Company XYZ

Peer Group Desktop Support Benchmark

MetricNet™
Performance Benchmarking

Company
X Y Z

Report Contents

Project Overview and Objectives

Company XYZ

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Performance Benchmarking

Project Objectives

■ Review and assess the performance of the Company XYZ Desktop Support function

■ Benchmark the performance of Company XYZ Desktop Support against a peer group of comparable desktop support organizations

■ Conduct a best-practices process assessment

■ Recommend strategies to improve and optimize performance

■ Achieve world-class levels of support

■ Maximize customer satisfaction

Benchmarking Approach

Module 1: Company XYZ Baselining / Data Collection

Module 2: Benchmarking and Gap Analysis

Module 3: Balanced Scorecard

Module 4: Best Practices Process Assessment

Module 5: Strategies for Optimized Performance

Module 6: Report Development and Presentation of Results

Module 1: Company XYZ Baselining/Data Collection

- **Core Topics**

  - ☐ Project Kickoff

  - ☐ Data Collection

  - ☐ Interviews

Project Kickoff Meeting

Key Objectives: Project Kickoff Meeting

- Introduce the MetricNet and Company XYZ project teams

- Discuss the project schedule

- Discuss the data collection process

- Answer questions about the project

Company XYZ
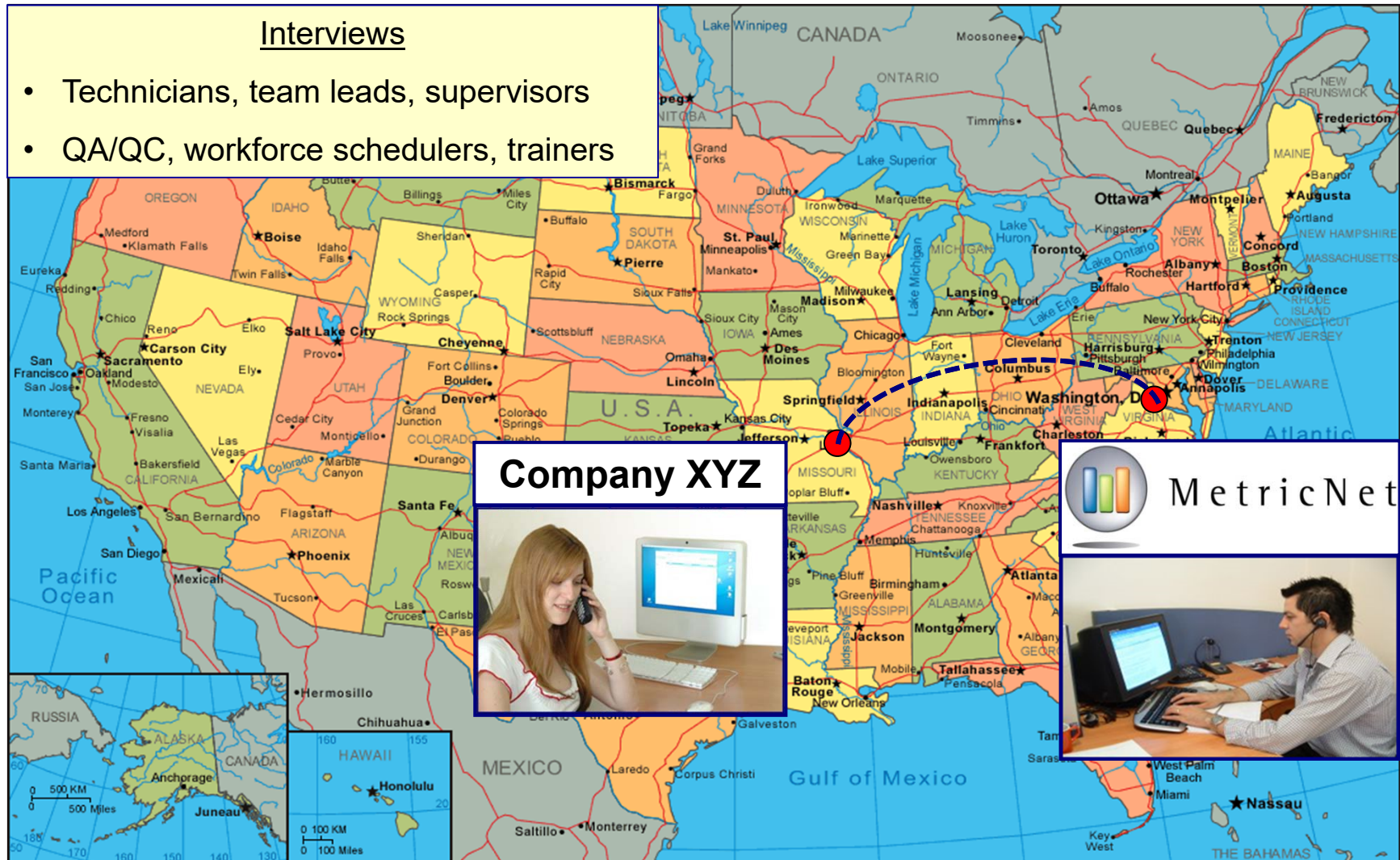
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Data Collection

Instructions	Workload	

In this section, we are requesting some general information about the services provided, and the incidents and service requests handled by your Desktop Support team. The questionnaire asks about both service requests and devices supported. This includes contact channels, contact types, and request volumes. Please be sure to match the time period for which you report average monthly ticket volume to the time period for which you report operating expenses (tab 3) and average personnel headcount (tab 5).

1. Please list all products and services offered by your Desktop Support team.

Break fix of pc's, printers, tablets, mobile devices. New computer imaging/setup. 2nd level troubleshooting of applications. Laptop config/setup troubeleshooting of VPN and wireless. Departments moves, printer setup and configuration. Care and feeding of department computing environment. In some locations the techs have many specialized devices attached to the pc which they must also manage such as Single Sign On badge readers, bar code scanners, specialized printers, bluetooth connected devices and so forth.

2. Inbound ticket-request sources. How do customers reach the Desktop Support team, and what is the volume of tickets for each source?

Average Monthly Ticket Volume by Channel

Ticket System (e.g., Remedy)	2,467
Voice	236
Voicemail	64
Email	3,498
Fax	

◄ ►	1) General Information	2) Workload	3) Expenses (if not outsourced)	4) Pricing (if outsourced)	5) Personnel	6) Operational Perform

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Personnel Interviews

Interviews

- Technicians, team leads, supervisors

- QA/QC, workforce schedulers, trainers

Company XYZ

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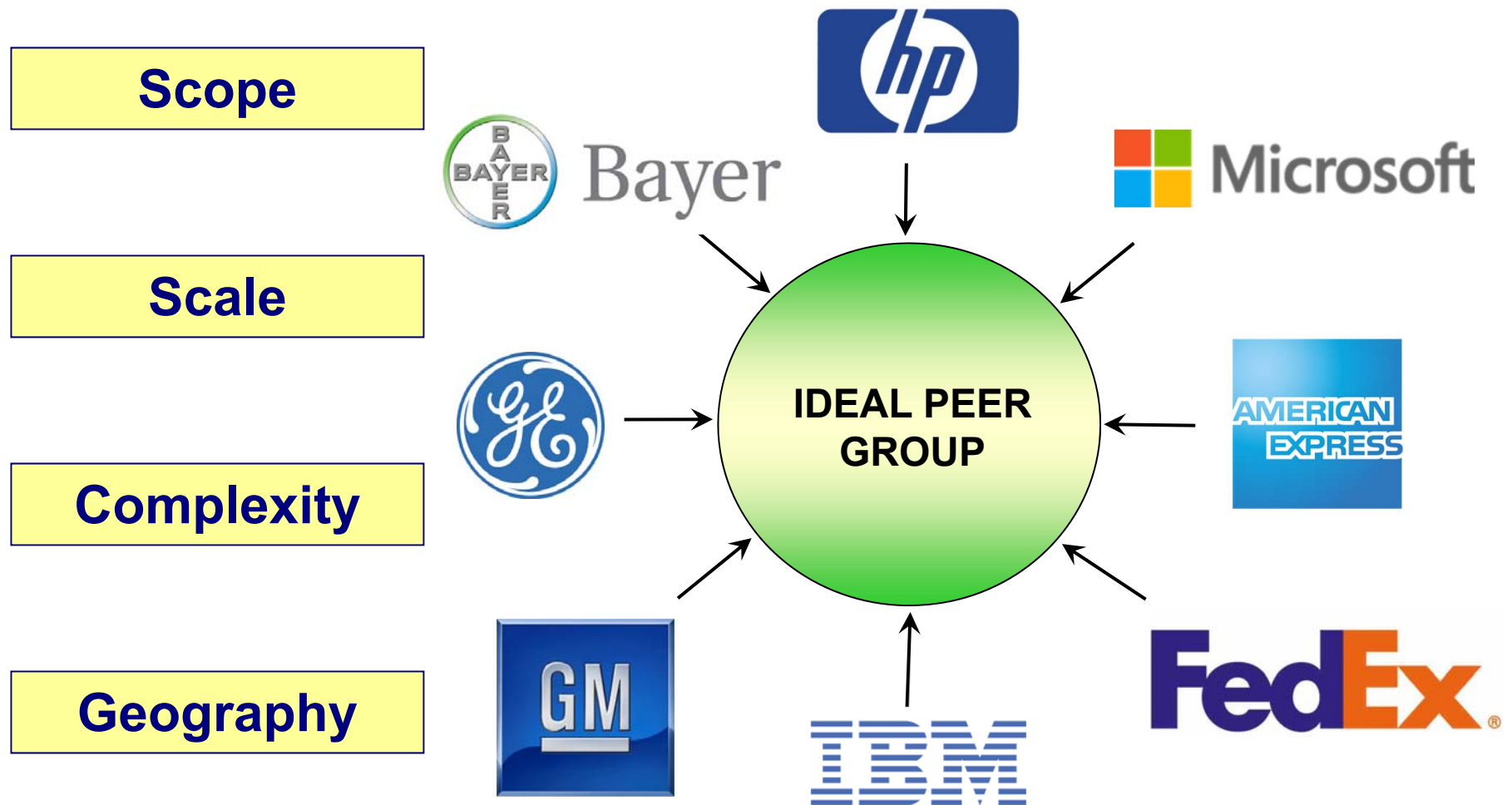# Module 2: Benchmarking and Gap Analysis

- Core Topics

  - Peer Group Selection

  - Benchmarking Comparison

  - Gap Analysis

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Benchmarking Peer Group Selection

Scope

Scale

Complexity

Geography

IDEAL PEER GROUP

Dynamic Peer Group Selection

Scope

Scope refers to the services offered by Desktop Support. The broader the scope of services offered, the broader the skill set required by the technicians. As scope increases, so too does the cost of providing support. Desktop Support selected for benchmarking comparison must be comparable in the scope of services offered.

Scale

Volume refers to the number of contacts handled by Desktop Support. Virtually everything in Desktop Support is subject to scale economies. This is particularly true when it comes to the volume of contacts handled. The approximate scale effect for volume is 5%. What this means is that every time the number of transactions doubles, you should expect to see the cost per contact decline by 5%. For this reason, it is important to select benchmarking peer groups that are similar in scale.

Complexity

The complexity of transactions handled will influence the handle time, and hence the cost per transaction. For example, a password reset is a simple transaction that takes very little time, and costs very little to resolve. By contrast, an inquiry for a complex application like SAP takes much longer and costs much more to resolve. MetricNet uses a proprietary algorithm to determine a weighted complexity index based upon the mix of transactions handled by Desktop Support. The companies chosen for a benchmarking peer group will have similar complexity factors.

Geography

The main factor that is affected by geography is cost; specifically labor cost. Since labor accounts for 65% of help desk operating expense, it is important to benchmark help desks that have a common geography. Even within a particular geography, wage rates can differ significantly, so MetricNet makes adjustments to ensure that each Desktop Support in a benchmarking peer group is normalized to the same wage rate.

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Desktop Support Benchmark: Key Questions Answered

Key Questions

- How is your Desktop Support group performing?

- How does your Desktop Support group compare to other comparable support groups?

- What are the strengths and weaknesses of your support organization?

- What are the areas of improvement for your Desktop Support group?

- How can you enhance Desktop Support performance and achieve world-class status?

