MetricNet®
Performance Benchmarking

United States PLUS

Desktop Support Benchmark

Outsourced Desktop Support

Report Number: **SAMPLE** | Updated: **SAMPLE**

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

MetricNet Performance Benchmarking
www.metricnet.com

Report Information

Report number:
SAMPLE

Number of data records in report:
SAMPLE

Number of KPIs in report:
17

Report production date:
SAMPLE

Currency unit:
United States Dollar ($)

Contents

BENCHMARKING OVERVIEW

Benchmarking Overview

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

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

The Basic Benchmarking Approach

Although benchmarking is a rigorous, analytical process, it is fairly straightforward. The basic approach is illustrated below.
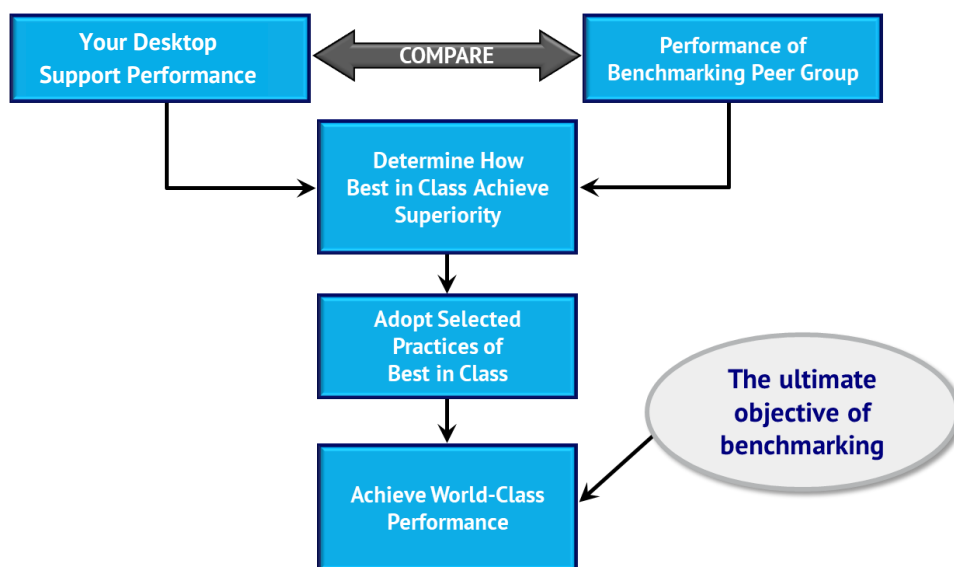
The first critical step in benchmarking is to measure your Desktop Support organization's performance. The important metrics, or Key Performance Indicators (KPIs), for your Desktop Support organization fall into five categories:

1) **Price** metrics, such as Price per Ticket
2) **Productivity** metrics, such as Technician Utilization
3) **Service Level** metrics, such as Mean Time to Resolve
4) **Quality** metrics, such as Customer Satisfaction
5) **Technician** metrics, such as Technician Job Satisfaction

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

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

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

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

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

Achieving World-Class Performance

To build a sustainable competitive advantage, your goal must be World-Class Performance. That's where we can help you. MetricNet's benchmarking database is global. We have completed more than 4,000 IT Service and Support benchmarks. Through them, we have identified nearly 80 industry best practices and more than 40 Key Performance Indicators (KPIs) that organizations around the world are using to achieve World-Class Performance.

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

- ✅ They consistently exceed customer expectations
  - This produces high levels of Customer Satisfaction
  - Their Mean Time to Resolve is shorter than average for both incidents and service requests
- ✅ They manage Prices at or below average industry levels
  - Their Price per Ticket is lower than average

- They minimize Total Price of Ownership (TCO) for end-user support
- ✓ They follow industry best practices
  - Industry best practices are defined and documented
  - They effectively apply those best practices
- ✓ They add value with every transaction
  - They produce a positive customer experience
  - They drive a positive view of IT overall

