



The Role of IT Leadership in Service and Support

MetricNet Best Practices Series



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*The Role of IT Leadership
in Service and Support*

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Service Desk KPIs
Definitions & Correlations



Learn how each of the Service Desk metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following six categories:


- > Cost
- > Productivity
- > Service Level
- > Quality
- > Agent
- > Contact Handling

MetricNet Performance Benchmarking
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Desktop Support KPIs
Definitions & Correlations



Learn how each of the Desktop Support metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following seven categories:

- > Cost
- > Productivity
- > Service Level
- > Quality
- > Technician
- > Ticket Handling
- > Workload

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<https://www.metricnet.com/hdisandiego/>

29 Years of Service and Support Benchmarking Data



- **Global Database**
- **More than 4,000 Service and Support Benchmarks**
- **70+ Key Performance Indicators**
- **Nearly 120 Industry Best Practices**



The Maturity Continuum in IT Service and Support

Reactive Stage



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

Growth Stage



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

Strategic Stage



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




What Does Effective Leadership Look Like?

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

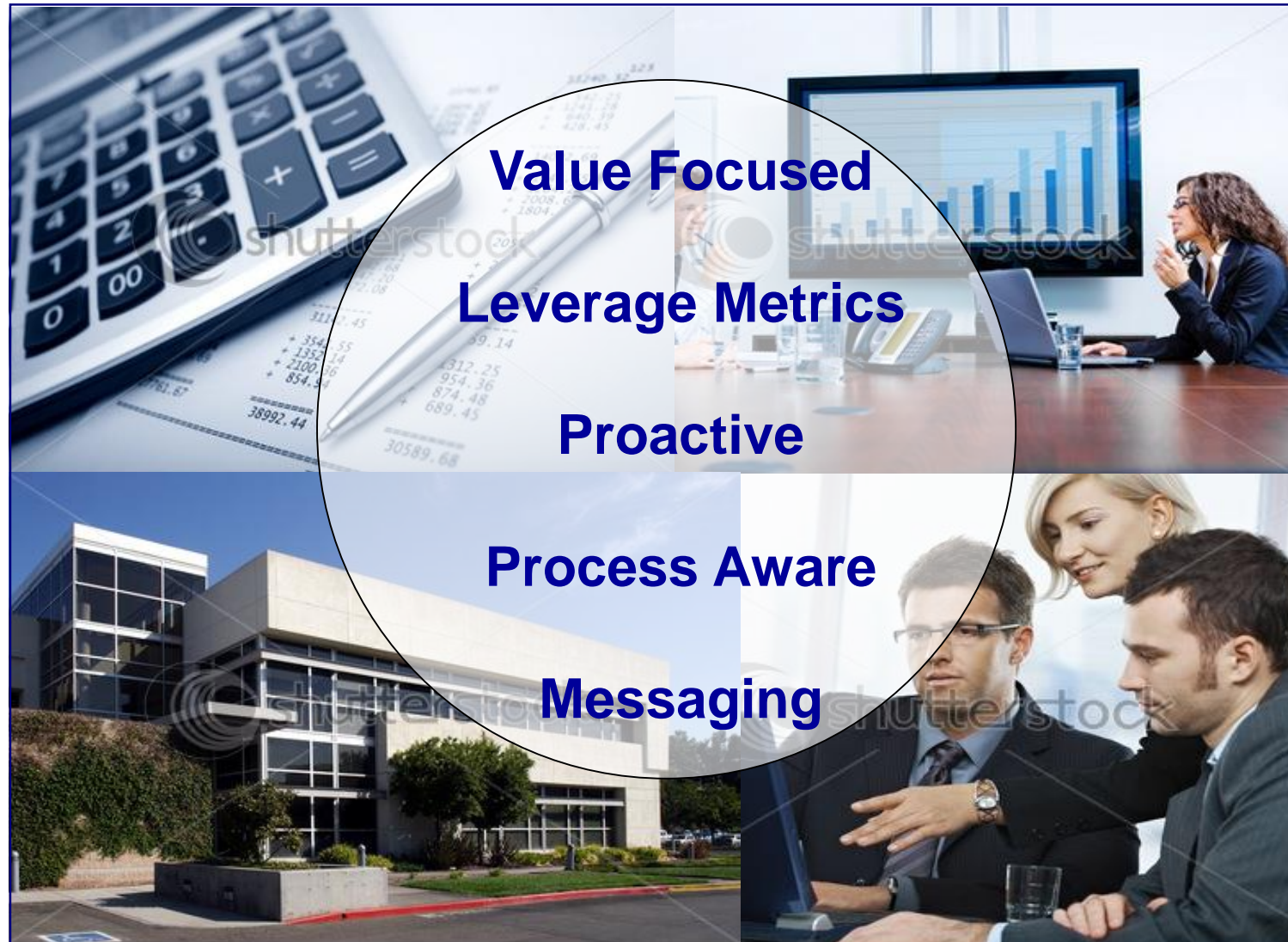


What Does Effective Leadership Look Like?


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Service and Support as a Business



Understand the Economic Potential of Service and Support

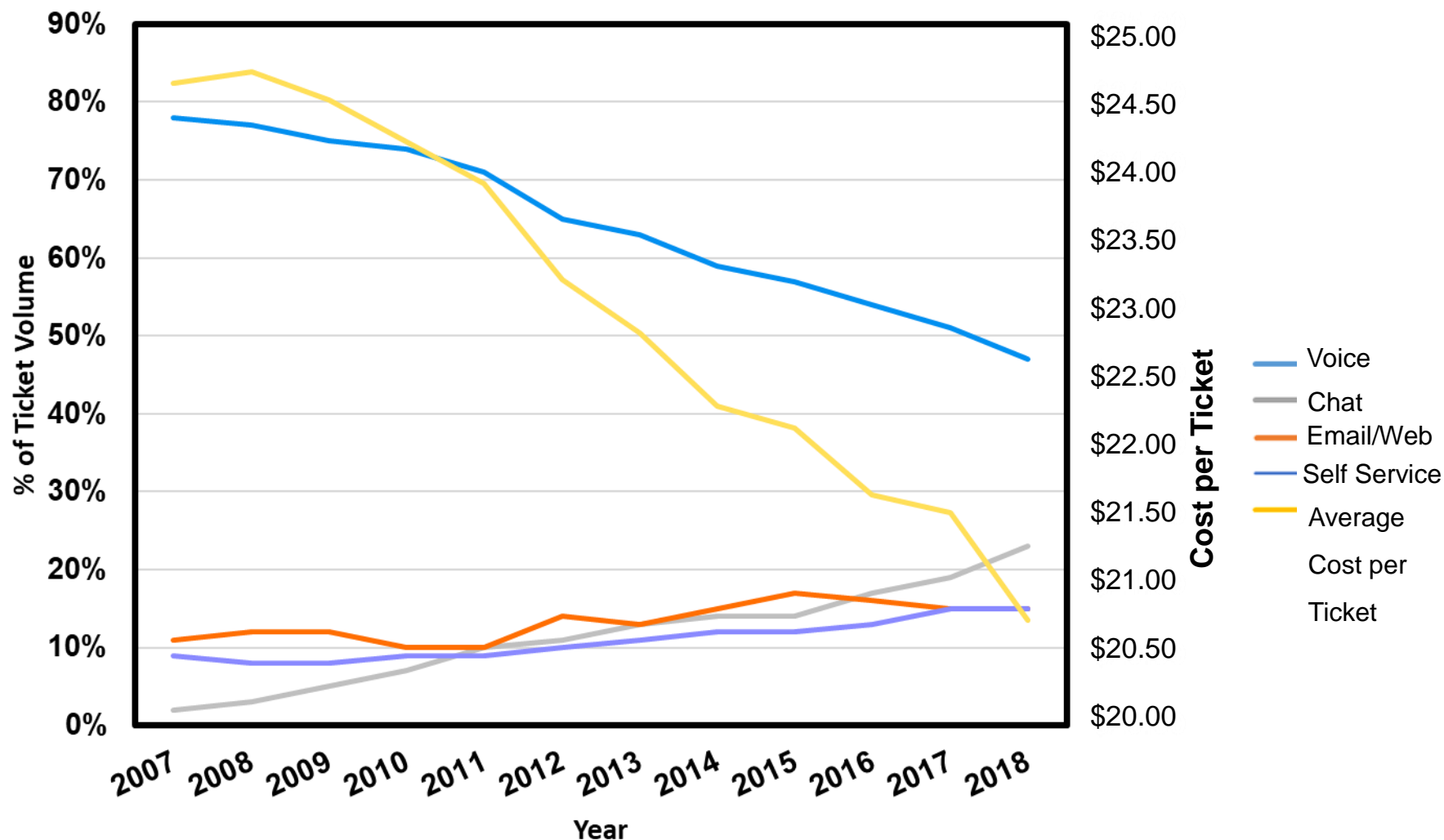
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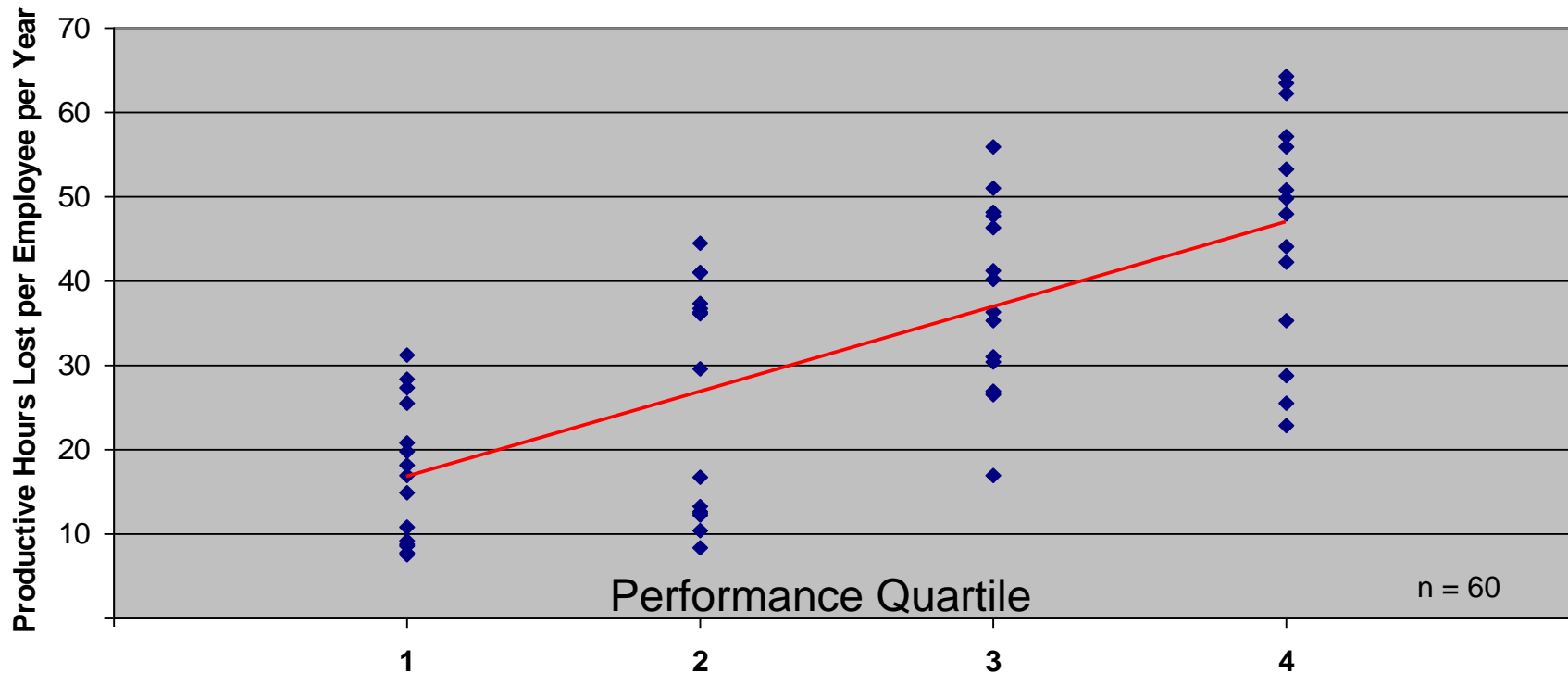
Shift Left Reduces Total Cost of Ownership for Support