MetricNet's Database of Process and Performance Indicators

Company XYZ Desktop Support Data

Desktop Support Benchmark

Gap Analysis

Improvement Recommendations

Realized Performance Gains

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The Benchmarking Methodology

```
┌─────────────────────┐                          ┌─────────────────────┐
│  Company XYZ        │       ◄═══ COMPARE ═══►   │  Performance of     │
│  Desktop Support    │                          │  Benchmarking Peer  │
│  Performance        │                          │  Group              │
└─────────────────────┘                          └─────────────────────┘
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Determine How Best in Class Achieve Superiority

Adopt Selected Practices of Best in Class

Build a Sustainable Competitive Advantage

The ultimate objective of benchmarking

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Summary of Included Desktop Support Metrics

Cost

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

Quality

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

Productivity

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

Service Level

- ❑ Mean Time to Resolve Incidents (business hours)
- ❑ % of Incidents Resolved in 8 Business Hours
- ❑ Mean Time to Fulfill Service Requests (business days)
- ❑ % of Service Requests Fulfilled in 24 Business Hours

Technician

- ❑ Annual Technician Turnover
- ❑ Daily Technician Absenteeism
- ❑ New Technician Training Hours
- ❑ Annual Technician Training Hours
- ❑ Technician Tenure (months)
- ❑ Technician Job Satisfaction

Ticket Handling

- ❑ Average Incident Work Time (minutes)
- ❑ Average Service Request Work Time (minutes)
- ❑ Average Travel Time per Ticket (minutes)

Workload

- ❑ Tickets per End User per Month
- ❑ Incidents per End User per Month
- ❑ Service Requests per End User per Month
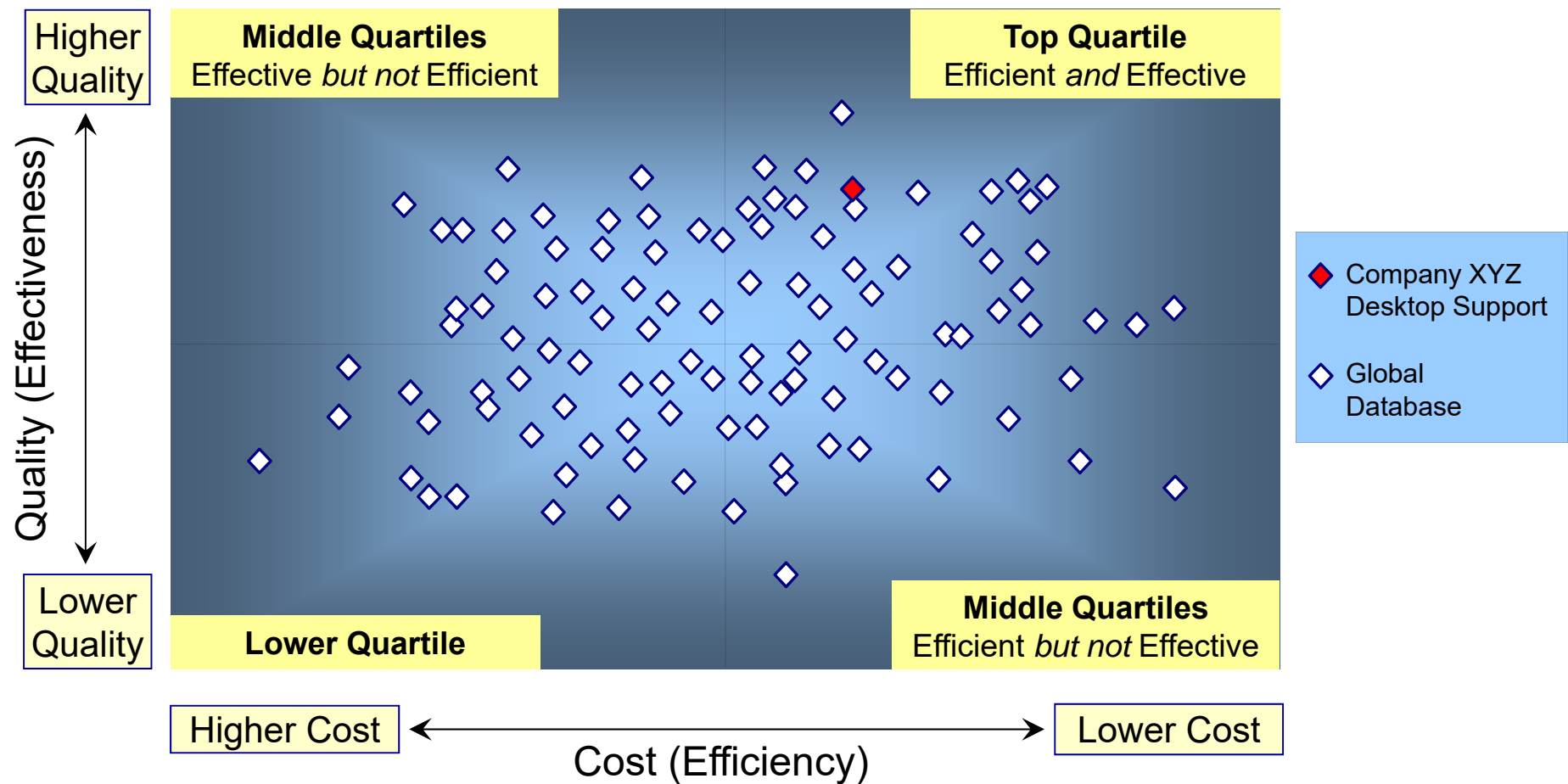- ❑ Incidents as a % of Total Ticket Volume

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Benchmarking KPI Performance Summary

Metric Type	Key Performance Indicator (KPI)	Company XYZ	Peer Group Statistics			
			Average	Min	Median	Max
Cost	Cost per Ticket	$83.67	$90.67	$64.49	$85.46	$139.02
	Cost per Incident	$63.61	$65.18	$45.72	$64.95	$92.33
	Cost per Service Request	$156.70	$143.53	$97.16	$142.16	$194.98
Productivity	Tickets per Technician per Month	80.6	65.4	49.3	64.6	82.0
	Incidents per Technician per Month	63.2	44.6	20.7	39.6	74.3
	Service Requests per Technician per Month	17.4	20.8	6.1	22.2	39.1
	Technicians as a % of Total Headcount	85.0%	80.3%	65.3%	82.7%	89.0%
	Technician Utilization	58.5%	57.6%	48.2%	56.3%	66.9%
Service Level	Mean Time to Resolve Incidents (business hours)	16.10	8.89	4.53	7.93	17.30
	% of Incidents Resolved in 8 Business Hours	41.9%	49.1%	24.5%	50.6%	65.7%
	Mean Time to Fulfill Service Requests (business days)	5.58	5.15	3.08	5.28	6.78
	% of Service Requests Fulfilled in 24 Business Hours	51.0%	38.3%	17.9%	41.4%	63.5%
Quality	Customer Satisfaction	91.4%	79.8%	49.8%	84.2%	92.1%
	Incident First Visit Resolution Rate	82.8%	70.8%	51.4%	70.2%	89.0%
	% Resolved Level 1 Capable	24.5%	21.4%	8.5%	22.3%	36.9%
Technician	Annual Technician Turnover	26.7%	35.9%	11.8%	33.7%	80.1%
	Daily Technician Absenteeism	4.5%	5.4%	1.5%	4.9%	12.0%
	New Technician Training Hours	60	49	0	46	126
	Annual Technician Training Hours	10	14	0	3	65
	Technician Tenure (months)	43.6	43.7	13.3	35.4	102.5
	Technician Job Satisfaction	84.6%	86.8%	73.8%	87.3%	98.5%
Ticket Handling	Average Incident Work Time (minutes)	43.7	46.4	43.7	45.5	54.3
	Average Service Request Work Time (minutes)	107.6	112.7	106.2	112.5	119.7
	Average Travel Time per Ticket (minutes)	9.1	9.0	7.2	9.0	11.7
Workload	Tickets per End User per Month	0.31	0.39	0.19	0.36	0.82
	Incidents per End User per Month	0.24	0.26	0.07	0.26	0.61
	Service Requests per End User per Month	0.07	0.12	0.02	0.13	0.22
	Incidents as a % of Total Ticket Volume	78.5%	66.3%	35.6%	66.2%	92.2%

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Cost vs. Quality for Company XYZ Desktop Support

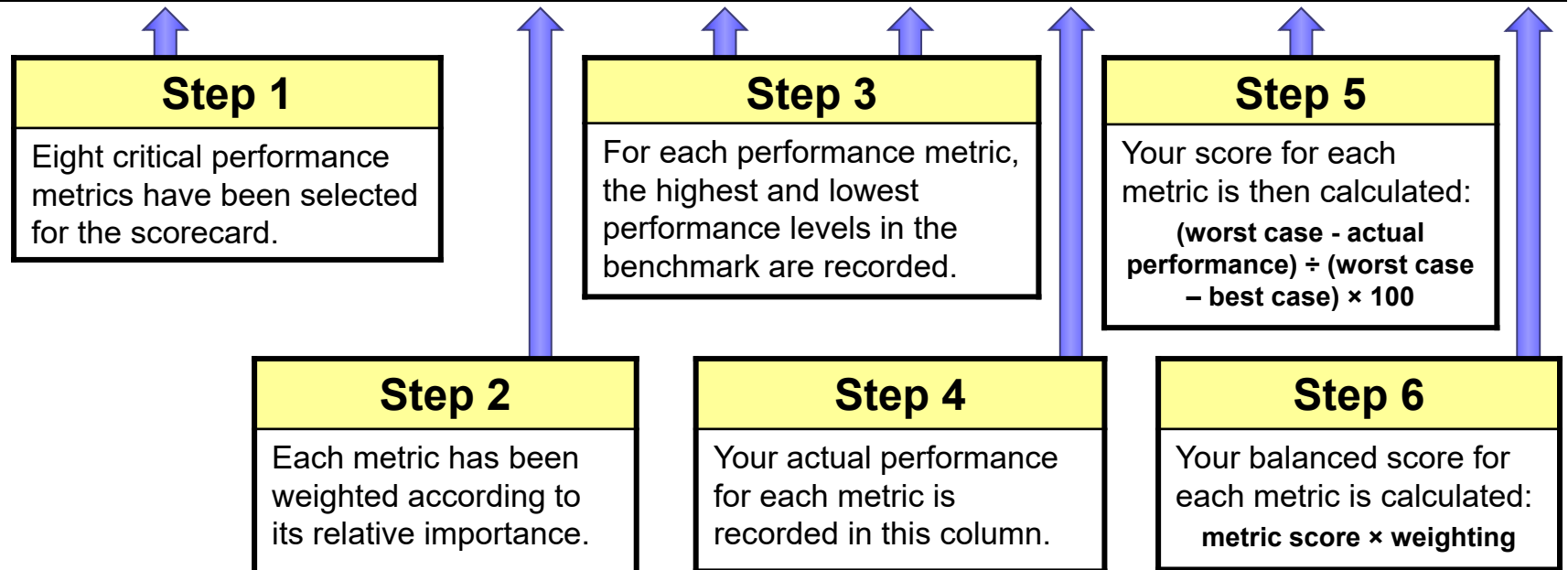# Module 3: Balanced Scorecard

- **Core Topics**

  - ☐ Metrics Selection
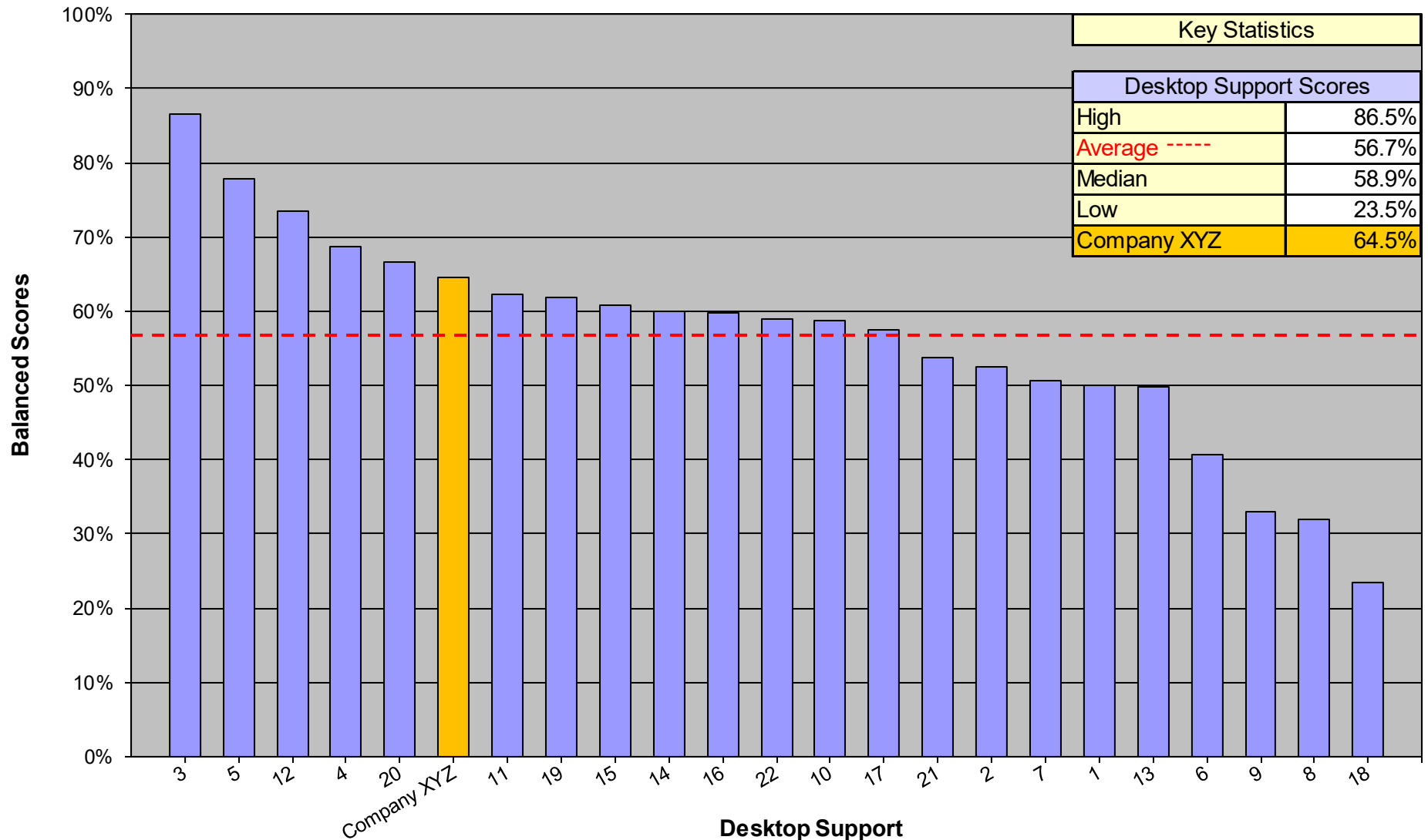
  - ☐ Metric Weightings

  - ☐ Scorecard Construction

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Company XYZ Desktop Support Balanced Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Incident	15.0%	$92.33	$45.72	$63.61	61.6%	9.2%
Cost per Service Request	15.0%	$194.98	$97.16	$156.70	39.1%	5.9%
Customer Satisfaction	20.0%	49.8%	92.1%	91.4%	98.3%	19.7%
Incident First Visit Resolution Rate	10.0%	51.4%	89.0%	82.8%	83.5%	8.3%
Technician Utilization	10.0%	48.2%	66.9%	58.5%	55.1%	5.5%
% of Incidents Resolved in 8 Business Hours	10.0%	24.5%	65.7%	41.9%	42.3%	4.2%
% of Service Requests Fulfilled in 24 Business Hours	10.0%	17.9%	63.5%	51.0%	72.6%	7.3%
Technician Job Satisfaction	10.0%	73.8%	98.5%	84.6%	43.7%	4.4%
Balanced Score	**100.0%**	**N/A**	**N/A**	**N/A**	**N/A**	**64.5%**

Step 1
Eight critical performance metrics have been selected for the scorecard.

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

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

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

Step 5
Your score for each metric is then calculated:

(worst case - actual performance) ÷ (worst case – best case) × 100

Step 6
Your balanced score for each metric is calculated:

metric score × weighting

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Balanced Scorecard Summary

Key Statistics	
Desktop Support Scores	
High	86.5%
Average -----	56.7%
Median	58.9%
Low	23.5%
Company XYZ	64.5%

X-axis (Desktop Support): 3, 5, 12, 4, 20, Company XYZ, 11, 19, 15, 14, 16, 22, 10, 17, 21, 2, 7, 1, 13, 6, 9, 8, 18

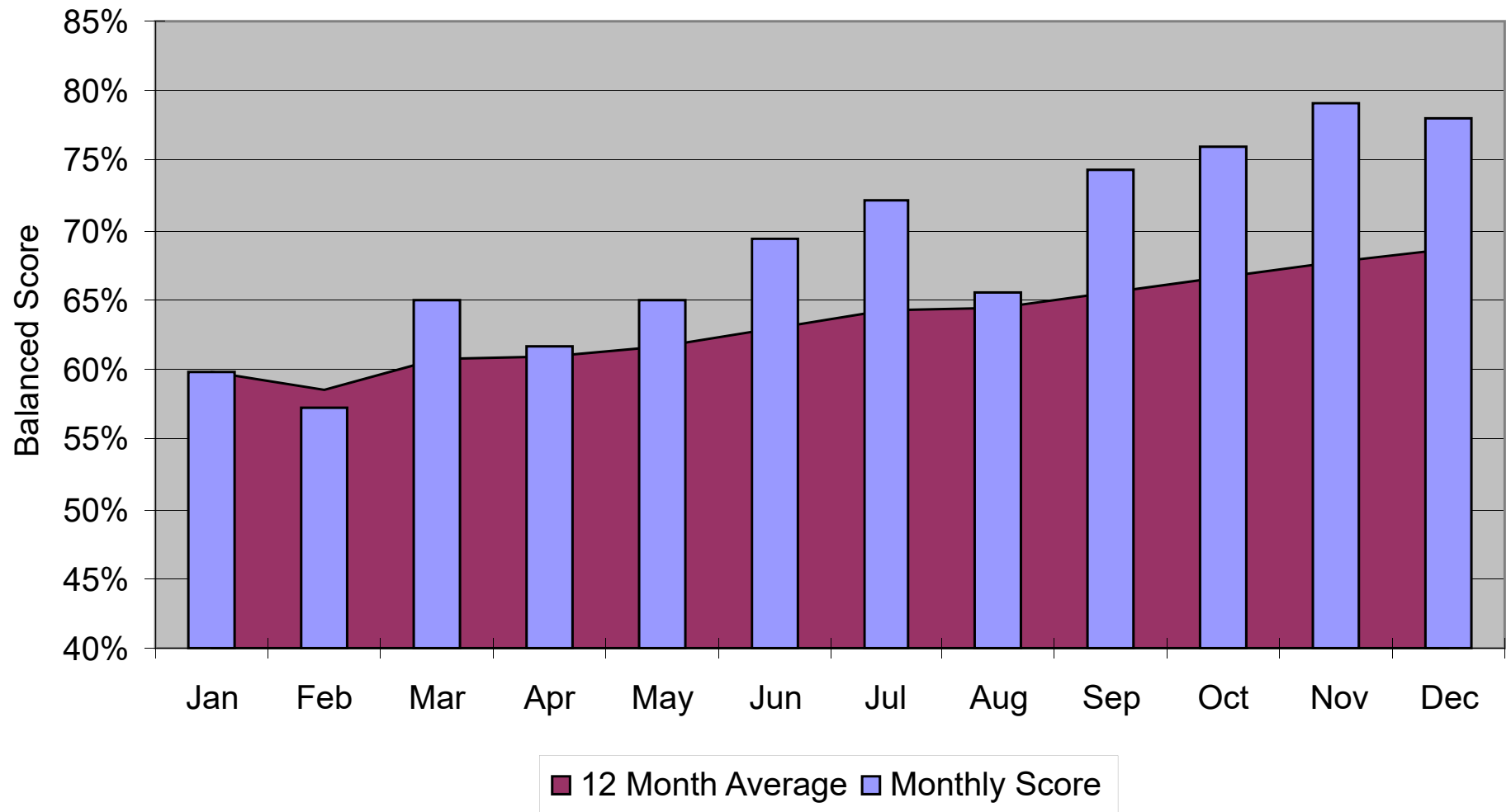Y-axis: Balanced Scores

*The scores shown in the chart are based upon the performance metrics, weightings, and data ranges shown on the previous page.

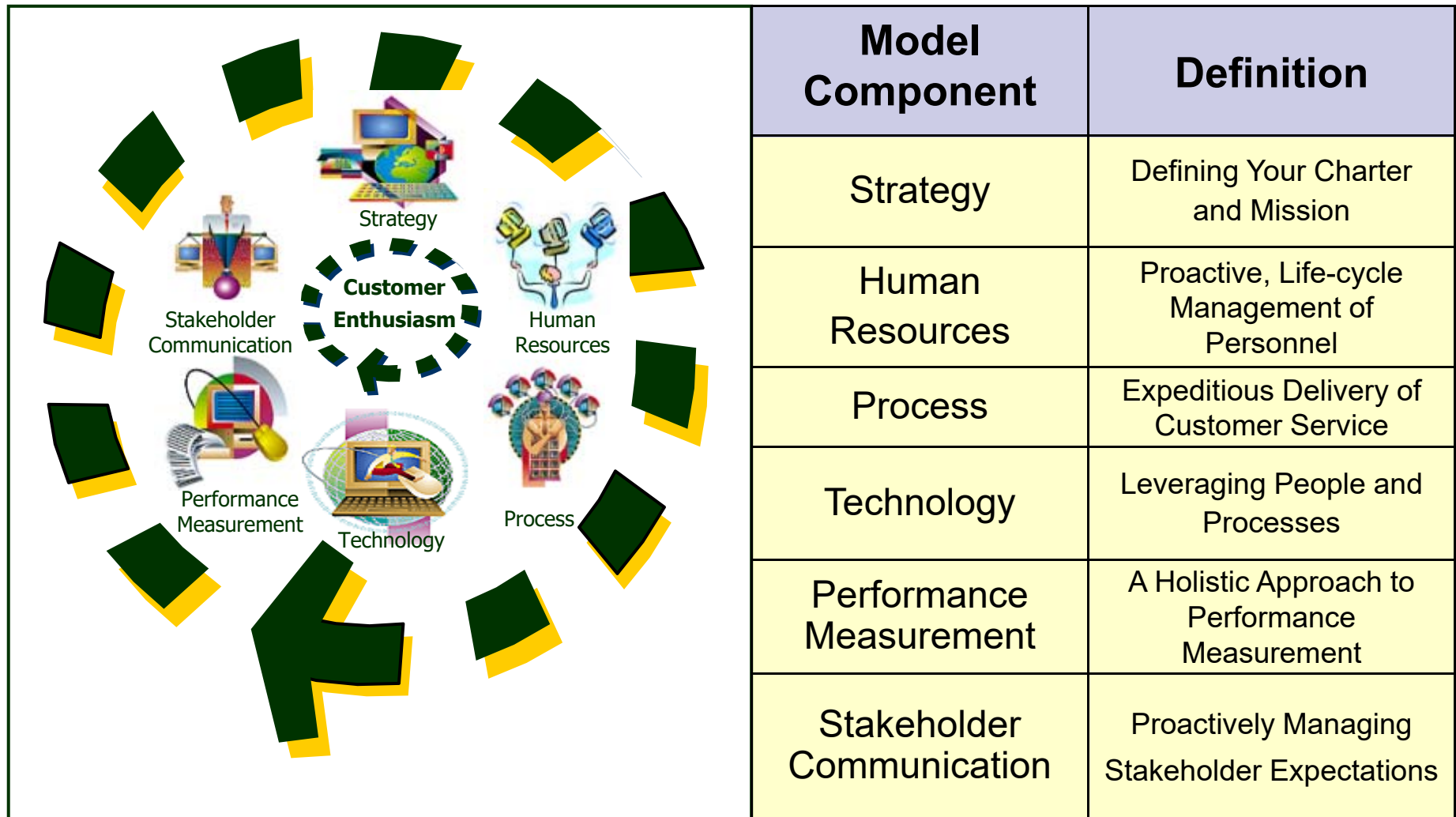MetricNet

The Scorecard Can be Updated Monthly

Module 4: Best Practices Process Assessment

- **Core Components**

  - ☐ Company XYZ Self-Assessment

  - ☐ MetricNet Maturity Ranking

  - ☐ Process Assessment Rollup

Six-Part Model for Desktop Support Best Practices

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

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Best Practices Evaluation Criteria

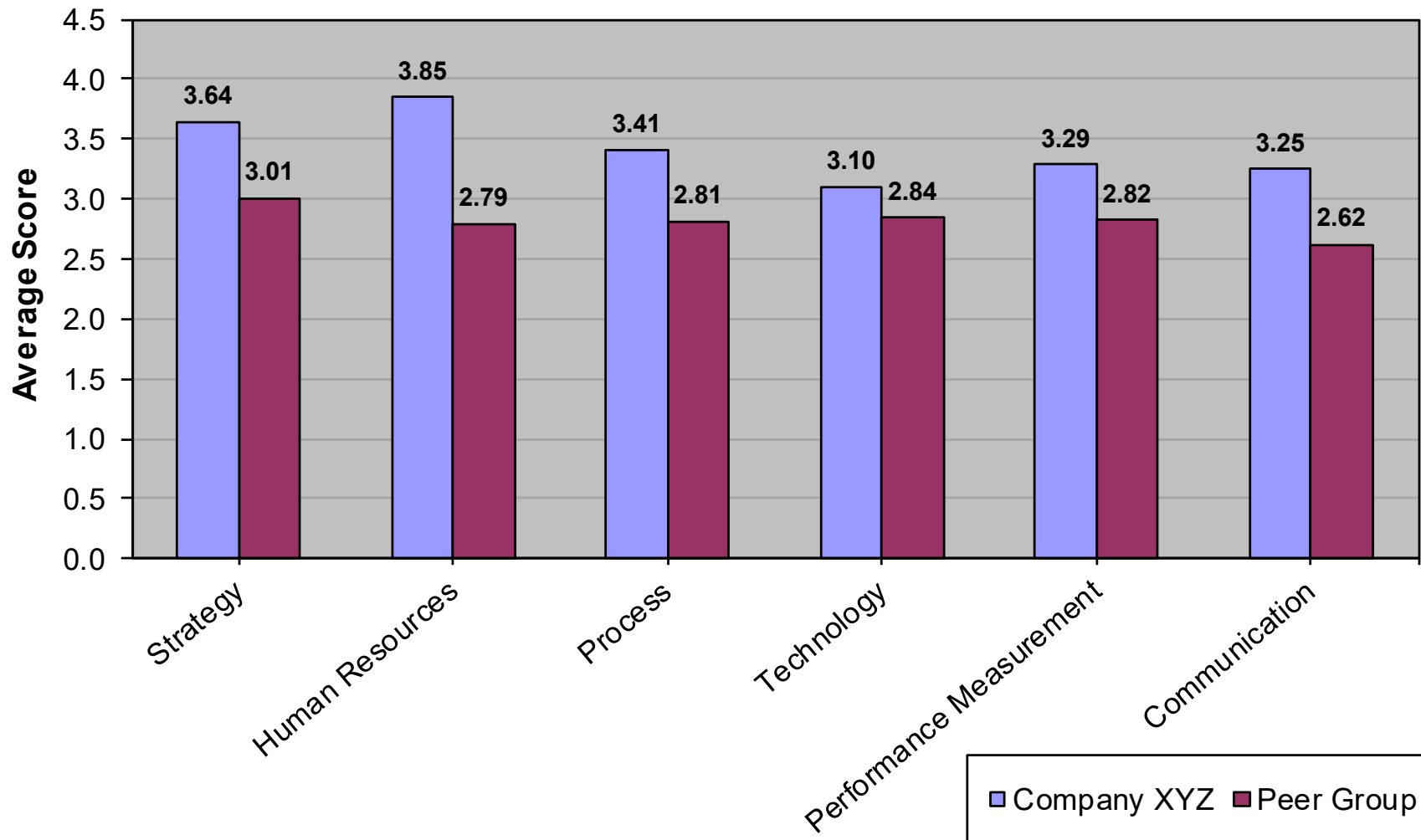| Ranking	Explanation
1	No Knowledge of the Best Practice.
2	Aware of the Best Practice, but not applying it.
3	Aware of the Best Practice, and applying at a rudimentary level.
4	Best Practice is being effectively applied.
5	Best Practice is being applied in a world-class fashion.

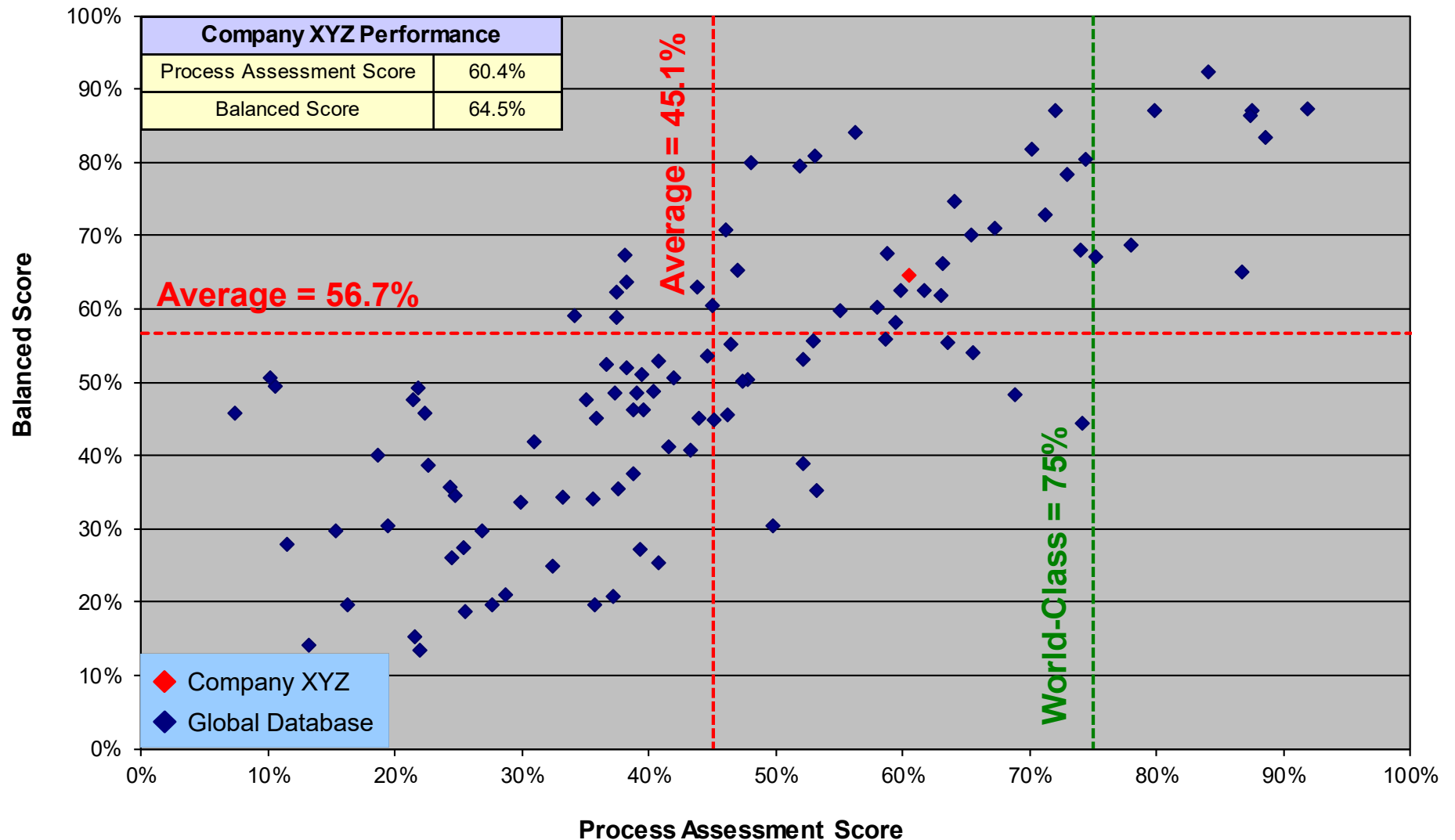MetricNet

Company XYZ Desktop Support Self Assessment

Best Practice	Strategy Best Practices Defined	Company XYZ's Score	Peer Group Average
1	Desktop Support has a well-defined mission, vision, and strategy. The vision and strategy are well documented, and communicated to key stakeholders in the organization.	4.0	3.10
2	Desktop Support has a published Service Catalog, including a Supported Products List, that is distributed and communicated to key stakeholders including end users. The Service Catalog is available online.	3.5	2.87
3	Desktop Support has an action plan for continuous improvement. The plan is documented and distributed to key stakeholders in the organization, and specific individuals are held accountable for implementing the action plan.	4.00	3.01
4	Desktop Support is well integrated into the information technology function. Desktop Support acts as the "voice of the user" in IT, and is involved in major IT decisions and deliberations that affect end users. Desktop Support is alerted ahead of time so that they can prepare for major rollouts, or other changes in the IT environment.	3.50	3.05
5	Desktop Support has SLA's that define the level of service to be delivered to users. The SLA's are documented, published, and communicated to key stakeholders in the organization.	4.0	3.34
6	Desktop Support has OLA's (Operating Level Agreements) with other support groups in the organization (level 1 support, field support, etc.). The OLA's clearly define the roles and responsibilities of each support group, and the different support groups abide by the terms of the OLA's.	3.0	2.79
7	Desktop Support actively seeks to improve Level 1 Resolution Rates, Incident First Contact Resolution Rate, and key service levels by implementing processes, technologies, and training that facilitate these objectives.	3.5	2.92
Summary Statistics	Total Score	25.50	21.08
	Average Score	3.64	3.01

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Best Practices Process Assessment Summary

Process Maturity vs. Scorecard Performance

Module 5: Strategies for Optimized Performance

- **Core Components**

  - ☐ Conclusions and Recommendations

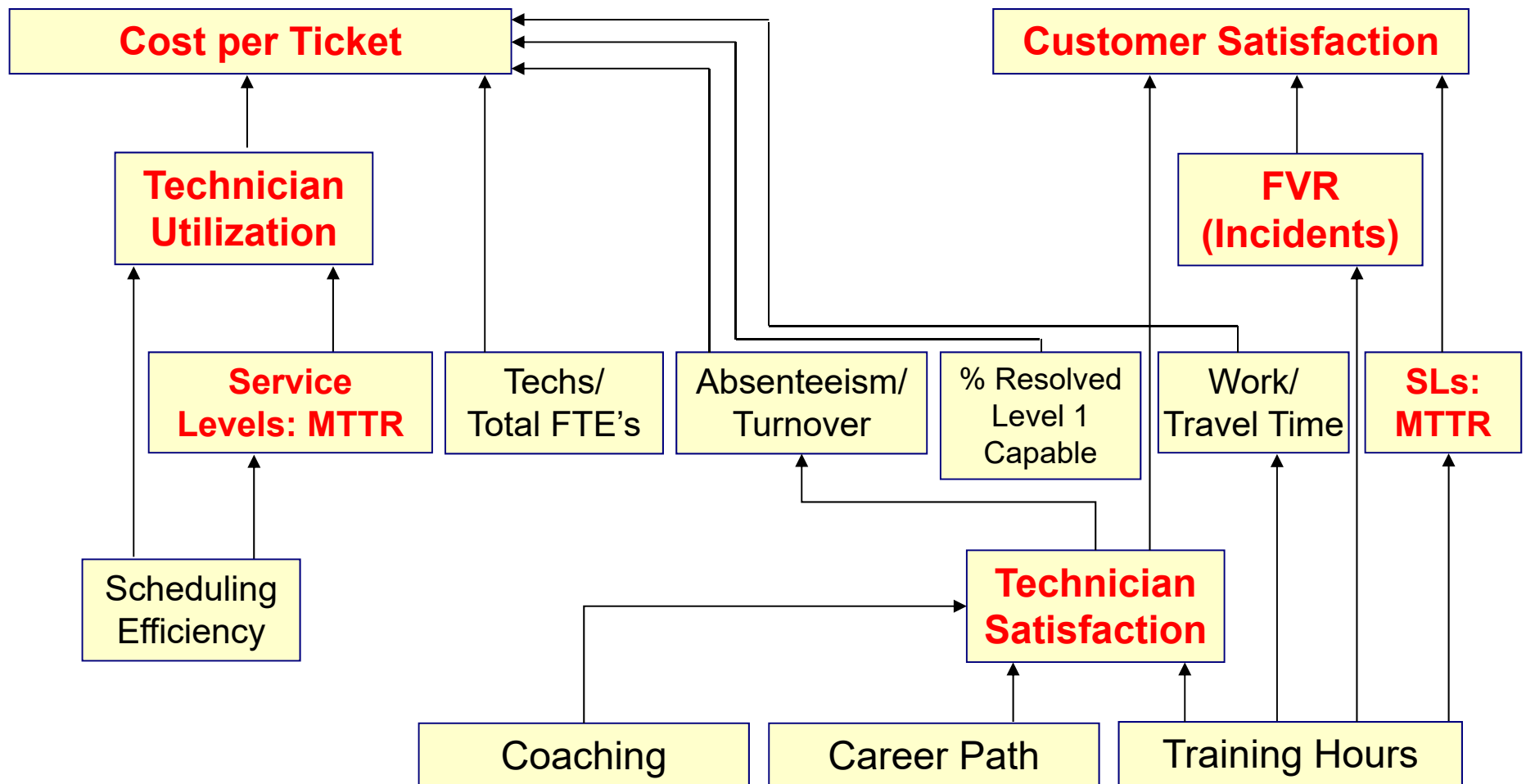 - ☐ Roadmap for World-Class Performance

Conclusions and Recommendations

■   **Conclusions and Recommendations fall into six categories**

1.   Strategy

2.   Human Resource Management

3.   Call Handling Processes and Procedures

4.   Technology

5.   Performance Measurement and Management

6.   Stakeholder Communication

A Summary of the Major KPI Correlations

Performance Targets will be Established

Performance Metric	Current Company XYZ Performance	Target Performance
% Resolved Level 1 Capable	24.5%	20.0%
Mean Time to Resolve Incidents (business hours)	16.10	10.00
% of Incidents Resolved in 8 Business Hours	41.9%	55.0%
Annual Technician Training Hours	10	20
Technician Job Satisfaction	84.6%	90.0%
Balanced Score	**64.5%**	**69.8%**

Achieving the performance targets recommended above would increase the Company XYZ Desktop Support Balanced Score from 64.5% to 69.8%, and would elevate Company XYZ from 6th place to 4th place on the Balanced Scorecard.

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Module 6: Report Development and Presentation of Results

- ■ **Core Topics**

  - ☐ **Report Development**

  - ☐ **Presentation of Benchmarking Results**

Write Benchmarking Report
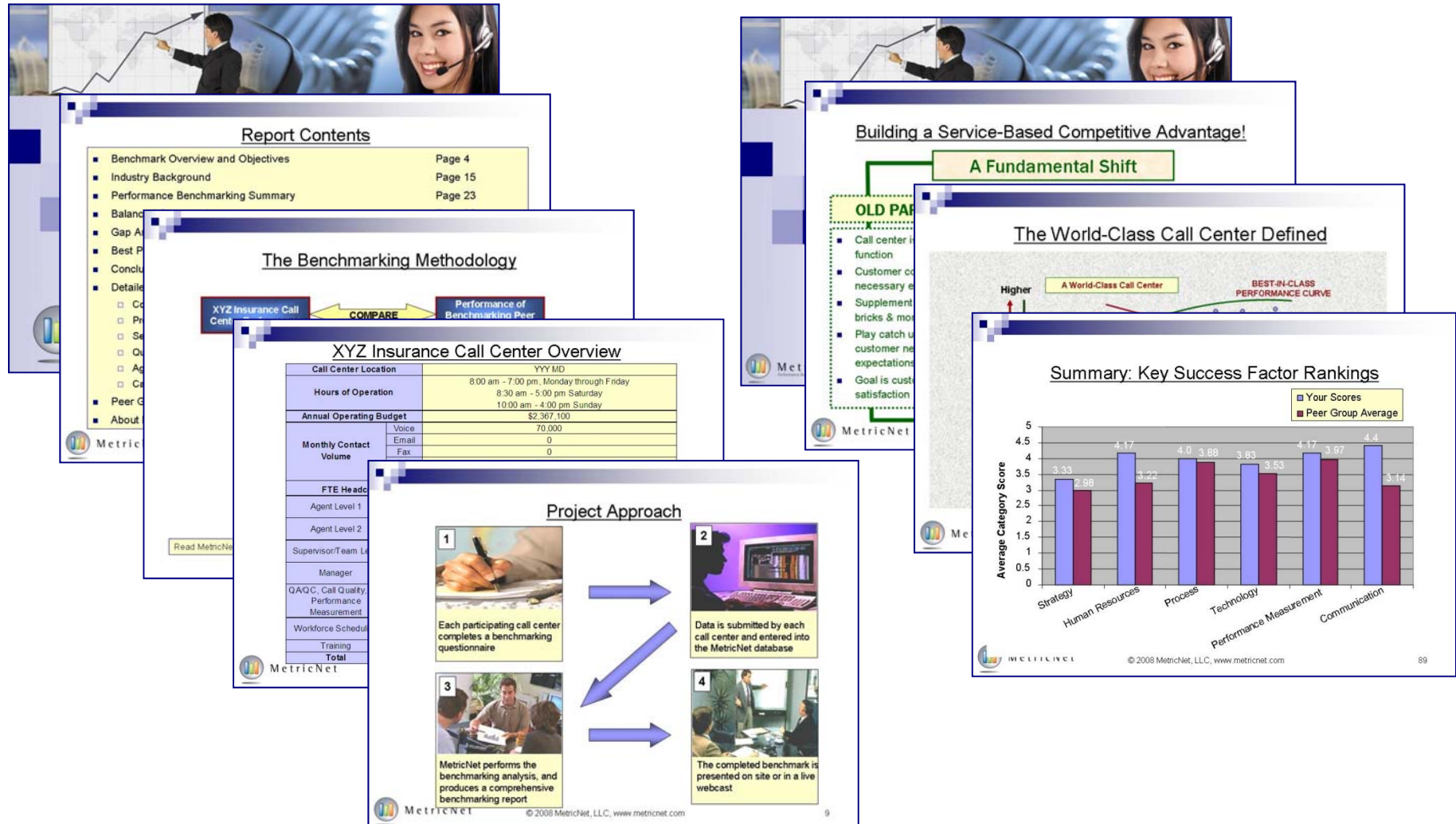
Presentation of Results

MetricNet will present the results of the benchmark in a live GoToMeeting.
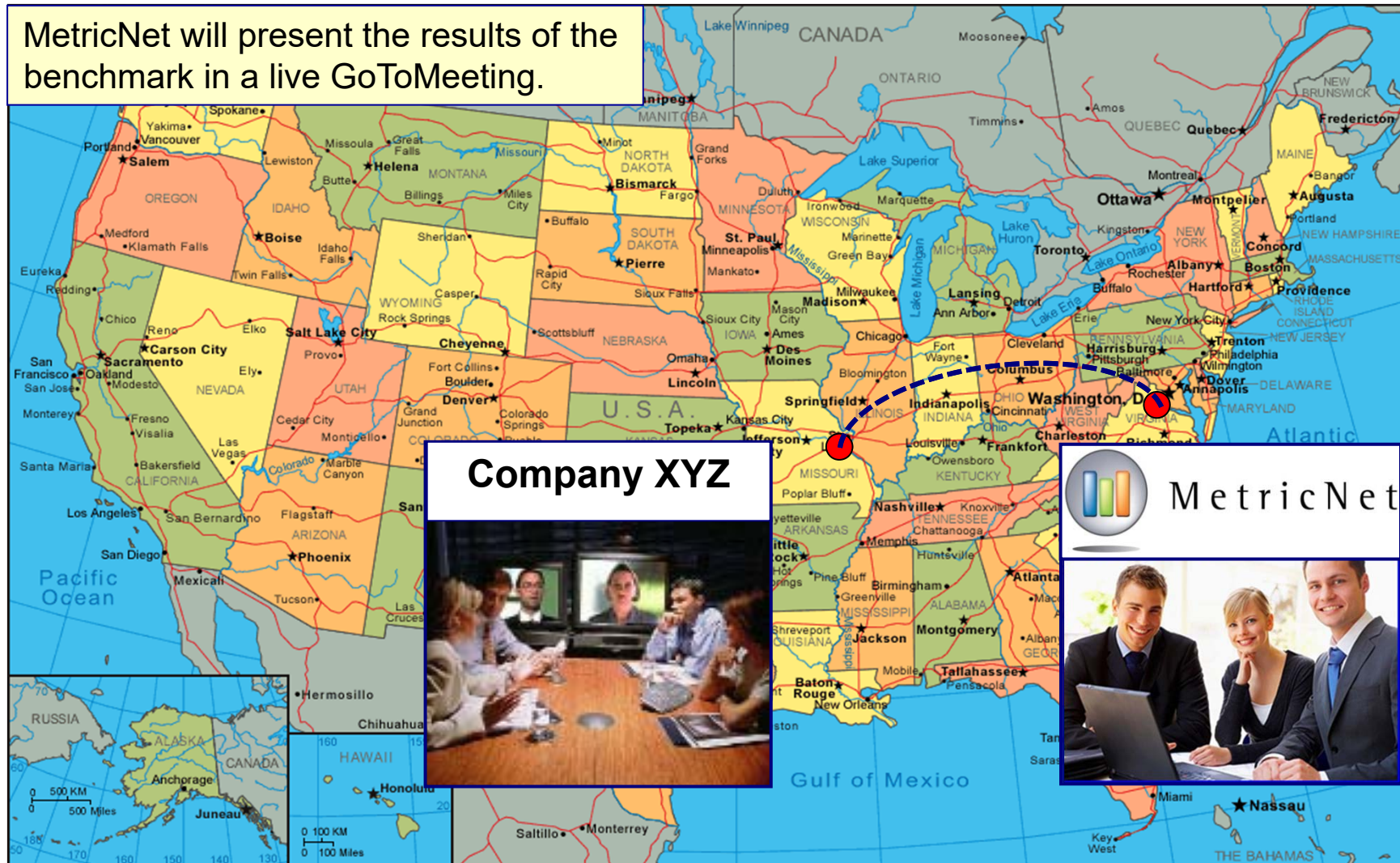
Company XYZ

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Industry Background

28 Years of IT Service and Support Benchmarking Data

Global Database

More than 3,700 Benchmarks

30 Key Performance Indicators

More than 70 Industry Best Practices

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Then and Now: The Evolution of Desktop Support

Desktop Support KPI's	North American Averages	
	1988	2014
Monthly Desktop Tickets per User	0.53	0.78
Cost per Ticket	$29	$62
Average Incident Work Time (min:sec)	17:40	32:15
Incidents Resolved on First Contact	74%	68%
% Resolved Level 1 Capable	54%	22%
Starting Technician Salaries (current dollars)	$37,050	$43,627
Desktop Cost per User per Year	$184	$580

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Tickets, Incidents, and Service Requests

Tickets

Incidents

Service Requests
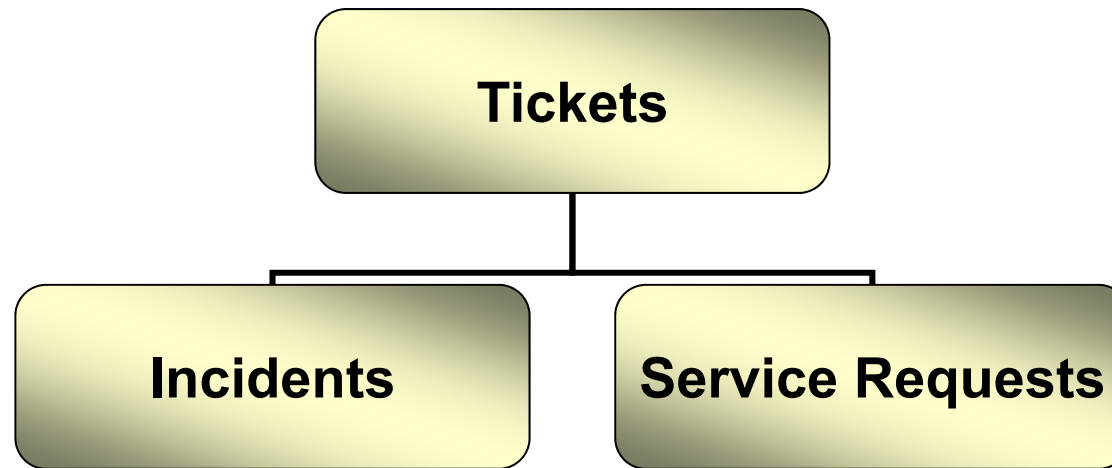
- Unplanned work that requires a physical touch to a device
  - Hardware break/fix
  - Device failure
  - Connectivity failure

- Planned work that requires a physical touch to one or more devices
  - Move/Add/Change
  - Hardware or software upgrade
  - Device refresh
  - Device set-up

Incident Volume + Service Request Volume = Ticket Volume

Characteristics of World-Class Desktop Support

- **Desktop Support consistently exceeds customer expectations**
  - ☐ Result is high levels of customer satisfaction (> 93%)
  - ☐ MTTR is below average for Incidents and Service Requests
    - < 0.7 days for Incidents
    - < 3.8 days for Service Requests

- **Costs are managed at or below industry average levels**
  - ☐ Cost per Ticket, per Incident, and per Service Request is below average
  - ☐ Minimizes Total Cost of Ownership (TCO)

- **Desktop Support follows industry best practices**
  - ☐ Industry best practices are defined and documented
  - ☐ Desktop Support follows industry best practices

- **Every transaction adds value**
  - ☐ A positive customer experience
  - ☐ Drives a positive view of IT overall

World-Class Desktop Support Defined
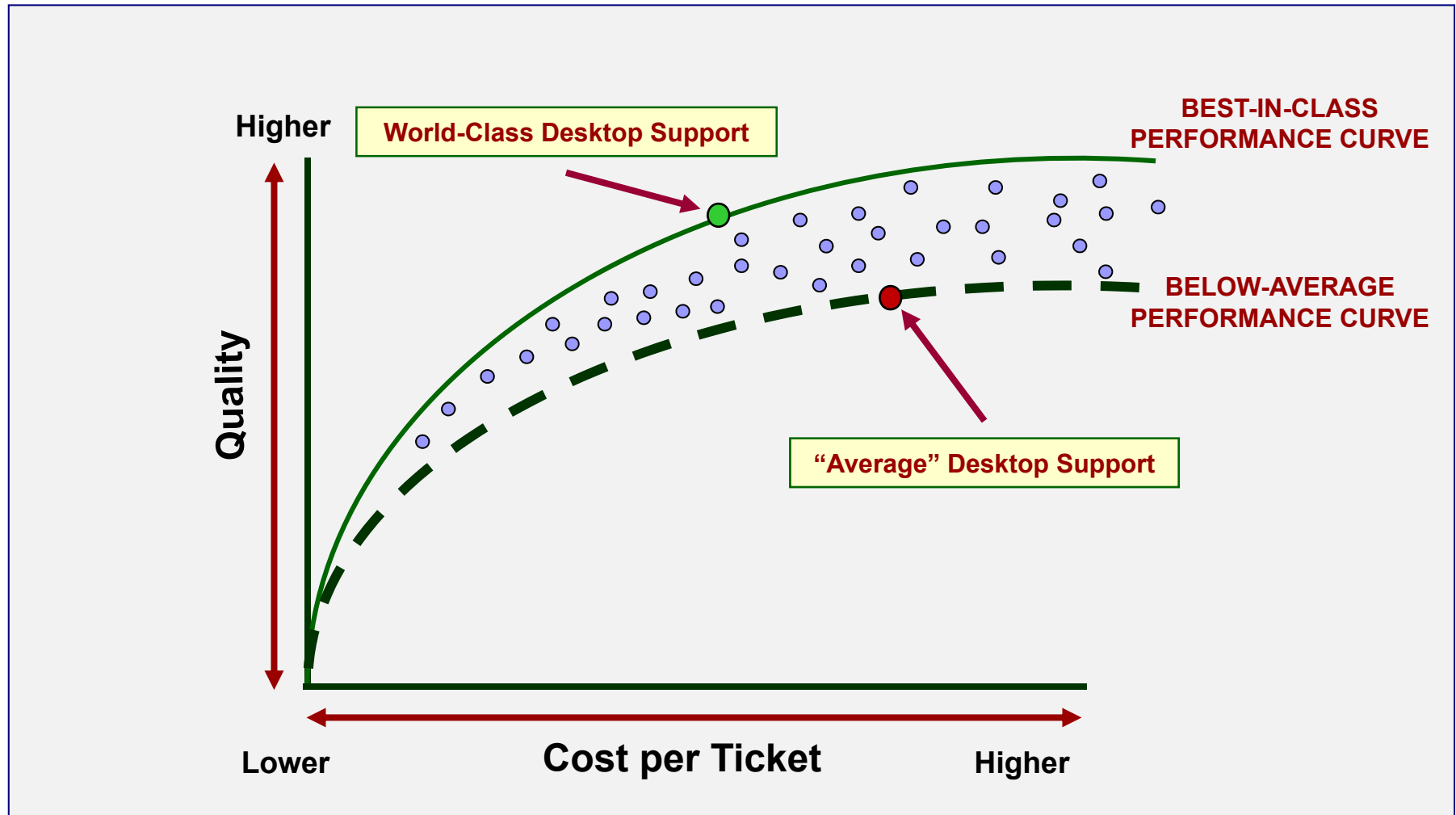
The Paradox of IT Support

End-User Support

4%

96%: Non support functions

- ❑ Application Development
- ❑ Application Maintenance
- ❑ Network Operations
- ❑ Mainframe and midrange Computing
- ❑ Desktop Computing
- ❑ Contract Services (e.g., disaster recovery)
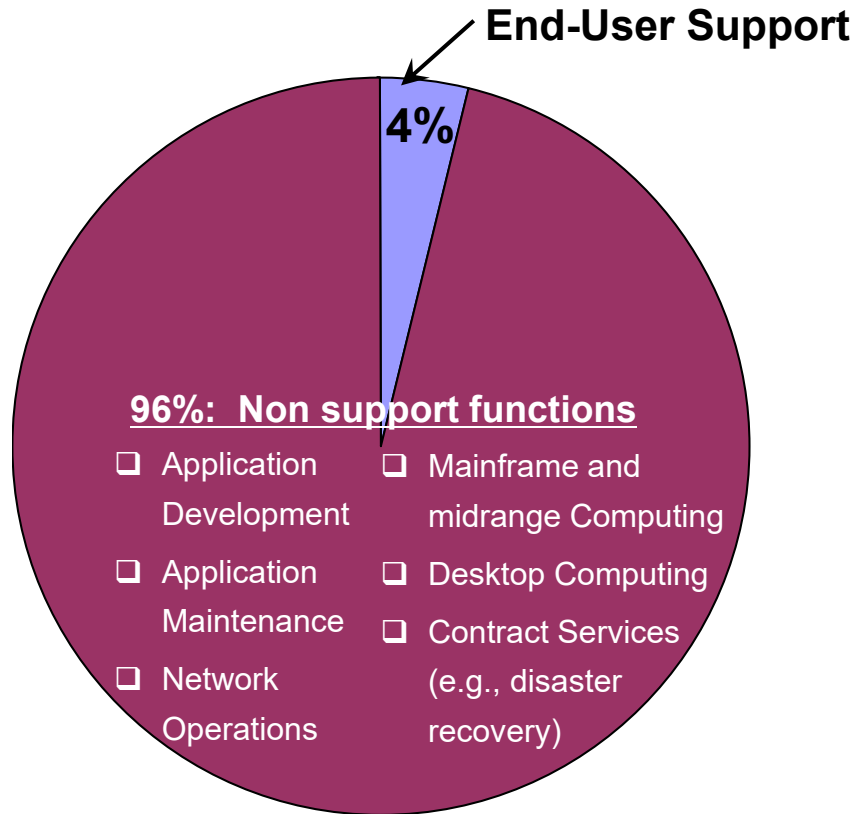
Corporate IT Spending Breakdown

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

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World-Class Desktop Support: Three Sources of Leverage

World-Class Desktop Support organizations recognize and exploit three unique sources of leverage:

1. Minimizing Total Cost of Ownership (TCO)

2. Improving End-User Productivity

3. Driving a Positive View of Corporate IT

Cost of Resolution: North American Averages

Support Level	Cost per Ticket
Vendor	$599
Field Support	$221
Level 3 IT (apps, networking, NOC, etc.)	$104
Level 2: Desktop Support	$69
Level 1: Service Desk	$22

Shift-Left Cost Reduction Strategies

Support Level

-1	0	1	2	3	Field	Vendor
$0	$2	$22	$69	$104	$221	$599
Incident Prevention	Self Help	Service Desk	Desktop Support	IT Support	Field Support	Vendor Support

The Tao of SPOC (Single Point of Contact)

Desktop Support

User Community

Level 1 Service Desk

Field Support

Level 2 IT Support

Vendor Support

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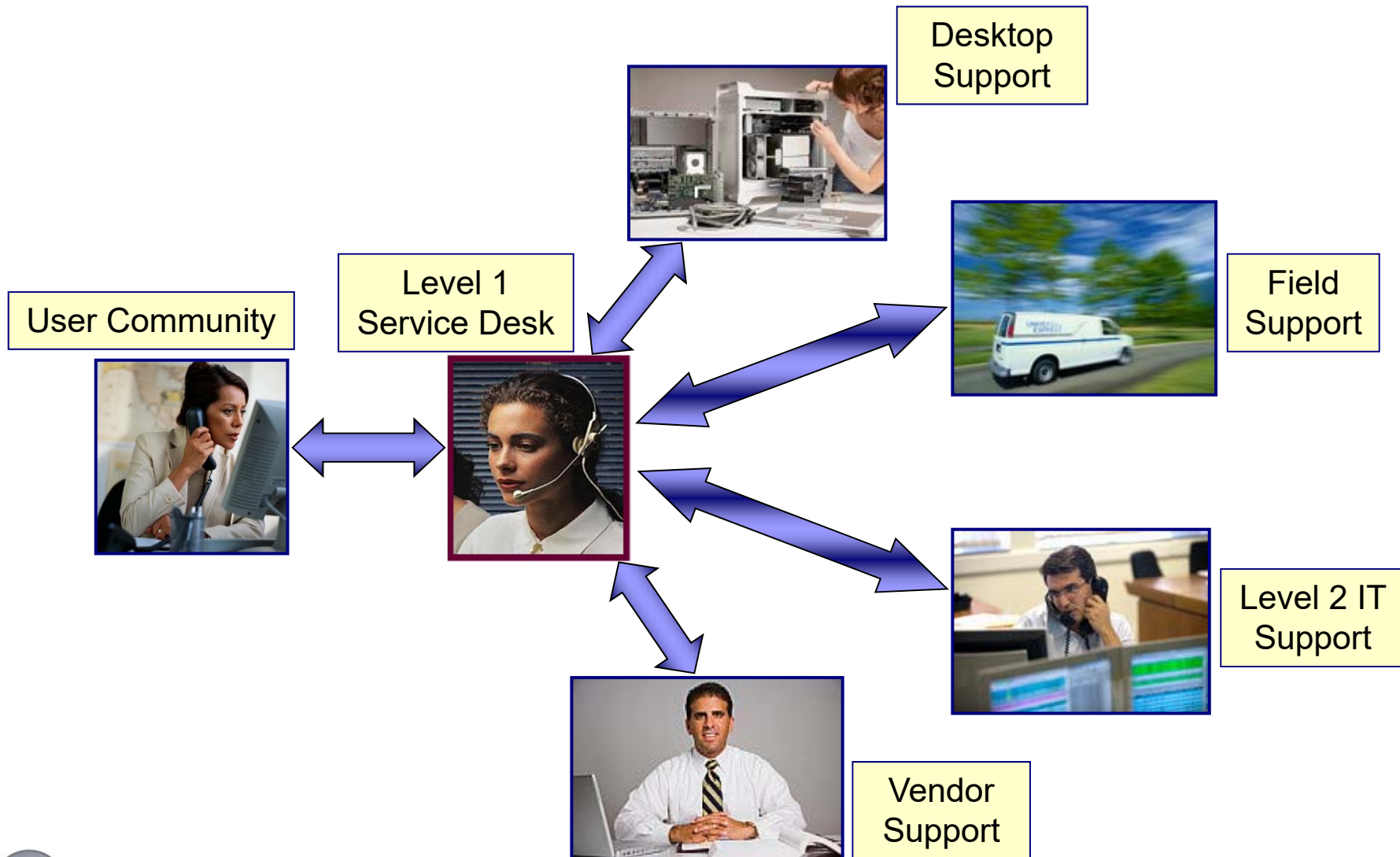
The Tao of SPOC (Continued)
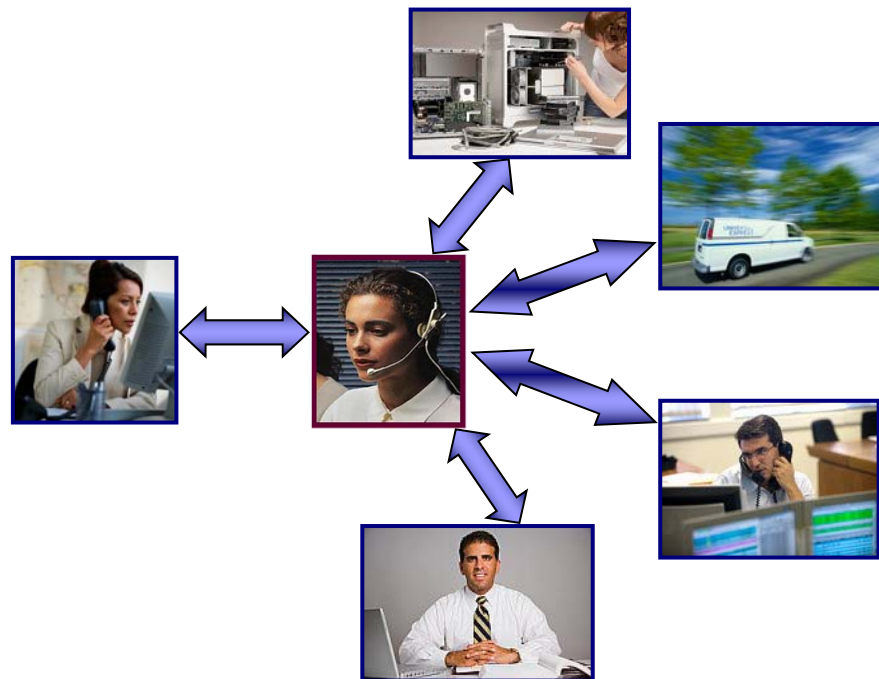
Key SPOC Principles

- Enterprise takes an end-to-end view of user support

- User/Customer has a single point of contact for all IT-related incidents, questions, problems, and work requests

- The Level 1 Service Desk is the SPOC

- Level 1 is responsible for:
    - Ticket triage
    - Resolution at Level 1 if possible
    - Effective handoffs to n level support
    - Resolution coordination and facilitation
    - Ticket closure

