 Business Hours (another key service-level metric)
- Technician Job Satisfaction (a key secondary driver of both cost and quality)

The weighting percentage we assigned to each KPI is based on that KPI's relative importance in the scorecard. For example, you can see that we gave the greatest weight to the two cost metrics and to Customer Satisfaction, since those are the foundation metrics.

A Desktop Support organization's Balanced Score will always range between 0% and 100%. If your performance is the worst on each of the eight KPIs, compared to the industry peer group for this benchmark report, your score will be 0%. If your performance is the best on each KPI, your score will be 100%.

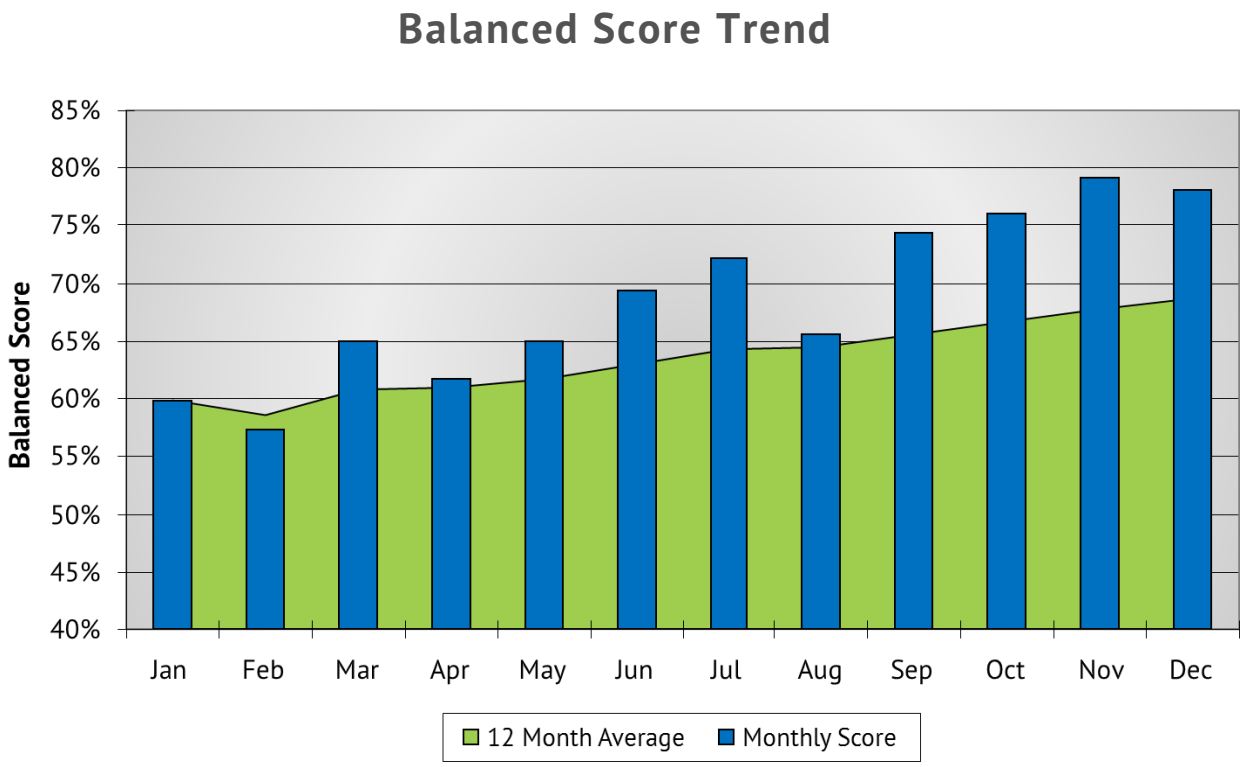
When we run this algorithm for literally hundreds of Desktop Support organizations worldwide, the average Balanced Score is approximately 63%. If your score is above about 70%, you're in the top quartile. Between about 64% and 70%, you're in the second quartile; between about 57% and 64%, in the third; and below 57%, in the bottom quartile.

Tracking Your Balanced Score

By calculating your overall score for every month or every quarter, you can track and trend its performance over time. Charting and tracking your Balanced

Score is an ideal way to ensure continuous improvement in your Desktop Support organization!

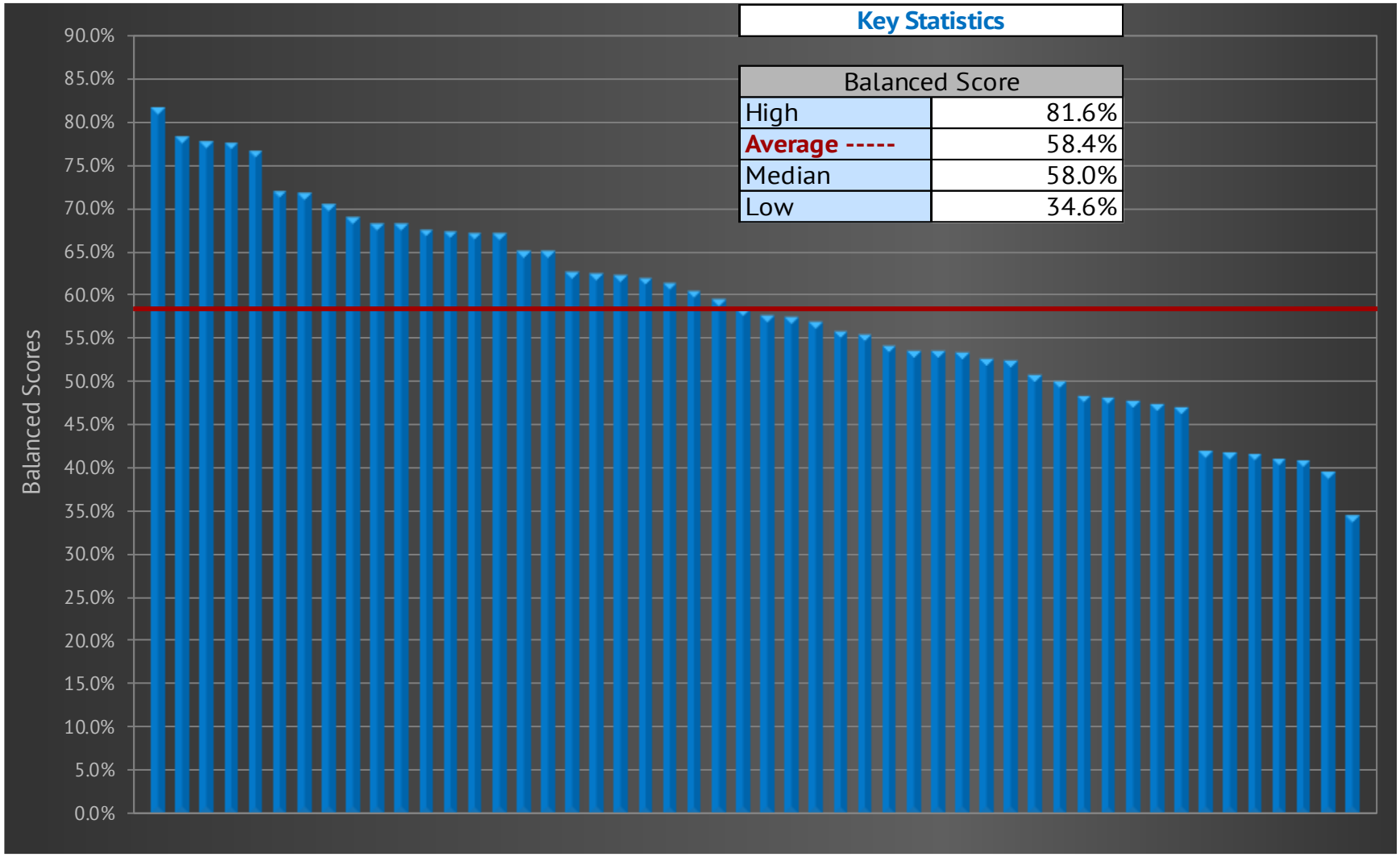
Consider this real data from a few years ago. One of MetricNet's clients simply updated their scorecard every month, as shown in the chart below. The blue bars in the chart represent the monthly Balanced Scores, while the green background represents the 12-month trailing trend in scorecard performance. You can see that over the course of one year they managed to improve their performance substantially.



Benchmarking the Balanced Score

The Balanced Score is the single most useful performance indicator for comparing Desktop Support organizations. The chart on the next page graphs the Balanced Scores for all Desktop Support organizations included in this report's benchmark data. The red line shows the average overall performance level.

Benchmarking the Balanced Score (continued)



Benchmarking the Balanced Score (continued)

The next two pages list the Balanced Score for each Desktop Support organization in the benchmark. They also list each organization's performance for each of the eight KPIs used to calculate the Balanced Score. The data records are listed in rank order, from the best Balanced Score (record #18) to the worst (record #19). If you want to see what any other Desktop Support organization's score looks like compared to yours, you can use this list.

Rankings by Balanced Score										
Overall Ranking	Benchmark Data Record Number	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Business Hours	% of Service Requests Fulfilled in 24 Business Hours	Technician Job Satisfaction	Total Balanced Score
1	18	$154.67	$166.52	84.4%	43.0%	26.7%	45.1%	53.2%	36.1%	**81.6%**
2	12	$183.16	$345.58	80.7%	50.7%	26.7%	38.6%	30.8%	50.0%	**78.2%**
3	9	$63.77	$263.72	85.6%	28.2%	22.7%	52.7%	50.0%	34.2%	**77.7%**
4	14	$109.84	$114.70	56.0%	25.1%	26.0%	53.0%	52.6%	43.8%	**77.4%**
5	41	$154.38	$188.10	88.0%	34.8%	24.1%	50.1%	36.9%	36.0%	**76.5%**
6	36	$77.62	$337.96	84.1%	22.6%	23.5%	48.7%	24.5%	40.8%	**71.9%**
7	4	$95.53	$38.10	62.8%	16.0%	26.8%	48.5%	47.1%	28.1%	**71.7%**
8	38	$92.05	$105.29	69.8%	27.7%	19.6%	50.4%	34.4%	34.6%	**70.4%**
9	6	$58.88	$161.21	76.0%	25.4%	20.2%	44.5%	31.1%	31.0%	**68.9%**
10	33	$79.41	$454.32	83.6%	23.2%	18.6%	51.3%	55.8%	26.1%	**68.2%**
11	20	$75.05	$266.28	52.7%	27.3%	28.6%	48.9%	26.2%	33.4%	**68.1%**
12	42	$120.90	$117.69	62.7%	22.1%	24.3%	41.7%	36.8%	32.0%	**67.5%**
13	10	$174.87	$167.94	72.9%	22.2%	21.5%	33.1%	47.3%	35.4%	**67.2%**
14	39	$35.45	$148.53	31.6%	28.3%	24.8%	52.5%	34.3%	35.3%	**67.1%**
15	37	$154.34	$110.38	45.3%	19.3%	23.3%	47.9%	55.2%	34.5%	**67.0%**
16	15	$72.75	$76.15	45.0%	27.4%	19.3%	34.4%	39.3%	38.5%	**65.0%**
17	8	$173.46	$205.19	61.4%	26.5%	18.7%	43.7%	48.1%	34.5%	**64.9%**
18	31	$68.39	$159.75	19.2%	28.3%	26.6%	21.0%	49.3%	38.7%	**62.6%**
19	1	$141.99	$240.67	42.3%	18.5%	21.3%	51.7%	51.1%	32.1%	**62.3%**
20	11	$274.52	$291.81	51.8%	33.6%	24.9%	17.8%	41.6%	46.9%	**62.2%**
21	32	$83.02	$69.17	15.1%	14.5%	25.7%	54.9%	35.0%	36.8%	**61.9%**
22	26	$214.26	$545.21	82.6%	5.3%	18.9%	49.6%	46.4%	39.2%	**61.3%**
23	48	$76.37	$252.74	35.7%	21.5%	22.7%	47.9%	34.1%	32.3%	**60.4%**
24	44	$101.84	$213.73	87.4%	13.8%	19.1%	6.5%	23.7%	35.8%	**59.5%**
25	7	$322.92	$1,004.15	93.4%	22.1%	26.6%	41.3%	55.7%	29.1%	**58.4%**
26	49	$28.49	$260.50	19.2%	7.5%	23.4%	44.2%	35.1%	39.0%	**57.5%**
27	47	$160.58	$64.08	24.6%	22.5%	17.4%	45.9%	38.1%	38.3%	**57.5%**
28	43	$135.01	$169.44	46.9%	13.2%	18.8%	51.5%	40.4%	23.7%	**56.9%**

Rankings by Balanced Score (continued)										
Overall Ranking	Benchmark Data Record Number	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Business Hours	% of Service Requests Fulfilled in 24 Business Hours	Technician Job Satisfaction	Total Balanced Score
29	34	$172.57	$346.42	74.2%	2.6%	20.6%	35.0%	48.0%	21.8%	**55.8%**
30	24	$237.42	$270.98	41.7%	12.0%	19.8%	47.0%	41.9%	36.6%	**55.4%**
31	29	$138.90	$210.59	39.4%	27.6%	22.5%	51.2%	10.1%	23.6%	**54.0%**
32	17	$58.36	$247.90	15.7%	11.5%	25.9%	25.9%	32.7%	35.8%	**53.5%**
33	30	$348.54	$364.65	81.1%	18.0%	13.8%	54.2%	38.7%	25.6%	**53.4%**
34	35	$146.30	$628.03	48.5%	23.3%	17.6%	39.2%	29.5%	41.8%	**53.3%**
35	22	$57.33	$90.17	20.7%	10.5%	24.4%	0.7%	51.7%	29.3%	**52.6%**
36	25	$194.99	$164.65	15.5%	15.6%	27.3%	31.4%	38.9%	30.0%	**52.3%**
37	46	$126.90	$296.68	12.0%	17.5%	25.2%	32.8%	33.0%	32.4%	**50.7%**
38	13	$287.15	$243.92	16.1%	16.5%	15.4%	40.6%	52.7%	43.6%	**50.0%**
39	16	$19.60	$332.14	10.3%	18.3%	15.0%	38.4%	34.5%	33.1%	**48.3%**
40	2	$229.35	$561.51	41.3%	9.4%	16.7%	41.1%	50.6%	33.7%	**48.1%**
41	27	$163.78	$233.36	13.7%	18.1%	14.3%	30.9%	48.7%	35.6%	**47.8%**
42	5	$201.05	$632.18	21.0%	23.4%	25.3%	49.2%	40.0%	22.3%	**47.3%**
43	40	$225.44	$476.83	13.4%	24.9%	16.4%	45.6%	54.2%	31.3%	**47.0%**
44	45	$216.11	$420.92	14.4%	21.4%	18.7%	55.4%	12.9%	28.0%	**41.9%**
45	21	$496.79	$844.63	71.0%	10.1%	18.3%	53.3%	46.9%	25.6%	**41.8%**
46	23	$144.72	$228.35	19.2%	3.7%	21.1%	37.7%	7.0%	27.9%	**41.6%**
47	3	$169.62	$209.11	3.7%	6.1%	22.1%	50.4%	3.3%	29.6%	**41.0%**
48	50	$240.73	$327.73	22.5%	2.6%	19.6%	39.6%	35.9%	23.2%	**40.8%**
49	28	$332.42	$904.28	46.7%	4.1%	20.2%	41.3%	43.5%	30.6%	**39.6%**
50	19	$439.99	$1,015.35	60.0%	15.7%	13.1%	51.0%	40.1%	25.5%	**34.6%**
Key Statistics	Average	$162.63	$311.79	47.3%	19.7%	21.5%	42.2%	39.0%	33.3%	**58.4%**
	Max	$496.79	$1,015.35	93.4%	50.7%	28.6%	55.4%	55.8%	50.0%	**81.6%**
	Min	$19.60	$38.10	3.7%	2.6%	13.1%	0.7%	3.3%	21.8%	**34.6%**
	Median	$150.32	$245.91	46.0%	20.4%	21.4%	45.4%	39.7%	33.6%	**58.0%**

Benchmarking the Balanced Score (continued)

The next two pages show the rankings for each KPI in the scorecard. The column for each KPI has the performance levels listed in rank order, from best (top row) to worst (bottom row). This is the same data you saw in the previous list. But in this list it is not tied together by individual organizations' data records. Instead, each KPI is ranked on its own. This allows you to look at your performance for any given metric on the scorecard and see how you stack up against other in-house/insourced Desktop Support organizations in your geographical region.

Rankings of Each KPI									
KPI Ranking	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Business Hours	% of Service Requests Fulfilled in 24 Business Hours	Technician Job Satisfaction	Total Balanced Score
1	$19.60	$38.10	93.4%	50.7%	28.6%	55.4%	55.8%	50.0%	81.6%
2	$28.49	$64.08	88.0%	43.0%	27.3%	54.9%	55.7%	46.9%	78.2%
3	$35.45	$69.17	87.4%	34.8%	26.8%	54.2%	55.2%	43.8%	77.7%
4	$57.33	$76.15	85.6%	33.6%	26.7%	53.3%	54.2%	43.6%	77.4%
5	$58.36	$90.17	84.4%	28.3%	26.7%	53.0%	53.2%	41.8%	76.5%
6	$58.88	$105.29	84.1%	28.3%	26.6%	52.7%	52.7%	40.8%	71.9%
7	$63.77	$110.38	83.6%	28.2%	26.6%	52.5%	52.6%	39.2%	71.7%
8	$68.39	$114.70	82.6%	27.7%	26.0%	51.7%	51.7%	39.0%	70.4%
9	$72.75	$117.69	81.1%	27.6%	25.9%	51.5%	51.1%	38.7%	68.9%
10	$75.05	$148.53	80.7%	27.4%	25.7%	51.3%	50.6%	38.5%	68.2%
11	$76.37	$159.75	76.0%	27.3%	25.3%	51.2%	50.0%	38.3%	68.1%
12	$77.62	$161.21	74.2%	26.5%	25.2%	51.0%	49.3%	36.8%	67.5%
13	$79.41	$164.65	72.9%	25.4%	24.9%	50.4%	48.7%	36.6%	67.2%
14	$83.02	$166.52	71.0%	25.1%	24.8%	50.4%	48.1%	36.1%	67.1%
15	$92.05	$167.94	69.8%	24.9%	24.4%	50.1%	48.0%	36.0%	67.0%
16	$95.53	$169.44	62.8%	23.4%	24.3%	49.6%	47.3%	35.8%	65.0%
17	$101.84	$188.10	62.7%	23.3%	24.1%	49.2%	47.1%	35.8%	64.9%
18	$109.84	$205.19	61.4%	23.2%	23.5%	48.9%	46.9%	35.6%	62.6%
19	$120.90	$209.11	60.0%	22.6%	23.4%	48.7%	46.4%	35.4%	62.3%
20	$126.90	$210.59	56.0%	22.5%	23.3%	48.5%	43.5%	35.3%	62.2%
21	$135.01	$213.73	52.7%	22.2%	22.7%	47.9%	41.9%	34.6%	61.9%
22	$138.90	$228.35	51.8%	22.1%	22.7%	47.9%	41.6%	34.5%	61.3%
23	$141.99	$233.36	48.5%	22.1%	22.5%	47.0%	40.4%	34.5%	60.4%
24	$144.72	$240.67	46.9%	21.5%	22.1%	45.9%	40.1%	34.2%	59.5%
25	$146.30	$243.92	46.7%	21.4%	21.5%	45.6%	40.0%	33.7%	58.4%
26	$154.34	$247.90	45.3%	19.3%	21.3%	45.1%	39.3%	33.4%	57.5%
27	$154.38	$252.74	45.0%	18.5%	21.1%	44.5%	38.9%	33.1%	57.5%
28	$154.67	$260.50	42.3%	18.3%	20.6%	44.2%	38.7%	32.4%	56.9%

Rankings of Each KPI (continued)									
KPI Ranking	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Business Hours	% of Service Requests Fulfilled in 24 Business Hours	Technician Job Satisfaction	Total Balanced Score
29	$160.58	$263.72	41.7%	18.1%	20.2%	43.7%	38.1%	32.3%	55.8%
30	$163.78	$266.28	41.3%	18.0%	20.2%	41.7%	36.9%	32.1%	55.4%
31	$169.62	$270.98	39.4%	17.5%	19.8%	41.3%	36.8%	32.0%	54.0%
32	$172.57	$291.81	35.7%	16.5%	19.6%	41.3%	35.9%	31.3%	53.5%
33	$173.46	$296.68	31.6%	16.0%	19.6%	41.1%	35.1%	31.0%	53.4%
34	$174.87	$327.73	24.6%	15.7%	19.3%	40.6%	35.0%	30.6%	53.3%
35	$183.16	$332.14	22.5%	15.6%	19.1%	39.6%	34.5%	30.0%	52.6%
36	$194.99	$337.96	21.0%	14.5%	18.9%	39.2%	34.4%	29.6%	52.3%
37	$201.05	$345.58	20.7%	13.8%	18.8%	38.6%	34.3%	29.3%	50.7%
38	$214.26	$346.42	19.2%	13.2%	18.7%	38.4%	34.1%	29.1%	50.0%
39	$216.11	$364.65	19.2%	12.0%	18.7%	37.7%	33.0%	28.1%	48.3%
40	$225.44	$420.92	19.2%	11.5%	18.6%	35.0%	32.7%	28.0%	48.1%
41	$229.35	$454.32	16.1%	10.5%	18.3%	34.4%	31.1%	27.9%	47.8%
42	$237.42	$476.83	15.7%	10.1%	17.6%	33.1%	30.8%	26.1%	47.3%
43	$240.73	$545.21	15.5%	9.4%	17.4%	32.8%	29.5%	25.6%	47.0%
44	$274.52	$561.51	15.1%	7.5%	16.7%	31.4%	26.2%	25.6%	41.9%
45	$287.15	$628.03	14.4%	6.1%	16.4%	30.9%	24.5%	25.5%	41.8%
46	$322.92	$632.18	13.7%	5.3%	15.4%	25.9%	23.7%	23.7%	41.6%
47	$332.42	$844.63	13.4%	4.1%	15.0%	21.0%	12.9%	23.6%	41.0%
48	$348.54	$904.28	12.0%	3.7%	14.3%	17.8%	10.1%	23.2%	40.8%
49	$439.99	$1,004.15	10.3%	2.6%	13.8%	6.5%	7.0%	22.3%	39.6%
50	$496.79	$1,015.35	3.7%	2.6%	13.1%	0.7%	3.3%	21.8%	34.6%
Average	$162.63	$311.79	47.3%	19.7%	21.5%	42.2%	39.0%	33.3%	58.4%
Max	$496.79	$1,015.35	93.4%	50.7%	28.6%	55.4%	55.8%	50.0%	81.6%
Min	$19.60	$38.10	3.7%	2.6%	13.1%	0.7%	3.3%	21.8%	34.6%
Median	$150.32	$245.91	46.0%	20.4%	21.4%	45.4%	39.7%	33.6%	58.0%

Benchmarking the Balanced Score (continued)

For a graphical benchmark of each individual metric in the scorecard, see the following section of this report. It contains charts for all 28 KPIs, including the eight scorecard KPIs. The red line in each chart represents the average performance within the benchmark peer group, for you to compare against your own organization's performance. You can jump to the charts for the eight scorecard KPIs using these links (each of those charts has links above it that you can use to return to this page or to jump to the next scorecard-KPI chart):

- **Cost per Incident**
- **Cost per Service Request**
- **Customer Satisfaction**
- **Incident First Visit Resolution Rate**
- **Technician Utilization**
- **% of Incidents Resolved in 8 Business Hours**
- **% of Service Requests Fulfilled in 24 Business Hours**
- **Technician Job Satisfaction**

We always organize these charts from left to right so that good performance is on the left and bad performance is on the right. In some cases, such as cost, you'll notice an ascending distribution because lower numbers are better. In other cases, such as customer satisfaction, you will see a descending distribution because higher numbers are better.

DETAILED BENCHMARKING DATA

Detailed Benchmarking Data

Cost Metrics

Cost per Ticket

Definition: 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, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

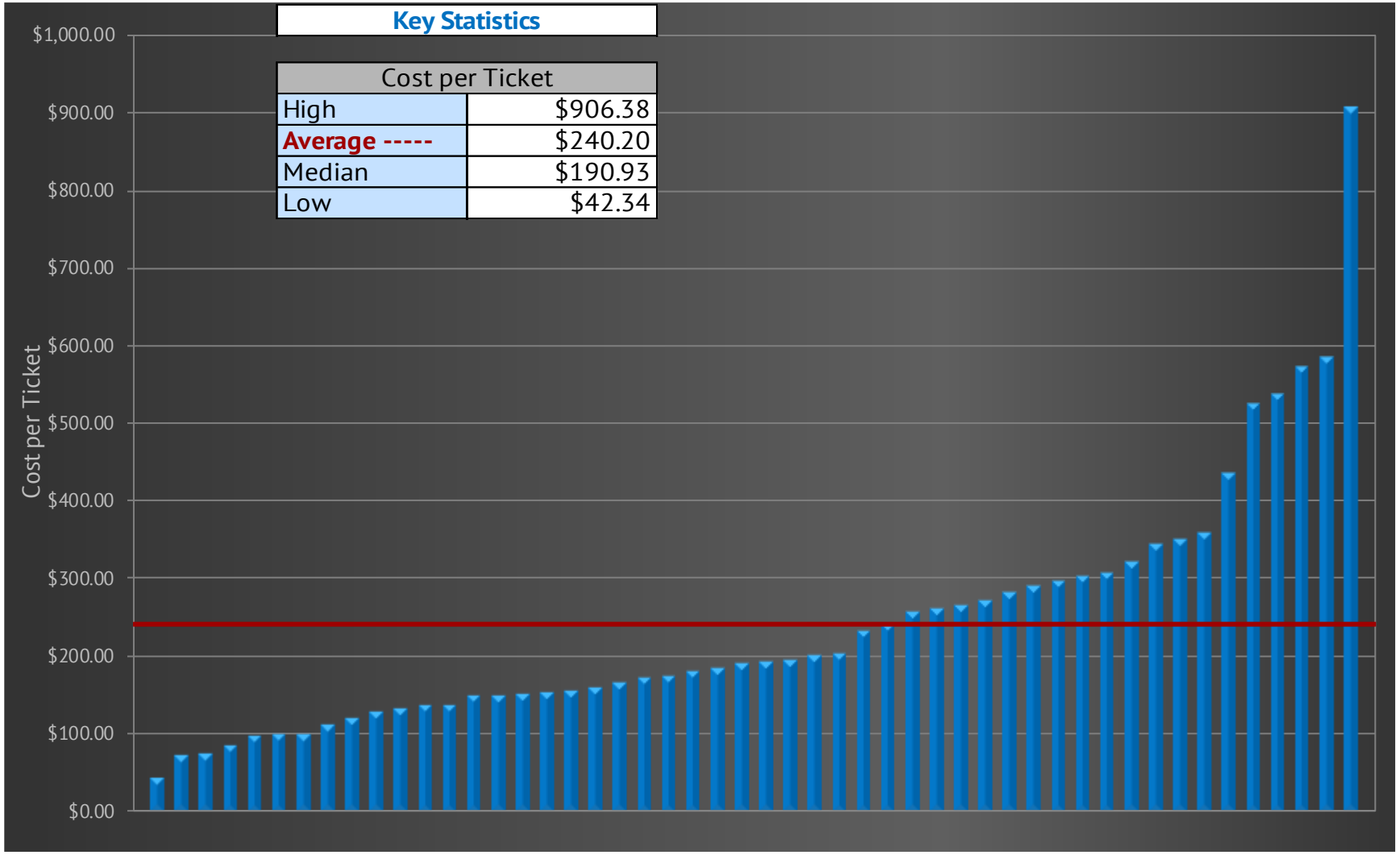
$$Cost\ per\ Ticket = \frac{Total\ Annual\ Operating\ Expense}{Annual\ Ticket\ Volume}$$

Why it's important: Cost per Ticket is one of the most important Desktop Support metrics. It is a measure of how efficiently your organization 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 low cost is achieved by sacrificing quality or service levels. Every Desktop Support organization should track and trend Cost per Ticket on a monthly basis.