Contact Deflection into Lower Cost Channels




Quality of Support Drives End-User Productivity



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

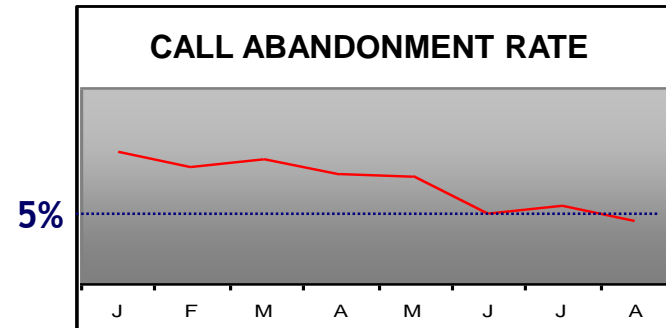
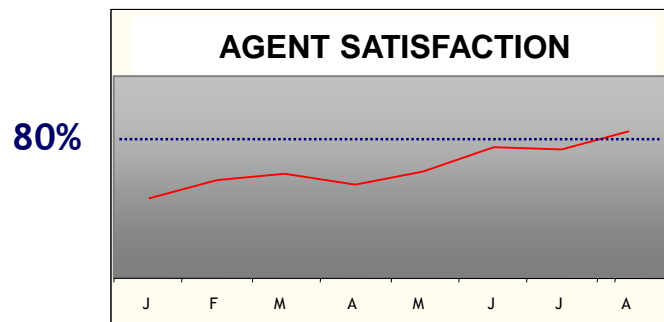
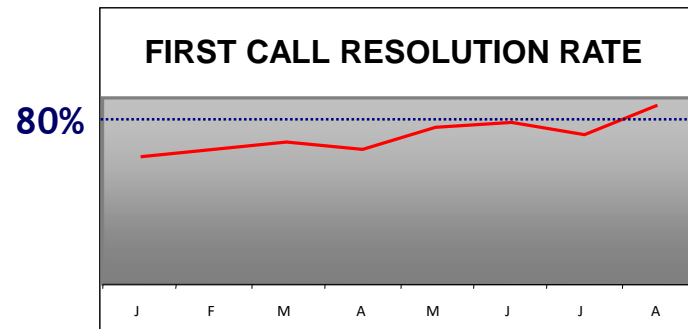
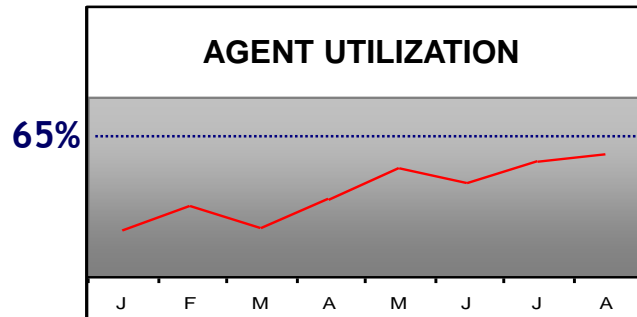
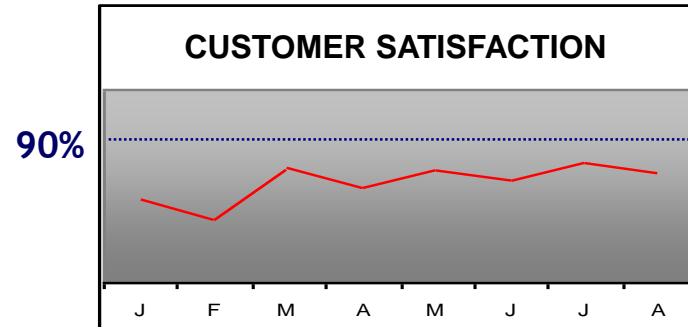
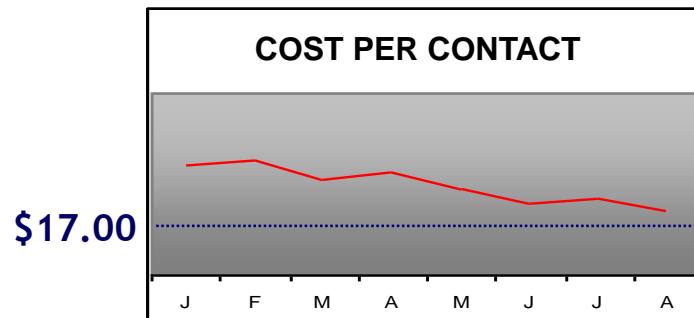


Demand Business Results and Accountability

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Tracking, Trending and Reporting: Not Good Enough!



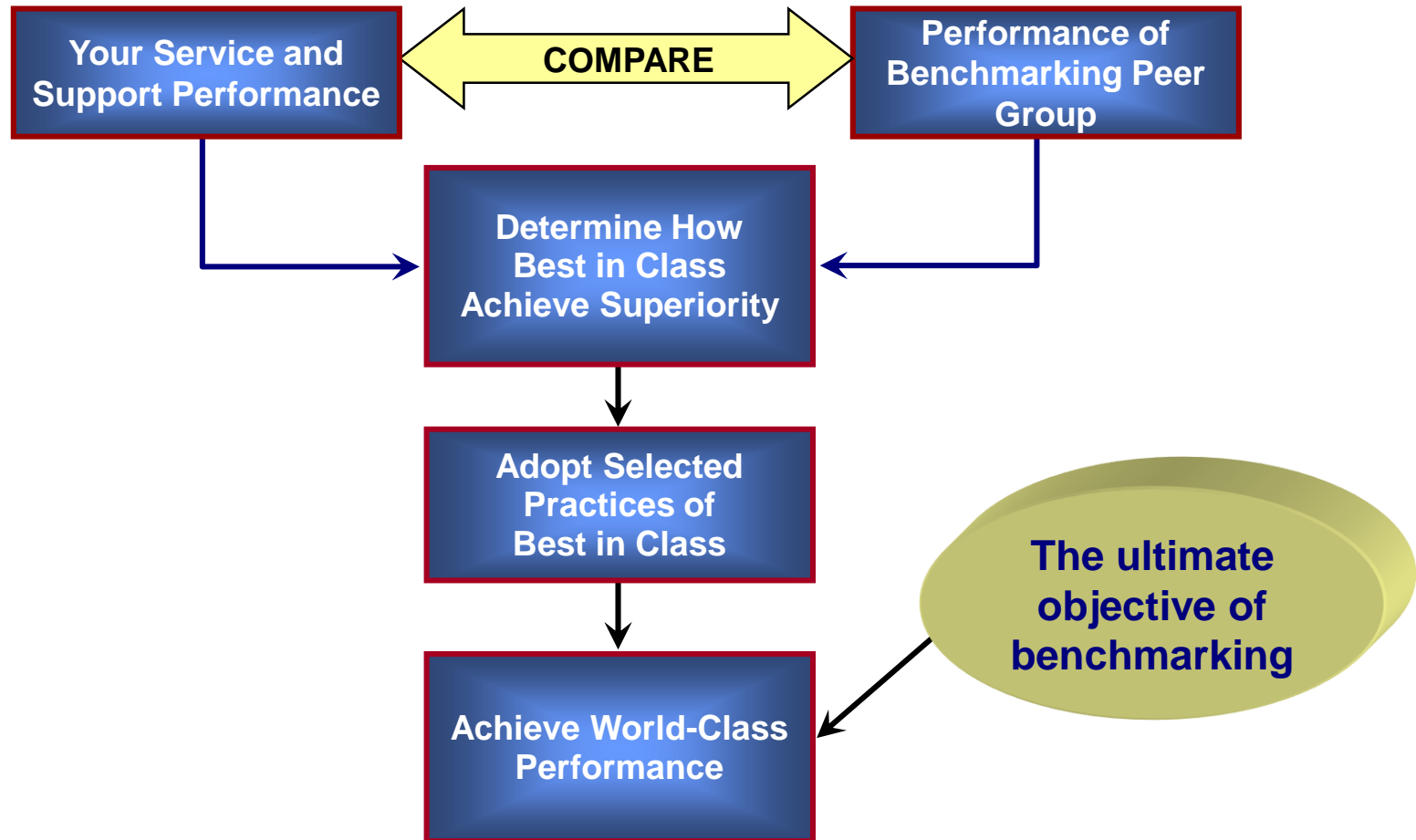
The Growing Adoption of Benchmarking

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

*Yet there is a 1:1 Correspondence
Between Benchmarking and World-
Class Performance!*



The Widespread Adoption of Benchmarking



Become Conversant in the KPI's of Service and Support

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Some Common Service Desk Metrics

Cost

- Cost per Ticket
- First Level Resolution Rate

Quality

- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

Productivity

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

Agent

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

Service Level

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

Call Handling

- Contact Handle Time
- % Escalated Level 1 Resolvable
- User Self-Service Completion Rate

And there are hundreds more!!