- Desktop "Drive-bys", "Fly-bys", and "Snags" are strongly discouraged

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SPOC Support Reduces Total Cost of Ownership

Average = 22.8%

Average = 15.3%

◆ % Resolved Level 1 Capable with SPOC   ■ % Resolved Level 1 Capable without SPOC

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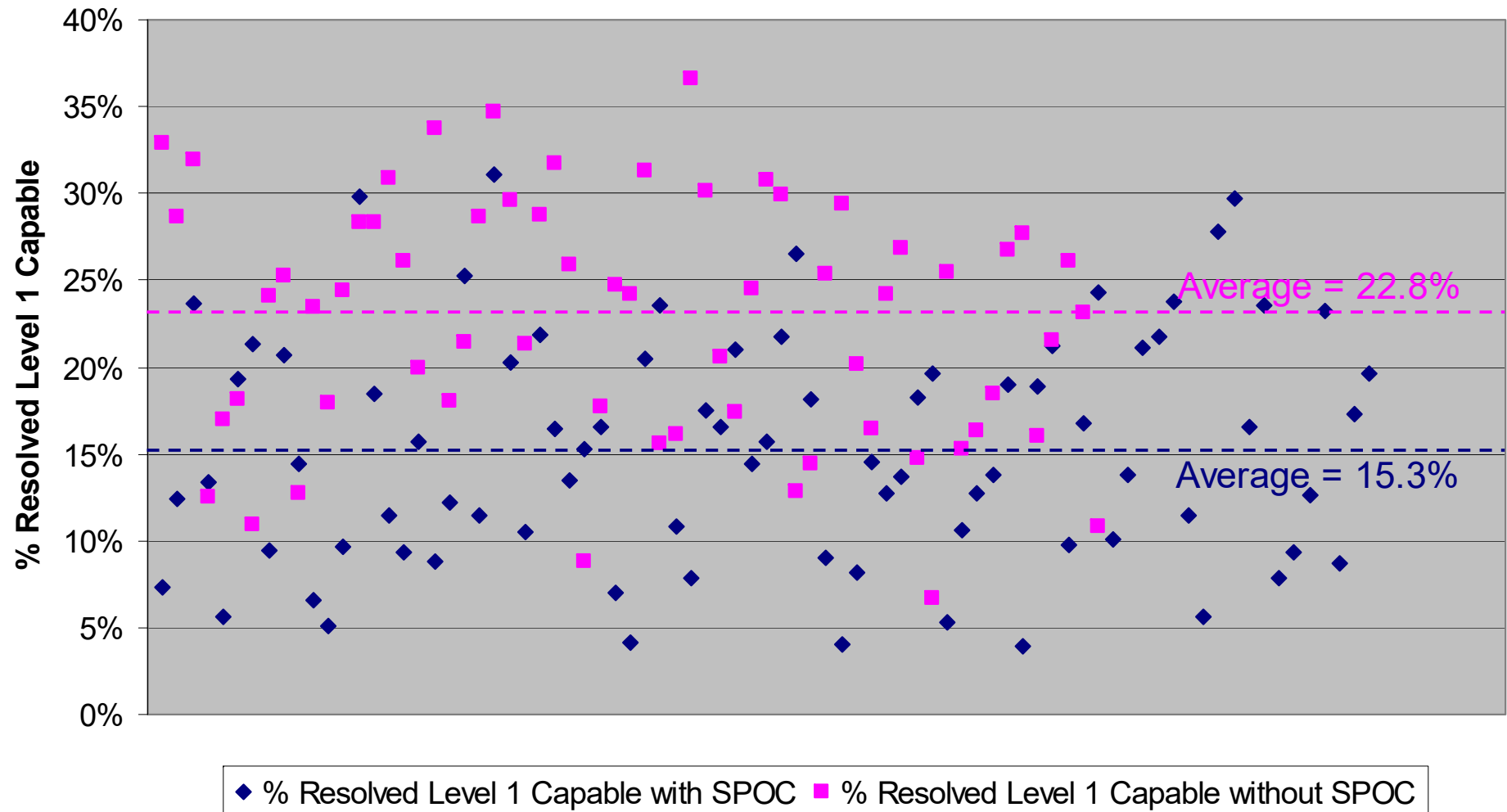
Recognize and Communicate the Value Being Created
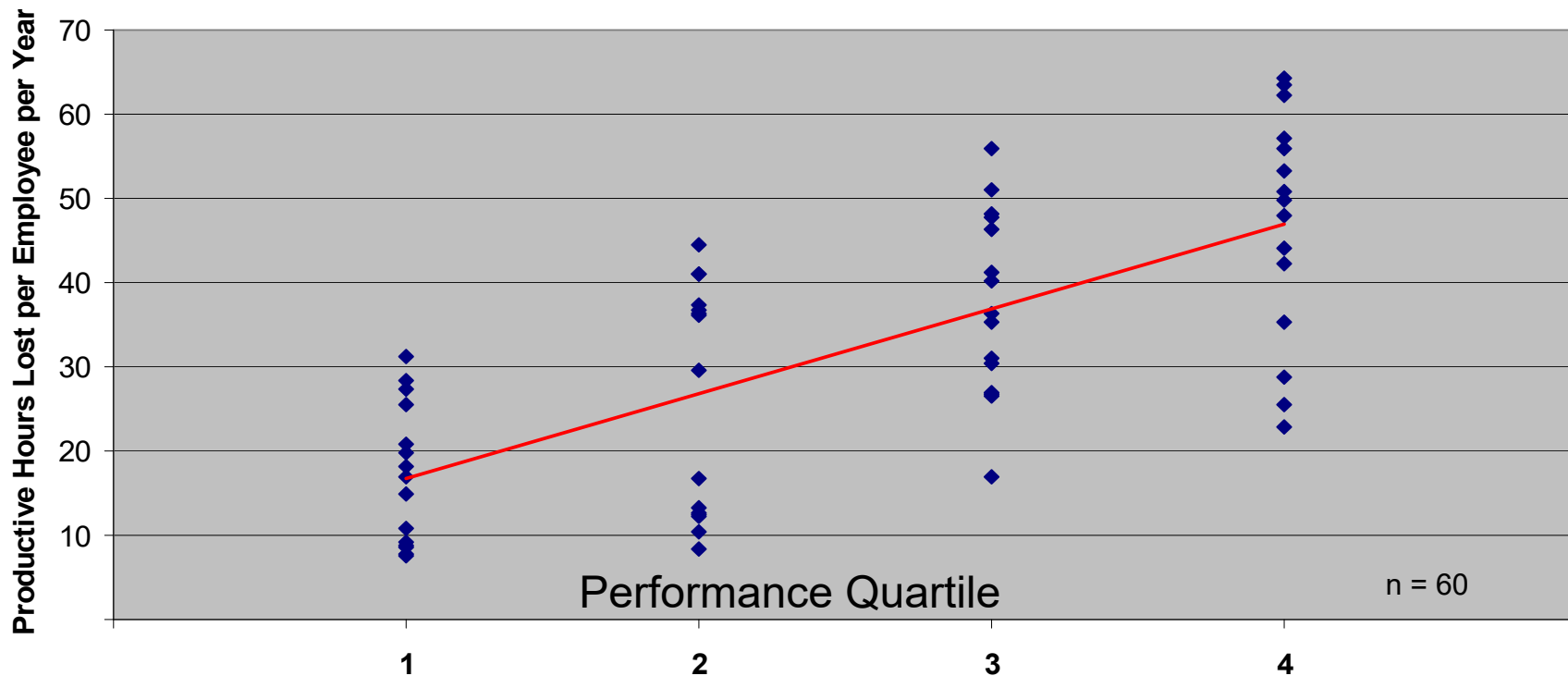
Support Function	Key Performance Indicator	Performance Quartile			
		1 (top)	2	3	4 (bottom)
Service Desk	Customer Satisfaction	93.5%	84.5%	76.1%	69.3%
	First Contact Resolution Rate	90.1%	83.0%	72.7%	66.4%
	Mean Time to Resolve (hours)	0.8	1.2	3.6	5.0
Desktop Support	Customer Satisfaction	94.4%	89.2%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

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Support Drives Customer Satisfaction for *All* of IT

- n = 1,044
- Global large cap companies
- Survey type: multiple choice
- 3 responses allowed per survey

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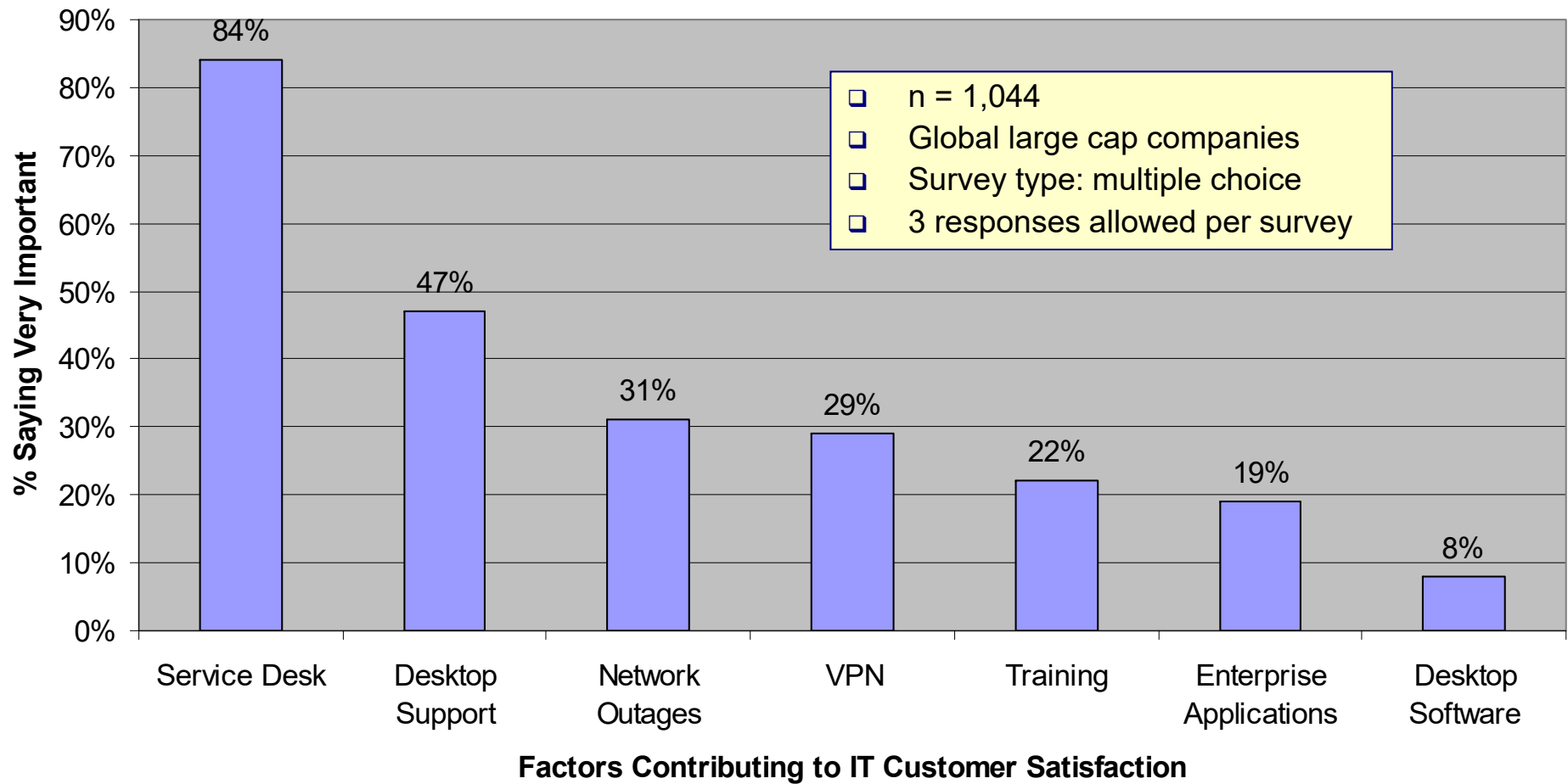
- 84% cited the service desk as a very important factor in their overall satisfaction with corporate IT
- 47% cited desktop support as a very important factor in their overall satisfaction with corporate IT

Performance Benchmarking Summary

Company XYZ Desktop Support Overview

Desktop Support Locations		St. Louis, MO	
Hours of Operation		7 AM – 5 PM, Monday – Friday	
Data Time Period		January 2017 – December 2017	
Annual Operating Expense		**$687,595**	
Average Monthly Ticket Volume	Incidents	537	
	Service Requests	148	
	Total Tickets	**685**	
End Users Supported		**2,209**	
FTE Personnel Headcount		Technology Profile	
Desktop Support Technician Level 1	6.0	Trouble Ticket System	ServiceNow
Desktop Support Technician Level 2	2.0	Automatic Call Distributor (ACD)	Avaya
Desktop Support Technician Level 3	0.5	Workforce Mgmt/Scheduling Software	Ultimate Software UltiPro
Ticket Quality	0.5	Interactive Voice Response (IVR)	Avaya
Manager	1.0	Knowledge Management System	ServiceNow
Total	**10.0**	Remote Control Software	LogMeIn Rescue Tech Console
		Other technology	Toggl Timer

Summary of Included Desktop Support Metrics

Cost

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

Quality

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

Technician

- ❑ Annual Technician Turnover
- ❑ Daily Technician Absenteeism
- ❑ New Technician Training Hours
- ❑ Annual Technician Training Hours
- ❑ Technician Tenure (months)
- ❑ Technician Job Satisfaction

Productivity

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

Ticket Handling

- ❑ Average Incident Work Time (minutes)
- ❑ Average Service Request Work Time (minutes)
- ❑ Average Travel Time per Ticket (minutes)

Service Level

- ❑ Mean Time to Resolve Incidents (business hours)
- ❑ % of Incidents Resolved in 8 Business Hours
- ❑ Mean Time to Fulfill Service Requests (business days)
- ❑ % of Service Requests Fulfilled in 24 Business Hours

Workload

- ❑ Tickets per End User per Month
- ❑ Incidents per End User per Month
- ❑ Service Requests per End User per Month
- ❑ Incidents as a % of Total Ticket Volume

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Benchmarking KPI Performance Summary

Metric Type	Key Performance Indicator (KPI)	Company XYZ	Peer Group Statistics			
			Average	Min	Median	Max
Cost	Cost per Ticket	$83.67	$90.67	$64.49	$85.46	$139.02
	Cost per Incident	$63.61	$65.18	$45.72	$64.95	$92.33
	Cost per Service Request	$156.70	$143.53	$97.16	$142.16	$194.98
Productivity	Tickets per Technician per Month	80.6	65.4	49.3	64.6	82.0
	Incidents per Technician per Month	63.2	44.6	20.7	39.6	74.3
	Service Requests per Technician per Month	17.4	20.8	6.1	22.2	39.1
	Technicians as a % of Total Headcount	85.0%	80.3%	65.3%	82.7%	89.0%
	Technician Utilization	58.5%	57.6%	48.2%	56.3%	66.9%
Service Level	Mean Time to Resolve Incidents (business hours)	16.10	8.89	4.53	7.93	17.30
	% of Incidents Resolved in 8 Business Hours	41.9%	49.1%	24.5%	50.6%	65.7%
	Mean Time to Fulfill Service Requests (business days)	5.58	5.15	3.08	5.28	6.78
	% of Service Requests Fulfilled in 24 Business Hours	51.0%	38.3%	17.9%	41.4%	63.5%
Quality	Customer Satisfaction	91.4%	79.8%	49.8%	84.2%	92.1%
	Incident First Visit Resolution Rate	82.8%	70.8%	51.4%	70.2%	89.0%
	% Resolved Level 1 Capable	24.5%	21.4%	8.5%	22.3%	36.9%
Technician	Annual Technician Turnover	26.7%	35.9%	11.8%	33.7%	80.1%
	Daily Technician Absenteeism	4.5%	5.4%	1.5%	4.9%	12.0%
	New Technician Training Hours	60	49	0	46	126
	Annual Technician Training Hours	10	14	0	3	65
	Technician Tenure (months)	43.6	43.7	13.3	35.4	102.5
	Technician Job Satisfaction	84.6%	86.8%	73.8%	87.3%	98.5%
Ticket Handling	Average Incident Work Time (minutes)	43.7	46.4	43.7	45.5	54.3
	Average Service Request Work Time (minutes)	107.6	112.7	106.2	112.5	119.7
	Average Travel Time per Ticket (minutes)	9.1	9.0	7.2	9.0	11.7
Workload	Tickets per End User per Month	0.31	0.39	0.19	0.36	0.82
	Incidents per End User per Month	0.24	0.26	0.07	0.26	0.61
	Service Requests per End User per Month	0.07	0.12	0.02	0.13	0.22
	Incidents as a % of Total Ticket Volume	78.5%	66.3%	35.6%	66.2%	92.2%

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KPI Gap Summary

Metric Type	Key Performance Indicator (KPI)	Company XYZ	Peer Average	Performance Gap
Cost	Cost per Ticket	$83.67	$90.67	7.7%
	Cost per Incident	$63.61	$65.18	2.4%
	Cost per Service Request	$156.70	$143.53	-9.2%
Productivity	Tickets per Technician per Month	80.6	65.4	23.2%
	Incidents per Technician per Month	63.2	44.6	41.8%
	Service Requests per Technician per Month	17.4	20.8	-16.4%
	Technicians as a % of Total Headcount	85.0%	80.3%	5.9%
	Technician Utilization	58.5%	57.6%	1.6%
Service Level	Mean Time to Resolve Incidents (business hours)	16.10	8.89	-81.1%
	% of Incidents Resolved in 8 Business Hours	41.9%	49.1%	-14.6%
	Mean Time to Fulfill Service Requests (business days)	5.58	5.15	-8.4%
	% of Service Requests Fulfilled in 24 Business Hours	51.0%	38.3%	33.3%
Quality	Customer Satisfaction	91.4%	79.8%	14.6%
	Incident First Visit Resolution Rate	82.8%	70.8%	16.9%
	% Resolved Level 1 Capable	24.5%	21.4%	-14.2%
Technician	Annual Technician Turnover	26.7%	35.9%	25.6%
	Daily Technician Absenteeism	4.5%	5.4%	16.4%
	New Technician Training Hours	60	49	22.6%
	Annual Technician Training Hours	10	14	-29.9%
	Technician Tenure (months)	43.6	43.7	-0.3%
	Technician Job Satisfaction	84.6%	86.8%	-2.5%
Ticket Handling	Average Incident Work Time (minutes)	43.7	46.4	5.9%
	Average Service Request Work Time (minutes)	107.6	112.7	4.5%
	Average Travel Time per Ticket (minutes)	9.1	9.0	-0.6%
Workload	Tickets per End User per Month	0.31	0.39	19.6%
	Incidents per End User per Month	0.24	0.26	8.6%
	Service Requests per End User per Month	0.07	0.12	41.0%
	Incidents as a % of Total Ticket Volume	78.5%	66.3%	18.3%

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KPI Gap Ranking

Key Performance Indicator (KPI)	Company XYZ	Peer Average	Performance Gap
Incidents per Technician per Month	63.2	44.6	41.8%
Service Requests per End User per Month	0.07	0.12	41.0%
% of Service Requests Fulfilled in 24 Business Hours	51.0%	38.3%	33.3%
Annual Technician Turnover	26.7%	35.9%	25.6%
Tickets per Technician per Month	80.6	65.4	23.2%
New Technician Training Hours	60	49	22.6%
Tickets per End User per Month	0.31	0.39	19.6%
Incidents as a % of Total Ticket Volume	78.5%	66.3%	18.3%
Incident First Visit Resolution Rate	82.8%	70.8%	16.9%
Daily Technician Absenteeism	4.5%	5.4%	16.4%
Customer Satisfaction	91.4%	79.8%	14.6%
Incidents per End User per Month	0.24	0.26	8.6%
Cost per Ticket	$83.67	$90.67	7.7%
Technicians as a % of Total Headcount	85.0%	80.3%	5.9%
Average Incident Work Time (minutes)	43.7	46.4	5.9%
Average Service Request Work Time (minutes)	107.6	112.7	4.5%
Cost per Incident	$63.61	$65.18	2.4%
Technician Utilization	58.5%	57.6%	1.6%
Technician Tenure (months)	43.6	43.7	-0.3%
Average Travel Time per Ticket (minutes)	9.1	9.0	-0.6%
Technician Job Satisfaction	84.6%	86.8%	-2.5%
Mean Time to Fulfill Service Requests (business days)	5.58	5.15	-8.4%
Cost per Service Request	$156.70	$143.53	-9.2%
% Resolved Level 1 Capable	24.5%	21.4%	-14.2%
% of Incidents Resolved in 8 Business Hours	41.9%	49.1%	-14.6%
Service Requests per Technician per Month	17.4	20.8	-16.4%
Annual Technician Training Hours	10	14	-29.9%
Mean Time to Resolve Incidents (business hours)	16.10	8.89	-81.1%

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Quartile Rankings: Cost and Productivity Metrics

Cost Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Cost per Ticket	$64.49 $78.36	$78.36 $85.46	$85.46 $99.78	$99.78 $139.02	$83.67
Cost per Incident	$45.72 $57.65	$57.65 $64.95	$64.95 $71.72	$71.72 $92.33	$63.61
Cost per Service Request	$97.16 $124.81	$124.81 $142.16	$142.16 $159.26	$159.26 $194.98	$156.70

Productivity Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Tickets per Technician per Month	82 73	73 65	65 59	59 49	81
Incidents per Technician per Month	74 55	55 40	40 35	35 21	63
Service Requests per Technician per Month	39 26	26 22	22 16	16 6	17
Technician Utilization	66.9% 62.6%	62.6% 56.3%	56.3% 53.9%	53.9% 48.2%	58.5%
Technicians as a % of Total Headcount	89.0% 84.7%	84.7% 82.7%	82.7% 76.4%	76.4% 65.3%	85.0%

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Company XYZ Desktop Support Benchmark

Quartile Rankings: Service Level and Quality Metrics

Service Level Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Mean Time to Resolve Incidents (business hours)	4.53 — 6.23	6.23 — 7.93	7.93 — 10.40	10.40 — 17.30	16.10
% of Incidents Resolved in 8 Business Hours	65.7% — 55.9%	55.9% — 50.6%	50.6% — 45.4%	45.4% — 24.5%	41.9%
Mean Time to Fulfill Service Requests (business days)	3.08 — 4.40	4.40 — 5.28	5.28 — 5.94	5.94 — 6.78	5.58
% of Service Requests Fulfilled in 24 Business Hours	63.5% — 49.5%	49.5% — 41.4%	41.4% — 22.8%	22.8% — 17.9%	51.0%

Quality Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Customer Satisfaction	92.1% — 87.5%	87.5% — 84.2%	84.2% — 77.3%	77.3% — 49.8%	91.4%
Incident First Visit Resolution Rate	89.0% — 77.1%	77.1% — 70.2%	70.2% — 63.3%	63.3% — 51.4%	82.8%
% Resolved Level 1 Capable	8.5% — 16.6%	16.6% — 22.3%	22.3% — 25.6%	25.6% — 36.9%	24.5%

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Quartile Rankings: Technician Metrics

Technician Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Annual Technician Turnover	11.8% — 24.6%	24.6% — 33.7%	33.7% — 43.8%	43.8% — 80.1%	26.7%
Daily Technician Absenteeism	1.5% — 2.9%	2.9% — 4.9%	4.9% — 7.3%	7.3% — 12.0%	4.5%
New Technician Training Hours	126 — 83	83 — 46	46 — 7	7 — 0	60
Annual Technician Training Hours	65 — 26	26 — 3	3 — 0	0 — 0	10
Technician Tenure (months)	102.5 — 54.0	54.0 — 35.4	35.4 — 29.2	29.2 — 13.3	43.6
Technician Job Satisfaction	98.5% — 91.1%	91.1% — 87.3%	87.3% — 82.8%	82.8% — 73.8%	84.6%

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Quartile Rankings: Ticket Handling and Workload Metrics

Ticket Handling Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Average Incident Work Time (minutes)	43.7 44.4	44.4 45.5	45.5 47.7	47.7 54.3	43.7
Average Service Request Work Time (minutes)	106.2 109.4	109.4 112.5	112.5 116.6	116.6 119.7	107.6
Average Travel Time per Ticket (minutes)	7.2 8.1	8.1 9.0	9.0 9.9	9.9 11.7	9.1

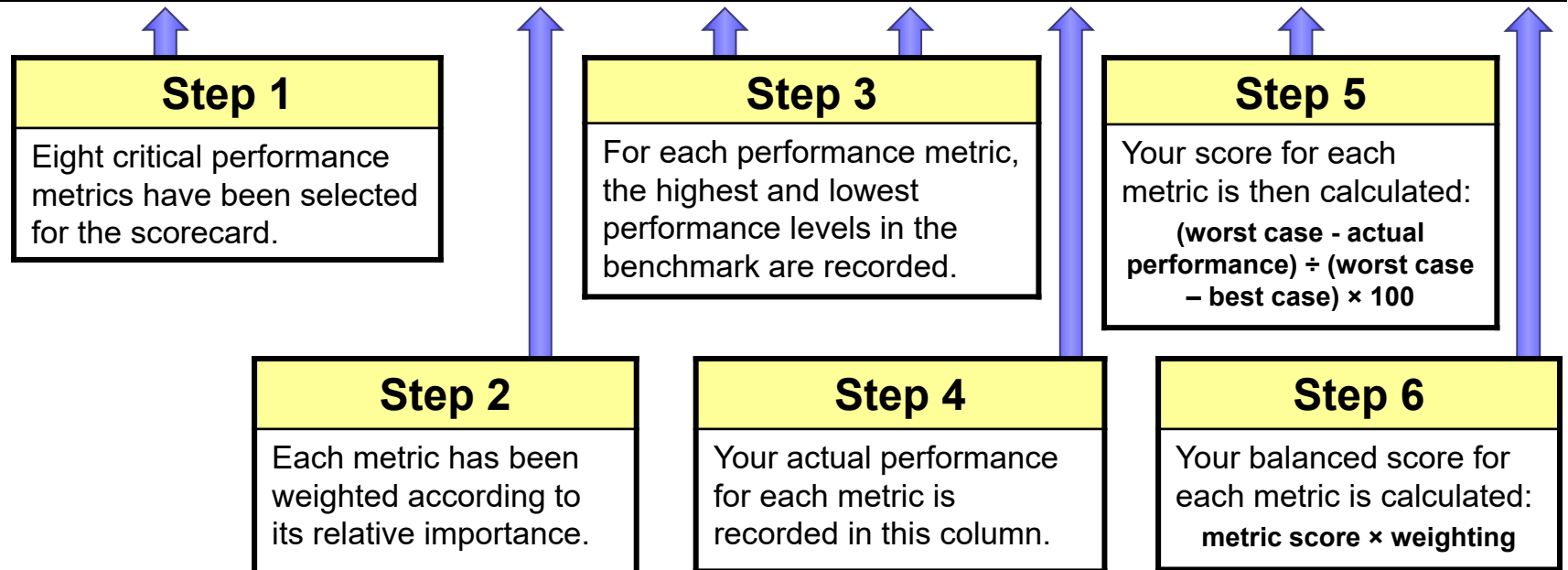| Workload Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Tickets per End User per Month	0.19 0.29	0.29 0.36	0.36 0.51	0.51 0.82	0.31
Incidents per End User per Month	0.07 0.16	0.16 0.26	0.26 0.34	0.34 0.61	0.24
Service Requests per End User per Month	0.02 0.09	0.09 0.13	0.13 0.15	0.15 0.22	0.07
Incidents as a % of Total Ticket Volume	92.2% 77.8%	77.8% 66.2%	66.2% 55.4%	55.4% 35.6%	78.5%

Desktop Support Balanced Scorecard: An Overview

- The Desktop Support balanced scorecard employs a methodology that provides you with a single, all-inclusive measure of your Desktop Support performance.

- It combines cost, productivity, quality, service level, and technician metrics into an overall performance indicator of your Desktop Support.

- Your Desktop Support score will range between 0 and 100%, and can be compared directly to the scores of other Desktop Support Groups in the benchmark.

- By computing your overall score on a monthly or quarterly basis, you can track and trend your performance over time.

- Charting and tracking your Desktop Support balanced score is an ideal way to ensure continuous improvement in Desktop Support!
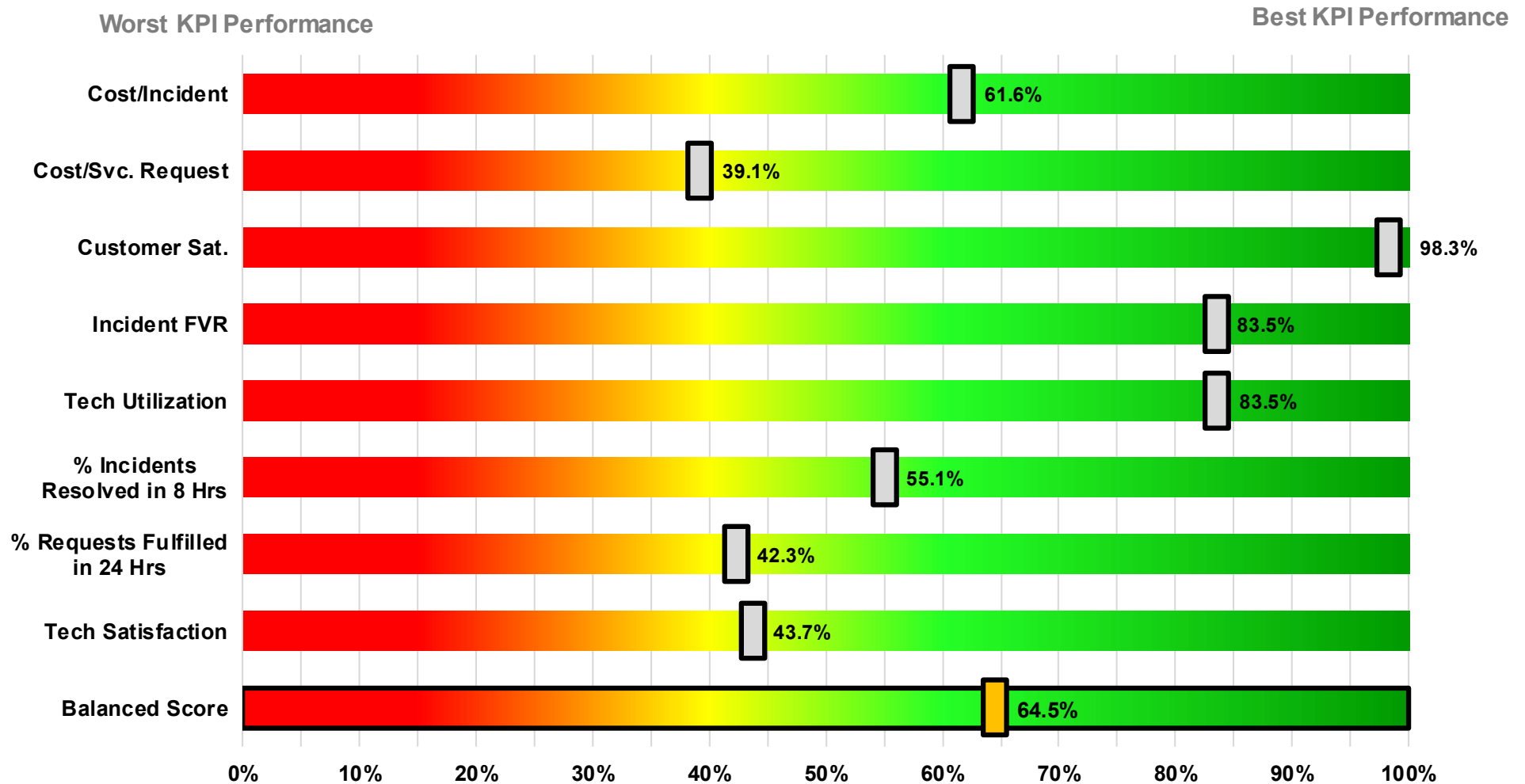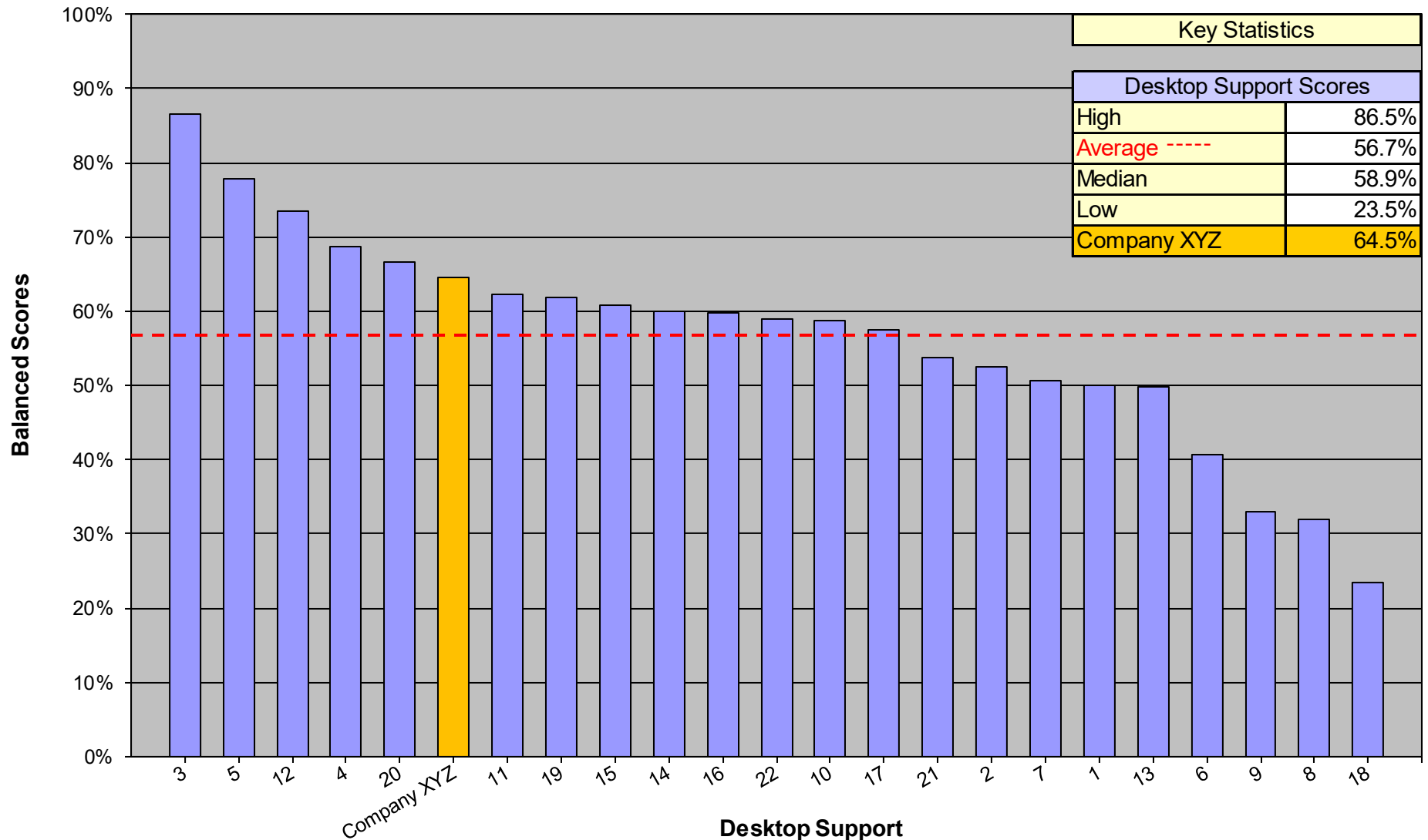
Company XYZ Desktop Support Balanced Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Incident	15.0%	$92.33	$45.72	$63.61	61.6%	9.2%
Cost per Service Request	15.0%	$194.98	$97.16	$156.70	39.1%	5.9%
Customer Satisfaction	20.0%	49.8%	92.1%	91.4%	98.3%	19.7%
Incident First Visit Resolution Rate	10.0%	51.4%	89.0%	82.8%	83.5%	8.3%
Technician Utilization	10.0%	48.2%	66.9%	58.5%	55.1%	5.5%
% of Incidents Resolved in 8 Business Hours	10.0%	24.5%	65.7%	41.9%	42.3%	4.2%
% of Service Requests Fulfilled in 24 Business Hours	10.0%	17.9%	63.5%	51.0%	72.6%	7.3%
Technician Job Satisfaction	10.0%	73.8%	98.5%	84.6%	43.7%	4.4%
Balanced Score	**100.0%**	**N/A**	**N/A**	**N/A**	**N/A**	**64.5%**

Step 1
Eight critical performance metrics have been selected for the scorecard.

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

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

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

Step 5
Your score for each metric is then calculated:
(worst case - actual performance) ÷ (worst case – best case) × 100

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

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Scorecard KPI Performance Spectrum

Balanced Scorecard Summary

Key Statistics	
Desktop Support Scores	
High	86.5%
Average -----	56.7%
Median	58.9%
Low	23.5%
Company XYZ	64.5%

Y-axis label: **Balanced Scores**

X-axis label: **Desktop Support**

X-axis categories: 3, 5, 12, 4, 20, Company XYZ, 11, 19, 15, 14, 16, 22, 10, 17, 21, 2, 7, 1, 13, 6, 9, 8, 18

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Peer Group Scorecard Summary Data

- The next two pages illustrate the benchmarking peer group performance for each KPI in the scorecard

