

HDI®

GET READY FOR THE
(R)EVOLUTION
OF SUPPORT AND
SERVICE MANAGEMENT

CONFERENCE & EXPO

Session 501: Metrics Magic: Ask the Experts!

Rae Ann Bruno | John Custy | Jeff Rumburg

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A Note About this Slide Deck

Please note that this is not a standalone presentation. These slides were compiled by the panelists for illustrative purposes only, and to assist in answering questions from the audience.





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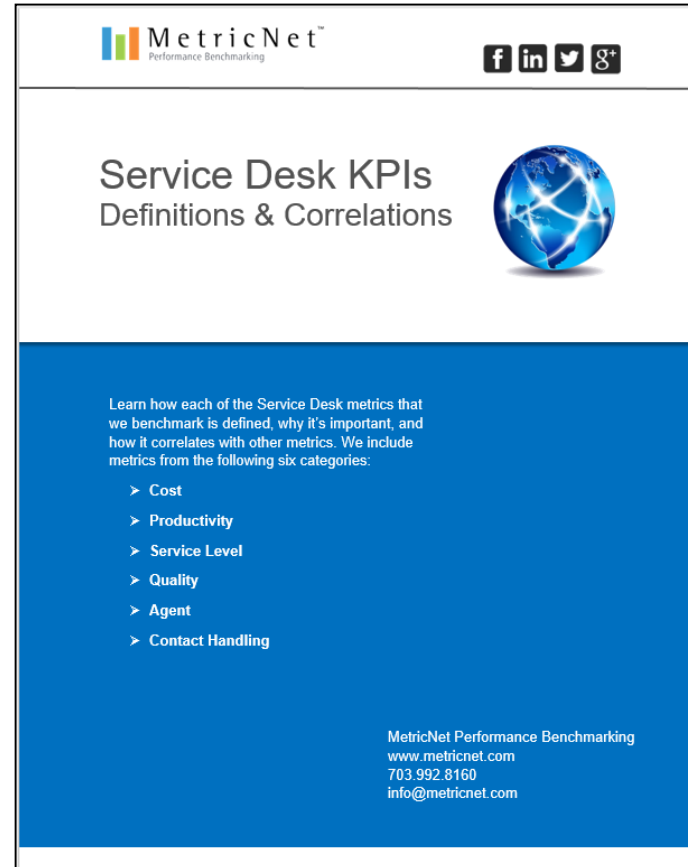
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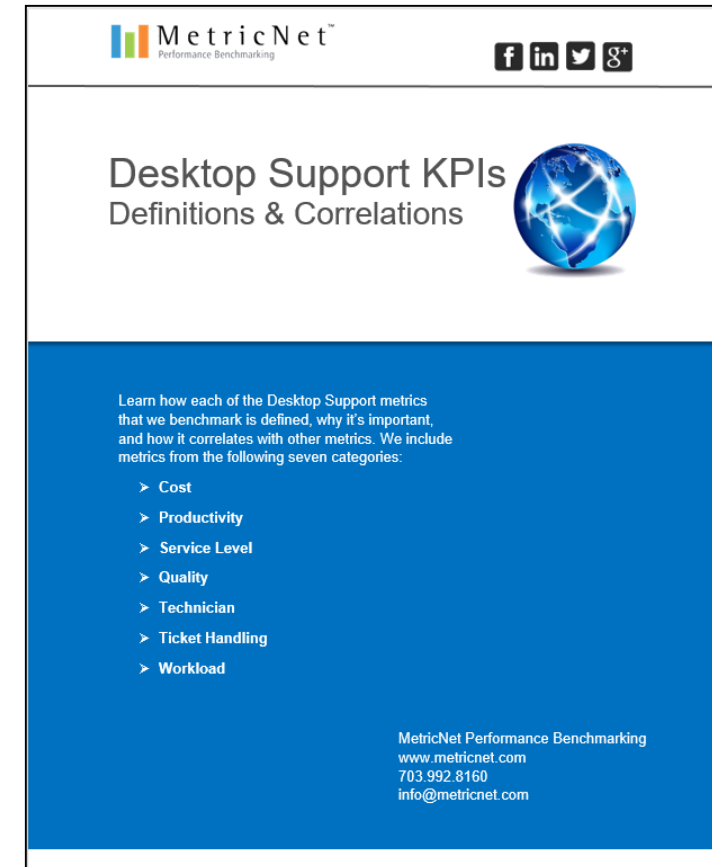
Service Desk KPIs Definitions & Correlations