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

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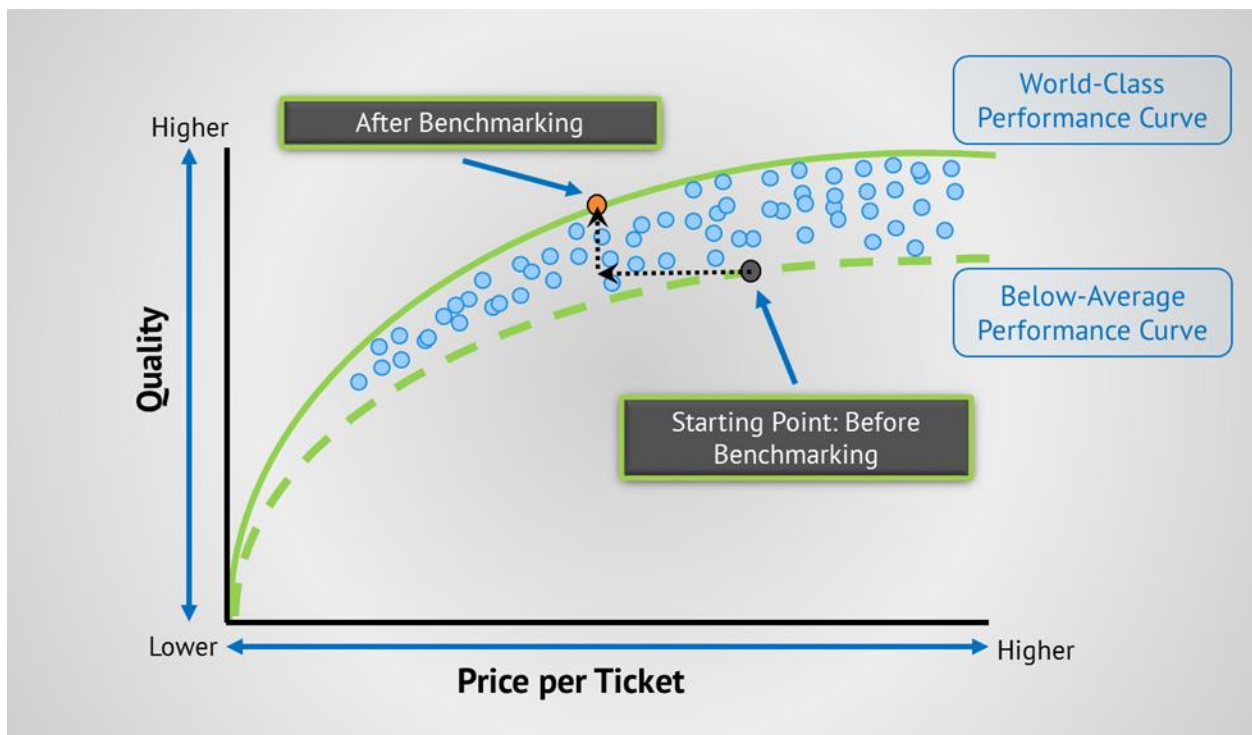
On this chart, we're showing two dimensions. The X-axis is Price per ticket and the Y-axis is quality (as measured by customer satisfaction). We've taken some representative data points from our database and placed them on this chart.

The first thing you'll notice is that there's a cause-and-effect relationship between Price and quality. Some Desktop Support organizations are driven by

the need to minimize their Price. When that's the case, your Price will drive your quality. Other Desktop Support organizations are driven by quality. In that case, your quality will drive your Price.