- Page 64 ranks each Desktop Support group from best performer (Desktop Support #3) to worst performer (Desktop Support #18) based upon their balanced scores

- Page 65 ranks each KPI in the scorecard from best (top row) to worst (bottom row)

Scorecard Performance Rankings

Scorecard Metrics										
Overall Ranking	Desktop Support 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	3	$45.72	$97.16	90.4%	89.0%	65.1%	50.9%	31.8%	95.6%	**86.5%**
2	5	$51.32	$110.38	85.0%	81.8%	64.2%	48.5%	49.7%	87.7%	**77.9%**
3	12	$52.58	$115.49	86.7%	73.5%	64.7%	48.6%	41.4%	87.3%	**73.6%**
4	4	$58.38	$140.74	90.7%	75.2%	54.9%	54.1%	63.5%	81.3%	**68.7%**
5	20	$65.89	$154.52	84.2%	79.9%	54.0%	59.4%	49.2%	97.6%	**66.6%**
6	Company XYZ	$63.61	$156.70	91.4%	82.8%	58.5%	41.9%	51.0%	84.6%	**64.5%**
7	11	$58.55	$119.24	83.9%	75.1%	61.4%	52.2%	26.8%	77.6%	**62.2%**
8	19	$48.97	$110.93	67.3%	62.8%	66.9%	62.2%	19.4%	84.3%	**61.8%**
9	15	$59.03	$127.70	80.8%	70.2%	56.3%	44.9%	32.2%	93.1%	**60.9%**
10	14	$72.82	$161.82	88.3%	69.7%	52.6%	59.4%	55.2%	90.1%	**60.0%**
11	16	$77.59	$170.85	87.0%	79.0%	53.6%	45.9%	56.2%	98.5%	**59.8%**
12	22	$65.73	$139.36	92.1%	83.3%	50.3%	52.6%	22.6%	84.6%	**58.9%**
13	10	$56.91	$121.92	65.0%	60.7%	64.5%	50.2%	44.3%	87.6%	**58.6%**
14	17	$70.61	$131.15	77.6%	67.7%	56.8%	54.1%	49.0%	85.1%	**57.4%**
15	21	$67.07	$142.16	80.7%	72.4%	53.8%	31.5%	34.1%	96.1%	**53.7%**
16	2	$55.81	$130.57	60.3%	71.4%	63.9%	50.6%	18.6%	88.0%	**52.6%**
17	7	$75.74	$170.42	80.1%	65.9%	58.7%	58.1%	61.8%	73.8%	**50.7%**
18	1	$64.95	$149.34	85.4%	61.8%	55.1%	49.1%	21.5%	84.0%	**50.0%**
19	13	$61.73	$149.87	77.0%	67.7%	59.4%	57.7%	17.9%	78.3%	**49.8%**
20	6	$92.33	$194.98	85.9%	63.7%	54.2%	65.7%	20.4%	90.0%	**40.6%**
21	9	$70.30	$153.97	57.1%	61.1%	54.9%	28.7%	44.2%	81.6%	**32.9%**
22	8	$86.65	$167.57	88.1%	63.0%	52.1%	24.5%	23.1%	77.6%	**32.0%**
23	18	$76.99	$184.27	49.8%	51.4%	48.2%	38.5%	45.8%	92.0%	**23.5%**
Key Statistics	Average	$65.18	$143.53	79.8%	70.8%	57.6%	49.1%	38.3%	86.8%	**56.7%**
	Max	$92.33	$194.98	92.1%	89.0%	66.9%	65.7%	63.5%	98.5%	**86.5%**
	Min	$45.72	$97.16	49.8%	51.4%	48.2%	24.5%	17.9%	73.8%	**23.5%**
	Median	$64.95	$142.16	84.2%	70.2%	56.3%	50.6%	41.4%	87.3%	**58.9%**

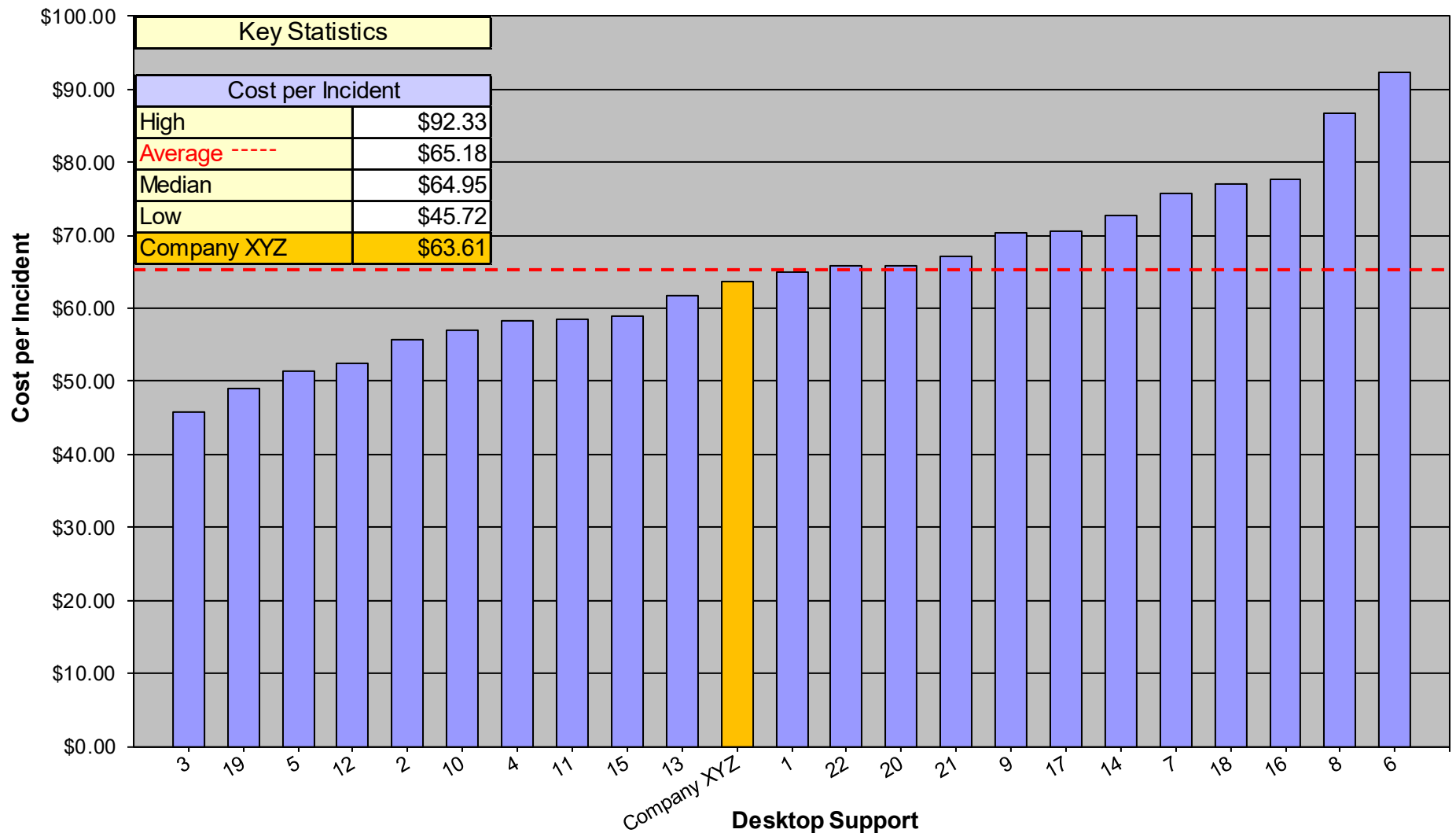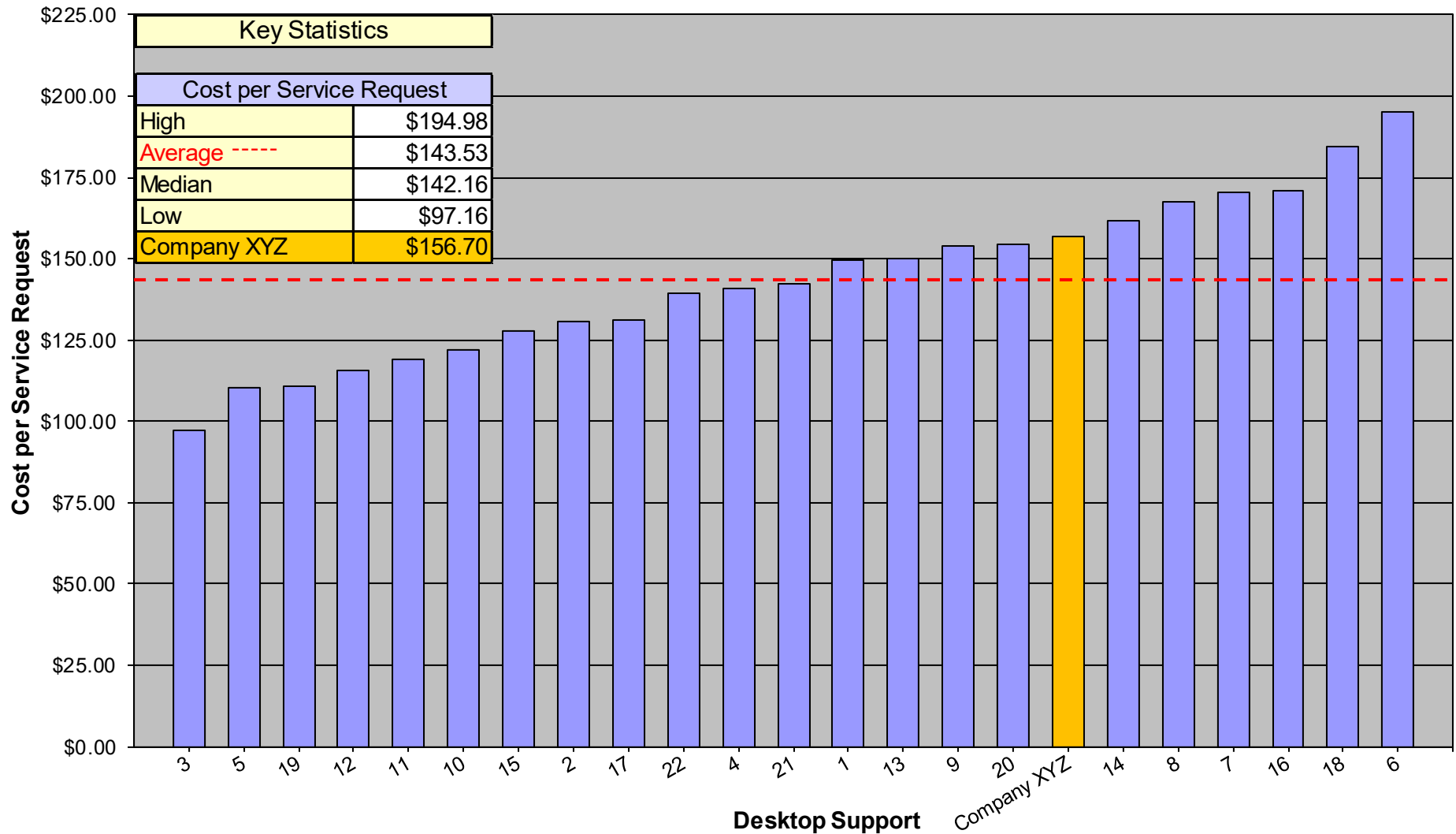# KPI Scorecard Data in Rank Order

	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
				Scorecard Metrics					
Company XYZ	$63.61	$156.70	91.4%	82.8%	58.5%	41.9%	51.0%	84.6%	64.5%
Ranking	11	17	2	3	10	19	5	14	6
Quartile	2	3	1	1	2	4	1	3	1
1	$45.72	$97.16	92.1%	89.0%	66.9%	65.7%	63.5%	98.5%	86.5%
2	$48.97	$110.38	91.4%	83.3%	65.1%	62.2%	61.8%	97.6%	77.9%
3	$51.32	$110.93	90.7%	82.8%	64.7%	59.4%	56.2%	96.1%	73.6%
4	$52.58	$115.49	90.4%	81.8%	64.5%	59.4%	55.2%	95.6%	68.7%
5	$55.81	$119.24	88.3%	79.9%	64.2%	58.1%	51.0%	93.1%	66.6%
6	$56.91	$121.92	88.1%	79.0%	63.9%	57.7%	49.7%	92.0%	64.5%
7	$58.38	$127.70	87.0%	75.2%	61.4%	54.1%	49.2%	90.1%	62.2%
8	$58.55	$130.57	86.7%	75.1%	59.4%	54.1%	49.0%	90.0%	61.8%
9	$59.03	$131.15	85.9%	73.5%	58.7%	52.6%	45.8%	88.0%	60.9%
10	$61.73	$139.36	85.4%	72.4%	58.5%	52.2%	44.3%	87.7%	60.0%
11	$63.61	$140.74	85.0%	71.4%	56.8%	50.9%	44.2%	87.6%	59.8%
12	$64.95	$142.16	84.2%	70.2%	56.3%	50.6%	41.4%	87.3%	58.9%
13	$65.73	$149.34	83.9%	69.7%	55.1%	50.2%	34.1%	85.1%	58.6%
14	$65.89	$149.87	80.8%	67.7%	54.9%	49.1%	32.2%	84.6%	57.4%
15	$67.07	$153.97	80.7%	67.7%	54.9%	48.6%	31.8%	84.6%	53.7%
16	$70.30	$154.52	80.1%	65.9%	54.2%	48.5%	26.8%	84.3%	52.6%
17	$70.61	$156.70	77.6%	63.7%	54.0%	45.9%	23.1%	84.0%	50.7%
18	$72.82	$161.82	77.0%	63.0%	53.8%	44.9%	22.6%	81.6%	50.0%
19	$75.74	$167.57	67.3%	62.8%	53.6%	41.9%	21.5%	81.3%	49.8%
20	$76.99	$170.42	65.0%	61.8%	52.6%	38.5%	20.4%	78.3%	40.6%
21	$77.59	$170.85	60.3%	61.1%	52.1%	31.5%	19.4%	77.6%	32.9%
22	$86.65	$184.27	57.1%	60.7%	50.3%	28.7%	18.6%	77.6%	32.0%
23	$92.33	$194.98	49.8%	51.4%	48.2%	24.5%	17.9%	73.8%	23.5%
Average	$65.18	$143.53	79.8%	70.8%	57.6%	49.1%	38.3%	86.8%	56.7%
Max	$92.33	$194.98	92.1%	89.0%	66.9%	65.7%	63.5%	98.5%	86.5%
Min	$45.72	$97.16	49.8%	51.4%	48.2%	24.5%	17.9%	73.8%	23.5%
Median	$64.95	$142.16	84.2%	70.2%	56.3%	50.6%	41.4%	87.3%	58.9%

Scorecard Metrics: Cost per Incident

Key Statistics	
Cost per Incident	
High	$92.33
Average -----	$65.18
Median	$64.95
Low	$45.72
Company XYZ	$63.61

Y-axis: Cost per Incident ($0.00 – $100.00)

X-axis (Desktop Support): 3, 19, 5, 12, 2, 10, 4, 11, 15, 13, Company XYZ, 1, 22, 20, 21, 9, 17, 14, 7, 18, 16, 8, 6

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Scorecard Metrics: Cost per Service Request

Key Statistics	
Cost per Service Request	
High	$194.98
Average -----	$143.53
Median	$142.16
Low	$97.16
Company XYZ	$156.70

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Scorecard Metrics: Customer Satisfaction

Key Statistics	
Customer Satisfaction	
High	92.1%
Average -----	79.8%
Median	84.2%
Low	49.8%
Company XYZ	91.4%

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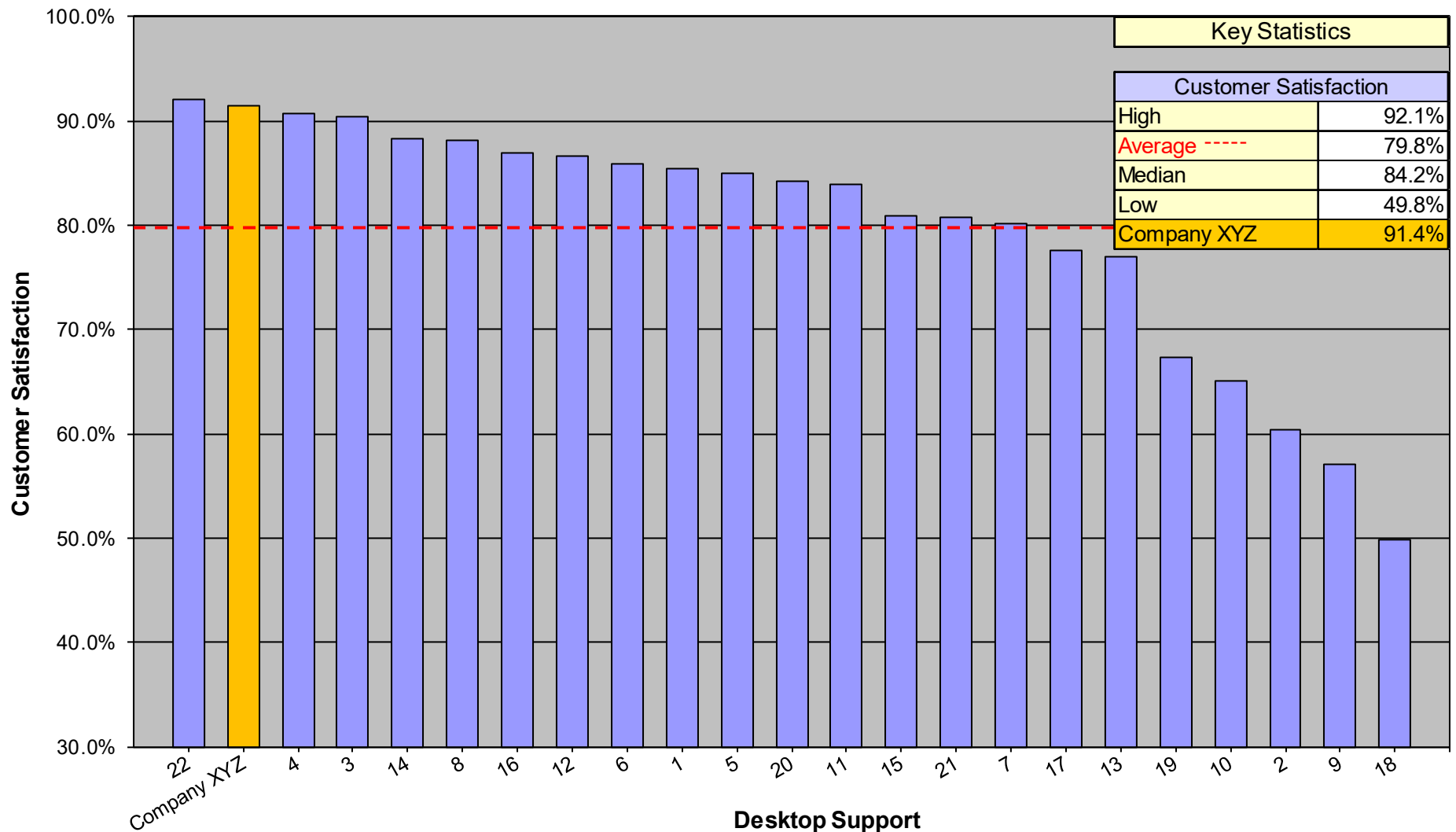
Scorecard Metrics: Incident First Visit Resolution Rate

Key Statistics	
Incident First Visit Resolution Rate	
High	89.0%
Average -----	70.8%
Median	70.2%
Low	51.4%
Company XYZ	82.8%

Desktop Support

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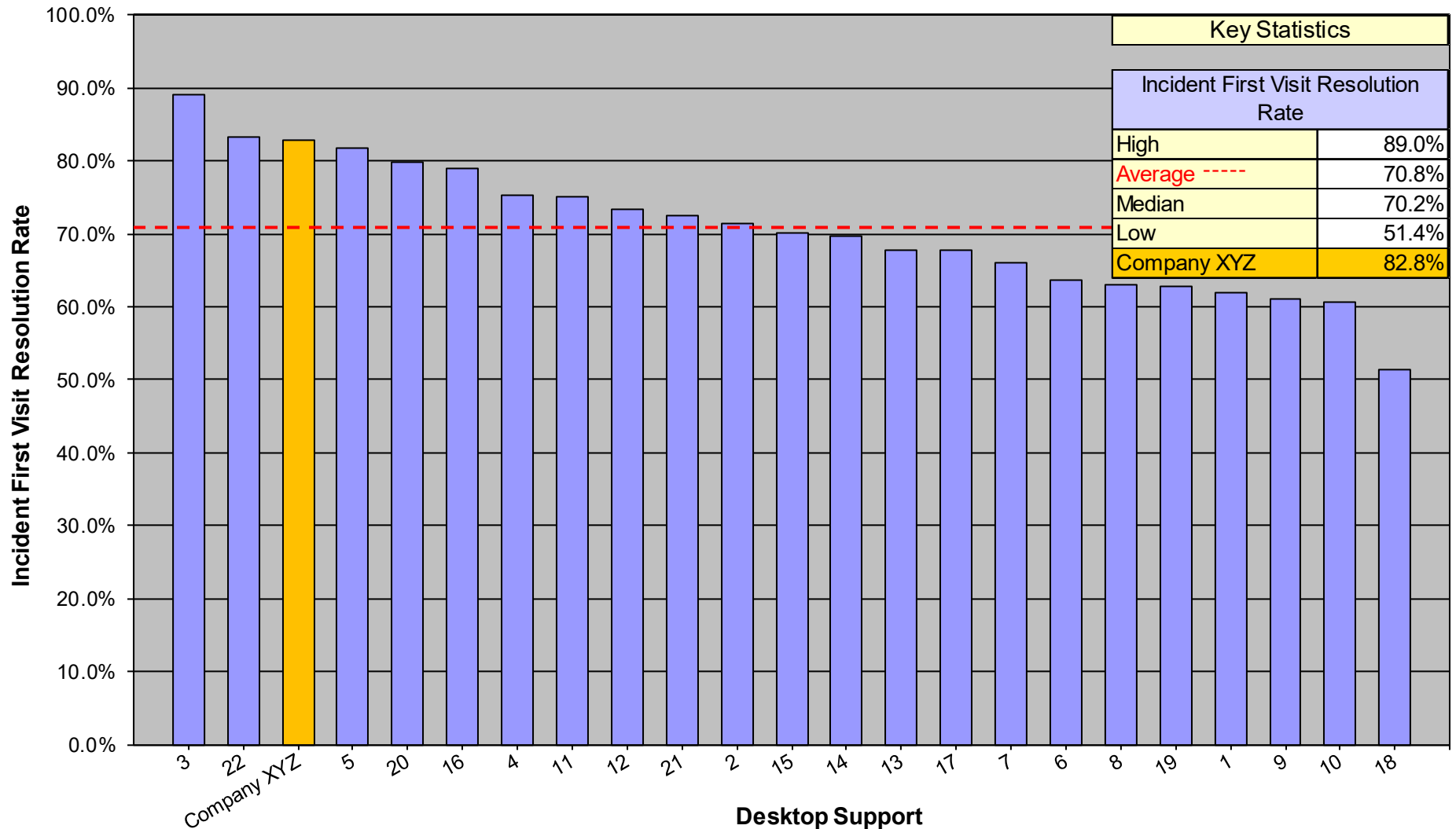
Scorecard Metrics: Technician Utilization

Key Statistics	
Technician Utilization	
High	66.9%
Average -----	57.6%
Median	56.3%
Low	48.2%
Company XYZ	58.5%

Desktop Support

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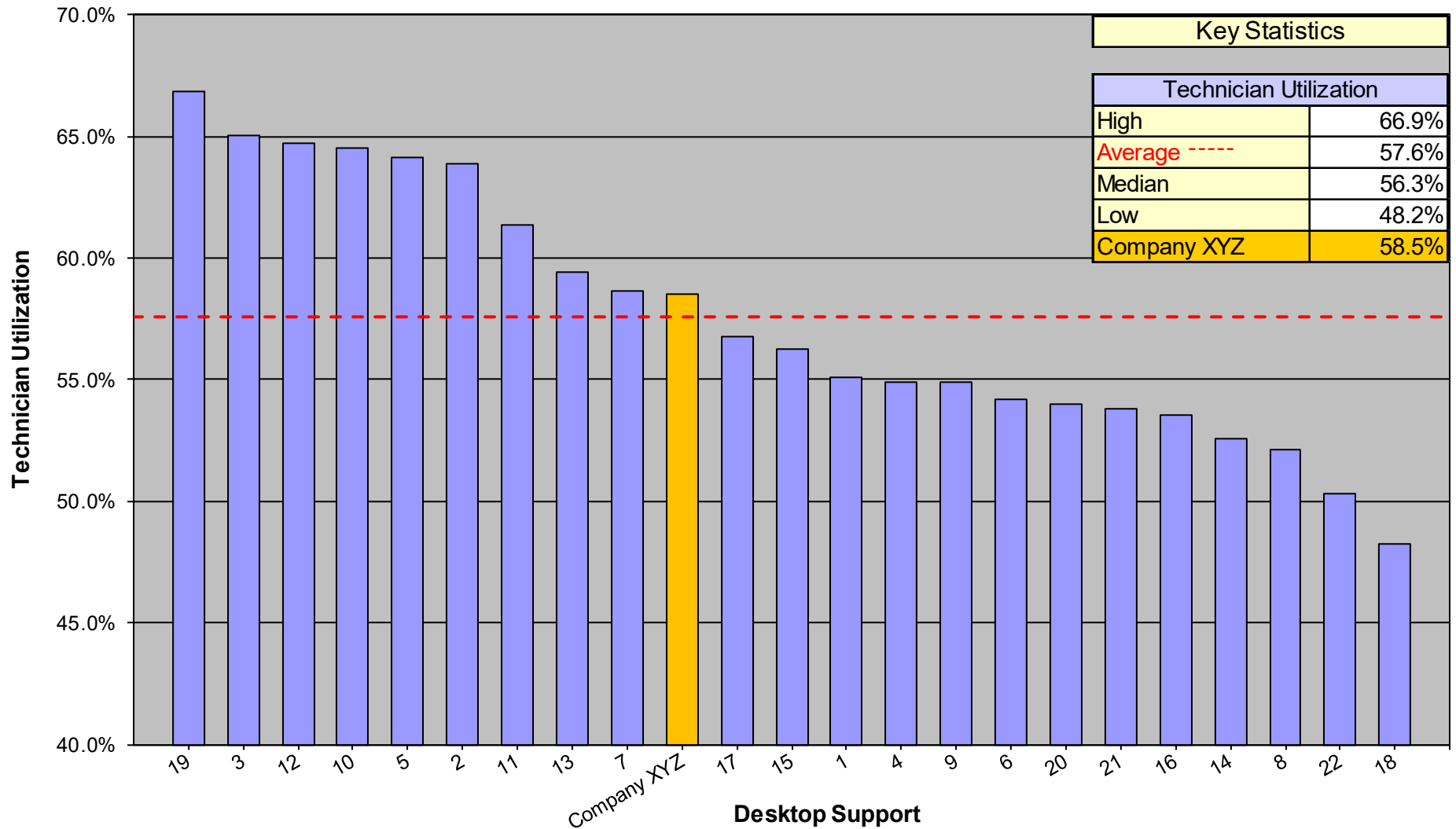
Scorecard Metrics: % of Incidents Resolved in 8 Business Hrs

Key Statistics	
% of Incidents Resolved in 8 Business Hours	
High	65.7%
Average -----	49.1%
Median	50.6%
Low	24.5%
Company XYZ	41.9%

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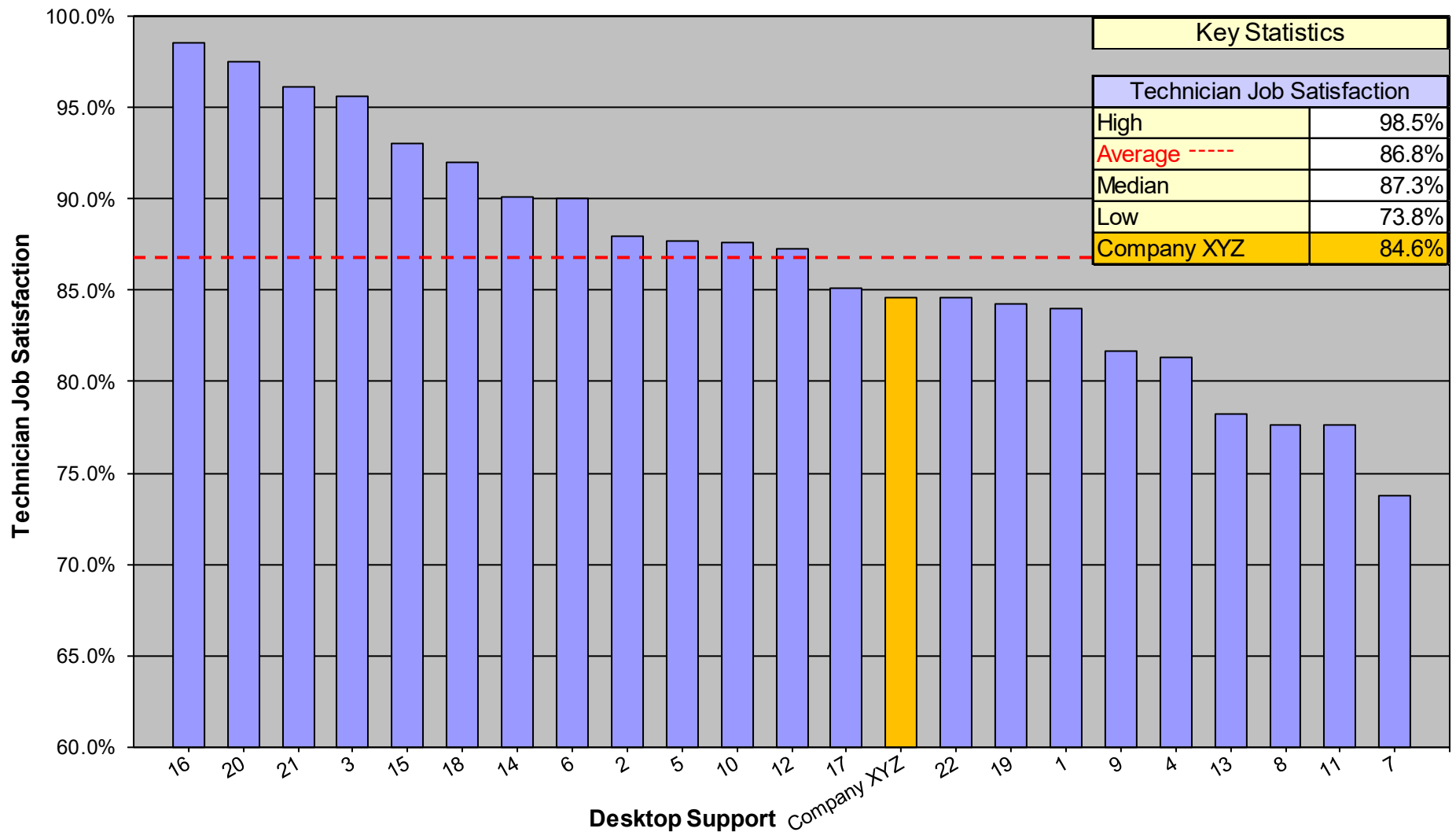
Cost vs. Quality for Company XYZ Desktop Support
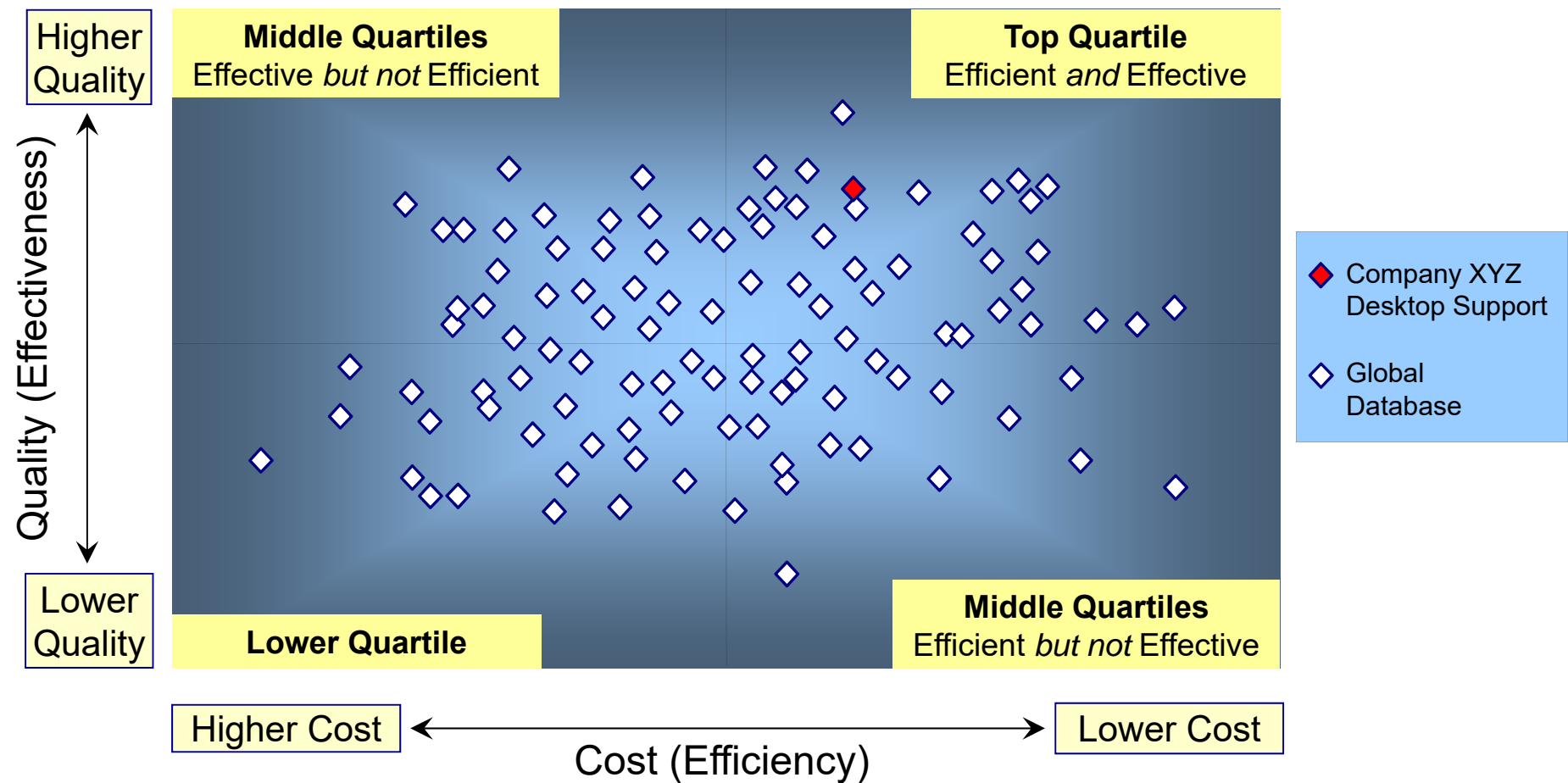
Best Practices Process Assessment

Six-Part Model for Desktop Support Best Practices

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

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Best Practices Evaluation Criteria

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

MetricNet Has Defined 72 Desktop Support Best Practices

Strategy	**Human Resources**	**Process**
■ 7 Best Practices	■ 13 Best Practices	■ 16 Best Practices

Technology	**Performance Measurement**	**Communication**
■ 10 Best Practices	■ 14 Best Practices	■ 12 Best Practices

Total Score from 72 to 360 (converted to scale of 0% to 100%)

■ The lowest score possible on the Best Practices Process Assessment is 72: Maturity Level 1 X 72 Best Practices = 72 (0%)

■ The highest score possible on the Best Practices Process Assessment is 360: Maturity Level 5 X 72 Best Practices = 360 (100%)

Strategy: 7 Best Practices

Best Practice	Strategy Best Practices Defined	Company XYZ's Score	Peer Group Average
1	Desktop Support has a well-defined mission, vision, and strategy. The vision and strategy are well documented, and communicated to key stakeholders in the organization.	4.0	3.10
2	Desktop Support has a published Service Catalog, including a Supported Products List, that is distributed and communicated to key stakeholders including end users. The Service Catalog is available online.	3.5	2.87
3	Desktop Support has an action plan for continuous improvement. The plan is documented and distributed to key stakeholders in the organization, and specific individuals are held accountable for implementing the action plan.	4.00	3.01
4	Desktop Support is well integrated into the information technology function. Desktop Support acts as the "voice of the user" in IT, and is involved in major IT decisions and deliberations that affect end users. Desktop Support is alerted ahead of time so that they can prepare for major rollouts, or other changes in the IT environment.	3.50	3.05
5	Desktop Support has SLA's that define the level of service to be delivered to users. The SLA's are documented, published, and communicated to key stakeholders in the organization.	4.0	3.34
6	Desktop Support has OLA's (Operating Level Agreements) with other support groups in the organization (level 1 support, field support, etc.). The OLA's clearly define the roles and responsibilities of each support group, and the different support groups abide by the terms of the OLA's.	3.0	2.79
7	Desktop Support actively seeks to improve Level 1 Resolution Rates, Incident First Contact Resolution Rate, and key service levels by implementing processes, technologies, and training that facilitate these objectives.	3.5	2.92
Summary Statistics	**Total Score**	**25.50**	**21.08**
	Average Score	**3.64**	**3.01**

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Human Resources: 13 Best Practices

Best Practice	Human Resources Best Practices Defined	Company XYZ's Score	Peer Group Average
1	Desktop Support has a formalized and documented recruiting process for filling vacancies. Job requirements are well defined, and candidates are tested for both technical skills and customer-service soft skills.	4.50	3.05
2	New hires go through a formal training curriculum, including technical and customer-service skills, and are required to pass a proficiency exam before independently handling customer incidents and service requests.	4.0	3.26
3	Veteran technicians (more than 6 months of experience) have access to training opportunities to improve their skill set, job performance, and the overall performance of the Desktop Support team. Veteran technicians are required to complete a minimum number of refresher training hours each year.	3.5	2.78
4	Technician training classes and curricula are specifically designed to maximize customer satisfaction and the number of user incidents resolved on first contact, and to minimize the Mean Time to Resolve.	3.5	2.67
5	Individual technician training plans are clearly defined, documented, and regularly updated.	3.0	1.79
6	Desktop Support has a formalized, documented technician career path. Technicians are made aware of their career-advancement opportunities, and are encouraged to proactively manage their careers. Technicians are coached at least once yearly on their career path and career-advancement options.	3.0	2.27
7	Technicians have the opportunity to advance their careers in at least two ways: by improving their technical and customer service skills, and by improving their management and supervisory skills.	3.0	2.18
8	Technicians are coached by their supervisors in one-on-one sessions on a monthly basis. Logged tickets are reviewed, and the supervisors provide specific suggestions to each technician on how to improve performance.	5.0	2.11
9	Technicians have quantifiable performance goals (for First Visit Resolution, customer satisfaction, number of tickets handled per month, etc.), and are held accountable for achieving their goals on a monthly basis.	4.0	3.12
10	Technicians are eligible for incentives and rewards based upon performance. These could include monetary incentives such as annual bonuses, or other incentives such as time off work, gift certificates, etc.	3.0	2.44
11	Technician performance goals are linked to and aligned with overall Desktop Support goals and performance targets.	4.0	3.15
12	Technician job-satisfaction surveys are conducted at least once per year, and the results of the surveys are used to manage and improve technician morale.	4.5	2.77
13	Formal performance reviews are scheduled and completed for all personnel at least once annually.	5.0	4.72
Summary Statistics		**Total Score** 50.00	36.31
		Average Score 3.85	2.79

Process: 16 Best Practices

Best Practice	Process Best Practices Defined	Company XYZ's Score	Peer Group Average
1	Desktop Support is part of an end-to-end support process, where Level 1 Support acts as the Single Point of Contact (SPOC) for user support.	4.0	3.88
2	Customers are offered a range of access options to Desktop Support, including live voice, voicemail, email, web chat, self service, fax, and walk-in.	3.5	4.02
3	Ticket handling processes are standardized, documented, and available online. With few exceptions, the standards are followed by Desktop Support technicians.	4.0	2.90
4	Escalation points are well defined and documented. These include other support groups (Level 3 support, Field Support, etc.), and individuals to whom tickets may be escalated.	3.5	3.16
5	Rules for ticket escalation and transfer are well defined and documented. Technicians know when and where to transfer or route a ticket if they are unable to assist the user.	4.0	2.74
6	Indirect contact channels, including email, voicemail, and fax are treated with the same priority as live phone calls and chat sessions. The work queues from these channels are integrated, or worked in parallel.	4.0	2.88
7	Incoming contacts are assigned a severity code based upon the number of users impacted, and the urgency of the incident.	4.5	3.41
8	System alarms notify the Desktop Support team when a service level has been breached, whether at Desktop Support, or at another support level within the organization.	2.0	2.07
9	Desktop Support has a formal, rapid notification and correction process that is activated when a service level has been breached, whether at Desktop Support, or at some other support level.	2.0	2.04
10	Desktop Support has contingency plans to handle sudden, unexpected spikes in contact volume. These could include having supervisors and other indirect personnel handle incoming calls during a call spike.	3.5	2.55
11	Desktop Support has contingency plans to handle both short- and long-term interruptions in service delivery.	3.0	2.99
12	Desktop Support has a well defined service planning and readiness process that works closely with both internal engineering groups and vendors, and continues through product field testing and pre-release. This process enables Desktop Support to train for and prepare for supporting new products and services in the IT environment.	3.0	2.95
13	Desktop Support has a formal knowledge-management process that facilitates the acquisition, qualification, review, approval, and distribution of knowledge into a knowledgebase.	4.5	2.47
14	Desktop Support has a mature workforce scheduling process that achieves high technician utilization, while maintaining reasonable service levels.	4.0	2.25