The 80/20 Rule for Service Desk KPI's

Cost

- Cost per Ticket

Quality

- Customer Satisfaction

Productivity

- Agent Utilization

Call Handling

- First Contact Resolution Rate

TCO

- First Level Resolution Rate

Agent

- Agent Job Satisfaction

Aggregate

- Balanced scorecard

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



Aggregate Metric: The Balanced Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Ticket	25.0%	\$46.23	\$12.55	\$37.10	27.1%	6.8%
Customer Satisfaction	25.0%	56.2%	98.4%	98.4%	100.0%	25.0%
First Contact Resolution Rate	15.0%	43.8%	91.7%	67.2%	48.9%	7.3%
Agent Utilization	15.0%	25.4%	63.9%	25.4%	0.0%	0.0%
Agent Job Satisfaction	10.0%	57.0%	89.3%	78.9%	67.8%	6.8%
Average Speed of Answer (ASA) (seconds)	10.0%	327	18	28	96.8%	9.7%
Total	100.0%	N/A	N/A	N/A	N/A	55.6%

Step 1

Six critical performance metrics have been selected for the scorecard

Step 2

Each metric has been weighted according to its relative importance

Step 3

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

Step 4

Your actual performance for each metric is recorded in this column

Step 5

Your score for each metric is then calculated:

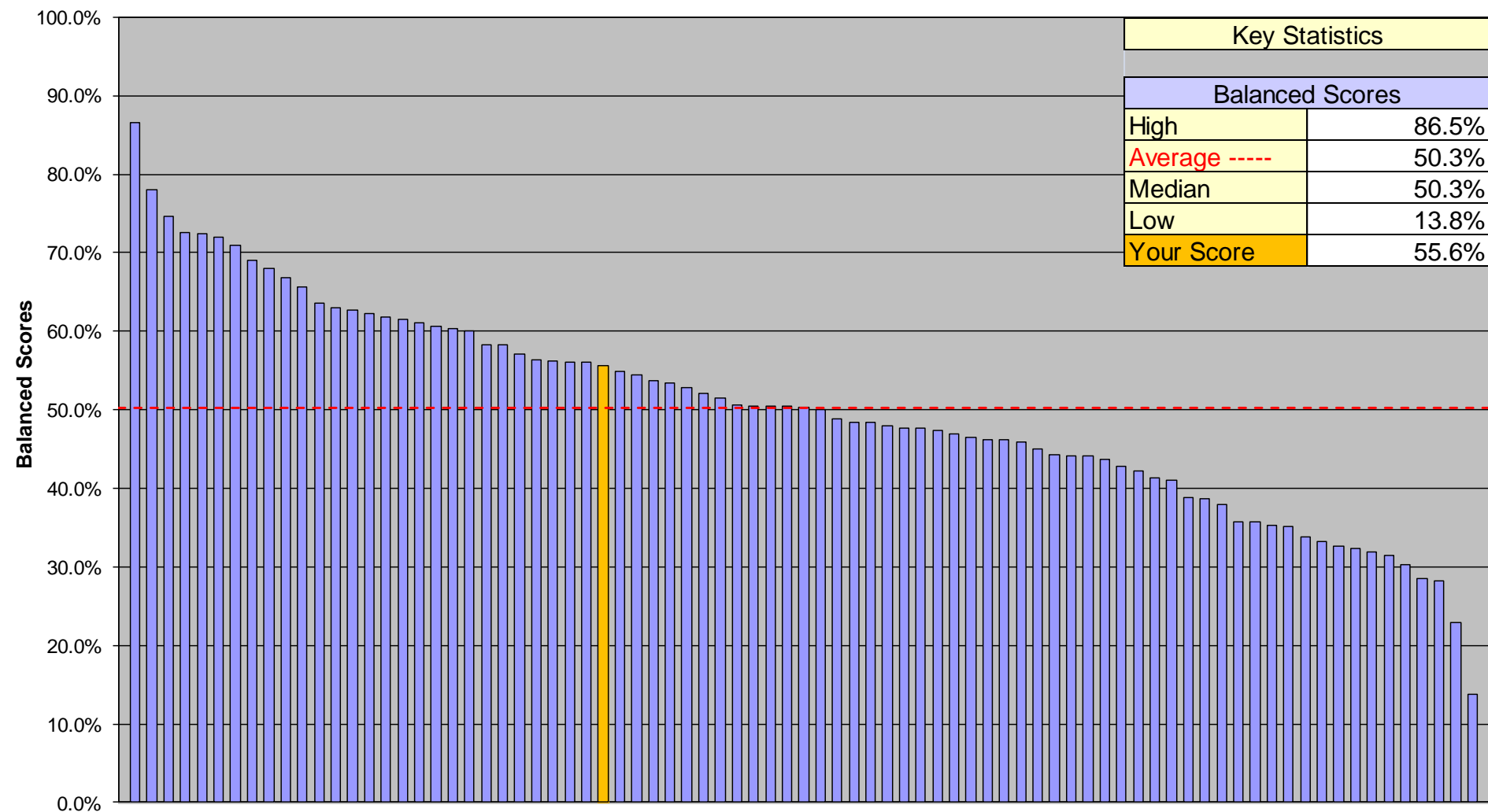
$$(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$$

Step 6

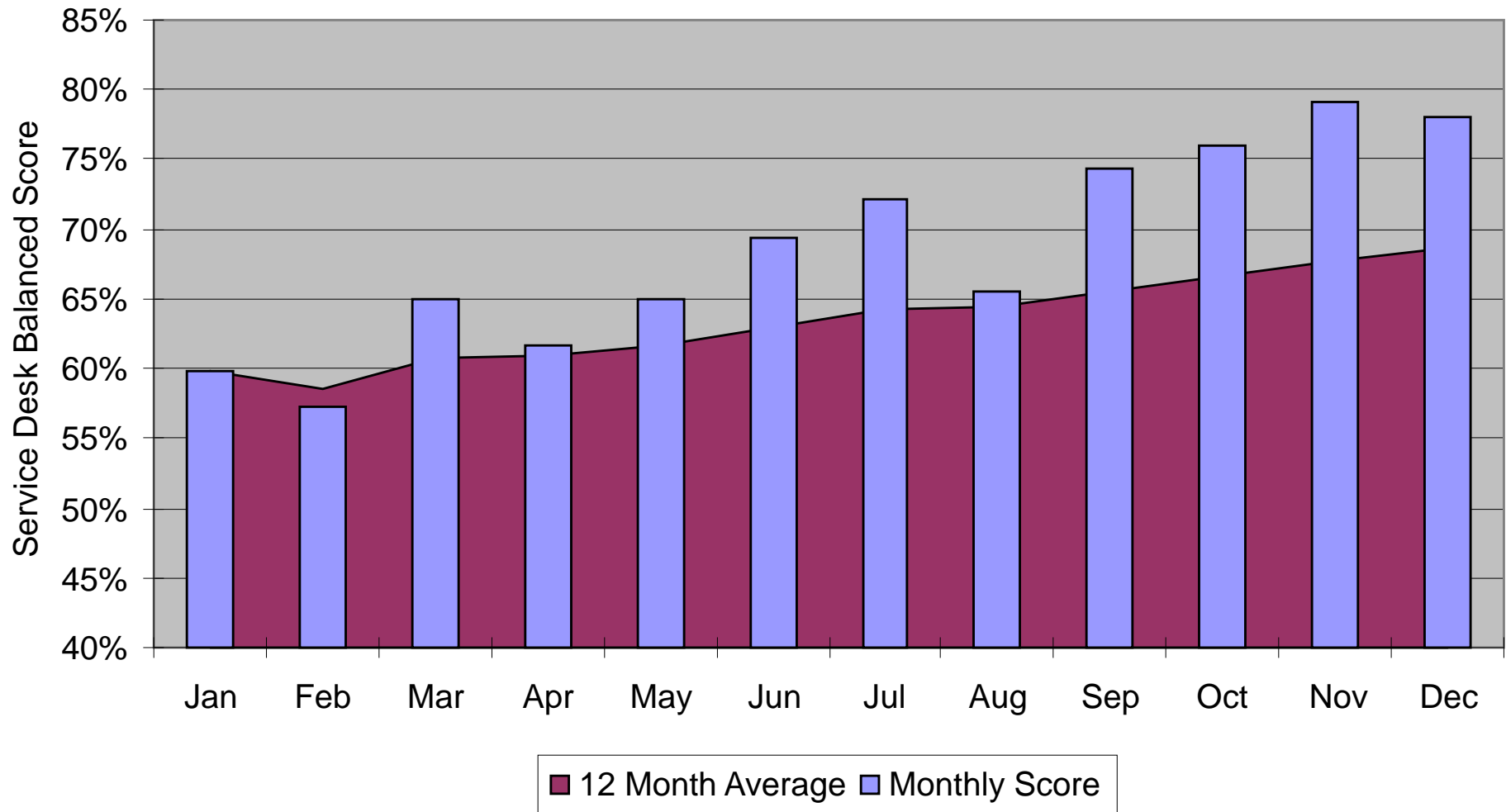
Your balanced score for each metric is calculated: metric score X weighting