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

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

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

Price vs. Quality for Desktop Support Organizations

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

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

The World-Class Performance Curve:
Optimizing Efficiency *and* Effectiveness
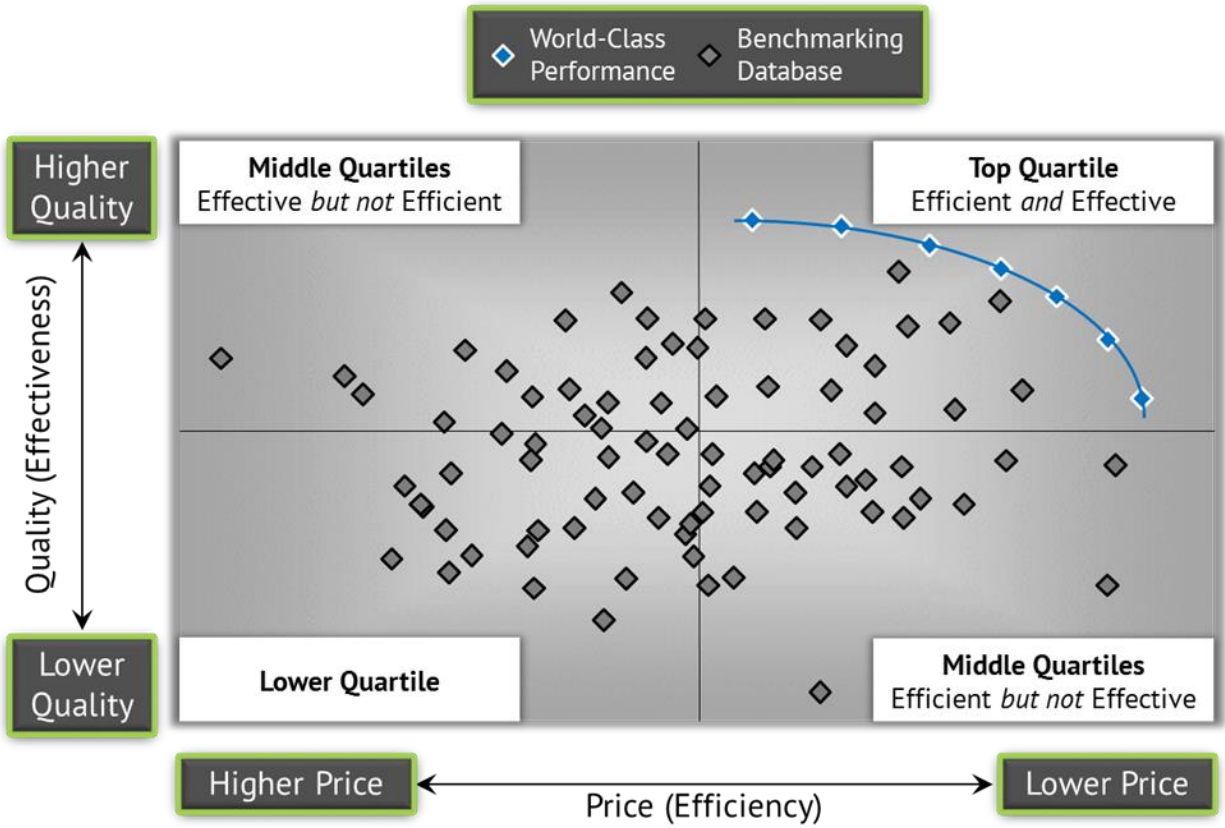
HOW TO USE THIS BENCHMARK REPORT

How to Use this Benchmark Report

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

Step 1: Collect your organization's performance data.

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

Ideally, your Desktop Support organization will have data that measures performance for each of the 17 KPIs that we include in this benchmarking report, the ones listed below:

Desktop Support Benchmarking Metrics

Price

- Price per Ticket
- Price per Incident
- Price per Service Request

Quality

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

Technician

- Technician Job Satisfaction

Productivity

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

Service Level

- Mean Time to Resolve Incidents
- % of Incidents Resolved within 1 Business Day
- Mean Time to Fulfill Service Requests
- % of Service Requests Fulfilled within 3 Business Days

If your Desktop Support organization does not yet measure all 17 KPIs, you can still benefit from benchmarking the KPIs for which you do have data. At a

minimum, you'll want to benchmark seven of the most important metrics, the ones we use in our Desktop Support Scorecard (see page 22 below), or some similar substitutes. And for the KPIs that you haven't begun measuring, you can still use this report to establish performance goals based on the benchmarking data from other Desktop Support organizations (see Step 3).

We have defined each KPI in the Detailed Benchmarking Data section below (starting at page 34). You can refer to these definitions as you collect your data to ensure an apples-to-apples benchmarking comparison in Step 2.

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

Step 2: Compare your performance to others.

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

1) A **Benchmarking KPI Performance Summary** (page 18), which lists the industry peer group's average, minimum, median, and maximum performance levels for each KPI.

2) **Quartile Rankings** (page 20), so you can map which quartile your Desktop Support organization performs in for each KPI.

3) A **Desktop Support Scorecard** (page 22), which provides a more holistic, balanced measure of your Desktop Support organization's overall performance compared to the industry peer group.

4) **Detailed Benchmarking Data** (starting on page 34), which shows bar charts of the performance level for each Desktop Support organization in the peer group, for each individual KPI.