Key correlations: Cost per Ticket is strongly correlated with the following metrics:

- Cost per Incident
- Cost per Service Request
- Technician Utilization
- Incident First Visit Resolution Rate
- Average Incident Work Time
- Average Service Request Work Time
- Average Travel Time per Ticket

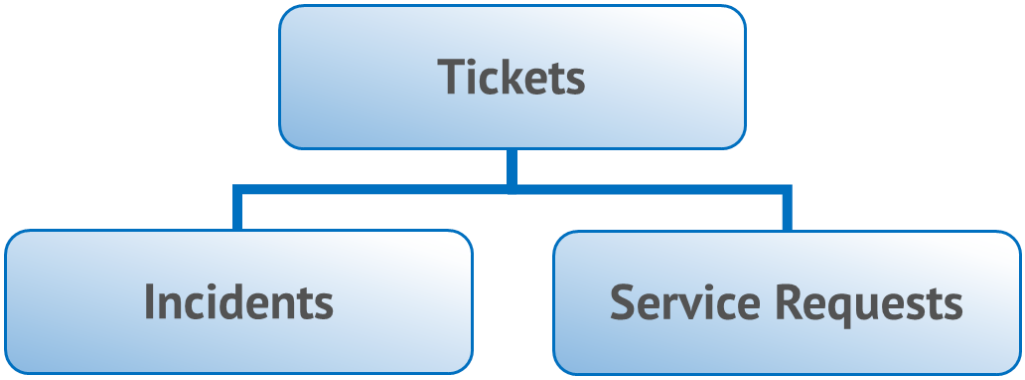
Cost per Ticket (continued)



Cost Metrics (continued)

It is useful to break down Cost per Ticket into the next two metrics: Cost per Incident and Cost per Service Request.

Definition: Incidents vs. Service Requests



Desktop Support tickets include both incidents and service requests. The number of tickets equals the sum of all incidents and service requests.

Incident Volume + Service Request Volume = Ticket Volume

An *incident* is typically *unplanned* work that requires the assistance of an onsite Desktop Support technician to resolve—that is, an issue that cannot be resolved remotely by the Level 1 Service Desk because it requires a physical touch to a device. Some common examples include the following:

- Hardware break/fix
- Device failure
- Connectivity problem

By contrast, a *service request* is typically *planned* work for an onsite Desktop Support technician. Some common examples include the following:

- Move/add/change
- Hardware refresh/replacement
- Device setup

Cost Metrics (continued)

Cost per Incident

Definition: Cost per Incident is the total annual operating expense of Desktop Support, multiplied by the incident workload as a percentage of total workload, then divided by the annual incident volume. Incident workload equals the annual incident volume multiplied by Average Incident Work Time (in other words, the total time spent handling incidents in a year). Likewise, total workload equals the annual ticket volume multiplied by the average ticket handle time. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

$$Cost\ per\ Incident = Operating\ Expense \times \frac{Incident\ Workload}{Total\ Workload} \div Incident\ Volume$$

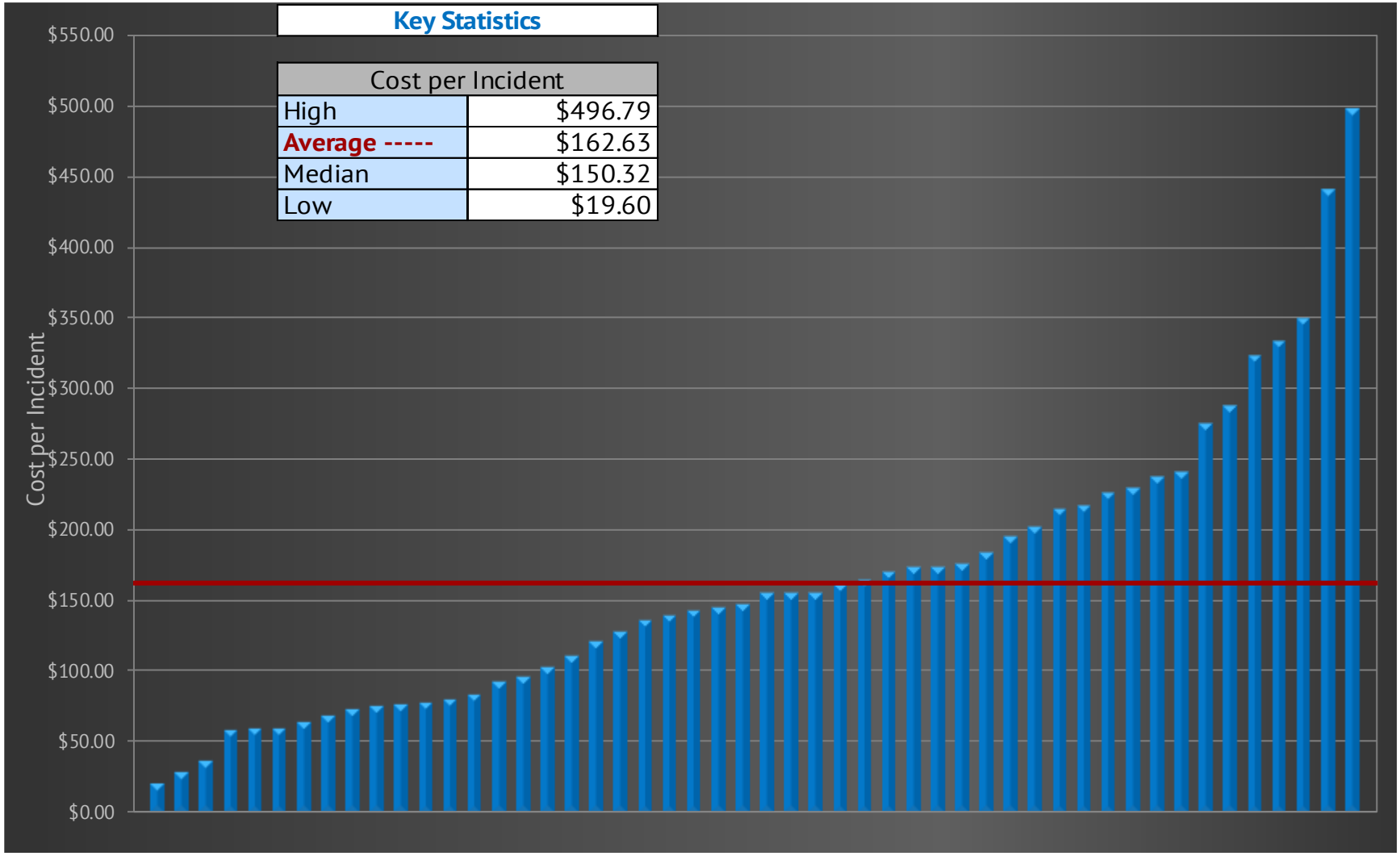
Why it's Important: Cost per Incident is one of the most important Desktop Support metrics. It is one of the key components of Cost per Ticket (the other being Cost per Service Request). A higher-than-average Cost per Incident is not necessarily a bad thing, particularly if accompanied by higher-than-average quality levels. Conversely, a low Cost per Incident is not necessarily good, particularly if low cost is achieved by sacrificing quality or service levels. Every Desktop Support organization should track and trend Cost per Incident on a monthly basis.

Key correlations: Cost per Incident is strongly correlated with the following metrics:

- Cost per Ticket
- Cost per Service Request
- Technician Utilization
- Incident First Visit Resolution Rate
- Average Incident Work Time
- Average Travel Time per Ticket
- Incidents as a % of Total Ticket Volume

Cost per Incident (continued)

return to page 34 | next scorecard KPI



Cost Metrics (continued)

Cost per Service Request

Definition: Cost per Service Request is the total annual operating expense of Desktop Support, multiplied by the service-request workload as a percentage of total workload, then divided by the annual service-request volume. Service-request workload equals the annual service-request volume multiplied by Average Service Request Work Time (in other words, the total time spent handling service requests in a year). Likewise, total workload equals the annual ticket volume multiplied by the average ticket handle time. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

$$Cost\ per\ Svc.Request = Operating\ Expense \times \frac{Svc.Request\ Workload}{Total\ Workload} \div Svc.Request\ Volume$$

Why it's important: Cost per Service Request is one of the most important Desktop Support metrics. It is one of the key components of Cost per Ticket (the other being Cost per Incident). A higher-than-average Cost per Service Request is not necessarily a bad thing, particularly if accompanied by higher-than-average quality levels. Conversely, a low Cost per Service Request is not necessarily good, particularly if low cost is achieved by sacrificing quality or service levels. Every Desktop Support organization should track and trend Cost per Service Request on a monthly basis.

Key correlations: Cost per Service Request is strongly correlated with the following metrics:

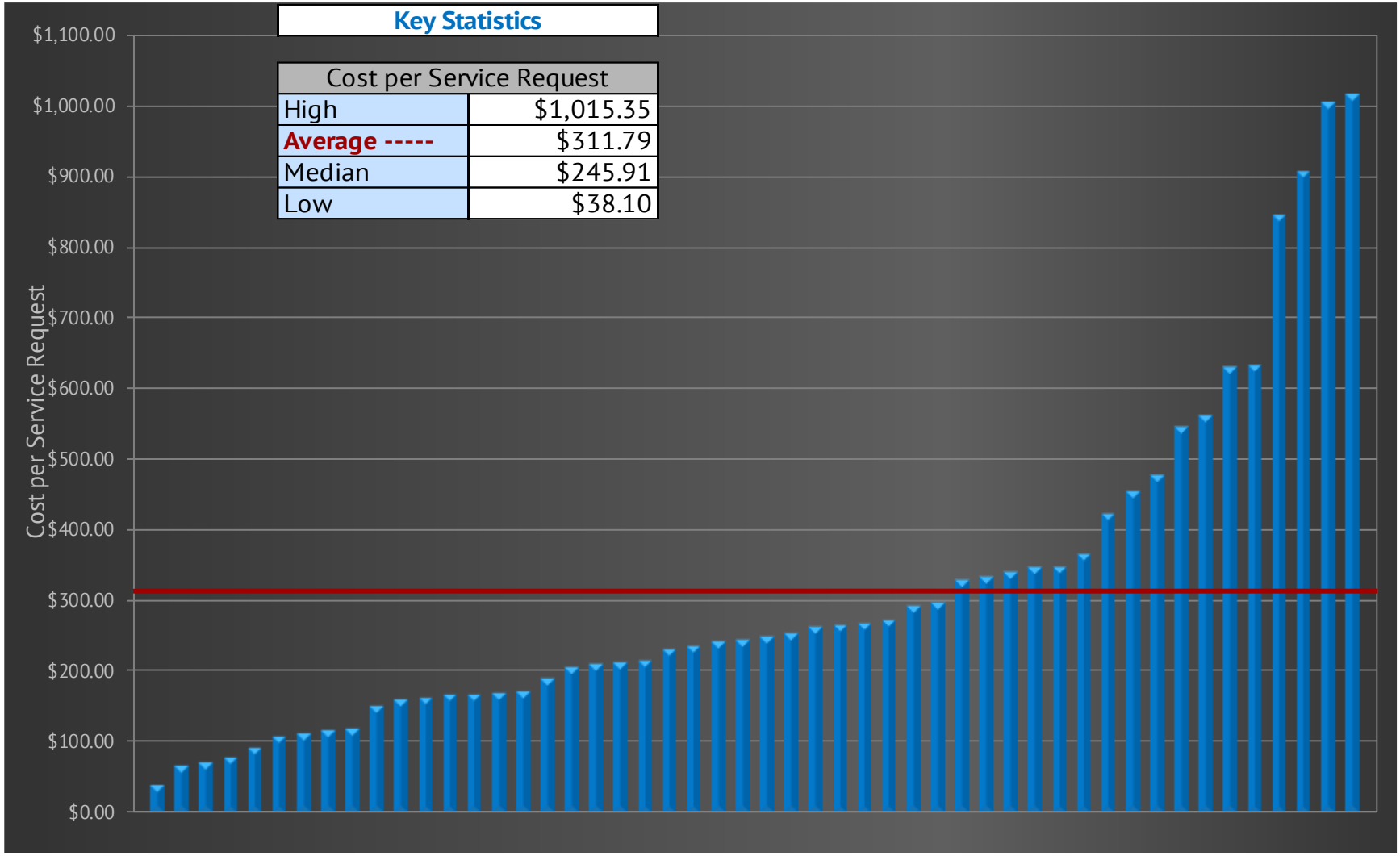
- Cost per Ticket
- Cost per Incident
- Technician Utilization
- Average Service Request Work Time
- Average Travel Time per Ticket
- Incidents as a % of Total Ticket Volume

Cost per Service Request (continued)

return to page 34 | next scorecard KPI

Key Statistics

Cost per Service Request	
High	$1,015.35
Average -----	$311.79
Median	$245.91
Low	$38.10



Productivity Metrics

Technician Utilization

Definition: Technician Utilization is the average time that a technician spends handling both incidents and service requests per month, divided by the number of on-the-job hours in a given month. (See the more thorough definition on page 45.)

$$Technician\ Utilization = \frac{Total\ ticket\ handling\ time\ per\ month}{Number\ of\ work\ hours\ per\ month}$$

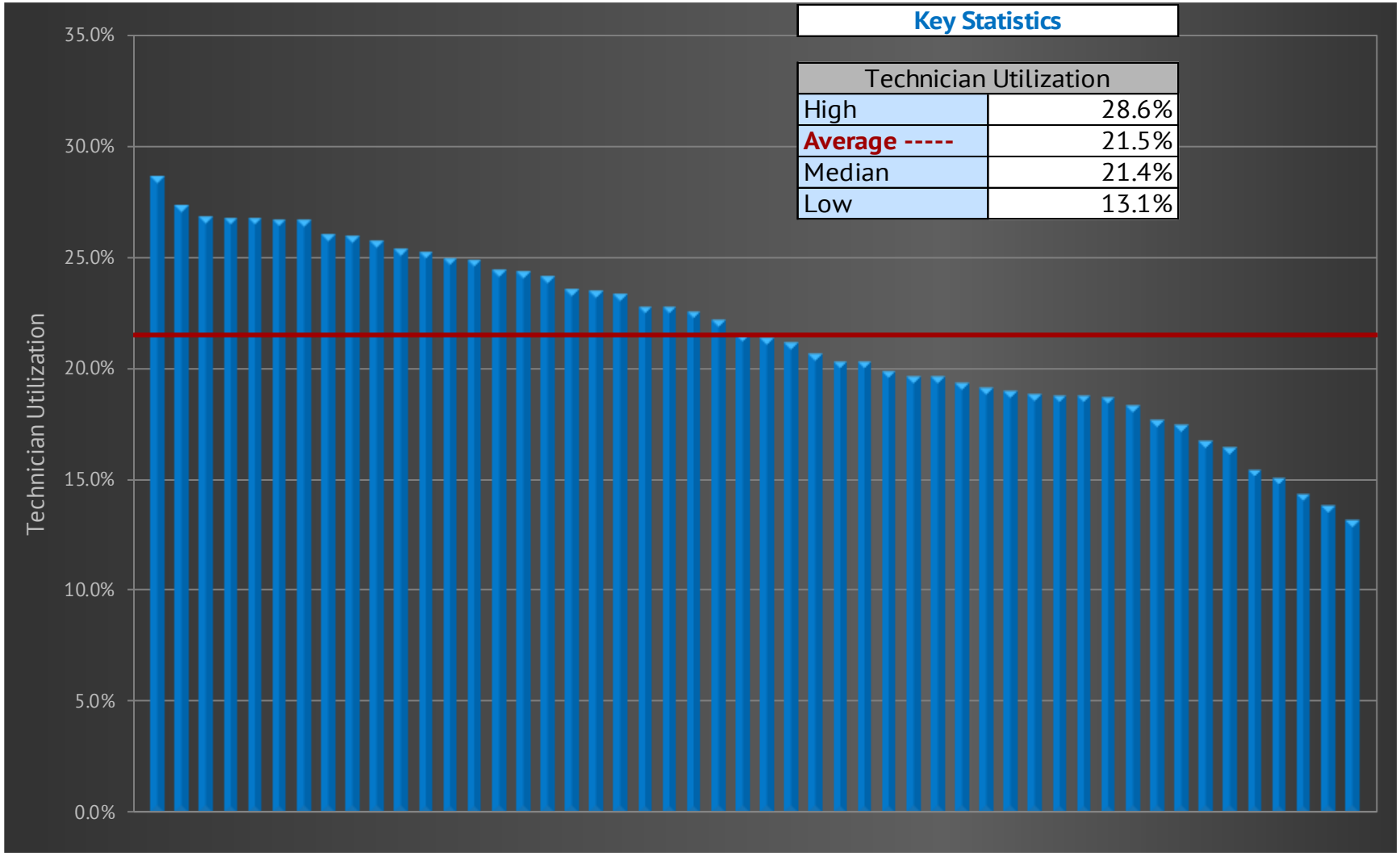
Why it's important: Technician Utilization is the single most important indicator of technician productivity. It measures the percentage of time that the average technician is in "work mode," and is independent of ticket work time or complexity.

Key correlations: Technician Utilization is strongly correlated with the following metrics:

- Tickets per Technician per Month
- Incidents per Technician per Month
- Service Requests per Technician per Month
- Cost per Ticket
- Cost per Incident
- Cost per Service Request

Technician Utilization (continued)

return to page 34 | next scorecard KPI



Technician Utilization Defined

- Technician Utilization is a measure of technicians' actual ticket work time and travel time in a month, divided by the technicians' total time at work during the month.
- It takes into account both incidents and service requests handled by the technicians.
- But the calculation for Technician Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time.
- By calculating Technician Utilization in this way, all Desktop Support organizations worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes.

$$\text{Technician Utilization} = \frac{\begin{array}{c}\text{(Average number of incidents handled per technician per month) X (Average Incident Work Time) +} \\ \text{(Average number of service requests handled per technician per month) X (Average Service Request Work Time) +} \\ \text{(Average number of tickets handled per technician per month) X (Average Travel Time per Ticket)}\end{array}}{\text{(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hour)}}$$

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

$$\text{Technician Utilization} = \frac{\begin{array}{c}\text{(60 incidents per month) X (32 minutes) +} \\ \text{(24 service requests per month) X (59 minutes) +} \\ \text{(84 tickets per month) X (41 minutes)}\end{array}}{\text{(21.5 work days per month) X (7.5 work hours per day) X (60 minutes/hour)}} = \textbf{70.1\% Technician Utilization}$$

Productivity Metrics (continued)

Tickets per Technician per Month

Definition: Tickets per Technician per Month is the average monthly ticket volume divided by the average Full Time Equivalent (FTE) technician headcount. Ticket volume includes both incidents and service requests. Technician headcount is the average FTE number of employees and contractors handling Desktop Support tickets.

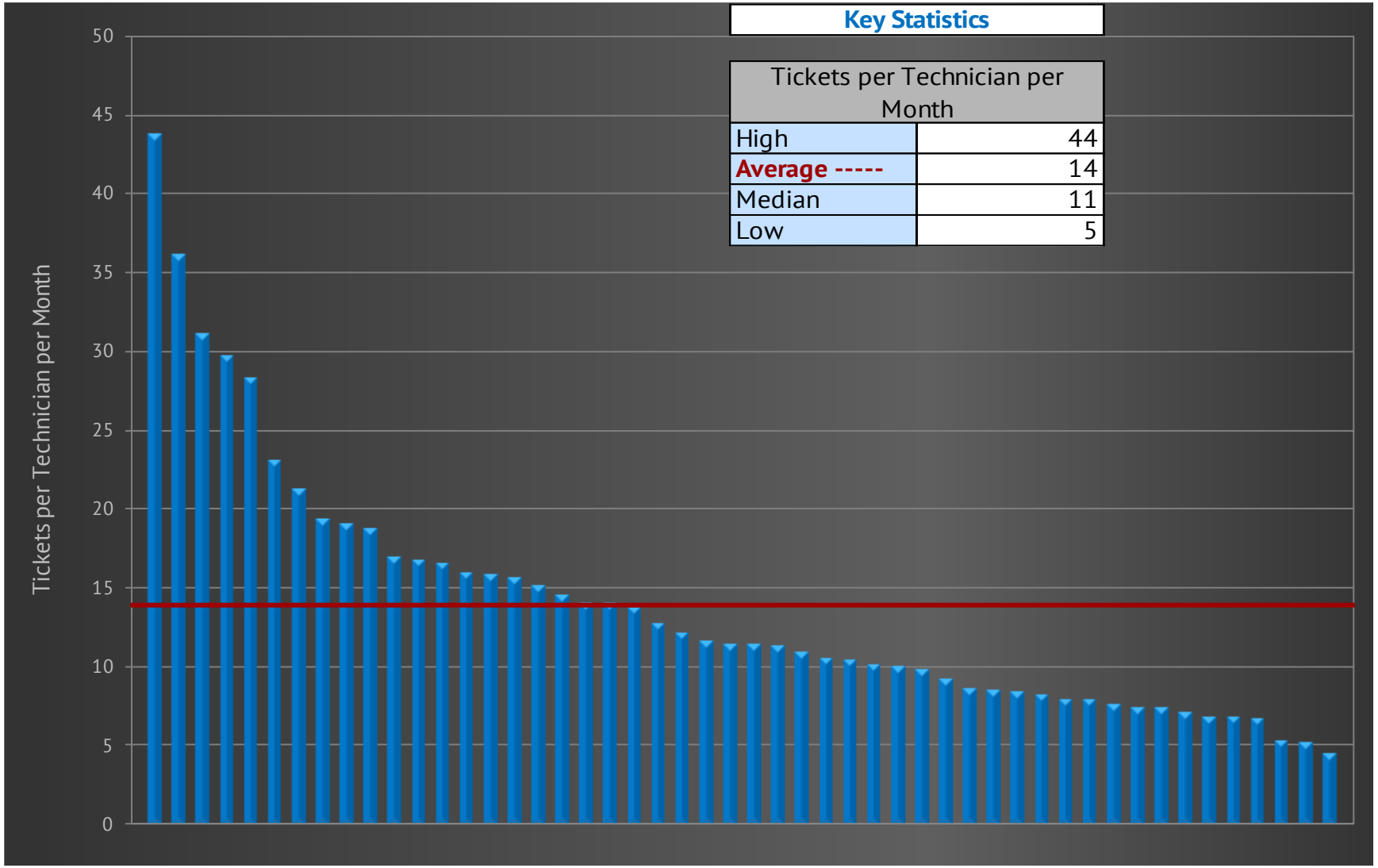
$$Tickets\ per\ Technician\ per\ Month = \frac{Average\ ticket\ volume\ per\ month}{Average\ FTE\ technician\ headcount}$$

Why it's important: Tickets per Technician per Month is an important indicator of technician productivity. A low number could indicate low Technician Utilization, poor scheduling efficiency or schedule adherence, or a higher-than-average ticket work time. Conversely, a high number of tickets per technician may indicate high Technician Utilization, good scheduling efficiency and schedule adherence, or a lower-than-average ticket work time. Every Desktop Support organization should track and trend this metric on a monthly basis.

Key correlations: Tickets per Technician per Month is strongly correlated with the following metrics:

- Technician Utilization
- Average Incident Work Time
- Average Service Request Work Time
- Average Travel Time per Ticket

Tickets per Technician per Month (continued)



Productivity Metrics (continued)

Incidents per Technician per Month

Definition: Incidents per Technician per Month is the average monthly incident volume divided by the average Full Time Equivalent (FTE) technician headcount. Technician headcount is the average FTE number of employees and contractors handling Desktop Support tickets.

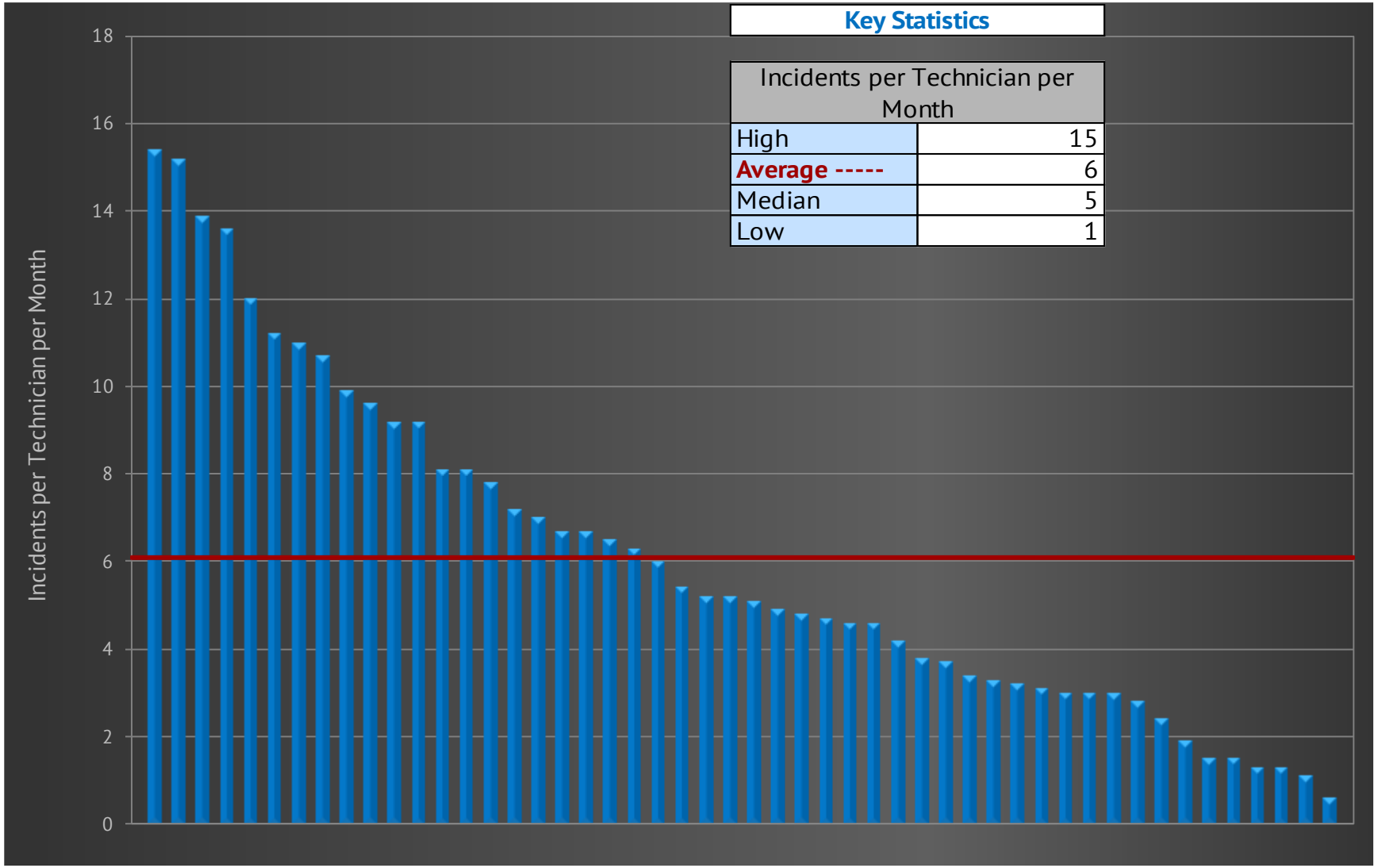
$$Incidents\ per\ Technician\ per\ Month = \frac{Average\ incident\ volume\ per\ month}{Average\ FTE\ technician\ headcount}$$

Why it's important: Incidents per Technician per Month is an important indicator of technician productivity. A low number could indicate low Technician Utilization, poor scheduling efficiency or schedule adherence, or a higher-than-average incident work time. Conversely, a high number of incidents per technician may indicate high Technician Utilization, good scheduling efficiency and schedule adherence, or a lower-than-average incident work time. Every Desktop Support organization should track and trend this metric on a monthly basis.