15	Desktop Support has an effective, ongoing process for projecting future workload and staffing requirements.	3.0	2.00
16	Desktop Support conducts periodic root-cause analysis (RCA) on the user contact profile to eliminate problems at their source.	2.0	2.69
Summary Statistics		Total Score	54.50	45.00
		Average Score	3.41	2.81

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Technology: 10 Best Practices

Best Practice	Technology Best Practices Defined	Company XYZ's Score	Peer Group Average
1	Desktop Support has a full-featured ticket management system that facilitates effective incident tracking, service-level compliance, reporting, and root-cause analysis.	4.0	4.49
2	Desktop Support has a comprehensive knowledge-management tool that facilitates effective knowledge capture and reuse. Technicians are able to quickly find solutions to user problems by searching the knowledgebase. Solutions for the vast majority of user problems and questions can be found in the knowledgebase.	4.0	3.21
3	The Desktop Support knowledgebase is used continuously by all Desktop Support technicians, and results in higher First Contact Resolution rates and lower resolution times (MTTR).	4.5	2.77
4	Desktop Support has an effective tool that allows technicians to proxy into a user's computer, take control of the computer, and remotely perform diagnostics and problem solving (such as Tivoli, Bomgar, GoTo Assist). The tool increases remote resolution rates, and reduces resolution times.	5.0	4.05
5	Desktop Support has an automated password reset (APR) capability that dramatically reduces the number of password resets that must be performed manually by Desktop Support technicians.	3.0	3.76
6	Desktop Support has an effective, integrated self-service portal that is available to all users. The self-service portal provides information, FAQ's, and solutions to problems that are more complex than simple password resets. The tool includes a direct link to Desktop Support technicians. Users are aware of the self-service portal, and usage rates are continuously increasing.	3.5	3.02
7	The ticket management system can track and monitor the skill levels of Desktop Support team technicians based on closed tickets by product and/or service code.	3.0	1.44
8	Desktop Support uses technology alerts/alarms to notify the Desktop Support team or perform self-healing scripts when a customer or system issue is proactively identified.	1.0	1.29
9	Desktop Support has a multi-year plan for an integrated technology strategy.	2.0	1.59
10	Desktop Support utilizes a capital investment justification process based on ROI, and reports on post-installation ROI as part of this process.	1.0	2.80
Summary Statistics		Total Score **31.00**	**28.42**
		Average Score **3.10**	**2.84**

Performance Measurement: 14 Best Practices

Best Practice	Performance Measurement Best Practices Defined	Company XYZ's Score	Peer Group Average
1	Cost per Ticket is measured, recorded, and tracked on an ongoing basis.	2.0	2.54
2	Customer Satisfaction is measured, recorded, and tracked on an ongoing basis.	4.5	4.12
3	The First Visit Resolution rate for incidents is measured, recorded, and tracked on an ongoing basis.	3.0	2.91
4	First Level Resolution is measured, recorded, and tracked on an ongoing basis.	3.0	2.19
5	Technician Utilization is measured, recorded, and tracked on an ongoing basis.	2.0	1.60
6	Technician Job Satisfaction is measured, recorded, and tracked.	4.0	2.81
7	Desktop Support maintains a balanced scorecard that provides a single, all-inclusive measure of Desktop Support performance.	2.0	3.17
8	Desktop Support tracks the number of tickets that are resolved by Desktop Support, but that could have been resolved by Level 1 Support.	3.5	2.28
9	Desktop Support conducts event-driven customer surveys, whereby the results of customer-satisfaction surveys can be linked back to a specific ticket and to a specific technician handling the ticket.	4.0	3.36
10	Desktop Support measures are used holistically and diagnostically to identify performance gaps in Desktop Support performance, and to prescribe actions that will improve performance.	3.5	2.96
11	Desktop Support conducts benchmarking at least once per year.	4.0	2.73
12	Desktop Support team KPI's are used to establish "stretch" goals.	3.5	3.10
13	Desktop Support understands key correlations and cause/effect relationships between the various KPI's. This enables the Desktop Support team to achieve desired performance goals by leveraging and driving the underlying "causal" metrics.	3.5	2.79
14	Desktop Support tracks the Mean Time to Resolve (MTTR), and the percentage of tickets resolved within 24, 48, and 72 hours.	3.5	2.95
Summary Statistics		**Total Score** 46.00	39.51
		Average Score 3.29	2.82

Communication: 12 Best Practices

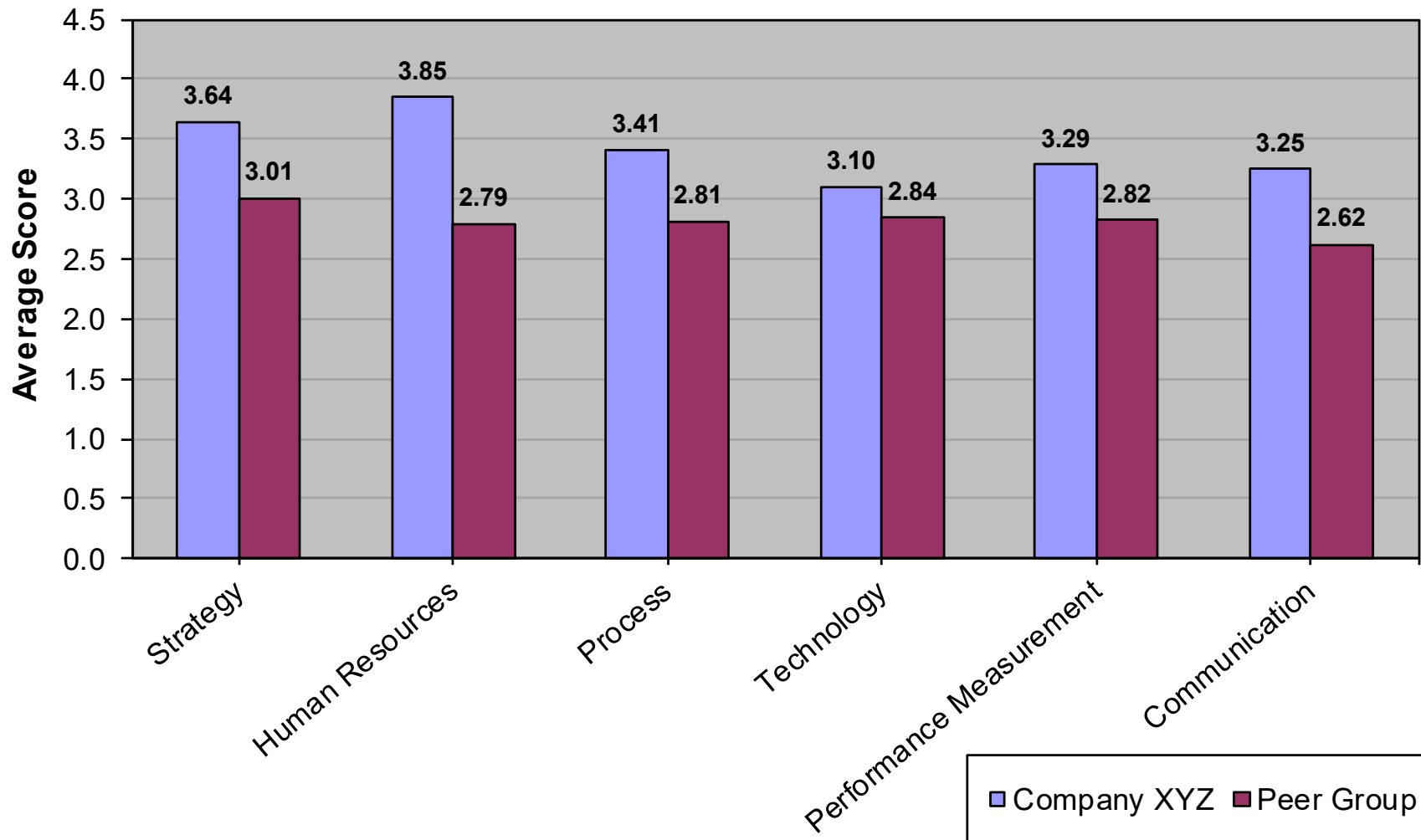| Best Practice	Communication Best Practices Defined	Company XYZ's Score	Peer Group Average
1	Desktop Support maintains active communication with all stakeholder groups, including Desktop Support employees, IT managers, company managers outside of IT, and customers.	3.5	3.42
2	Desktop Support has a formal communications schedule, and provides customized content for each stakeholder group.	2.5	2.82
3	Desktop Support has established User Group Liaisons who represent different groups within the user community. Desktop Support meets periodically with the liaisons to learn about user concerns and questions, and to communicate Desktop Support services, plans, and initiatives.	3.0	2.13
4	Desktop Support meets frequently with user groups, and holds "informational briefings" to educate users on supported products and services, hours of operation, training opportunities, tips for getting the most benefit from Desktop Support, etc.	2.0	2.05
5	Desktop Support meets frequently with other IT managers, and is an integral part of key decisions made within IT. Desktop Support plays the role of "voice of the user" within IT.	3.0	2.60
6	IT is required to deliver a "turnover package" to the Desktop Support team for all changes that will impact the user environment. This could include application updates, new desktop software, etc. The turnover package is designed to prepare the Desktop Support team to provide support to users in the affected areas.	3.0	2.94
7	Customers are told what to expect on resolution time when their ticket is escalated or if a call-back is required.	3.5	3.17
8	Desktop Support monitors all tickets, including those that are escalated, until ticket closure.	3.0	2.99
9	The value added by the Desktop Support team is communicated to key managers in IT, and expectations are formally established regarding Desktop Support team roles and responsibilities.	4.0	2.19
10	Desktop Support tracks the number of training-related contacts it receives, and provides feedback to user groups within the organization on training areas that could help to reduce Desktop Support contact volumes.	3.0	1.85
11	Desktop Support provides training aids to users that enable them use Desktop Support more effectively. These could include log-in screens with the Desktop Support phone number, chat windows that can be clicked to initiate a real-time chat session, mouse pads imprinted with the Desktop Support IVR menu, etc.	4.0	2.33
12	Desktop Support transmits outbound messages to users announcing major system and network outages, thereby alerting users about potential problems in the IT environment. These proactive messages help to reduce contact volumes during incidents that impact a large number of users.	4.5	2.99
Summary Statistics	**Total Score**	39.00	31.48
	Average Score	3.25	2.62

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Best Practices Process Assessment Summary

Best Practices Component	Number of Success Factors	Company XYZ's Average Score	Average Peer Group Score
Strategy	7	3.64	3.01
Human Resources	13	3.85	2.79
Process	16	3.41	2.81
Technology	10	3.10	2.84
Performance Measurement	14	3.29	2.82
Communication	12	3.25	2.62
Total Score		**246.0**	**201.8**
Percentage Score		**60.4%**	**45.1%**

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

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Best Practices Process Assessment Summary

Overall Process Assessment Scores

Key Statistics	
Total Process Assessment Score	
High	91.9%
Average -----	45.1%
Median	41.9%
Low	7.4%
Company XYZ	60.4%
World-Class -----	75.0%
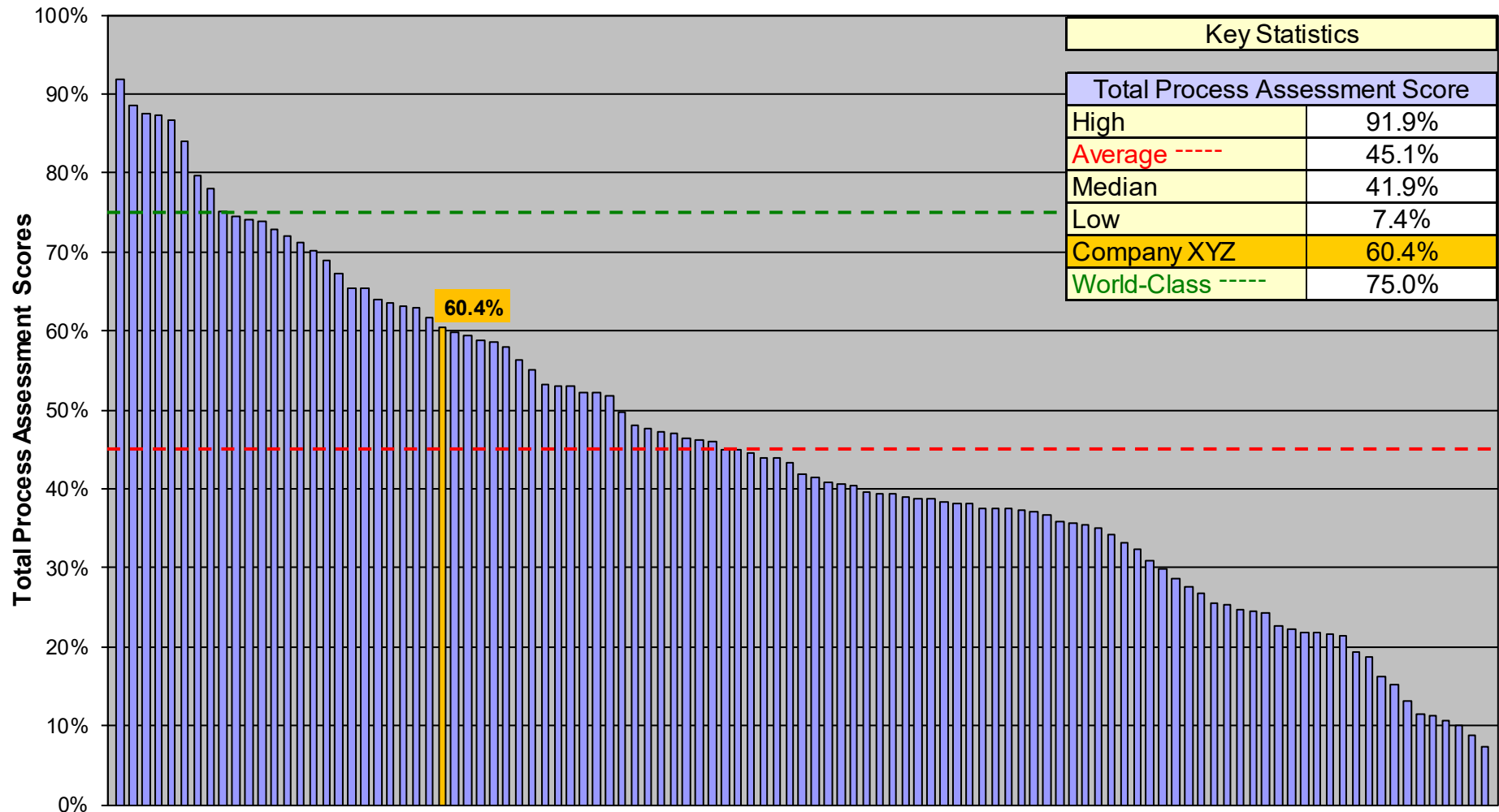
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Process Maturity vs. Scorecard Performance
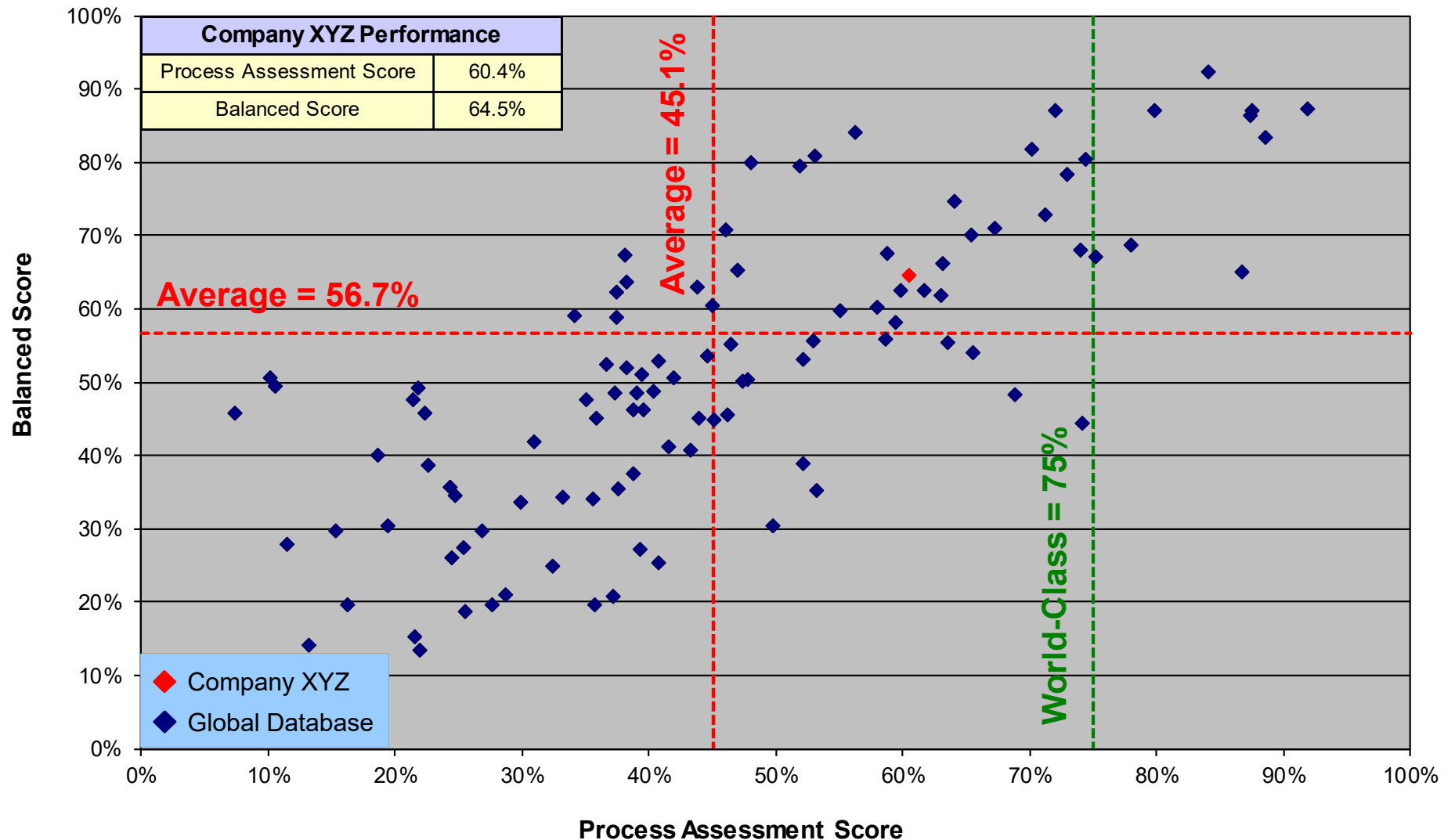
Interview Themes and Quotes

MetricNet Conducted 7 Desktop Support Interviews

Company XYZ Interviewees	Roles
Aaron Bender	Desktop Support Manager
Christopher Drummond	Level 3 Technician
Eric Fletcher	Level 2 Technician
Georgia Hansen	Level 2 Technician
Irma Jasper	Level 1 Technician
Kermit Lefkin	Level 1 Technician
Marvin Noonan	Level 1 Technician

Key Themes from Desktop Support Interviews

- The interviewees agreed that desktop support staffing is adequate to handle the workload most of the time.

- Most interviewees said that team morale is fairly good.

- Most interviewees agreed that the new-hire training process is excellent.

- The interviewees said they would like to see Company XYZ provide additional opportunities for ongoing training.

- Most interviewees agreed that communication is strong within the desktop support team, but that communication from other IT groups needs improvement.

- The interviewees agreed that the team's process maturity and documentation have been rapidly improving.

- Most interviewees considered the technology they use as adequate, though several would like more customization of the ticketing system.

Representative Comments from Desktop Support Interviews

■ **STAFFING**

   ☐ *"The staffing is adequate. Sometimes when a technician is in a meeting the tickets get backed up a bit, but that's definitely not the norm."*

   ☐ *"Our technicians work very hard and are usually able to keep up with the workload quite well. The scheduling changes we implemented recently have helped a lot.*

   ☐ *"The number of technicians is definitely sufficient. Some weeks can be bad if multiple technicians are out for training, but normally we don't feel that we're struggling to get things done."*

   ☐ *"The number of technicians is enough to manage the everyday workload. One more technician would be helpful during spikes."*

   ☐ *"Right now, when we're trying to do things like training, things get a little tight. I think we've generally got enough technicians to cover the tickets, but sometimes it's hard to cover all the bases, especially when someone is sick or is working on special projects. If something special comes out, there is not a lot of margin."*

Representative Comments from Desktop Support Interviews

■ **MORALE**

☐ *"I think the morale is pretty good. I don't see anyone disappointed very often. Maybe it's moderate, if we're really stressed. Our team gets along really well together."*

☐ *"I think morale is great. We work well together and mesh with our manager really well; we're relatively close, joke a lot. It's like a family atmosphere."*

☐ *"I'd say the morale is pretty good. We get along well and are very supportive of each other, we socialize with each other very well. The only thing that is kind of detrimental to morale are occasional spikes in the workload."*

☐ *"Morale is pretty high. I think it would be higher if we had more opportunities to grow our skills and advance to higher positions.."*

☐ *"Morale is very high now. Everyone gets along great; I'd rate it a 90 out of 100. We work together very, very well."*

☐ *"All of us are pretty comfortable with each other. We have worked together for a long time and know that we can trust each other. If we need to hand stuff off to each other, we can do that."*

Representative Comments from Desktop Support Interviews

■ **TRAINING**

- ☐ *"I think the new-hire training process works well. We have a checklist of what the new technicians need to know, and a test at the end of training to make sure they know it. We've added some new technicians recently, and they were up to speed in two to four weeks."*

- ☐ *"The initial training was very thorough for me."*

- ☐ *"I think the initial training works very well; we have it pretty well spelled out in our training guide, even by timeline, what topics to cover when. Everyone who has gone through training seems very satisfied with it."*

- ☐ *"I think the training is pretty good, though there is room for improvement. Easily 90% of the work we do is really well documented now, which has been super helpful for new technicians."*

- ☐ *"Our new-hire training program is a work in progress, but the most recent hire we had was ready in two weeks with very few questions."*

- ☐ *"Ongoing training is provided sometimes. And personal skill development is usually encouraged, even if it means time away from regular job duties."*

Representative Comments from Desktop Support Interviews

■ **TRAINING (continued)**

☐ *"There are opportunities for ongoing training. But I don't know that we get that as often as we like because of how busy we are. Training is provided when it's needed, but there's not time for training throughout the year."*

☐ *"I would like to see Company XYZ provide us with more training courses that would help us to keep up better with new technologies."*

☐ *"They offer the ability to take certification training and such, but the path to it is very unclear. Most of us want training to move on to the next thing, and they offer that, but no one really knows how."*

☐ *"There is a decent amount of training that the company offers. We can sign up for some training on the company website. We get that about twice a year—more would be helpful. I would like to see more, maybe PowerShell training."*

☐ *"Some training on Apple devices would be very useful."*

Representative Comments from Desktop Support Interviews

- **PERFORMANCE METRICS & GOALS**

  - ☐ *"We have some team performance goals. We also have some individual goals, but those are more broad career development goals."*

  - ☐ *"With the way we've been using our ticketing system, it's really hard to get good metrics off of it. There is a general expectation for first contact, stale tickets, etc., but it's really hard to define with our current setup."*