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
www.metricnet.com
703.992.8160
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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

MetricNet Performance Benchmarking
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Your Speaker: Rae Ann Bruno



- Rae Ann Bruno is the president of Business Solutions Training, Inc., where she consults and trains in various areas of ITIL, KCS, communications, internal marketing, metrics, and process improvement. Rae Ann holds several ITIL certifications, is a faculty trainer for HDI, and is the author of "Translating IT Metrics into Business Benefits" and "What Have You Done for Me Lately? Creating an Internal Marketing Culture." She is also a member of the HDI International Certification Standards Committee, IT Industry Legends, and HDI Hall of Fame.

Your Speaker: John Custy

John Custy
JPC Group

jpcgroup@outlook.com

Service Management Practitioner, Consultant and Educator

- Ron Muns Lifetime Achievement Award
- IT Industry Legends
- HDI Hall of Fame
- ITIL Expert & ITIL Service Manager
- ITIL Intermediate – SS, SD, ST, SO, CSI, OSA, SOA, PPO, RCV
- DevOps Certified - Instructor
- KT Certified Instructor
- ITIL Accredited Trainer
- KCS Verified Consultant
- ISO/IEC 20000 Consultant
- ISFS, ISMAS based on ISO/IEC 27002
- HDI Faculty & Certified Instructor

25 Service Management Experts to Watch in 2016, 2017, 2018

20 Best Service Management People to Follow on Twitter

Top 25 Thought Leaders in Technical Support and Service Management

20 of the Best ITSM Thought Leaders of 2018



ITSMNinja



johncusty



John Custy

Your Speaker: 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 2016, 2017 & 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

Key Performance Indicators (KPI)



- A type of metric that measures progress toward achieving one's goals and objectives
- Leading or lagging
- Understand their *interconnected cause-and-effect relationships*

Types of Metrics

Leading Indicators

- ✓ Activities
- ✓ “How are we likely to perform?”
- ✓ Predictive in nature
- ✓ I.e., AHT

Lagging Indicators

- ✓ Results
- ✓ “How did we perform?”
- ✓ Results or outcome of change
- ✓ Normally easy to identify and capture
- ✓ Goals and objectives should be based on lagging indicators whenever possible
- ✓ I.e., CSAT

Where Am I Going? What to Measure?



The Cat only grinned when it saw Alice. It looked good-natured, she thought; still it had very long claws and a great many teeth, so she felt that it ought to be treated with respect.

“Cheshire Cat,” she began, rather timidly, “Would you tell me, please, which way to go from here?”

“That depends a good deal on where you want to get to,” said the Cat.

“I don’t much care where,” said Alice.

Where Am I Going?