Key correlations: Incidents per Technician per Month is strongly correlated with the following metrics:

- Technician Utilization
- Average Incident Work Time
- Average Travel Time per Ticket
- Incidents as a % of Total Ticket Volume

Incidents per Technician per Month (continued)



Productivity Metrics (continued)

Service Requests per Technician per Month

Definition: Service Requests per Technician per Month is the average monthly service request volume divided by the average Full Time Equivalent (FTE) technician headcount. Technician headcount is the average FTE number of employees and contractors handling Desktop Support tickets.

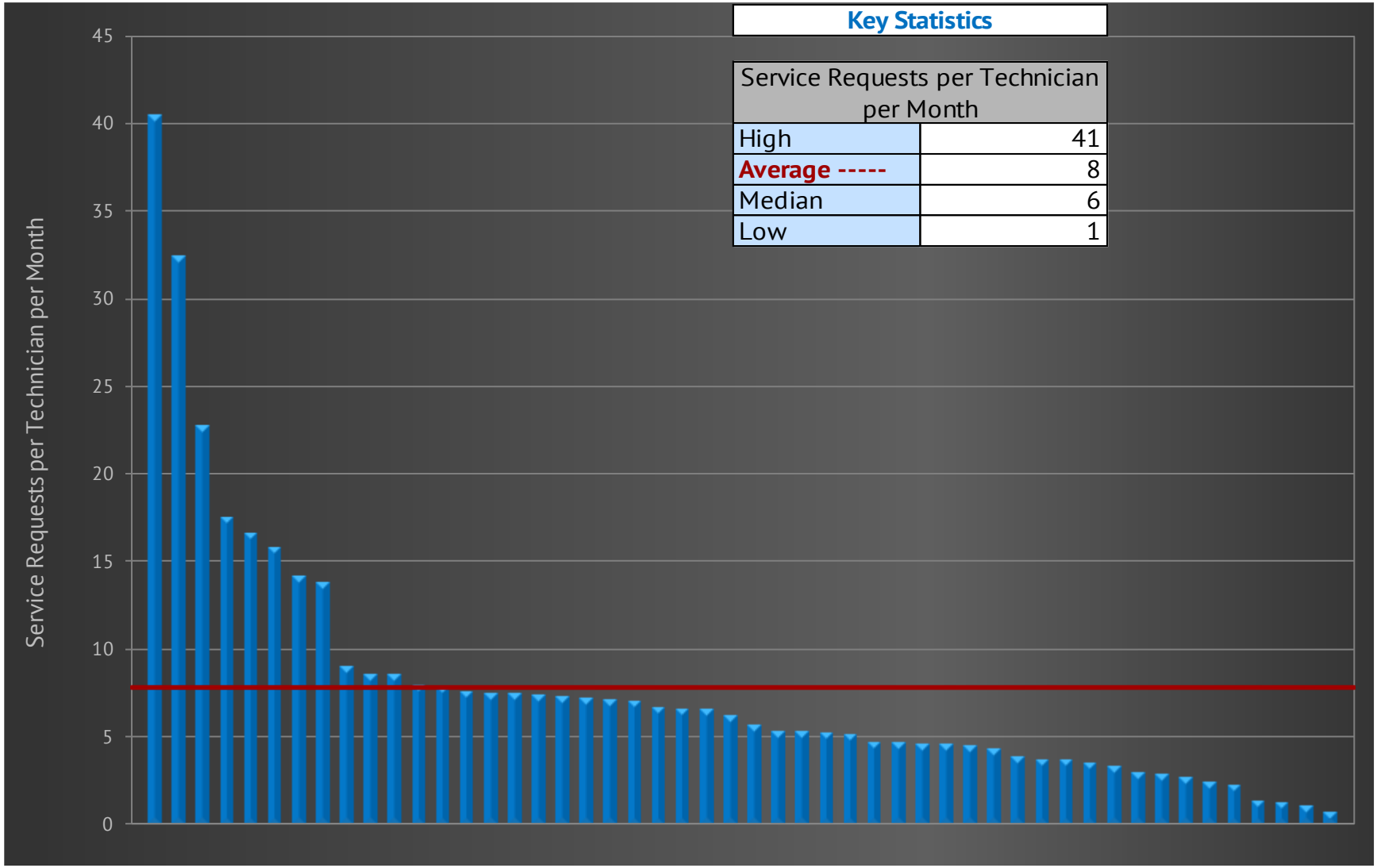
$$Service\ Requests\ per\ Technician\ per\ Month = \frac{Avg.\ service\ request\ volume/month}{Avg.\ FTE\ technician\ headcount}$$

Why it's important: Service Requests per Technician per Month is an important indicator of technician productivity. A low number could indicate low Technician Utilization, poor scheduling efficiency or schedule adherence, or a higher-than-average service request work time. Conversely, a high number of service requests per technician may indicate high Technician Utilization, good scheduling efficiency and schedule adherence, or a lower-than-average service request work time. Every Desktop Support organization should track and trend this metric on a monthly basis.

Key correlations: Service Requests per Technician per Month is strongly correlated with the following metrics:

- Technician Utilization
- Average Service Request Work Time
- Average Travel Time per Ticket
- Incidents as a % of Total Ticket Volume

Service Requests per Technician per Month (continued)



Productivity Metrics (continued)

Technicians as a % of Total Headcount

Definition: This metric is the average Full Time Equivalent (FTE) technician headcount divided by the average total Desktop Support headcount. It is expressed as a percentage, and represents the percentage of total Desktop Support personnel who are engaged in direct customer-support activities. Headcount includes both employees and contractors.

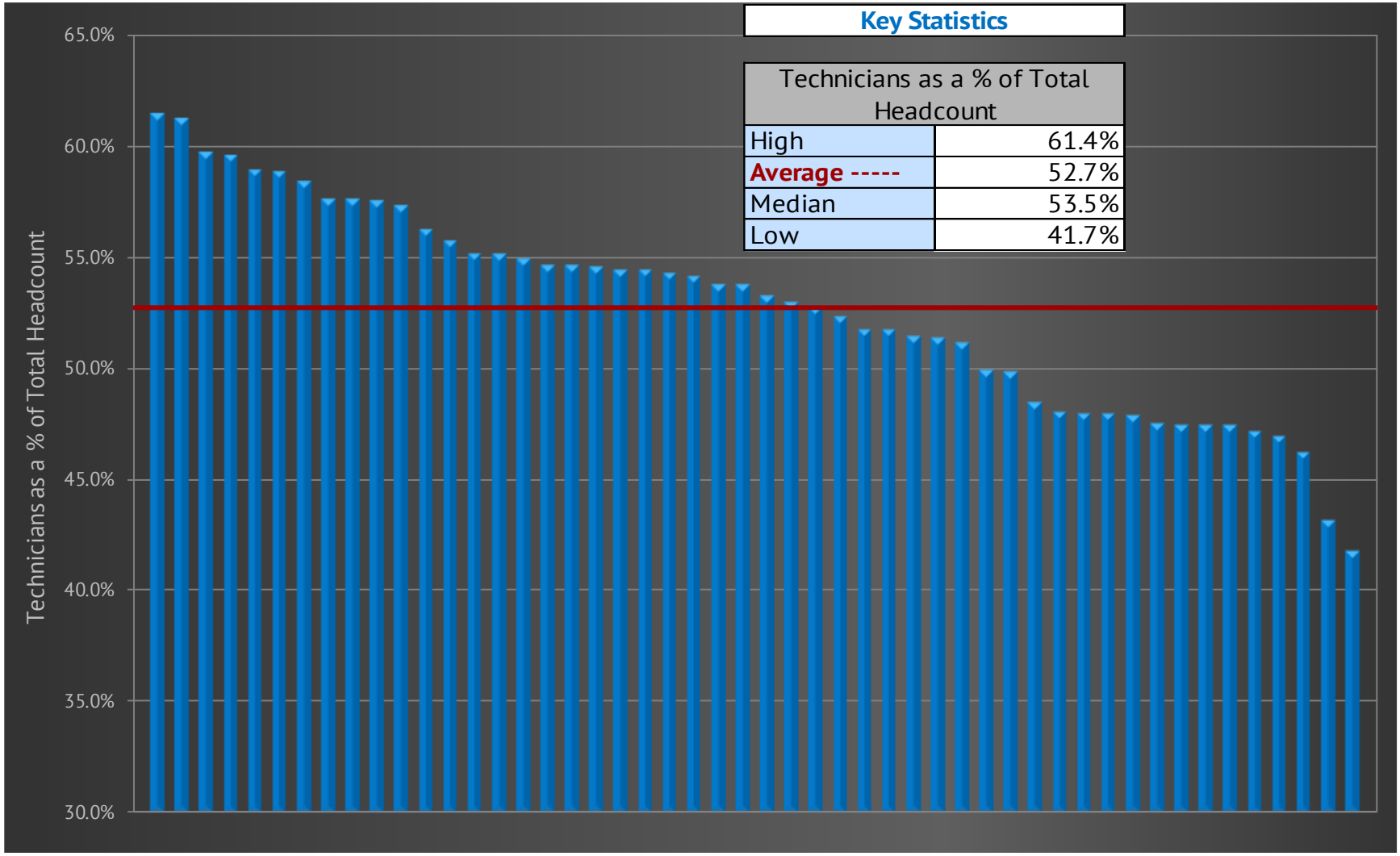
$$\textit{Technicians as a \% of Total Headcount} = \frac{\textit{Avg. FTE technician headcount}}{\textit{Avg. total Desktop Support headcount}}$$

Why it's important: The technician headcount as a percentage of total Desktop Support headcount is an important measure of management and overhead efficiency. Since non-technicians include both management and non-management personnel (such as supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. But it is a more useful metric than management span of control because the denominator of this ratio takes into account *all* personnel that are not directly engaged in customer-support activities.

Key correlations: Technicians as a % of Total Headcount is strongly correlated with the following metrics:

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

Technicians as a % of Total Headcount (continued)



Service Level Metrics

Mean Time to Resolve Incidents

Definition: 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-business hours are excluded from the calculation. For example, if an incident is reported at 3:00 p.m. on Tuesday, and the ticket is closed at 3:00 p.m. on Wednesday, the mean time to resolve (MTTR) will be 8 hours, not 24 hours.

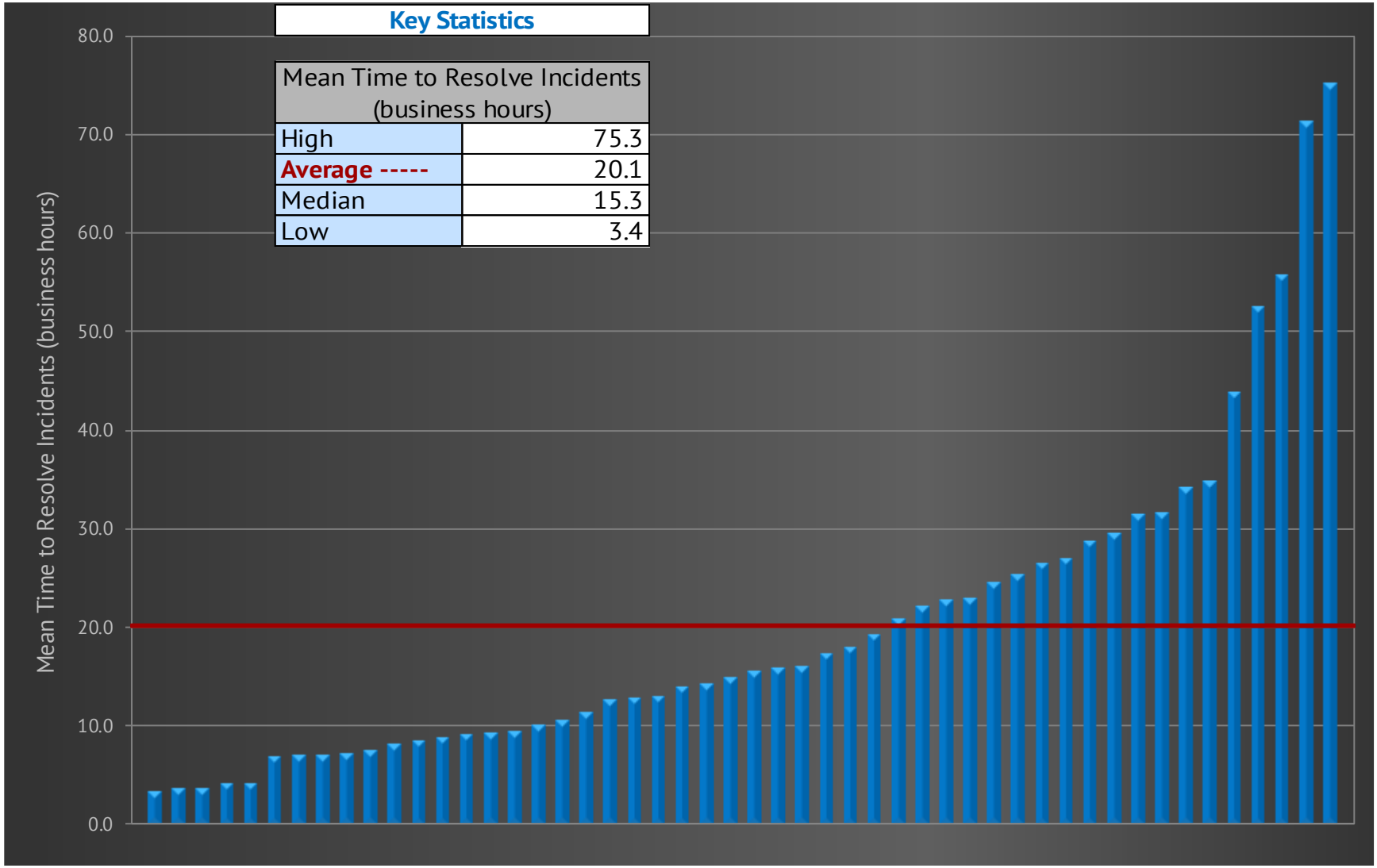
Mean Time to Resolve Incidents = Average number of business hours between the time an incident is reported and the time it is closed

Why it's important: Service levels, including the MTTR for incidents, are a key driver of Customer Satisfaction with Desktop Support.

Key correlations: Mean Time to Resolve Incidents is strongly correlated with the following metrics:

- Customer Satisfaction
- Average Incident Work Time
- Average Travel Time per Ticket
- % of Incidents Resolved in 8 Business Hours

Mean Time to Resolve Incidents (continued)



Service Level Metrics (continued)

% of Incidents Resolved in 8 Business Hours

Definition: The % of Incidents Resolved in 8 Business Hours is fairly self-explanatory. For example, an incident that is reported at 1:00 p.m. on Friday will be resolved in 8 business hours if the ticket is closed by 1:00 p.m. on the following Monday.

% of Incidents Resolved in 8 Business Hours = The percentage of incidents that are closed within 8 business hours of being reported.

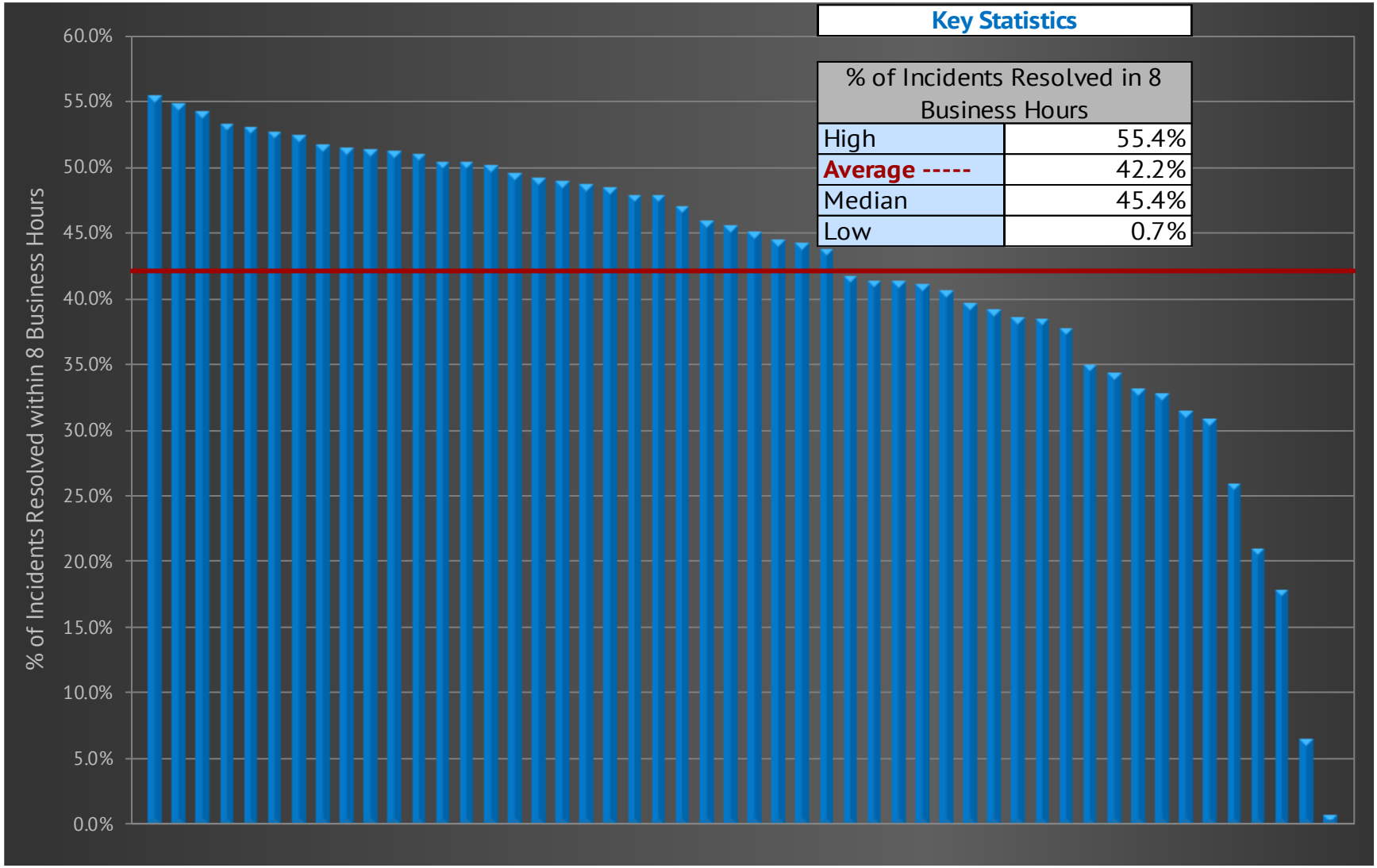
Why it's important: Service levels, including the % of Incidents Resolved in 8 Business Hours, are a key driver of Customer Satisfaction with Desktop Support.

Key correlations: % of Incidents Resolved in 8 Business Hours is strongly correlated with the following metrics:

- Customer Satisfaction
- Average Incident Work Time
- Average Travel Time per Ticket
- Mean Time to Resolve Incidents

% of Incidents Resolved in 8 Business Hours (continued)

return to page 34 | next scorecard KPI



Service Level Metrics (continued)

Mean Time to Fulfill Service Requests

Definition: Mean Time to Fulfill Service Requests is the average number of business days that elapse from the time a service request is logged until the time the service request is completed. Non-business days are excluded from the calculation. For example, if a service request is logged at 3:00 p.m. on Friday, and the ticket is closed at 3:00 pm on the following Tuesday, the mean time to fulfill (MTTF) will be 2 days, not 4 days.

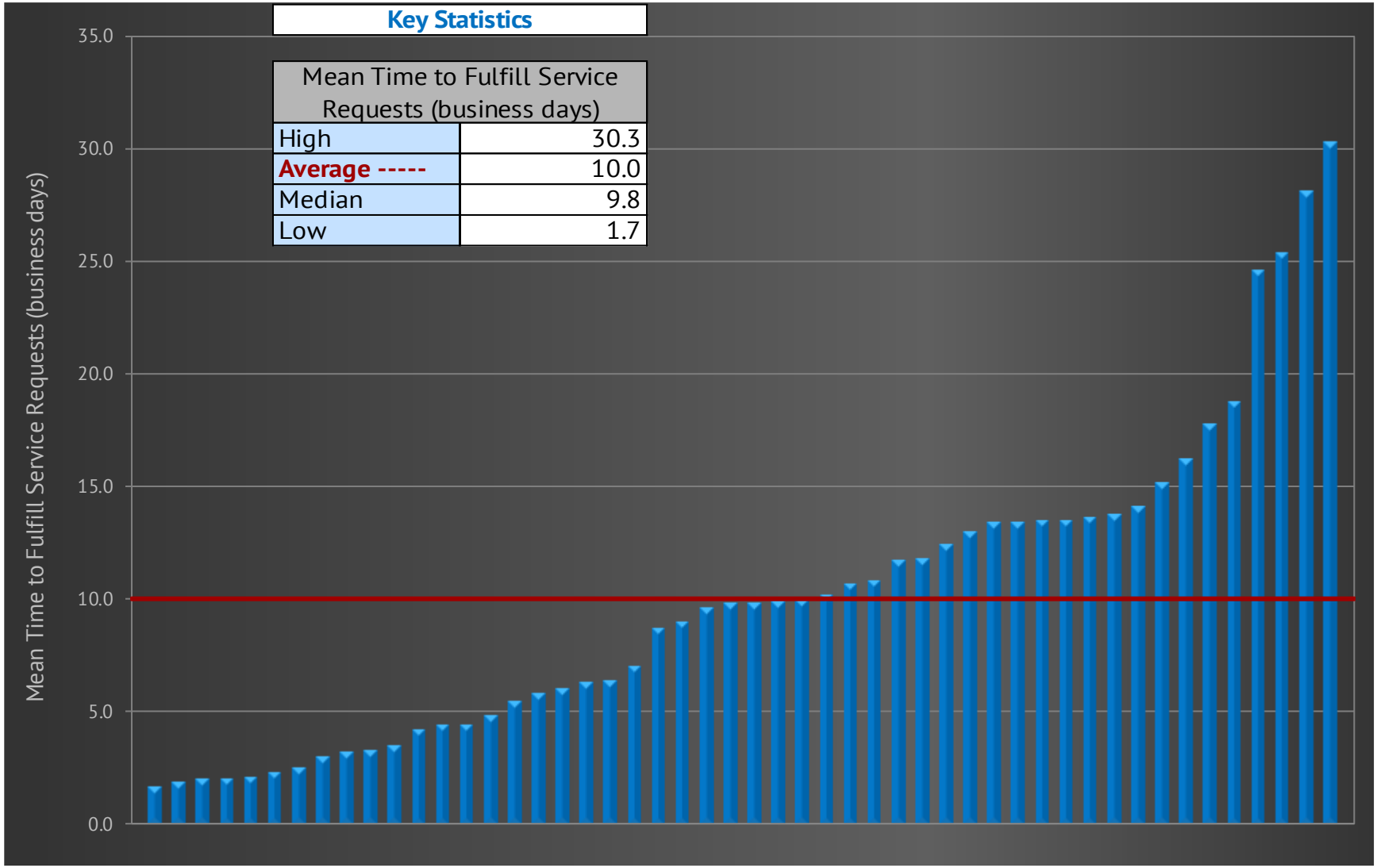
Mean Time to Fulfill Service Requests = Average number of business days between the time a service request is logged and the time it is completed.

Why it's important: Service levels, including the MTTF for service requests, are a key driver of Customer Satisfaction with Desktop Support.

Key correlations: Mean Time to Fulfill Service Requests is strongly correlated with the following metrics:

- Customer Satisfaction
- Average Service Request Work Time
- Average Travel Time per Ticket
- % of Service Requests Resolved in 24 Business Hours

Mean Time to Fulfill Service Requests (continued)



Service Level Metrics (continued)

% of Service Requests Fulfilled in 24 Business Hours

Definition: The % of Service Requests Fulfilled in 24 Business Hours is fairly self-explanatory. For example, a service request that is logged at 1:00 p.m. on Friday will be fulfilled in 24 business hours if the ticket is closed by 1:00 p.m. on the following Wednesday.

> ***% of Service Requests Fulfilled in 24 Business Hours = The percentage of service requests that are closed within 24 business hours of being logged.***

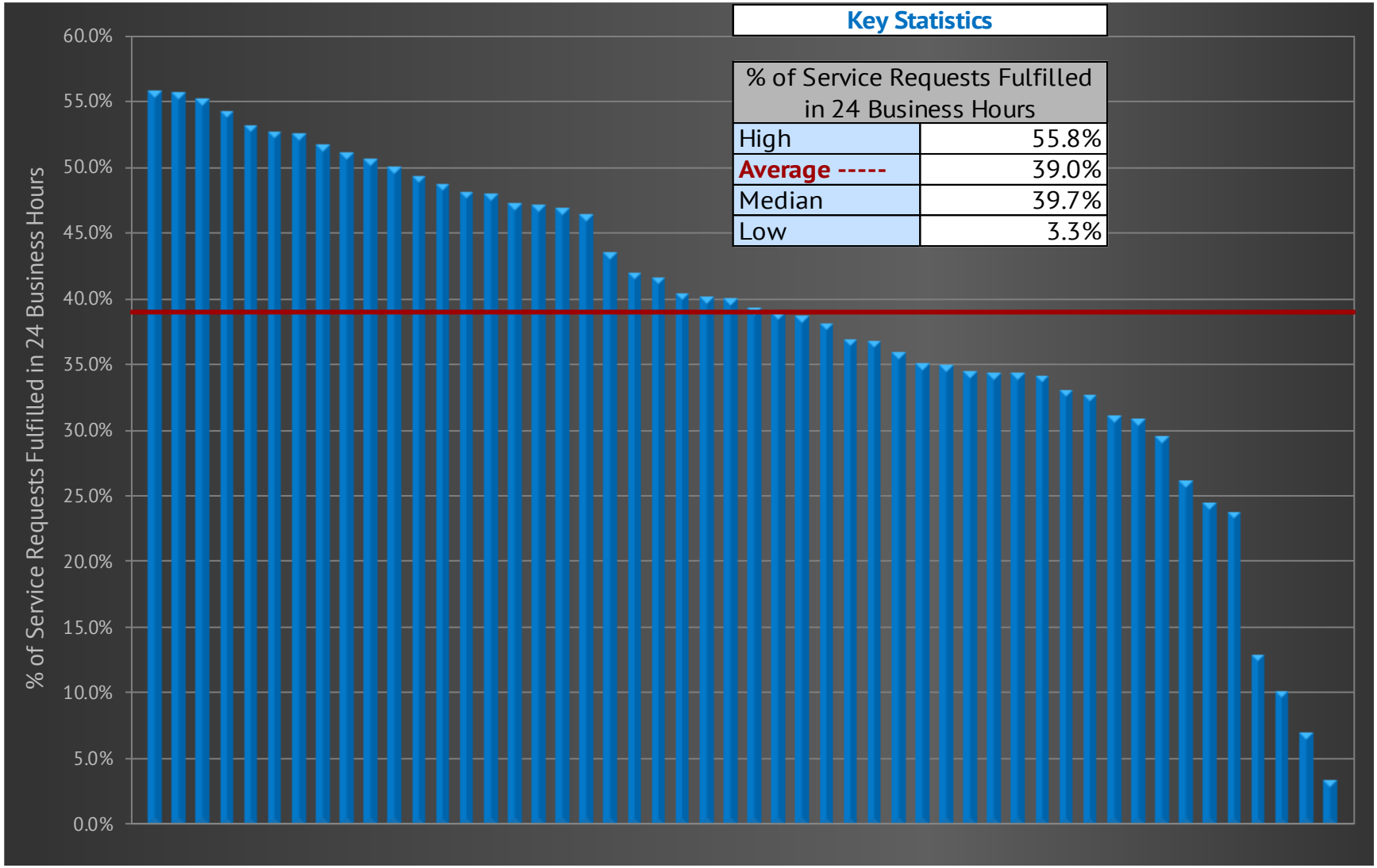
Why it's important: Service levels, including the % of Service Requests Fulfilled in 24 Business Hours, are a key driver of Customer Satisfaction with Desktop Support.