Step 3: Develop strategies for improved performance.

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

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

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

The diagram below illustrates some of the most important linkage between Desktop Support KPIs. The detailed benchmarking data in this report (starting on page **34**) also lists key correlations for each KPI, and charts illustrating many important KPI correlations are included (starting on page **70**).

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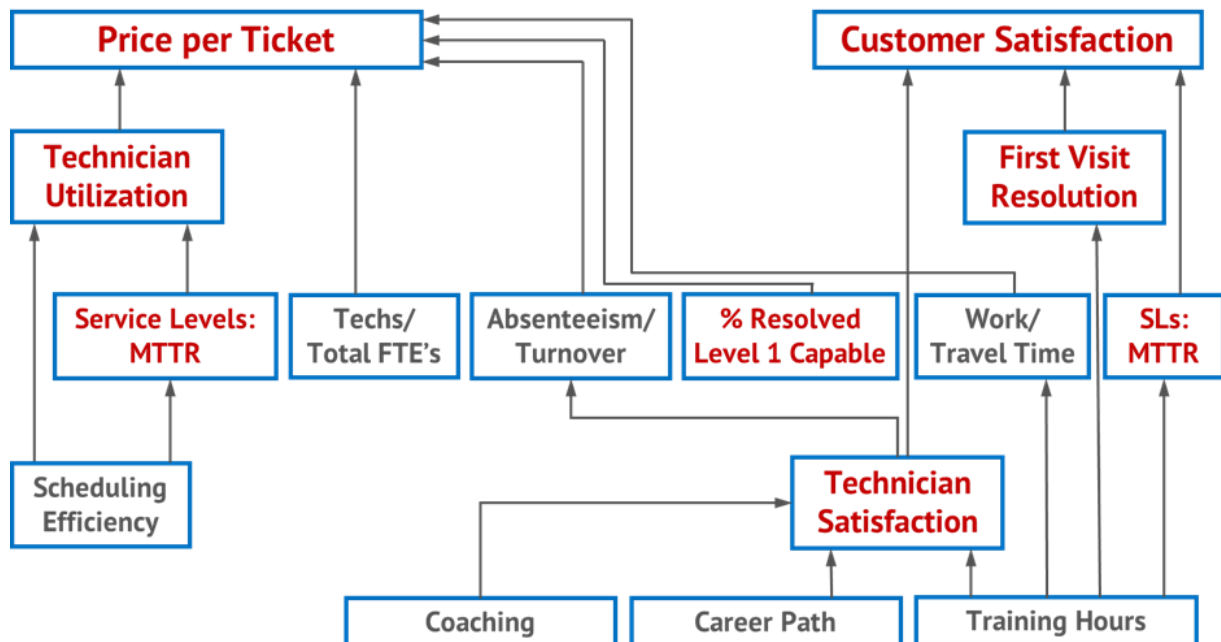
We call Price per Ticket and Customer Satisfaction the foundation metrics. Nearly everything a Desktop Support organization does can be viewed through the lens of Price and quality. Will this new technology reduce my Prices? Will this new process improve customer satisfaction? This insight is crucial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

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

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

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

You should also set specific performance targets, both for individual technicians and for the Desktop Support organization overall. To ensure that you are improving holistically, and not just fixating on some of your weakest metrics, emphasize performance targets for your organization's balanced score (see page **22**).

Step 4: Implement, and monitor results.

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

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

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

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

KPI STATISTICS: SUMMARY AND QUARTILES

KPI Statistics: Summary and Quartiles

Benchmarking Performance Summary

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

On the left of the table you see the five categories of metrics, followed by 17 KPIs that you can use to benchmark your Desktop Support organization. To compare your Desktop Support organization's performance with that of this peer group, simply copy the table into a spreadsheet and add a column with your data for each KPI that you measure.