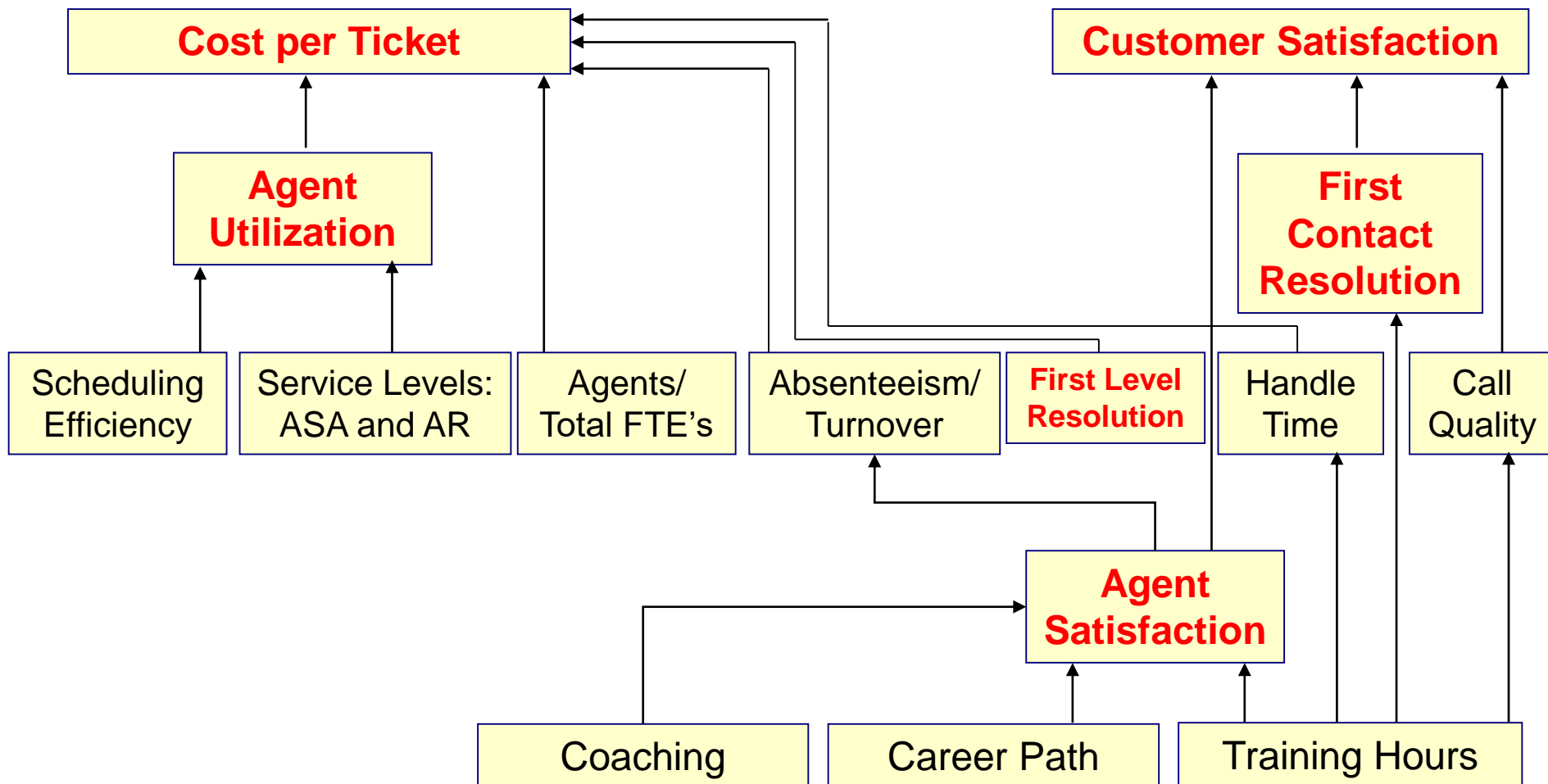
Benchmarking Your Overall Performance



The Service Desk Performance Trend



A Summary of KPI Correlations for the Service Desk



Think Holistically – End-to-End Support Process

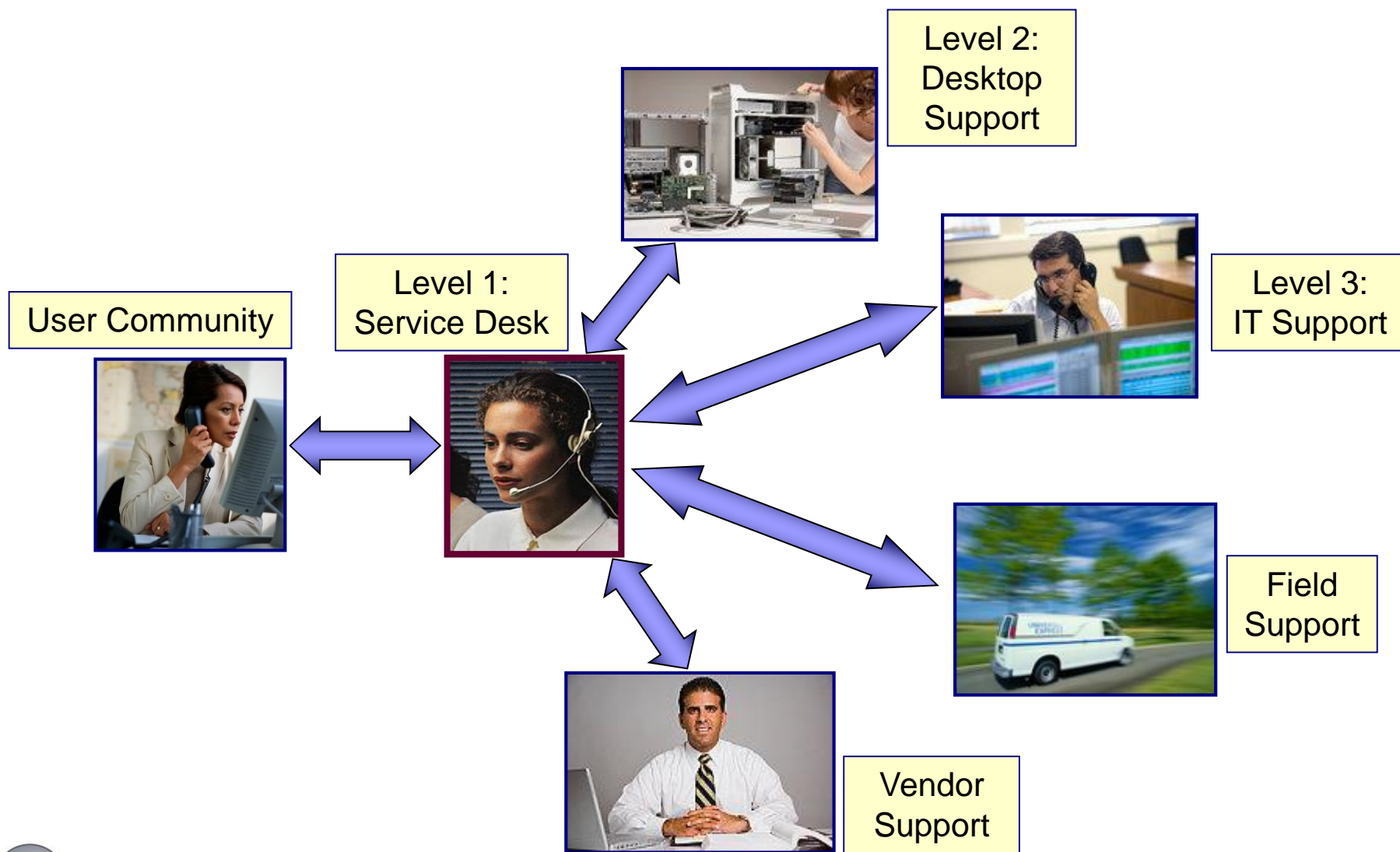
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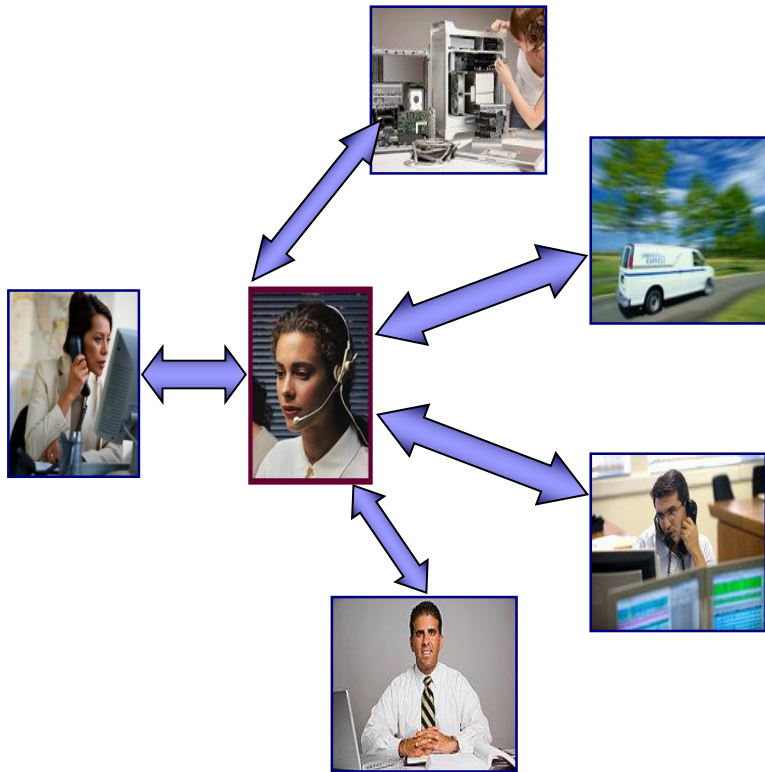
Shift Left Reduces Total Cost of Ownership for Support



