Desktop Support Industry Benchmark

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Report Contents

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Benchmarking Overview

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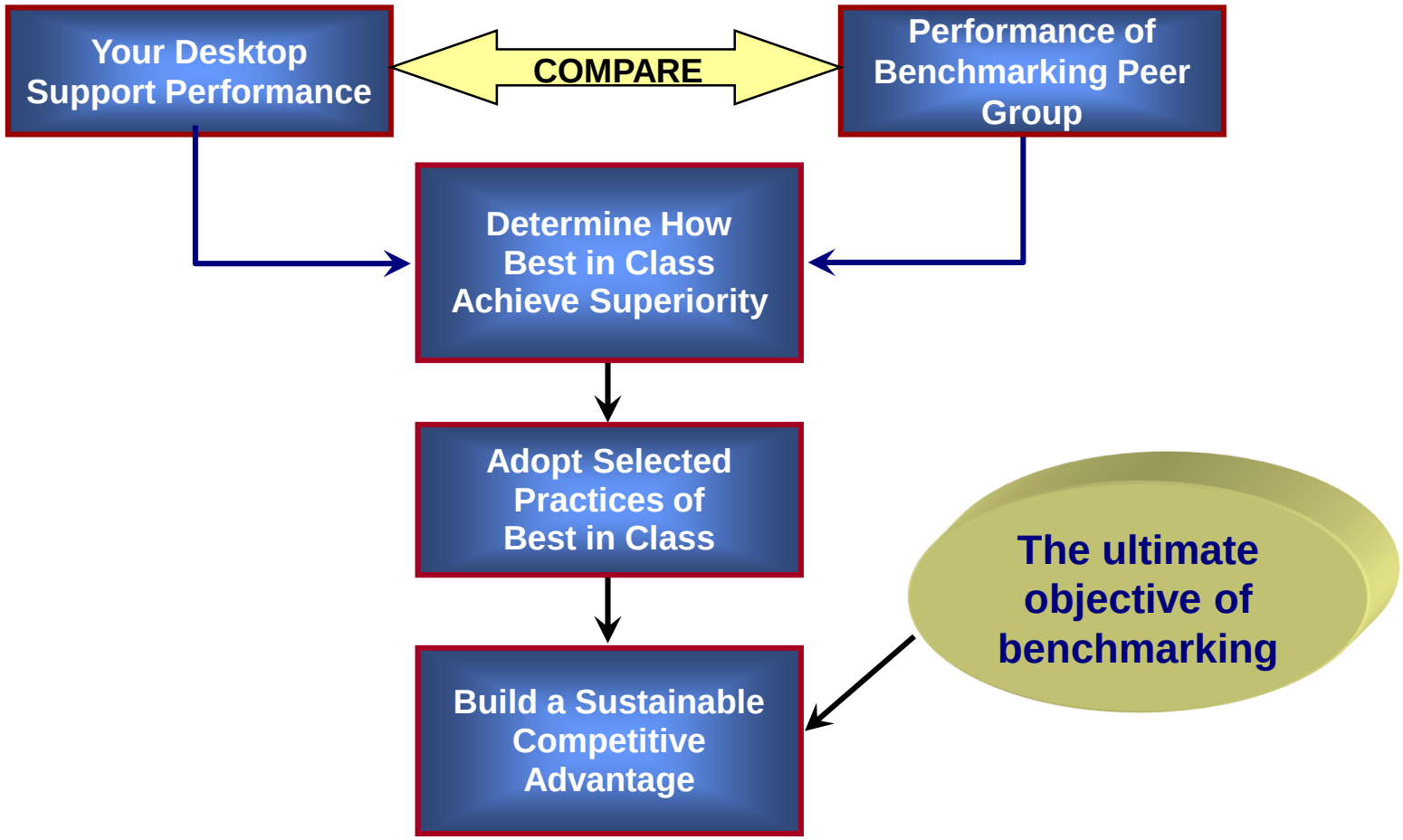
The Benchmarking Methodology



Read MetricNet's whitepaper on ***Desktop Support Benchmarking***. Go to www.metricnet.com to receive your copy!

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Summary of Included Benchmarking Metrics

Cost

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

Quality

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

Ticket Handling

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

Service Level

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

Technician

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

Productivity

- Technician Utilization
- Tickets per Technician per Month
- Incidents per Technician per Month
- Service Requests per Technician per Month
- Ratio of Technicians to Total Headcount

Workload

- Tickets per Seat per Month
- Incidents per Seat per Month
- Service Requests per Seat per Month
- Incidents as a % of Total Ticket Volume

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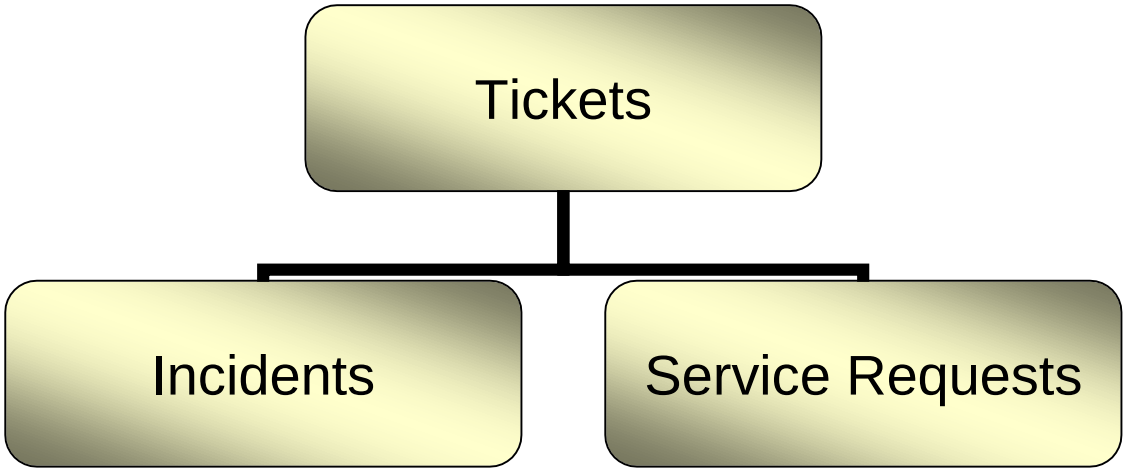
Tickets, Incidents, and Service Requests



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

Incident Volume + Service Request Volume = Ticket Volume

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MetricNet's Benchmarking Database is Global

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Characteristics of World-Class Desktop Support

- Desktop Support consistently exceeds customer expectations
  - Result is high levels of customer satisfaction
  - Mean Time to Resolve is below average for Incidents and Service Requests
- Costs are managed at or below industry average levels
  - Cost per Ticket, per Incident, and per Service Request is below average
  - Minimizes Total Cost of Ownership (TCO) for End User support
- Desktop Support follows industry best practices
  - Industry best practices are defined and documented
  - Desktop Support follows industry best practices
- Every transaction adds value
  - A positive customer experience
  - Drives a positive view of IT overall

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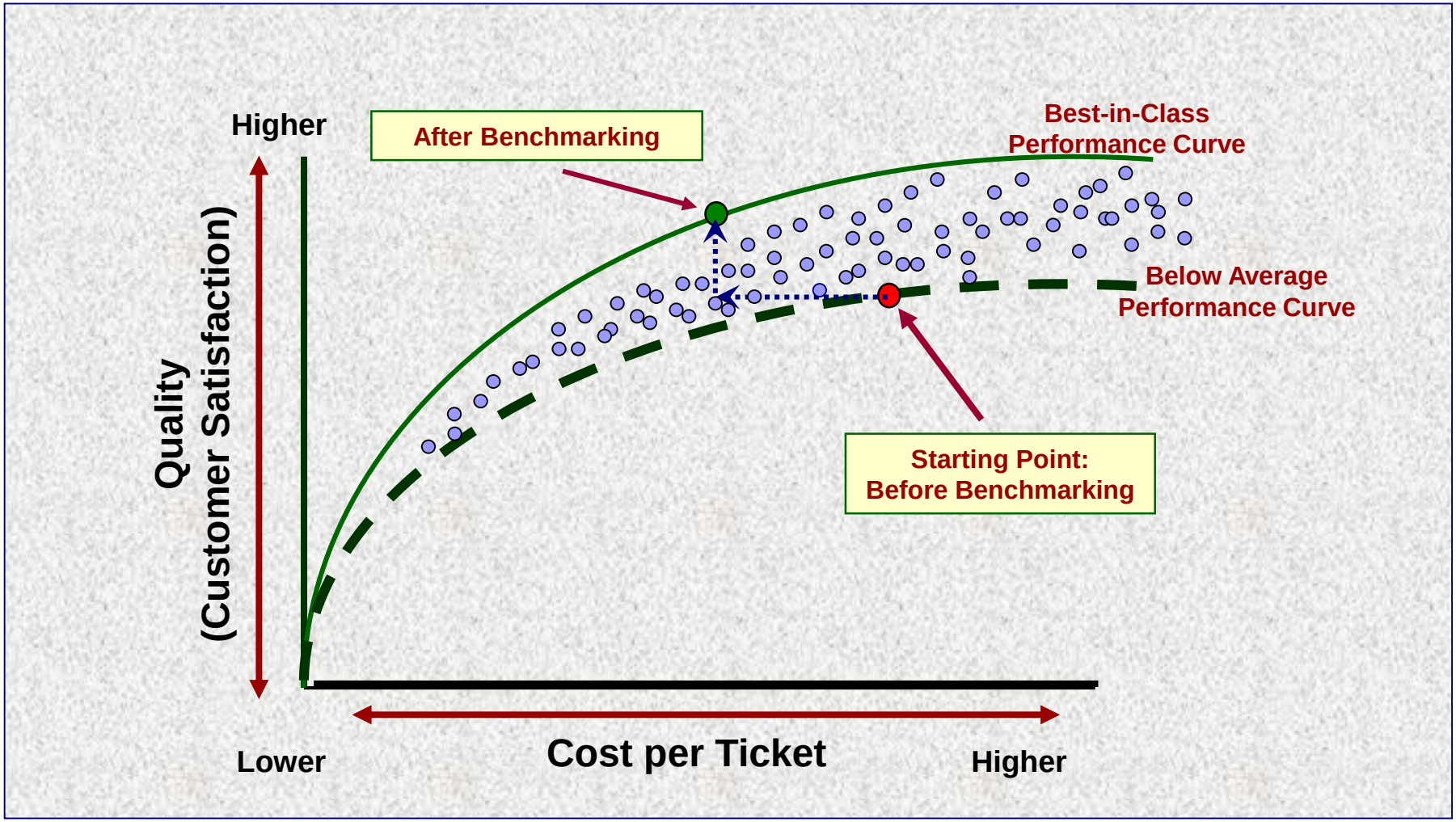
The Goal of Benchmarking



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KPI Statistics and Quartiles

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Benchmarking KPI Performance Summary

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Metric Type	Desktop Support KPI's	Benchmarking Statistics			
		Average	Min	Median	Max
Cost	Cost per Ticket	$141.02	$22.57	$106.65	$430.91
	Cost per Incident	$113.60	$22.32	$86.97	$445.66
	Cost per Service Request	$204.97	$22.28	$173.82	$593.29
Quality	Customer Satisfaction	27.8%	6.2%	30.3%	48.3%
	Incident First Visit Resolution Rate	24.1%	4.1%	23.0%	47.9%
	% Resolved Level 1 Capable	27.0%	2.2%	30.8%	48.7%
Productivity	Technician Utilization	26.8%	2.4%	28.0%	46.0%
	Tickets per Technician per Month	245.8	54.9	265.7	393.4
	Incidents per Technician per Month	106.2	24.5	105.5	181.2
	Service Requests per Technician per Month	168.9	21.0	185.1	299.5
	Ratio of Technicians to Total Headcount	49.6%	30.7%	49.5%	69.6%
Service Level	Mean Time to Resolve Incidents (working hours)	13.5	10.0	12.5	28.0
	% of Incidents Resolved in 8 working hours	49.7%	30.1%	49.6%	67.8%
	Mean Time to Fulfill Service Requests (working days)	11.5	10.0	11.1	16.3
	% of Service Requests Fulfilled in 24 working hours	49.7%	30.4%	48.1%	69.9%
Technician	Technician Job Satisfaction	48.9%	30.0%	47.8%	69.2%
	New Technician Training Hours	46	12	36	160
	Annual Technician Training Hours	18	12	13	59
	Annual Technician Turnover	51.6%	30.0%	51.0%	69.2%
	Daily Technician Absenteeism	48.4%	30.5%	46.9%	69.4%
	Technician Tenure (months)	22.9	2.7	22.7	84.9
Ticket Handling	Average Incident Work Time (minutes)	9.4	2.3	7.5	31.4
	Average Service Request Work Time (minutes)	23.9	2.0	20.4	80.1
	Average Travel Time per Ticket (minutes)	19	3	15	111
Workload	Tickets per Seat per Month	1.31	0.02	1.18	4.16
	Incidents per Seat per Month	0.80	0.09	0.68	3.14
	Service Requests per Seat per Month	0.34	0.02	0.26	1.10
	Incidents as a % of Total Ticket Volume	50.2%	30.3%	50.5%	68.2%

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Quartile Rankings: Cost and Productivity Metrics

Cost Metrics	Quartile			
	1 (Top)	2	3	4 (Bottom)
Cost per Ticket	$22.57 $69.53	$69.53 $106.65	$106.65 $197.78	$197.78 $430.91
Cost per Incident	$22.32 $52.08	$52.08 $86.97	$86.97 $133.40	$133.40 $445.66
Cost per Service Request	$22.28 $93.88	$93.88 $173.82	$173.82 $285.98	$285.98 $593.29

Productivity Metrics	Quartile			
	1 (Top)	2	3	4 (Bottom)
Technician Utilization	46.0% 33.2%	33.2% 28.0%	28.0% 21.5%	21.5% 2.4%
Tickets per Technician per Month	393.4 328.2	328.2 265.7	265.7 160.2	160.2 54.9
Incidents per Technician per Month	181.2 142.6	142.6 105.5	105.5 75.2	75.2 24.5
Service Requests per Technician per Month	299.5 244.6	244.6 185.1	185.1 78.5	78.5 21.0
Ratio of Technicians to Total Headcount	69.6% 59.8%	59.8% 49.5%	49.5% 39.2%	39.2% 30.7%

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Quartile Rankings: Service Level and Quality Metrics

Service Level Metrics	Quartile			
	1 (Top)	2	3	4 (Bottom)
Mean Time to Resolve Incidents (work hours)	10.00 10.70	10.70 12.50	12.50 14.13	14.13 28.00
% of Incidents Resolved in 8 Work Hours	67.8% 60.0%	60.0% 49.6%	49.6% 39.8%	39.8% 30.1%
Mean Time to Fulfill Service Requests (Working Days)	10.0 10.6	10.6 11.2	11.2 12.2	12.2 16.3
% of Service Requests Resolved in 24 Working Hours	69.9% 56.6%	56.6% 48.1%	48.1% 41.9%	41.9% 30.4%

Quality Metrics	Quartile			
	1 (Top)	2	3	4 (Bottom)
Customer Satisfaction	48.3% 38.1%	38.1% 30.3%	30.3% 17.0%	17.0% 6.2%
Incident First Visit Resolution Rate	47.9% 31.4%	31.4% 23.0%	23.0% 16.0%	16.0% 4.1%
% Resolved Level 1 Capable	2.2% 17.4%	17.4% 30.8%	30.8% 37.8%	37.8% 48.7%

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Quartile Rankings: Technician Metrics

Technnician Metrics	Quartile			
	1 (Top)	2	3	4 (Bottom)
Technician Job Satisfaction	69.2% 58.0%	58.0% 47.8%	47.8% 40.2%	40.2% 30.0%
New Technician Training Hours	160 61	61 36	36 20	20 12
Annual Technician Training Hours	59 20	20 13	13 12	12 12
Annual Technician Turnover	30.0% 41.2%	41.2% 47.3%	47.3% 53.8%	53.8% 61.3%
Daily Technician Absenteeism	30.5% 37.7%	37.7% 46.9%	46.9% 58.0%	58.0% 69.4%
Technician Tenure (months)	84.9 29.5	29.5 22.7	22.7 11.2	11.2 9.3

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Quartile Rankings: Workload and Ticket Handling Metrics

Workload Metrics	Quartile			
	1 (Top)	2	3	4 (Bottom)
Tickets per Seat per Month	0.02 – 0.66	0.66 – 1.18	1.18 – 1.70	1.70 – 4.16
Incidents per Seat per Month	0.09 – 0.35	0.35 – 0.68	0.68 – 1.11	1.11 – 3.14
Service Requests per Seat per Month	0.02 – 0.14	0.14 – 0.26	0.26 – 0.49	0.49 – 1.10
Incidents as a % of Total Ticket Volume	68.2% – 62.6%	62.6% – 50.5%	50.5% – 37.6%	37.6% – 30.3%

Ticket Handling Metrics	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Incident Work Time (minutes)	2.3 – 4.9	4.9 – 7.5	7.5 – 11.4	11.4 – 31.4
Average Service Request Work Time (minutes)	2.0 – 11.8	11.8 – 20.4	20.4 – 30.2	30.2 – 80.1
Average Travel Time per Ticket (minutes)	3 – 8	8 – 15	15 – 22	22 – 111

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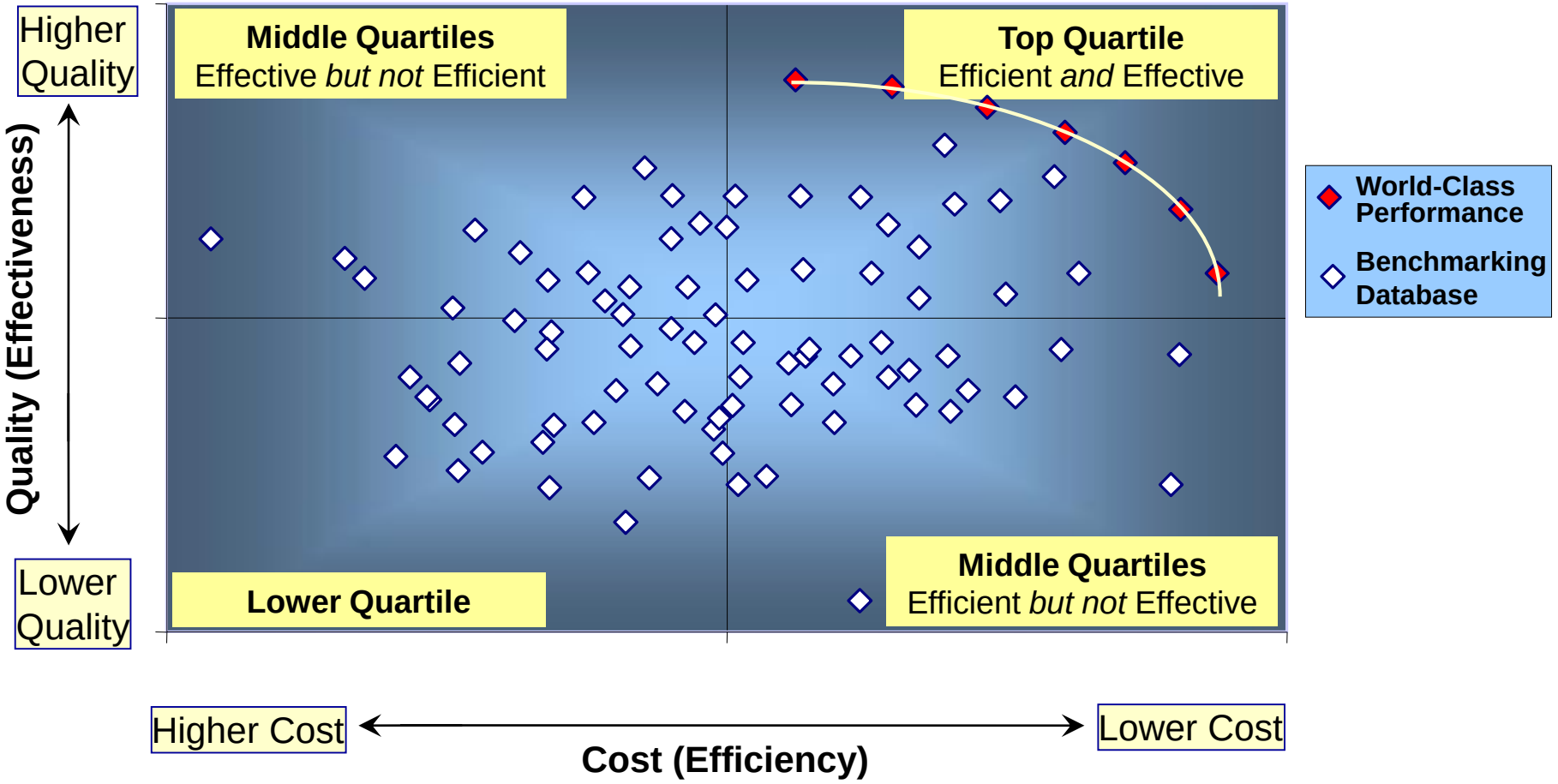
Cost vs. Quality for North American Desktop Support



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Benchmarking Scorecard and Rankings

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The Desktop Support Scorecard: An Overview

- The Desktop Support scorecard employs a methodology that produces a single, all-inclusive measure of Desktop Support performance
- It combines cost, quality, productivity, service level, and technician metrics into an overall performance indicator for Desktop Support
- Each Desktop Support score will range between 0 and 100%, and can be compared directly to the scores of other Desktop Support organizations in the benchmark
- By computing an overall score on a monthly or quarterly basis, a Desktop Support organization can track and trend its performance over time
- Charting and tracking the Desktop Support score is an ideal way to ensure continuous improvement for Desktop Support!