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

Quartile Rankings for Each KPI

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

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

BENCHMARKING SCORECARD AND RANKINGS

Benchmarking Scorecard and Rankings

The Desktop Support Scorecard: An Overview

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

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

SAMPLE

Step 1

Seven 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 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 calculated:
(worst case – your performance) ÷ (worst case – best case) × 100

Step 6

Your balanced score for each metric is calculated: **metric score × weighting**

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

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

- Price per Ticket (which is one of the two foundation metrics)
- Customer Satisfaction (the second foundation metric)
- Incident First Contact Resolution Rate (the primary driver of Customer Satisfaction)
- Technician Utilization (the primary driver of Price)
- Mean Time to Resolve Incidents (a key service-level metric)
- Mean Time to Fulfill Service Requests (another key service-level metric)
- Technician Job Satisfaction (a key secondary driver of both Price and quality)

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

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

When we run this algorithm for literally hundreds of Desktop Support organizations worldwide, the average Balanced Score is approximately 62%. If your score is above about 69%, you're in the top quartile. Between about 63% and 69%, you're in the second quartile; between about 56% and 63%, in the third; and below 56%, in the bottom quartile.

Tracking Your Balanced Score

By calculating your overall score for every month or every quarter, you can track and trend its performance over time. Charting and tracking your Balanced Score is an ideal way to ensure continuous improvement in your Desktop Support organization!

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

Balanced Score Trend
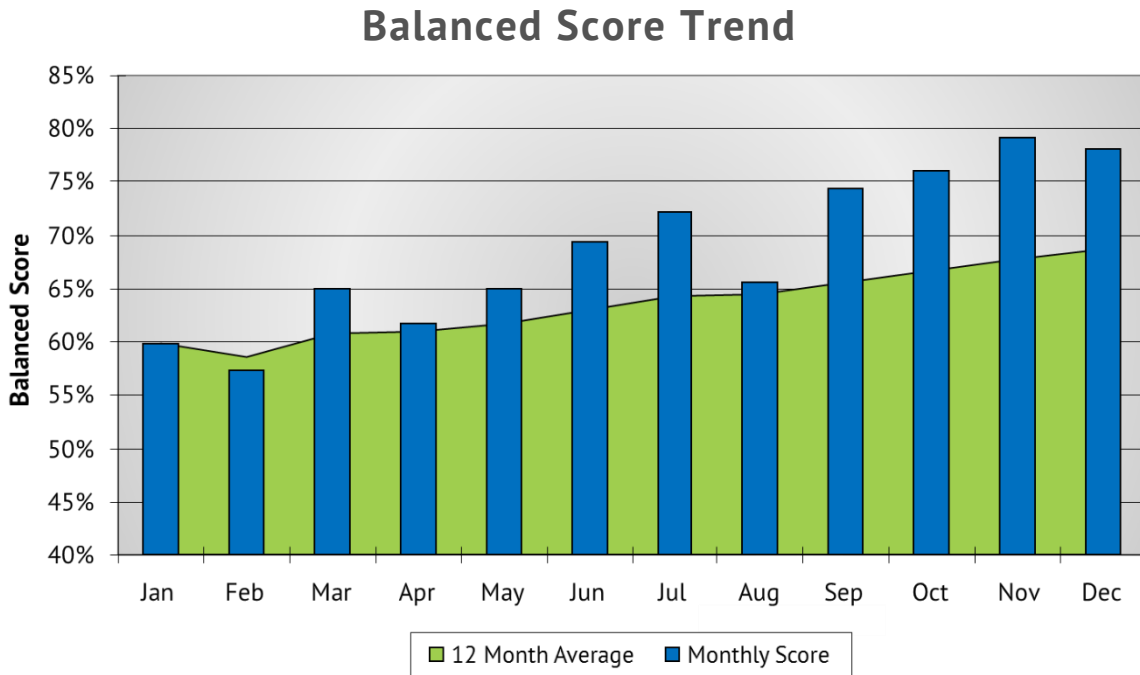
Benchmarking the Balanced Score

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

Benchmarking the Balanced Score (continued)

Benchmarking the Balanced Score (continued)

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

SAMPLE

SAMPLE

Benchmarking the Balanced Score (continued)

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

SAMPLE

SAMPLE

Benchmarking the Balanced Score (continued)

For a graphical benchmark of each individual metric in the scorecard, see the following section of this report. It contains charts for all 17 KPIs, including the seven scorecard KPIs. The red line in each chart represents the average performance within the benchmark peer group, for you to compare against your own organization's performance. You can jump to the charts for the seven scorecard KPIs using these links (each of those charts has links above it that you can use to return to this page or to jump to the next scorecard-KPI chart):

- ✅ **Price per Ticket**
- ✅ **Customer Satisfaction**
- ✅ **Incident First Contact Resolution Rate**
- ✅ **Technician Utilization**
- ✅ **Mean Time to Resolve Incidents**
- ✅ **Mean Time to Fulfill Service Requests**
- ✅ **Technician Job Satisfaction**

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

DETAILED BENCHMARKING DATA

Detailed Benchmarking Data

Price Metrics

Price per Ticket

Definition: Price 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, training, travel, office supplies, and miscellaneous expenses.