A SPOC Service Desk is Highly Leveraged



Key SPOC Principles



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



Two Metrics You Should Know

% Resolved Level 1 Capable (PRLC)

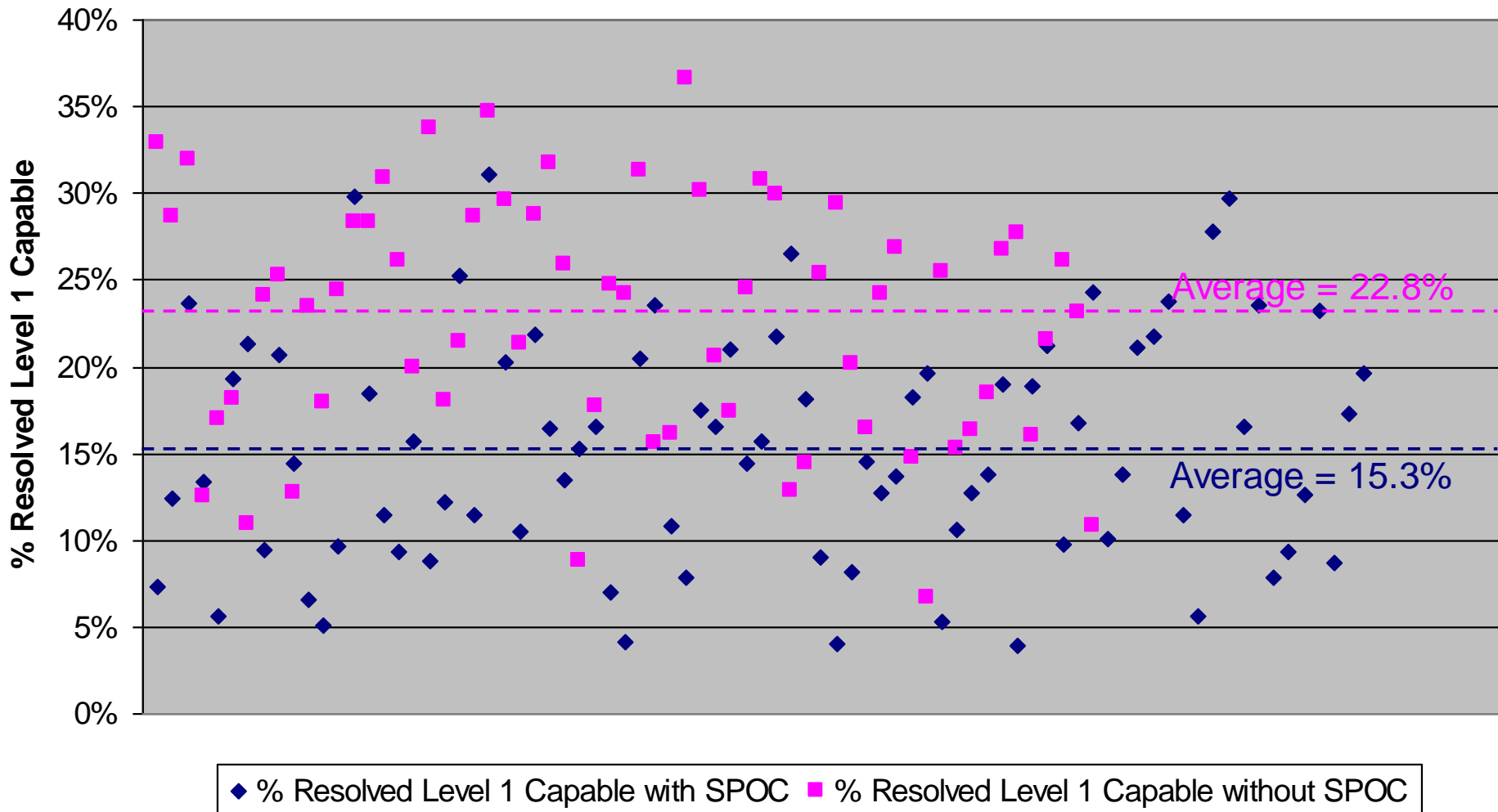
The percentage of tickets resolved by desktop support that could have been resolved at level 1 support.

First Level Resolution Rate (FLR)

The number of tickets resolved at level 1 divided by all tickets that can potentially be resolved at level 1.



SPOC Support Reduces Total Cost of Ownership



Define and Set Expectations

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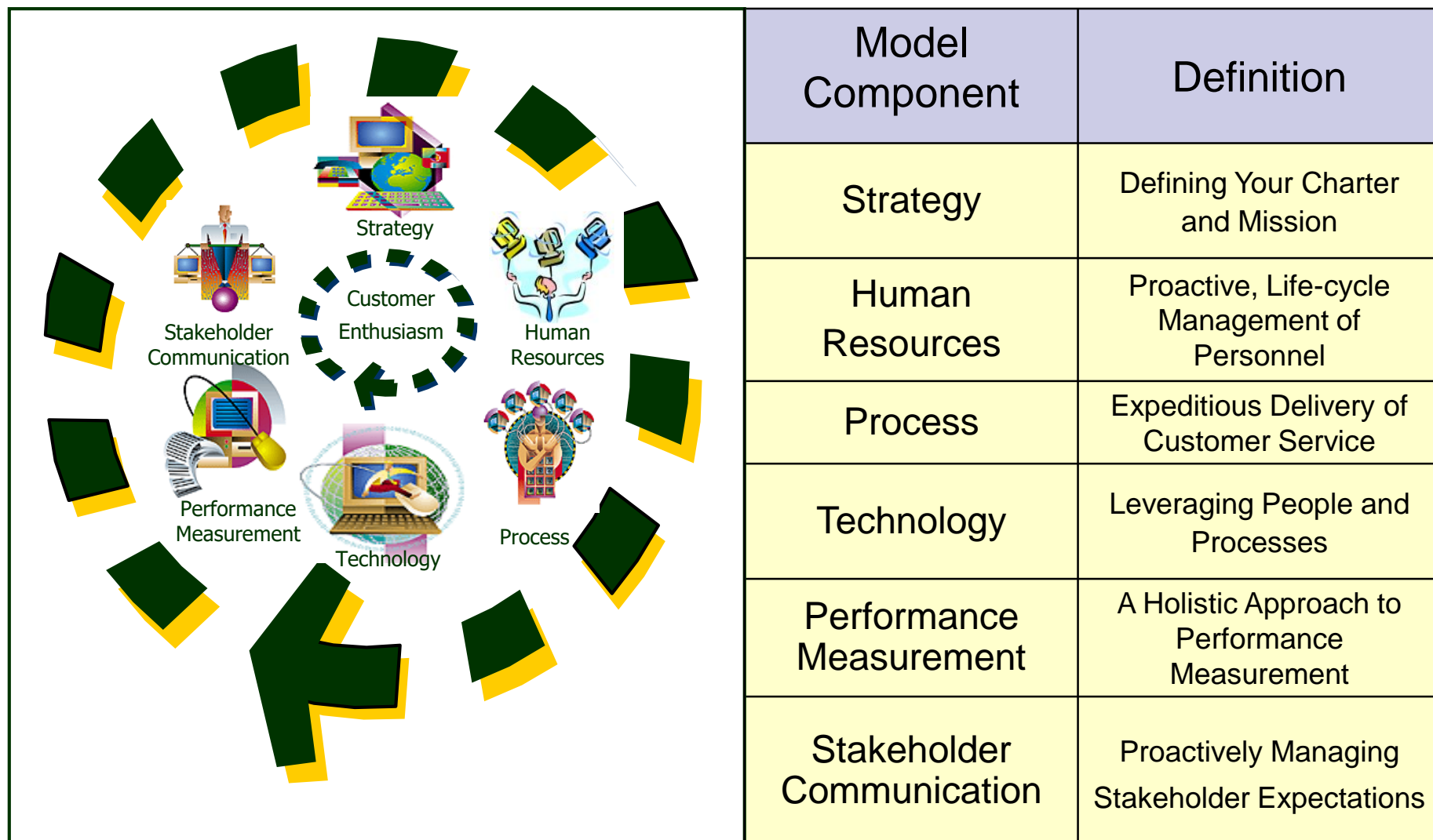
Establish Performance Targets

Performance Metric	Company XYZ	Target Performance
Cost per Ticket	\$37.10	\$34.00
Agent Utilization	25.4%	50.0%
Tickets per Agent per Month	391	450
First Contact Resolution Rate	67.2%	80.0%
First Level Resolution Rate	N/A	85.0%
Call Abandonment Rate	16.6%	6.0%
Balanced Score	55.6%	71.5%