  - ☐ *"We have helpful feedback from our manager in the one-on-one reviews with him. Those happen every quarter."*

- **CAREER ADVANCEMENT**

  - ☐ *"There is some opportunity. It seems as if the people who do the hiring like to hire from within."*

  - ☐ *"There are a number of opportunities for career advancement. Sometimes they may need someone with specific experience that we can't get in this role, but with probably 30-40% of the jobs that get posted, they are willing to train for the role. They give us the opportunity to move upward if we so desire."*

Representative Comments from Desktop Support Interviews

- **MANAGEMENT**

  - ☐ *"Our management is great. All the processes are important to our manager, and I think that makes things run very smoothly, low stress. Everyone is involved in decisions, and we get to take on a lot of projects."*

  - ☐ *"Our manager is willing to always take feedback, and really takes it and does something with it."*

- **COMMUNICATION**

  - ☐ *"Our best strength in general is our teamwork; in handing things off and communicating we do really well."*

  - ☐ *"Internal communication is a big strength. The technicians transfer knowledge within the team. If a technician has a question, whoever knows the answer will assist."*

  - ☐ *"Internal communication is good, but with communication from other teams within IT is not so good."*

Representative Comments from Desktop Support Interviews

- **COMMUNICATION (continued)**

  - ☐ *"There is some organizational improvement that we could make—when working with other teams, sometimes things aren't communicated like they should be."*

  - ☐ *"Within the team, communication is a strength; within the company as a whole, not so much. The team is very focused on sharing knowledge. Our manager makes sure that new policies are sent out by email."*

  - ☐ *"It would help a lot to be included more in discussions with other groups. It seems like a lot of our complaints to other departments about accommodating us seem to fall on deaf ears."*

  - ☐ *"Sometimes things that get escalated to us don't have all the information there when we get it. Maybe a standardized way for the information to be presented to us would be helpful."*

  - ☐ *"We are trying to create a better information flow of communication about what is happening on server or network or infrastructure teams, that kind of stuff; there is not really a lot of information right now."*

Representative Comments from Desktop Support Interviews

- **PROCESSES**

  - ☐ *"We do really well with continuous improvement. We are always encouraged to document things and improve things."*

  - ☐ *"The knowledgebase is built up to where people can come in and pick up the work after less training than we used to need."*

  - ☐ *"I'd say that our knowledgebase is not the best I've ever seen out there, but it gives the basics of what we need to do."*

  - ☐ *"Desktop support is always looking at ways to make the experience better for the user. They are very proactive, always making processes better and more streamlined."*

  - ☐ *"We've focused a lot of effort in the last year on improving processes and documenting them in the knowledgebase. We've assigned scheduled times each week for some of the technicians to focus on that. That's been a big help to us."*

  - ☐ *"Our processes run very well, and we have processes documented for almost everything."*

Representative Comments from Desktop Support Interviews

- **PROCESSES (continued)**

  - *"One of the challenges we are running into with the continuous improvement process we've been doing, is getting other teams on board to work with us to improve the way they do things."*

  - *"There is still some improvement we can do in documentation. But we have most of our processes documented, and if we find something that is not we document it as soon as possible. That is one of the priorities of our team."*

  - *"I'd rate us maybe an eight on our process maturity, and a nine on the documentation of our processes. Nearly everything we do is on the knowledgebase."*

- **WORK ENVIRONMENT**

  - *"Our work space should ideally be larger, but that is a limitation of the building we're in right now."*

  - *"It would be nice to have a bigger and more ventilated workspace."*

Representative Comments from Desktop Support Interviews

- ■ **TECHNOLOGY**

  - ☐ *"The technology is absolutely adequate. Plenty of tools to do all aspects of our job."*

  - ☐ *"The tools we have are definitely adequate. I think there is still some room for improvement with the ticketing system. It's not as customized for our processes as it could be."*

  - ☐ *"I like our tools, for the most part. Some aspects of the ticketing system could be improved to make our work more efficient.*

  - ☐ *"We'd like to be more focused on SLAs, but with our software it's hard to tell how long we've had a ticket. We're improving our metrics and how we track them, so soon that will hopefully be much better."*

  - ☐ *"The remote-access tool is a little clunky and slow. Otherwise, most of our tools work well."*

Conclusions and Recommendations

Notable Strengths

Company XYZ Desktop Support has some notable strengths

- Cost per Ticket is lower than average compared to the benchmarking peer group

- Customer Satisfaction is in the top quartile

- Technician Utilization is better than average compared to the benchmarking peer group

  □ This is a key driver behind Company XYZ's low Cost per Ticket

- Incident First Visit Resolution Rate is in the top quartile

  □ This is a key driver behind Company XYZ's high Customer Satisfaction

- % of Service Requests Fulfilled in 24 Business Hours is above average

- Some technician metrics are better than average

  □ Annual Turnover and Daily Absenteeism are low

  □ New-hire training hours are above average

- The end-user environment at Company XYZ generates fewer desktop support tickets per user than the benchmarking peer group

- Company XYZ scored well above average on the best practices process assessment

- Company XYZ scored 6th out of 23 desktop support groups on the Balanced Scorecard

  □ Top quartile performance overall!

But Opportunities for Improvement Remain

- **% Resolved Level 1 Capable is higher than the peer group average**

  - This is a key driver of Total Cost of Ownership for service and support

- **Mean Time to Resolve Incidents is much longer than the peer group average**

- **Mean Time to Fulfill Service Requests is slightly longer than the peer group average**

- **Company XYZ provides fewer annual training hours for its technicians than the peer group average**

- **Technician Job Satisfaction is slightly below average**

  - Job satisfaction is an important secondary driver of many other Desktop Support metrics

- **Some interviewees expressed concerns in the following areas:**

  - A desire for additional training opportunities

  - A need for better communication from other IT departments

  - A need for improvements to the ticketing system

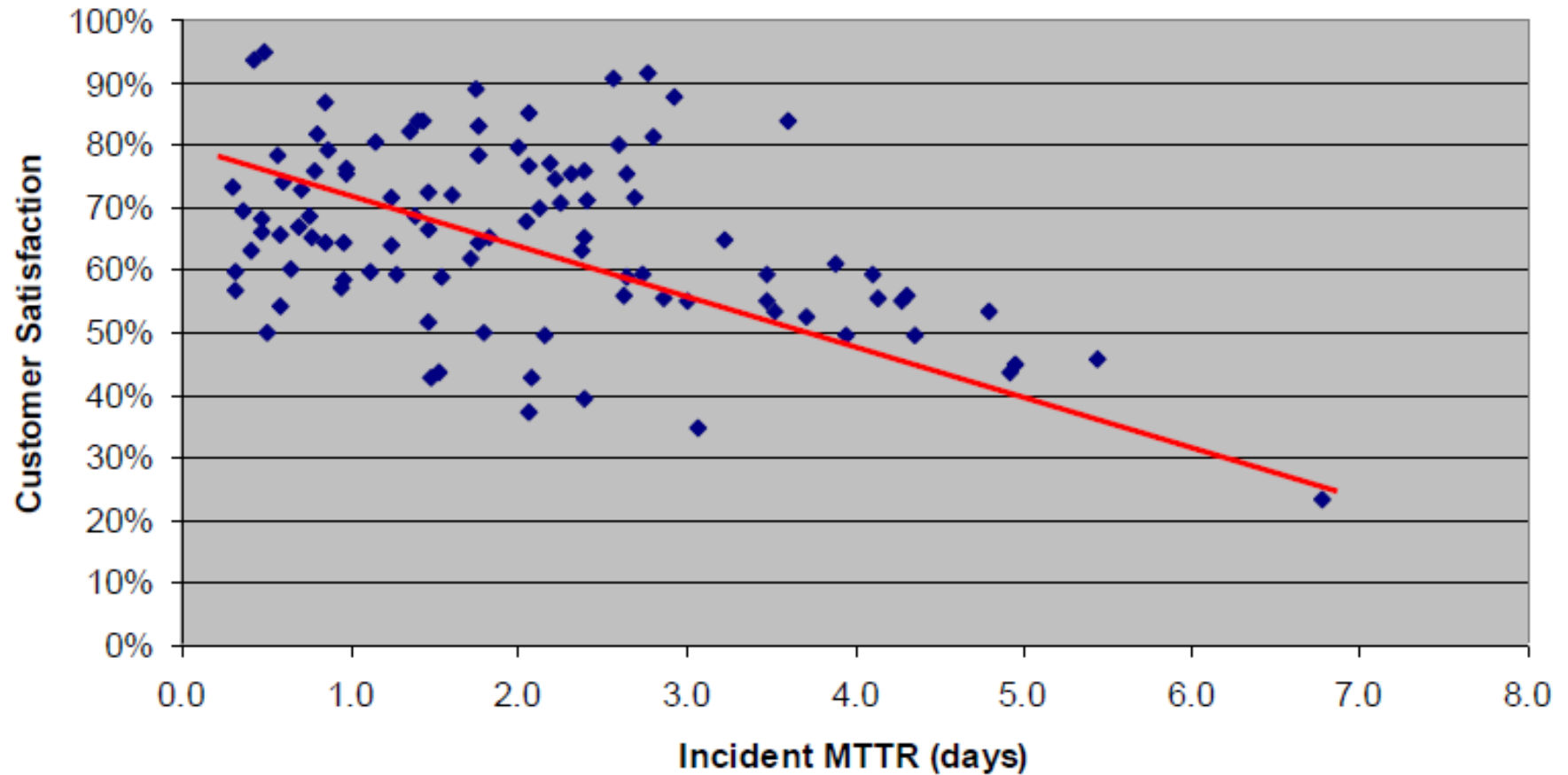# Summary of Benchmarking Recommendations

1. Consider providing documentation and training to the Level 1 service desk to decrease % Resolved Level 1 Capable

2. Consider opportunities to improve service levels (e.g., better remote resolution tools)

3. Consider adopting a formal training plan and career path for individual technicians, to increase Technician Job Satisfaction

4. Consider adopting a Technician Scorecard to measure individual technician performance

5. Consider adopting the MetricNet Desktop Support Balanced Scorecard, and update the scorecard monthly

6. Establish stretch goals for selected KPIs

7. Continue improving key processes consistent with industry best practices
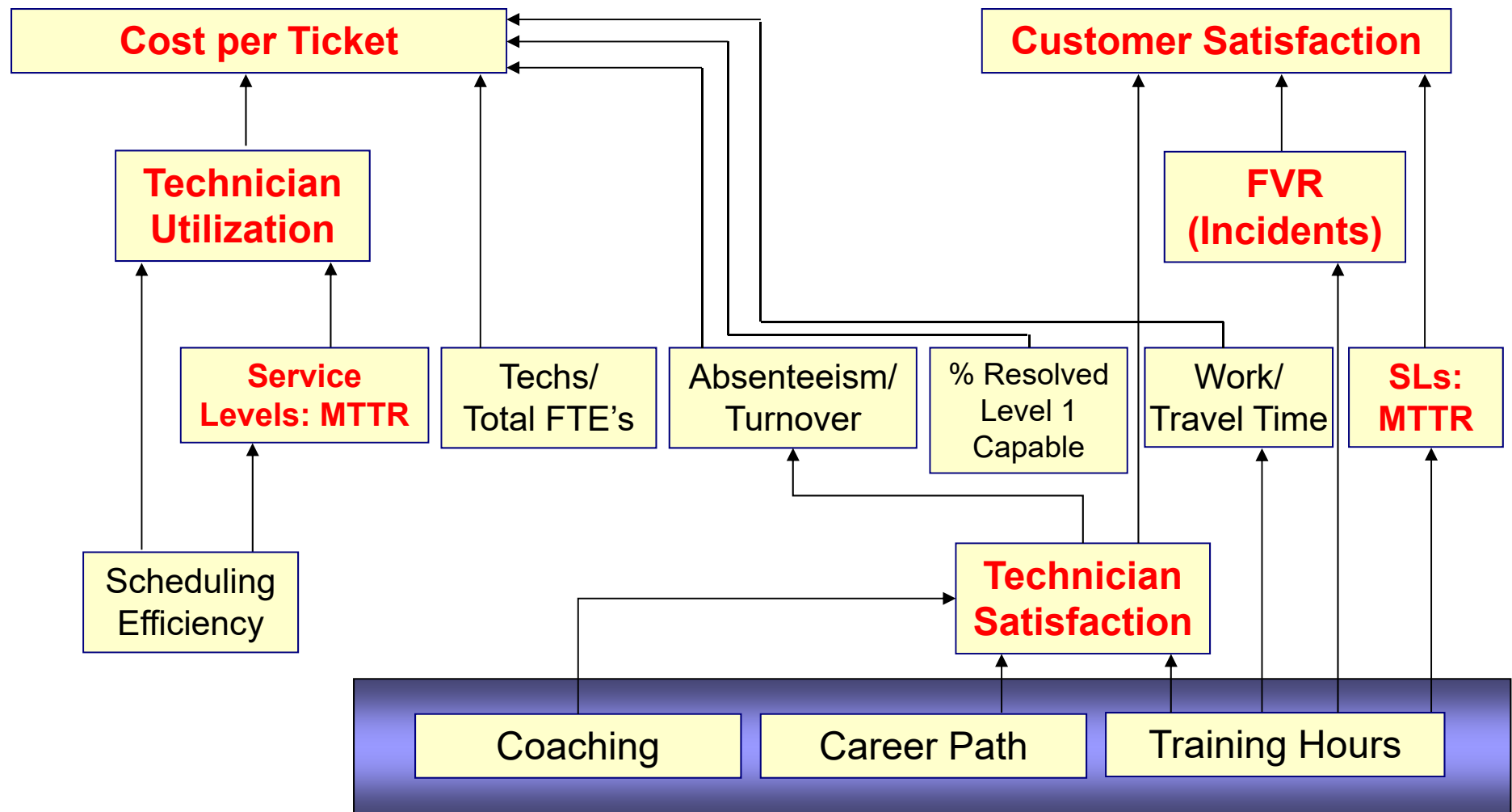
% Resolved Level 1 Capable Impacts TCO

Support Level

-1	0	1	2	3	Field	Vendor
$0	$2	$22	$69	$104	$221	$599
Incident Prevention	Self Help	Service Desk	Desktop Support	IT Support	Field Support	Vendor Support

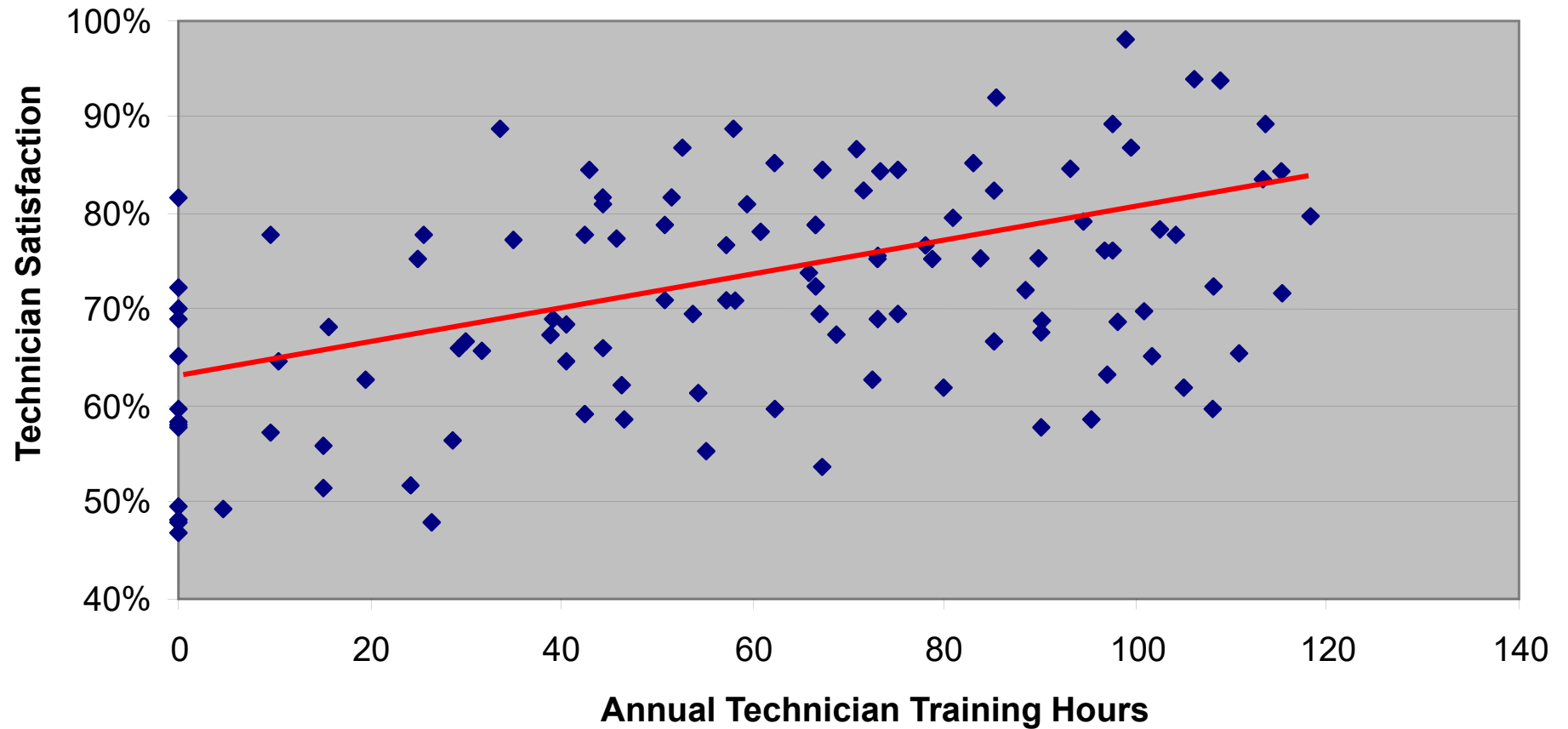MetricNet

Incident MTTR vs. Customer Satisfaction
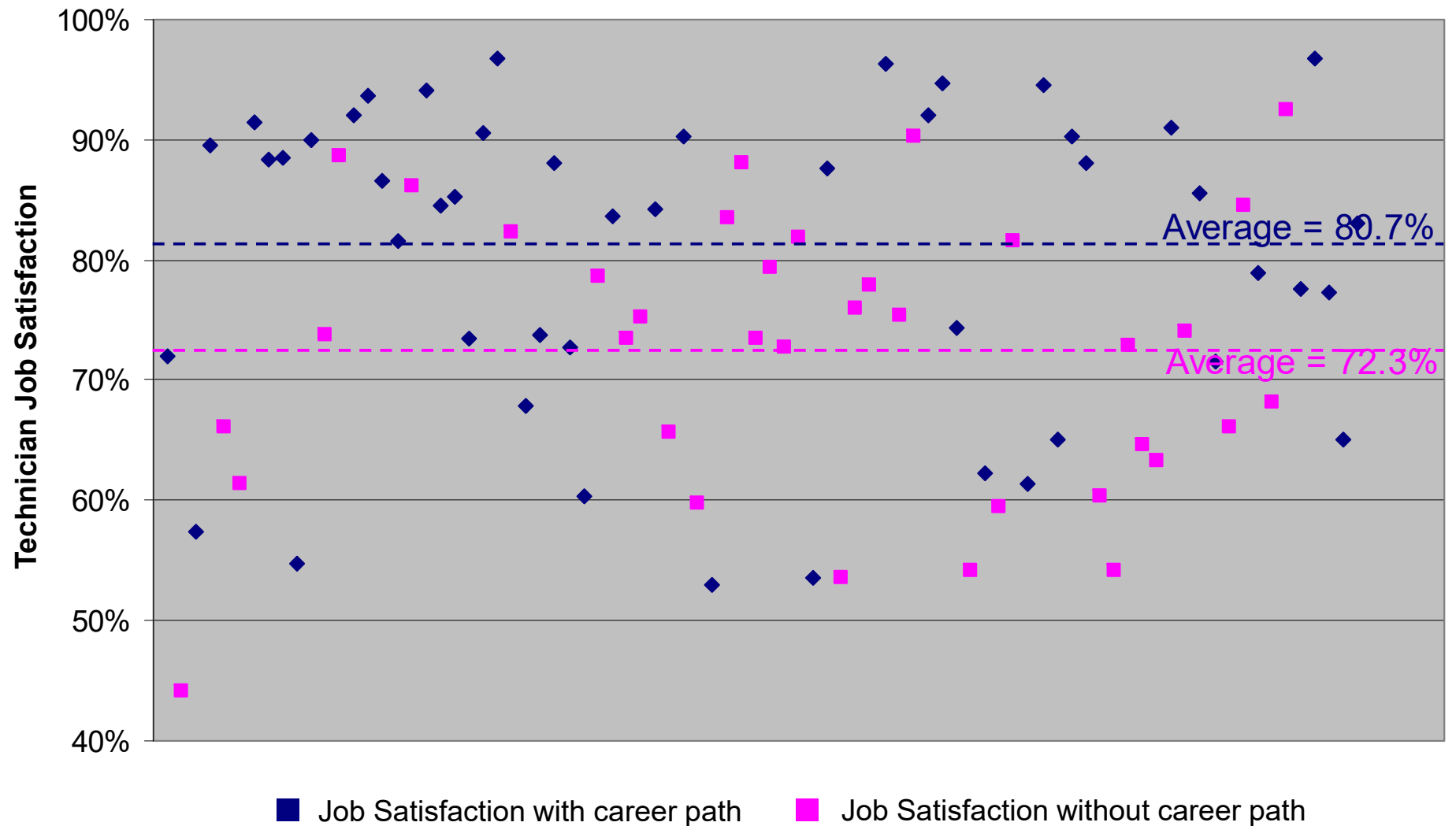
Technician Job Satisfaction vs. Customer Satisfaction
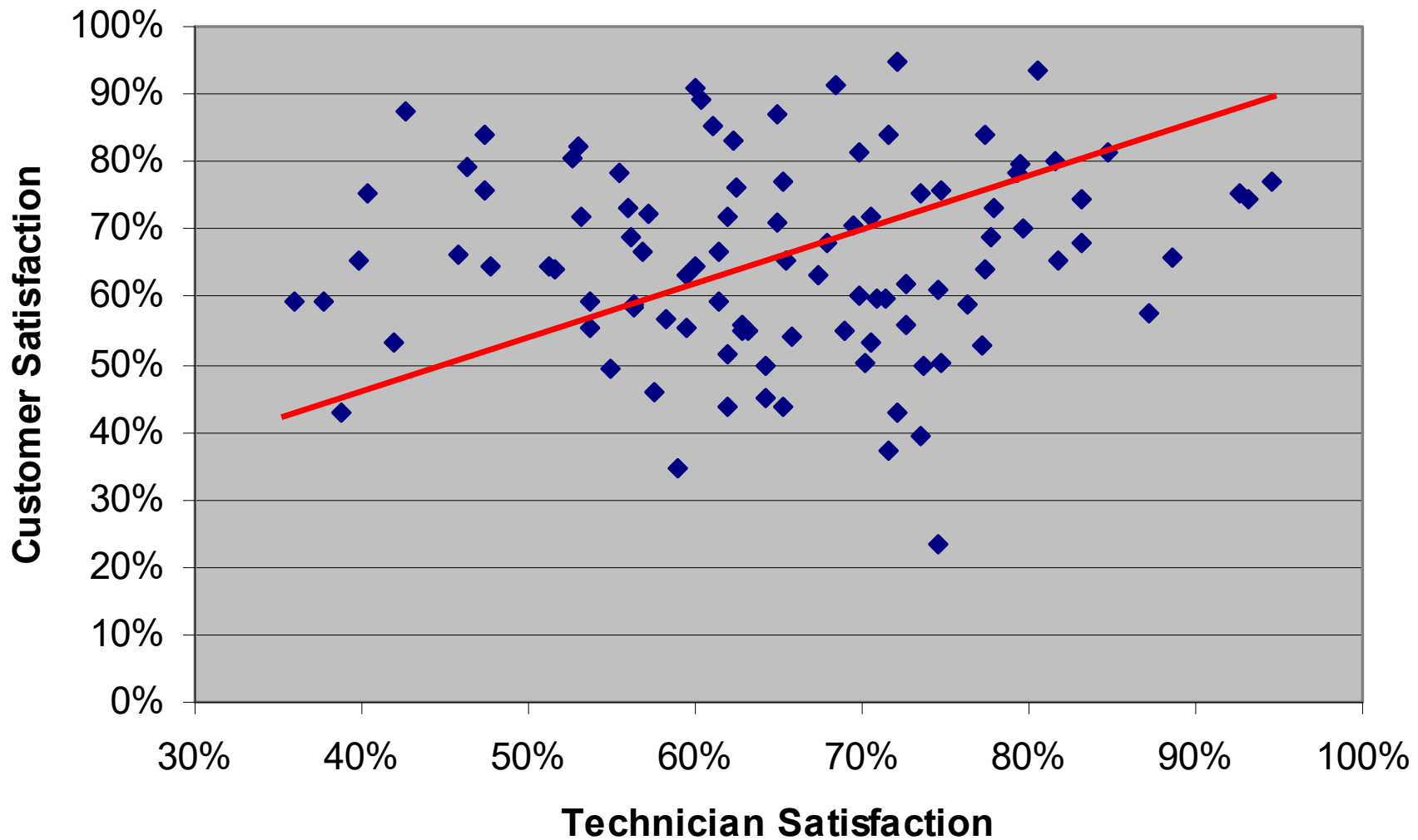
Managing Technician Morale and Job Satisfaction

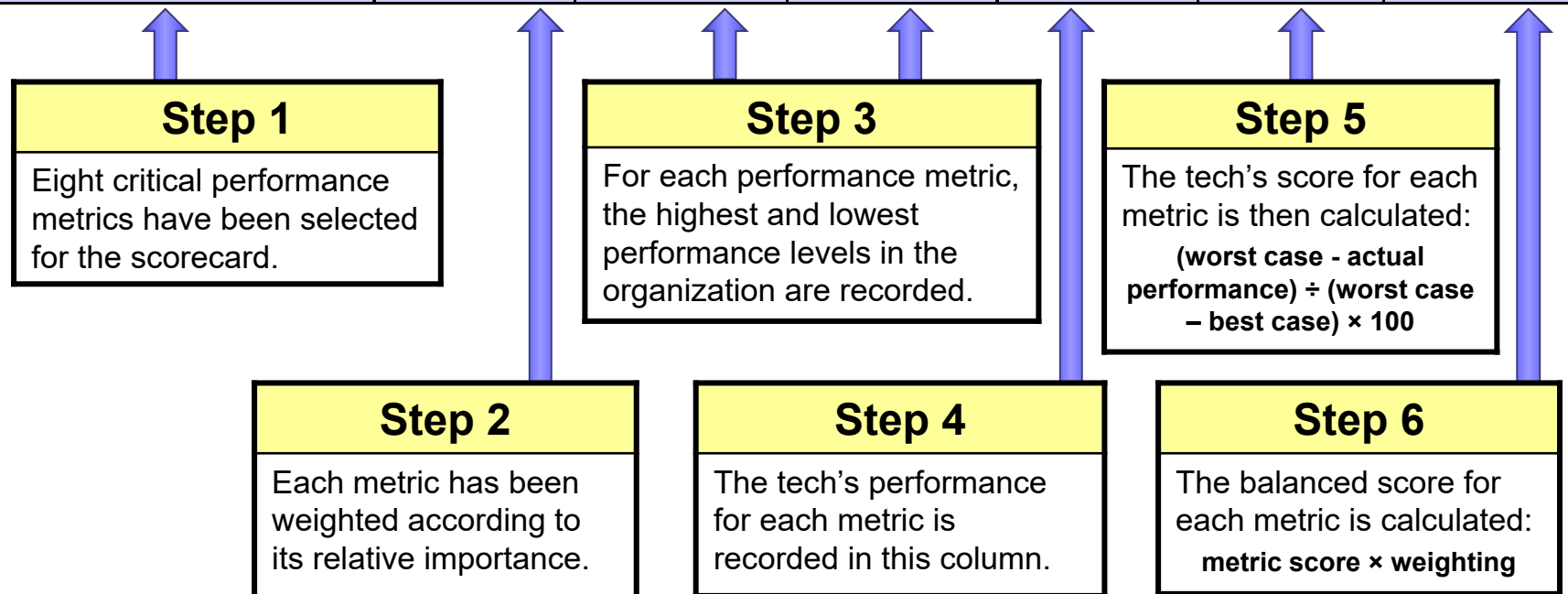# Training Hours Drive Technician Job Satisfaction

Career Path Also Drives Job Satisfaction

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Individual Performance Accountability: Technician Scorecard

Technician Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Customer Satisfaction	20.0%	67.0%	94.0%	83.0%	59.3%	11.9%
Incident First Visit Resolution Rate	20.0%	38.0%	84.0%	61.0%	50.0%	10.0%
Incidents Closed this Month	15.0%	19.9	76.9	59.8	70.0%	10.5%
Service Requests Fulfilled this Month	15.0%	15.6	42.2	28.5	48.5%	7.3%
Unplanned Absenteeism	7.5%	22.0%	0.0%	2.8%	87.3%	6.5%
Teamwork	7.5%	1	5	3.5	62.5%	4.7%
Initiative	7.5%	1	5	5.0	100.0%	7.5%
Mentoring	7.5%	1	5	4.5	87.5%	6.6%
Total	**100.0%**	**N/A**	**N/A**	**N/A**	**N/A**	**64.9%**

Step 1

Eight critical performance metrics have been selected for the scorecard.

Step 2

Each metric has been weighted according to its relative importance.

Step 3

For each performance metric, the highest and lowest performance levels in the organization are recorded.

Step 4

The tech's performance for each metric is recorded in this column.

Step 5

The tech's score for each metric is then calculated:

(worst case - actual performance) ÷ (worst case – best case) × 100

Step 6

The balanced score for each metric is calculated:

metric score × weighting

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Monthly Technician Performance Postings

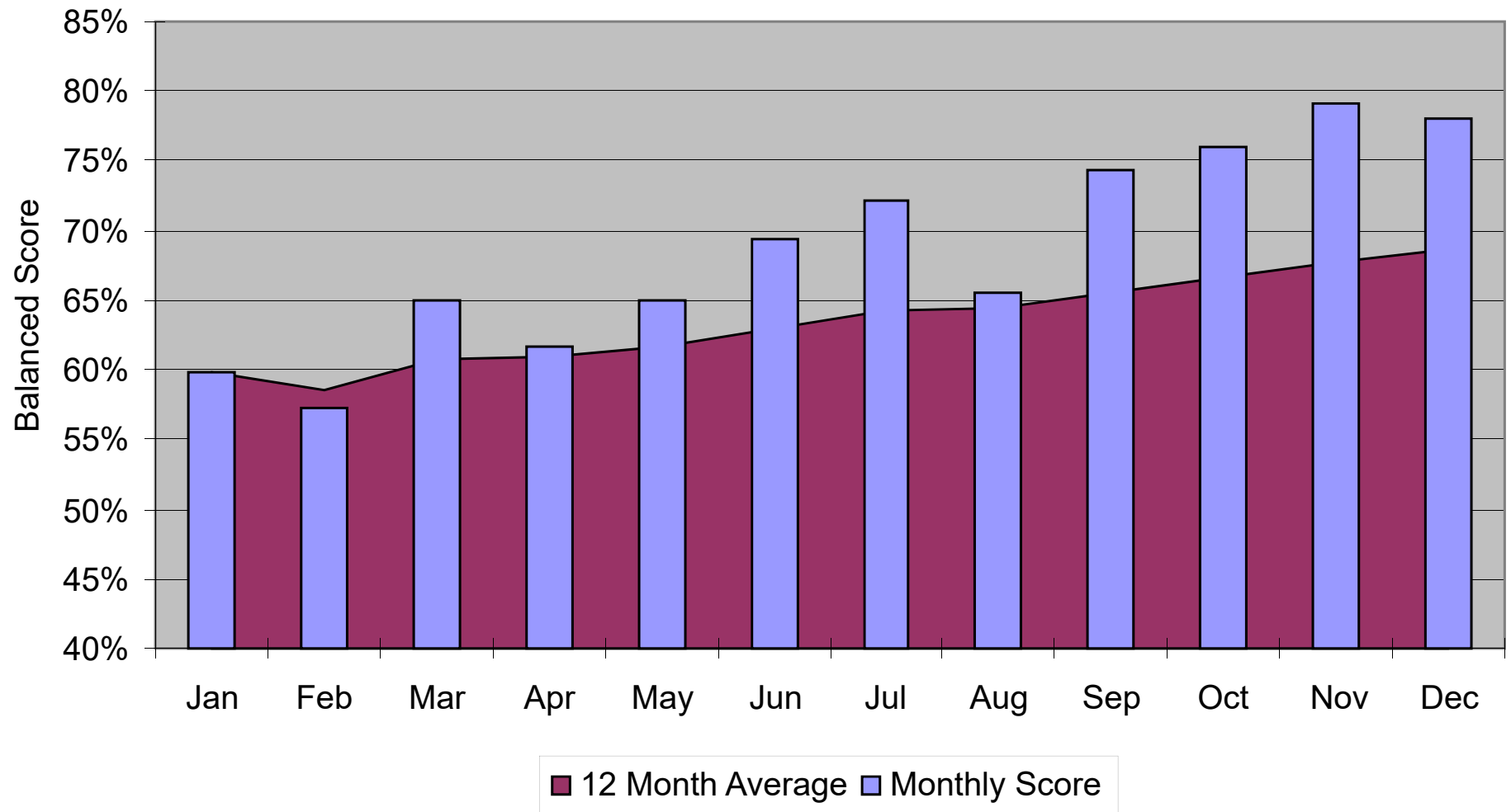| Technician Number	Monthly Ranking	Monthly Scorecard Performance						Six-Month Average
		Aug	Jul	Jun	May	Apr	Mar	
18	1	92.8%	92.1%	90.3%	89.3%	84.6%	92.2%	90.2%
23	2	91.5%	88.5%	83.2%	94.0%	93.7%	90.8%	90.3%
21	3	91.0%	86.8%	85.2%	78.5%	80.5%	68.2%	81.7%
17	5	83.8%	84.4%	90.2%	86.5%	77.8%	63.9%	81.1%
12	6	82.0%	73.6%	81.9%	72.1%	84.8%	87.9%	80.4%
19	7	77.4%	66.6%	53.3%	56.3%	56.6%	39.0%	58.2%
16	8	65.8%	47.4%	22.7%	38.4%	26.0%	73.0%	45.6%
22	9	64.9%	66.5%	70.1%	56.9%	40.9%	72.7%	62.0%
20	10	63.1%	62.8%	54.5%	45.9%	41.7%	62.7%	55.1%
28	11	57.4%	42.1%	32.3%	71.6%	60.3%	54.2%	53.0%
31	13	48.3%	34.9%	61.0%	52.8%	48.7%	51.6%	49.6%
32	14	46.1%	66.7%	82.9%	82.1%	74.5%	62.3%	69.1%
25	15	41.7%	45.5%	19.3%	40.3%	32.4%	30.4%	34.9%
30	17	37.4%	28.4%	50.1%	48.1%	68.0%	49.8%	47.0%
26	18	36.0%	52.3%	57.1%	52.9%	66.4%	54.1%	53.1%
24	19	34.2%	21.4%	19.3%	65.7%	48.9%	44.4%	39.0%
29	20	31.9%	43.2%	33.1%	28.3%	29.7%	31.0%	32.9%
Monthly Average		**61.7%**	**59.0%**	**58.0%**	**62.3%**	**59.7%**	**60.5%**	**60.2%**

Consider Adopting the MetricNet Balanced Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Incident	15.0%	$92.33	$45.72	$63.61	61.6%	9.2%
Cost per Service Request	15.0%	$194.98	$97.16	$156.70	39.1%	5.9%
Customer Satisfaction	20.0%	49.8%	92.1%	91.4%	98.3%	19.7%
Incident First Visit Resolution Rate	10.0%	51.4%	89.0%	82.8%	83.5%	8.3%
Technician Utilization	10.0%	48.2%	66.9%	58.5%	55.1%	5.5%
% of Incidents Resolved in 8 Business Hours	10.0%	24.5%	65.7%	41.9%	42.3%	4.2%
% of Service Requests Fulfilled in 24 Business Hours	10.0%	17.9%	63.5%	51.0%	72.6%	7.3%
Technician Job Satisfaction	10.0%	73.8%	98.5%	84.6%	43.7%	4.4%
Balanced Score	100.0%	N/A	N/A	N/A	N/A	64.5%

Step 1
Eight critical performance metrics have been selected for the scorecard.

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

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

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

Step 5
Your score for each metric is then calculated:
(worst case - actual performance) ÷ (worst case – best case) × 100

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

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And Update the Scorecard Monthly

Legend: ■ 12 Month Average ■ Monthly Score

Y-axis: Balanced Score (40% to 85%)
X-axis: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
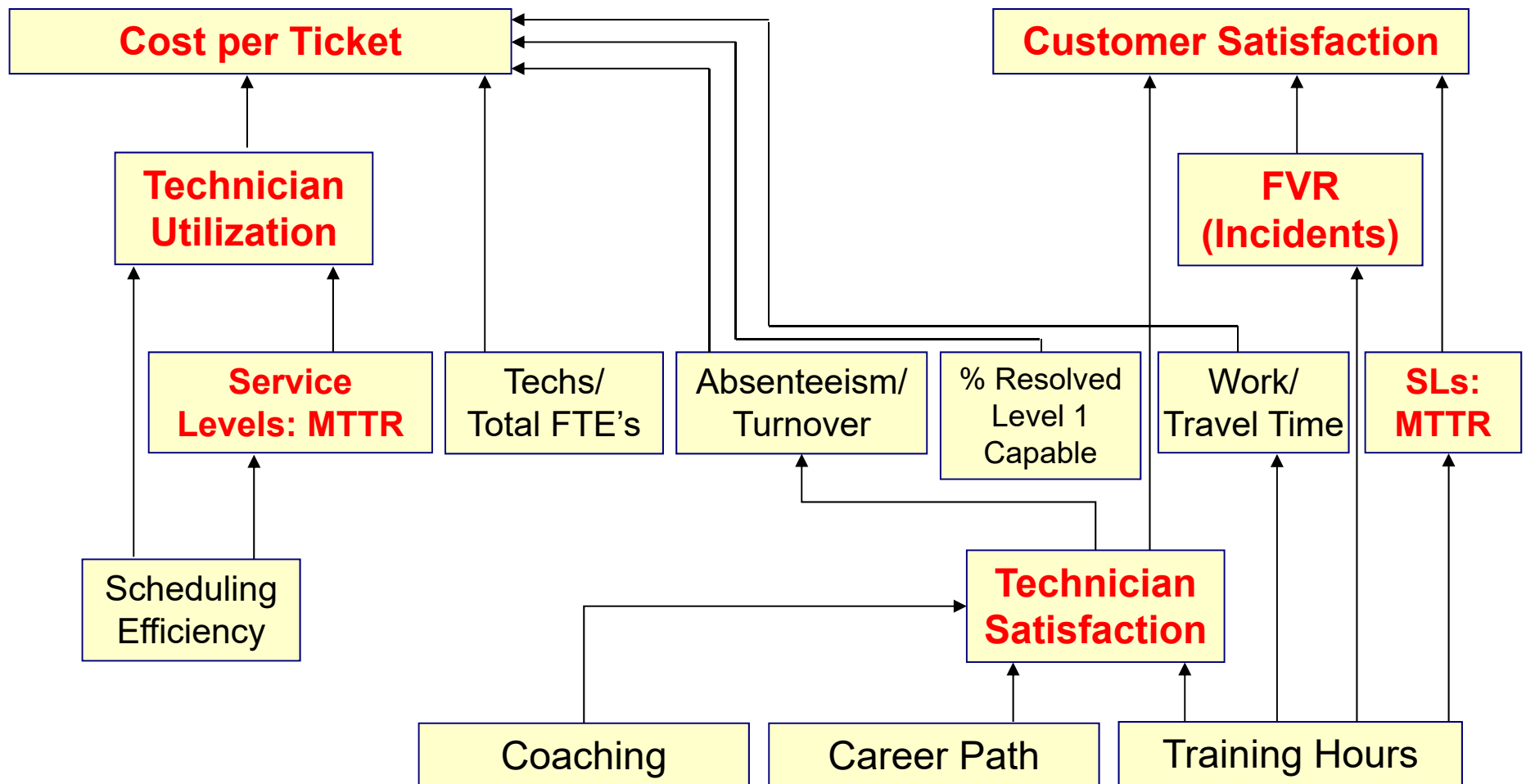
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Some Suggested Performance Targets for Company XYZ

Performance Metric	Current Company XYZ Performance	Target Performance
% Resolved Level 1 Capable	24.5%	20.0%
Mean Time to Resolve Incidents (business hours)	16.10	10.00
% of Incidents Resolved in 8 Business Hours	41.9%	55.0%
Mean Time to Fulfill Service Requests (business days)	5.58	5.00
Annual Technician Training Hours	10	20
Technician Job Satisfaction	84.6%	90.0%
Balanced Score	**64.5%**	**69.8%**

Achieving the performance targets recommended above would increase the Company XYZ Desktop Support Balanced Score from 64.5% to 69.8%, and would elevate Company XYZ from 6th place to 4th place on the Balanced Scorecard.

Cause and Effect for Desktop Support KPIs

Mature Key Processes Consistent with Industry Best Practices

Company XYZ Performance	
Process Assessment Score	60.4%
Balanced Score	64.5%

Average = 45.1%

Average = 56.7%

World-Class = 75%

◆ Company XYZ
◆ Global Database

Balanced Score

Process Assessment Score

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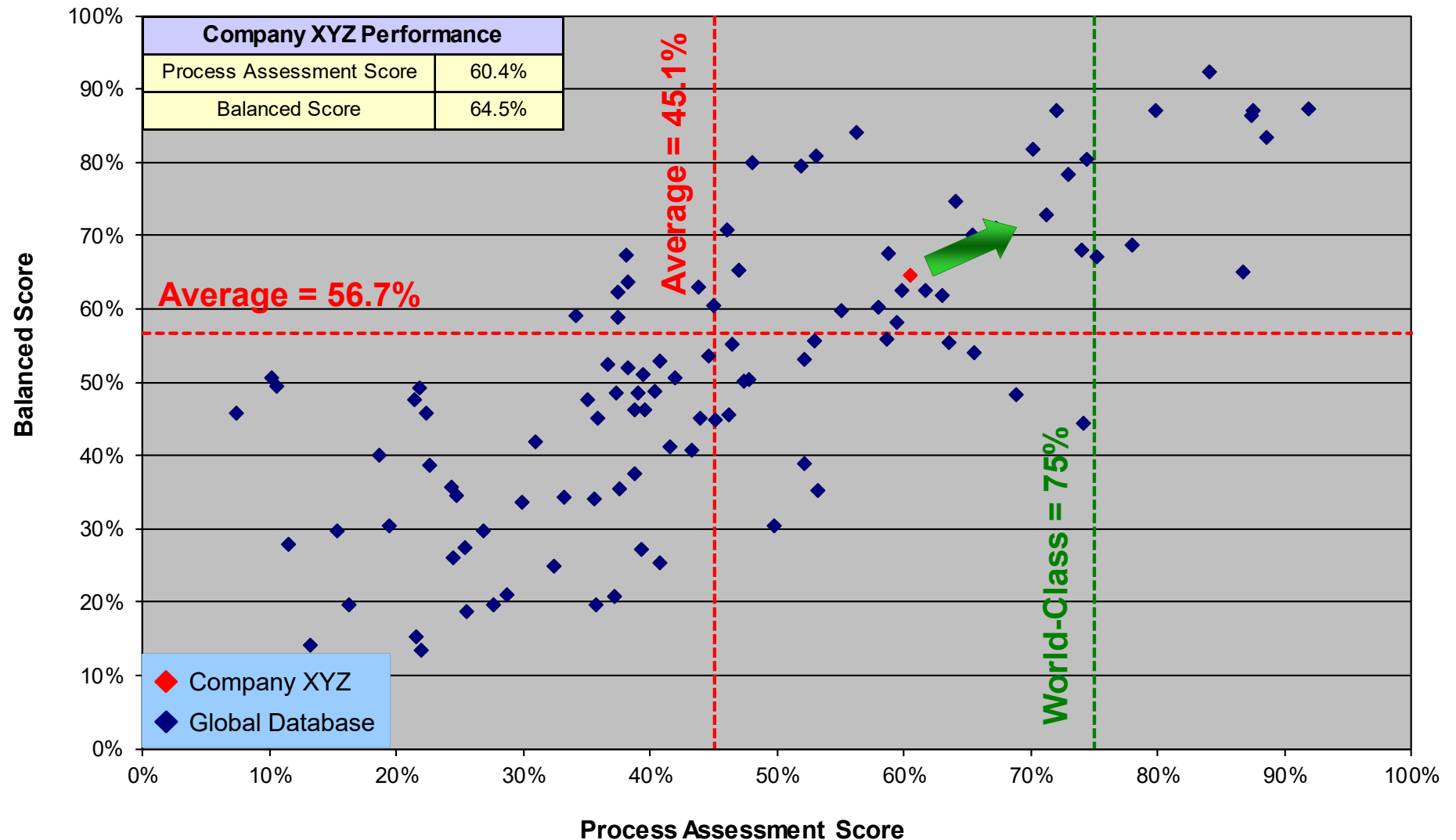
Best Practice Focus Areas: Strategy

Strategy Best Practices Defined	Company XYZ's Score
Desktop Support has a well-defined mission, vision, and strategy. The vision and strategy are well documented, and communicated to key stakeholders in the organization.	4.0
Desktop Support has an action plan for continuous improvement. The plan is documented and distributed to key stakeholders in the organization, and specific individuals are held accountable for implementing the action plan.	4.00
Desktop Support has SLA's that define the level of service to be delivered to users. The SLA's are documented, published, and communicated to key stakeholders in the organization.	4.0
Desktop Support has a published Service Catalog, including a Supported Products List, that is distributed and communicated to key stakeholders including end users. The Service Catalog is available online.	3.5
Desktop Support is well integrated into the information technology function. Desktop Support acts as the "voice of the user" in IT, and is involved in major IT decisions and deliberations that affect end users. Desktop Support is alerted ahead of time so that they can prepare for major rollouts, or other changes in the IT environment.	3.50