Key correlations: % of Service Requests Fulfilled in 24 Business Hours is strongly correlated with the following metrics:

- Customer Satisfaction
- Average Service Request Work Time
- Average Travel Time per Ticket
- Mean Time to Fulfill Service Requests

% of Service Requests Fulfilled in 24 Business Hours (continued)

return to page 34 | next scorecard KPI



Key Statistics

% of Service Requests Fulfilled in 24 Business Hours	
High	55.8%
Average -----	39.0%
Median	39.7%
Low	3.3%

Quality Metrics

Customer Satisfaction

Definition: 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 number of ways, including follow-up calls, email surveys that are automatically sent out by the trouble ticket system, postal surveys, etc.

$$Customer\ Satisfaction = \frac{Number\ of\ satisfied\ or\ very\ satisfied\ customers}{Number\ of\ customers\ surveyed}$$

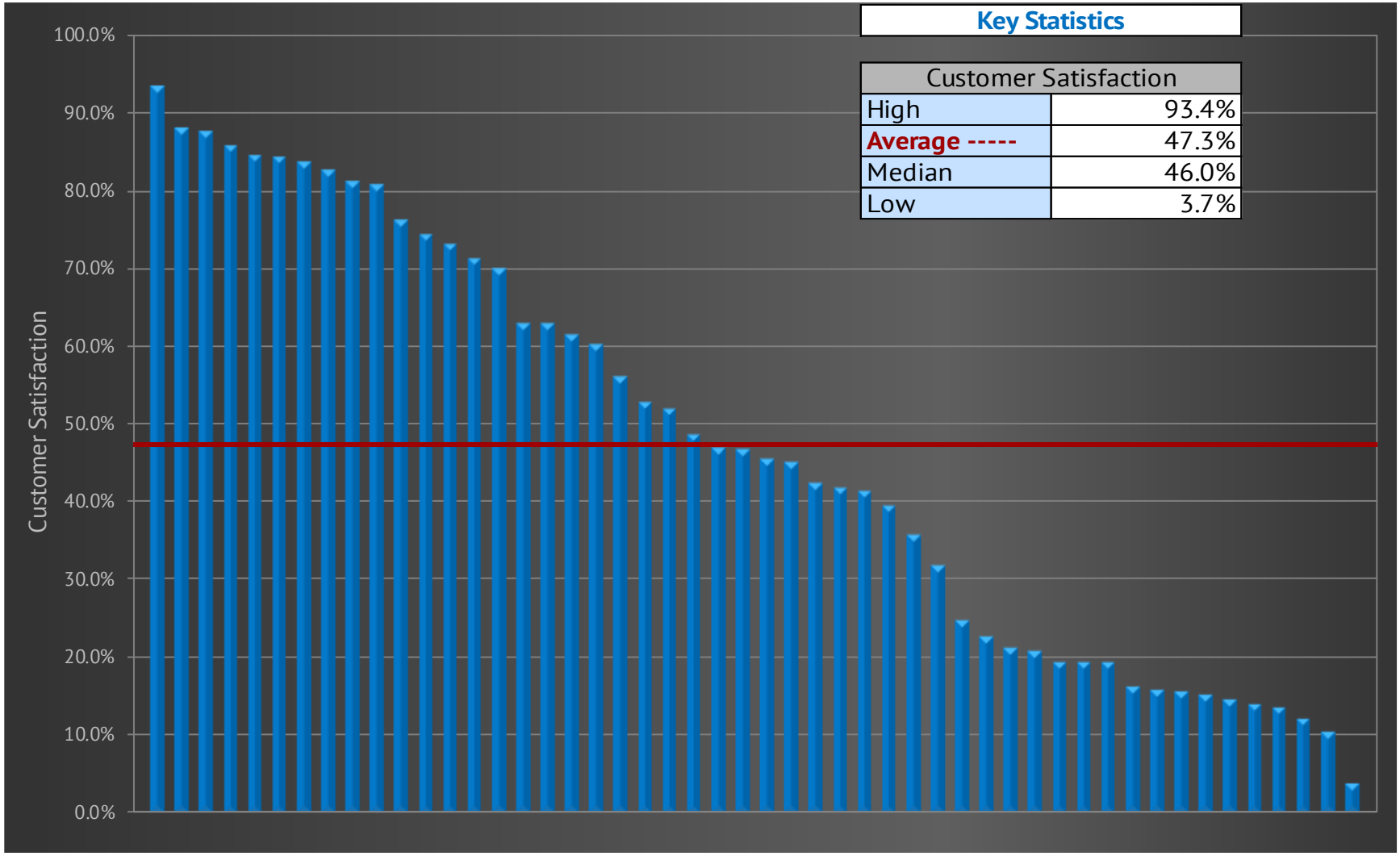
Why it's important: Customer Satisfaction is the single most important measure of Desktop Support quality. Any successful Desktop Support organization will have consistently high Customer Satisfaction ratings. Some Desktop Support managers are under the impression that a low Cost per Ticket may justify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

Key correlations: Customer Satisfaction is strongly correlated with the following metrics:

- Incident First Visit Resolution Rate
- Mean Time to Resolve Incidents
- Mean Time to Fulfill Service Requests

Customer Satisfaction (continued)

return to page 34 | next scorecard KPI



Quality Metrics (continued)

Incident First Visit Resolution Rate

Definition: 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.

$$Incident\ First\ Visit\ Resolution\ Rate = \frac{Incidents\ resolved\ on\ first\ visit}{Total\ incident\ volume}$$

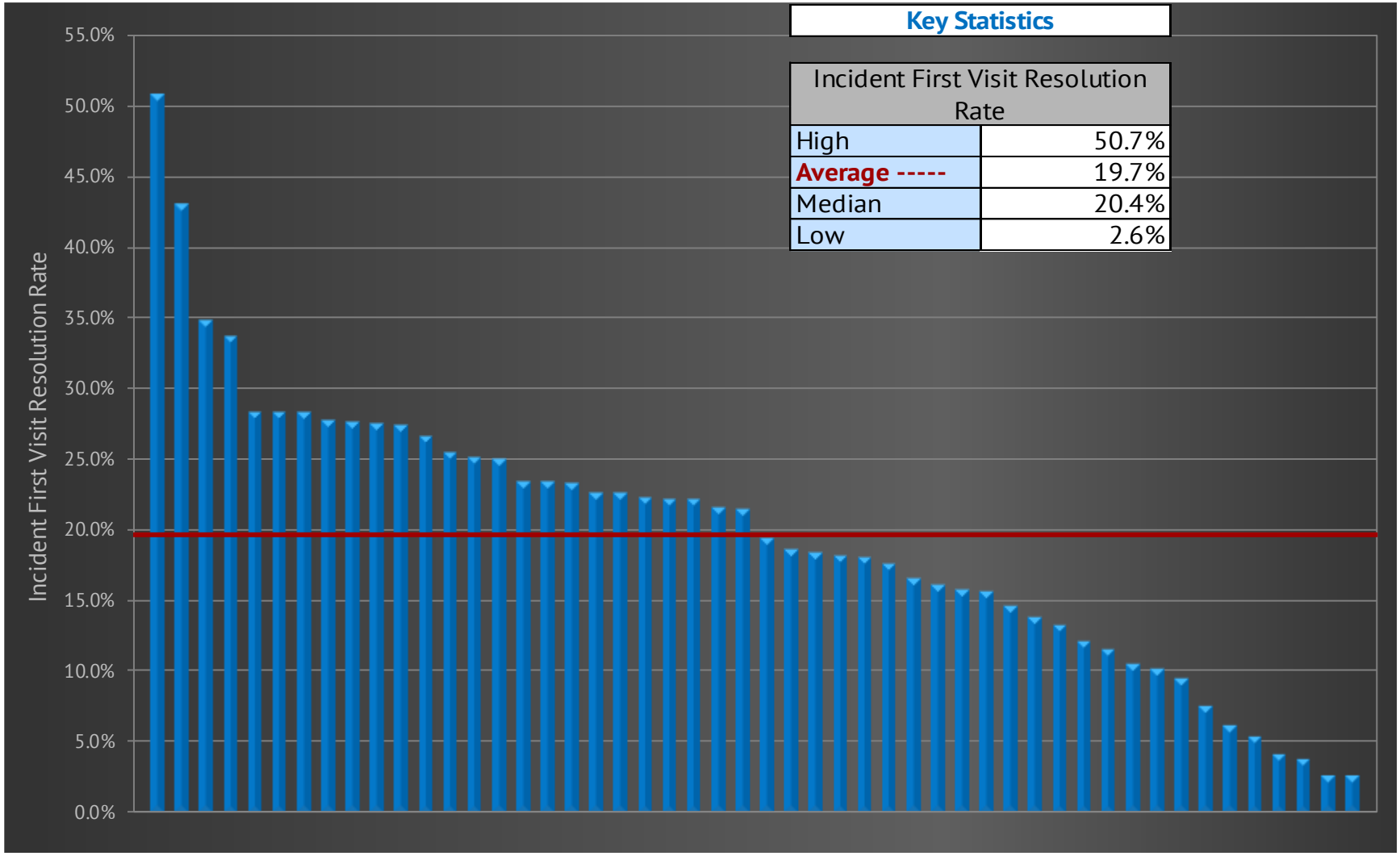
Why it's important: Incident First Visit Resolution Rate is one of the biggest drivers of Customer Satisfaction. A high Incident First Visit Resolution Rate is almost always associated with high levels of Customer Satisfaction. Desktop Support groups that emphasize training (i.e., high training hours for new and veteran technicians) and have good technology tools generally enjoy a higher-than-average Incident First Visit Resolution Rate.

Key correlations: Incident First Visit Resolution Rate is strongly correlated with the following metrics:

- Customer Satisfaction
- New Technician Training Hours
- Annual Technician Training Hours
- Average Incident Work Time

Incident First Visit Resolution Rate (continued)

return to page 34 | next scorecard KPI



Quality Metrics (continued)

% Resolved Level 1 Capable

Definition: % 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 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 when closing a ticket, to indicate that the ticket could have been resolved at Level 1.

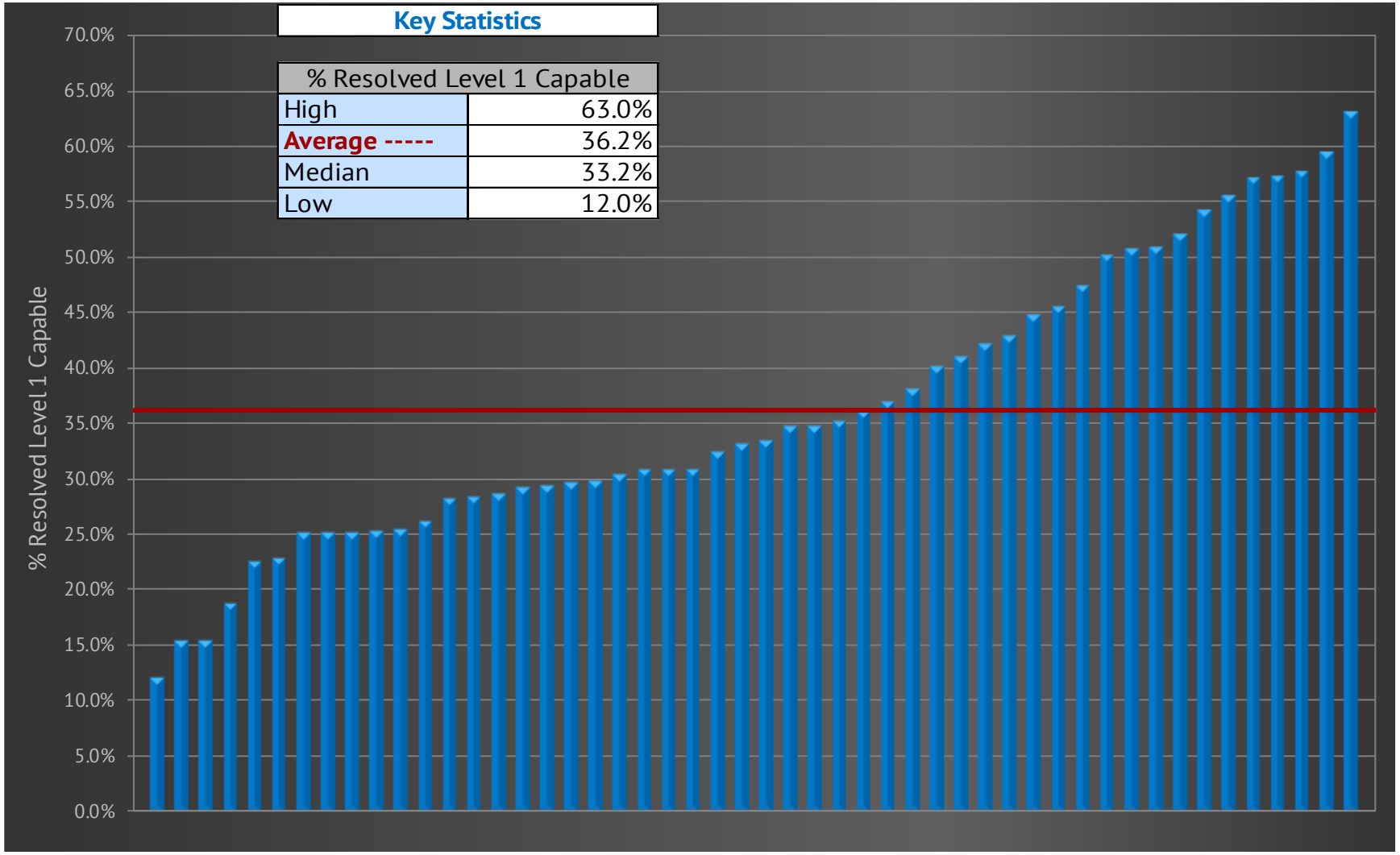
$$\%\ \textbf{\textit{Resolved Level 1 Capable}} = \frac{\textbf{\textit{Desktop Support tickets Level 1 could have resolved}}}{\textbf{\textit{Total Desktop Support ticket volume}}}$$

Why it's important: 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 Total Cost of Ownership (TCO) for end-user support, the % Resolved Level 1 Capable should be as low as possible.

Key correlations: % Resolved Level 1 Capable is strongly correlated with the following metrics:

- Average Incident Work Time
- Tickets per Seat per Month
- Incidents per Seat per Month

% Resolved Level 1 Capable (continued)



Technician Metrics

Annual Technician Turnover

Definition: Annual Technician Turnover is the average percentage of technicians that leave Desktop Support, for any reason (voluntarily or involuntarily), in a year.

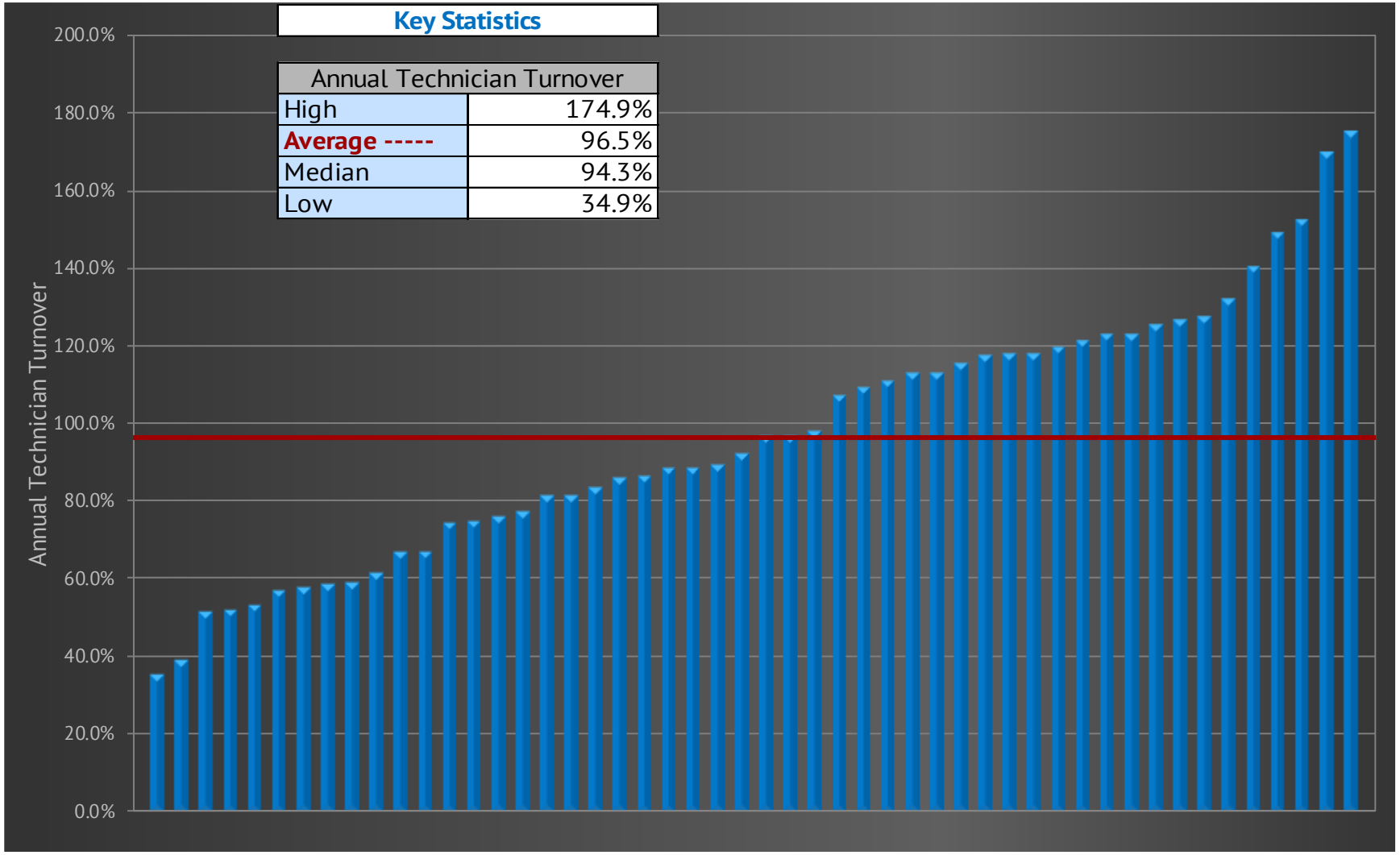
$$Annual\ Technician\ Turnover = \frac{Avg.number\ of\ technicians\ that\ leave\ per\ year}{Avg.total\ technician\ headcount}$$

Why it's important: Technician turnover is costly. Each time a technician leaves the organization, a new technician needs to be hired to replace the outgoing technician. This results in costly recruiting, hiring, and training expenses. Additionally, it is typically several weeks or even months before a technician is fully productive, so there is lost productivity associated with technician turnover as well. High technician turnover is generally associated with low technician morale in a Desktop Support organization.

Key correlations: Annual Technician Turnover is strongly correlated with the following metrics:

- Daily Technician Absenteeism
- Annual Technician Training Hours
- Customer Satisfaction
- Incident First Visit Resolution Rate
- Cost per Ticket
- Technician Job Satisfaction

Annual Technician Turnover (continued)



Technician Metrics (continued)

Daily Technician Absenteeism

Definition: Daily Technician Absenteeism is the average percentage of technicians with an unexcused absence on any given day. It is calculated by dividing the average number of unexcused absent technicians per day by the average total number of technicians per day that are scheduled to be at work.

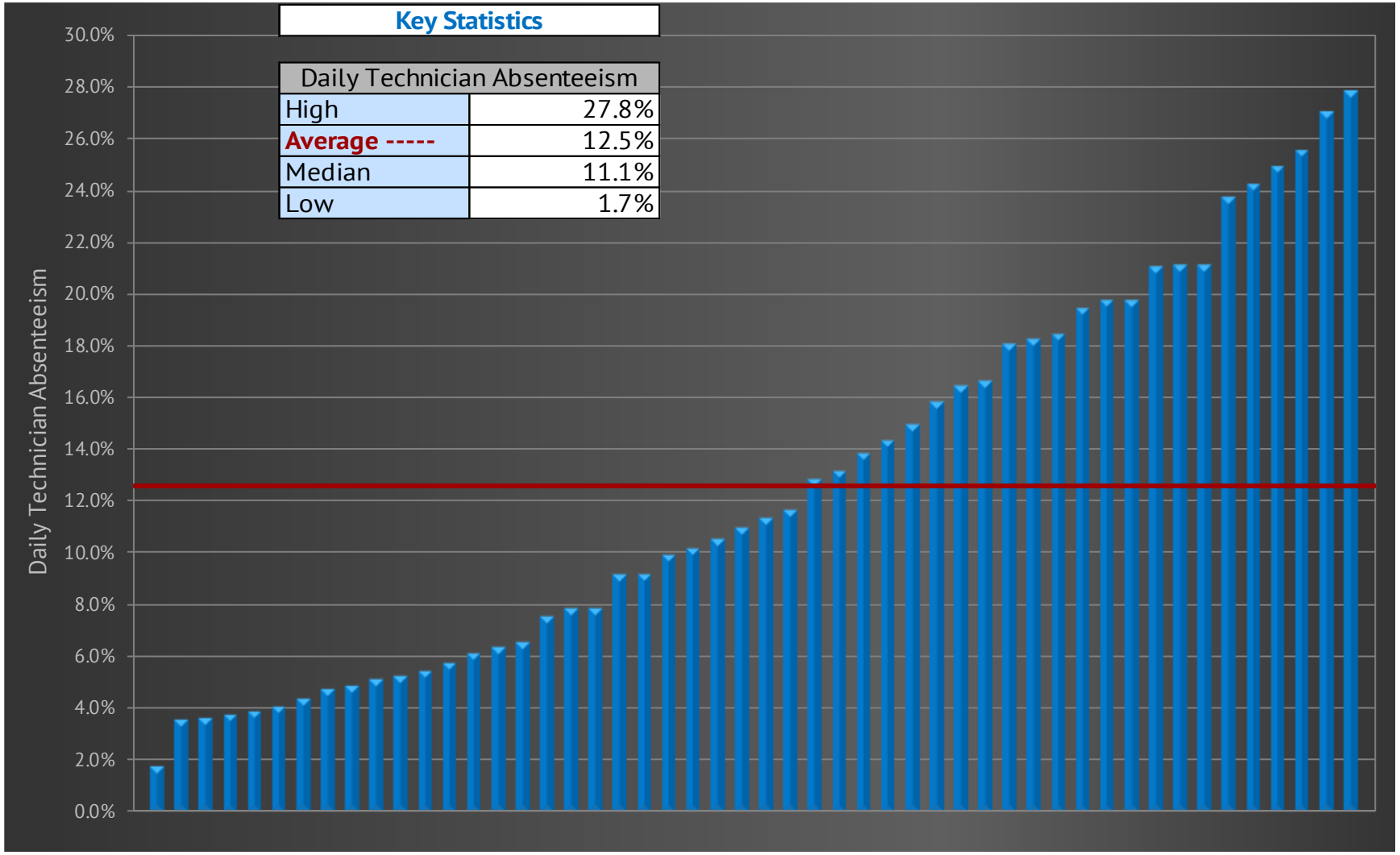
$$Daily\ Technician\ Absenteeism = \frac{Avg.\ unexcused\ absent\ technicians\ per\ day}{Avg.\ technicians\ scheduled\ to\ work\ per\ day}$$

Why it's important: High Technician Absenteeism is problematic because it makes it difficult for a Desktop Support organization to schedule resources efficiently. High absenteeism can severely harm Desktop Support's operating performance and increase the likelihood that service-level targets will be missed. Mean Time to Resolve Incidents and Mean Time to Fulfill Service Requests will typically suffer when absenteeism is high. Also, chronically high absenteeism is often a sign of low technician morale.

Key correlations: Daily Technician Absenteeism is strongly correlated with the following metrics:

- Annual Technician Turnover
- Technician Job Satisfaction
- Technician Utilization
- Cost per Ticket
- Tickets per Technician per Month

Daily Technician Absenteeism (continued)



Technician Metrics (continued)

New Technician Training Hours

Definition: The name of this metric is somewhat self-explanatory. New Technician Training Hours is the number of training hours (including classroom, computer-based training, self-study, shadowing, being coached, and on-the-job training) that a new technician receives before he or she is allowed to handle Desktop Support tickets independently.

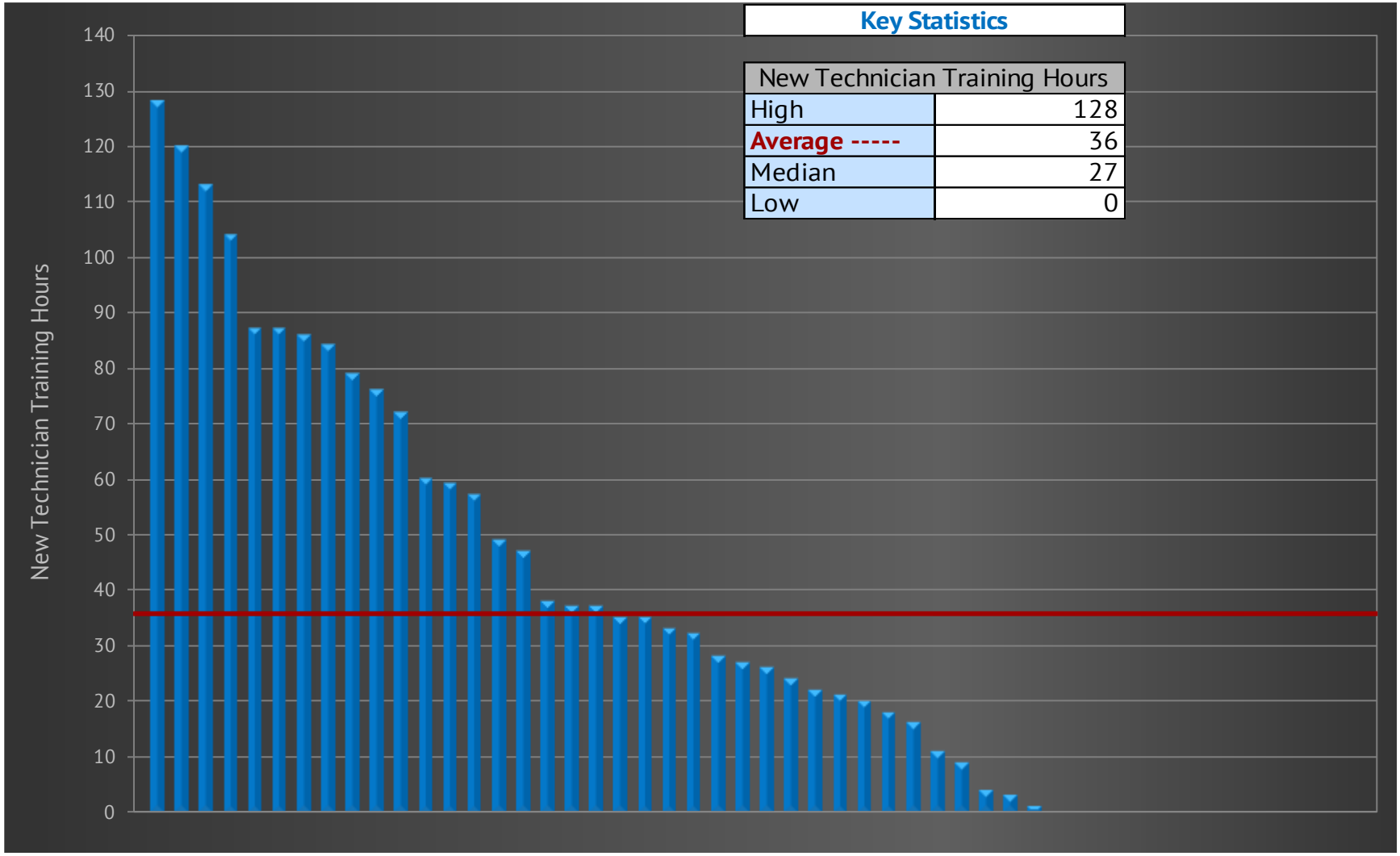
New Technician Training Hours = Average number of training hours required before a new technician may handle tickets independently

Why it's important: New Technician Training Hours are strongly correlated with Customer Satisfaction and Incident First Visit Resolution Rate, especially during a technician's first few months on the job. The more training that new technicians receive, the higher that Customer Satisfaction and Incident First Visit Resolution will typically be. This, in turn, has a positive effect on other performance metrics. Perhaps most importantly, training levels strongly impact technician morale—technicians who receive more training typically have higher levels of job satisfaction.