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The Desktop Support Scorecard*

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Incident	15.0%	$445.66	$22.32	$113.60	78.4%	11.8%
Cost per Service Request	15.0%	$593.29	$22.28	$204.97	68.0%	10.2%
Customer Satisfaction	20.0%	6.2%	48.3%	27.8%	51.3%	10.3%
Incident First Visit Resolution Rate	10.0%	4.1%	47.9%	24.1%	45.6%	4.6%
Technician Utilization	10.0%	2.4%	46.0%	26.8%	56.0%	5.6%
% of Incidents Resolved in 8 Work Hours	10.0%	30.1%	67.8%	49.7%	52.0%	5.2%
% of Service Requests Fulfilled in 24 Hours	10.0%	30.4%	69.9%	49.7%	48.7%	4.9%
Technician Job Satisfaction	10.0%	30.0%	69.2%	48.9%	48.2%	4.8%
Total	**100.0%**	**N/A**	**N/A**	**N/A**	**N/A**	**57.3%**

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Step 1

Eight critical performance metrics have been selected for the scorecard

Step 2

Each metric has been weighted according to its relative importance

Step 3

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

Step 4*

Your actual performance for each metric is recorded in this column

Step 5

Your score for each metric is then calculated: (worst case – actual performance) / (worst case – best case) X 100

Step 6

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

Database averages have been used in the "Your Actual Performance" column to illustrate the mechanics of how the Scorecard is calculated for each Desktop Support Group.

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Desktop Support Balanced Score Rankings

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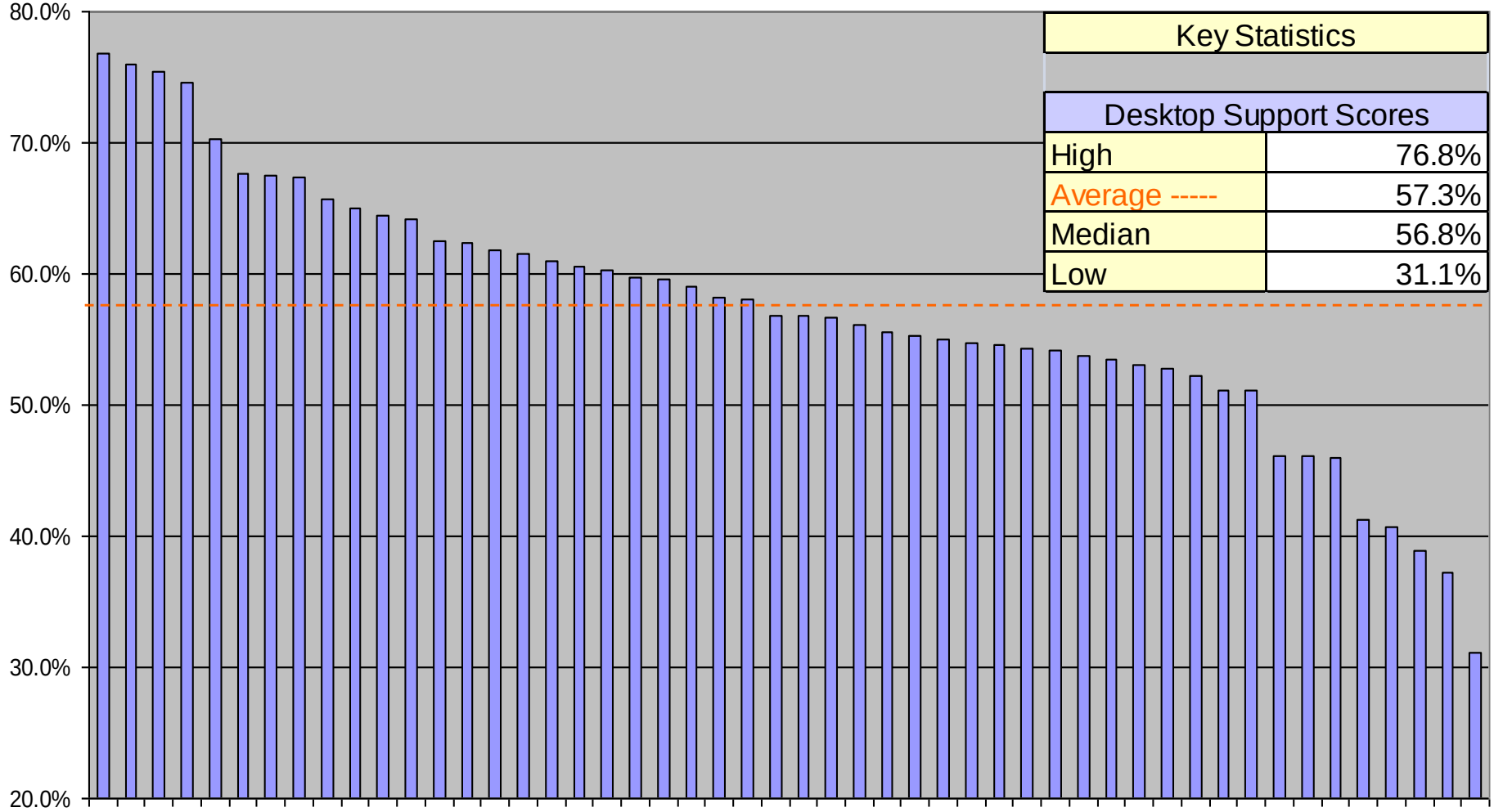

Key Statistics	
Desktop Support Scores	
High	76.8%
Average -----	57.3%
Median	56.8%
Low	31.1%

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The Desktop Scorecard Can Be Used to Track and Trend Performance*

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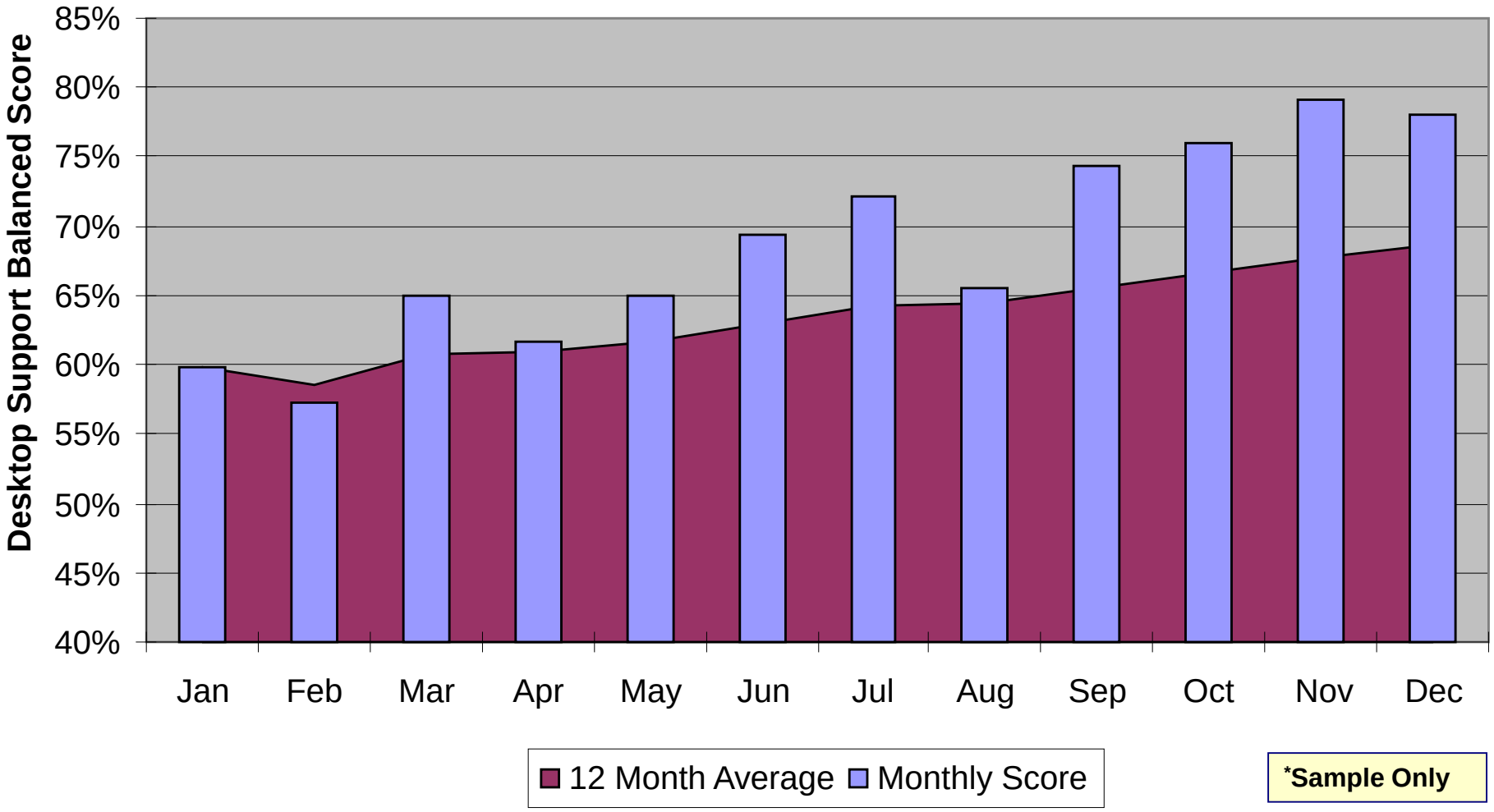

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Scorecard Summary Data

- The next three pages illustrate the Balanced Scorecard performance for each Desktop Support group in the Benchmark
- The Desktop Support Groups are listed in rank order, from best (Desktop Support group #14) to worst (Desktop Support group #50) based upon their balanced scores

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Desktop Support Rankings by Balanced Score

Overall Ranking	Data Record	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Work Hours	% of Service Requests Fulfilled in 24 Work Hours	Technician Job Satisfaction	Balanced Score
1	14	$59.03	$213.37	40.3%	40.5%	33.6%	47.4%	63.8%	62.8%	76.8%
2	31	$29.50	$176.54	41.3%	35.0%	46.0%	60.1%	54.1%	40.4%	76.0%
3	1	$25.66	$122.09	45.6%	31.4%	43.0%	51.0%	30.4%	62.6%	75.4%
4	19	$89.40	$152.36	43.8%	39.3%	29.2%	45.1%	69.9%	47.2%	74.6%
5	33	$46.57	$139.88	34.8%	38.1%	38.4%	30.5%	53.4%	64.1%	70.3%
6	30	$76.01	$171.09	25.2%	31.2%	36.4%	50.7%	55.6%	63.8%	67.7%
7	6	$29.32	$204.53	33.7%	18.0%	37.1%	61.4%	45.9%	53.7%	67.4%
8	15	$82.56	$66.15	29.8%	20.3%	27.3%	45.2%	67.9%	55.7%	67.4%
9	39	$134.67	$40.99	35.9%	38.6%	30.5%	32.0%	53.6%	50.8%	65.6%
10	46	$76.02	$59.98	29.5%	38.3%	26.1%	36.4%	67.0%	40.1%	64.9%
11	24	$40.69	$24.04	48.3%	15.0%	27.3%	30.1%	42.7%	44.9%	64.4%
12	36	$22.32	$93.80	21.2%	31.1%	9.8%	62.6%	62.1%	47.1%	64.1%
13	26	$48.35	$224.19	34.6%	11.7%	36.2%	49.6%	37.9%	63.8%	62.4%
14	45	$96.19	$99.86	43.5%	12.2%	33.4%	30.3%	52.9%	47.8%	62.3%
15	2	$278.00	$136.61	35.8%	20.0%	22.2%	60.9%	45.8%	67.4%	61.8%
16	17	$38.44	$169.99	22.1%	35.8%	24.7%	59.1%	59.5%	33.8%	61.5%
17	9	$36.30	$281.34	6.2%	38.8%	28.6%	67.3%	58.5%	58.7%	60.9%
18	28	$106.22	$152.87	45.3%	20.0%	8.5%	63.4%	39.6%	38.6%	60.6%
19	5	$66.57	$149.05	30.7%	21.7%	19.1%	38.1%	60.0%	53.6%	60.2%
20	10	$59.66	$69.24	13.0%	47.9%	9.6%	47.9%	51.7%	58.8%	59.8%

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Desktop Support Rankings by Balanced Score (contd.)

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Overall Ranking	Data Record	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Work Hours	% of Service Requests Fulfilled in 24 Work Hours	Technician Job Satisfaction	Balanced Score
21	48	$84.53	$302.62	44.4%	18.7%	32.5%	48.7%	47.0%	36.5%	59.6%
22	29	$48.43	$74.35	41.5%	26.6%	2.4%	42.2%	52.0%	32.8%	59.0%
23	20	$34.20	$41.49	18.8%	30.1%	32.4%	35.1%	37.6%	58.3%	58.2%
24	44	$174.27	$94.11	38.4%	10.4%	27.1%	33.1%	61.3%	47.0%	58.1%
25	49	$115.17	$29.37	13.1%	13.7%	43.1%	65.6%	54.1%	30.5%	56.9%
26	23	$51.80	$161.31	9.0%	20.8%	37.3%	49.6%	69.3%	43.1%	56.8%
27	11	$61.37	$317.90	23.8%	7.8%	18.6%	62.8%	46.9%	69.2%	56.6%
28	18	$66.45	$244.00	32.3%	23.5%	22.6%	39.6%	51.3%	46.3%	56.0%
29	25	$52.93	$287.52	8.8%	17.0%	31.3%	67.8%	56.9%	53.8%	55.5%
30	16	$254.38	$335.39	31.0%	15.4%	37.6%	59.5%	46.8%	58.7%	55.3%
31	34	$445.66	$71.72	46.1%	10.3%	25.7%	58.3%	42.0%	50.2%	55.0%
32	38	$150.10	$411.90	41.4%	30.8%	30.7%	59.3%	40.0%	30.0%	54.7%
33	35	$152.30	$83.74	27.0%	24.9%	38.8%	40.5%	34.3%	46.0%	54.6%
34	12	$95.53	$22.28	19.0%	21.4%	16.8%	48.2%	41.9%	52.7%	54.2%
35	32	$198.01	$323.83	37.2%	22.2%	31.4%	45.9%	44.2%	50.3%	54.2%
36	7	$123.86	$201.25	11.2%	38.7%	18.4%	63.0%	49.3%	47.8%	53.7%
37	43	$25.32	$150.03	17.7%	4.1%	20.1%	56.5%	44.1%	57.2%	53.5%
38	13	$269.51	$223.41	29.4%	12.5%	31.6%	67.3%	39.7%	50.4%	53.0%
39	21	$61.96	$296.26	39.2%	24.0%	7.4%	43.2%	46.1%	39.8%	52.7%
40	37	$91.67	$397.81	21.4%	28.1%	30.5%	56.1%	48.3%	45.7%	52.3%

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Desktop Support Rankings by Balanced Score (contd.)

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Overall Ranking	Data Record	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Work Hours	% of Service Requests Fulfilled in 24 Work Hours	Technician Job Satisfaction	Balanced Score
41	47	$149.29	$275.22	16.8%	8.4%	32.2%	64.7%	65.6%	35.2%	51.1%
42	4	$82.45	$576.03	32.0%	32.3%	21.4%	49.7%	60.3%	37.5%	51.1%
43	22	$127.42	$206.24	9.5%	21.0%	23.0%	34.4%	47.7%	65.3%	46.1%
44	27	$122.18	$58.08	13.5%	22.7%	21.7%	35.7%	38.5%	49.0%	46.0%
45	42	$285.52	$488.16	30.9%	23.2%	22.9%	38.9%	52.0%	65.1%	46.0%
46	3	$129.51	$228.37	7.2%	26.7%	22.1%	55.6%	41.6%	32.7%	41.2%
47	41	$191.84	$302.22	32.7%	15.6%	29.2%	31.0%	32.9%	37.0%	40.7%
48	8	$93.02	$251.32	13.6%	4.5%	36.8%	50.1%	31.7%	30.9%	38.8%
49	40	$129.60	$451.11	10.4%	33.1%	13.8%	49.0%	39.3%	45.1%	37.3%
50	50	$370.46	$593.29	11.8%	29.5%	13.6%	65.3%	47.8%	44.2%	31.1%
	Average	$113.60	$204.97	27.8%	24.1%	26.8%	49.7%	49.7%	48.9%	57.3%
	Max	$445.66	$593.29	48.3%	47.9%	46.0%	67.8%	69.9%	69.2%	76.8%
	Min	$22.32	$22.28	6.2%	4.1%	2.4%	30.1%	30.4%	30.0%	31.1%
	Median	$86.97	$173.82	30.3%	23.0%	28.0%	49.6%	48.1%	47.8%	56.8%

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Rank Ordering of Scorecard KPI's

- The next three pages show the ranking of each KPI in the scorecard
- Each KPI is listed in rank order, from best (top row), to worst (bottom row)

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Balanced Scorecard KPI Performance Rankings

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Metric Ranking	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Work Hours	% of Service Requests Fulfilled in 24 Work Hours	Technician Job Satisfaction	Balanced Score
1	$22.32	$22.28	48.3%	47.9%	46.0%	67.8%	69.9%	69.2%	76.8%
2	$25.32	$24.04	46.1%	40.5%	43.1%	67.3%	69.3%	67.4%	76.0%
3	$25.66	$29.37	45.6%	39.3%	43.0%	67.3%	67.9%	65.3%	75.4%
4	$29.32	$40.99	45.3%	38.8%	38.8%	65.6%	67.0%	65.1%	74.6%
5	$29.50	$41.49	44.4%	38.7%	38.4%	65.3%	65.6%	64.1%	70.3%
6	$34.20	$58.08	43.8%	38.6%	37.6%	64.7%	63.8%	63.8%	67.7%
7	$36.30	$59.98	43.5%	38.3%	37.3%	63.4%	62.1%	63.8%	67.4%
8	$38.44	$66.15	41.5%	38.1%	37.1%	63.0%	61.3%	62.8%	67.4%
9	$40.69	$69.24	41.4%	35.8%	36.8%	62.8%	60.3%	62.6%	65.6%
10	$46.57	$71.72	41.3%	35.0%	36.4%	62.6%	60.0%	58.8%	64.9%
11	$48.35	$74.35	40.3%	33.1%	36.2%	61.4%	59.5%	58.7%	64.4%
12	$48.43	$83.74	39.2%	32.3%	33.6%	60.9%	58.5%	58.7%	64.1%
13	$51.80	$93.80	38.4%	31.4%	33.4%	60.1%	56.9%	58.3%	62.4%
14	$52.93	$94.11	37.2%	31.2%	32.5%	59.5%	55.6%	57.2%	62.3%
15	$59.03	$99.86	35.9%	31.1%	32.4%	59.3%	54.1%	55.7%	61.8%
16	$59.66	$122.09	35.8%	30.8%	32.2%	59.1%	54.1%	53.8%	61.5%
17	$61.37	$136.61	34.8%	30.1%	31.6%	58.3%	53.6%	53.7%	60.9%
18	$61.96	$139.88	34.6%	29.5%	31.4%	56.5%	53.4%	53.6%	60.6%
19	$66.45	$149.05	33.7%	28.1%	31.3%	56.1%	52.9%	52.7%	60.2%
20	$66.57	$150.03	32.7%	26.7%	30.7%	55.6%	52.0%	50.8%	59.8%

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Balanced Scorecard KPI Performance Rankings (contd.)