Desktop Support actively seeks to improve Level 1 Resolution Rates, Incident First Contact Resolution Rate, and key service levels by implementing processes, technologies, and training that facilitate these objectives.	3.5
Desktop Support has OLA's (Operating Level Agreements) with other support groups in the organization (level 1 support, field support, etc.). The OLA's clearly define the roles and responsibilities of each support group, and the different support groups abide by the terms of the OLA's.	3.0

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Best Practice Focus Areas: Human Resources

Human Resources Best Practices Defined	Company XYZ's Score
Technicians are coached by their supervisors in one-on-one sessions on a monthly basis. Logged tickets are reviewed, and the supervisors provide specific suggestions to each technician on how to improve performance.	5.0
Formal performance reviews are scheduled and completed for all personnel at least once annually.	5.0
Desktop Support has a formalized and documented recruiting process for filling vacancies. Job requirements are well defined, and candidates are tested for both technical skills and customer-service soft skills.	4.50
Technician job-satisfaction surveys are conducted at least once per year, and the results of the surveys are used to manage and improve technician morale.	4.5
New hires go through a formal training curriculum, including technical and customer-service skills, and are required to pass a proficiency exam before independently handling customer incidents and service requests.	4.0
Technicians have quantifiable performance goals (for First Visit Resolution, customer satisfaction, number of tickets handled per month, etc.), and are held accountable for achieving their goals on a monthly basis.	4.0
Technician performance goals are linked to and aligned with overall Desktop Support goals and performance targets.	4.0
Veteran technicians (more than 6 months of experience) have access to training opportunities to improve their skill set, job performance, and the overall performance of the Desktop Support team. Veteran technicians are required to complete a minimum number of refresher training hours each year.	3.5
Technician training classes and curricula are specifically designed to maximize customer satisfaction and the number of user incidents resolved on first contact, and to minimize the Mean Time to Resolve.	3.5
Individual technician training plans are clearly defined, documented, and regularly updated.	3.0
Desktop Support has a formalized, documented technician career path. Technicians are made aware of their career-advancement opportunities, and are encouraged to proactively manage their careers. Technicians are coached at least once yearly on their career path and career-advancement options.	3.0
Technicians have the opportunity to advance their careers in at least two ways: by improving their technical and customer service skills, and by improving their management and supervisory skills.	3.0
Technicians are eligible for incentives and rewards based upon performance. These could include monetary incentives such as annual bonuses, or other incentives such as time off work, gift certificates, etc.	3.0

Best Practice Focus Areas: Process

Process Best Practices Defined	Company XYZ's Score
Incoming contacts are assigned a severity code based upon the number of users impacted, and the urgency of the incident.	4.5
Desktop Support has a formal knowledge-management process that facilitates the acquisition, qualification, review, approval, and distribution of knowledge into a knowledgebase.	4.5
Desktop Support is part of an end-to-end support process, where Level 1 Support acts as the Single Point of Contact (SPOC) for user support.	4.0
Ticket handling processes are standardized, documented, and available online. With few exceptions, the standards are followed by Desktop Support technicians.	4.0
Rules for ticket escalation and transfer are well defined and documented. Technicians know when and where to transfer or route a ticket if they are unable to assist the user.	4.0
Indirect contact channels, including email, voicemail, and fax are treated with the same priority as live phone calls and chat sessions. The work queues from these channels are integrated, or worked in parallel.	4.0
Desktop Support has a mature workforce scheduling process that achieves high technician utilization, while maintaining reasonable service levels.	4.0
Customers are offered a range of access options to Desktop Support, including live voice, voicemail, email, web chat, self service, fax, and walk-in.	3.5
Escalation points are well defined and documented. These include other support groups (Level 3 support, Field Support, etc.), and individuals to whom tickets may be escalated.	3.5
Desktop Support has contingency plans to handle sudden, unexpected spikes in contact volume. These could include having supervisors and other indirect personnel handle incoming calls during a call spike.	3.5
Desktop Support has contingency plans to handle both short- and long-term interruptions in service delivery.	3.0
Desktop Support has a well defined service planning and readiness process that works closely with both internal engineering groups and vendors, and continues through product field testing and pre-release. This process enables Desktop Support to train for and prepare for supporting new products and services in the IT environment.	3.0
Desktop Support has an effective, ongoing process for projecting future workload and staffing requirements.	3.0
System alarms notify the Desktop Support team when a service level has been breached, whether at Desktop Support, or at another support level within the organization.	2.0
Desktop Support has a formal, rapid notification and correction process that is activated when a service level has been breached, whether at Desktop Support, or at some other support level.	2.0
Desktop Support conducts periodic root-cause analysis (RCA) on the user contact profile to eliminate problems at their source.	2.0

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Best Practice Focus Areas: Technology

Technology Best Practices Defined	Company XYZ's Score
Desktop Support has an effective tool that allows technicians to proxy into a user's computer, take control of the computer, and remotely perform diagnostics and problem solving (such as Tivoli, Bomgar, GoTo Assist). The tool increases remote resolution rates, and reduces resolution times.	5.0
The Desktop Support knowledgebase is used continuously by all Desktop Support technicians, and results in higher First Contact Resolution rates and lower resolution times (MTTR).	4.5
Desktop Support has a full-featured ticket management system that facilitates effective incident tracking, service-level compliance, reporting, and root-cause analysis.	4.0
Desktop Support has a comprehensive knowledge-management tool that facilitates effective knowledge capture and reuse. Technicians are able to quickly find solutions to user problems by searching the knowledgebase. Solutions for the vast majority of user problems and questions can be found in the knowledgebase.	4.0
Desktop Support has an effective, integrated self-service portal that is available to all users. The self-service portal provides information, FAQ's, and solutions to problems that are more complex than simple password resets. The tool includes a direct link to Desktop Support technicians. Users are aware of the self-service portal, and usage rates are continuously increasing.	3.5
Desktop Support has an automated password reset (APR) capability that dramatically reduces the number of password resets that must be performed manually by Desktop Support technicians.	3.0
The ticket management system can track and monitor the skill levels of Desktop Support team technicians based on closed tickets by product and/or service code.	3.0
Desktop Support has a multi-year plan for an integrated technology strategy.	2.0
Desktop Support uses technology alerts/alarms to notify the Desktop Support team or perform self-healing scripts when a customer or system issue is proactively identified.	1.0
Desktop Support utilizes a capital investment justification process based on ROI, and reports on post-installation ROI as part of this process.	1.0

Best Practice Focus Areas: Performance Measurement

Performance Measurement Best Practices Defined	Company XYZ's Score
Customer Satisfaction is measured, recorded, and tracked on an ongoing basis.	4.5
Technician Job Satisfaction is measured, recorded, and tracked.	4.0
Desktop Support conducts event-driven customer surveys, whereby the results of customer-satisfaction surveys can be linked back to a specific ticket and to a specific technician handling the ticket.	4.0
Desktop Support conducts benchmarking at least once per year.	4.0
Desktop Support tracks the number of tickets that are resolved by Desktop Support, but that could have been resolved by Level 1 Support.	3.5
Desktop Support measures are used holistically and diagnostically to identify performance gaps in Desktop Support performance, and to prescribe actions that will improve performance.	3.5
Desktop Support team KPI's are used to establish "stretch" goals.	3.5
Desktop Support understands key correlations and cause/effect relationships between the various KPI's. This enables the Desktop Support team to achieve desired performance goals by leveraging and driving the underlying "causal" metrics.	3.5
Desktop Support tracks the Mean Time to Resolve (MTTR), and the percentage of tickets resolved within 24, 48, and 72 hours.	3.5
The First Visit Resolution rate for incidents is measured, recorded, and tracked on an ongoing basis.	3.0
First Level Resolution is measured, recorded, and tracked on an ongoing basis.	3.0
Cost per Ticket is measured, recorded, and tracked on an ongoing basis.	2.0
Technician Utilization is measured, recorded, and tracked on an ongoing basis.	2.0
Desktop Support maintains a balanced scorecard that provides a single, all-inclusive measure of Desktop Support performance.	2.0

Best Practice Focus Areas: Communication

Communication Best Practices Defined	Company XYZ's Score
Desktop Support transmits outbound messages to users announcing major system and network outages, thereby alerting users about potential problems in the IT environment. These proactive messages help to reduce contact volumes during incidents that impact a large number of users.	4.5
The value added by the Desktop Support team is communicated to key managers in IT, and expectations are formally established regarding Desktop Support team roles and responsibilities.	4.0
Desktop Support provides training aids to users that enable them use Desktop Support more effectively. These could include log-in screens with the Desktop Support phone number, chat windows that can be clicked to initiate a real-time chat session, mouse pads imprinted with the Desktop Support IVR menu, etc.	4.0
Desktop Support maintains active communication with all stakeholder groups, including Desktop Support employees, IT managers, company managers outside of IT, and customers.	3.5
Customers are told what to expect on resolution time when their ticket is escalated or if a call-back is required.	3.5
Desktop Support has established User Group Liaisons who represent different groups within the user community. Desktop Support meets periodically with the liaisons to learn about user concerns and questions, and to communicate Desktop Support services, plans, and initiatives.	3.0
Desktop Support meets frequently with other IT managers, and is an integral part of key decisions made within IT. Desktop Support plays the role of "voice of the user" within IT.	3.0
IT is required to deliver a "turnover package" to the Desktop Support team for all changes that will impact the user environment. This could include application updates, new desktop software, etc. The turnover package is designed to prepare the Desktop Support team to provide support to users in the affected areas.	3.0
Desktop Support monitors all tickets, including those that are escalated, until ticket closure.	3.0
Desktop Support tracks the number of training-related contacts it receives, and provides feedback to user groups within the organization on training areas that could help to reduce Desktop Support contact volumes.	3.0
Desktop Support has a formal communications schedule, and provides customized content for each stakeholder group.	2.5
Desktop Support meets frequently with user groups, and holds "informational briefings" to educate users on supported products and services, hours of operation, training opportunities, tips for getting the most benefit from Desktop Support, etc.	2.0

Detailed Benchmarking Comparisons

Cost Metrics

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.

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
- Incidents as a % of Total Ticket Volume

Cost Metrics: Cost per Ticket

Key Statistics	
Cost per Ticket	
High	$139.02
Average -----	$90.67
Median	$85.46
Low	$64.49
Company XYZ	$83.67

Desktop Support

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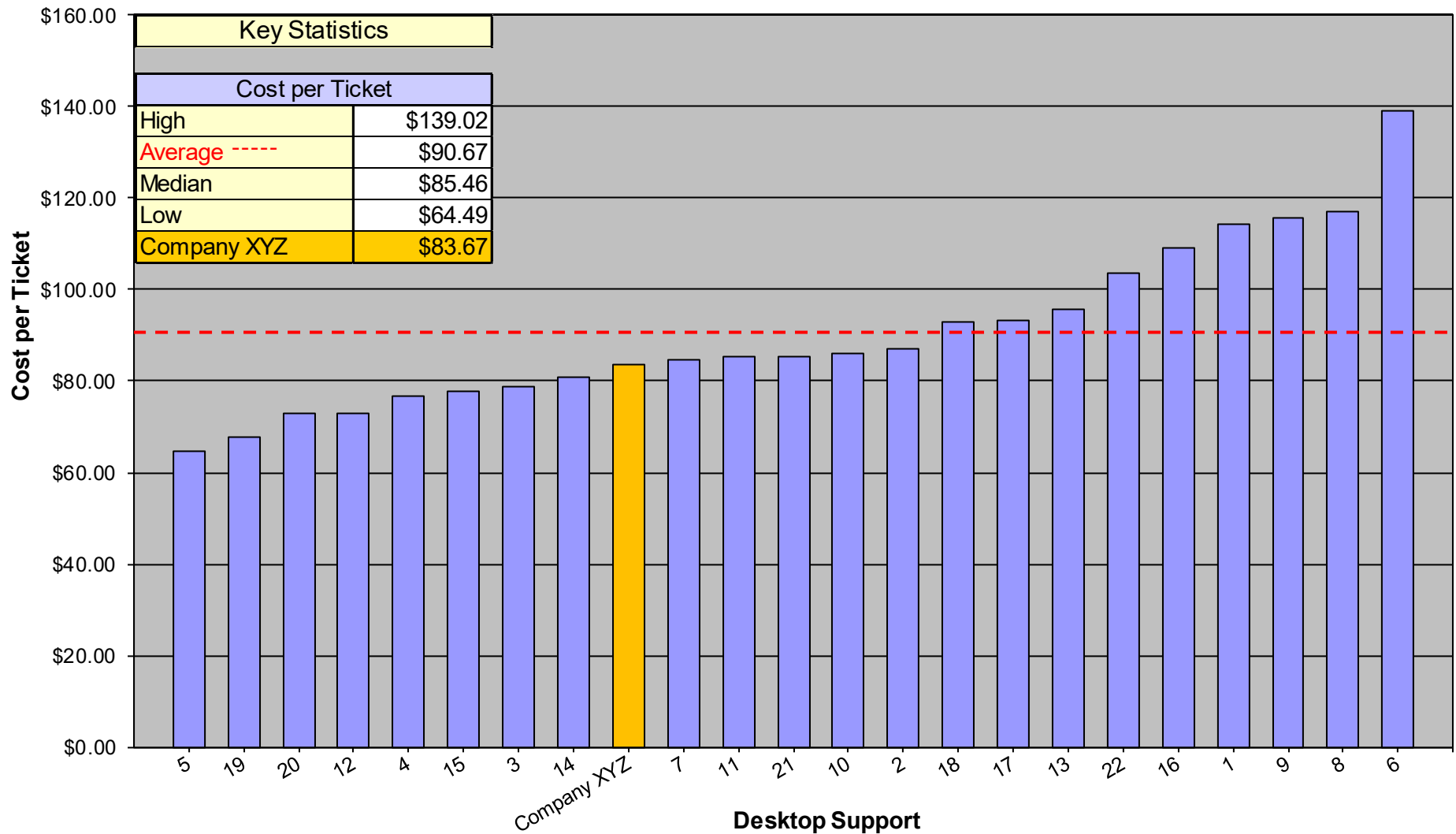
Cost Metrics: Cost per Incident

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.

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.
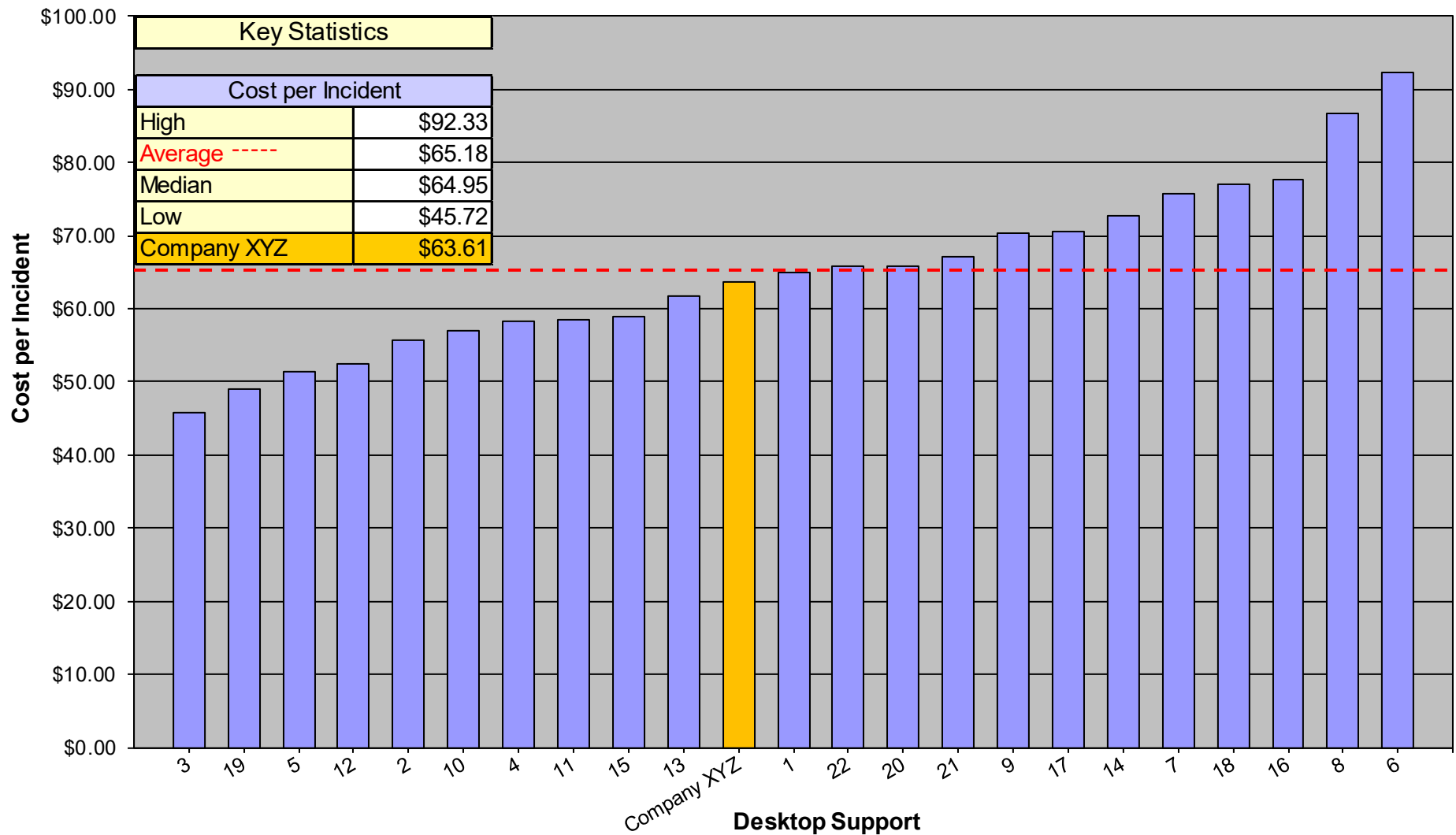
Key Correlations

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 Metrics: Cost per Incident

Key Statistics	
Cost per Incident	
High	$92.33
Average -----	$65.18
Median	$64.95
Low	$45.72
Company XYZ	$63.61

Y-axis: Cost per Incident

X-axis labels: 3, 19, 5, 12, 2, 10, 4, 11, 15, 13, Company XYZ, 1, 22, 20, 21, 9, 17, 14, 7, 18, 16, 8, 6

Desktop Support

MetricNet

Cost Metrics: 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.

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.
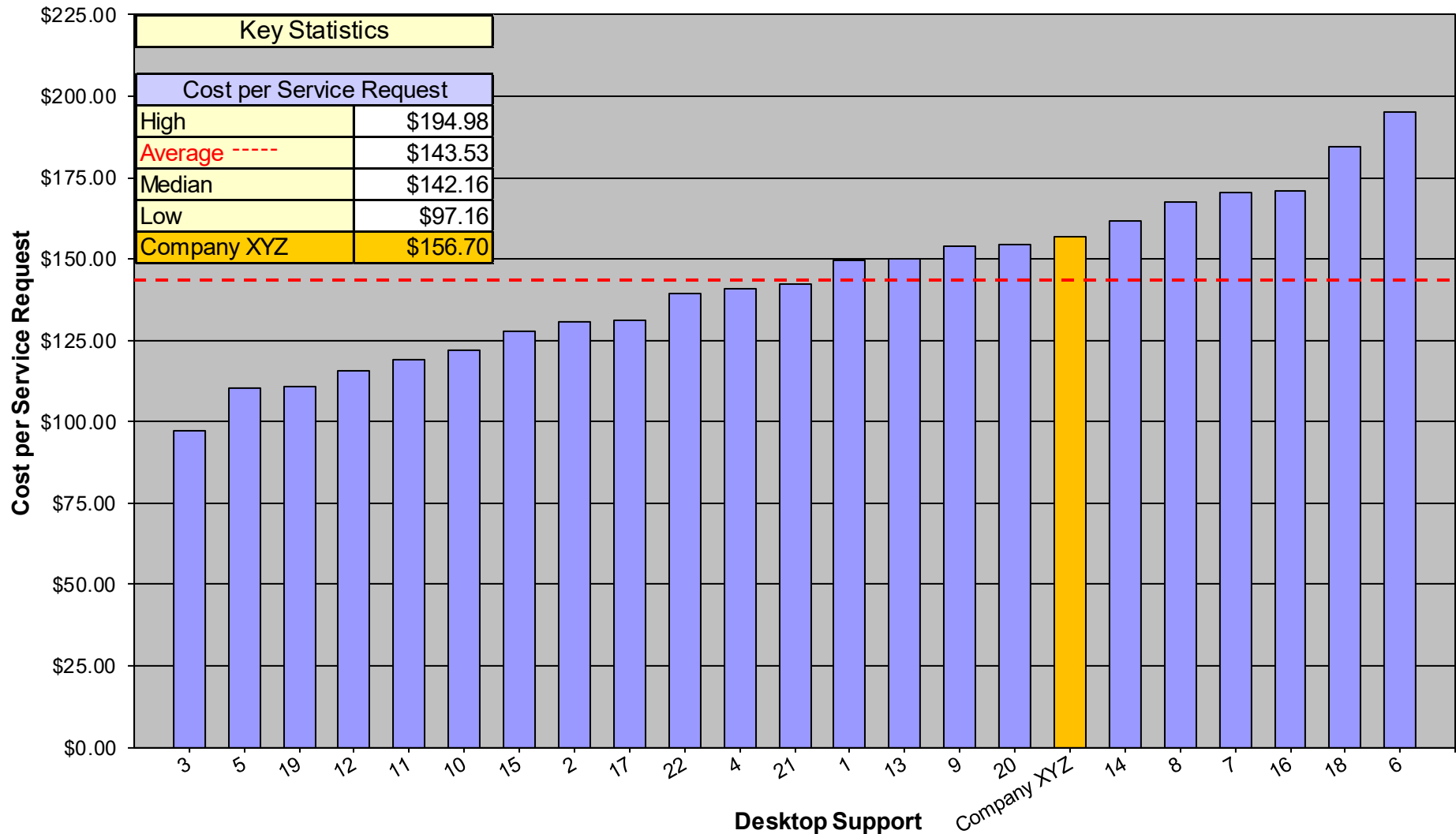
Key Correlations

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 Metrics: Cost per Service Request

Key Statistics	
Cost per Service Request	
High	$194.98
Average -----	$143.53
Median	$142.16
Low	$97.16
Company XYZ	$156.70

Cost per Service Request (y-axis)