Key correlations: New Technician Training Hours are strongly correlated with the following metrics:

- Incident First Visit Resolution Rate
- Customer Satisfaction
- Average Incident Work Time
- Average Service Request Work Time
- Technician Job Satisfaction

New Technician Training Hours (continued)



Technician Metrics (continued)

Annual Technician Training Hours

Definition: Annual Technician Training Hours is the average number of training hours (including classroom, computer-based training, self-study, shadowing, etc.) that a technician receives on an annual basis. This number includes any training hours that a technician receives that are not part of the technician's initial (new-technician) training. But it does not include routine team meetings, shift handoffs, or other activities that do not involve formal training.

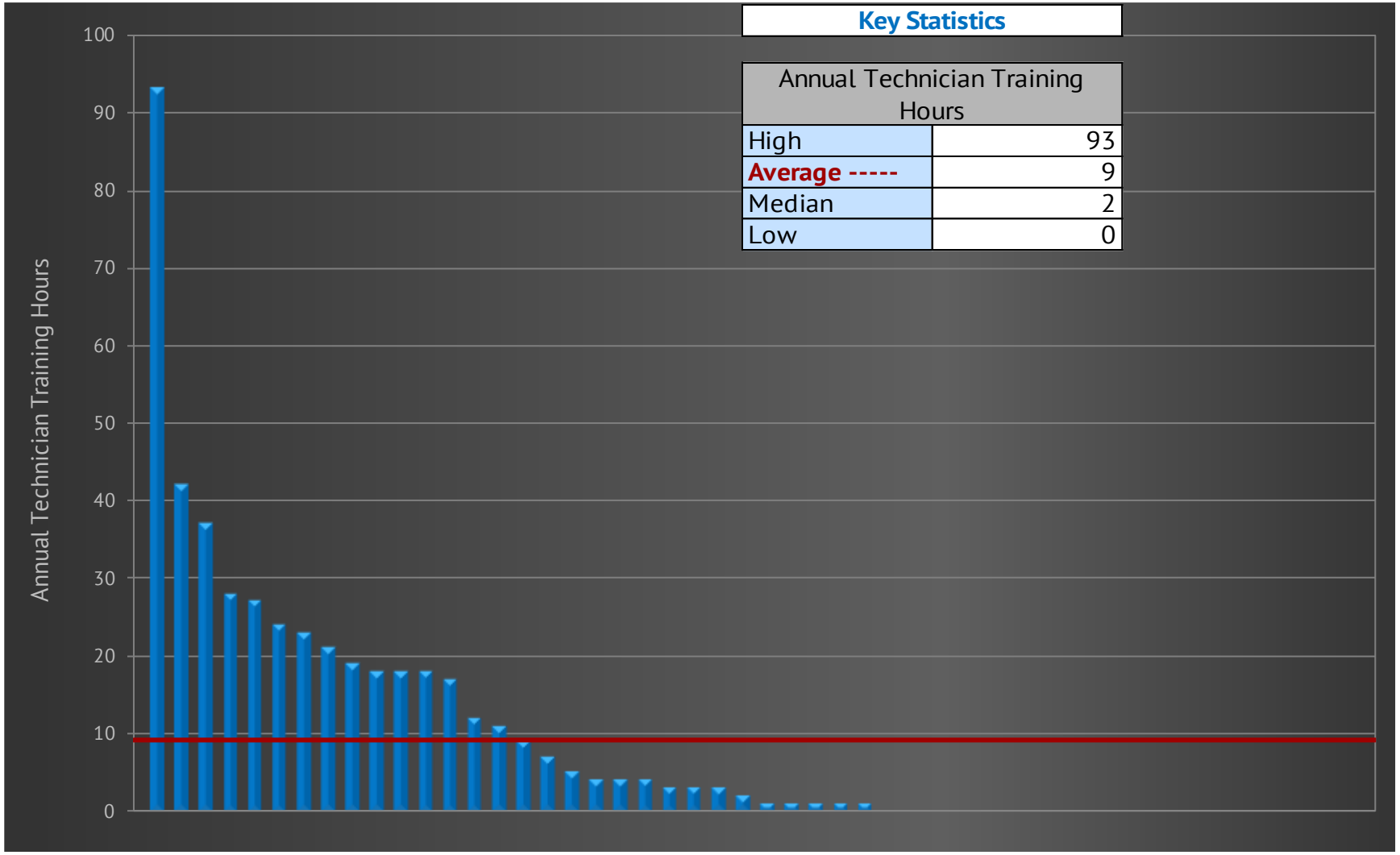
$$\textit{Annual Technician Training Hours} = \textit{Average number of formal training hours per technician per year, excluding new-technician training}$$

Why it's important: Annual Technician Training Hours are strongly correlated with Incident First Visit Resolution Rate and Customer Satisfaction. Perhaps most importantly, training levels strongly impact technician morale—technicians who receive more training typically have higher levels of job satisfaction.

Key correlations: Annual Technician Training Hours are strongly correlated with the following metrics:

- Incident First Visit Resolution Rate
- Customer Satisfaction
- Average Incident Work Time
- Average Service Request Work Time
- Technician Job Satisfaction

Annual Technician Training Hours (continued)



Technician Metrics (continued)

Technician Tenure

Definition: Technician Tenure is the average number of months that each technician has worked in a particular Desktop Support organization.

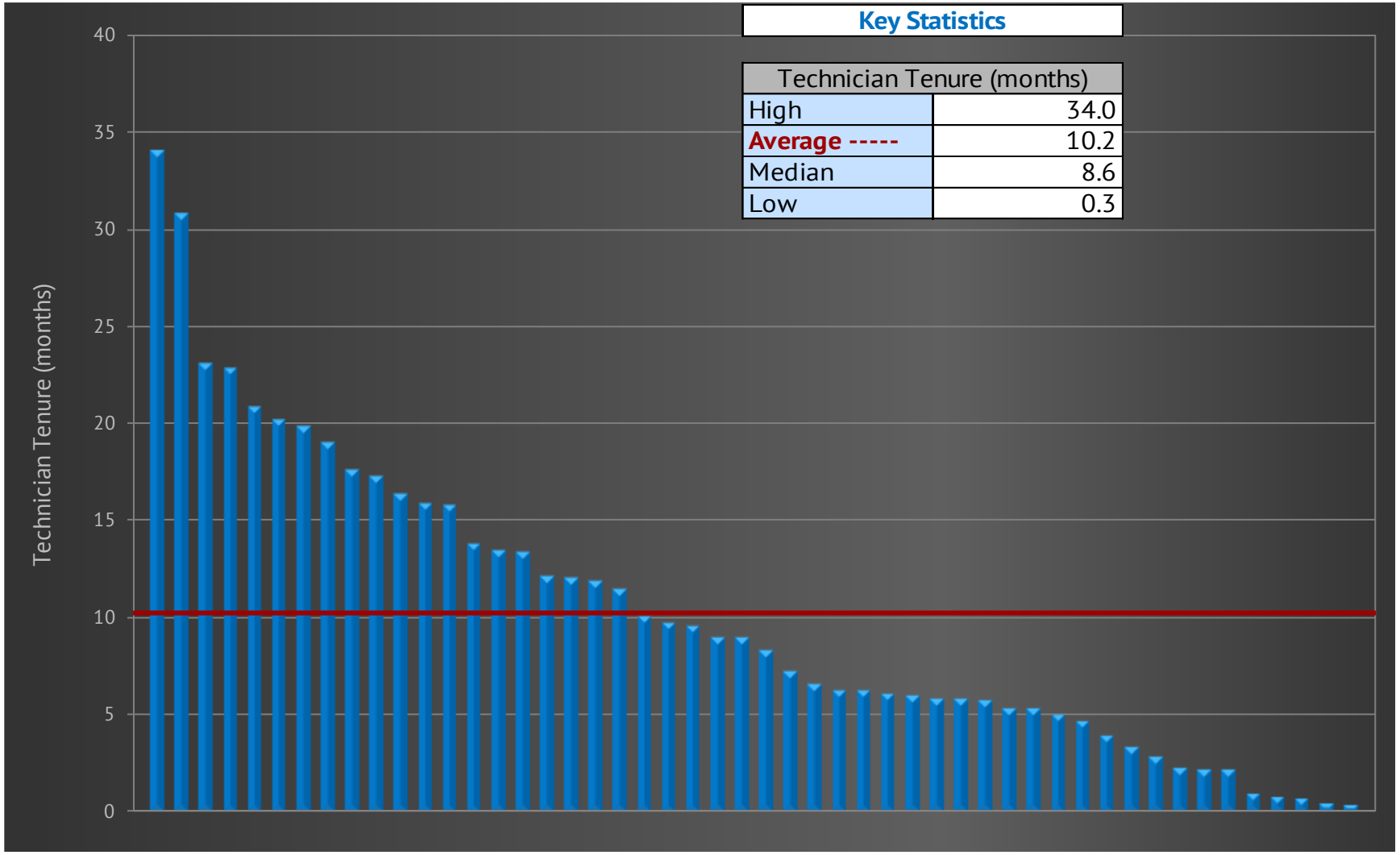
Technician Tenure = Average number of months that each technician has worked in your Desktop Support organization

Why it's important: Technician Tenure is a measure of technician experience. Almost every metric related to Desktop Support cost and quality is impacted by the level of experience the technicians have.

Key correlations: Technician Tenure is strongly correlated with the following metrics:

- Cost per Ticket
- Customer Satisfaction
- Incident First Visit Resolution Rate
- Annual Technician Turnover
- Technician Training Hours
- Technician Coaching Hours
- Average Incident Work Time
- Average Service Request Work Time
- Technician Job Satisfaction

Technician Tenure (continued)



Technician Metrics (continued)

Technician Job Satisfaction

Definition: Technician Job Satisfaction is the percentage of technicians in a Desktop Support organization who are either satisfied or very satisfied with their jobs.

$$Technician\ Job\ Satisfaction = \frac{Number\ of\ satisfied\ or\ very\ satisfied\ techs}{Total\ number\ of\ techs}$$

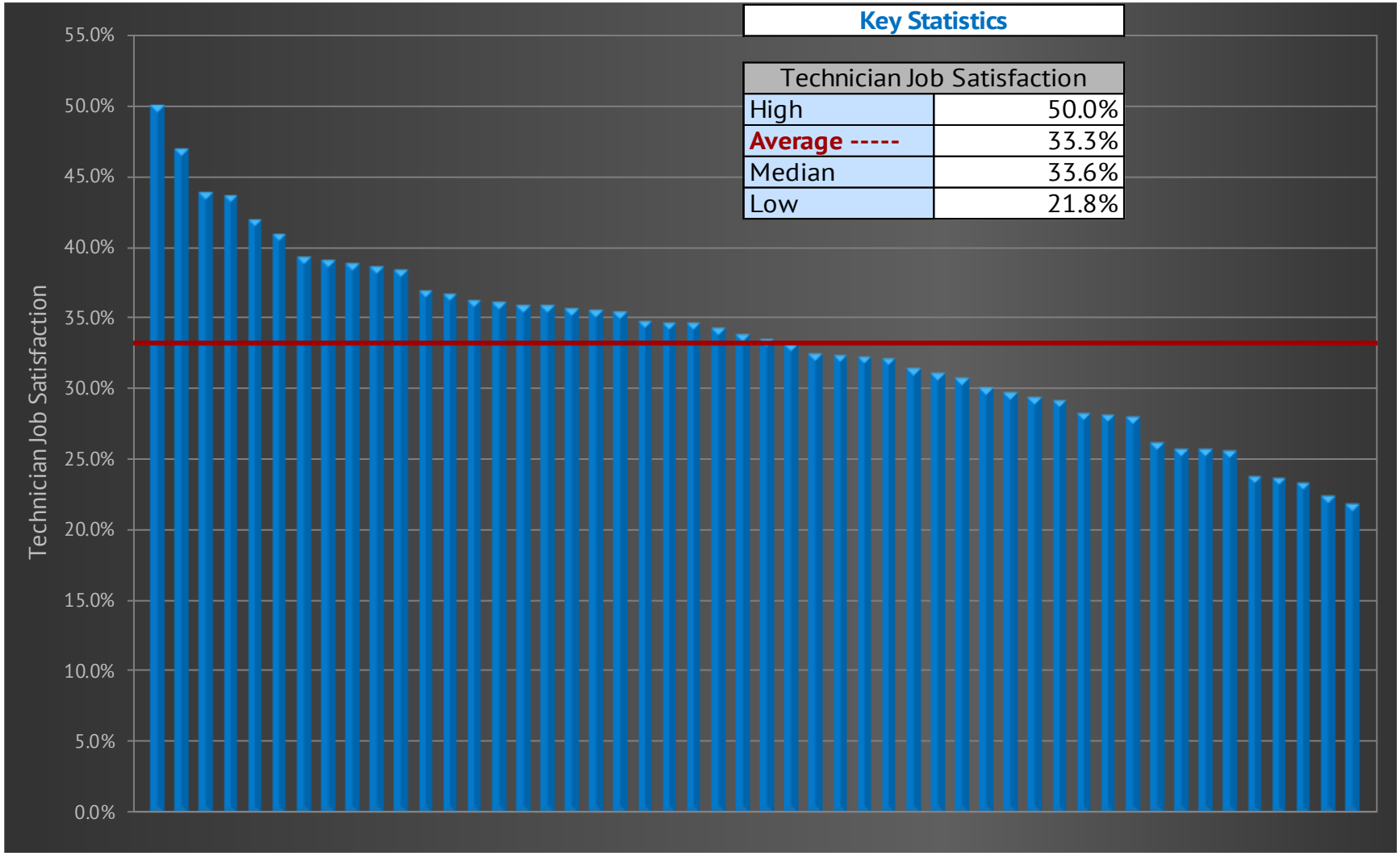
Why it's important: Technician Job Satisfaction is a proxy for technician morale. And morale, while difficult to measure, affects performance on almost every metric in Desktop Support. High-performance Desktop Support organizations almost always have high levels of Technician Job Satisfaction. A Desktop Support organization can control and improve its performance on this metric through training, coaching, and career pathing.

Key correlations: Technician Job Satisfaction is strongly correlated with the following metrics:

- Annual Technician Turnover
- Daily Technician Absenteeism
- Technician Training Hours
- Technician Coaching Hours
- Customer Satisfaction
- Incident First Visit Resolution Rate
- Average Incident Work Time
- Average Service Request Work Time
- Cost per Ticket

Technician Job Satisfaction (continued)

return to page 34 (list of scorecard KPIs)



Ticket Handling Metrics

Average Incident Work Time

Definition: Average Incident Work Time is the average time (in minutes) that a technician spends to resolve an incident. This does not include travel time to and from the customer, or time between visits if multiple visits are required to the user's desktop to resolve an incident. It includes only the time that a technician spends actually working on an incident.

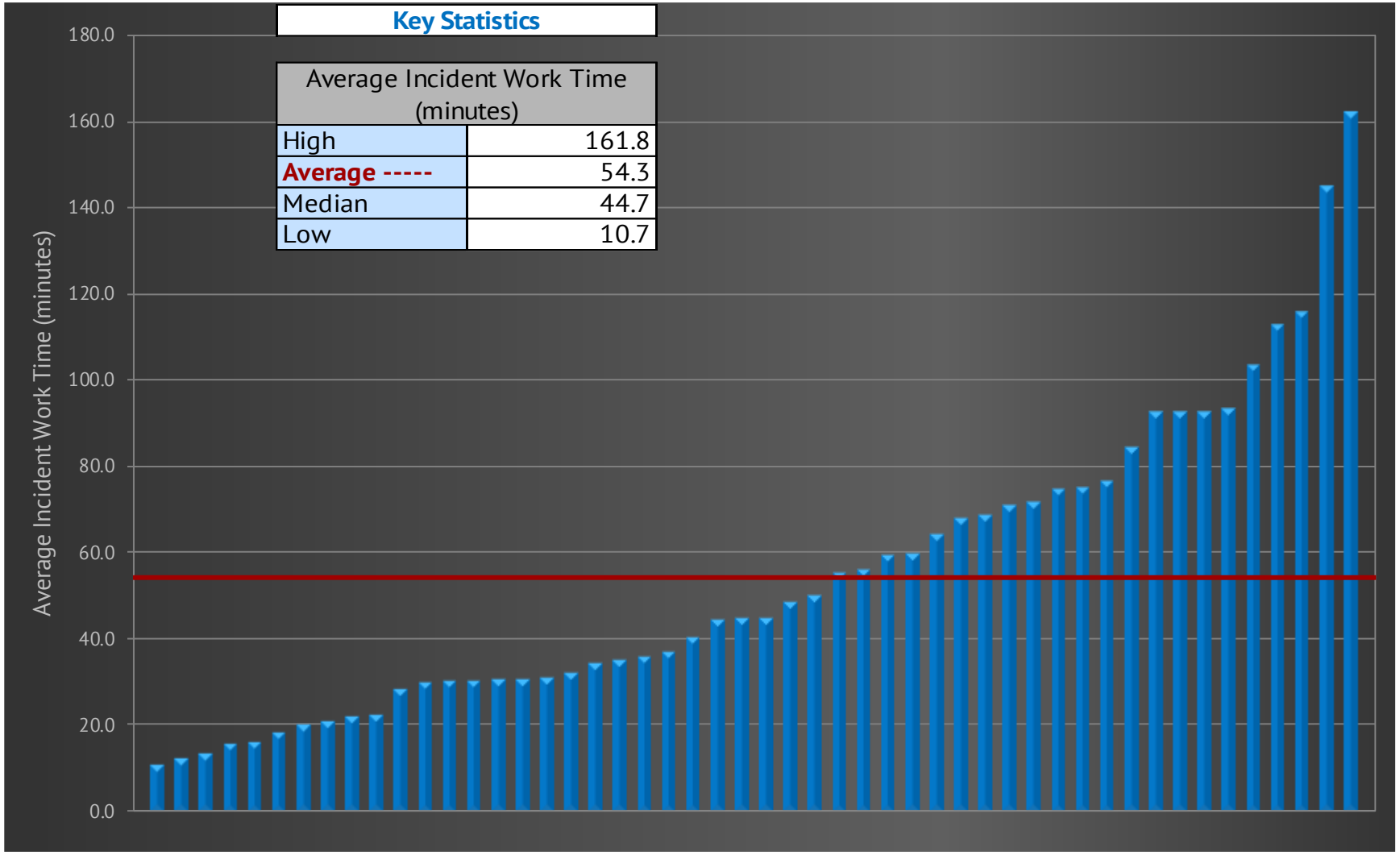
$$Average\ Incident\ Work\ Time = \frac{Total\ minutes\ spent\ working\ on\ incidents}{Total\ incident\ volume}$$

Why it's important: Incident Work Time is one of the basic units of work in Desktop Support. Average Incident Work Time, therefore, represents the amount of labor required to complete one unit of work.

Key correlations: Average Incident Work Time is strongly correlated with the following metrics:

- Cost per Incident
- Incidents per Technician per Month
- Incident First Visit Resolution Rate

Average Incident Work Time (continued)



Ticket Handling Metrics (continued)

Average Service Request Work Time

Definition: Average Service Request Work Time is the average time (in minutes) that a technician spends to fulfill a service request. This does not include travel time to and from the customer, or time between visits if multiple visits are required to fulfill a service request. It includes only the time that a technician spends actually fulfilling a service request.

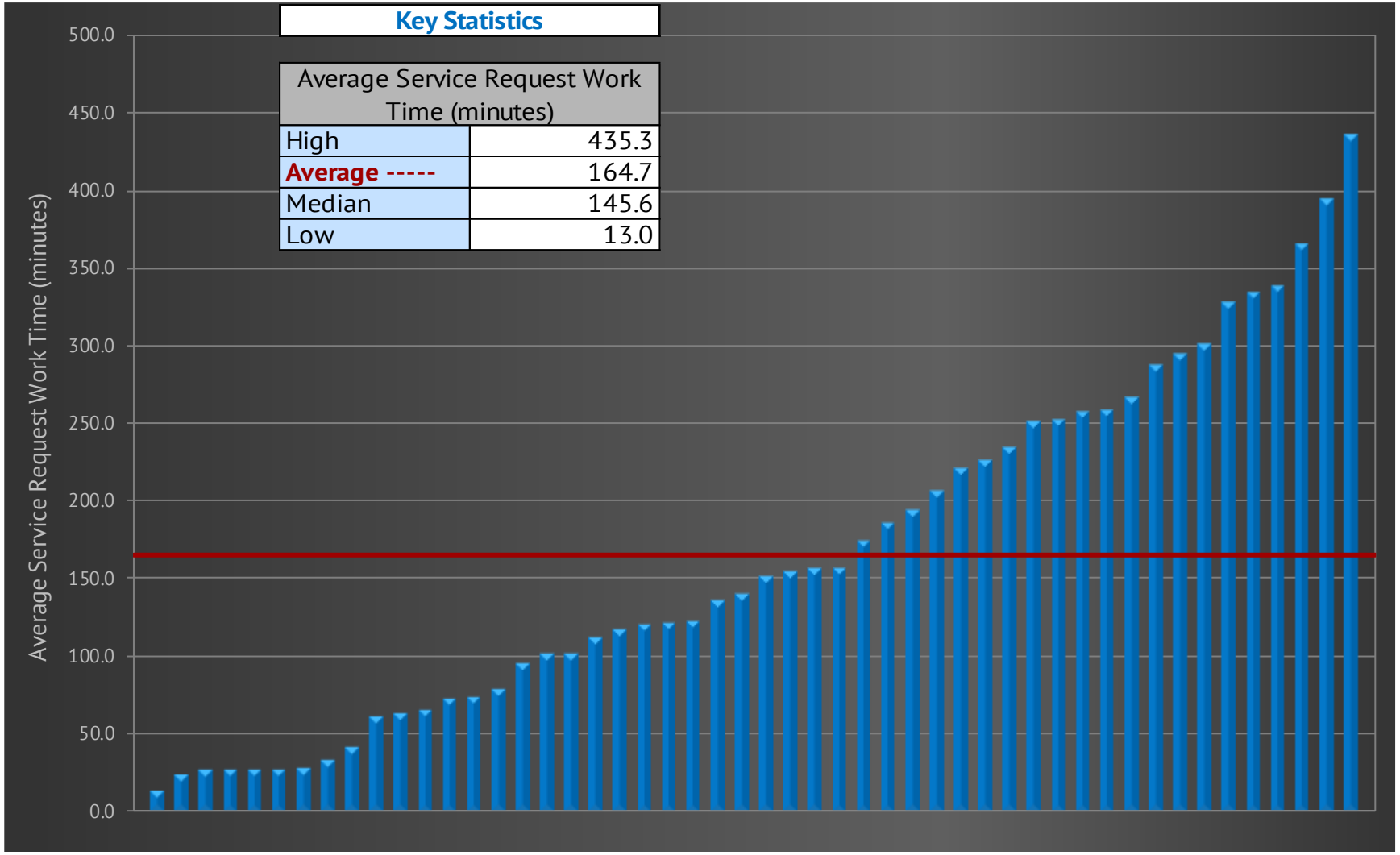
$$Avg.Service\ Request\ Work\ Time = \frac{Total\ minutes\ spent\ fulfilling\ svc.requests}{Total\ svc.request\ volume}$$

Why it's important: Service Request Work Time is one of the basic units of work in Desktop Support. Average Service Request Work Time, therefore, represents the amount of labor required to complete one unit of work.

Key correlations: Average Service Request Work Time is strongly correlated with the following metrics:

- Cost per Service Request
- Service Requests per Technician per Month

Average Service Request Work Time (continued)



Ticket Handling Metrics (continued)

Average Travel Time per Ticket

Definition: Average Travel Time per Ticket is the average round-trip travel time to get to and from the site of a user or device being serviced. In a high-density user environment (e.g., a high-rise office building) the Average Travel Time per Ticket will typically be less than 20 minutes. By contrast, in a more distributed user environment (e.g., field or campus locations), the Average Travel Time per Ticket will be correspondingly longer.

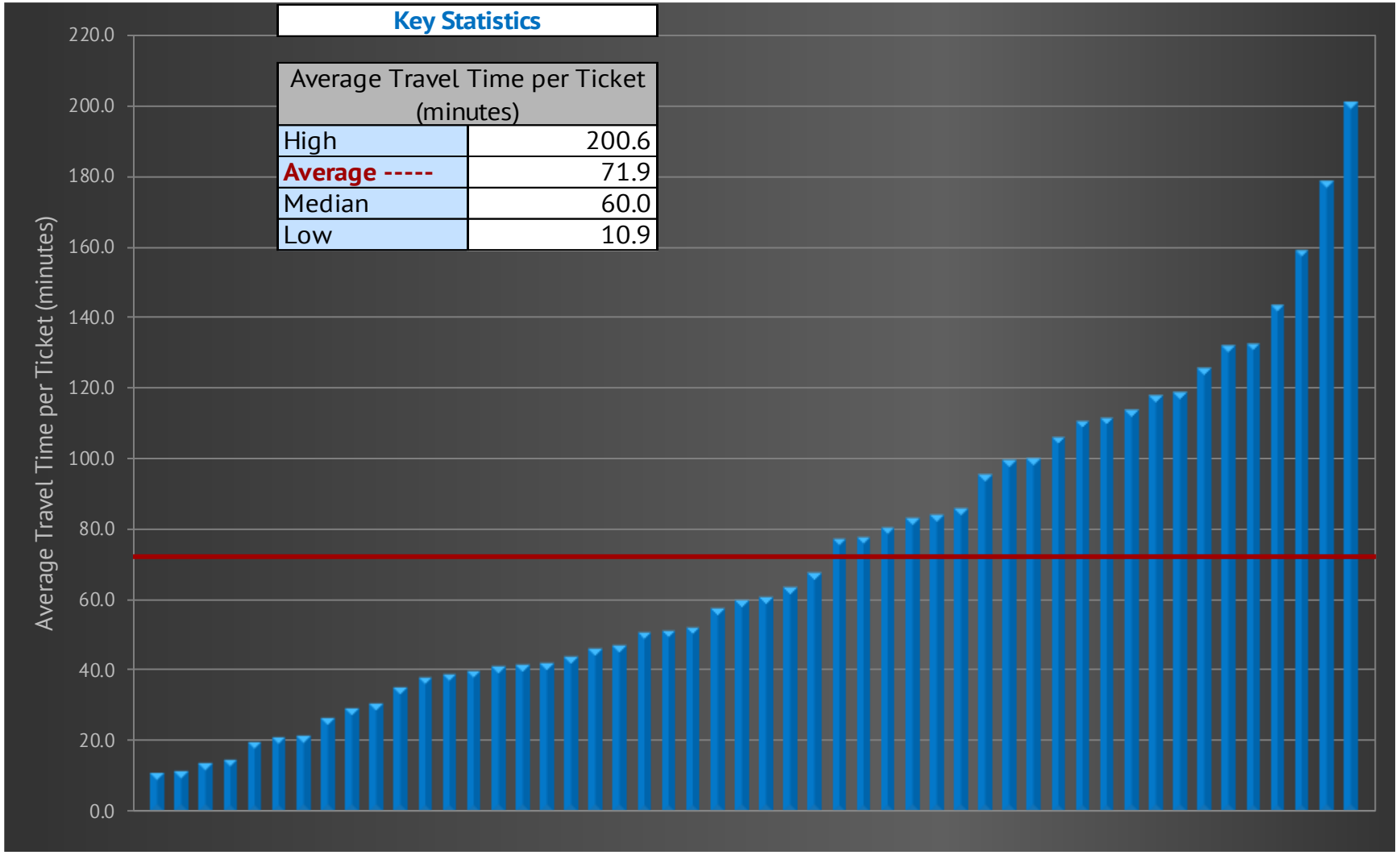
$$Avg.Travel\ Time\ per\ Ticket = \frac{Total\ minutes\ traveling\ to/from\ ticket\ worksites}{Total\ ticket\ volume}$$

Why it's important: Unlike the Level 1 Service Desk, where support is provided remotely, Desktop Support, by definition, requires onsite support. Getting to and from the site of a ticket can be very time consuming and will affect the number of tickets that a technician can handle in a day or a month. This, in turn, affects the staffing level required in the Desktop Support organization.