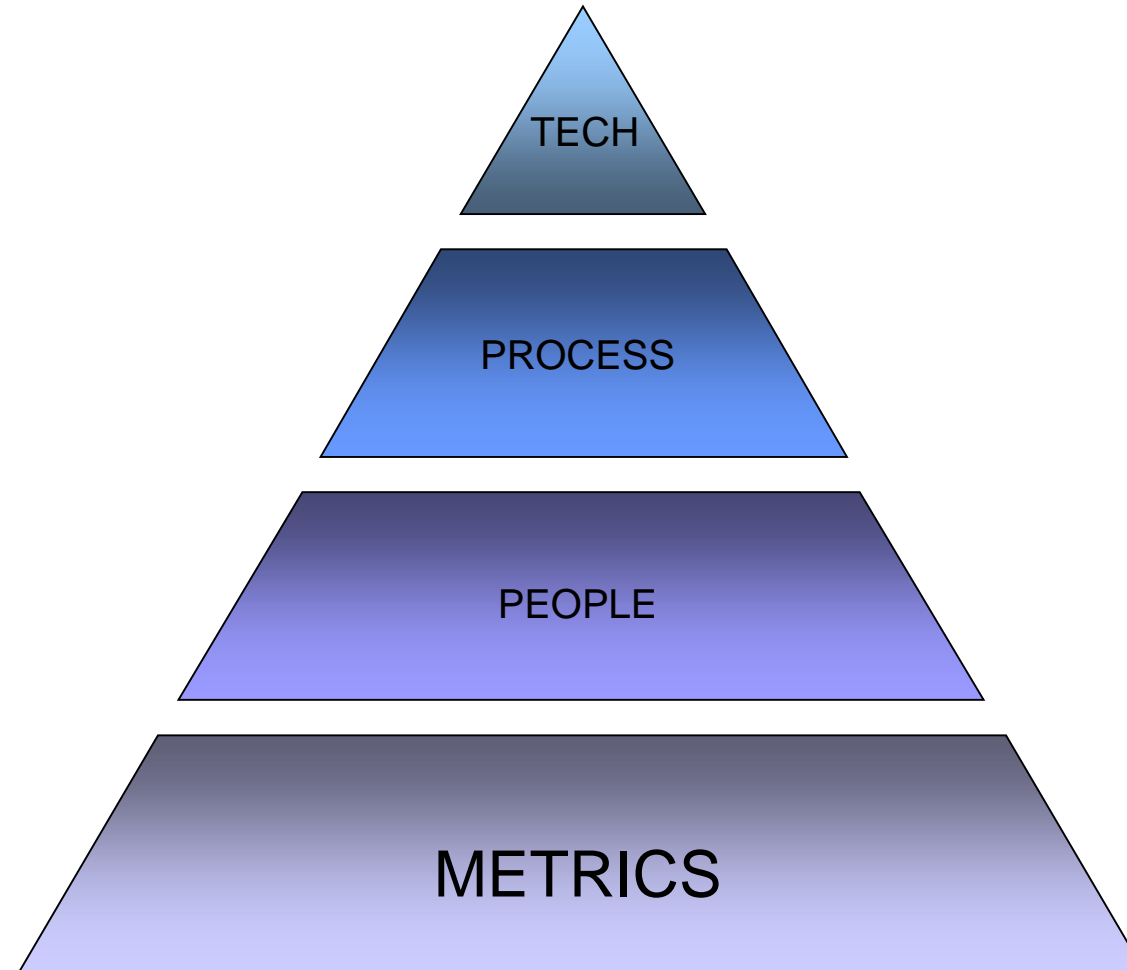
“Then it doesn’t matter which way you go,” said the Cat.

“So long as I get somewhere,” Alice added as an explanation.