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Metric Ranking	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Work Hours	% of Service Requests Fulfilled in 24 Work Hours	Technician Job Satisfaction	Balanced Score
21	$76.01	$152.36	32.3%	26.6%	30.5%	51.0%	52.0%	50.4%	59.6%
22	$76.02	$152.87	32.0%	24.9%	30.5%	50.7%	51.7%	50.3%	59.0%
23	$82.45	$161.31	31.0%	24.0%	29.2%	50.1%	51.3%	50.2%	58.2%
24	$82.56	$169.99	30.9%	23.5%	29.2%	49.7%	49.3%	49.0%	58.1%
25	$84.53	$171.09	30.7%	23.2%	28.6%	49.6%	48.3%	47.8%	56.9%
26	$89.40	$176.54	29.8%	22.7%	27.3%	49.6%	47.8%	47.8%	56.8%
27	$91.67	$201.25	29.5%	22.2%	27.3%	49.0%	47.7%	47.2%	56.6%
28	$93.02	$204.53	29.4%	21.7%	27.1%	48.7%	47.0%	47.1%	56.0%
29	$95.53	$206.24	27.0%	21.4%	26.1%	48.2%	46.9%	47.0%	55.5%
30	$96.19	$213.37	25.2%	21.0%	25.7%	47.9%	46.8%	46.3%	55.3%
31	$106.22	$223.41	23.8%	20.8%	24.7%	47.4%	46.1%	46.0%	55.0%
32	$115.17	$224.19	22.1%	20.3%	23.0%	45.9%	45.9%	45.7%	54.7%
33	$122.18	$228.37	21.4%	20.0%	22.9%	45.2%	45.8%	45.1%	54.6%
34	$123.86	$244.00	21.2%	20.0%	22.6%	45.1%	44.2%	44.9%	54.2%
35	$127.42	$251.32	19.0%	18.7%	22.2%	43.2%	44.1%	44.2%	54.2%
36	$129.51	$275.22	18.8%	18.0%	22.1%	42.2%	42.7%	43.1%	53.7%
37	$129.60	$281.34	17.7%	17.0%	21.7%	40.5%	42.0%	40.4%	53.5%
38	$134.67	$287.52	16.8%	15.6%	21.4%	39.6%	41.9%	40.1%	53.0%
39	$149.29	$296.26	13.6%	15.4%	20.1%	38.9%	41.6%	39.8%	52.7%
40	$150.10	$302.22	13.5%	15.0%	19.1%	38.1%	40.0%	38.6%	52.3%

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Balanced Scorecard KPI Performance Rankings (contd.)

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Metric Ranking	Cost per Incident	Cost per Service Request	Customer Satisfaction	Incident First Visit Resolution Rate	Technician Utilization	% of Incidents Resolved in 8 Work Hours	% of Service Requests Fulfilled in 24 Work Hours	Technician Job Satisfaction	Balanced Score
41	$152.30	$302.62	13.1%	13.7%	18.6%	36.4%	39.7%	37.5%	51.1%
42	$174.27	$317.90	13.0%	12.5%	18.4%	35.7%	39.6%	37.0%	51.1%
43	$191.84	$323.83	11.8%	12.2%	16.8%	35.1%	39.3%	36.5%	46.1%
44	$198.01	$335.39	11.2%	11.7%	13.8%	34.4%	38.5%	35.2%	46.0%
45	$254.38	$397.81	10.4%	10.4%	13.6%	33.1%	37.9%	33.8%	46.0%
46	$269.51	$411.90	9.5%	10.3%	9.8%	32.0%	37.6%	32.8%	41.2%
47	$278.00	$451.11	9.0%	8.4%	9.6%	31.0%	34.3%	32.7%	40.7%
48	$285.52	$488.16	8.8%	7.8%	8.5%	30.5%	32.9%	30.9%	38.8%
49	$370.46	$576.03	7.2%	4.5%	7.4%	30.3%	31.7%	30.5%	37.3%
50	$445.66	$593.29	6.2%	4.1%	2.4%	30.1%	30.4%	30.0%	31.1%
Average	$113.60	$204.97	27.8%	24.1%	26.8%	49.7%	49.7%	48.9%	57.3%
Max	$445.66	$593.29	48.3%	47.9%	46.0%	67.8%	69.9%	69.2%	76.8%
Min	$22.32	$22.28	6.2%	4.1%	2.4%	30.1%	30.4%	30.0%	31.1%
Median	$86.97	$173.82	30.3%	23.0%	28.0%	49.6%	48.1%	47.8%	56.8%

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Scorecard Metrics: Cost per Incident

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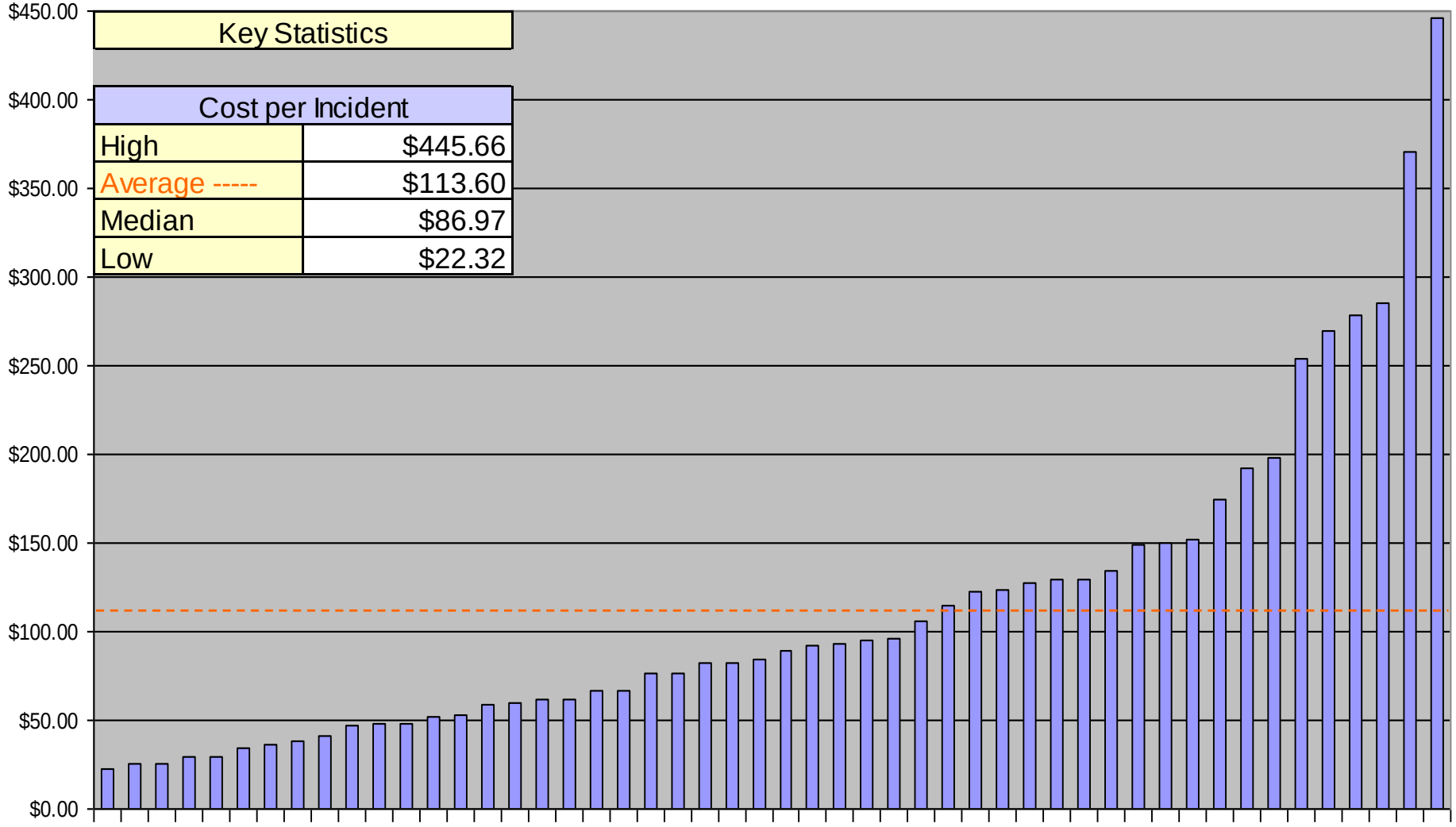
Key Statistics	
Cost per Incident	
High	$445.66
Average -----	$113.60
Median	$86.97
Low	$22.32



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Scorecard Metrics: Cost per Service Request

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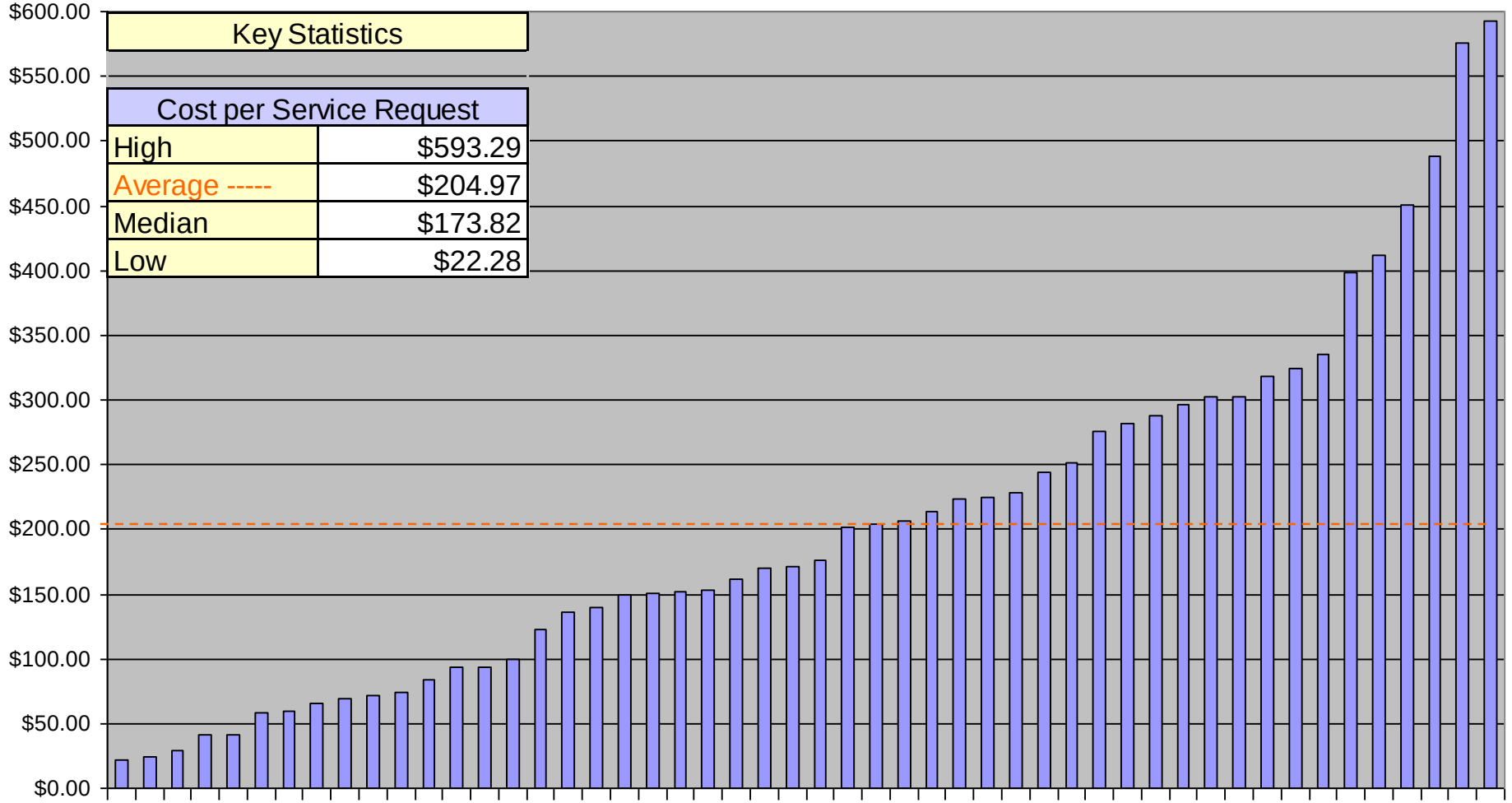

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Scorecard Metrics: Customer Satisfaction

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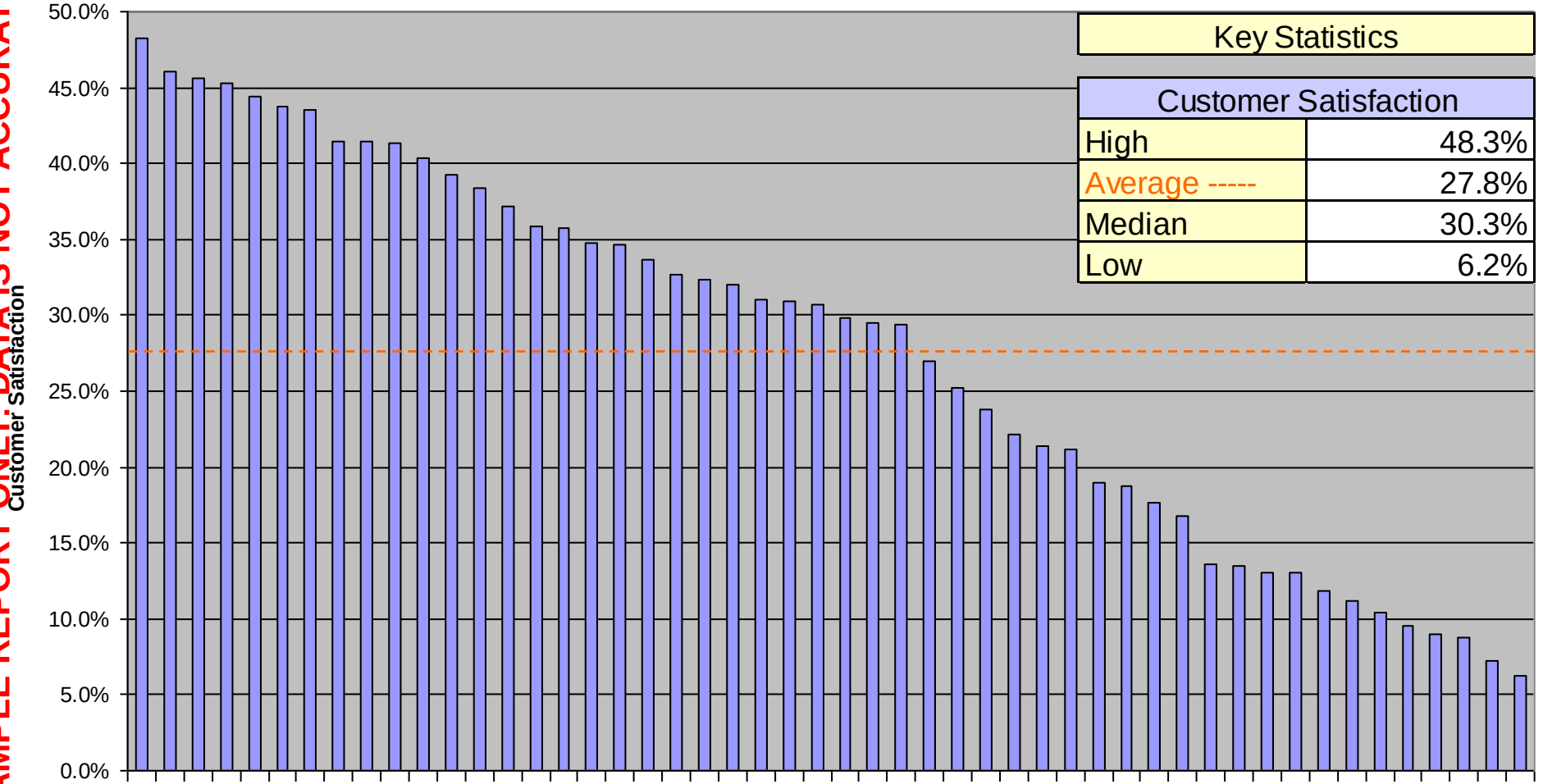

Key Statistics	
Customer Satisfaction	
High	48.3%
Average -----	27.8%
Median	30.3%
Low	6.2%

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Scorecard Metrics: Incident First Visit Resolution Rate

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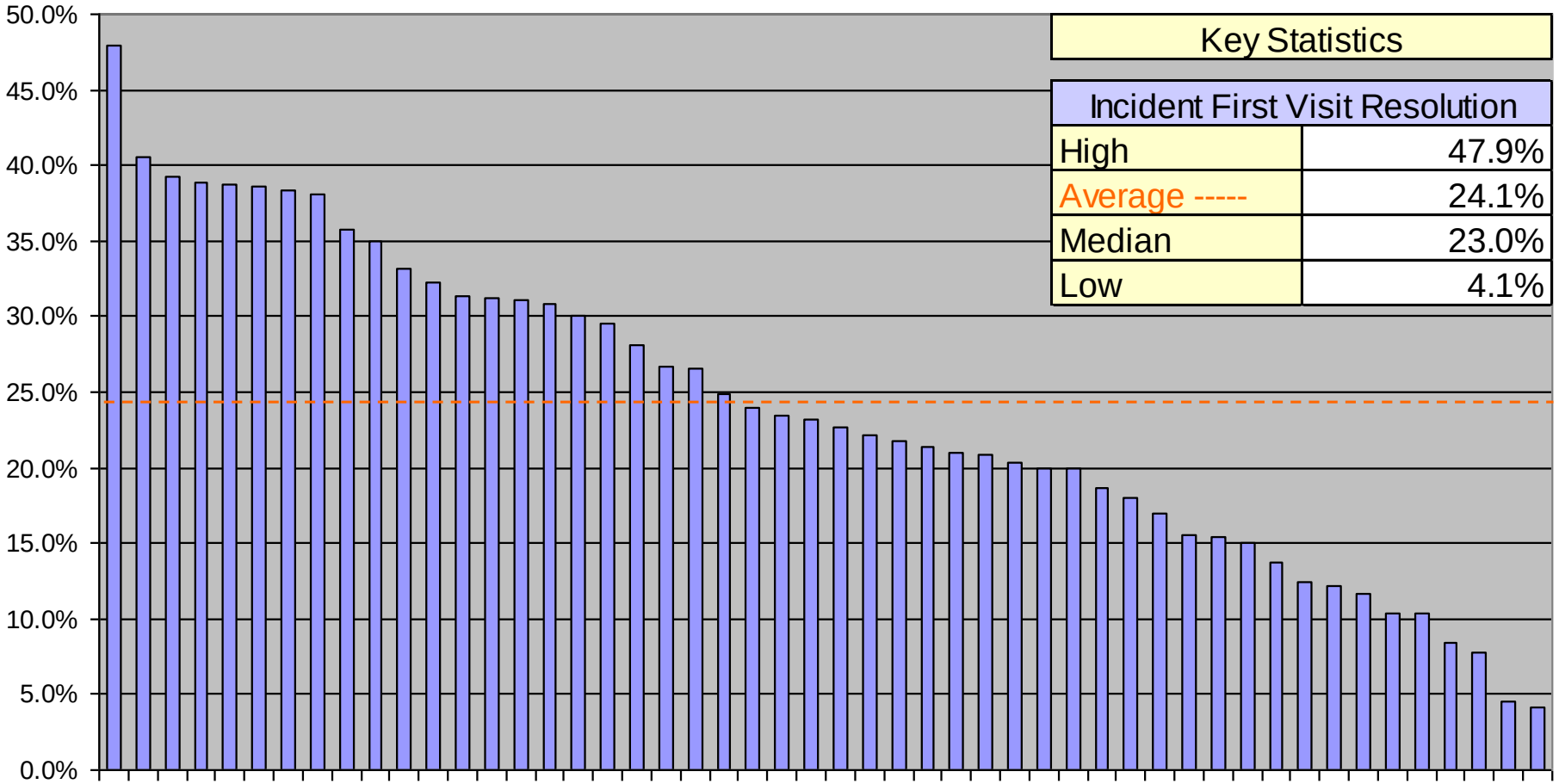