Key correlations: Average Travel Time per Ticket is strongly correlated with the following metrics:

- Cost per Ticket
- Incidents per Technician per Month
- Service Requests per Technician per Month

Average Travel Time per Ticket (continued)



Workload Metrics

Tickets per Seat per Month

Definition: Tickets per Seat per Month measures the volume of Desktop Support work generated by a given user population. The number of Tickets per Seat per Month can vary dramatically from one organization to another, driven by factors such as the age of devices being supported, the number of laptop computers, the number of other mobile devices, the location of users (office, home, field), and myriad other factors.

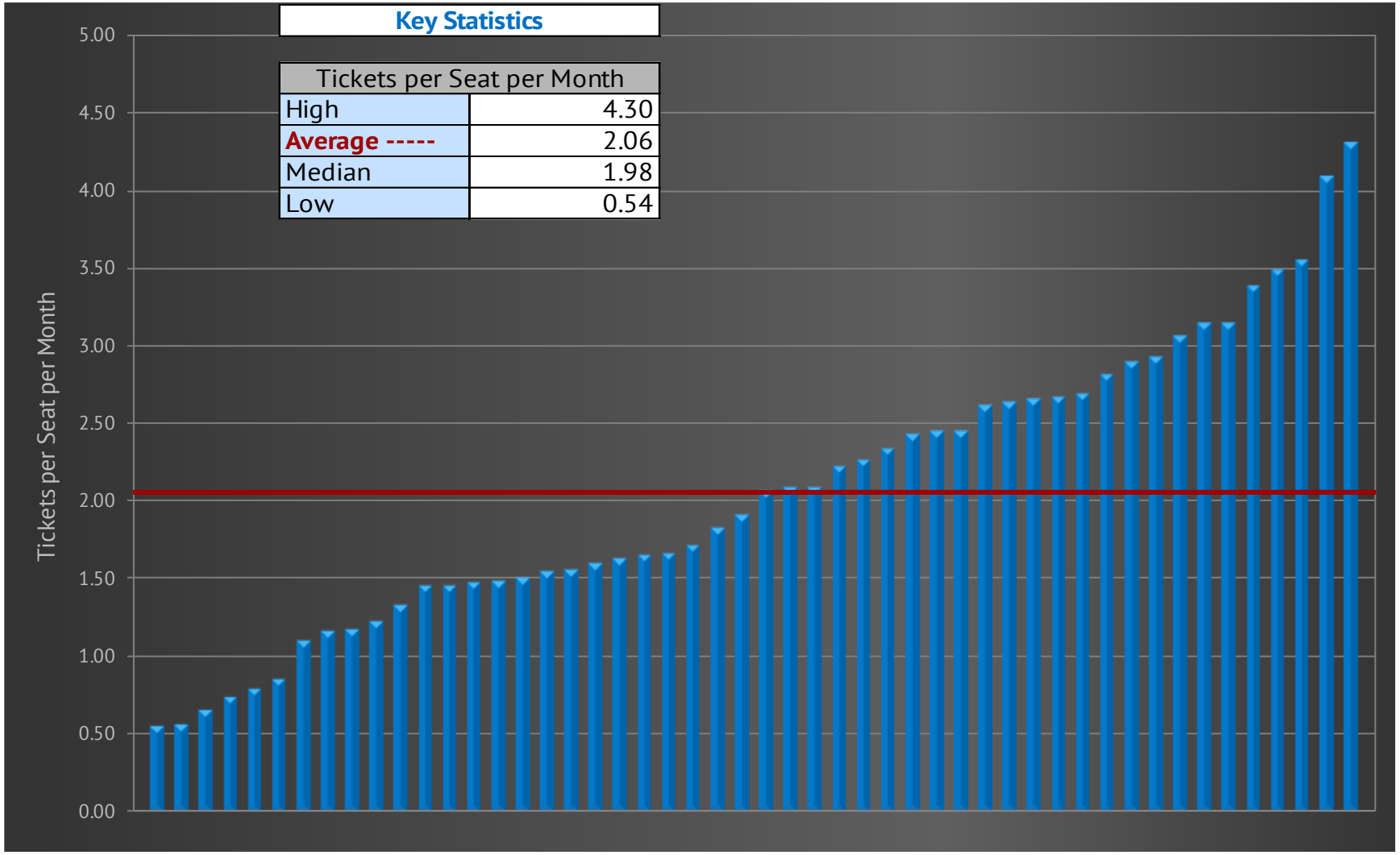
$$Tickets\ per\ Seat\ per\ Month = \frac{Avg.\ total\ monthly\ ticket\ volume}{Avg.\ total\ number\ of\ seats\ supported}$$

Why it's important: The number of Tickets per Seat per Month will drive the workload, and hence the staffing for a Desktop Support organization. Desktop Support staffing decisions should be based on this metric, rather than on the number of users being supported.

Key correlations: Tickets per Seat per Month is strongly correlated with the following metrics:

- Incidents per Seat per Month
- Service Requests per Seat per Month

Tickets per Seat per Month (continued)



Workload Metrics (continued)

Incidents per Seat per Month

Definition: Incidents per Seat per Month is a key measure of the volume of Desktop Support work generated by a given user population. The number of Incidents per Seat per Month can vary dramatically from one organization to another, driven by factors such as the age of devices being supported, the number of laptop computers, the number of other mobile devices, the location of users (office, home, field), and myriad other factors.

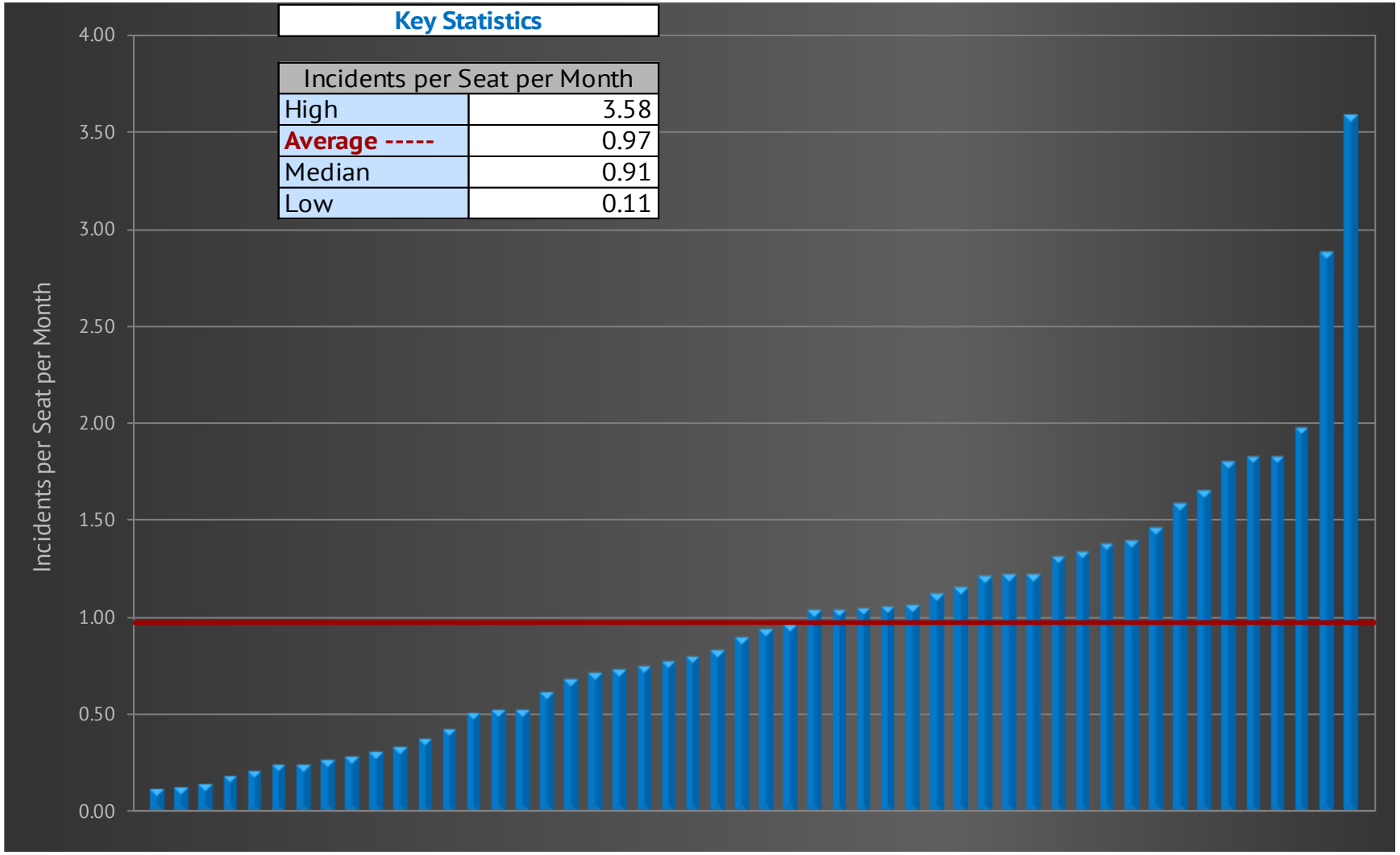
$$Incidents\ per\ Seat\ per\ Month = \frac{Avg.\ total\ monthly\ incident\ volume}{Avg.\ total\ number\ of\ seats\ supported}$$

Why it's important: The number of Incidents per Seat per Month is a major workload driver, and will therefore have a strong impact on staffing decisions for Desktop Support.

Key correlations: Incidents per Seat per Month is strongly correlated with the following metrics:

- Tickets per Seat per Month

Incidents per Seat per Month (continued)



Workload Metrics (continued)

Service Requests per Seat per Month

Definition: Service Requests per Seat per Month is a key measure of the volume of Desktop Support work generated by a given user population. The number of Service Requests per Seat per Month can vary dramatically from one organization to another, driven by factors such as the number of move/add/change requests, the age of devices being supported, the frequency of device refreshes, the location of users (office, home, field), and myriad other factors.

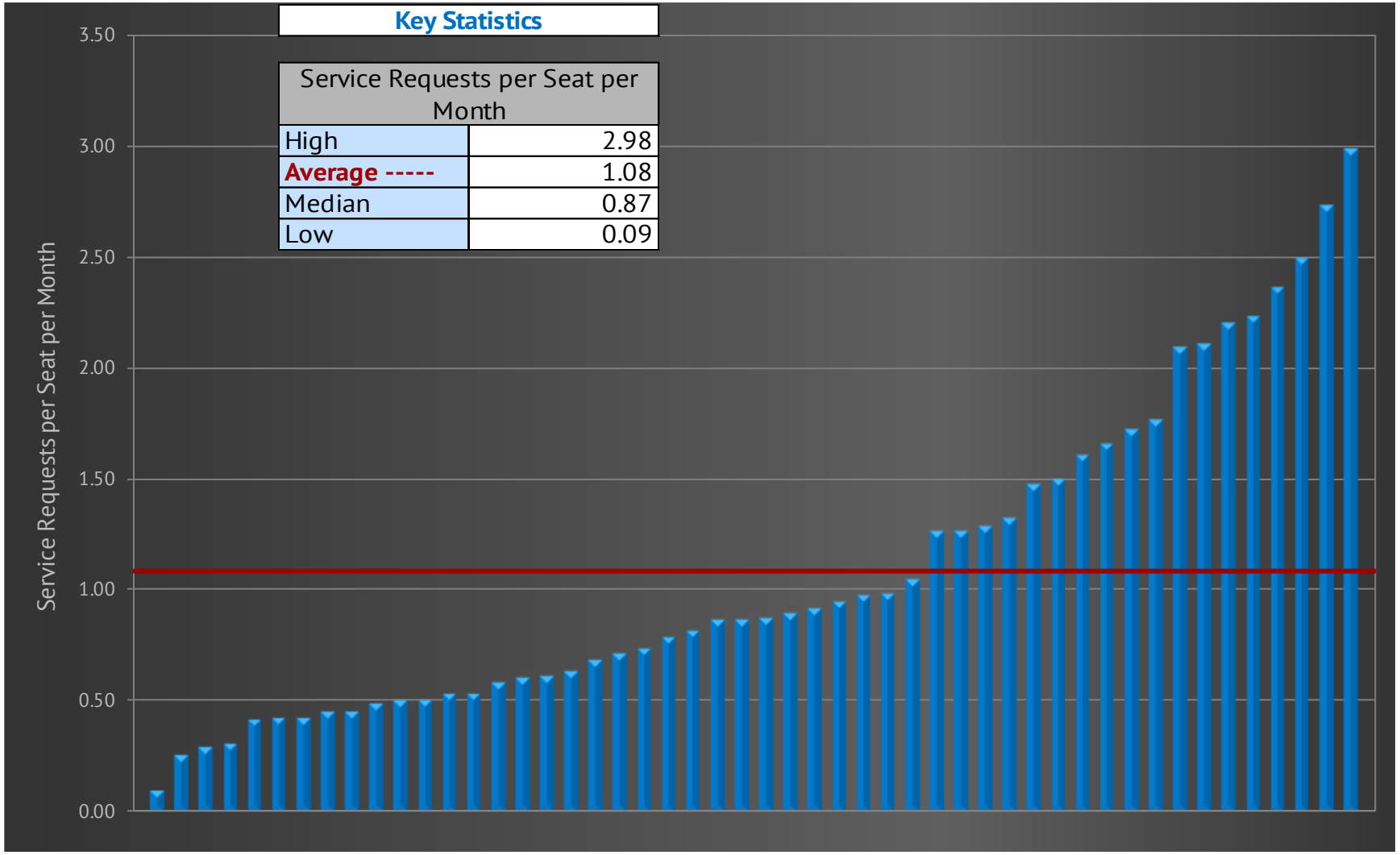
$$Service\ Requests\ per\ Seat\ per\ Month = \frac{Avg.\ total\ monthly\ svc.\ request\ volume}{Avg.\ total\ number\ of\ seats\ supported}$$

Why it's important: The number of Service Requests per Seat per Month is a major workload driver, and will therefore have a strong impact on staffing decisions for Desktop Support.

Key correlations: Service Requests per Seat per Month is strongly correlated with the following metrics:

- Tickets per Seat per Month

Service Requests per Seat per Month (continued)



Workload Metrics (continued)

Incidents as a % of Total Ticket Volume

Definition: Incidents as a % of Total Ticket Volume is a fairly self-explanatory metric. It indicates the mix of work (incidents vs. service requests) handled by a Desktop Support organization. Most Desktop Support organizations receive more incidents than service requests. Since incidents are generally less costly to resolve than service requests, the higher that Incidents as a % of Total Ticket Volume is, the lower the Cost per Ticket will be.

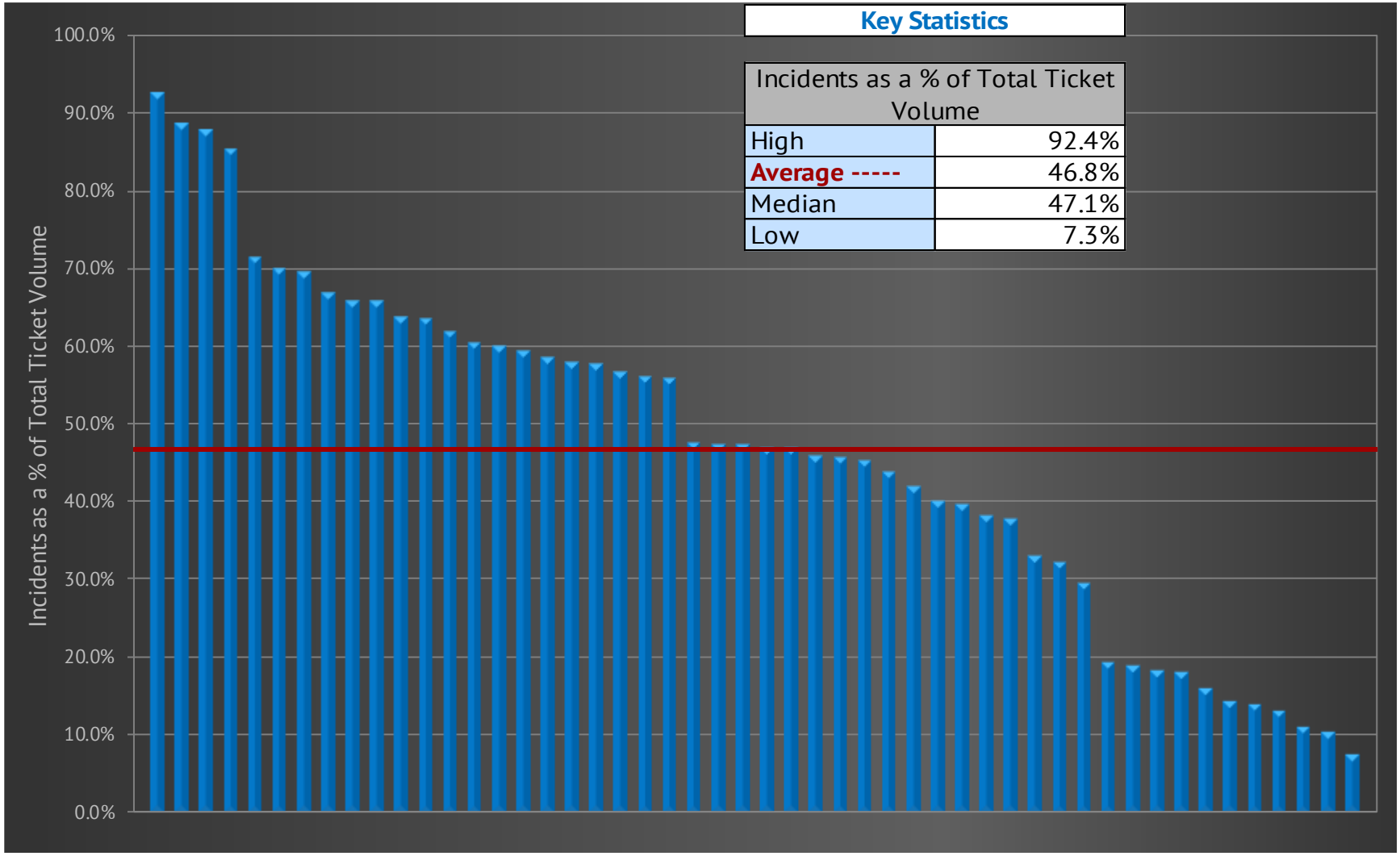
$$Incidents\ as\ a\ \%\ of\ Total\ Ticket\ Volume = \frac{Total\ incident\ volume}{Total\ ticket\ volume}$$

Why it's important: Incidents are generally unplanned work (e.g., device break/fix), while the majority of service requests are planned work (e.g., move/add/change). Incidents as a % of Total Ticket Volume therefore measures the percentage of Desktop Support work that is made up of unplanned work (incidents).

Key correlations: Incidents as a % of Total Ticket Volume is strongly correlated with the following metrics:

- Cost per Ticket
- Tickets per Technician per Month

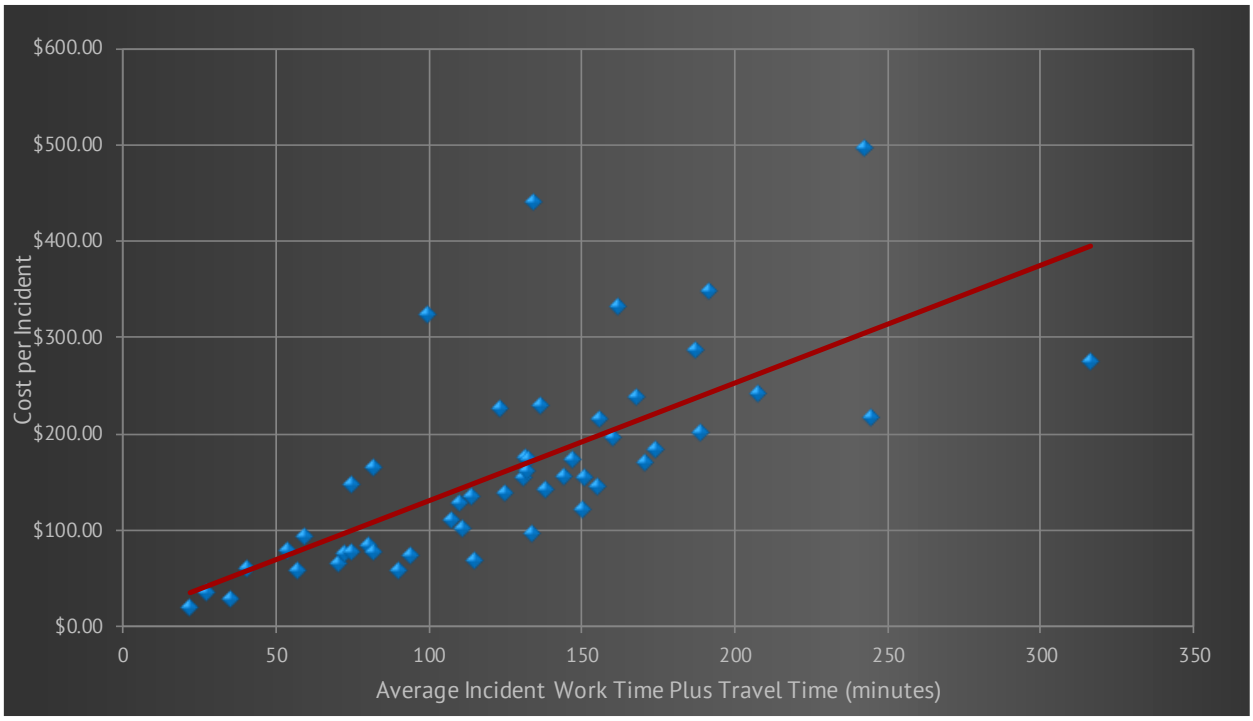
Incidents as a % of Total Ticket Volume (continued)



IMPORTANT KPI CORRELATIONS

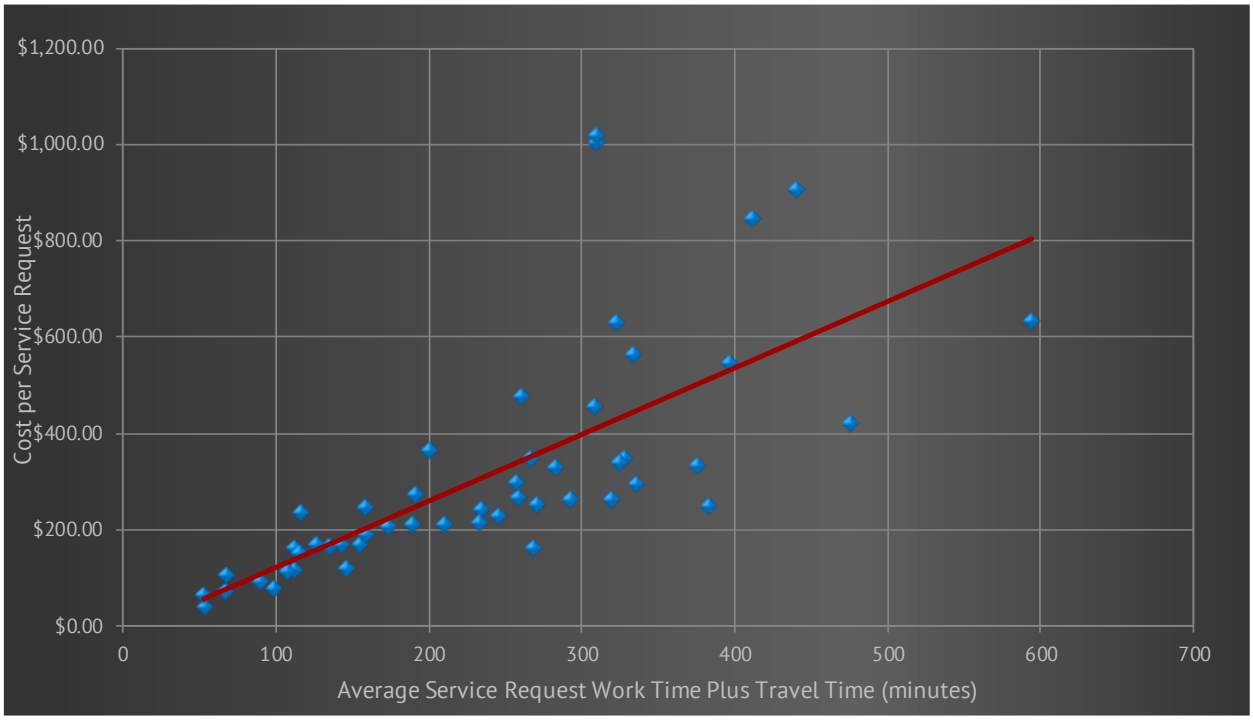
Important KPI Correlations

Average Incident Work Time Plus Travel Time vs. Cost per Incident



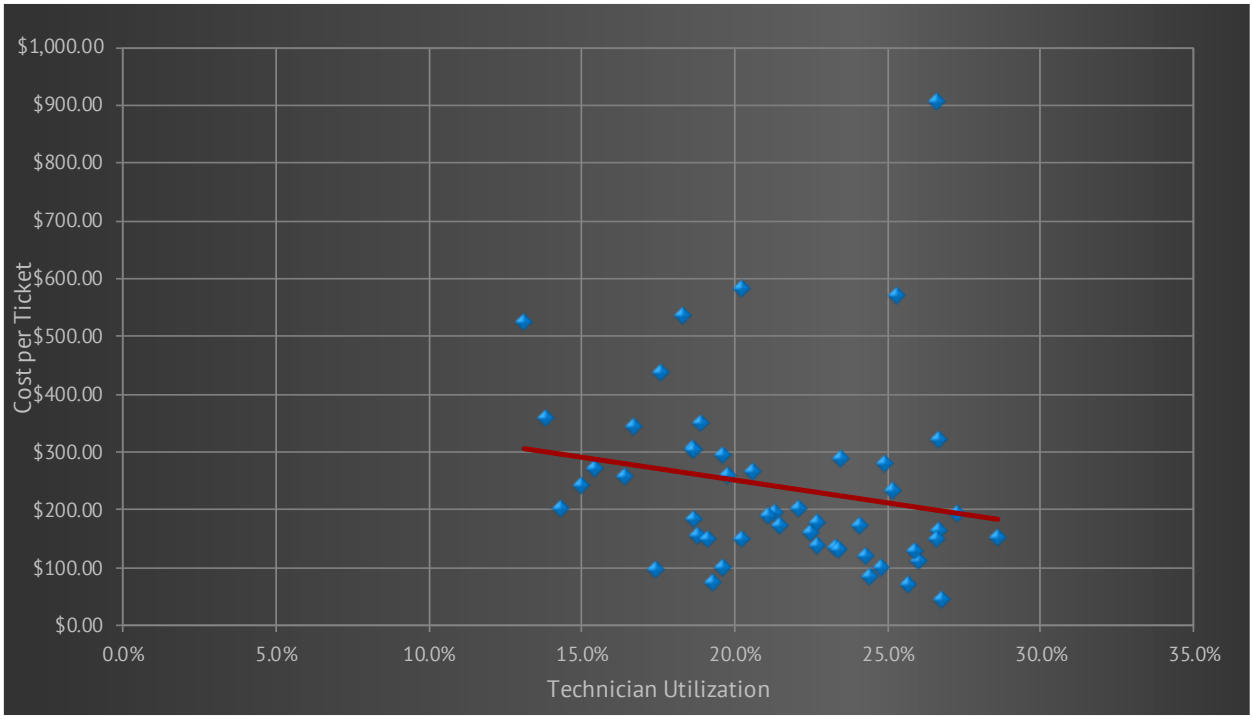
As Average Incident Work Time plus Travel Time increases, Cost per Incident tends to increase. This is because desktop support is a labor-intensive function, so technician compensation represents the largest category of costs. The longer that the technicians spend working and traveling to each incident, the higher the average Cost per Incident will be.