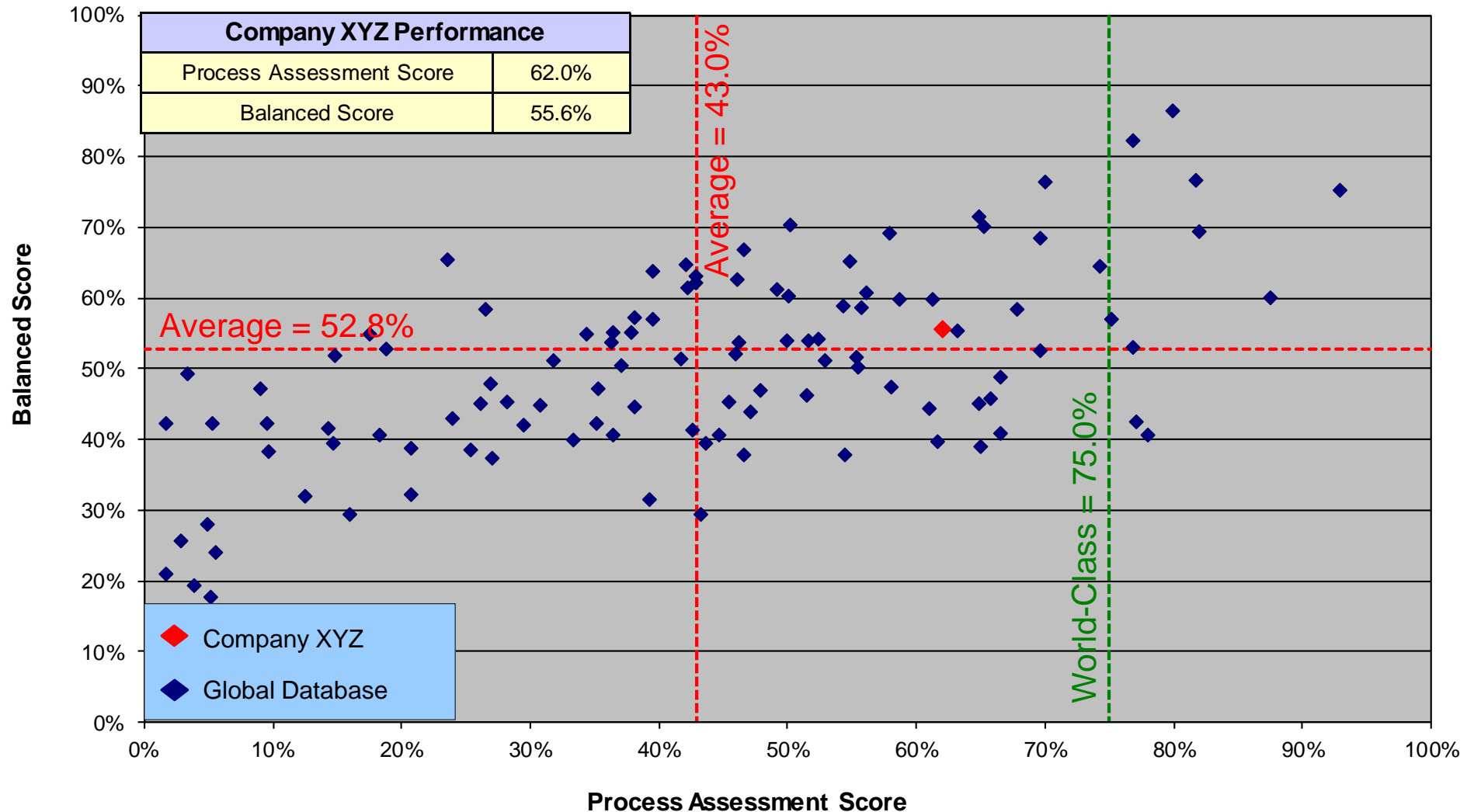
Achieving the performance targets recommended above will increase the Balanced Score from 55.6% to 71.5%, and will elevate your service desk to the top quartile on the Balanced Scorecard.



Maturing Key Processes



Process Maturity vs. Scorecard Performance




Expect Proactivity

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A Proactive Culture in IT Support

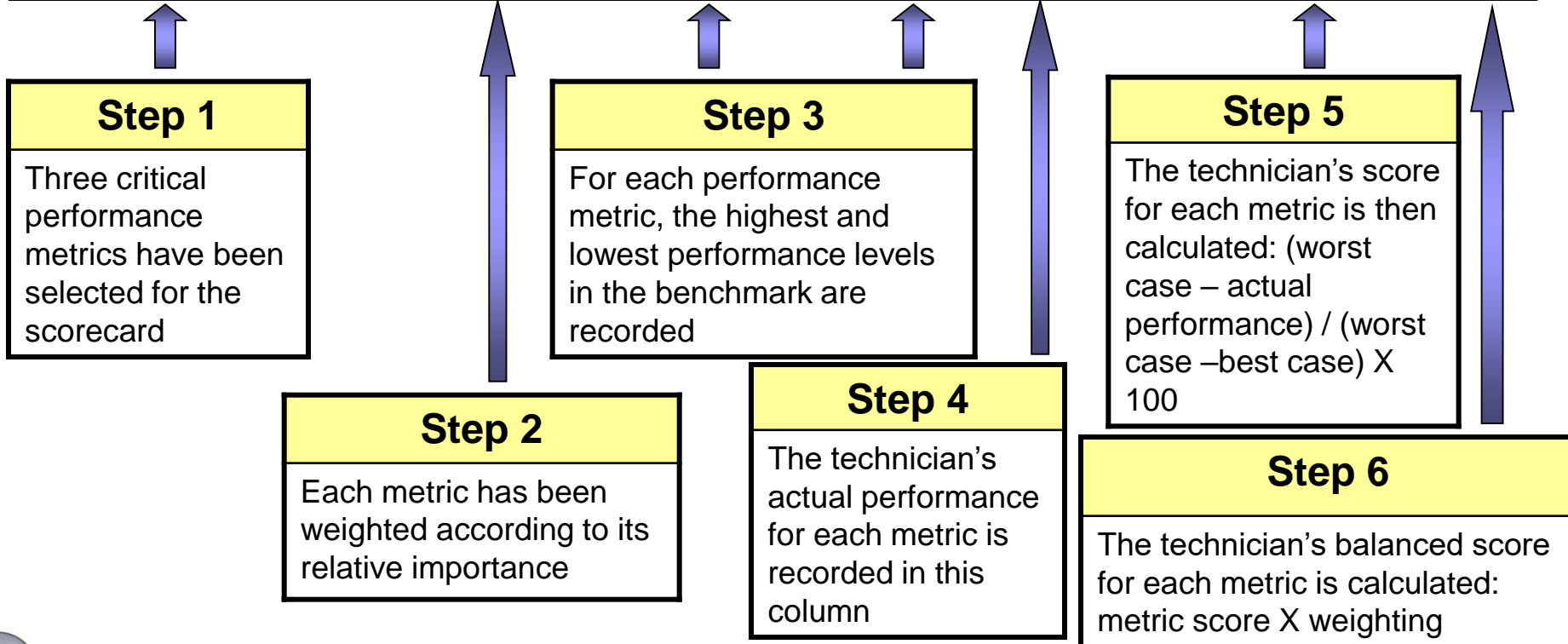
Some Common Proactive Behaviors

- ☐ Root Cause Analysis / Closed Ticket Analysis
- ☐ Marketing / Brand Management
- ☐ Business Case Analysis for New Investments
- ☐ Benchmarking
- ☐ Goal-based Training
- ☐ Cause-and-Effect Decision-making
- ☐ Contact Deflection into Lower Cost Channels
-  ☐ Agent Scorecards
- ☐ Manage Agent Morale / Agent Job Satisfaction
- ☐ Downtime Mitigation



Driving Individual Accountability: The Technician Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Tickets per Month	40.0%	300.0	500.0	300.0	0.0%	0.0%
First Contact Resolution Rate	30.0%	60.0%	90.0%	90.0%	100.0%	30.0%
Customer Satisfaction	30.0%	70.0%	98.0%	94.5%	87.5%	26.3%
Total	100.0%	N/A	N/A	N/A	N/A	56.3%



Monthly Technician Performance Postings

Technician Number	Monthly Ranking	Monthly Scorecard Performance						Six Month Average
		Sep	Aug	Jul	Jun	May	Apr	
11	1	95.8%	98.0%	97.1%	95.7%	98.3%	97.3%	97.0%
32	2	92.8%	92.1%	90.3%	89.3%	84.6%	92.2%	90.2%
21	3	91.5%	88.5%	83.2%	94.0%	93.7%	93.5%	90.7%
35	4	91.0%	86.8%	85.2%	78.5%	80.5%	68.2%	81.7%
14	5	89.5%	89.1%	90.0%	90.1%	92.3%	92.1%	90.5%
26	6	83.8%	84.4%	90.2%	86.5%	77.8%	63.9%	81.1%
25	7	83.0%	73.6%	81.9%	72.1%	84.8%	87.9%	80.6%
15	8	70.4%	66.6%	53.3%	56.3%	56.6%	39.0%	57.0%
20	9	64.9%	66.5%	70.1%	56.9%	40.9%	72.7%	62.0%
31	10	62.3%	47.4%	22.7%	38.4%	26.0%	93.0%	48.3%
16	11	61.0%	62.8%	54.5%	45.9%	41.7%	62.7%	54.8%
17	12	57.9%	42.1%	32.3%	71.6%	60.3%	60.3%	54.1%
33	13	56.8%	75.5%	64.8%	80.3%	79.7%	73.5%	71.8%
Your Score	14	56.3%	54.1%	62.9%	64.8%	50.7%	51.2%	56.7%
13	15	52.2%	34.9%	61.0%	52.8%	58.9%	48.7%	51.4%
24	16	48.9%	66.7%	86.9%	87.7%	83.6%	74.5%	74.7%
28	17	46.4%	45.5%	19.3%	40.3%	28.8%	32.4%	35.5%
27	18	43.7%	26.5%	31.5%	24.3%	22.2%	17.2%	27.6%
17	19	41.5%	28.4%	50.1%	48.1%	71.1%	81.0%	53.4%
23	20	39.1%	52.3%	57.1%	86.4%	87.7%	88.9%	68.6%
22	21	36.8%	18.7%	19.3%	52.9%	66.4%	64.3%	43.1%
12	22	36.6%	43.2%	33.1%	65.7%	69.0%	86.0%	55.6%
30	23	36.3%	22.6%	23.5%	85.8%	81.5%	70.3%	53.3%
29	24	34.1%	44.9%	50.2%	28.3%	48.9%	36.9%	40.6%
34	25	33.4%	37.9%	23.1%	21.7%	29.7%	22.6%	28.1%
18	26	32.6%	68.4%	80.4%	88.4%	83.8%	91.6%	74.2%
Monthly Average		57.7%	56.8%	56.7%	64.3%	64.0%	66.6%	61.0%