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Scorecard Metrics: Technician Utilization

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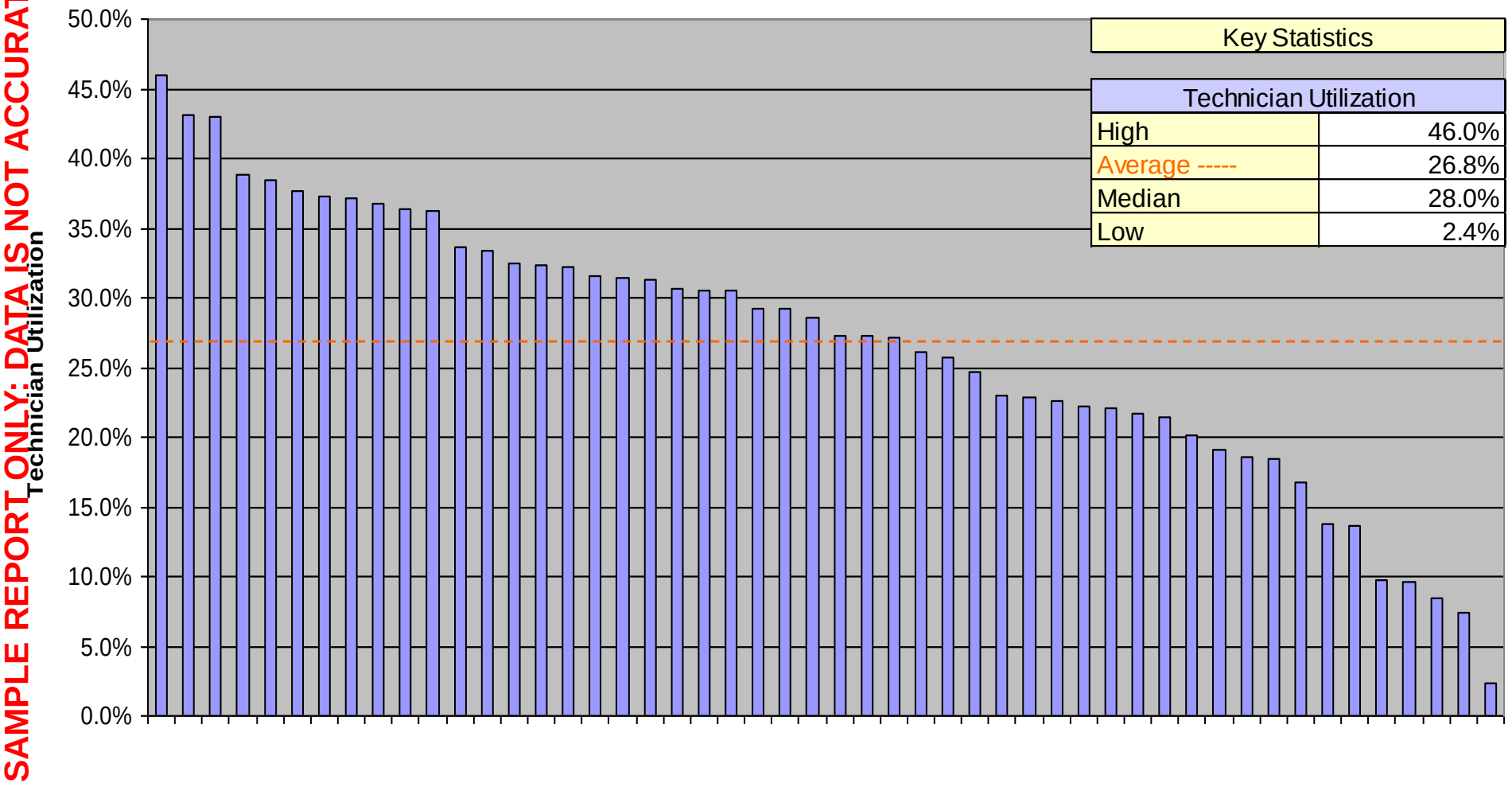

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Scorecard Metrics: % of Incidents Resolved in 8 Work Hours

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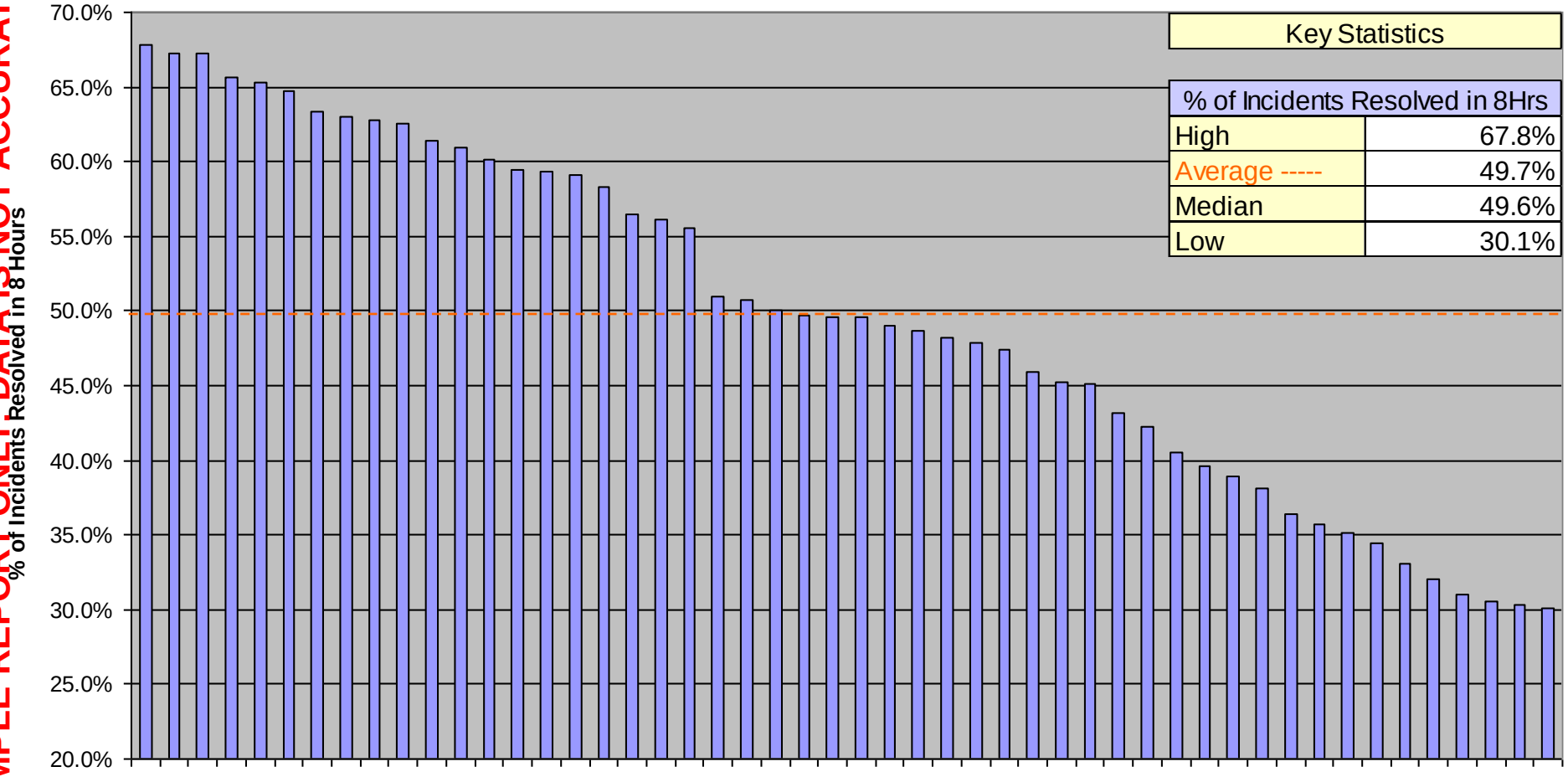

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Scorecard Metrics: % of Service Requests Fulfilled in 24 Work Hours

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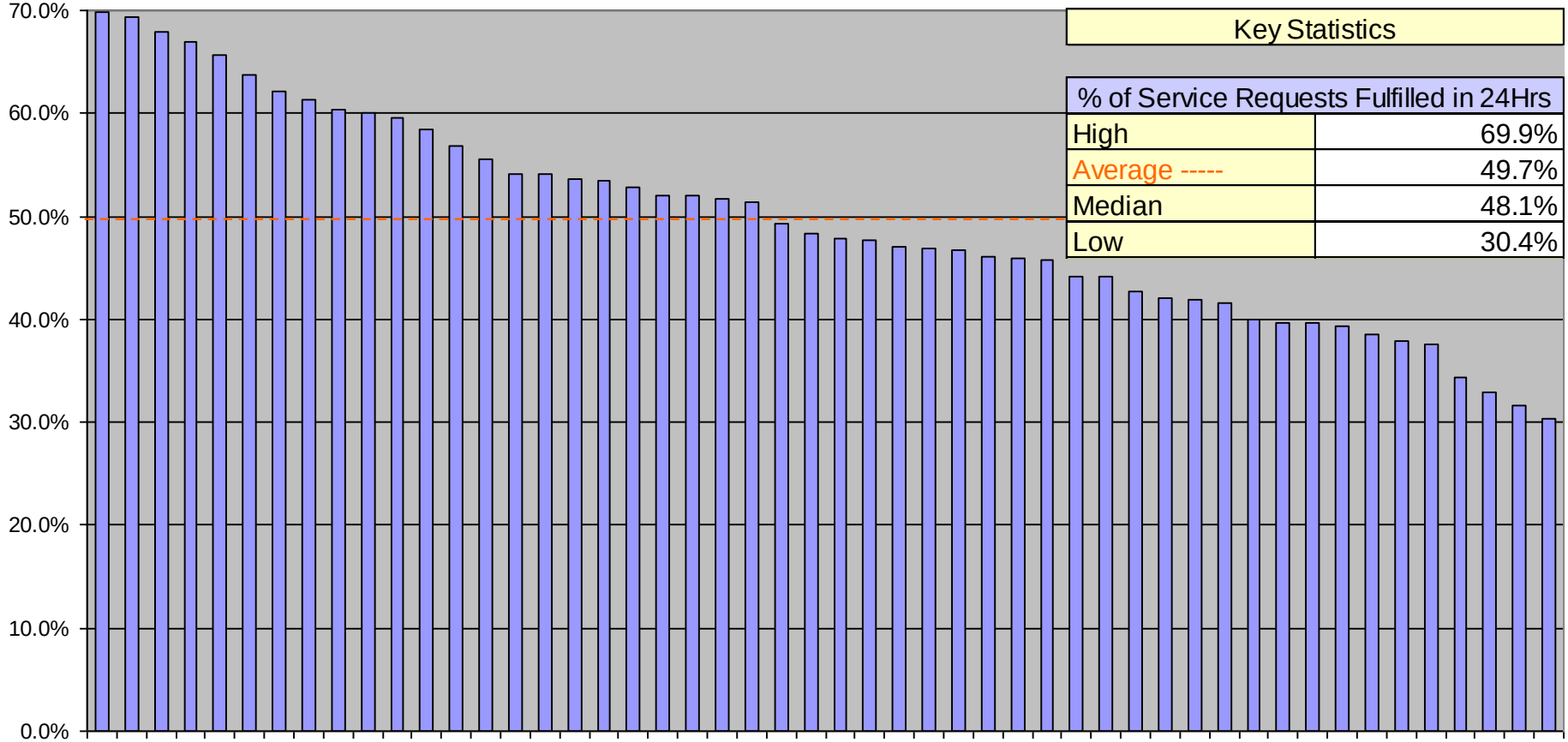

Key Statistics	
% of Service Requests Fulfilled in 24Hrs	
High	69.9%
Average -----	49.7%
Median	48.1%
Low	30.4%

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Scorecard Metrics: Technician Job Satisfaction

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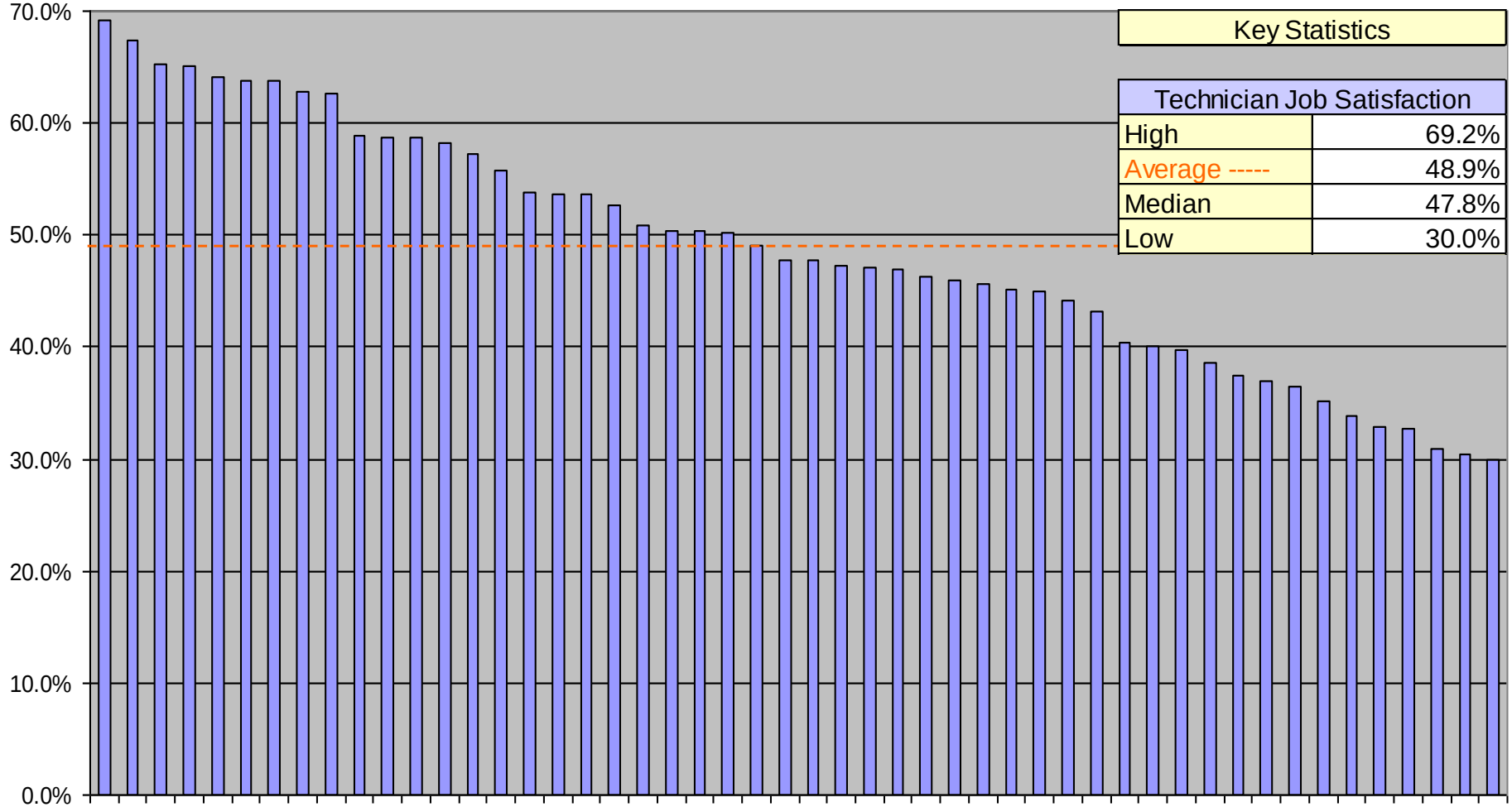

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Detailed Benchmarking Data

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Cost Metrics

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Cost Metrics: Cost per Ticket

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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, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Why it's Important

Cost per Ticket is one of the most important Desktop Support metrics. It is a measure of how efficiently Desktop Support 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 the low cost is achieved by sacrificing quality of service. 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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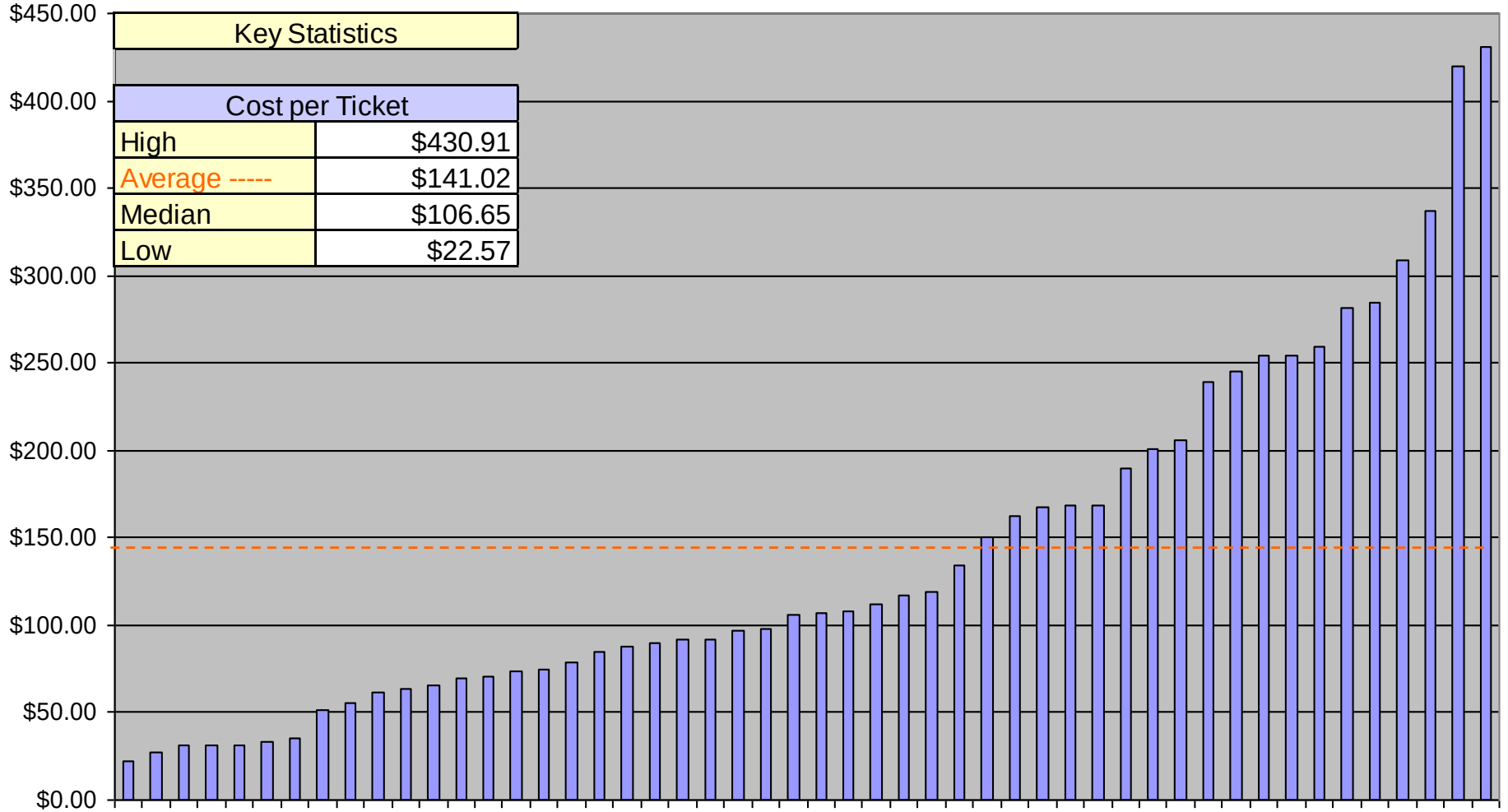
Cost Metrics: Cost per Ticket



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SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Cost Metrics: Cost per Incident