Average Service Request Work Time Plus Travel Time vs. Cost per Service Request



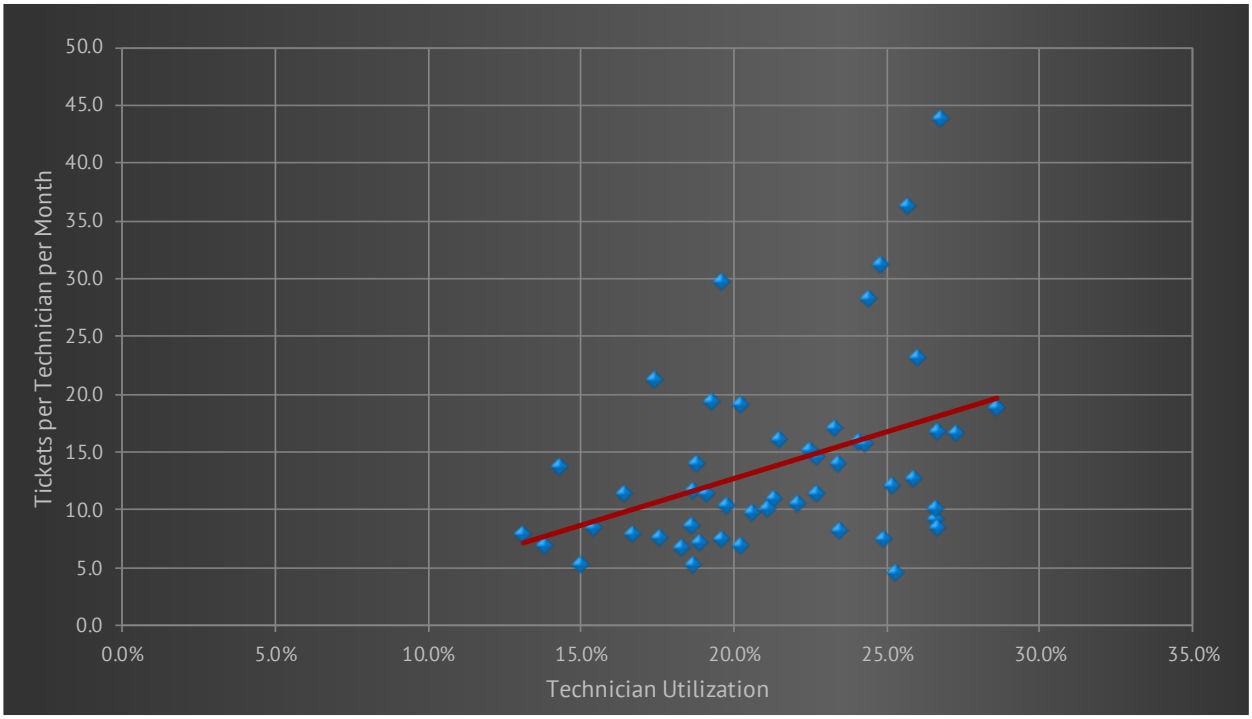
Just as the previous page illustrates for incidents, Cost per Service Request tends to increase as Average Service Request Work Time plus Travel Time increases. The longer that the technicians spend working and traveling to each service request, the higher the average Cost per Service Request will be.

Technician Utilization vs. Cost per Ticket



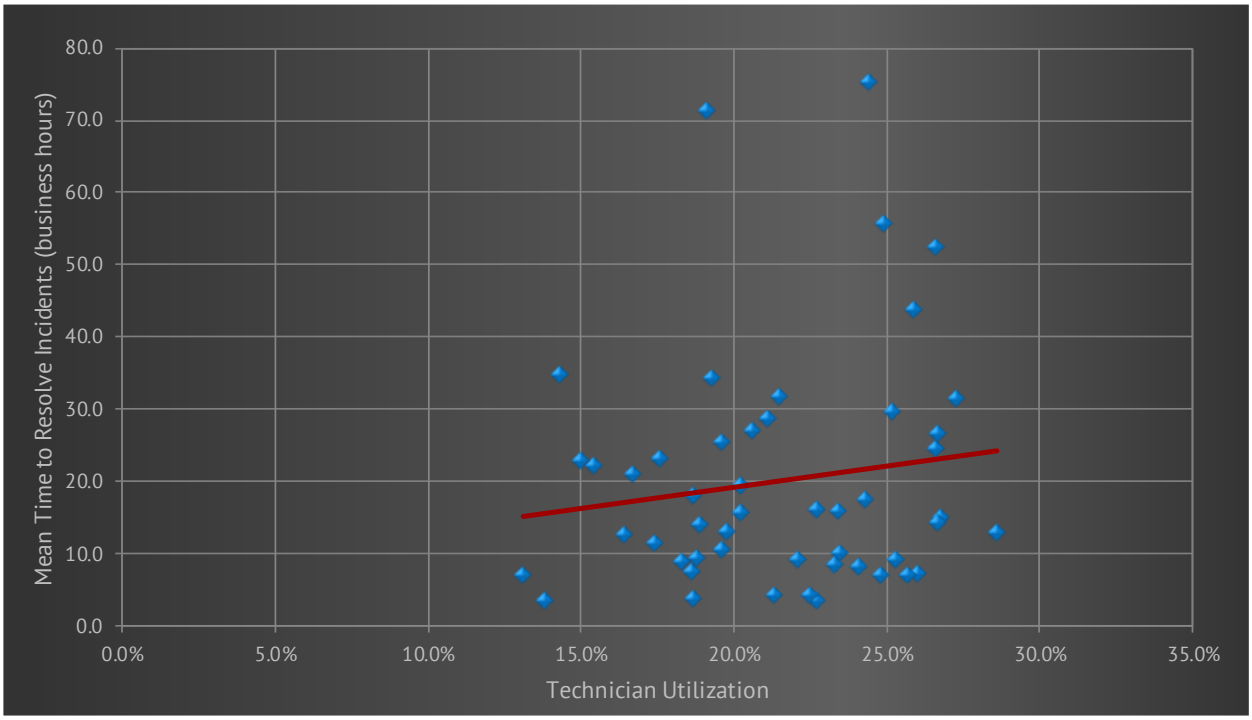
As Technician Utilization increases, the average Cost per Ticket tends to decrease. Utilization is a measure of productivity. It measures how much of a technician's time on the job is spent actually working tickets and traveling to and from tickets. With higher productivity, each technician can resolve a higher number of tickets, which lowers the average cost for each of those tickets.

Technician Utilization vs. Tickets per Technician per Month



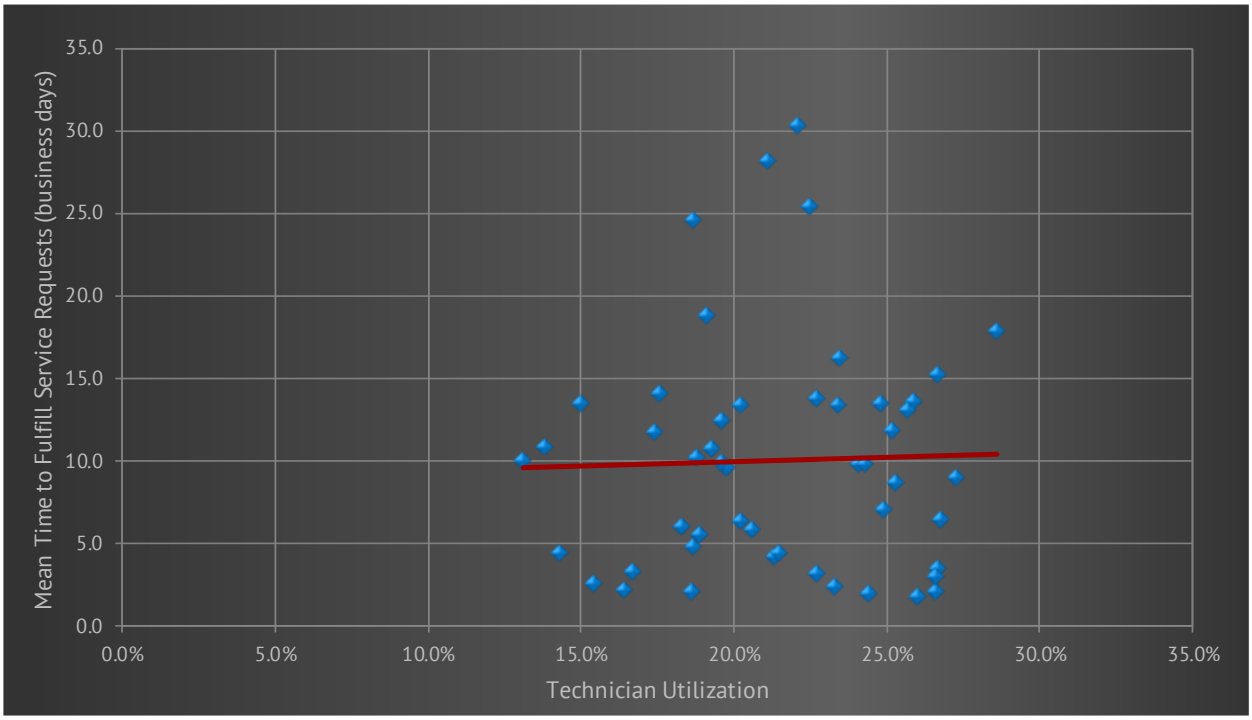
As one would expect, a higher Technician Utilization level correlates with a higher number of Tickets per Technician per Month. The technicians will resolve more tickets if they spend a higher proportion of on-the-job time actually working and traveling between tickets.

Technician Utilization vs. Mean Time to Resolve Incidents (business hours)



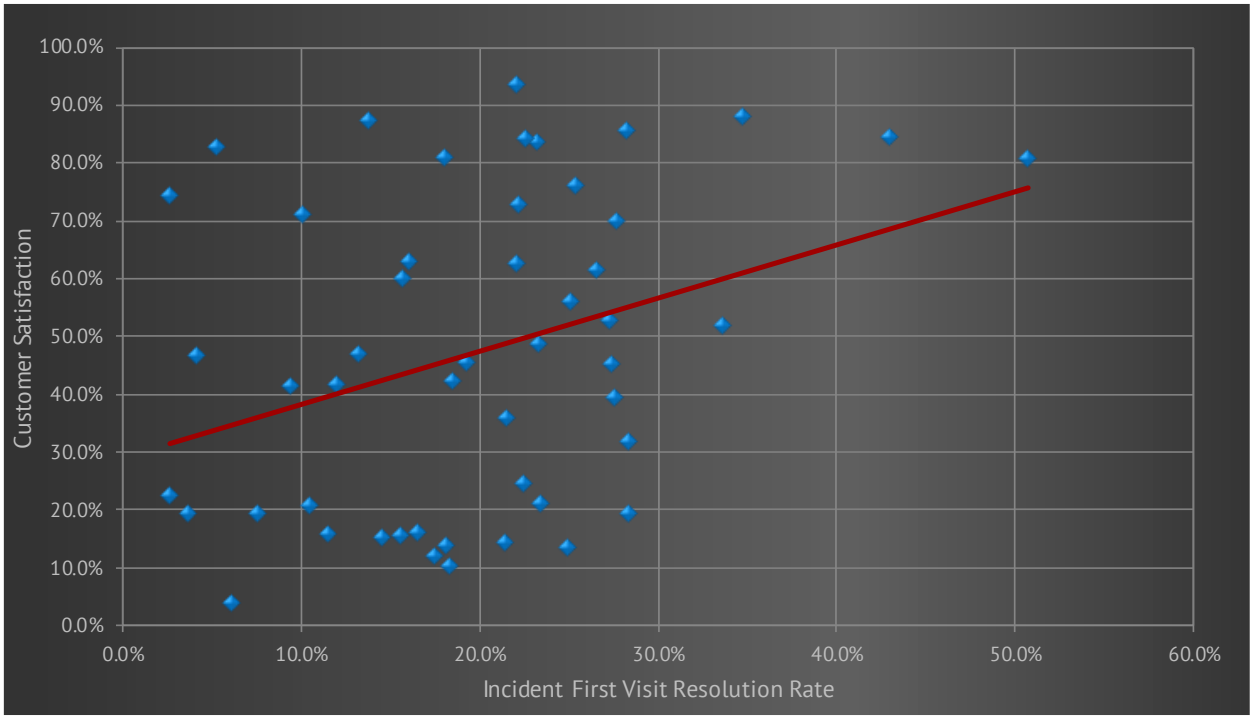
As Technician Utilization increases, the Mean Time to Resolve Incidents tends to get longer. With higher utilization, the technicians are busier and have less available time to respond to incidents quickly.

Technician Utilization vs. Mean Time to Fulfill Service Requests (business days)



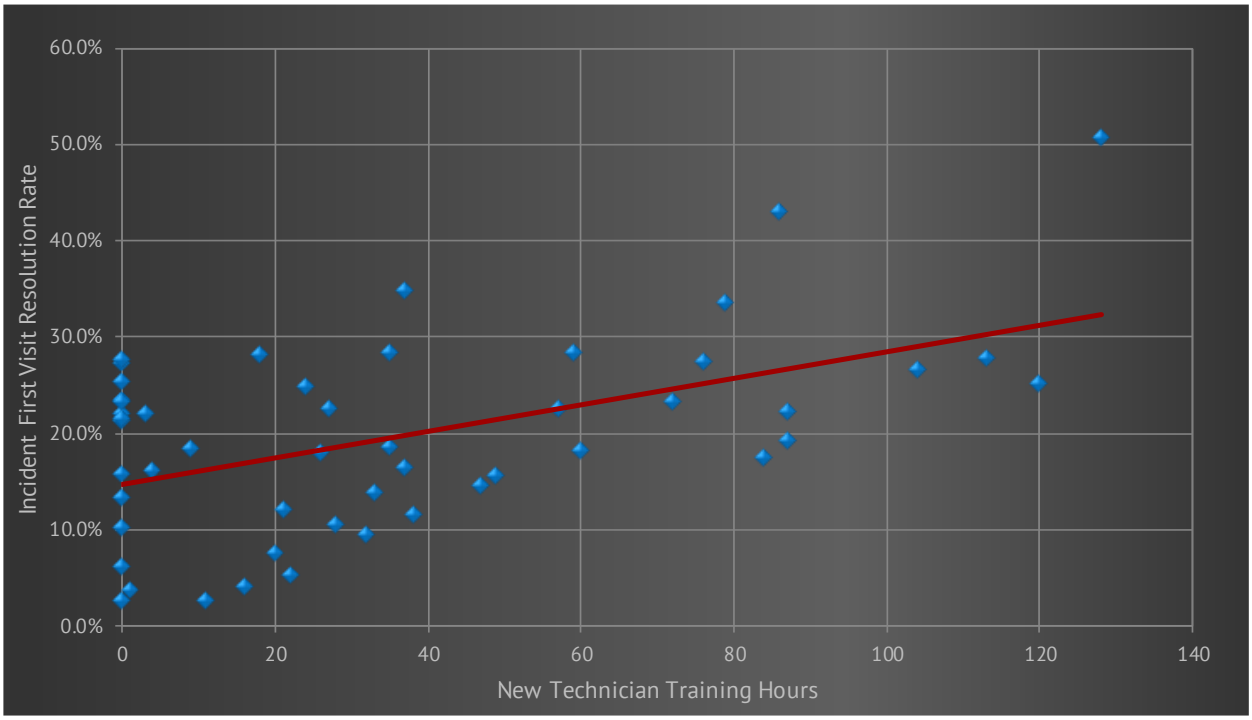
As with incidents, a higher Technician Utilization correlates with a longer Mean Time to Fulfill Service Requests. With higher utilization, the technicians are busier and have less available time to fulfill service requests quickly.

Incident First Visit Resolution Rate vs. Customer Satisfaction



On this chart, as Incident First Visit Resolution Rate increases, Customer Satisfaction increases significantly, illustrating how First Visit Resolution is one of the primary drivers of Customer Satisfaction.

New Technician Training Hours vs. Incident First Visit Resolution Rate

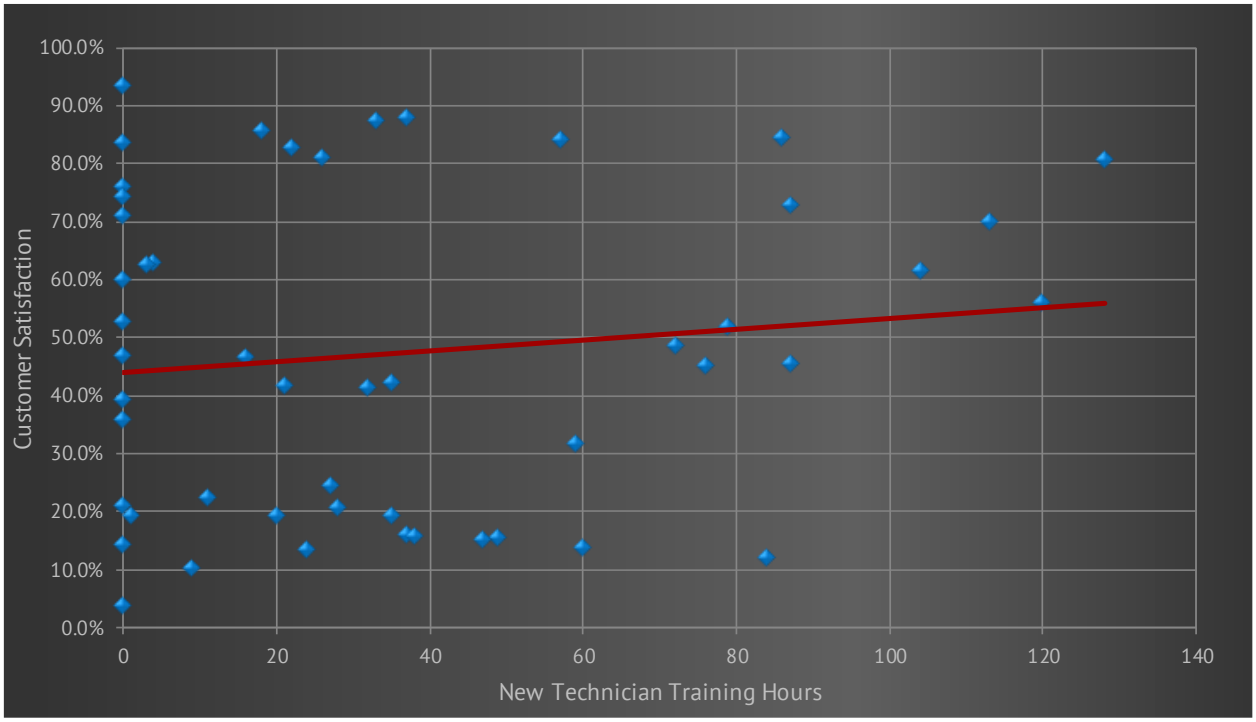


A larger number of New Technician Training Hours correlates with a higher Incident First Visit Resolution Rate. Better-trained technicians are more equipped to resolve incidents on the first visit.

Annual Technician Training Hours vs. Incident First Visit Resolution Rate

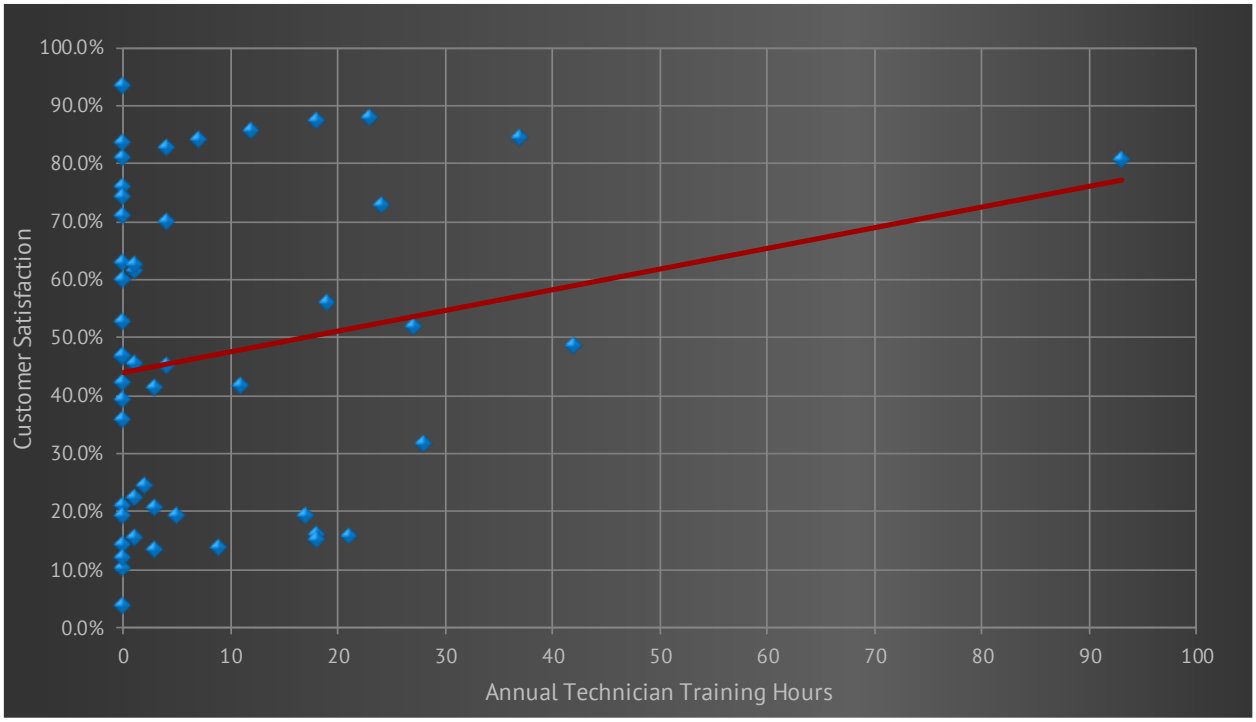
As with new-hire training, a larger number of Annual Technician Training Hours correlates with a higher Incident First Visit Resolution Rate. Better-trained technicians are more equipped to resolve incidents on the first visit.

New Technician Training Hours vs. Customer Satisfaction



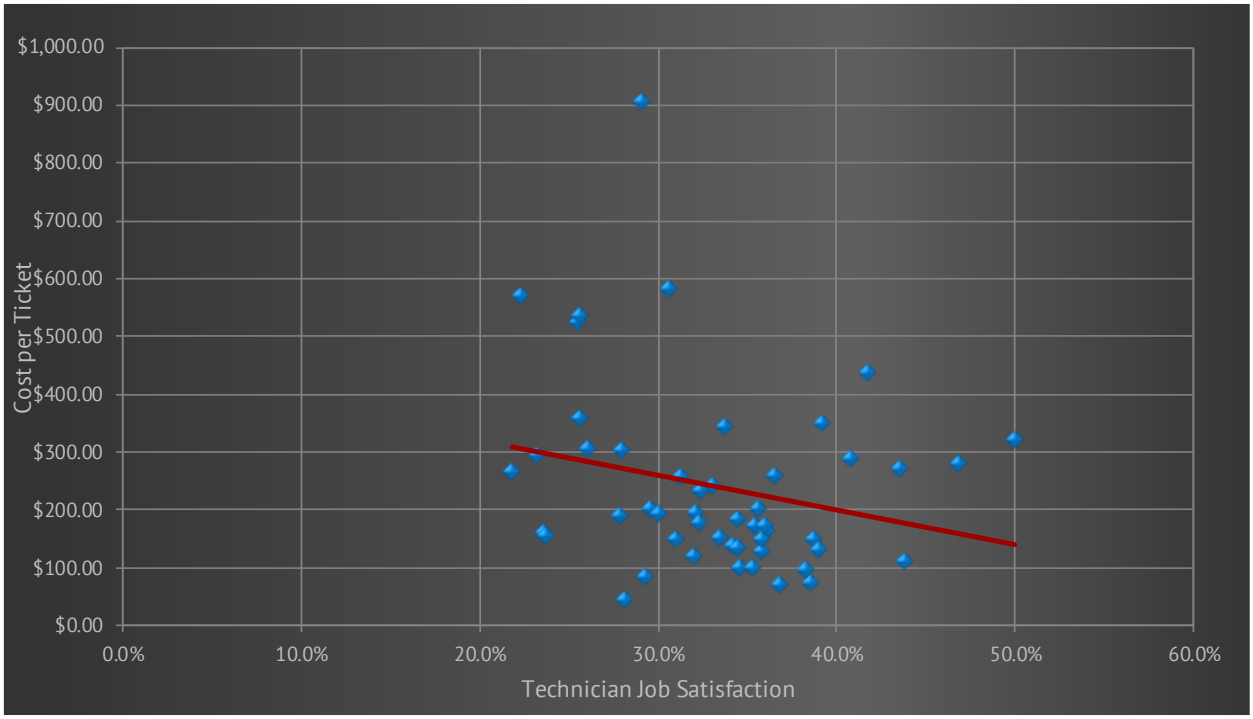
A larger number of New Technician Training Hours also correlates with higher Customer Satisfaction. This is because Customer Satisfaction is largely driven by Incident First Visit Resolution, and better-trained technicians are more equipped to resolve incidents on the first visit.