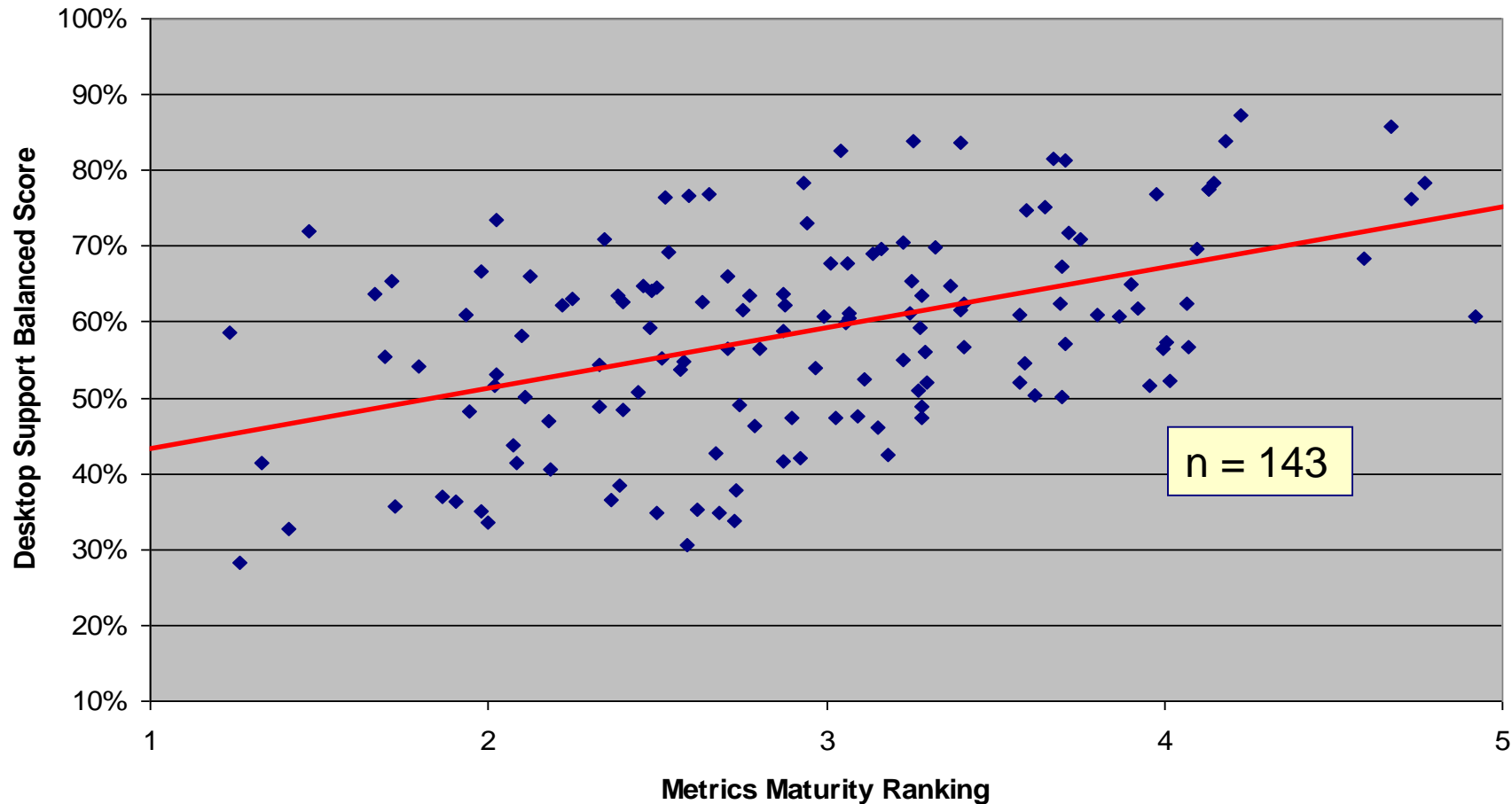
“Oh, you’re sure to do that,” said the Cat. “If you only walk long enough.”