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Definition

Cost per Incident is the total annual operating expense of Desktop Support multiplied by the ratio of incidents to total tickets, and then multiplied by the ratio of incident handle time to ticket handle time. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Why it's Important

Cost per Incident is one of the most important Desktop Support metrics. It is one of the key components of Cost per Ticket; the other being the 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 the low cost is achieved by sacrificing quality of service. 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

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Cost Metrics: Cost per Incident

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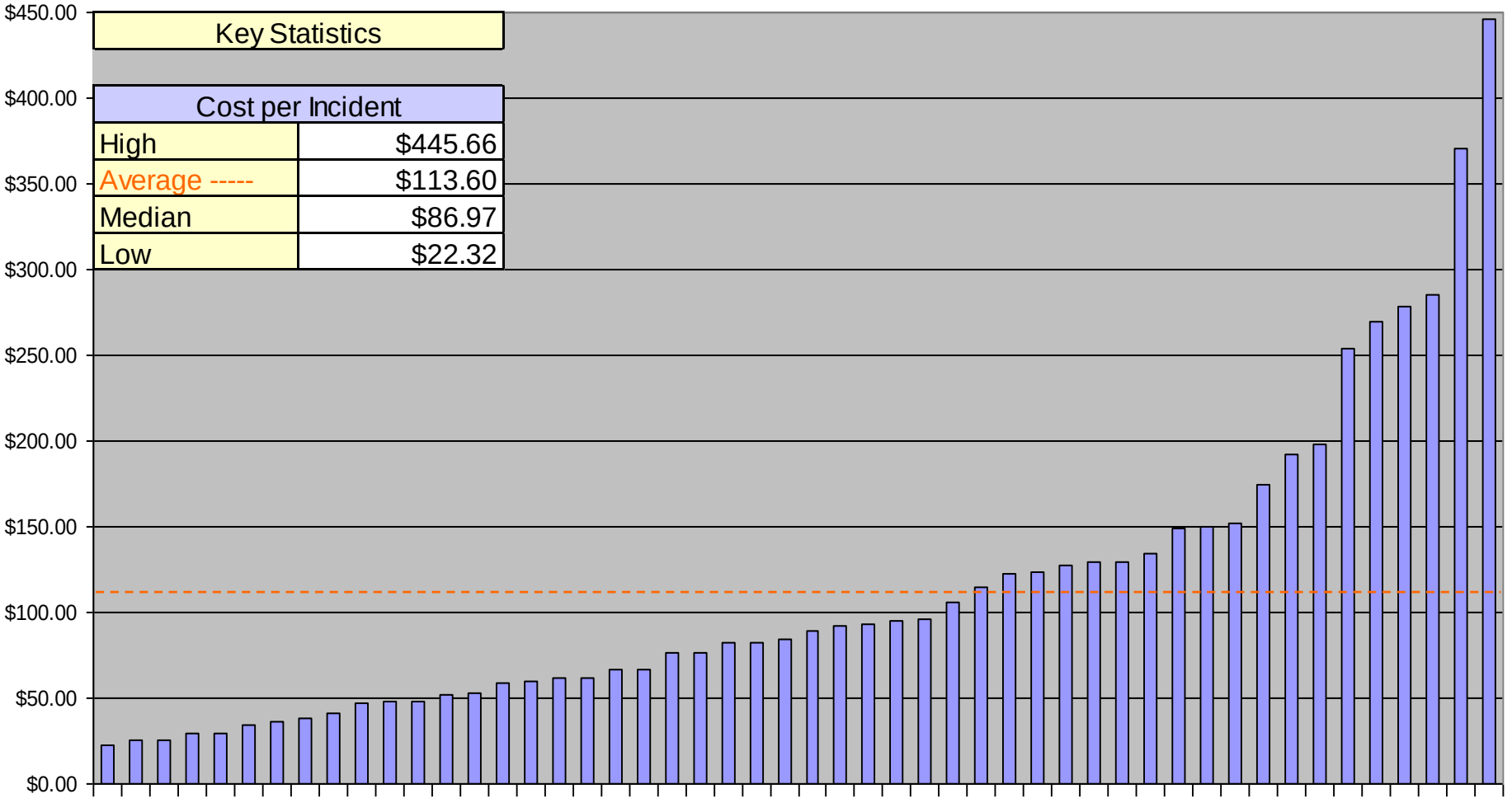
Key Statistics	
Cost per Incident	
High	$445.66
Average -----	$113.60
Median	$86.97
Low	$22.32



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Cost Metrics: Cost per Service Request

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Definition

Cost per Service Request is the total annual operating expense of Desktop Support multiplied by the ratio of service requests to total tickets, and then multiplied by the ratio of service request handle time to ticket handle time. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses.

Why it's Important

Cost per Service Request is one of the most important Desktop Support metrics. It is one of the key components of Cost per Ticket; the other being the 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 the low cost is achieved by sacrificing quality of service. 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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Cost Metrics: Cost per Service Request

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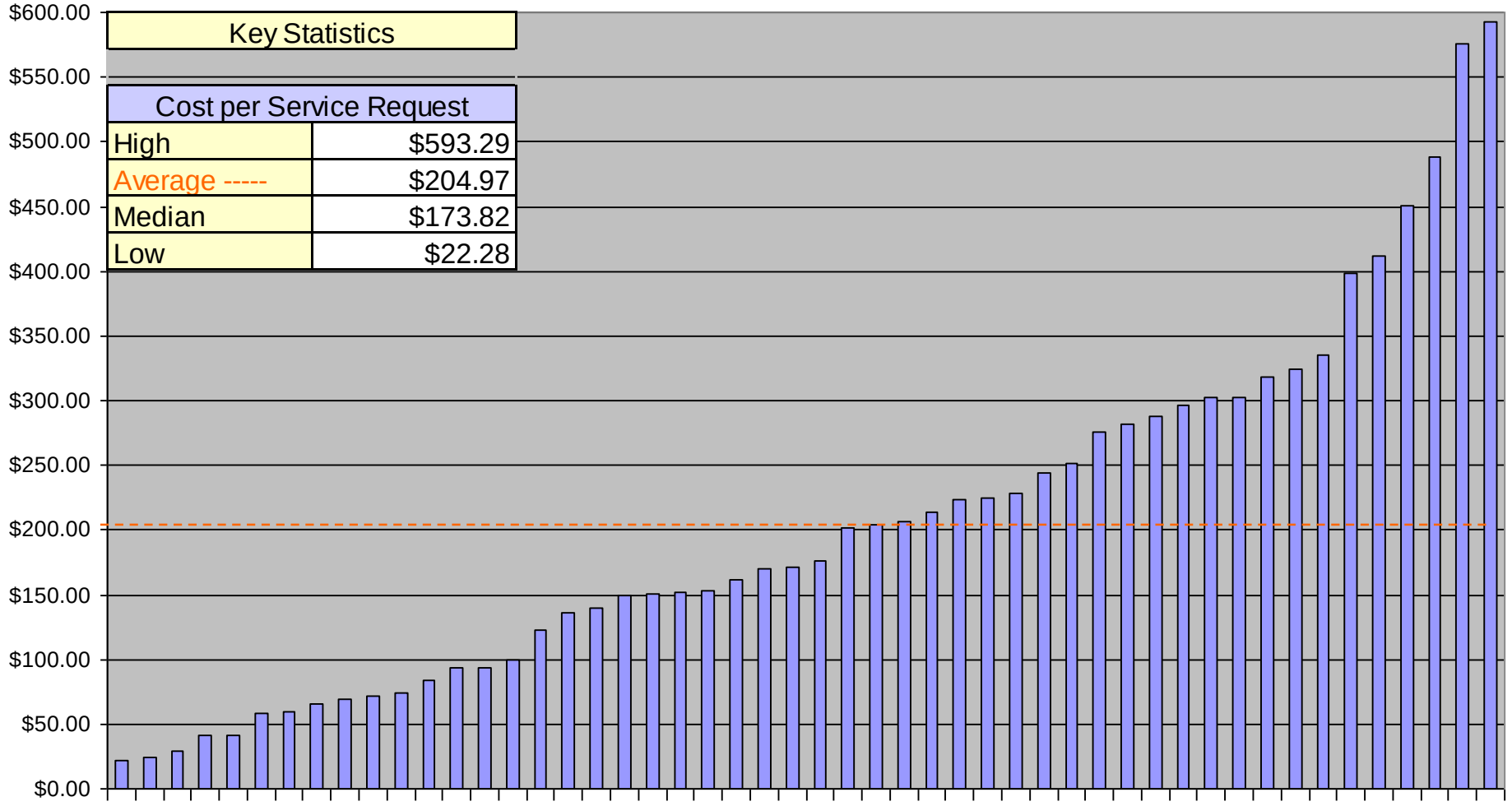
Key Statistics	
Cost per Service Request	
High	$593.29
Average -----	$204.97
Median	$173.82
Low	$22.28



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Quality Metrics

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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 outbound calls, Email surveys that are automatically sent out by the trouble ticket system, postal surveys, etc.

Why it's Important

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

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Quality Metrics: Customer Satisfaction

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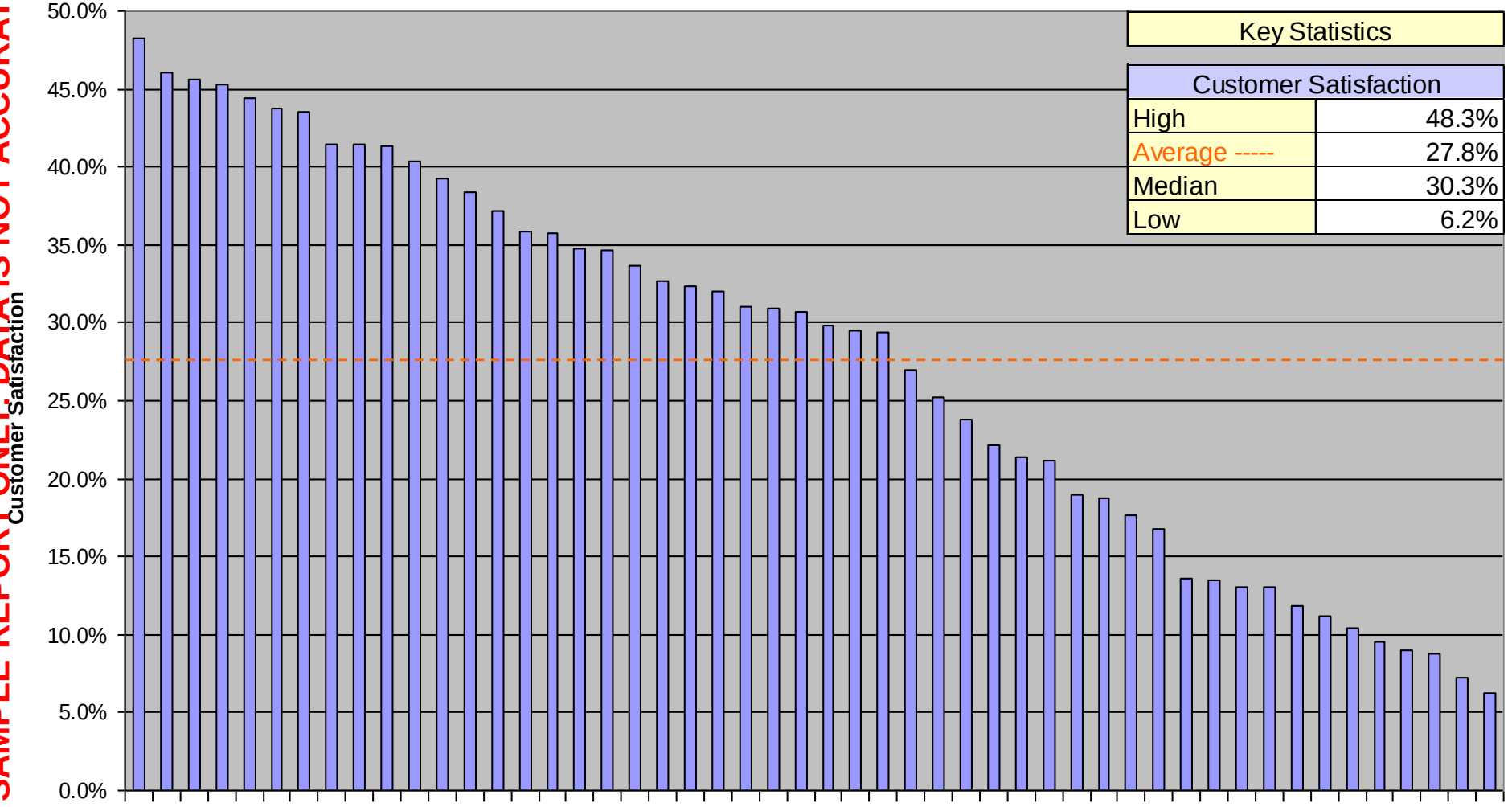

Key Statistics	
Customer Satisfaction	
High	48.3%
Average -----	27.8%
Median	30.3%
Low	6.2%

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Quality Metrics: Incident First Visit Resolution Rate

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Definition

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

Why it's Important

Incident First Visit Resolution Rate is one of the biggest drivers of Customer Satisfaction. A high Incident First Visit Resolution Rate is almost always associated with high levels of Customer Satisfaction. Desktop Support groups that emphasize training 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

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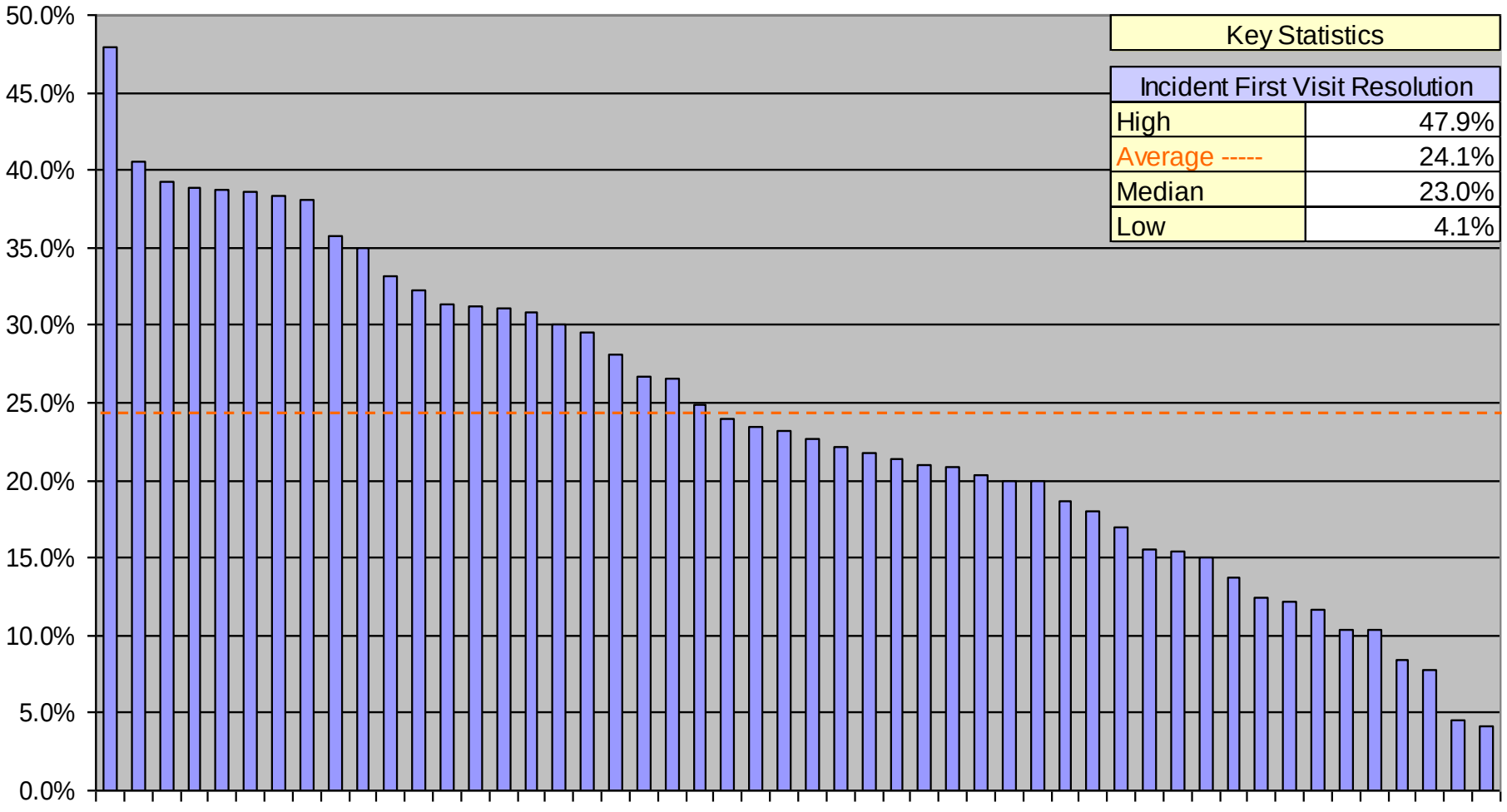
Quality Metrics: Incident First Visit Resolution Rate

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!



Key Statistics	
Incident First Visit Resolution	
High	47.9%
Average -----	24.1%
Median	23.0%
Low	4.1%

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Quality Metrics: % Resolved Level 1 Capable

Definition

% Resolved Level 1 Capable is the percentage of tickets resolved by Desktop Support that could have been resolved by the Level 1 Service Desk. This metric is generally tracked by sampling desktop 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 on the trouble ticket when closing a ticket, that indicates that the ticket could have been resolved at Level 1.

Why it's Important

Tickets resolved by Desktop Support that could have been resolved by the Level 1 Service Desk represent defects. Since the cost of resolution is typically much higher at Desktop Support than it is for Level 1 support, every ticket that is unnecessarily escalated by Level 1 to Desktop Support incurs unnecessary costs. To minimize 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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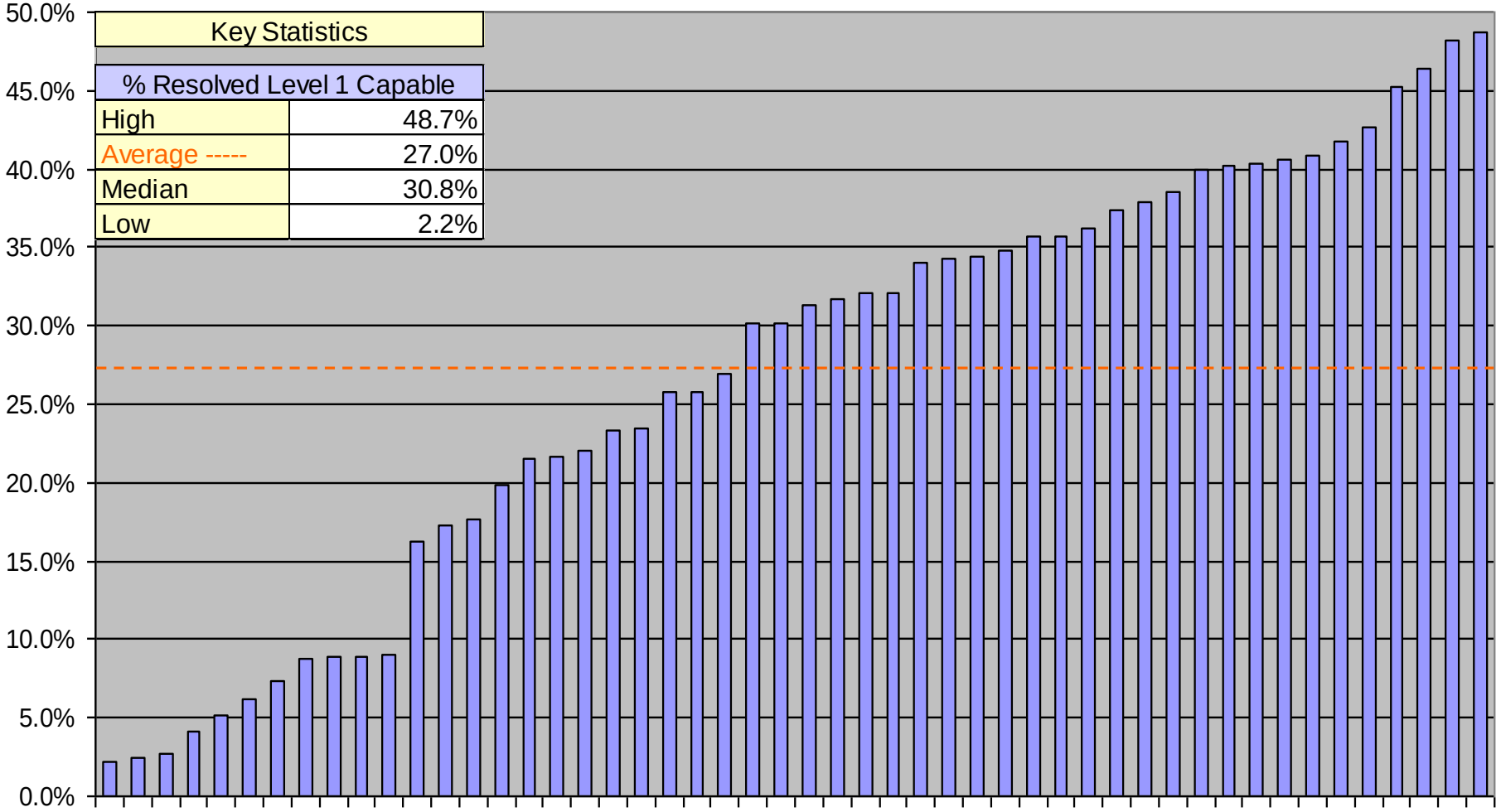
SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Quality Metrics: % Resolved Level 1 Capable

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Key Statistics	
% Resolved Level 1 Capable	
High	48.7%
Average -----	27.0%
Median	30.8%
Low	2.2%



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Productivity Metrics

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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 work hours in a given month. The calculation for Technician Utilization is shown on the next page.