Annual Technician Training Hours vs. Customer Satisfaction



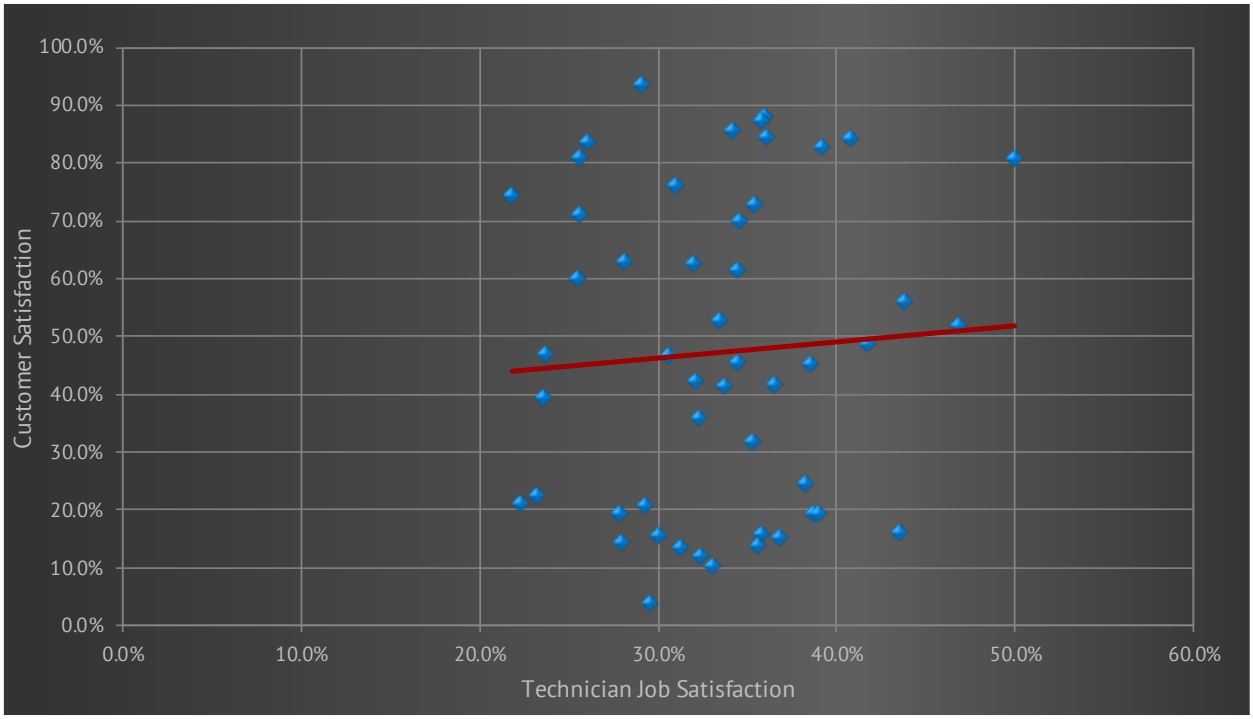
A larger number of Annual Technician Training Hours also correlates with higher Customer Satisfaction. This is because Customer Satisfaction is largely driven by Incident First Visit Resolution, and better-trained technicians are more equipped to resolve incidents on the first visit.

Technician Job Satisfaction vs. Cost per Ticket



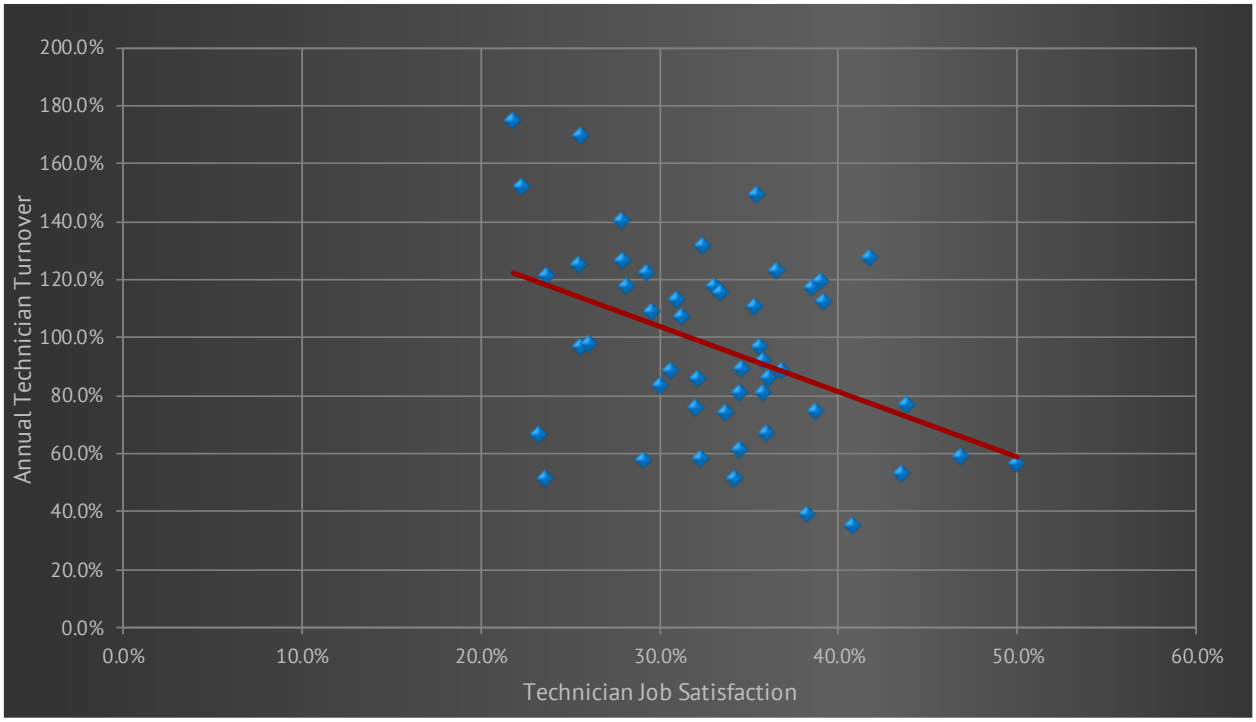
As Technician Job Satisfaction increases, Cost per Ticket tends to decrease. Job Satisfaction is a bellwether metric that has an indirect but significant effect on both cost and quality.

Technician Job Satisfaction vs. Customer Satisfaction



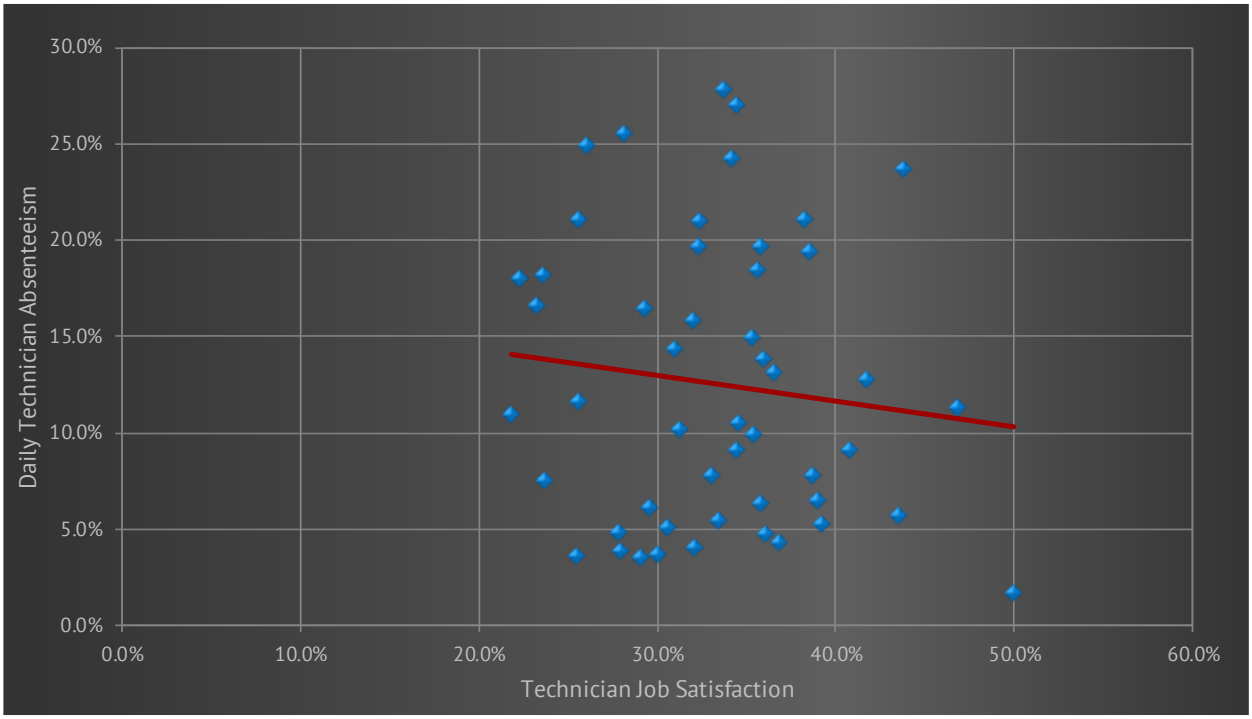
As Technician Job Satisfaction increases, Customer Satisfaction tends to increase. Job Satisfaction is a bellwether metric that has an indirect but significant effect on both cost and quality.

Technician Job Satisfaction vs. Annual Technician Turnover



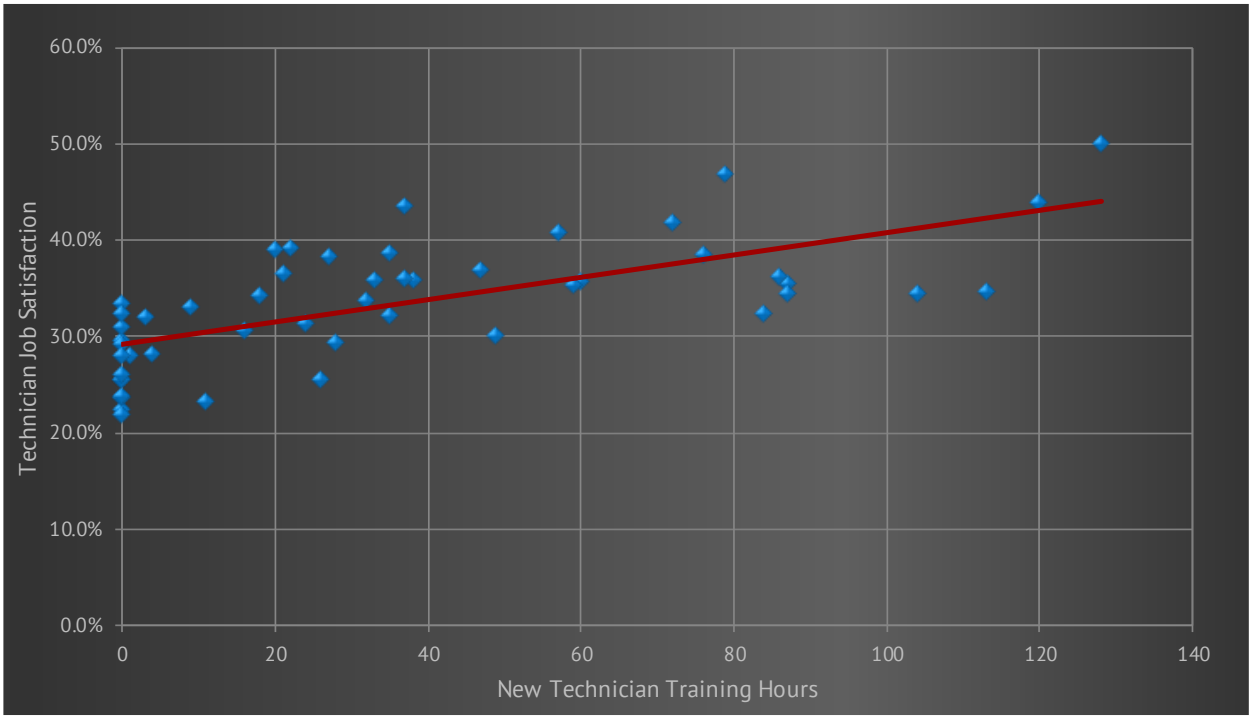
As one would expect, a high Technician Job Satisfaction results in a dramatically lower turnover rate.

Technician Job Satisfaction vs. Daily Technician Absenteeism



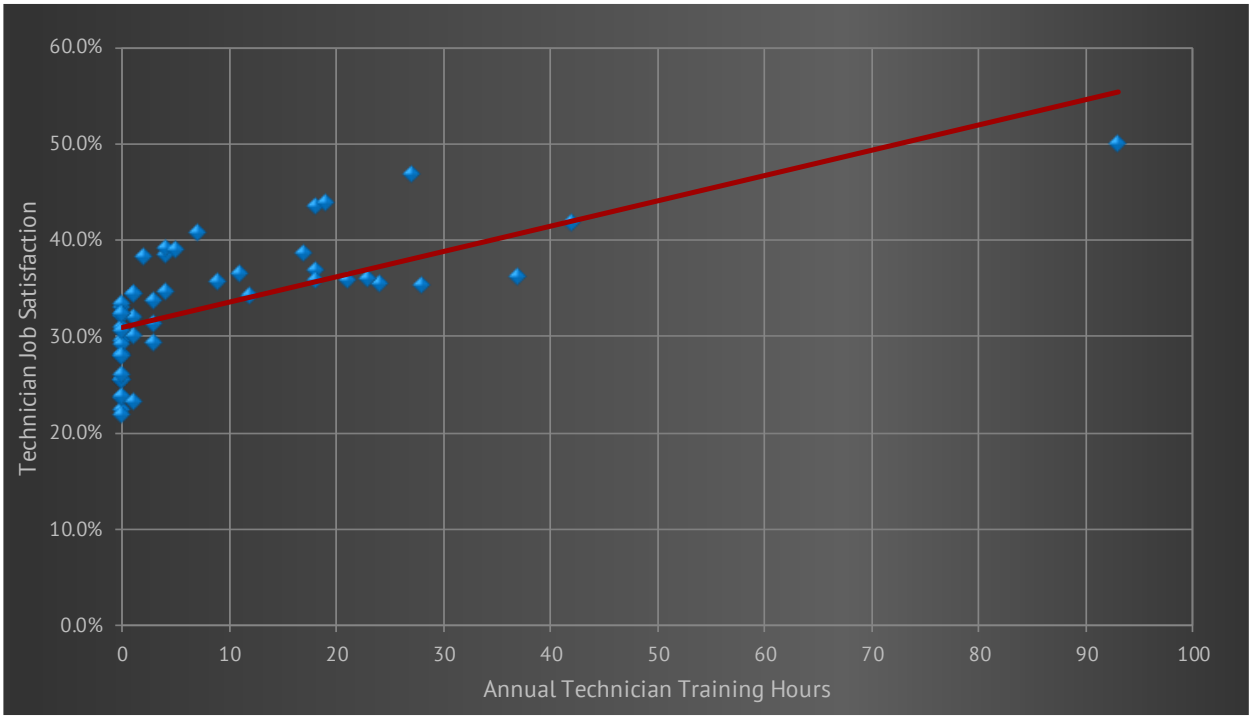
As with turnover, high Technician Job Satisfaction is strongly correlated with low Daily Technician Absenteeism.

New Technician Training Hours vs. Technician Job Satisfaction



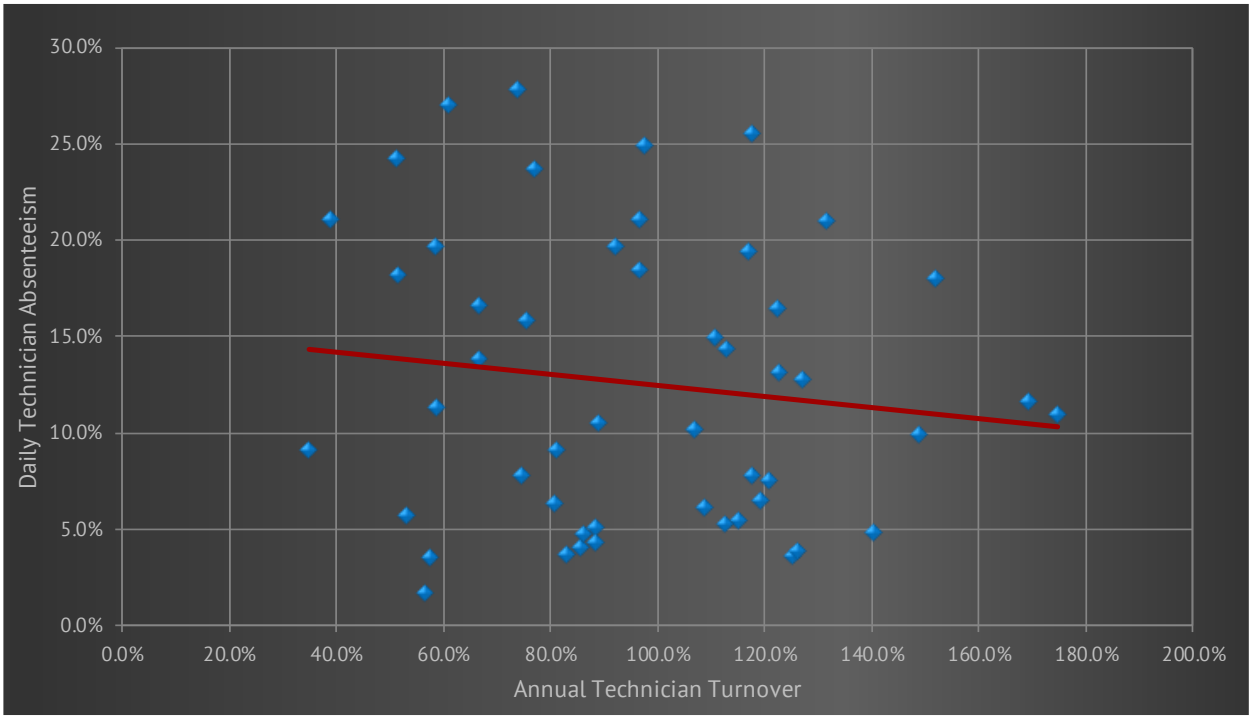
A larger number of New Technician Training Hours is correlated with higher Technician Job Satisfaction.

Annual Technician Training Hours vs. Technician Job Satisfaction



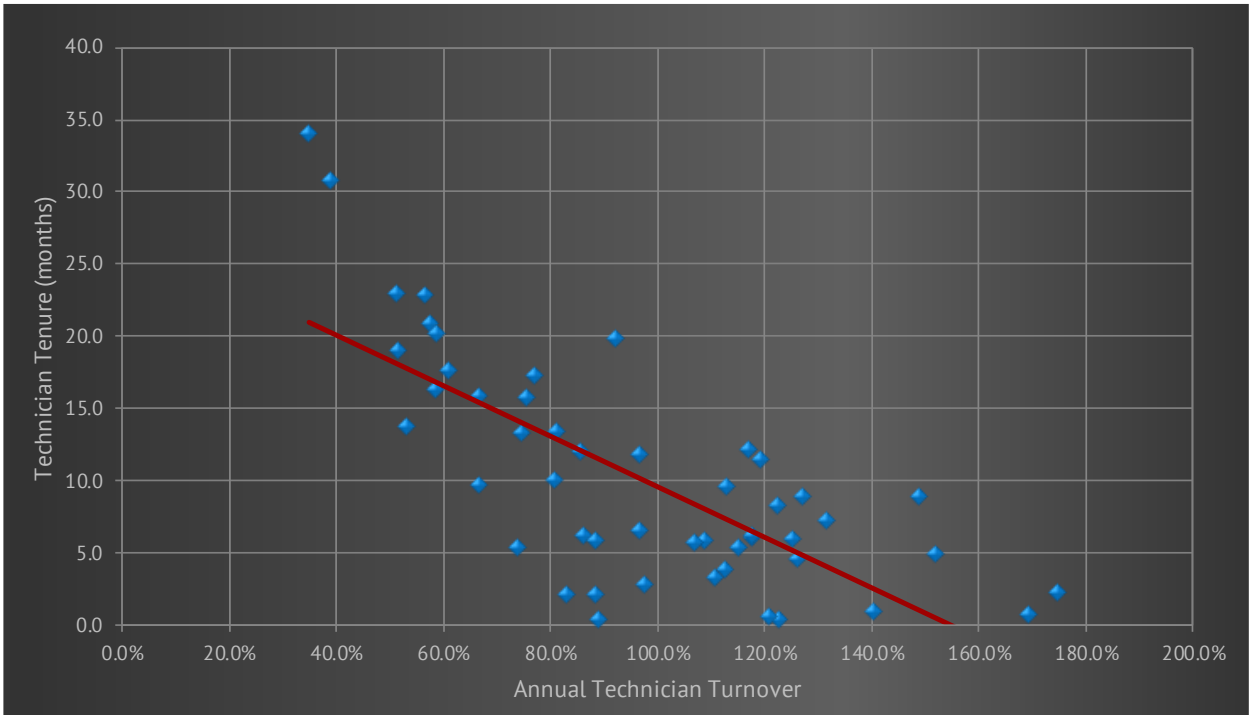
As with new-hire training, a larger number of Annual Technician Training Hours is correlated with higher Technician Job Satisfaction.

Annual Technician Turnover vs. Daily Technician Absenteeism



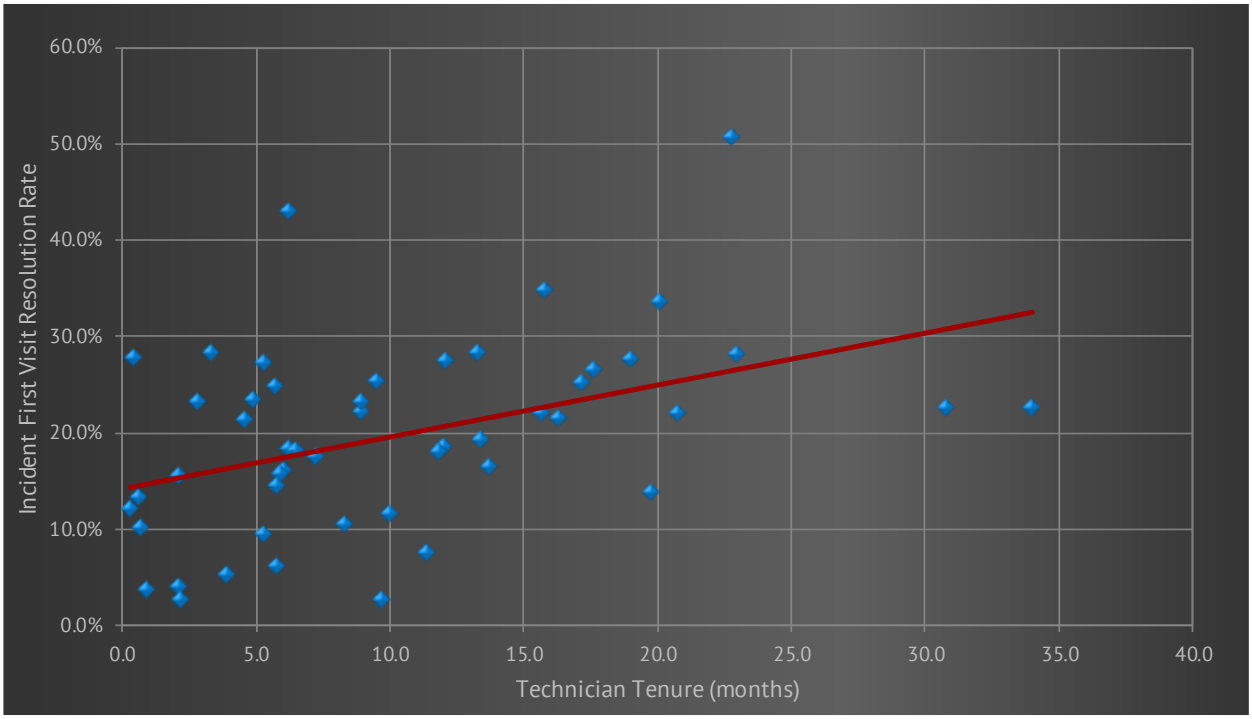
Annual Technician Turnover and Daily Technician Absenteeism tend to increase together, since they are both counter-correlated with Technician Job Satisfaction.

Annual Technician Turnover vs. Technician Tenure (months)



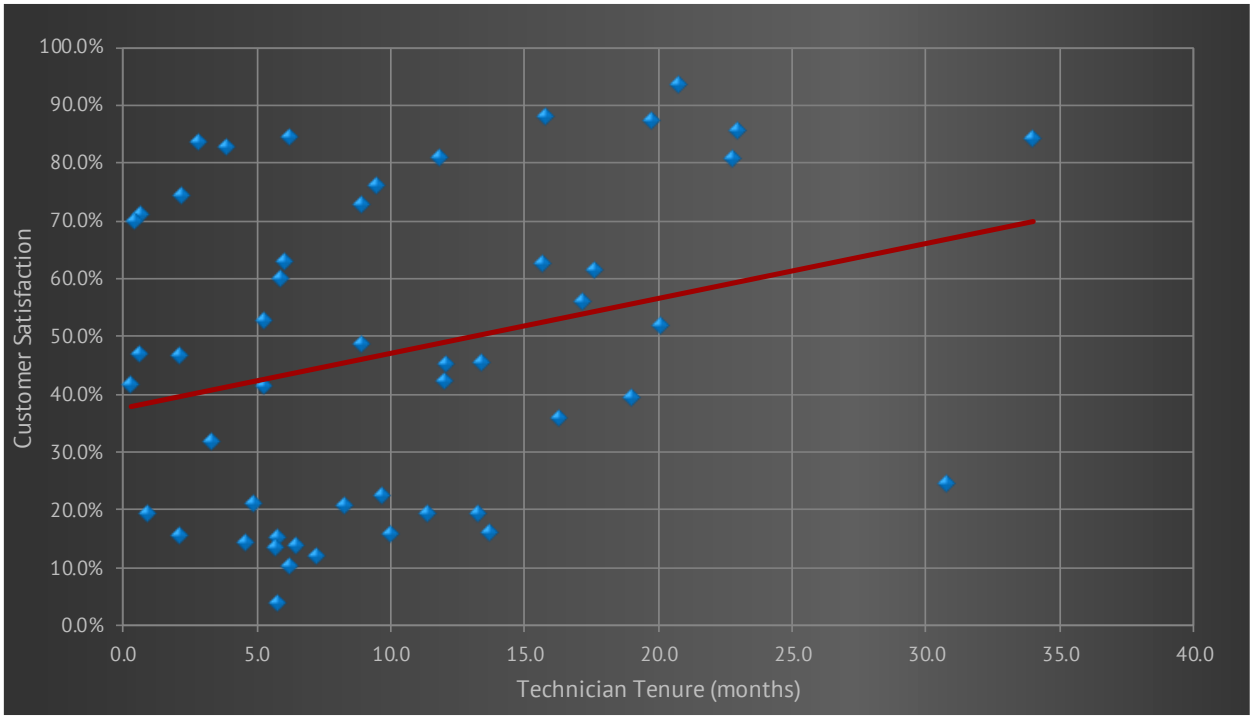
A higher Annual Technician Turnover rate naturally correlates with a lower average Technician Tenure. This is important because more experienced technicians tend to resolve tickets more efficiently and to produce higher Customer Satisfaction.

Technician Tenure (months) vs. Incident First Visit Resolution Rate



As average Technician Tenure increases, an organization's Incident First Visit Resolution Rate tends to also increase.

Technician Tenure (months) vs. Customer Satisfaction



As average Technician Tenure increases, Customer Satisfaction tends to also increase. This is largely due to more experienced technicians achieving a higher Incident First Visit Resolution Rate.

About MetricNet

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

MetricNet has pioneered a number of innovative techniques to ensure that you receive fast, accurate benchmarks, with a minimum of time and effort.

In addition to our **industry benchmarks**, such as this report, MetricNet also offers:

- **The One Year Path to World-Class Performance**, a continuous Desktop Support improvement program.
- **Benchmarking data files** for those who wish to conduct their own benchmarking analysis.
- Comprehensive **peer group benchmarks** that compare your performance to others in your vertical market.

Free Resources

Every month, MetricNet presents a live training webcast. Thousands of professionals attend each year and many of our clients have their entire teams attend. These events are a great way to boost Annual Technician Training Hours! Topics include Service Desk Best Practices and KPIs, Desktop Support Best Practices and KPIs, Contact Center Best Practices and KPIs, and more. Sign up for our **Free Webcasts**.

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