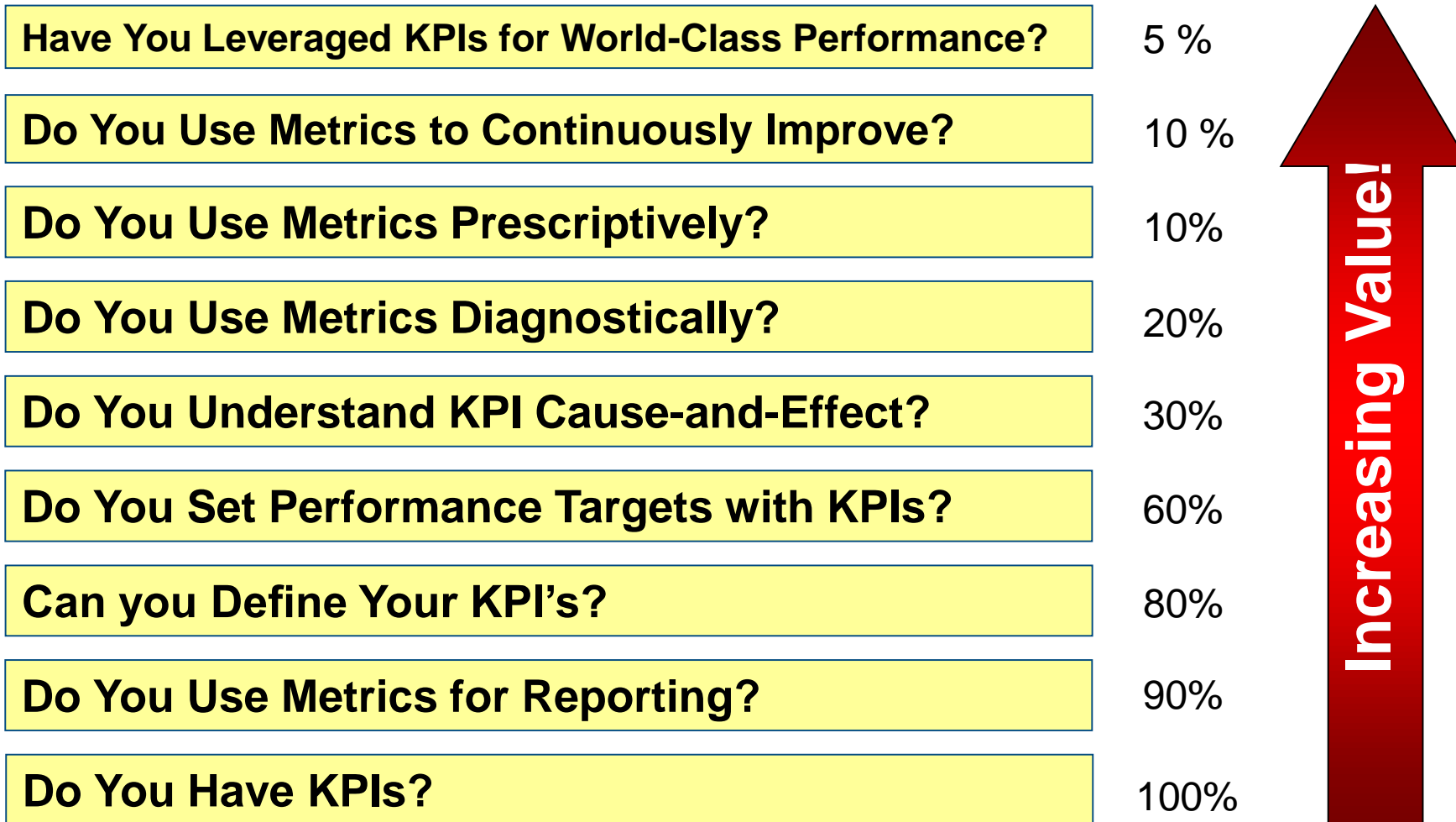
METRICS: An Even More Fundamental Building Block!



The Evidence for Metrics as a Foundation Block



The Dilemma with Service Desk KPIs



Some Common Service Desk Metrics

Cost

- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time
- Net First Level Resolution Rate

Quality

- Call Quality
- Net First Contact Resolution Rate
- Customer Satisfaction

Service Level

- Average Speed of Answer (ASA)
- % of Calls Answered in 30 Seconds
- Call Abandonment Rate

Productivity

- Inbound Contacts per Technician per Month
- Outbound Contacts per Technician per Month
- Technician Utilization
- Technicians as a % of Total Headcount