Manage the Message of Service and Support

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Message Management in IT Support

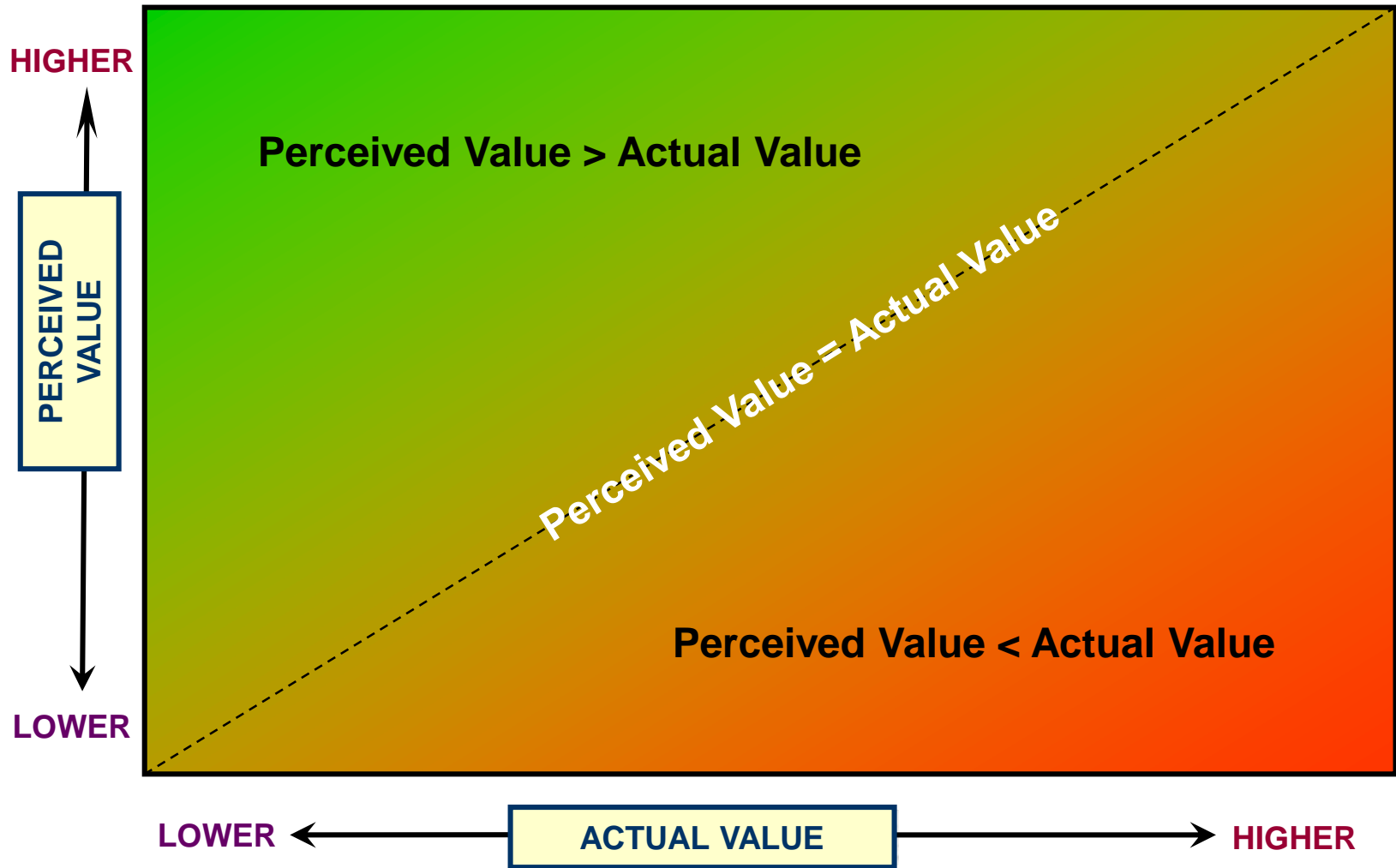
We've all heard the expression...

*“Expectations Not Set...
are Expectations Not Met!”*

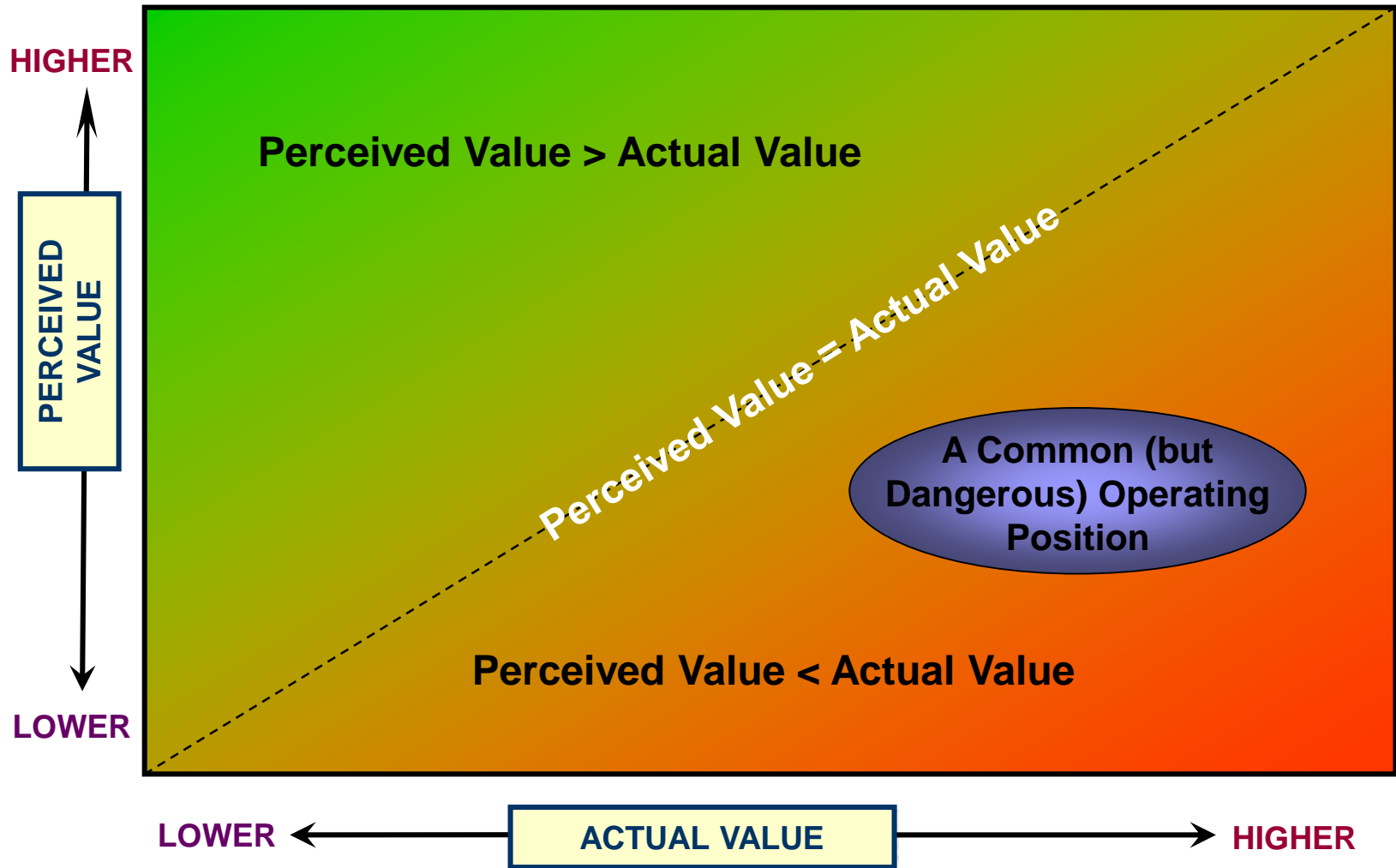
So, let's get serious about proactively managing expectations!