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

Why it's important: Price 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 Price per Ticket is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Price per Ticket is not necessarily good, particularly if low Price is achieved by sacrificing quality or service levels. Every Desktop Support organization should track and trend Price per Ticket on a monthly basis.

Key correlations: Price per Ticket is usually correlated with the following metrics:

- Price per Incident
- Price per Service Request
- Technician Utilization
- Incident First Contact Resolution Rate
- Average Incident Work Time
- Average Service Request Work Time
- Average Travel Time per Ticket

Price per Ticket (continued)

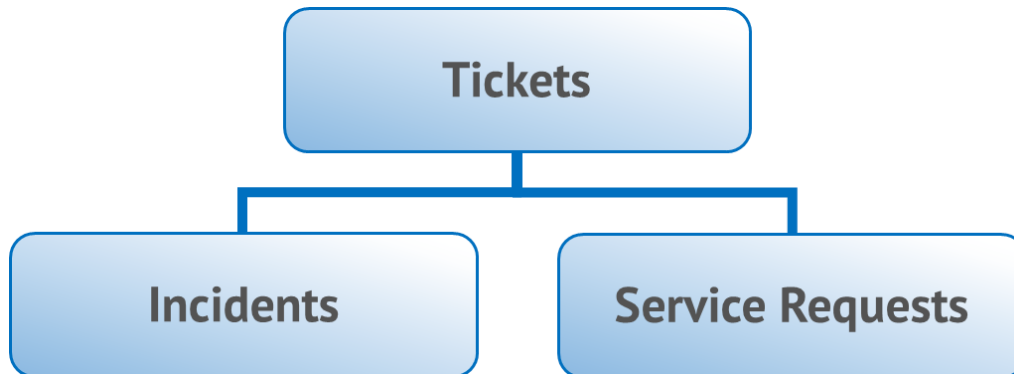**SAMPLE**

Price Metrics (continued)