Technician

- Annual Technician Turnover
- Daily Technician Absenteeism
- Technician Occupancy
- Schedule Adherence
- New Technician Training Hours
- Annual Technician Training Hours
- Technician Tenure (months)
- Technician Job Satisfaction

Contact Handling

- Inbound Contact Handle Time (minutes)
- Outbound Contact Handle Time (minutes)
- Inbound Contacts as a % of Total Contacts
- 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

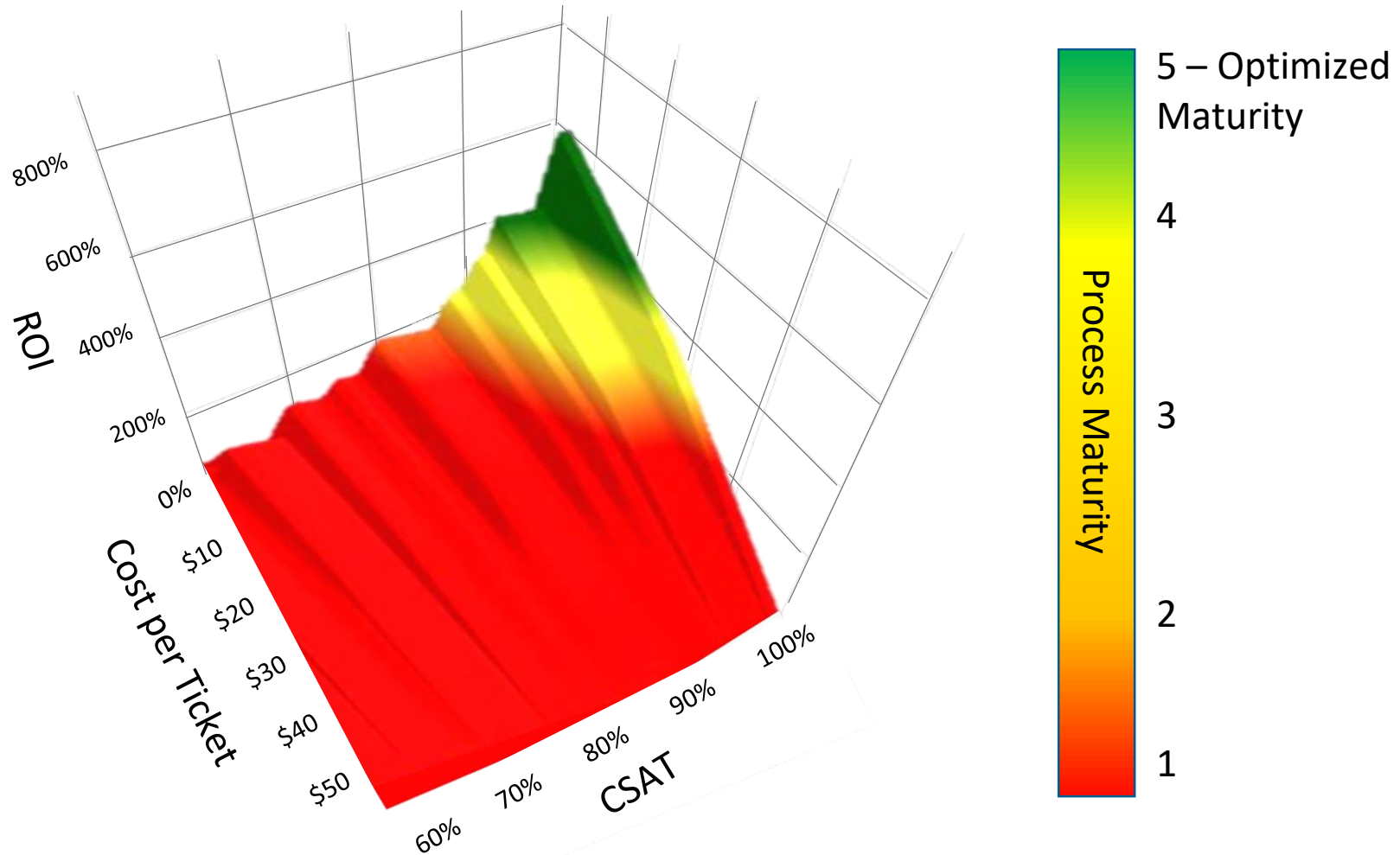
Agent

- Agent Job Satisfaction

Aggregate

- Balanced Scorecard

Characteristics of an Optimized Service Desk



Reverse the Normal Approach

Questions

Start with the Questions.