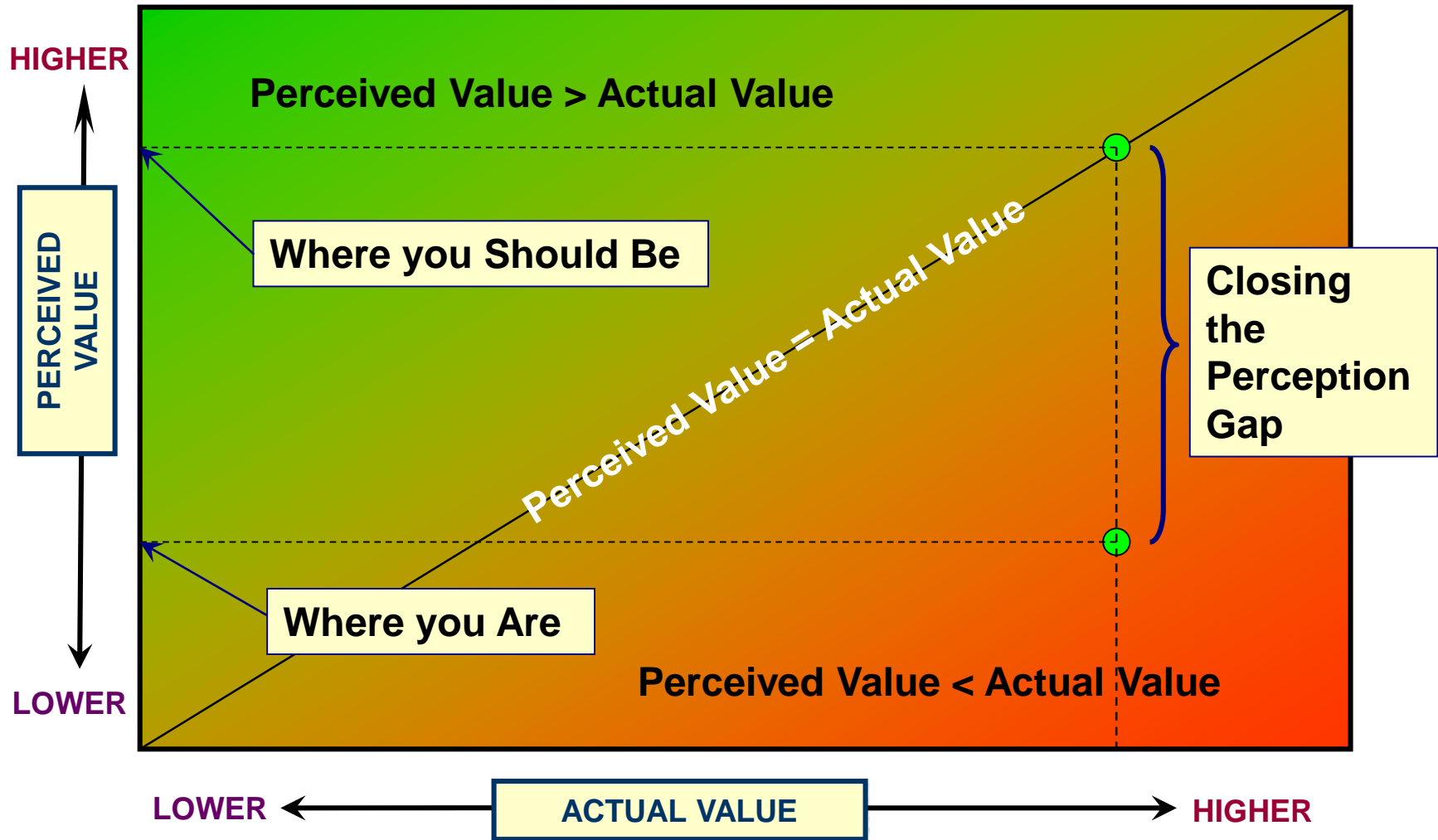
Perception vs. Reality in IT Support



Perception Is Almost Always Worse Than the Reality



Closing the Perception Gap



The Most Common Communication Vehicles

Newsletters

Brown Bag Sessions

Leave Behinds

Business Unit Liaisons

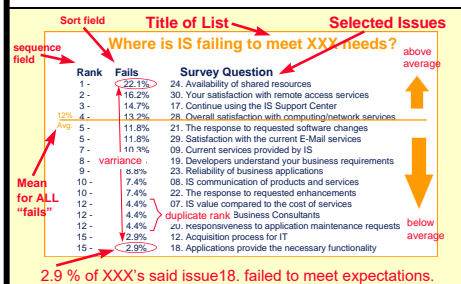


Surveys

Log-in Screens

Webcasts

FAQ Site



Messaging Summary

- ❑ Managing the gap between perception and reality is fairly straightforward
 - It doesn't take a lot of time, or cost a lot of money
- ❑ But it is critically important
 - The success of your support organization depends as much on your image, as it does on your actual performance!
- ❑ The Benefits of effective Internal Marketing include:
 - The Opportunity to convey your value proposition!
 - Customer loyalty and positive word-of-mouth referrals
 - Credibility, which leverages your ability to Get Things Done!
 - A Positive Image for IT overall
 - High levels of Customer Satisfaction

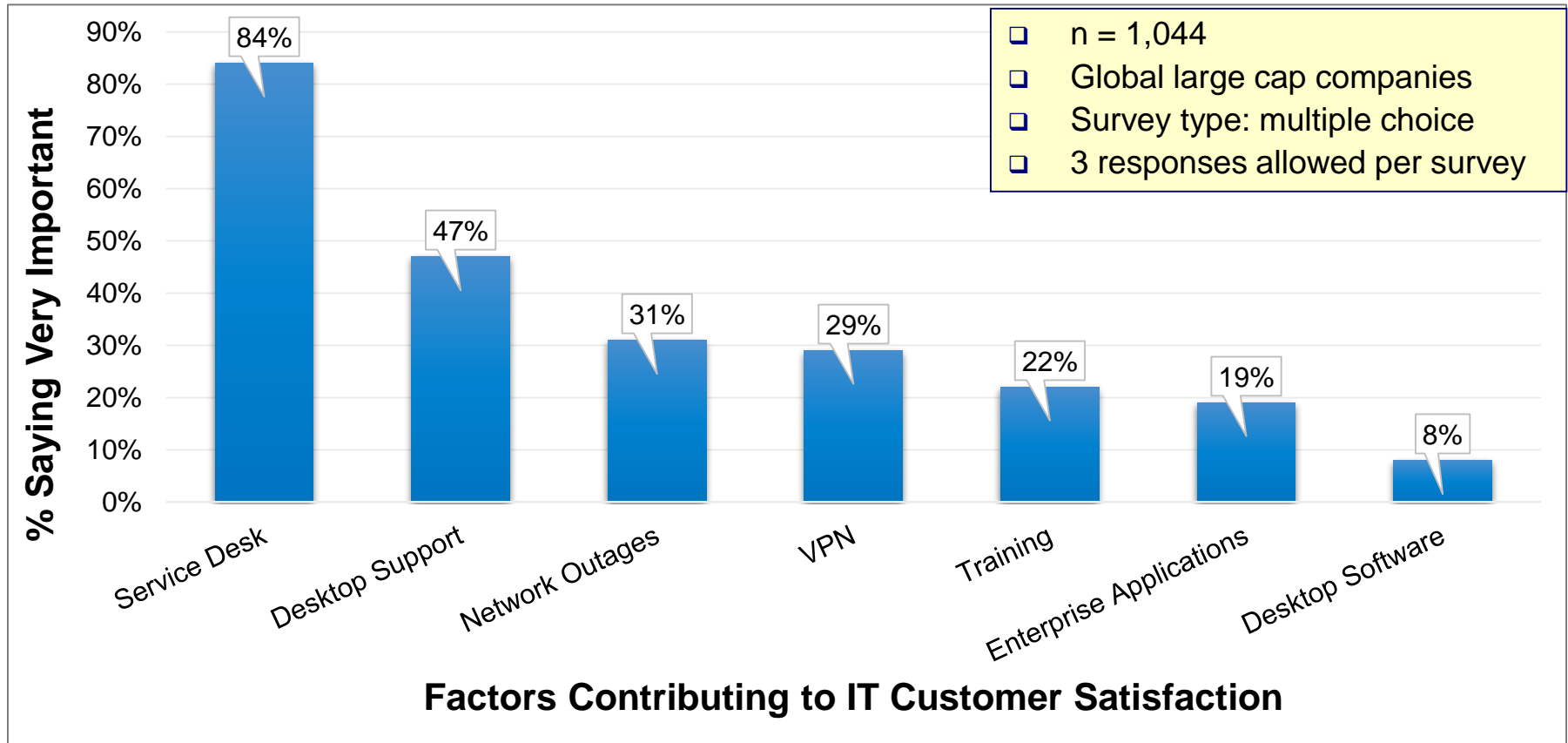


Dedicate Time and Attention to the Function

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Service Desk Drives Customer Satisfaction for *All of IT*



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



Summary: Principles of Effective Leadership

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Service and Support as a Business





Questions?

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Join Me at ICMI Connections!

Session 101

Are Your Performance Targets on Target?
Use Industry Benchmarks to Find Out!
Tuesday, October 29th, 2019 at 1:15 PM

Session 301

Ask the Experts:
Metrics Magic
Tuesday, October 29th, 2019 at 3:45 PM

Session 603

From Good to Great in 9 Months:
The Kinecta Credit Union Success Journey!
Wednesday, October 30th, 2019 at 3:45 PM

Join Me at Service Management World!

Session 105

What's Your Value Proposition?

An ROI Workshop

November 12, 2019 10:00AM – 11:00AM

Upcoming Webcasts



**UNLEASHING THE
ENORMOUS POWER OF
SERVICE AND SUPPORT KPIS**

Your Speaker: Jeff Rumburg, Managing Partner at MetricNet

Unleashing The Enormous
Power Of Service And
Support KPIs On BrightTALK

Register Now!

Date: July 16, 2019 at 2:00PM EDT



**CALL CENTER
BEST PRACTICES**

Your Speaker: Jeff Rumburg, Managing Partner at MetricNet

Call Center Best Practices
On BrightTALK

Register Now!

Date: August 6, 2019 at 2:00PM EDT



**THE FUTURE OF
DESKTOP SUPPORT
WHAT THE KPIS ARE TELLING US**

Your Speaker: Jeff Rumburg, Managing Partner at MetricNet

The Future Of Desktop
Support: What The KPIs Are
Telling Us On BrightTALK

Register Now!

Date: September 10, 2019 at 2:00PM EDT

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Questions?

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About MetricNet: *Your Benchmarking Partner*

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MetricNet™
Performance Benchmarking

Your Project Manager: Jeff Rumburg



- Co Founder and Managing Partner, MetricNet, LLC
- Winner of the Ron Muns Lifetime Achievement Award
- Named one of HDI's Top 25 Thought Leaders in 2016, 2017 and 2018
- Former CEO, The Verity Group
- Former Vice President, Gartner
- Founder of the IT Service and Support 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
- Help Desk
- Desktop Support
- Field Services

Call Centers

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

Telecom

- Cost Benchmarking

Satisfaction

- Customer Satisfaction
- Employee Satisfaction



29 Years of Service Desk Benchmarking Data

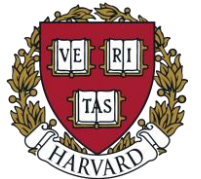


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