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

Definition: Incidents vs. Service Requests

```
                    ┌─────────────────┐
                    │     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

Price Metrics (continued)

Price per Incident

Definition: Price 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 plus Travel 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 work time plus travel time. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software, 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: Price per Incident is one of the most important Desktop Support metrics. It is one of the key components of Price per Ticket (the other being Price per Service Request). A higher-than-average Price per Incident is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Price per Incident is not necessarily good, particularly if low Price is achieved by sacrificing quality or service levels. Every Desktop Support organization should track and trend Price per Incident on a monthly basis.

Key correlations: Price per Incident is usually correlated with the following metrics:

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

Price per Incident (continued)

© M e t r i c N e t , L L C   w w w . m e t r i c n e t . c o m

Price Metrics (continued)

Price per Service Request

Definition: Price 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 plus Travel 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 work time plus travel time. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, plus all contractor, facilities, telecom, desktop computing, software, 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: Price per Service Request is one of the most important Desktop Support metrics. It is one of the key components of Price per Ticket (the other being Price per Incident). A higher-than-average Price per Service Request is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and service levels. Conversely, a low Price per Service Request is not necessarily good, particularly if low Price is achieved by sacrificing quality or service levels. Every Desktop Support organization should track and trend Price per Service Request on a monthly basis.

Key correlations: Price per Service Request is usually correlated with the following metrics:

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

Price per Service Request (continued)

SAMPLE

     w w w . m e t r i c n e t . c o m

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 work hours per month. (See the more thorough definition on page 43.)

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

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

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

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

Technician Utilization (continued)

SAMPLE

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.

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

Example: Desktop Support Technician Utilization

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

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

Productivity Metrics (continued)

Tickets per Technician per Month

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

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

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

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

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

Tickets per Technician per Month (continued)

SAMPLE

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 usually correlated with the following metrics:

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

Incidents per Technician per Month (continued)

SAMPLE

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 usually correlated with the following metrics:

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

Service Requests per Technician per Month (continued)

SAMPLE

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 usually correlated with the following metrics:

- Price per Ticket
- Price per Incident
- Price per Service Request

Technicians as a % of Total Headcount (continued)

Service Level Metrics

Mean Time to Resolve Incidents

Definition: Mean Time to Resolve Incidents is the average number of business hours that elapse from the time an incident is submitted to the Desktop Support organization until the time the incident is closed. Non-business hours are excluded from the calculation. For example, if an incident is submitted 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 = The average number of business hours between the time an incident is submitted 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 usually correlated with the following metrics:

- ✓ Customer Satisfaction
- ✓ Average Incident Work Time
- ✓ Average Travel Time per Ticket
- ✓ % of Incidents Resolved within 1 Business Day

Mean Time to Resolve Incidents (continued)

SAMPLE

Service Level Metrics (continued)

% of Incidents Resolved within 1 Business Day

Definition: % of Incidents Resolved within 1 Business Day is fairly self-explanatory. For example, an incident that is submitted to the Desktop Support organization at 1:00 p.m. on Friday will be resolved in one business day if the ticket is closed by 1:00 p.m. on the following Monday.

> *% of Incidents Resolved in 1 Business Day = The percentage of incidents that are closed within 1 business day of being submitted.*

Why it's important: Service levels, including % of Incidents Resolved within 1 Business Day, are a key driver of Customer Satisfaction with Desktop Support.

Key correlations: % of Incidents Resolved within 1 Business Day is usually correlated with the following metrics:

