MetricNet™
Performance Benchmarking

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**

MetricNet Performance Benchmarking
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Cost Metrics

Cost per Ticket

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

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

Why it's important: Cost per Ticket is one of the most important Desktop Support metrics. It is a measure of how efficiently your organization conducts its business. A higher-than-average Cost per Ticket is not necessarily a bad thing, particularly if accompanied by higher-than-average quality levels. Conversely, a low Cost per Ticket is not necessarily good, particularly if low cost is achieved by sacrificing quality or service levels. Every Desktop Support organization should track and trend Cost per Ticket on a monthly basis.
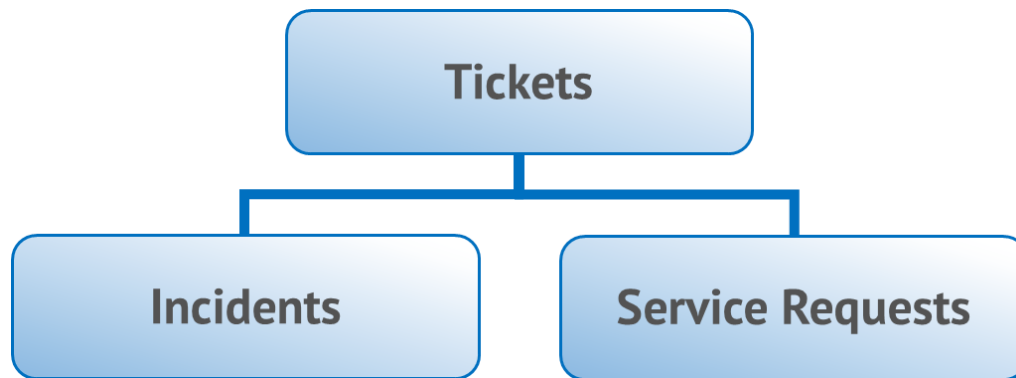
Key correlations: Cost per Ticket is strongly correlated with the following metrics:

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

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Cost Metrics (continued)

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

Definition: Incidents vs. Service Requests

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                    ┌──────────────────┐
                    │     Tickets      │
                    └──────────────────┘
                 ┌──────────┴──────────┐
        ┌─────────────────┐   ┌──────────────────────┐
        │    Incidents    │   │   Service Requests   │
        └─────────────────┘   └──────────────────────┘
```

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

> Incident Volume + Service Request Volume = Ticket Volume

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

- Hardware break/fix
- Device failure
- Connectivity problem

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

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

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Cost Metrics (continued)

Cost per Incident

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

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

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

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

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

Cost Metrics (continued)

Cost per Service Request

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

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

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

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

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

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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 page **6**.)

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

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

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

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

Technician Utilization Defined

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

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

Example: Desktop Support Technician Utilization

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

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

Productivity Metrics (continued)

Tickets per Technician per Month

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

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

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

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

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

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Productivity Metrics (continued)

Incidents per Technician per Month

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

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

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

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

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

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Productivity Metrics (continued)

Service Requests per Technician per Month

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

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

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

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

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

Productivity Metrics (continued)

Technicians as a % of Total Headcount

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

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

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

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

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

Service Level Metrics

Mean Time to Resolve Incidents

Definition: Mean Time to Resolve Incidents is the average number of business hours that elapse from the time an incident is reported until the time the incident is closed. Non-business hours are excluded from the calculation. For example, if an incident is reported at 3:00 p.m. on Tuesday, and the ticket is closed at 3:00 p.m. on Wednesday, the mean time to resolve (MTTR) will be 8 hours, not 24 hours.

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

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

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

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

Service Level Metrics (continued)

% of Incidents Resolved in 8 Business Hours

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

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

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

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

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

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Service Level Metrics (continued)

Mean Time to Fulfill Service Requests

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

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

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

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

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

Service Level Metrics (continued)

% of Service Requests Fulfilled in 24 Business Hours

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

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

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

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

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

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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.

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

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

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

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

Quality Metrics (continued)

Incident First Visit Resolution Rate

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

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

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

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

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

Quality Metrics (continued)

% Resolved Level 1 Capable

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

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

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

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

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

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Technician Metrics

Annual Technician Turnover

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

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

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

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

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

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Technician Metrics (continued)

Daily Technician Absenteeism

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

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

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

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

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

Technician Metrics (continued)

New Technician Training Hours

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

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

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

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

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

Technician Metrics (continued)

Annual Technician Training Hours

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

> *Annual Technician Training Hours = Average number of formal training hours per technician per year, excluding new–technician training*

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

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

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

Technician Metrics (continued)

Technician Tenure

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

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

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

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

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

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Technician Metrics (continued)

Technician Job Satisfaction

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

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

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

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

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

Ticket Handling Metrics

Average Incident Work Time

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

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

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

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

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

Ticket Handling Metrics (continued)

Average Service Request Work Time

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

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

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

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

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

Ticket Handling Metrics (continued)

Average Travel Time per Ticket

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

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

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

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

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

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Workload Metrics

Tickets per Seat per Month

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

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

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

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

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

Workload Metrics (continued)

Incidents per Seat per Month

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

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

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

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

- ✔ Tickets per Seat per Month

Workload Metrics (continued)

Service Requests per Seat per Month

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

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

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

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

- ✓ Tickets per Seat per Month

Workload Metrics (continued)

Incidents as a % of Total Ticket Volume

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

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

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

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

- ✓ Cost per Ticket
- ✓ Tickets per Technician per Month

About MetricNet

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

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

- ✓ **The One Year Path to World-Class Performance**, a continuous Desktop Support improvement program.
- ✓ Downloadable **industry benchmarks** that walk you through the process of benchmarking your performance against Desktop Support organizations in your geographic region.
- ✓ **Benchmarking data files** for those who wish to conduct their own benchmarking analysis.
- ✓ Comprehensive **peer group benchmarks** that compare your performance to others in your vertical market.

Free Resources

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

We also have developed an extensive resource library filled with free training materials for Information Technology and Call Center professionals. Each resource is available to download in PDF format. Browse our **resource library**.