Why it's Important

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

Key Correlations

Technician Utilization is strongly correlated with the following metrics:

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

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Desktop Support Technician Utilization Defined

$$\text{Technician Utilization} = \frac{\begin{array}{l}((\text{Average number of Incidents handled by a technician in a month}) \times (\text{Average Incident Work Time}) + \\ (\text{Average number of Service Requests handled by a technician in a month}) \times (\text{Average Service Request Work Time}) + \\ (\text{Average number Tickets handled by a technician in a month}) \times (\text{Average Travel Time per Ticket}))\end{array}}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

- Technician Utilization is a measure of technician work and travel time, divided by total time at work during the month
- It takes into account both incidents and service requests handled by the technicians
- But it does not make adjustments for sick days, holidays, training time, project time, or idle time

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Desktop Support Technician Utilization: Example

- 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

$$\textbf{Technician Utilization} = \frac{\begin{array}{l}\text{((Average number of Incidents handled by a technician in a month) X (Average Incident Work Time) +} \\ \text{(Average number of Service Requests handled by a technician in a month) X (Average Service Request Work Time) +} \\ \text{(Average number Tickets handled by a technician in a month) X (Average Travel Time per Ticket))}\end{array}}{\text{(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hr)}}$$

$$\textbf{Technician Utilization} = \frac{\begin{array}{l}\text{((60 Incidents per Month) X (32 minutes) + (24 Service Requests per Month) X (59 minutes) +} \\ \text{(84 Tickets per Month) X (41 minutes))}\end{array}}{\text{(21.5 working days per month) X (7.5 work hours per day) X (60 minutes/hr)}} = \textbf{70\% Technician Utilization}$$

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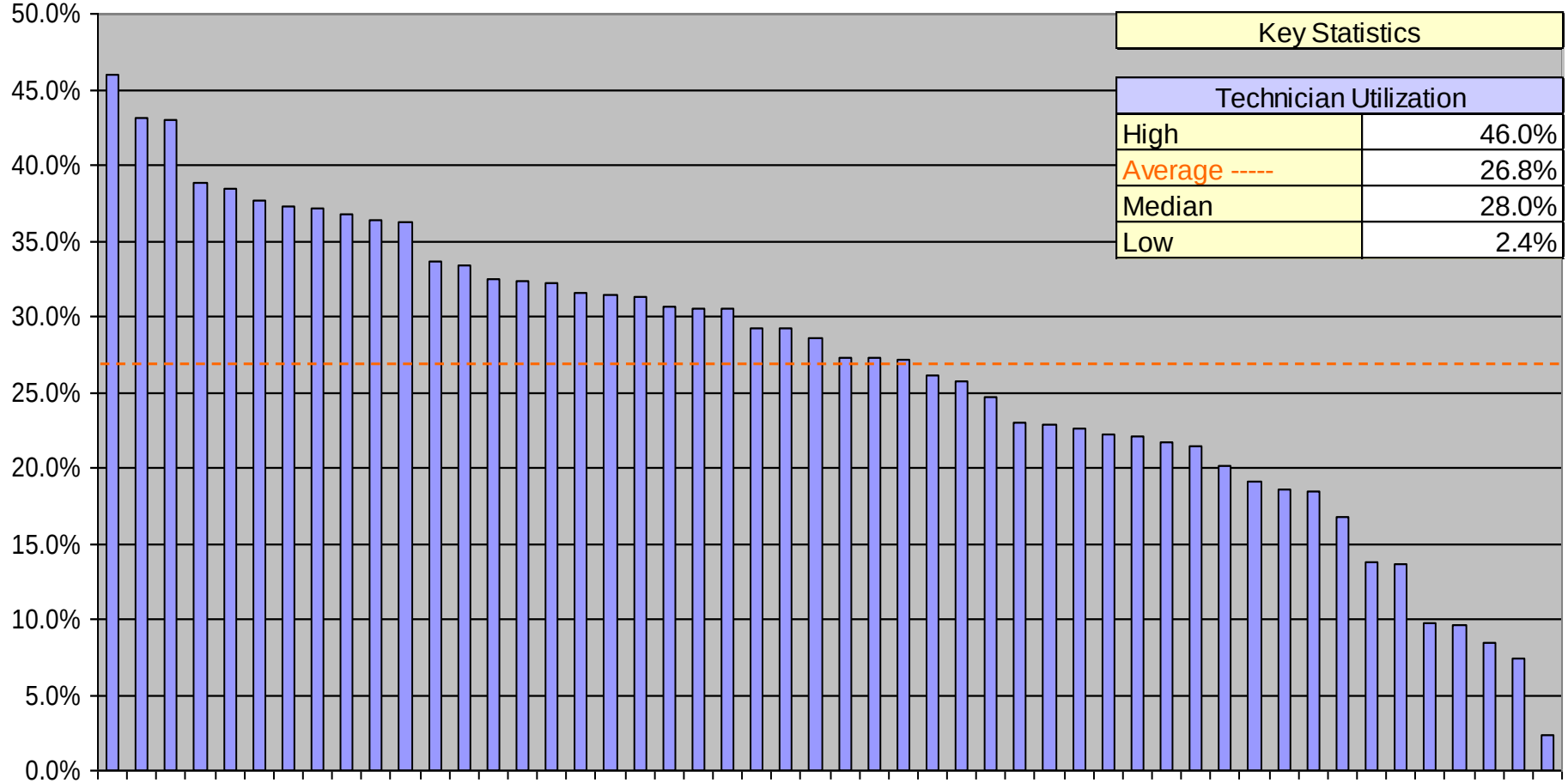
Productivity Metrics: Technician Utilization



Key Statistics	
Technician Utilization	
High	46.0%
Average -----	26.8%
Median	28.0%
Low	2.4%

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Productivity Metrics: Tickets per Technician per Month

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Definition

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

Why it's Important

Tickets per Technician per Month is an important indicator of technician productivity. A low number could indicate low Technician Utilization, poor scheduling efficiency or schedule adherence, or a higher than average Ticket Handle Time. Conversely, a high number of technician handled tickets may indicate high Technician Utilization, good scheduling efficiency and schedule adherence, or a lower than average Ticket Handle Time. Every Desktop Support group 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: Tickets per Technician per Month

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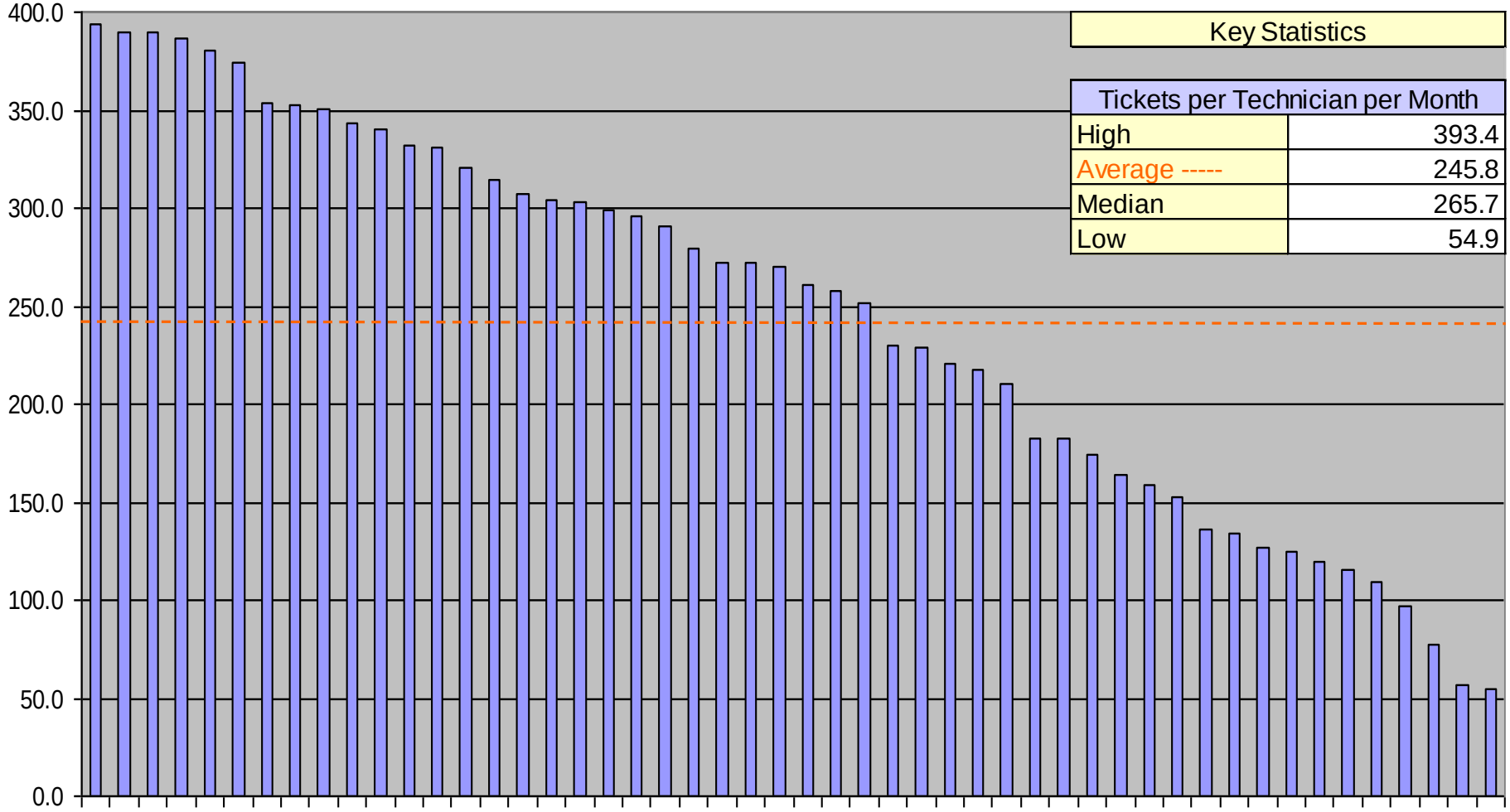

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Productivity Metrics: Incidents per Technician per Month

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Definition

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

Why it's Important

Incidents per Technician per Month is an important indicator of technician productivity. A low number could indicate low Technician Utilization, poor scheduling efficiency or schedule adherence, or a higher than average Incident Handle Time. Conversely, a high number of technician handled incidents may indicate high Technician Utilization, good scheduling efficiency and schedule adherence, or a lower than average Incident Handle Time. Every Desktop Support group 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: Incidents per Technician per Month

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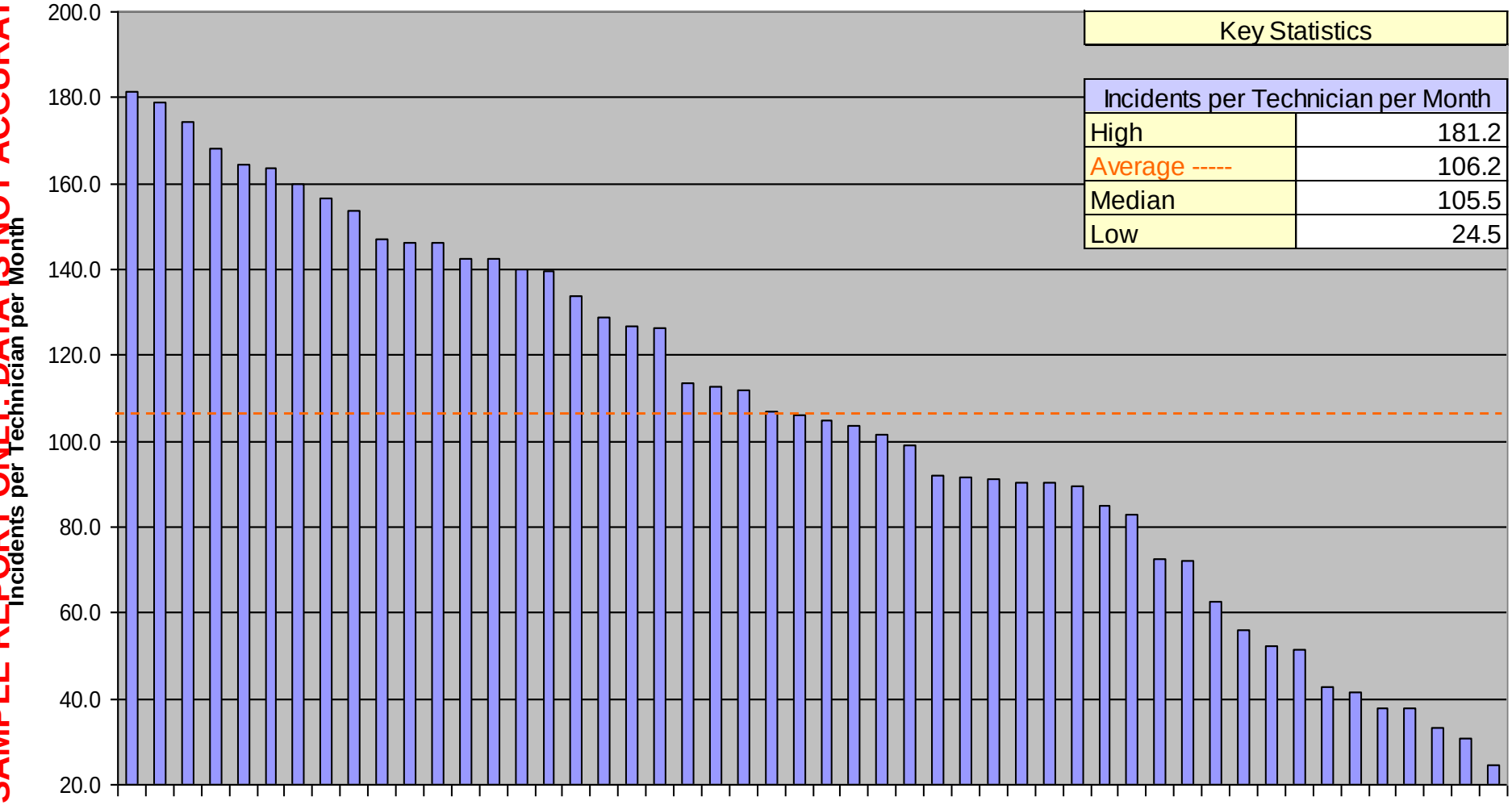

Key Statistics	
Incidents per Technician per Month	
High	181.2
Average -----	106.2
Median	105.5
Low	24.5

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Productivity Metrics: Service Requests per Technician per Month

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Definition

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

Why it's Important

Service Requests per Technician per Month is an important indicator of technician productivity. A low number could indicate low Technician Utilization, poor scheduling efficiency or schedule adherence, or a higher than average Service Request Handle Time. Conversely, a high number of technician handled service requests may indicate high Technician Utilization, good scheduling efficiency and schedule adherence, or a lower than average Service Request Handle Time. Every Desktop Support group 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

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Productivity Metrics: Service Requests per Technician per Month

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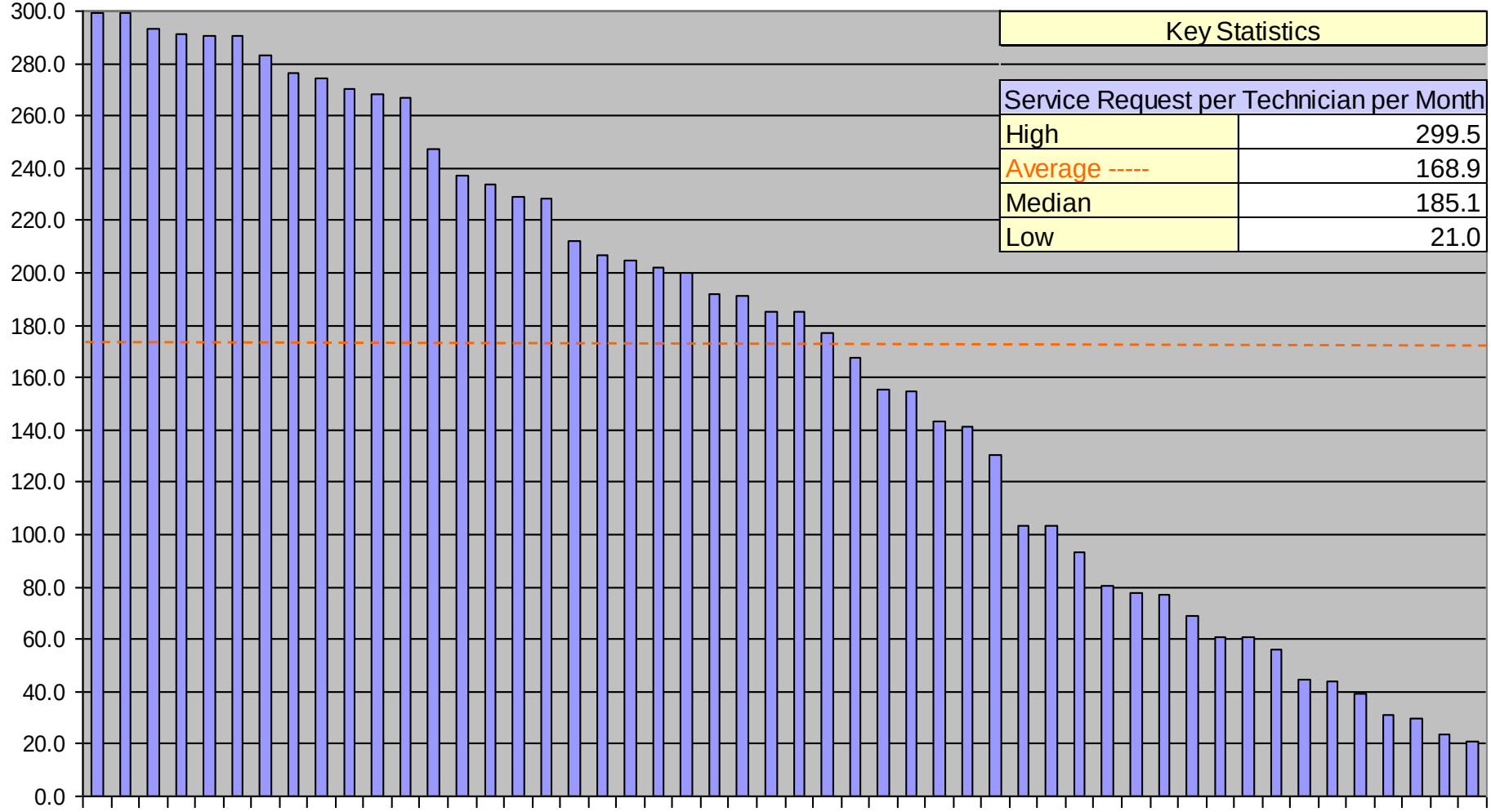

Key Statistics	
Service Request per Technician per Month	
High	299.5
Average -----	168.9
Median	185.1
Low	21.0

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Productivity Metrics: Ratio of Technicians to Total Headcount

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Definition

This metric is the Full Time Equivalent technician headcount divided by the 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.