What do you your stakeholders want to know?

What critical services do you provide and how does it impact business?

Ask! Understand what information is needed.

Review

- What reports do you have today that answer the questions?
- Which reports/metrics measure efficiency? effectiveness? Improvement? Results?
- What metrics can you use to “tell the story” or answer the questions?

Answer

- What can we answer today?
- What do we need to change?
- How are we performing? Where do we excel? What can we improve?
- What are we showing the business? I.T.? Our team?

Efficiency	Quality	Value
<ul style="list-style-type: none"> • Network speed • First contact resolution (FCR) • IT hours spent on projects • Time to resolution • Accuracy • On time, on budget • Transactions per second • Defect removal • Correct routing • Automation • Appropriate prioritization • Maximum duration of outage • Number of Core system outages • Reliability • Mean time to repair 	<ul style="list-style-type: none"> • Baseline • System Performance Monitoring • Incident Monitoring • Knowledge Monitoring • Quality Index • Core System Availability • Coaching • Alignment with goals • Proper sense of urgency • Customer Service Skills • SLA/OLA compliance • Service Review meetings and improvement plans 	<ul style="list-style-type: none"> • Customer Satisfaction • Saved time • Productivity • Business impact • Correlation to business needs • WIIFM (What's in it for me?) • Accuracy • Trending <ul style="list-style-type: none"> • Top types • Priority • Cost <ul style="list-style-type: none"> • Per contact • To business

Customer Orientation Scorecard Metrics

Objective	Measures
Customer Satisfaction	<ul style="list-style-type: none"> Business Unit survey ratings Service quality and responsiveness Contribution to business objectives
Development services performed	<ul style="list-style-type: none"> Major project success scores Goal attainment Sponsor satisfaction
Operational services performed	<ul style="list-style-type: none"> Service level compliance Mean time to restore service during major incidents

Source: Taylor & Francis Group

Operational Excellence Scorecard Metrics

Objective	Measures
Operational process performance	Productivity Responsiveness Change management effectiveness Incident occurrence levels
Process maturity	Assessed level of maturity Delivery and support Monitoring
Architecture Management	State of the infrastructure assessment Product acquisition compliance with technology standards Increased reliability as result of architecture changes

Source: Taylor & Francis Group

CRM Scorecard Metrics

Objective	Measures
Customer	Retention percent Win-back percent Customer acquisitions Customer satisfaction
Process	Conversion rate per sales channel Cost of sales per sales channel Service level per channel Cost per service encounter
Staff	Employee satisfaction Employee retention

Source: Taylor & Francis Group

Customer Satisfaction	Business Value
<ul style="list-style-type: none">• Overall satisfaction of IT Services• Projects delivered within budget• Projects delivered on time or sooner• Results achieved from new or changed service	<ul style="list-style-type: none">• Active projects linked to business initiatives• Cost or time savings realized• Active projects with approved funding/business cases• Projects delivering expected business results/benefits
Operational Excellence	Innovation/Future Growth
<ul style="list-style-type: none">• Mean time to restore services• Success of user training• % of Security incidents• Incidents related to releases• Reliability of services• Security incidents prevented• Service quality and responsiveness	<ul style="list-style-type: none">• New technology capabilities introduced• Automation of routine requests/business processes• Increased number of new ideas• Revenue or results from new products or services

Share Your Thoughts & Shape
the Future!

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this session.*

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