Desktop Support (x-axis): 3, 5, 19, 12, 11, 10, 15, 2, 17, 22, 4, 21, 1, 13, 9, 20, Company XYZ, 14, 8, 7, 16, 18, 6

Productivity Metrics

Productivity Metrics: 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.

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

Productivity Metrics: Tickets per Technician per Month
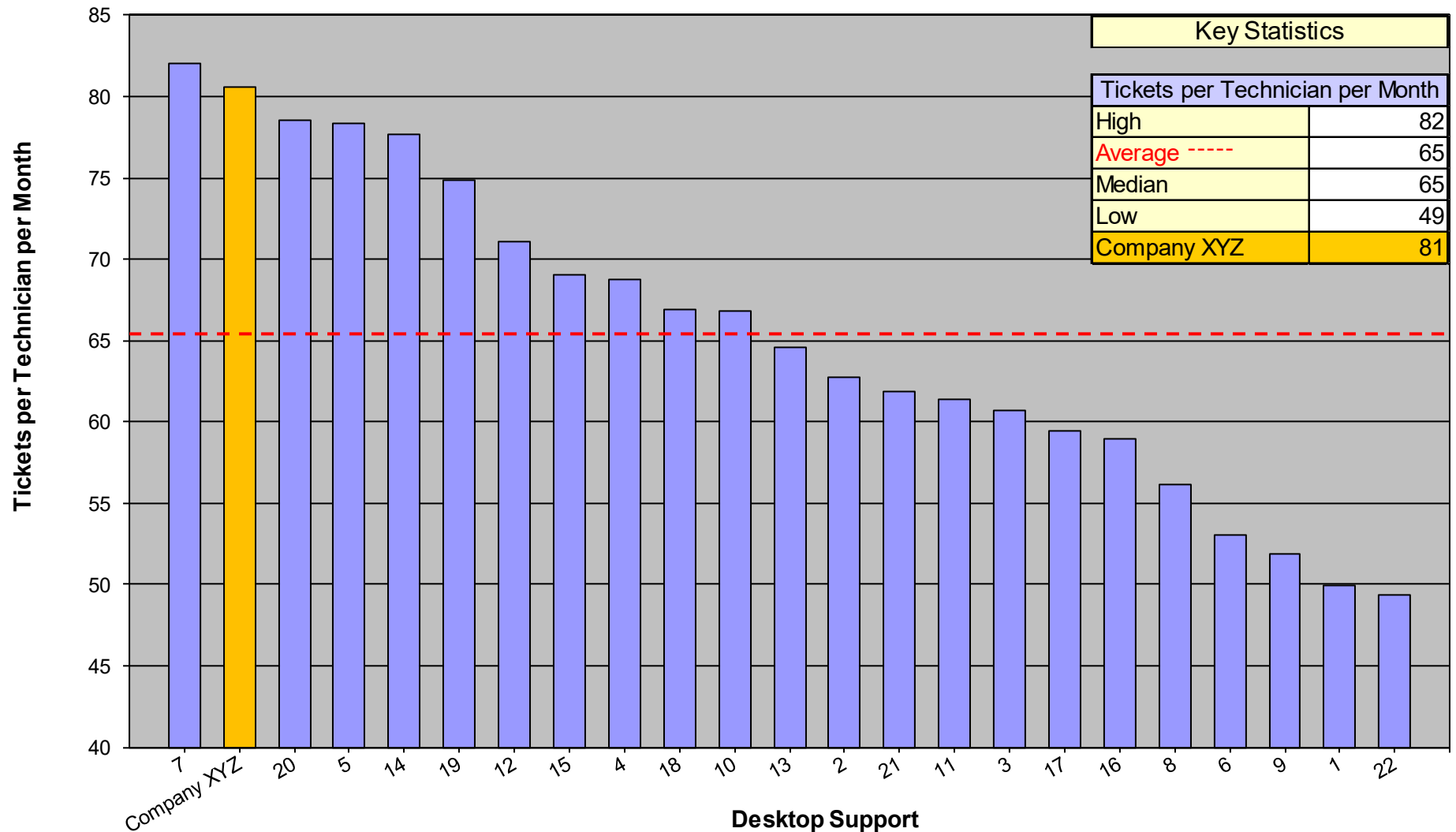
Key Statistics	
Tickets per Technician per Month	
High	82
Average -----	65
Median	65
Low	49
Company XYZ	81

MetricNet

Productivity Metrics: 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.

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.

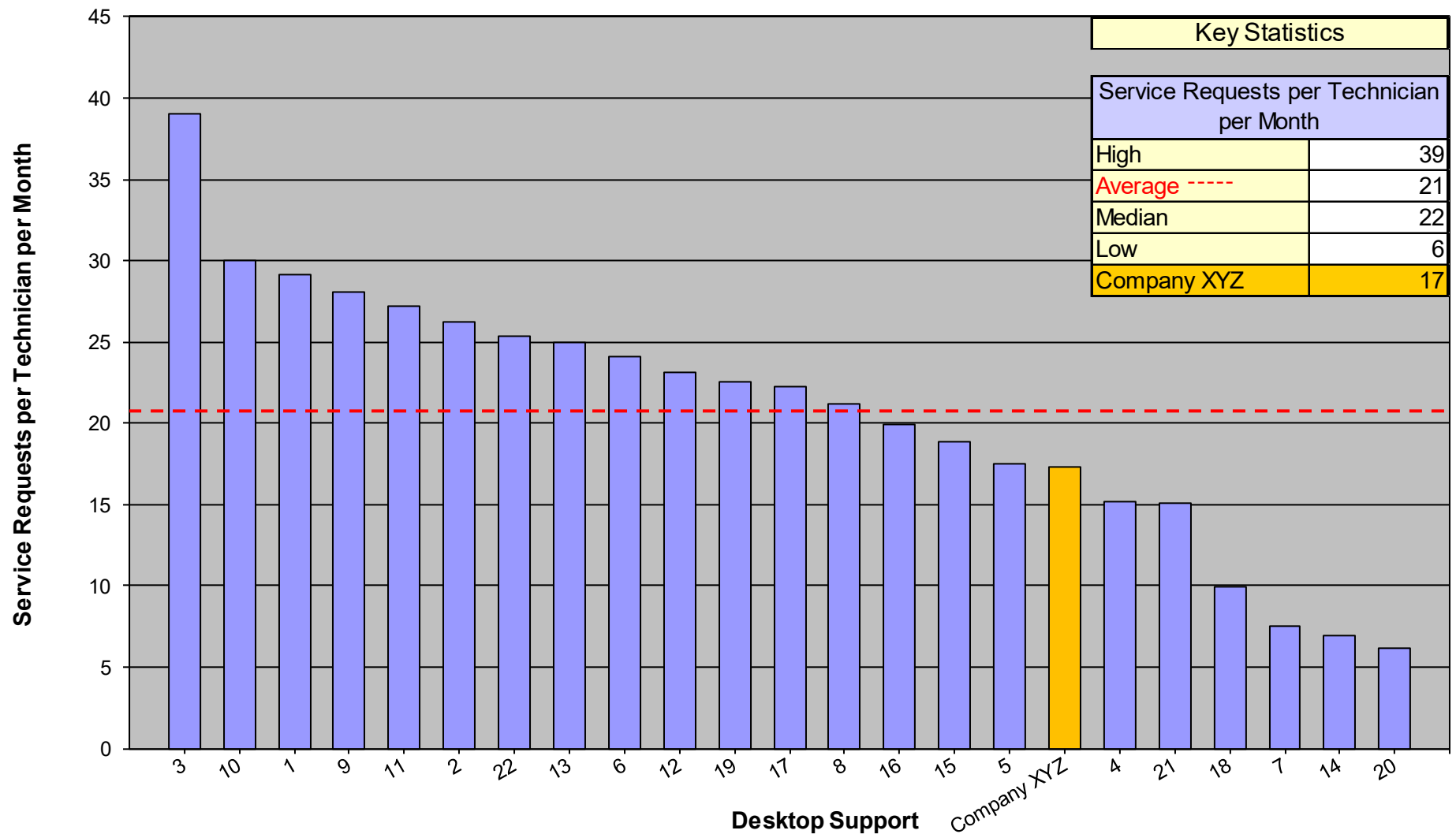## Key Correlations

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

Productivity Metrics: Incidents per Technician per Month

Key Statistics	
Incidents per Technician per Month	
High	74
Average -----	45
Median	40
Low	21
Company XYZ	63

Desktop Support

MetricNet
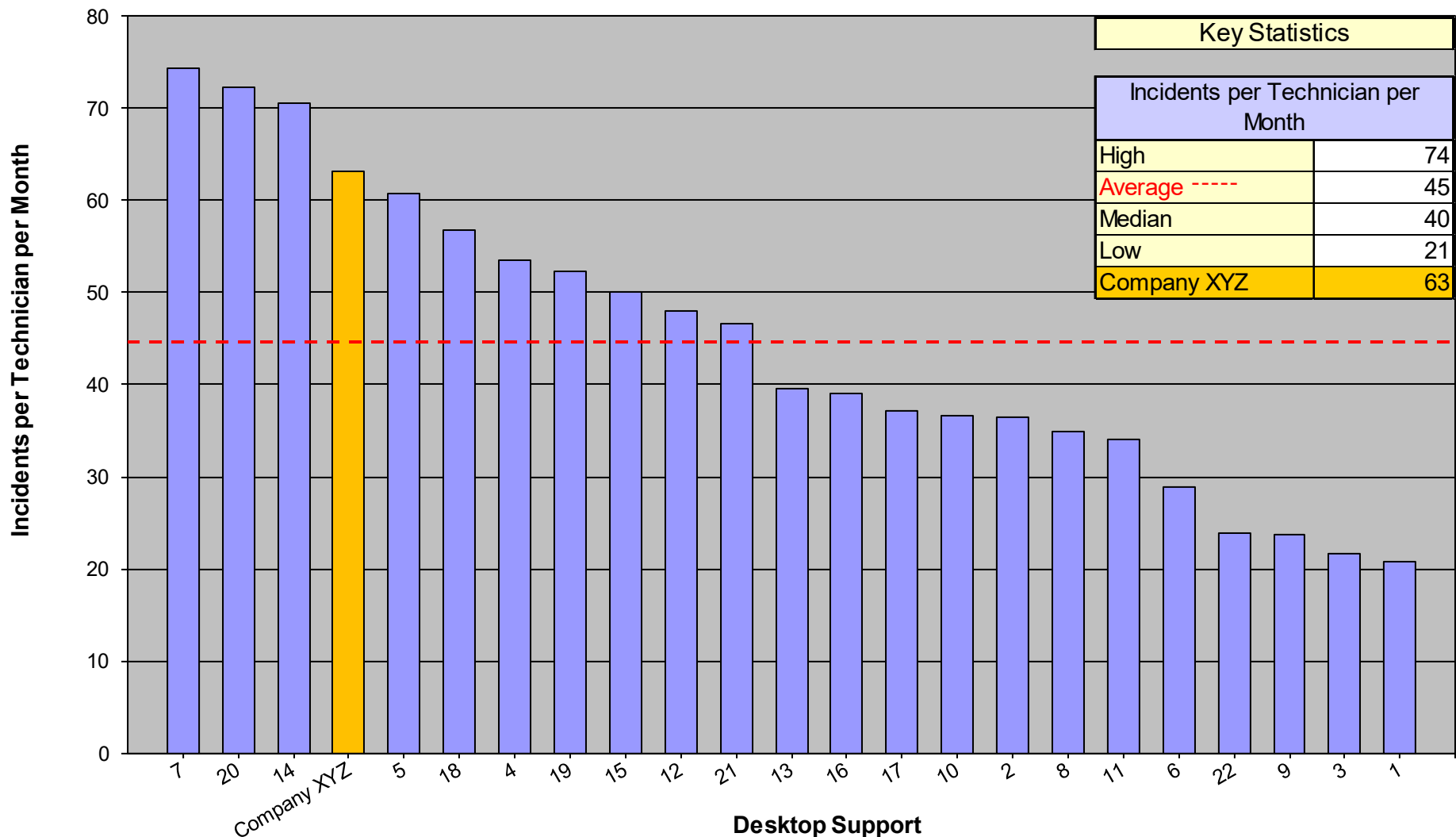
Productivity Metrics: Service Requests per Tech per Month

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.

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

Productivity Metrics: Service Requests per Tech per Month

Key Statistics	
Service Requests per Technician per Month	
High	39
Average -----	21
Median	22
Low	6
Company XYZ	17

Y-axis: **Service Requests per Technician per Month**

X-axis categories (Desktop Support): 3, 10, 1, 9, 11, 2, 22, 13, 6, 12, 19, 17, 8, 16, 15, 5, Company XYZ, 4, 21, 18, 7, 14, 20

MetricNet

Productivity Metrics: 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.

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

Productivity Metrics: Technicians as a % of Total Headcount

Key Statistics	
Technicians as a % of Total Headcount	
High	89.0%
Average -----	80.3%
Median	82.7%
Low	65.3%
Company XYZ	85.0%

MetricNet
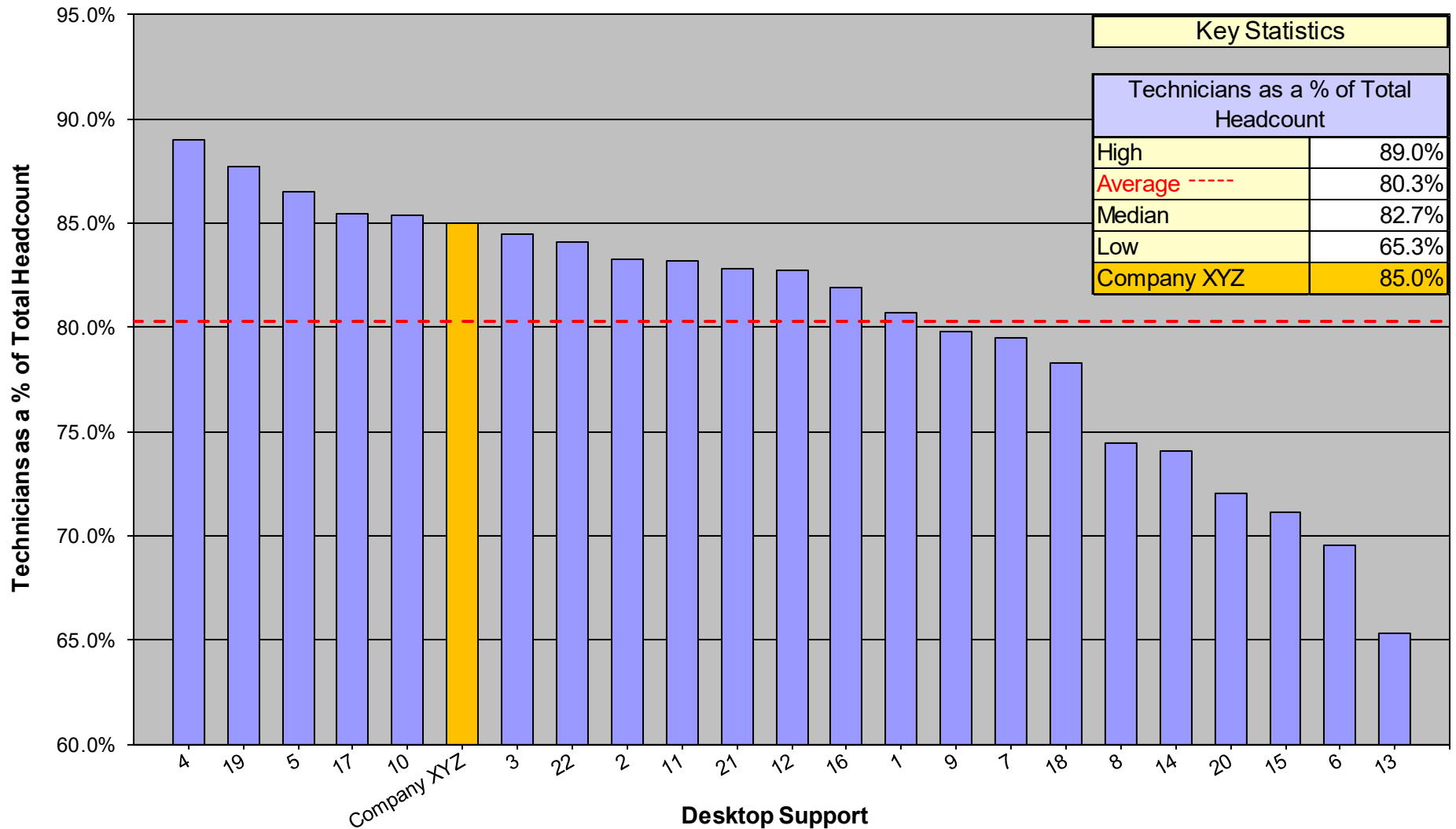
Productivity Metrics: Technician Utilization

Definition

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

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 Defined

Technician Utilization $=$

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

- 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.

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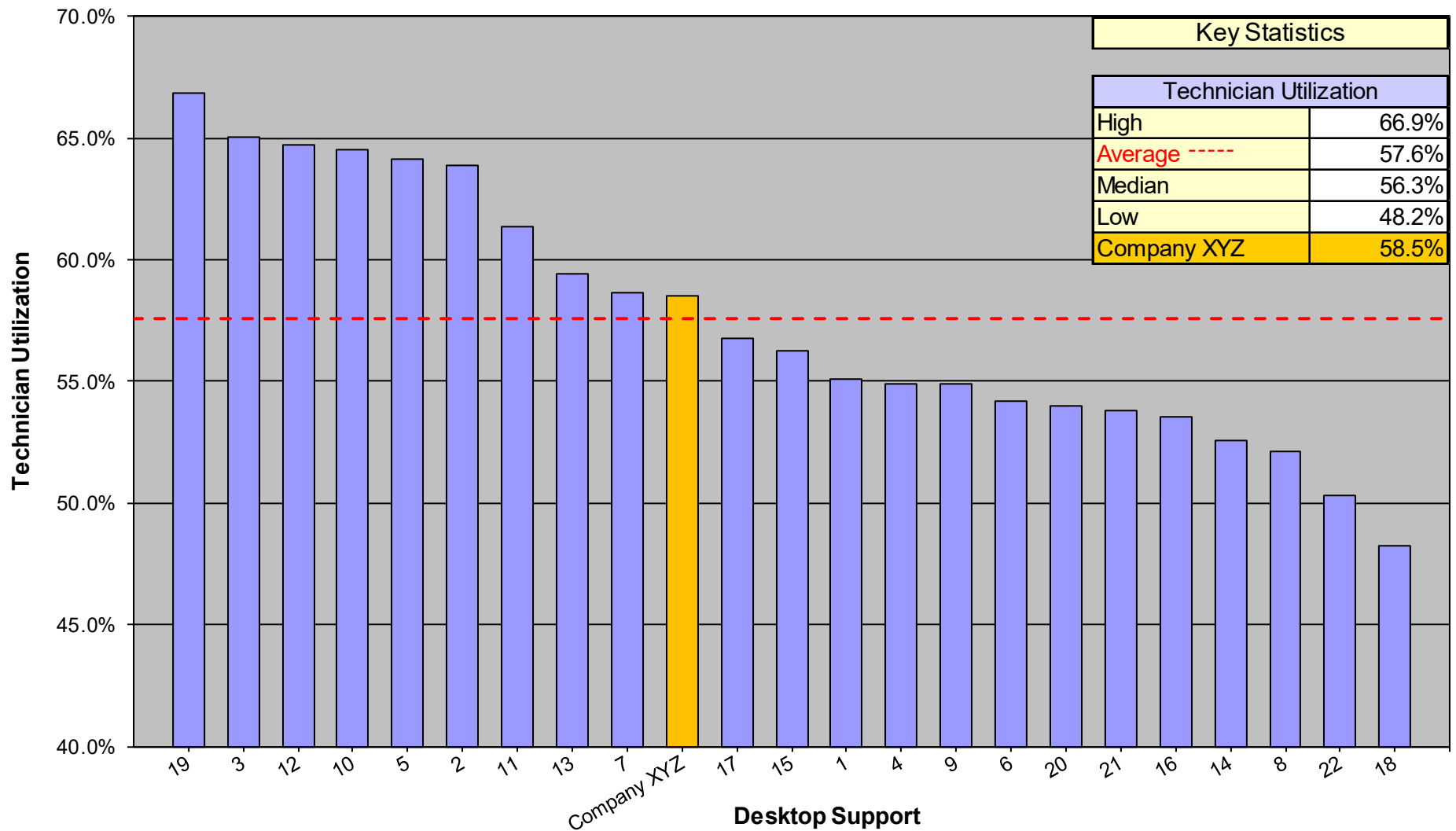
$$\text{Technician Utilization} = \frac{(60 \text{ incidents per month}) \times (32 \text{ minutes}) + (24 \text{ service requests per month}) \times (59 \text{ minutes}) + (84 \text{ tickets per month}) \times (41 \text{ minutes})}{(21.5 \text{ work days per month}) \times (7.5 \text{ work hours per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

Productivity Metrics: Technician Utilization

Key Statistics	
Technician Utilization	
High	66.9%
Average -----	57.6%
Median	56.3%
Low	48.2%
Company XYZ	58.5%

MetricNet

Service Level Metrics

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.

Why it's Important

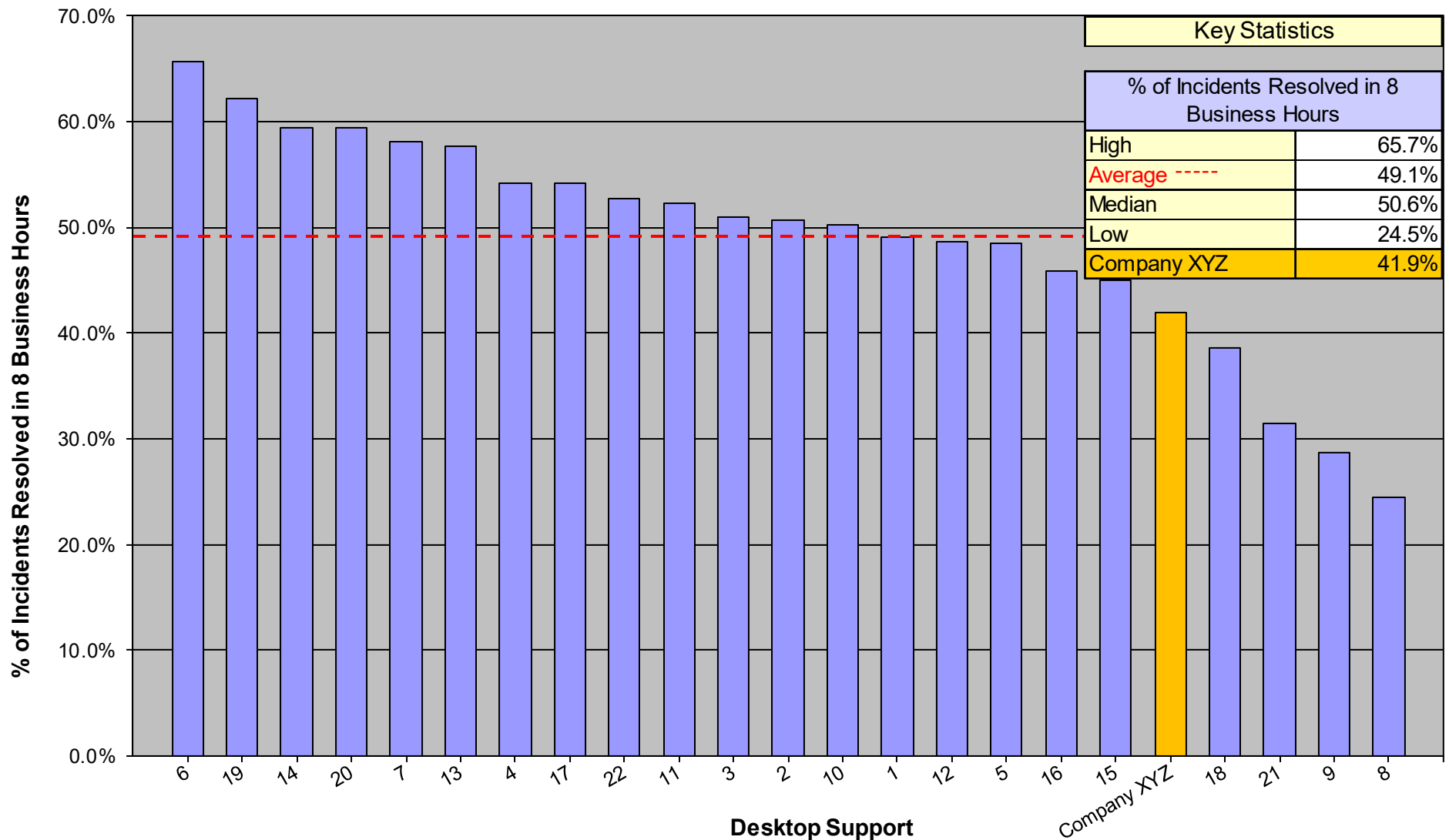Service levels, including the MTTR for incidents, are a key driver of Customer Satisfaction with Desktop Support.

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

Company XYZ Desktop Support Benchmark

Service Level Metrics: Mean Time to Resolve Incidents

Key Statistics	
Mean Time to Resolve Incidents **(business hours)**	
High	17.30
Average -----	8.89
Median	7.93
Low	4.53
Company XYZ	16.10

Mean Time to Resolve Incidents (hours)

Desktop Support

MetricNet
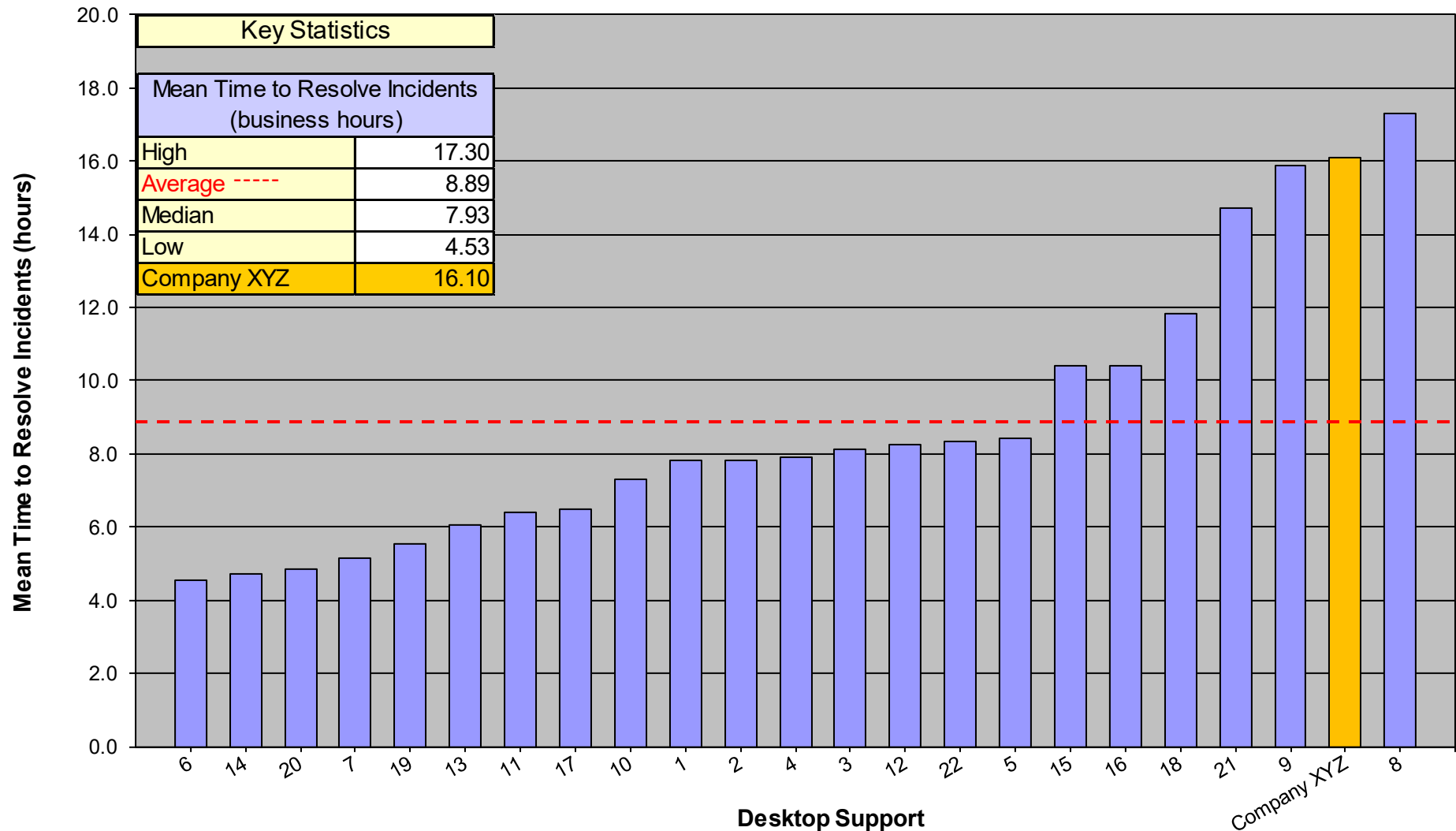
Service Level Metrics: % of Incidents Resolved in 8 Business Hours

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.

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

Service Level Metrics: % of Incidents Resolved in 8 Business Hours

Key Statistics	
% of Incidents Resolved in 8 Business Hours	
High	65.7%
Average -----	49.1%
Median	50.6%
Low	24.5%
Company XYZ	41.9%

Desktop Support

Service Level Metrics: 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.

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

Service Level Metrics: Mean Time to Fulfill Service Requests

Key Statistics	
Mean Time to Fulfill Service Requests (business days)	
High	6.78
Average - - - - -	5.15
Median	5.28
Low	3.08
Company XYZ	5.58

X-axis (Desktop Support): 7, 4, 16, 14, 17, 20, 5, 18, 9, 12, 10, 3, 15, Company XYZ, 11, 21, 22, 19, 6, 8, 1, 2, 13

Y-axis: Mean Time to Fulfill Service Requests (days)
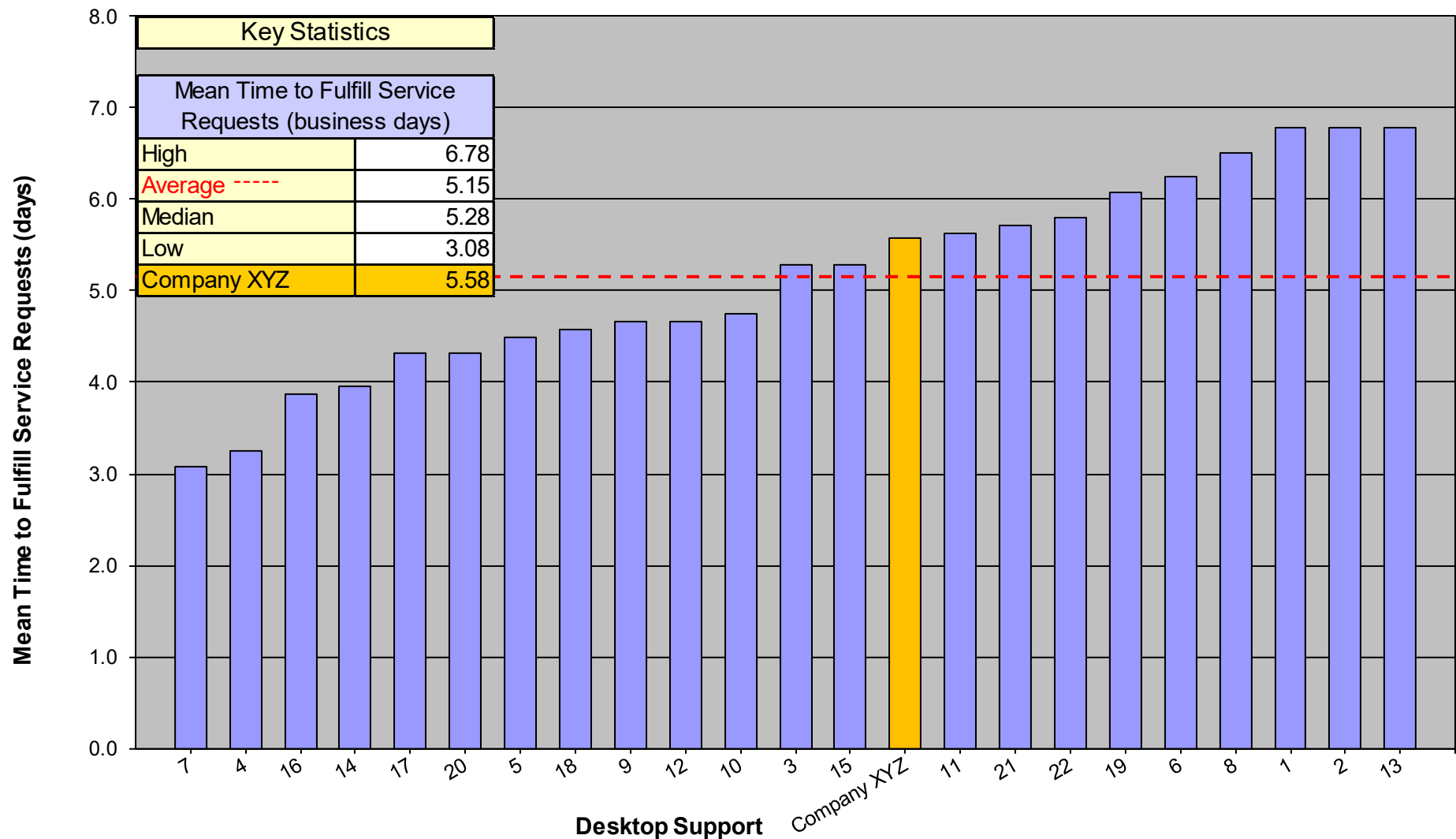
Service Level Metrics: % of Service Requests Fulfilled in 24 Business Hrs

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.

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

Service Level Metrics: % of Service Requests Fulfilled in 24 Business Hrs

Key Statistics	
% of Service Requests Fulfilled in 24 Business Hours	
High	63.5%
Average -----	38.3%
Median	41.4%
Low	17.9%
Company XYZ	51.0%
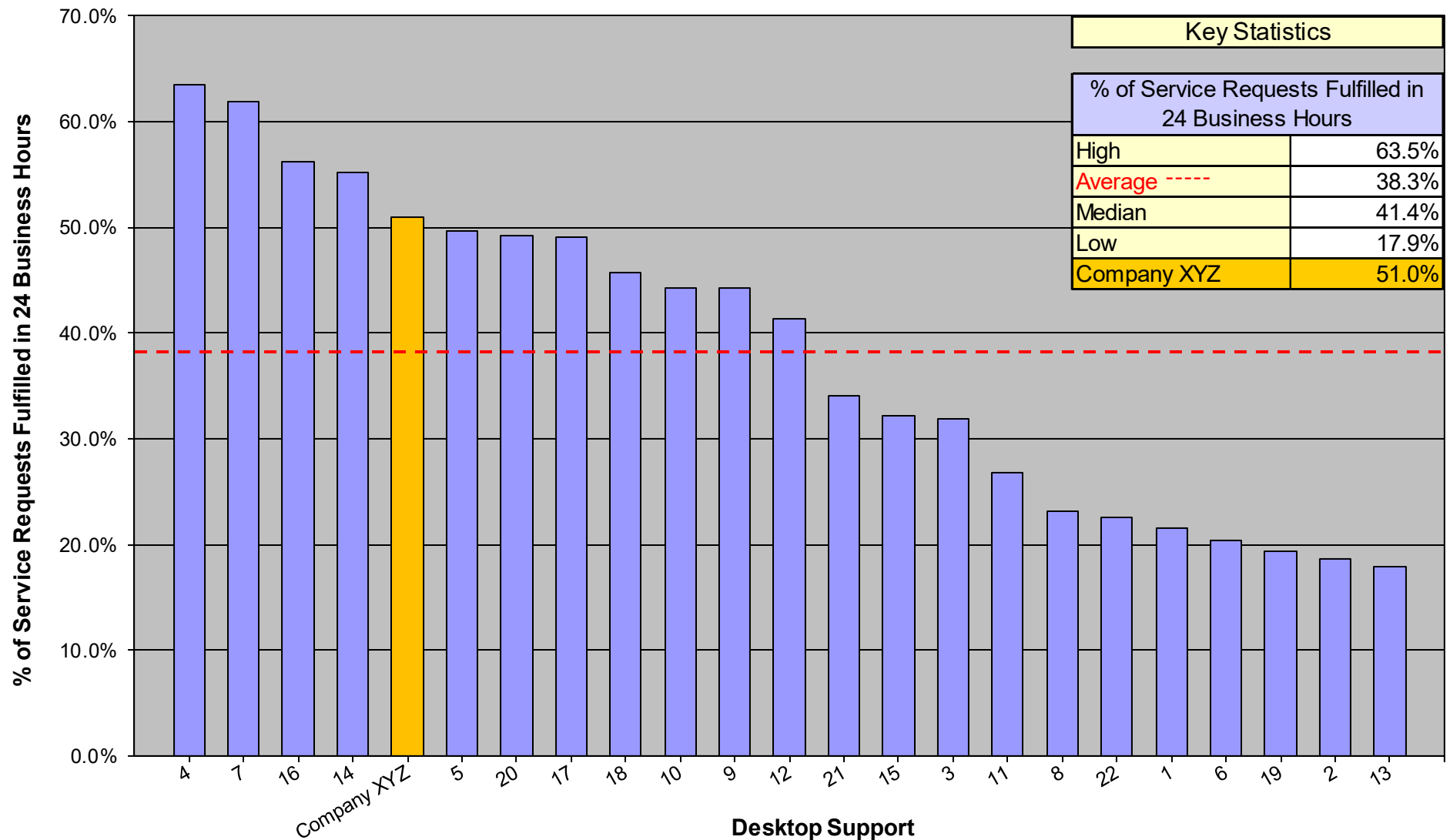
Desktop Support

MetricNet

Quality Metrics

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

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

Quality Metrics: 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.

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

Quality Metrics: Incident First Visit Resolution Rate

Key Statistics	
Incident First Visit Resolution Rate	
High	89.0%
Average -----	70.8%
Median	70.2%
Low	51.4%
Company XYZ	82.8%

MetricNet
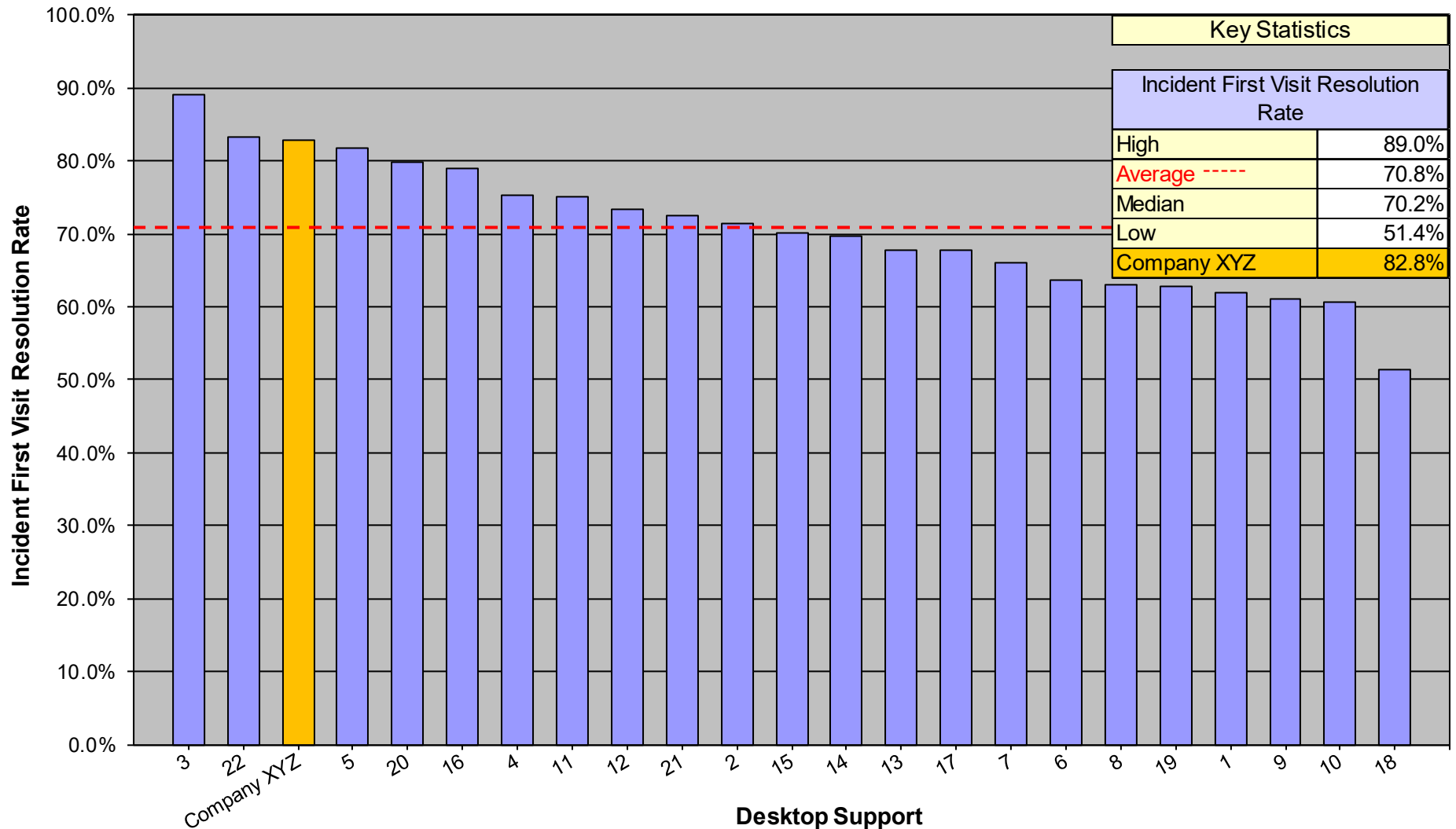
Quality Metrics: % Resolved Level 1 Capable

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.

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.
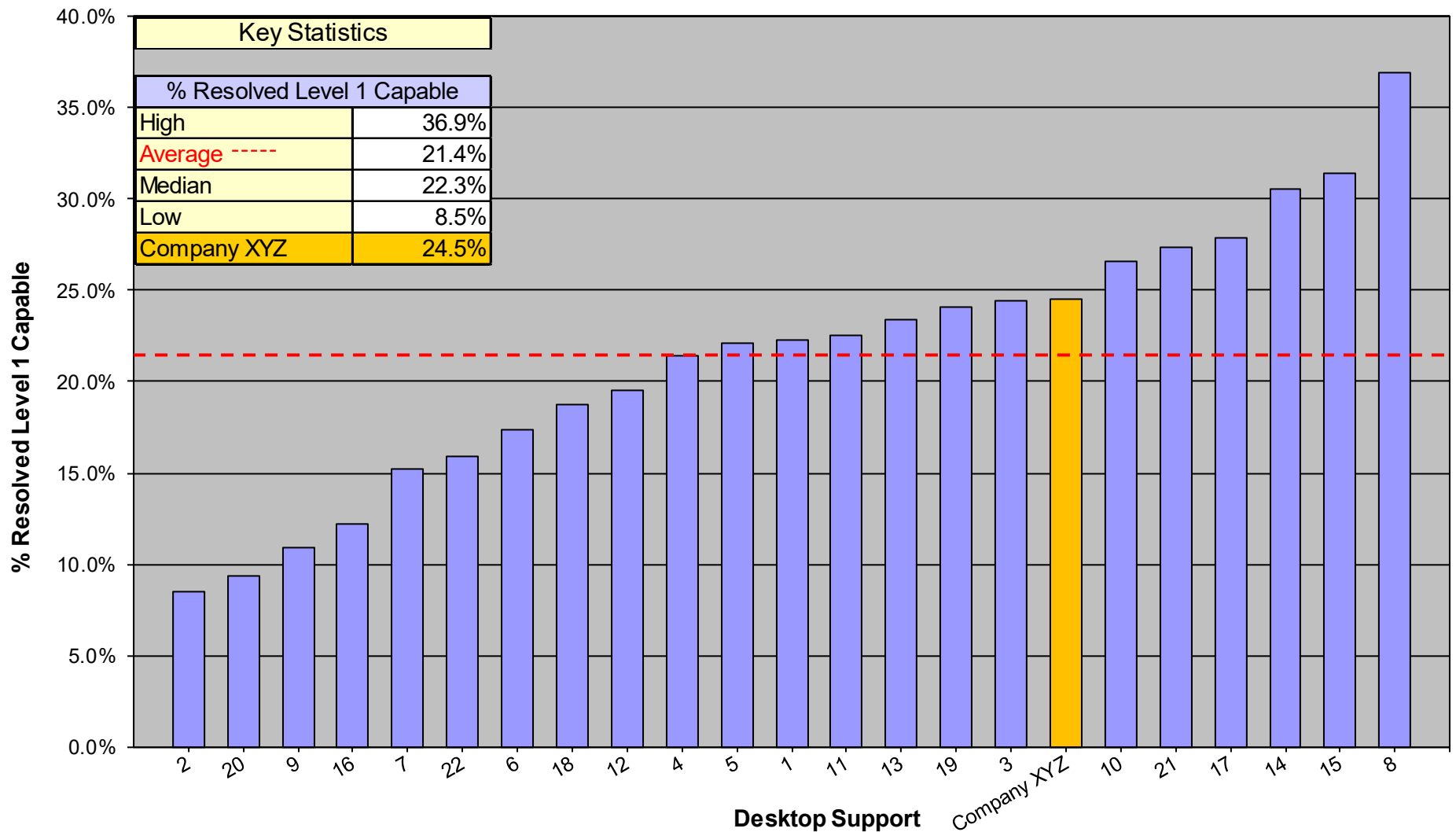
Key Correlations

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

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

Quality Metrics: % Resolved Level 1 Capable

Key Statistics	
% Resolved Level 1 Capable	
High	36.9%
Average -----	21.4%
Median	22.3%
Low	8.5%
Company XYZ	24.5%

Desktop Support

MetricNet

Technician Metrics

MetricNet
Performance Benchmarking

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.

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

Technician Metrics: Annual Technician Turnover

Key Statistics	
Annual Technician Turnover	
High	80.1%
Average - - - - -	35.9%
Median	33.7%
Low	11.8%
Company XYZ	26.7%
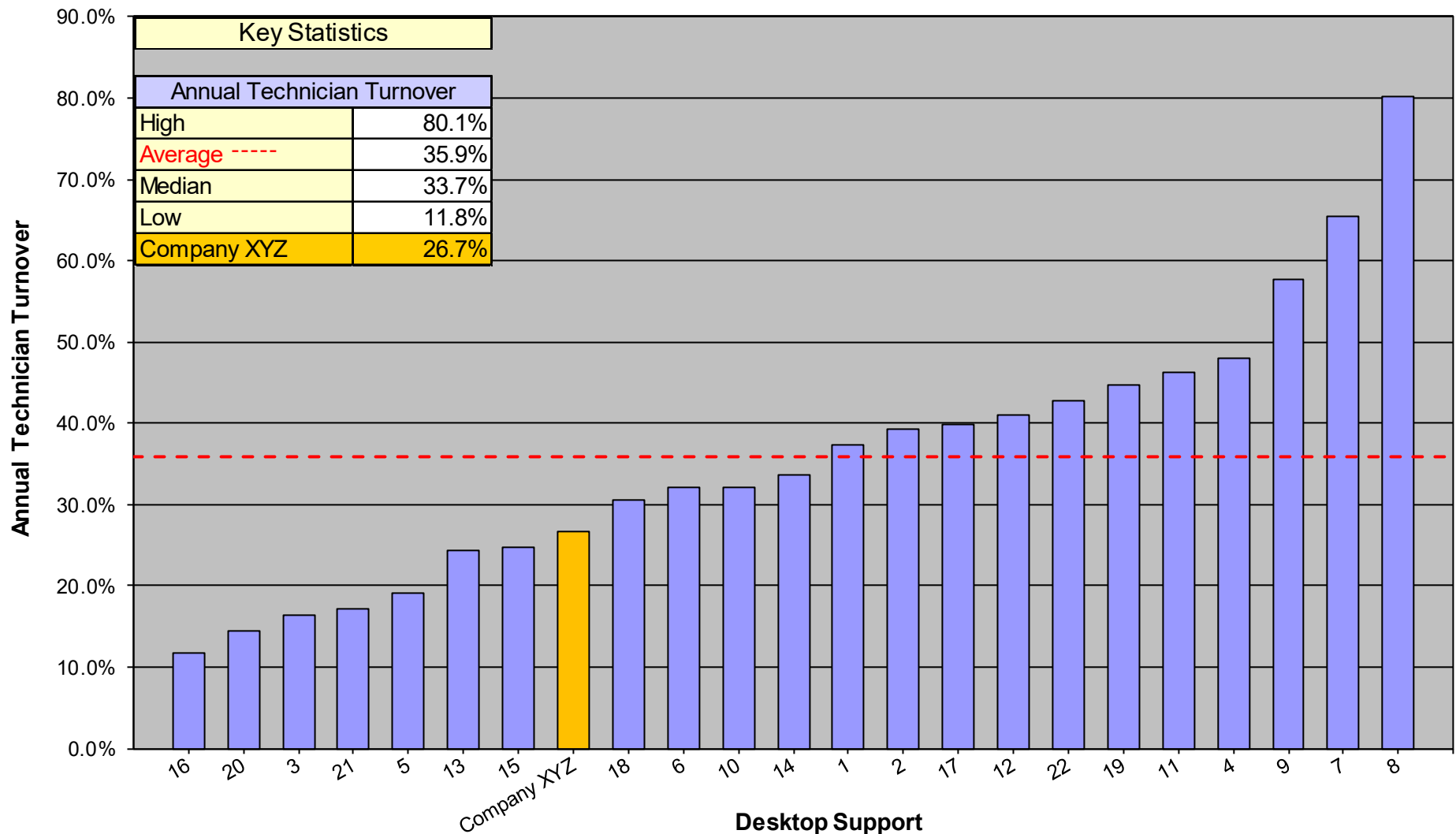
Technician Metrics: Daily Technician Absenteeism

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.

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

Technician Metrics: Daily Technician Absenteeism

Key Statistics	
Daily Technician Absenteeism	
High	12.0%
Average -----	5.4%
Median	4.9%
Low	1.5%
Company XYZ	4.5%

MetricNet
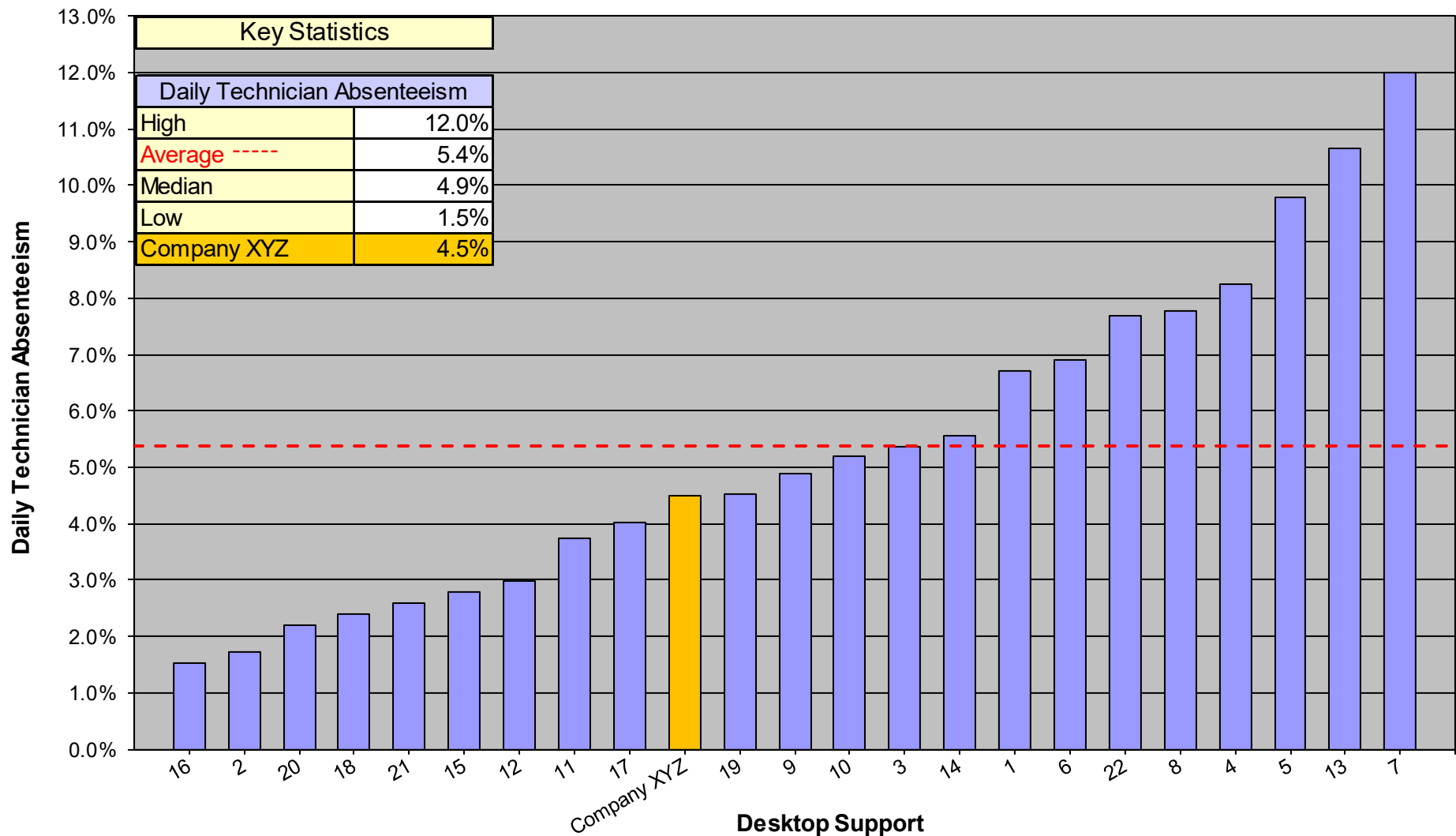
Technician Metrics: New Technician Training Hours

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.

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.
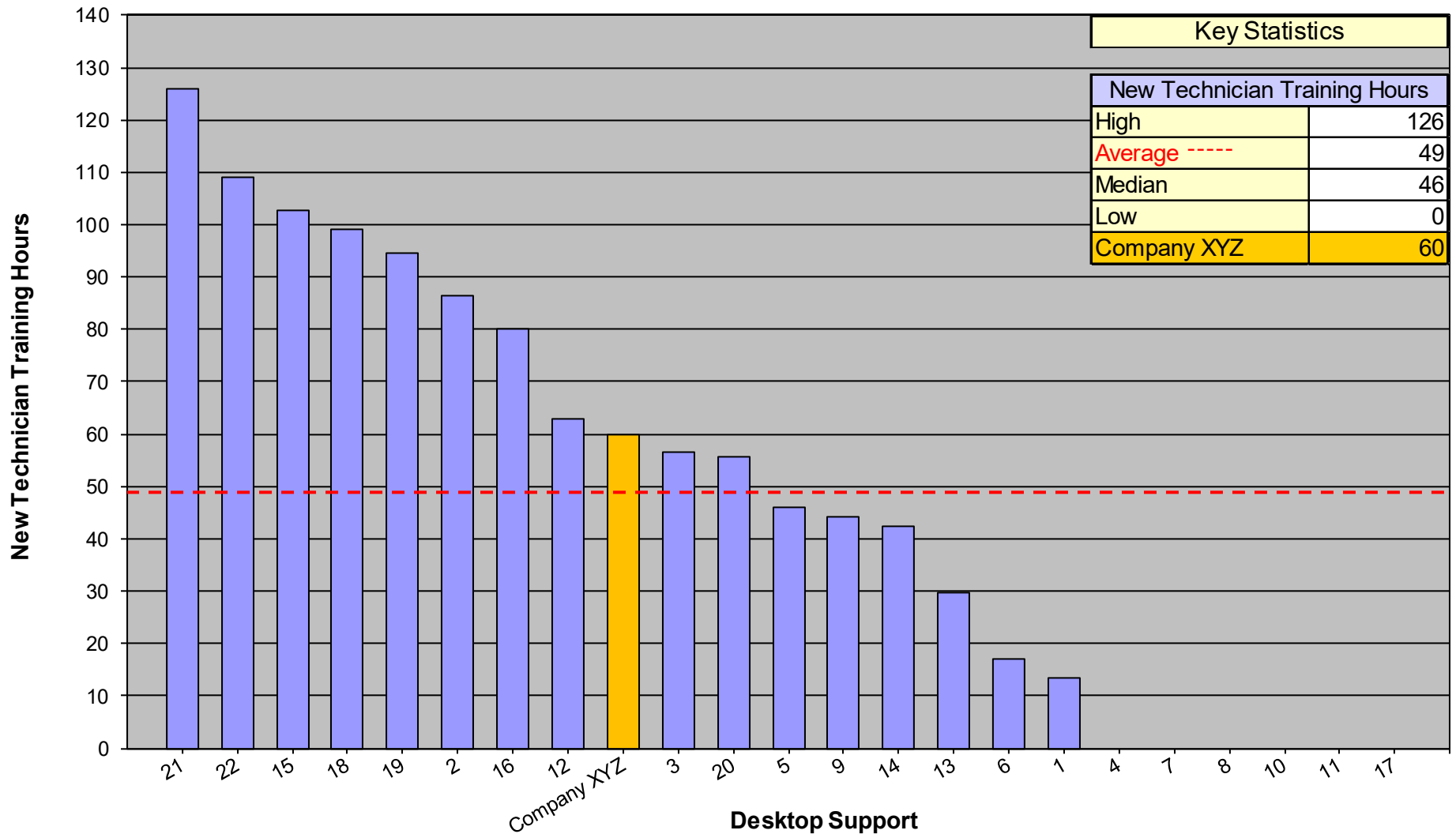
Key Correlations

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

Company XYZ Desktop Support Benchmark

Technician Metrics: New Technician Training Hours

Key Statistics	
New Technician Training Hours	
High	126
Average -----	49
Median	46
Low	0
Company XYZ	60

Desktop Support

MetricNet

Technician Metrics: 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.

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

Technician Metrics: Annual Technician Training Hours

Key Statistics	
Annual Technician Training Hours	
High	65
Average -----	14
Median	3
Low	0
Company XYZ	10
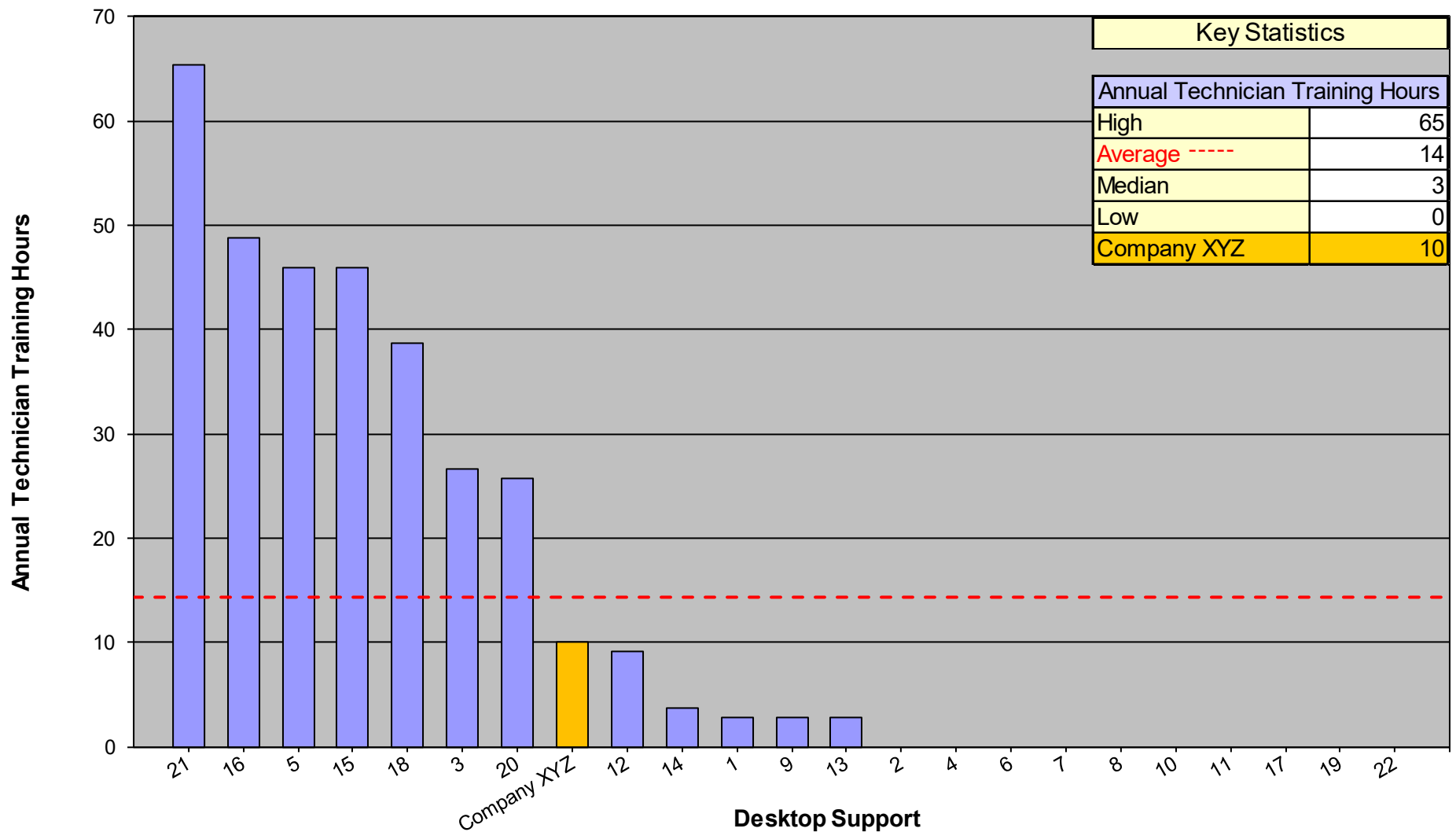
Technician Metrics: Technician Tenure

Definition

Technician Tenure is the average number of months that each technician has worked in a particular 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.
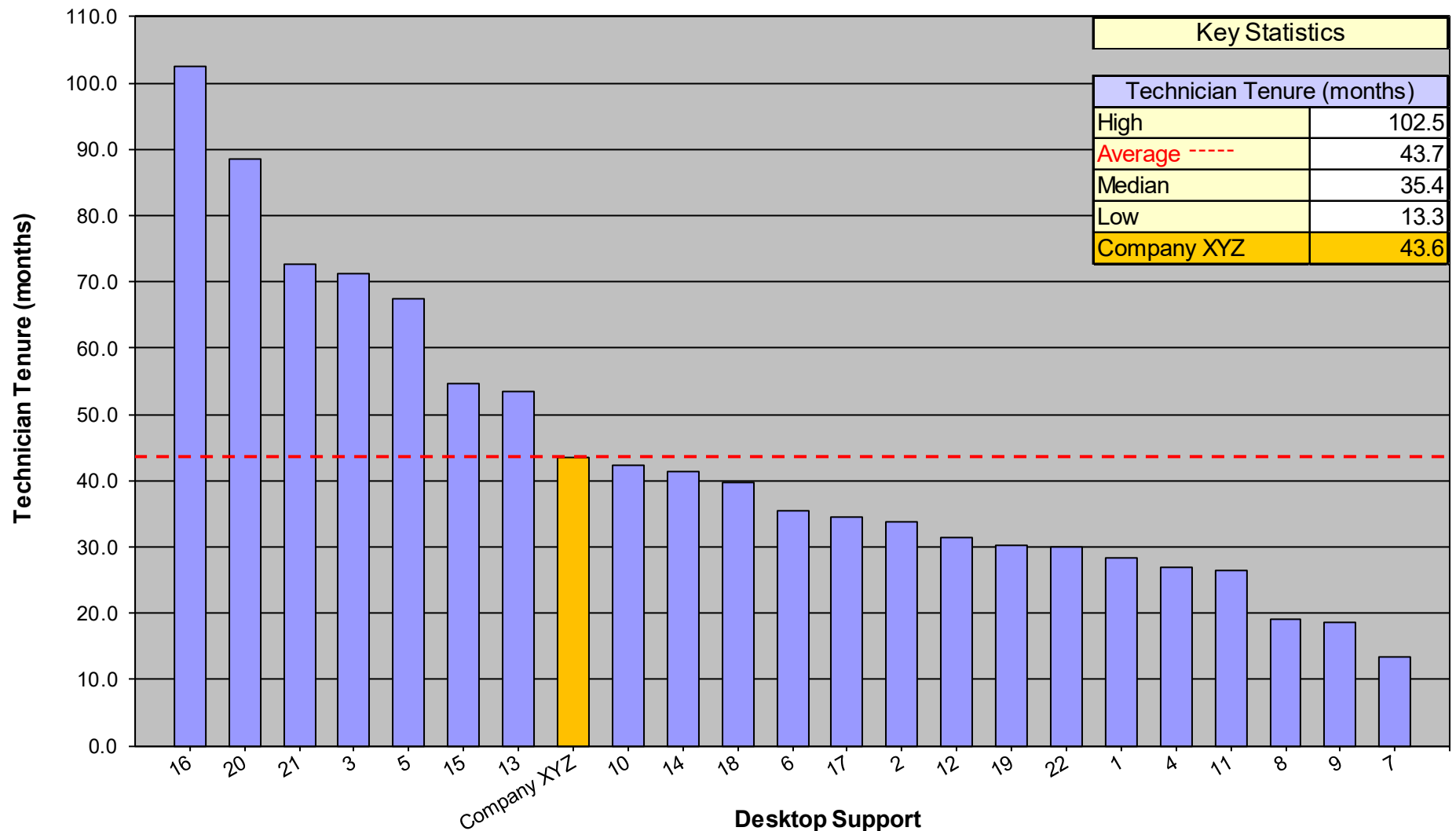
Key Correlations

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

- Technician Job Satisfaction
- Average Incident Work Time
- Average Service Request Work Time

Company XYZ Desktop Support Benchmark

Technician Metrics: Technician Tenure (months)

Key Statistics	
Technician Tenure (months)	
High	102.5
Average -----	43.7
Median	35.4
Low	13.3
Company XYZ	43.6

Desktop Support

Technician Tenure (months)

Technician Metrics: 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.

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.
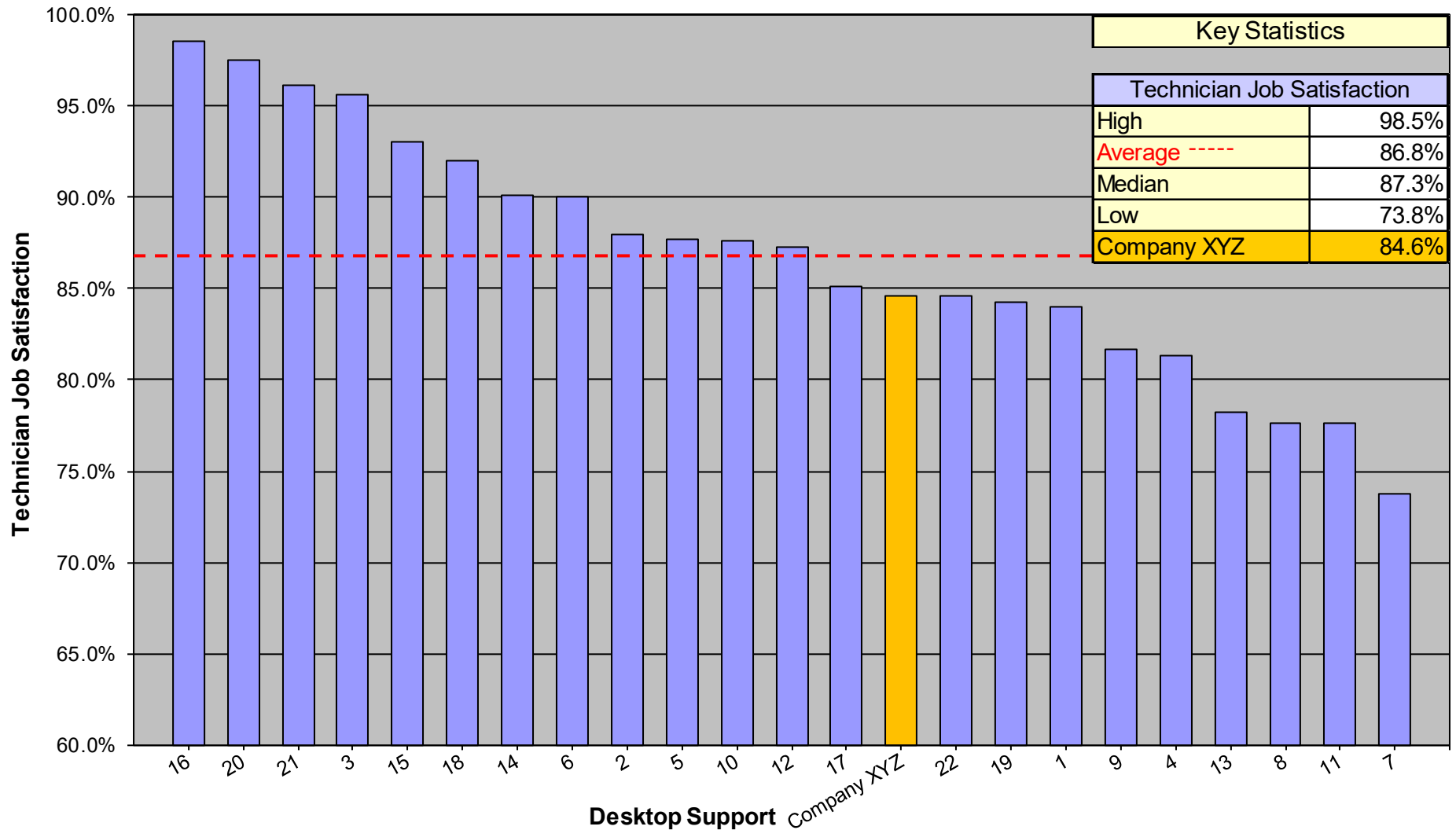
Key Correlations

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 Metrics: Technician Job Satisfaction

Key Statistics

Technician Job Satisfaction	
High	98.5%
Average -----	86.8%
Median	87.3%
Low	73.8%
Company XYZ	84.6%

Y-axis: Technician Job Satisfaction

X-axis (Desktop Support): 16, 20, 21, 3, 15, 18, 14, 6, 2, 5, 10, 12, 17, Company XYZ, 22, 19, 1, 9, 4, 13, 8, 11, 7

MetricNet

Ticket Handling Metrics

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.

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.
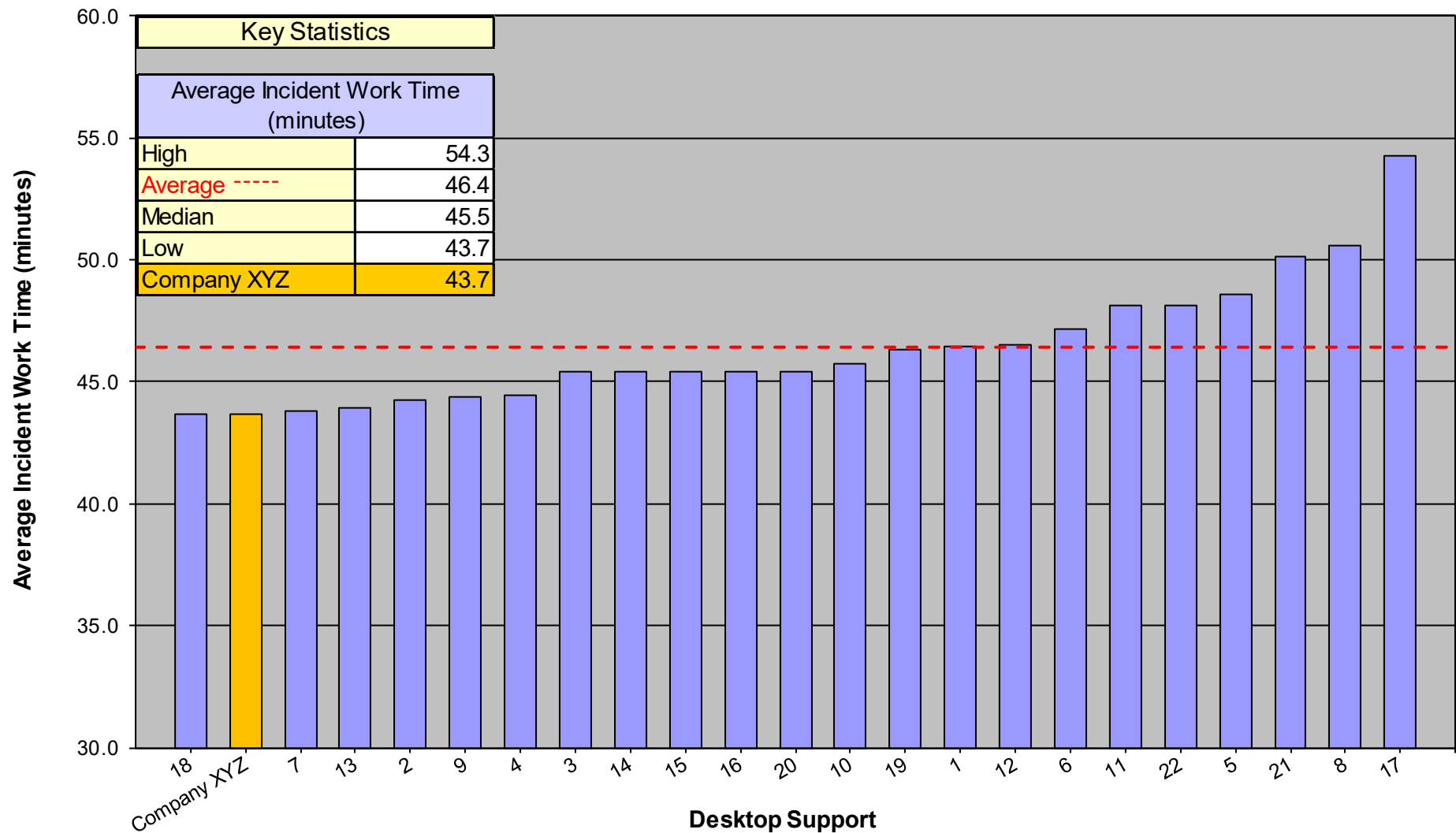
Key Correlations

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

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

Ticket Handling Metrics: Average Incident Work Time

Key Statistics	
Average Incident Work Time (minutes)	
High	54.3
Average -----	46.4
Median	45.5
Low	43.7
Company XYZ	43.7

Y-axis: **Average Incident Work Time (minutes)**

X-axis: **Desktop Support** — 18, Company XYZ, 7, 13, 2, 9, 4, 3, 14, 15, 16, 20, 10, 19, 1, 12, 6, 11, 22, 5, 21, 8, 17

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Ticket Handling Metrics: 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.

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.
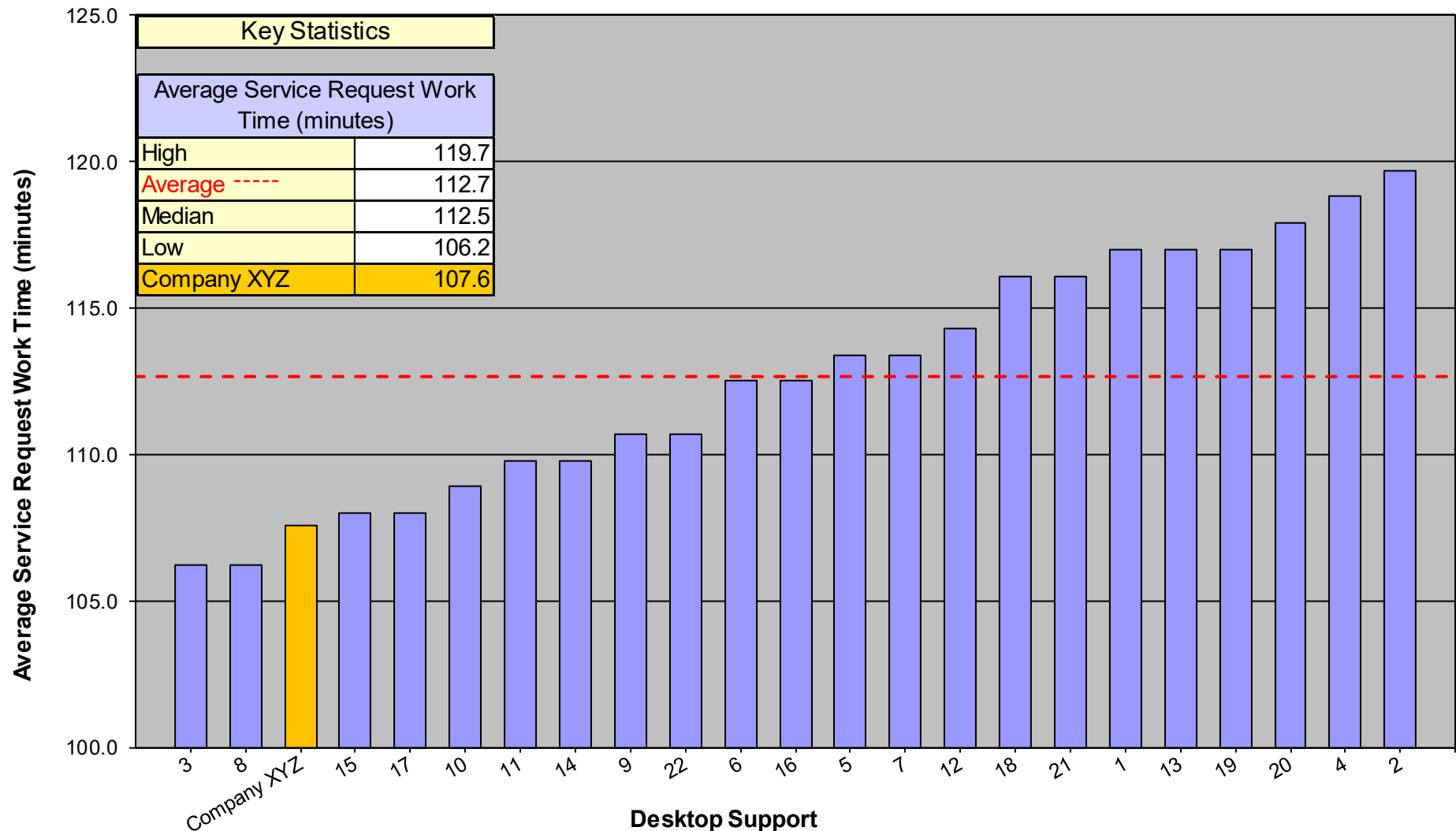
Key Correlations

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

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

Ticket Handling Metrics: Average Service Request Work Time

Key Statistics	
Average Service Request Work Time (minutes)	
High	119.7
Average -----	112.7
Median	112.5
Low	106.2
Company XYZ	107.6

MetricNet

Ticket Handling Metrics: 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.

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.
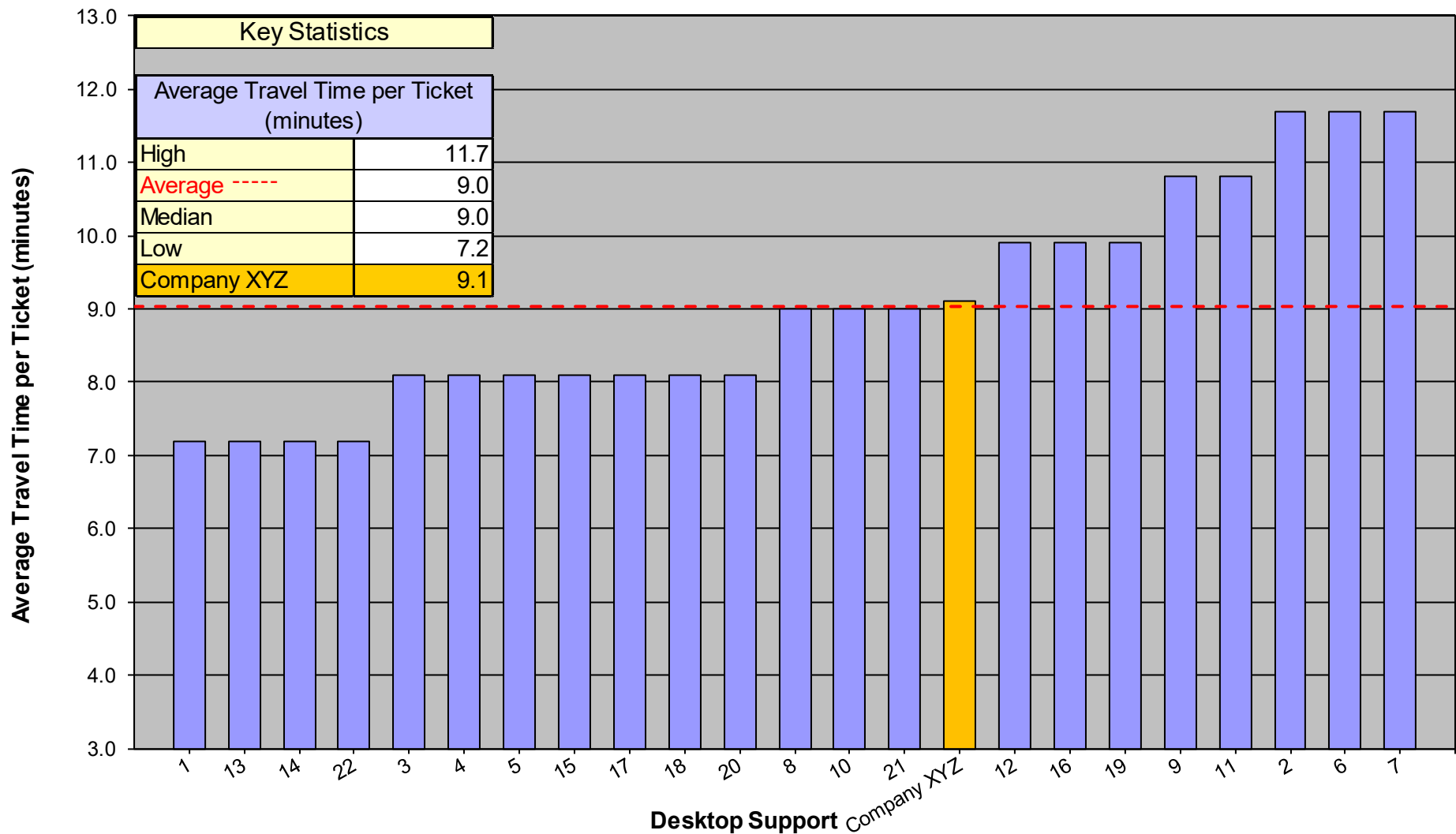
Key Correlations

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

Ticket Handling Metrics: Average Travel Time per Ticket

Key Statistics	
Average Travel Time per Ticket (minutes)	
High	11.7
Average -----	9.0
Median	9.0
Low	7.2
Company XYZ	9.1

MetricNet

Workload Metrics

Workload Metrics: Tickets per End User per Month

Definition

Tickets per End User per Month measures the volume of Desktop Support work generated by a given user population. The number of Tickets per End User 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.

Why it's Important

The number of Tickets per End User 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 end users being supported.
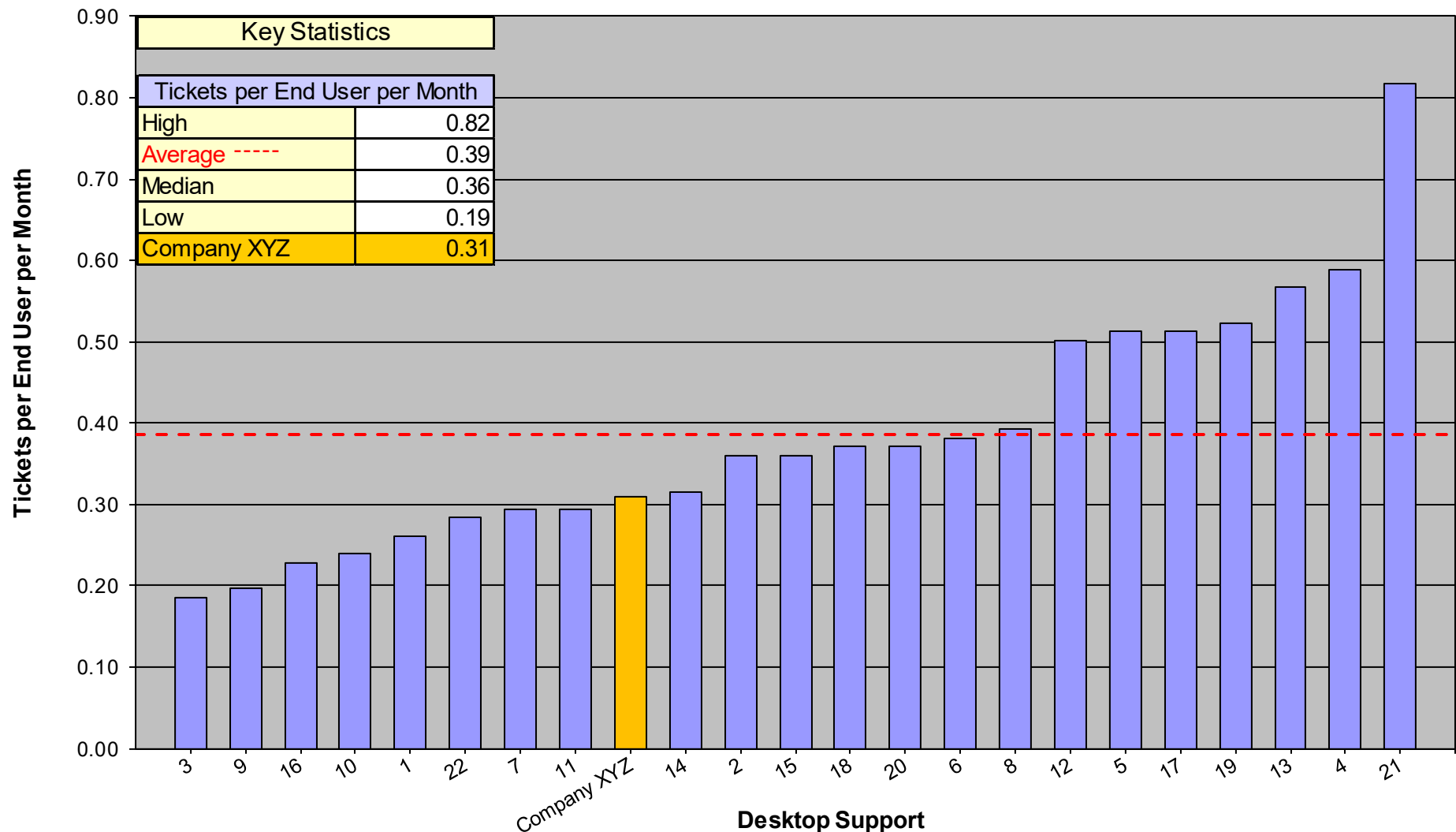
Key Correlations

Tickets per End User per Month is strongly correlated with the following metrics:

- Incidents per End User per Month
- Service Requests per End User per Month

Workload Metrics: Incidents per End User per Month

Definition

Incidents per End User per Month is a key measure of the volume of Desktop Support work generated by a given user population. The number of Incidents per End User 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.

Why it's Important

The number of Incidents per End User per Month is a major workload driver, and will therefore have a strong impact on staffing decisions for Desktop Support.
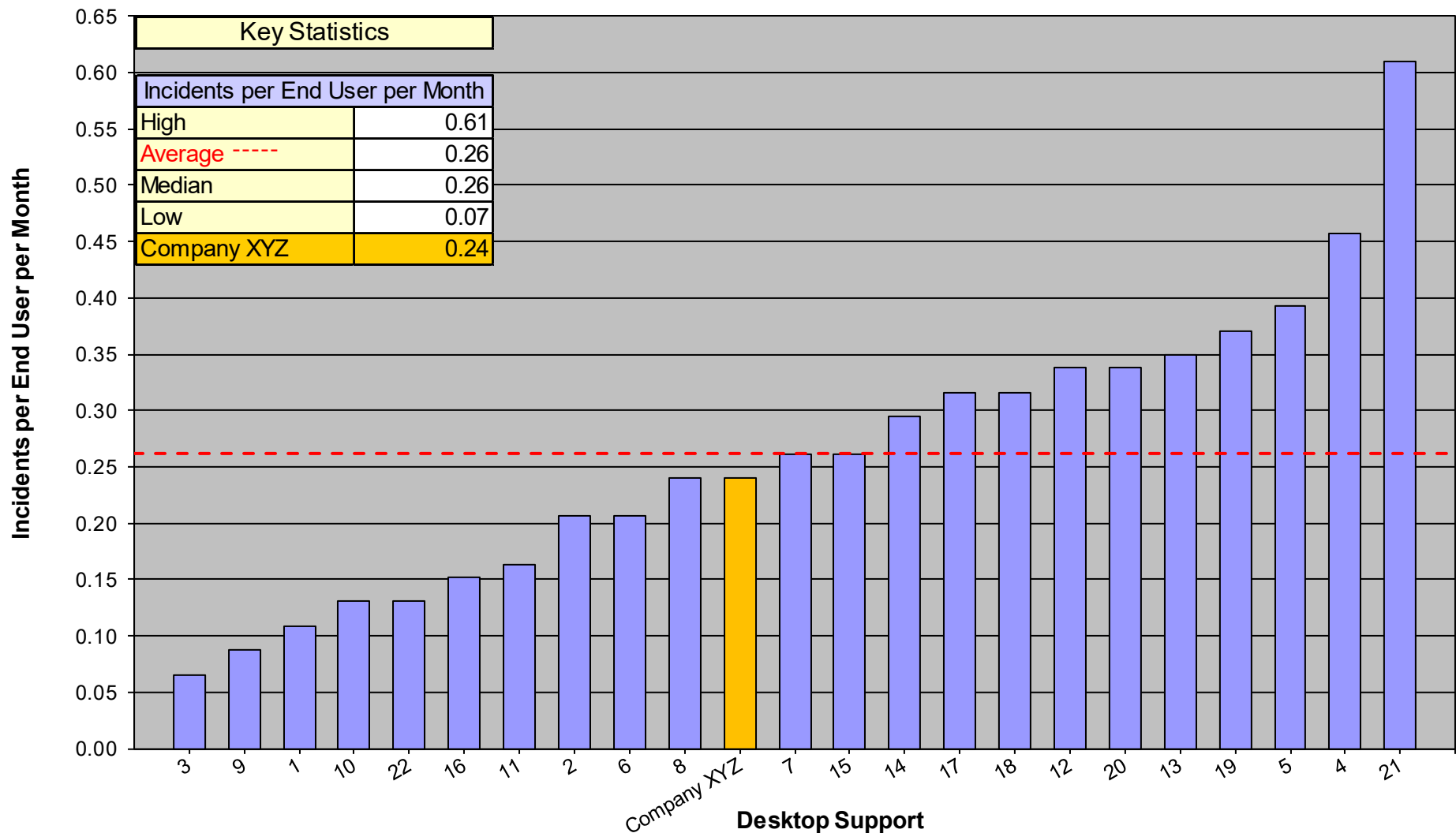
Key Correlations

Incidents per End User per Month is strongly correlated with the following metrics:

- Tickets per End User per Month

Company XYZ Desktop Support Benchmark

Workload Metrics: Incidents per End User per Month

Key Statistics	
Incidents per End User per Month	
High	0.61
Average -----	0.26
Median	0.26
Low	0.07
Company XYZ	0.24

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Workload Metrics: Service Requests per End User per Month

Definition

Service Requests per End User 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 End User 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.

Why it's Important

The number of Service Requests per End User per Month is a major workload driver, and will therefore have a strong impact on staffing decisions for Desktop Support.
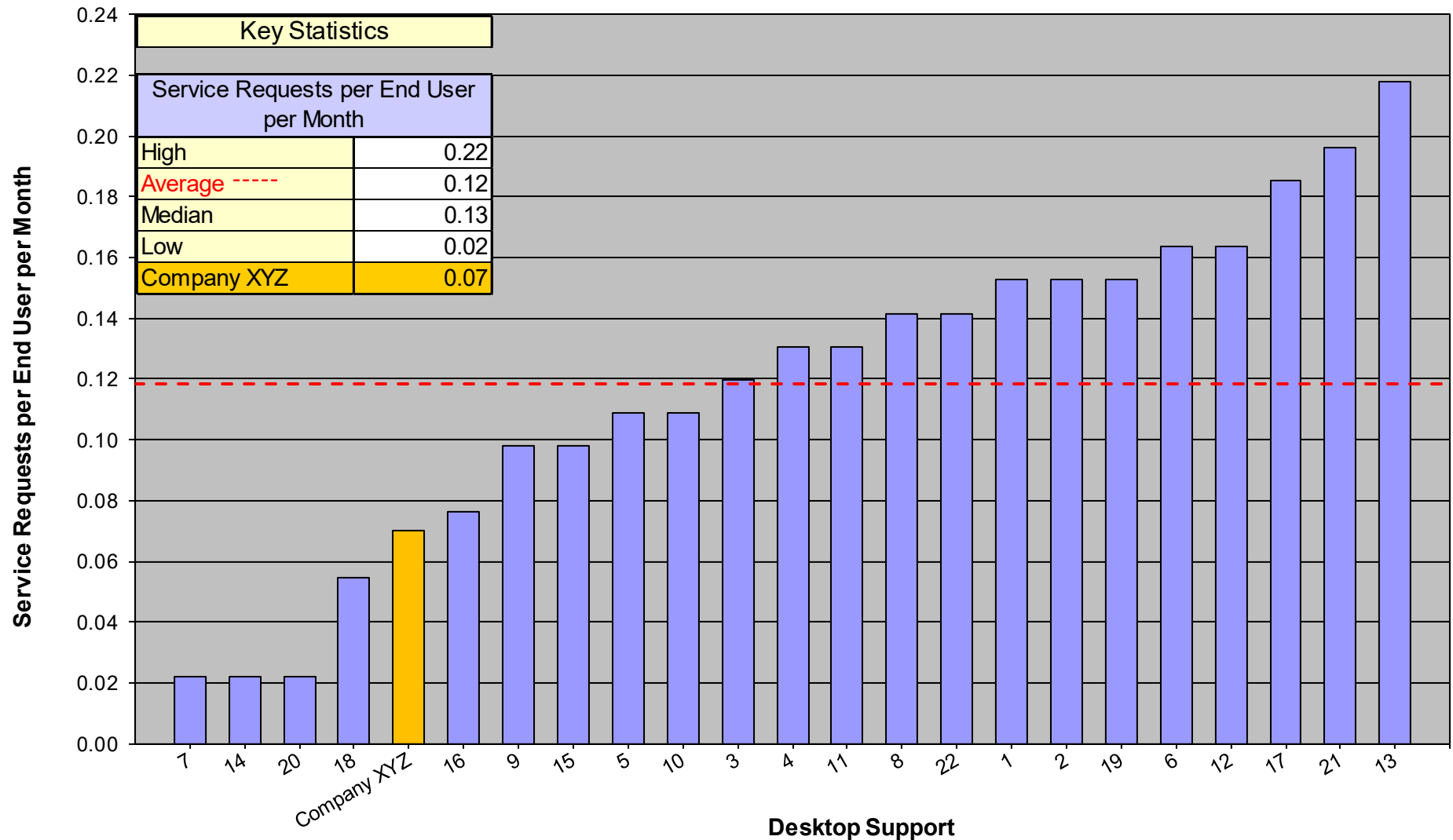
Key Correlations

Service Requests per End User per Month is strongly correlated with the following metrics:

- Tickets per End User per Month

Workload Metrics: Service Requests per End User per Month

Key Statistics	
Service Requests per End User per Month	
High	0.22
Average -----	0.12
Median	0.13
Low	0.02
Company XYZ	0.07

Desktop Support

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Workload Metrics: 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.

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).
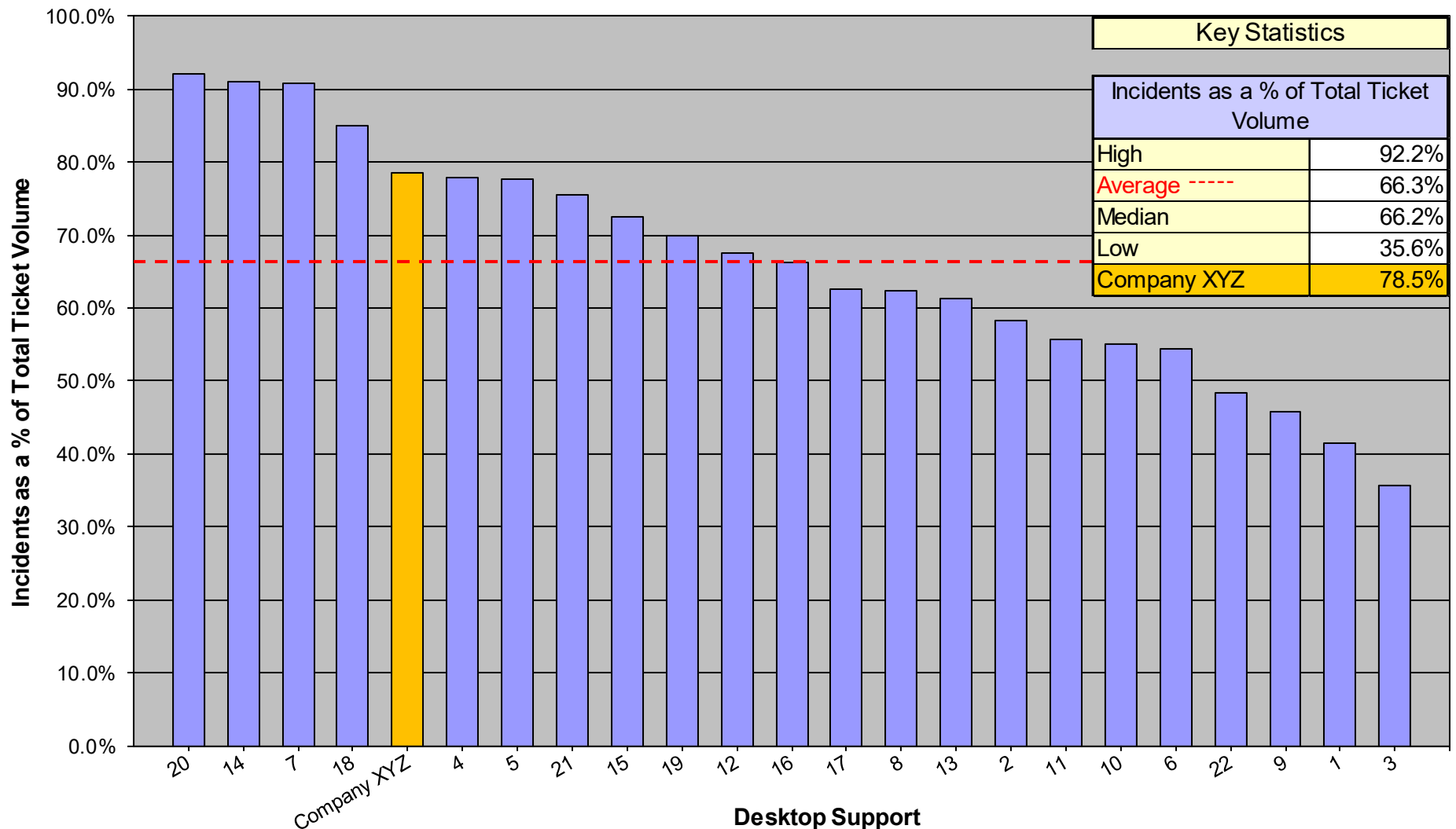
Key Correlations

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

- Cost per Ticket
- Tickets per Technician per Month

Workload Metrics: Incidents as a % of Total Ticket Volume

Key Statistics	
Incidents as a % of Total Ticket Volume	
High	92.2%
Average -----	66.3%
Median	66.2%
Low	35.6%
Company XYZ	78.5%

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About MetricNet:

Your Benchmarking Partner

Company XYZ

MetricNet
Performance Benchmarking

Your Project Manager: Jeff Rumburg

- Co-Founder and Managing Partner, MetricNet, LLC

- Winner of the 2014 Ron Muns Lifetime Achievement Award

- Former CEO, The Verity Group

- Former Vice President, Gartner

- Founder of the Service Desk Benchmarking Consortium

- Author of *A Hands-On Guide to Competitive Benchmarking*

- Harvard MBA, Stanford MS

Benchmarking is MetricNet's Core Business

Information Technology

- Service Desk
- Desktop Support
- Field Support

Call Centers

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

Telecom

- Price Benchmarking

Satisfaction

- Customer Satisfaction
- Employee Satisfaction

28 Years of IT Service and Support Benchmarking Data

Global Database

More than 3,700 Benchmarks

30 Key Performance Indicators

More than 70 Industry Best Practices

Meet a Sampling of Our Clients

MetricNet Conducts benchmarking for Desktop Support groups worldwide, and across virtually every industry sector.

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Thank You!