Why it's Important

The Ratio of Technicians to Total Desktop Support Headcount is an important measure of management and overhead efficiency. Since non-technicians include both management and non-management personnel (e.g., supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. It is, however, 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

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Productivity Metrics: Ratio of Technicians to Total Headcount

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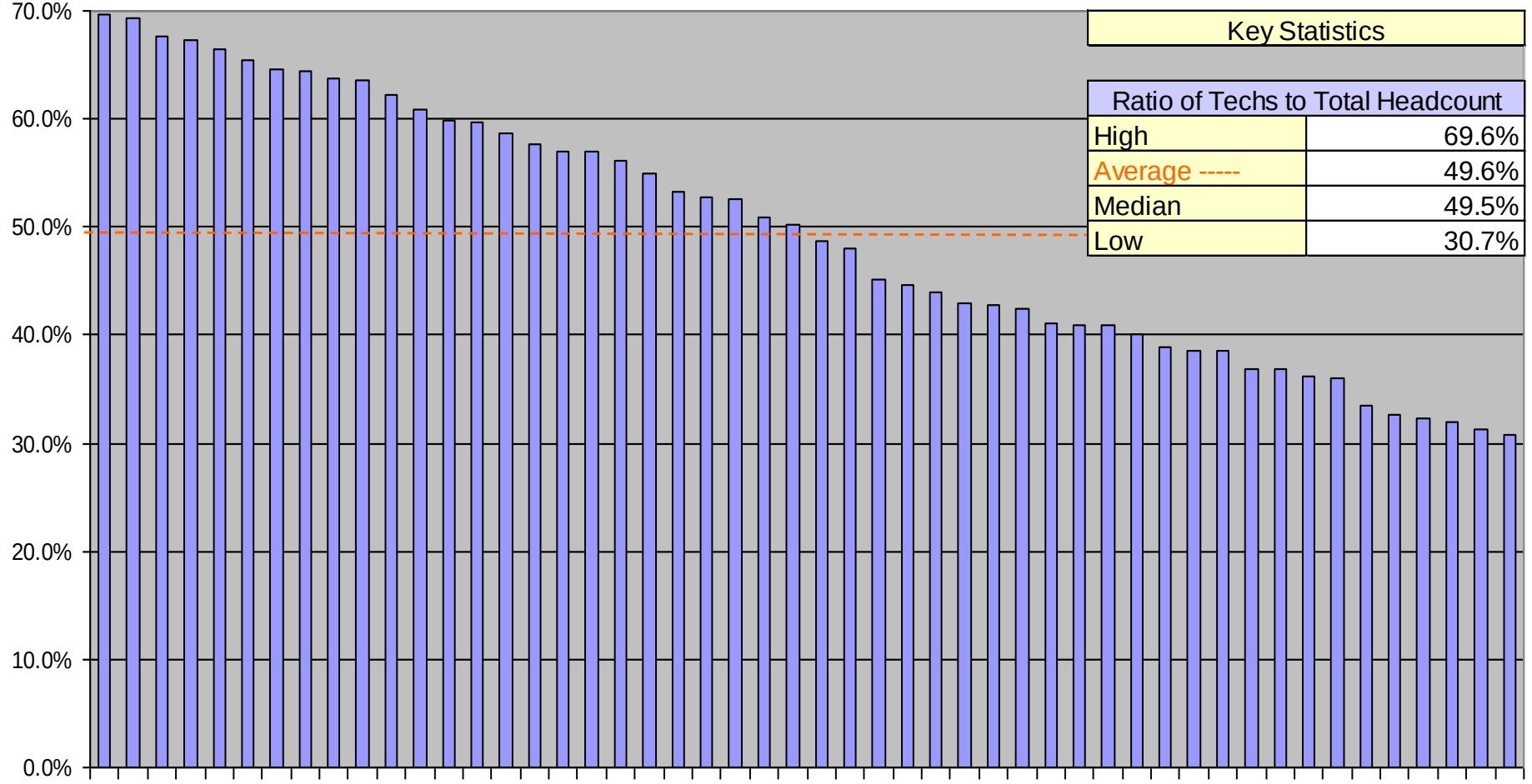

Key Statistics	
Ratio of Techs to Total Headcount	
High	69.6%
Average -----	49.6%
Median	49.5%
Low	30.7%

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Service Level Metrics

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Service Level Metrics: Mean Time to Resolve Incidents

Definition

The Mean Time to Resolve Incidents is the average number of working hours that elapse from the time an incident is reported, until the time the incident is closed. Non working hours are not included in the calculation. If, for example, an incident is reported at 3:00 pm on a Tuesday, and the ticket is closed at 3:00 pm on Wednesday, the MTTR will be 8 hours, not 24 hours.

Why it's Important

Service levels, including the MTTR for incidents and service requests, is 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 Hours

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Service Level Metrics: Mean Time to Resolve Incidents

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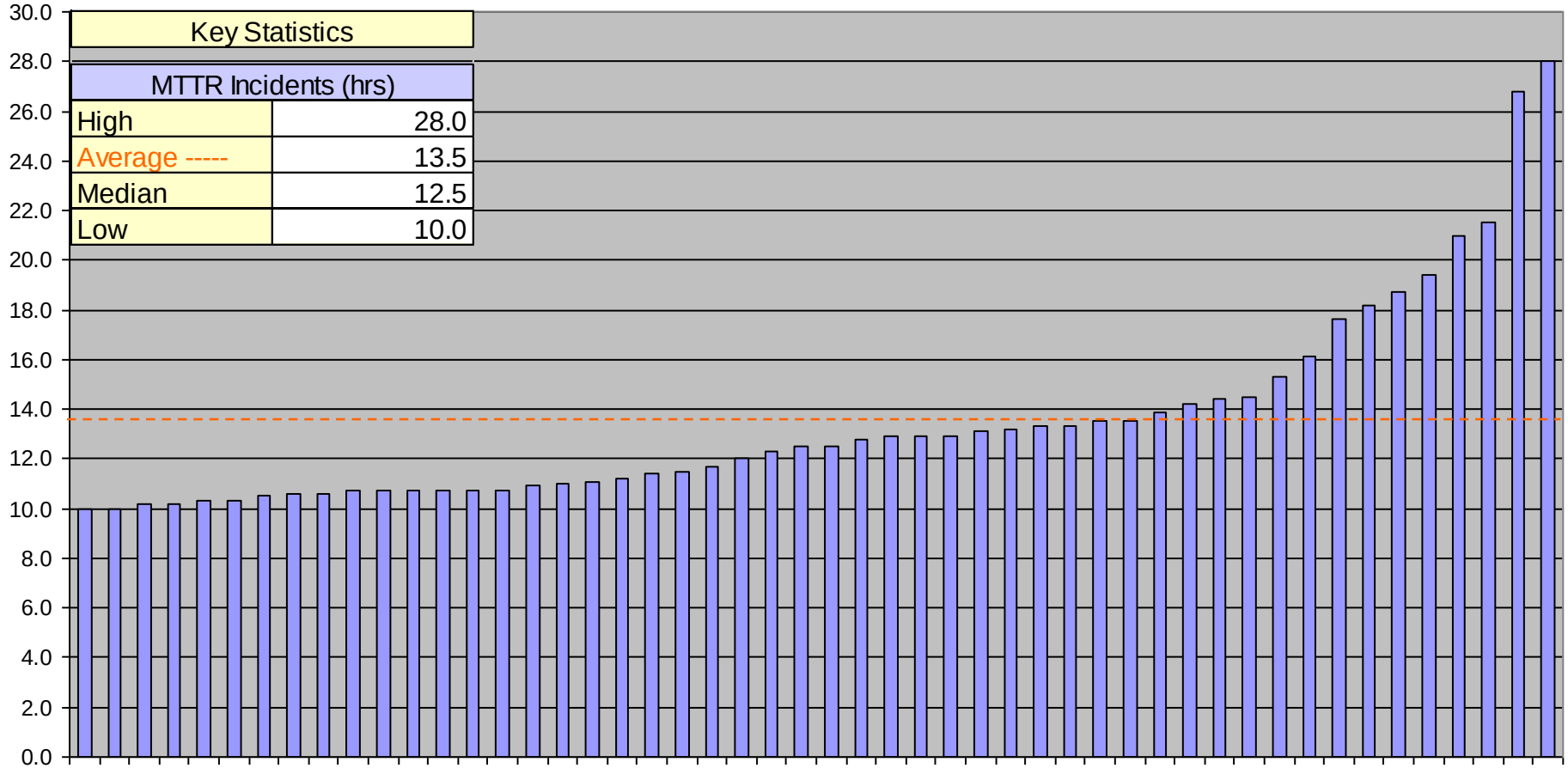

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Service Level Metrics: % of Incidents Resolved in 8 Hours

Definition

The % of Incidents Resolved in 8 hours is fairly self-explanatory. 8 hours refers to 8 working hours, not 8 clock hours. So, for example, an incident that is reported at 1:00 pm on a Friday will be resolved in 8 hours if the ticket is closed by 1:00 pm on a Monday.

Why it's Important

Service levels, including the % of Incidents Resolved in 8 Hours, is a key driver of customer satisfaction with Desktop Support.

Key Correlations

% of Incidents Resolved in 8 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: % of Incidents Resolved in 8 Hours

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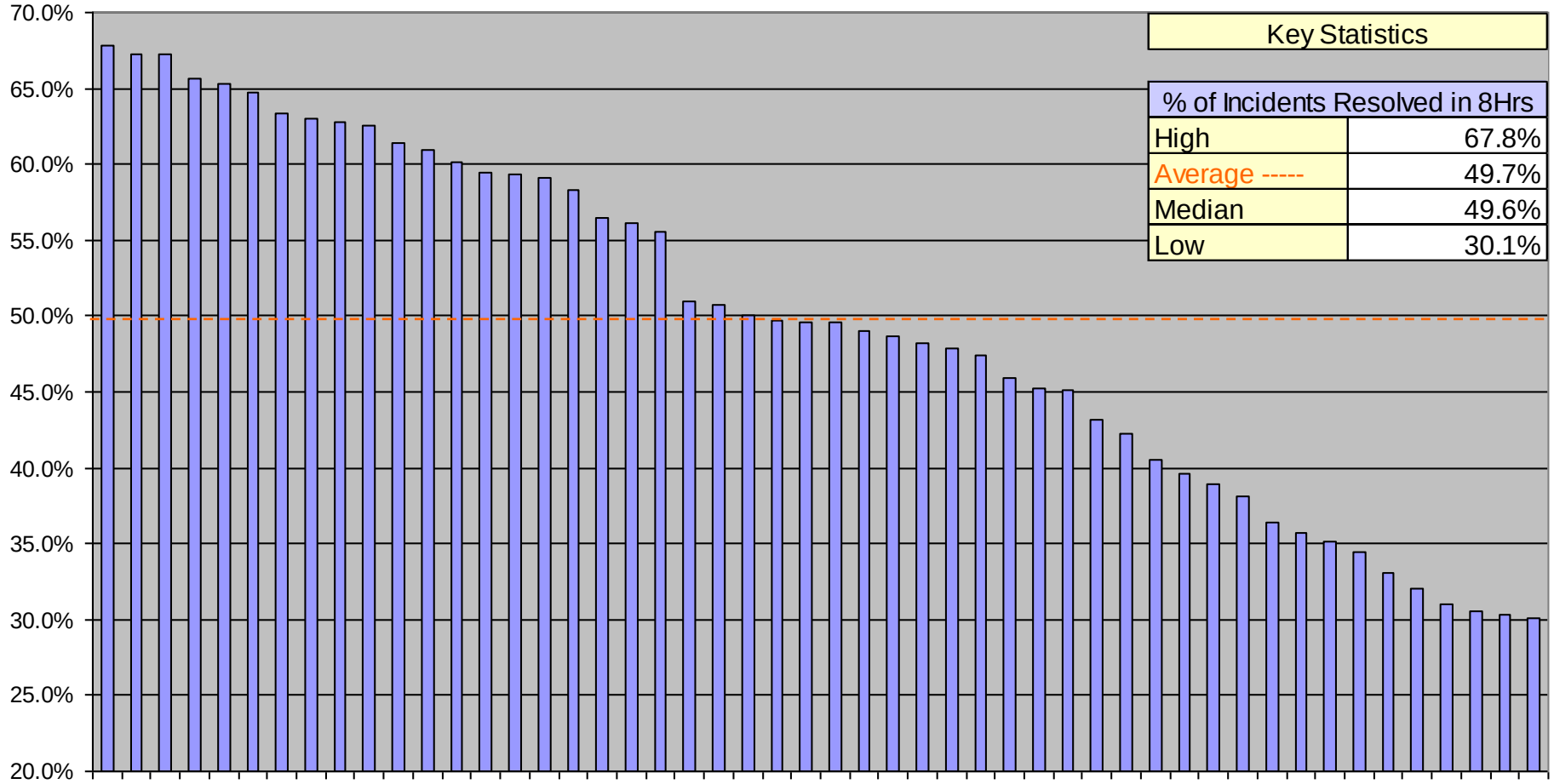

Key Statistics	
% of Incidents Resolved in 8Hrs	
High	67.8%
Average -----	49.7%
Median	49.6%
Low	30.1%

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Service Level Metrics: Mean Time to Fulfill Service Requests

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Definition

The Mean Time to Fulfill Service Requests is the average number of working days that elapse from the time a service request is logged, until the time the service request is completed. Non working days are not included in the calculation. If, for example, a service request is logged at 3:00 pm on a Friday, and the ticket is closed at 3:00 pm on Tuesday, the MTTF will be 2 working days, not 4 working days.

Why it's Important

Service levels, including the MTTF for service requests and incidents, is 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 Fulfilled in 24 Hours

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Service Level Metrics: Mean Time to Fulfill Service Requests

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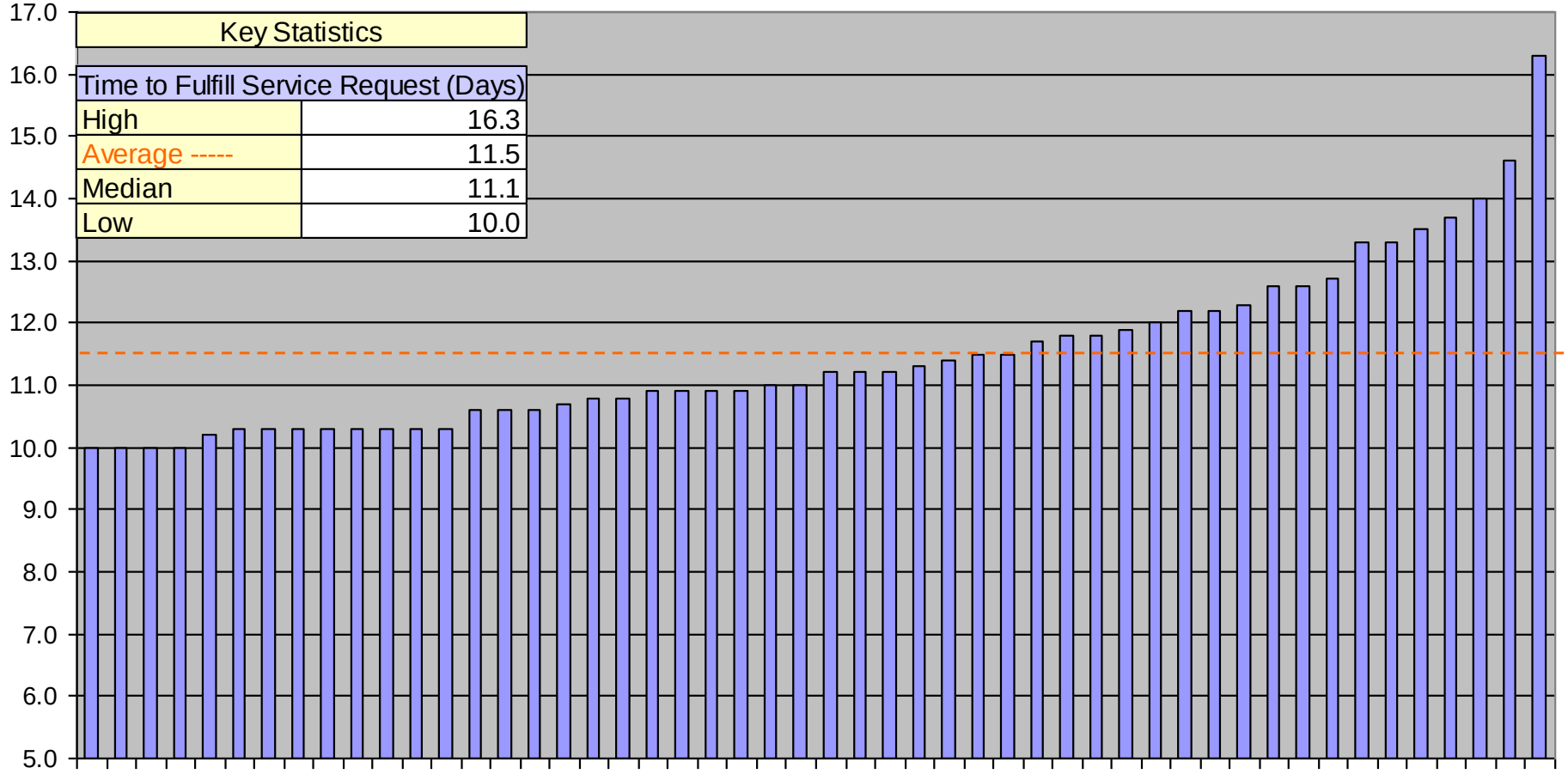
Key Statistics	
Time to Fulfill Service Request (Days)	
High	16.3
Average -----	11.5
Median	11.1
Low	10.0



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Service Level Metrics: % of Service Requests Fulfilled in 24 Work Hours

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Definition

The % of Service Requests Fulfilled in 24 Hours is fairly self-explanatory. 24 hours refers to 24 working hours, not 24 clock hours. So, for example, a Service Request that is logged at 1:00 pm on a Friday will be fulfilled in 24 hours if the request is fulfilled by 1:00 pm the following Wednesday.

Why it's Important

Service levels, including the % of Service Requests Fulfilled in 24 Hours, is a key driver of customer satisfaction with Desktop Support.