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

% of Incidents Resolved within 1 Business Day (continued)

SAMPLE

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 = The 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 usually correlated with the following metrics:

- Customer Satisfaction
- Average Service Request Work Time
- Average Travel Time per Ticket
- % of Service Requests Fulfilled within 3 Business Days

Mean Time to Fulfill Service Requests (continued)

Service Level Metrics (continued)

% of Service Requests Fulfilled within 3 Business Days

Definition: % of Service Requests Fulfilled within 3 Business Days is fairly self-explanatory. For example, a service request that is logged at 1:00 p.m. on Friday will be fulfilled within 3 Business Days if the ticket is closed by 1:00 p.m. on the following Wednesday.

> *% **of Service Requests Fulfilled in 3 Business Days = The percentage of service requests that are closed within 3 business days of being logged**.*

Why it's important: Service levels, including % of Service Requests Fulfilled within 3 Business Days, are a key driver of Customer Satisfaction with Desktop Support.

Key correlations: % of Service Requests Fulfilled within 3 Business Days is usually correlated with the following metrics:

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

% of Service Requests Fulfilled within 3 Business Days (continued)

SAMPLE

Quality Metrics

Customer Satisfaction

Definition: Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their Desktop Support experience. This metric can be captured in a number of ways, including follow-up calls, email surveys that are automatically sent out by the trouble ticket system, 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 Price 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 Price per Ticket can achieve consistently high Customer Satisfaction ratings.

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

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

Customer Satisfaction (continued)

SAMPLE

Quality Metrics (continued)

Incident First Contact Resolution Rate

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

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

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

Key correlations: Incident First Contact Resolution Rate is usually correlated with the following metrics:

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

Incident First Contact Resolution Rate (continued)

SAMPLE

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.

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

Why it's important: Tickets resolved by Desktop Support that could have been resolved by the Level 1 Service Desk represent defects. Since the Price 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 Prices. To minimize Total Price 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 usually correlated with the following metrics:

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

% Resolved Level 1 Capable (continued)

SAMPLE

Quality Metrics (continued)

Ticket Quality

Definition: Although there is no consistent methodology for measuring Ticket Quality in the Desktop Support industry, most Desktop Support groups have developed their own scoring system for grading the quality of a ticket. Most will measure ticket quality on a scale of zero to 100%, and evaluate such things as Technician courtesy, professionalism, empathy, timeliness of resolution, quality of resolution, adherence to process/procedure, etc.

Ticket Quality = A score based on the technician's helpfulness, efficiency, courtesy, etc.

Why it's important: Ticket Quality is the foundation of Customer Satisfaction. Good Ticket Quality takes into account Technician knowledge and expertise, efficiency (that is, Mean Time to Resolve), and Technician courtesy and professionalism. Unless Ticket Quality is consistently high, it is difficult to achieve consistently high levels of Customer Satisfaction. When measured properly, Ticket Quality and Customer Satisfaction should track fairly closely.

Key correlations: Ticket Quality is strongly correlated with the following metrics:

- ✔ Customer Satisfaction
- ✔ Incident First Contact Resolution Rate
- ✔ New Technician Training Hours
- ✔ Annual Technician Training Hours

Ticket Quality (continued)

SAMPLE

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.

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

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 usually correlated with the following metrics:

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

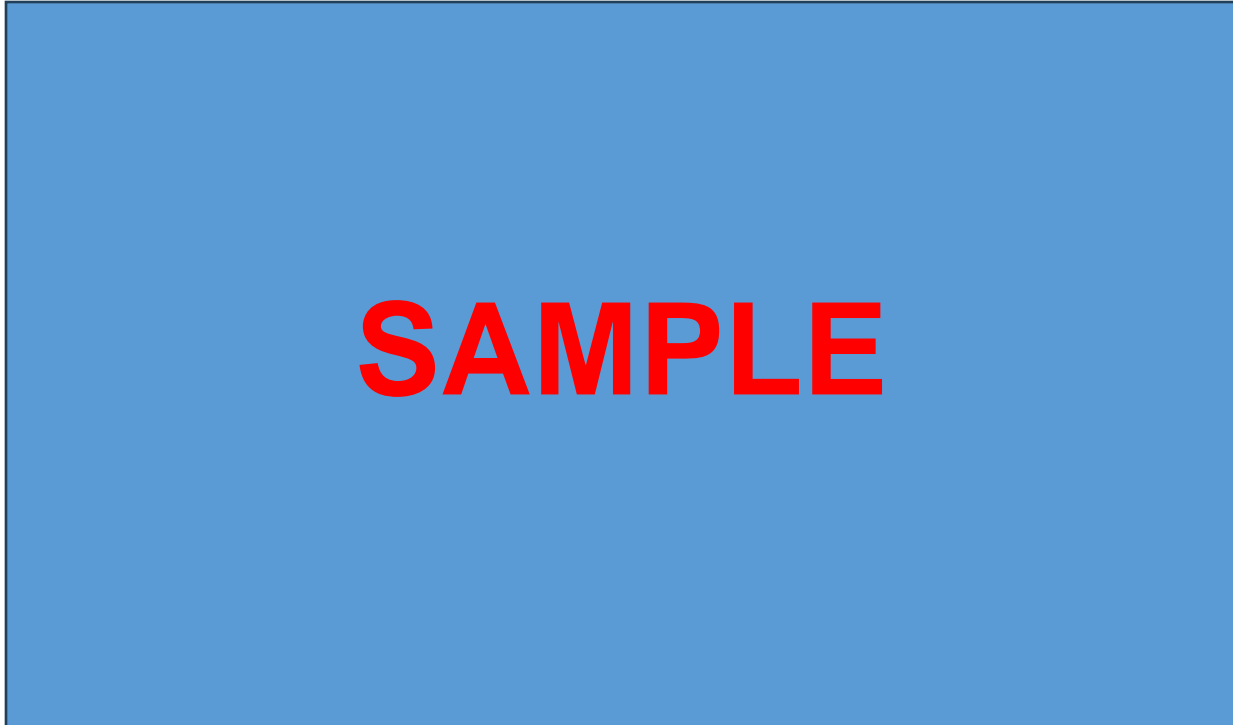## Technician Job Satisfaction (continued)

Important KPI Correlations

Technician Utilization vs. Tickets per Technician per Month

Incident First Contact Resolution Rate vs. Customer Satisfaction

About MetricNet

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

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

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

- **The One Year Path to World-Class Performance**, a continuous Desktop Support improvement program.
- **Benchmarking data files** for those who wish to conduct their own benchmarking analysis.
- Comprehensive **peer group benchmarks** that compare your organization's performance to that of similar organizations.
- Downloadable **scorecards, calculators, templates, and other tools** for managing Service Desks, Desktop Support organizations, and Contact Centers.

Free Resources

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

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

Our Clients ▶
and benchmarking partners

Canon advanced simplicity | **hp** | **IBM** | **Allstate.** You're in good hands. | **GM**