Key Correlations

% of Service Requests Fulfilled in 24 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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Scorecard Metrics: % of Service Requests Fulfilled in 24 Work Hours

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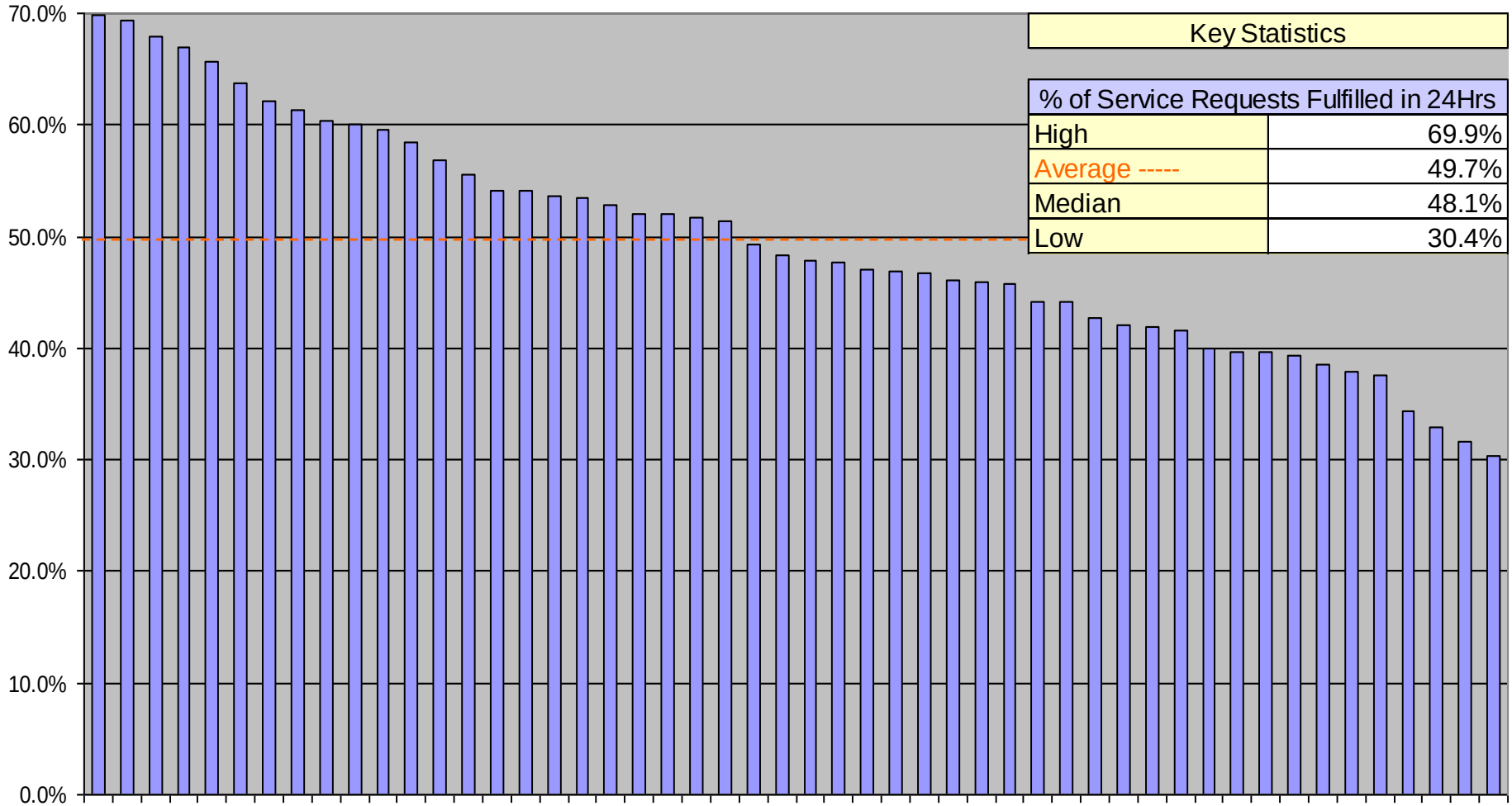

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Technician Metrics

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Technician Metrics: Technician Job Satisfaction

Definition

Technician Job Satisfaction is the percent of Technicians in Desktop Support that are either satisfied or very satisfied with their jobs.

Why it's Important

Technician Job Satisfaction is a proxy for technician morale. And morale, while difficult to measure, is a bellwether metric that affects almost every other metric in Desktop Support. High performance Desktop Support groups almost always have high levels of Technician Job Satisfaction. Perhaps more importantly, this metric can be controlled and improved 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

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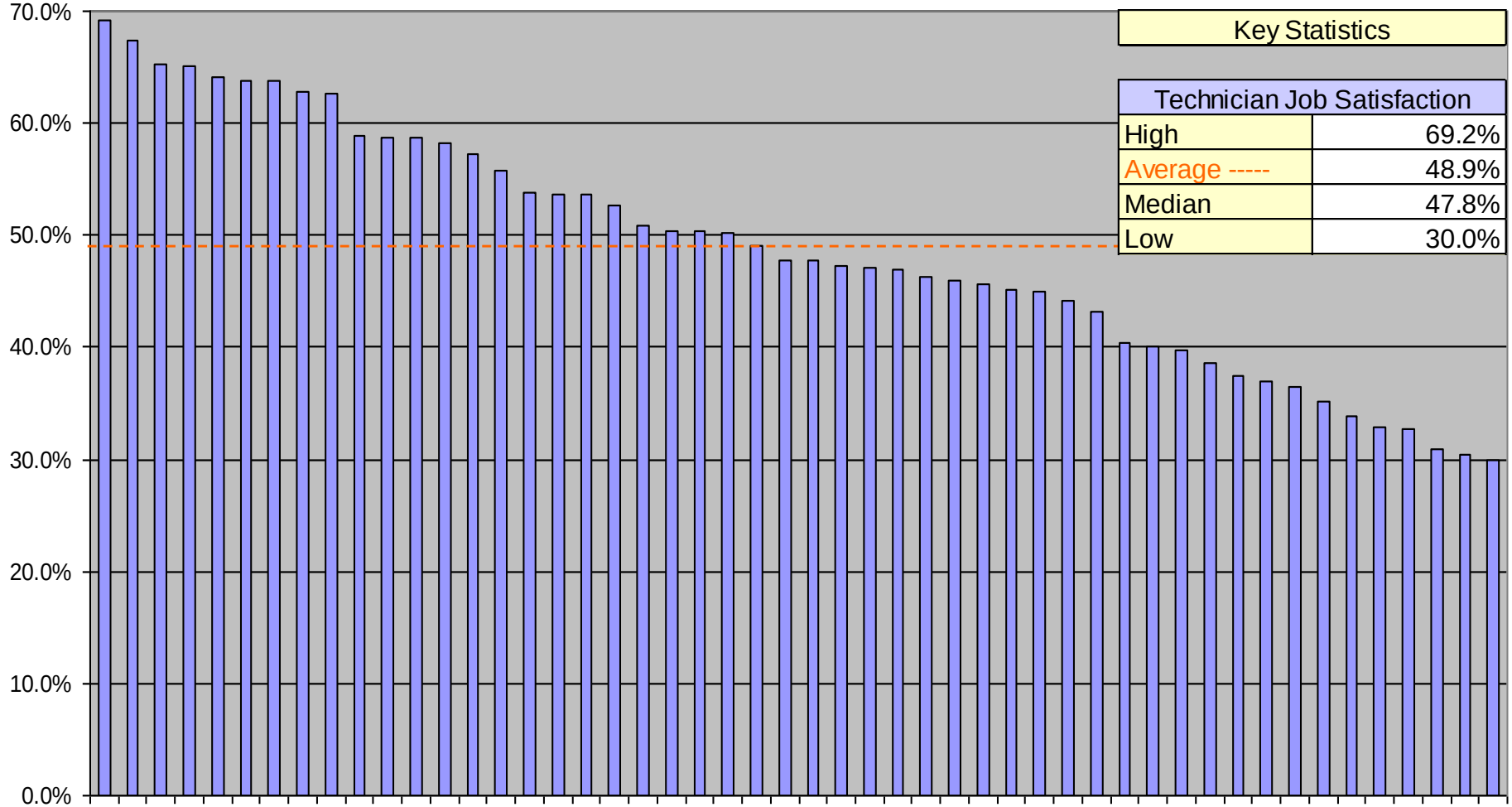
Technician Metrics: Technician Job Satisfaction



Key Statistics	
Technician Job Satisfaction	
High	69.2%
Average -----	48.9%
Median	47.8%
Low	30.0%

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Technician Metrics: New Technician Training Hours

Definition

The name of this metric is somewhat self explanatory. New Technician Training Hours is the number of training hours (including classroom, CBT, self-study, shadowing, being coached, and OJT) that a new technician receives before he/she is allowed to handle desktop support tickets independently.

Why it's Important

New Technician Training Hours are strongly correlated with Customer Satisfaction and Incident First Visit Resolution Rate, particularly during a technician's first few months on the job. The more training a new technician receives, the higher the Customer Satisfaction and Incident First Visit Resolution Rate will typically be. Perhaps most importantly, training levels have a strong impact on 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

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Technician Metrics: New Technician Training Hours

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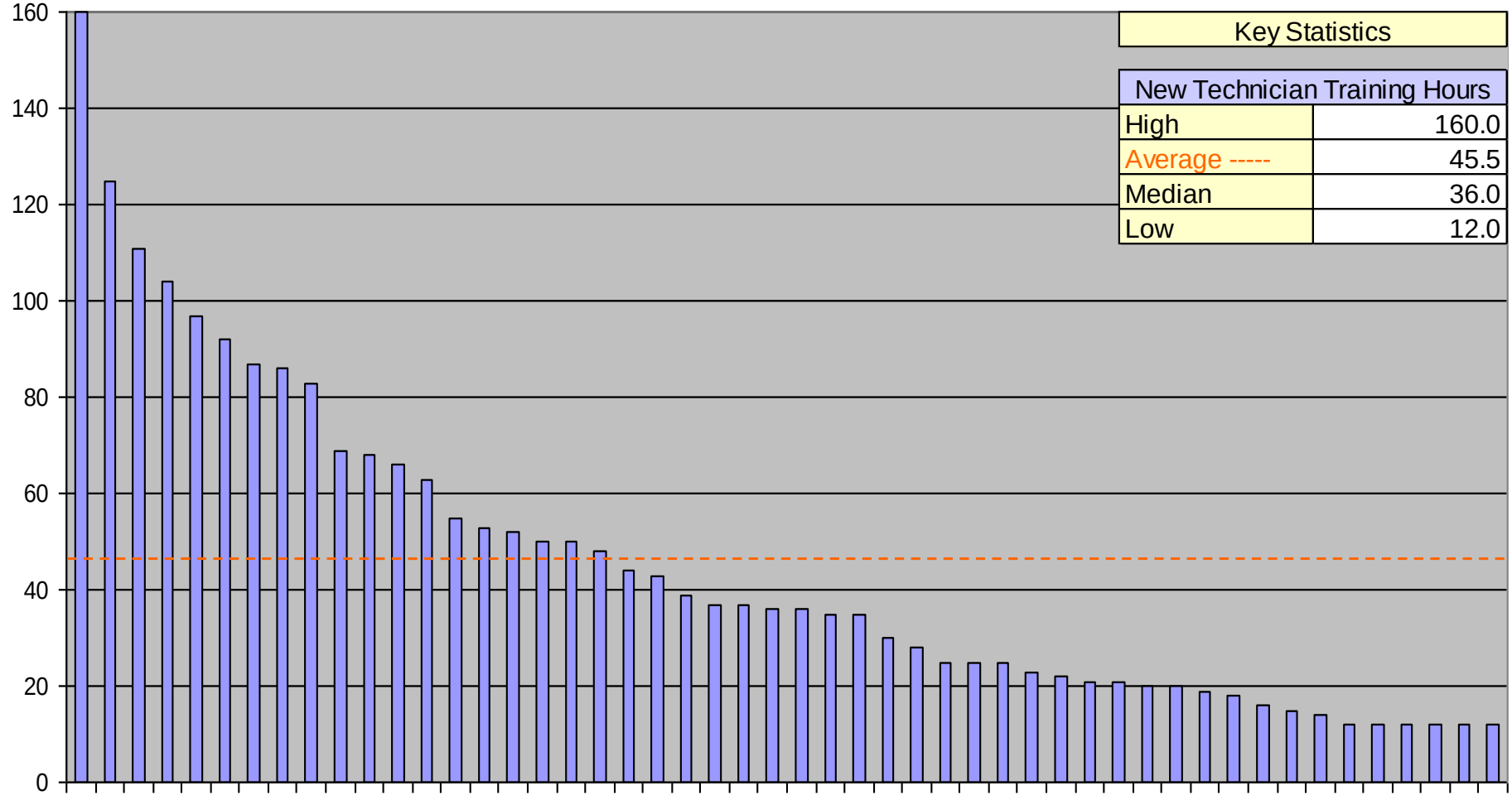

Key Statistics	
New Technician Training Hours	
High	160.0
Average -----	45.5
Median	36.0
Low	12.0

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Technician Metrics: Annual Technician Training Hours

Definition

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

Why it's Important

Annual Technician Training Hours are strongly correlated with Incident First Visit Resolution Rate, and Customer Satisfaction. Perhaps most importantly, training levels have a strong impact on technician morale: technicians who train more 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

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Technician Metrics: Annual Technician Training Hours

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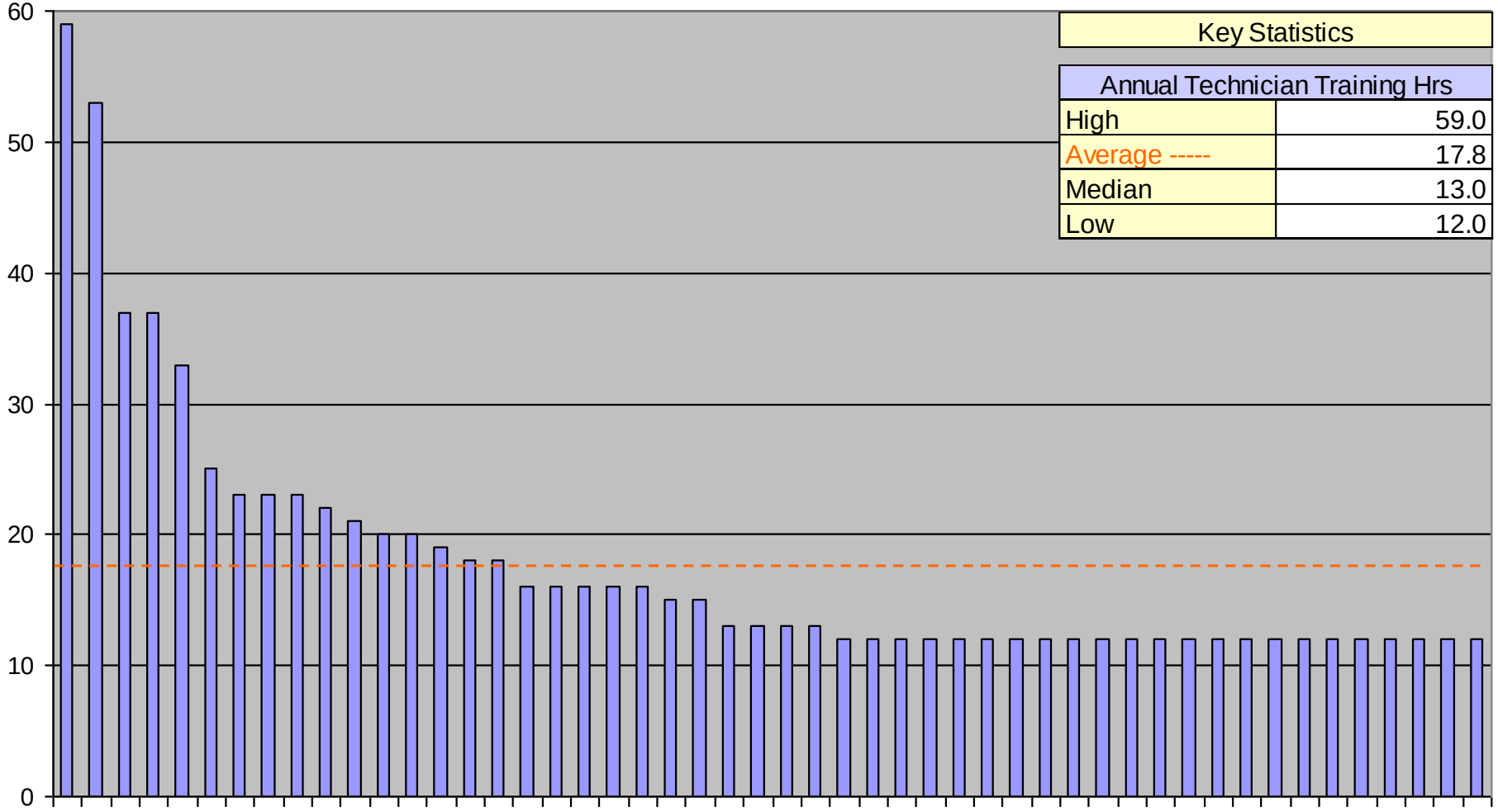

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Technician Metrics: Annual Technician Turnover

Definition

Annual Technician Turnover is the percentage of Technicians that leave Desktop Support, for any reason (voluntarily or involuntarily), on an annual basis.

Why it's Important

Technician turnover is costly. Each time a technician leaves Desktop Support, a new technician must be hired to replace the outgoing tech. 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 Desktop Support.

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: Annual Technician Turnover

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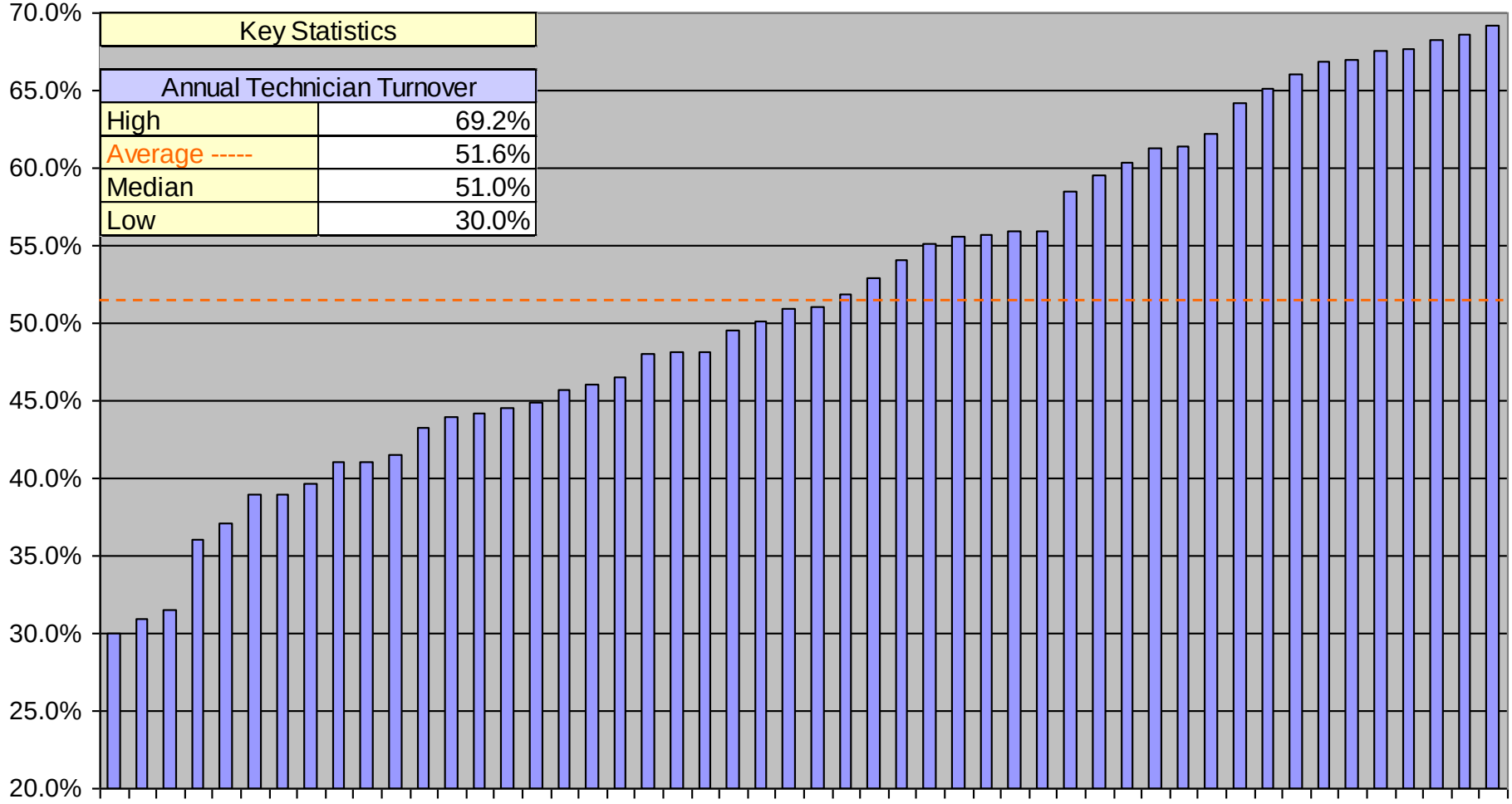
Key Statistics	
Annual Technician Turnover	
High	69.2%
Average -----	51.6%
Median	51.0%
Low	30.0%



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Technician Metrics: Daily Technician Absenteeism

Definition

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

Why it's Important

High Technician Absenteeism is problematic because it makes it difficult for Desktop Support to schedule resources efficiently. High absenteeism can severely impact Desktop Support's operating performance, and increase the likelihood that service level targets will be missed. MTTR for Incidents, and MTTF for 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

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Technician Metrics: Daily Technician Absenteeism

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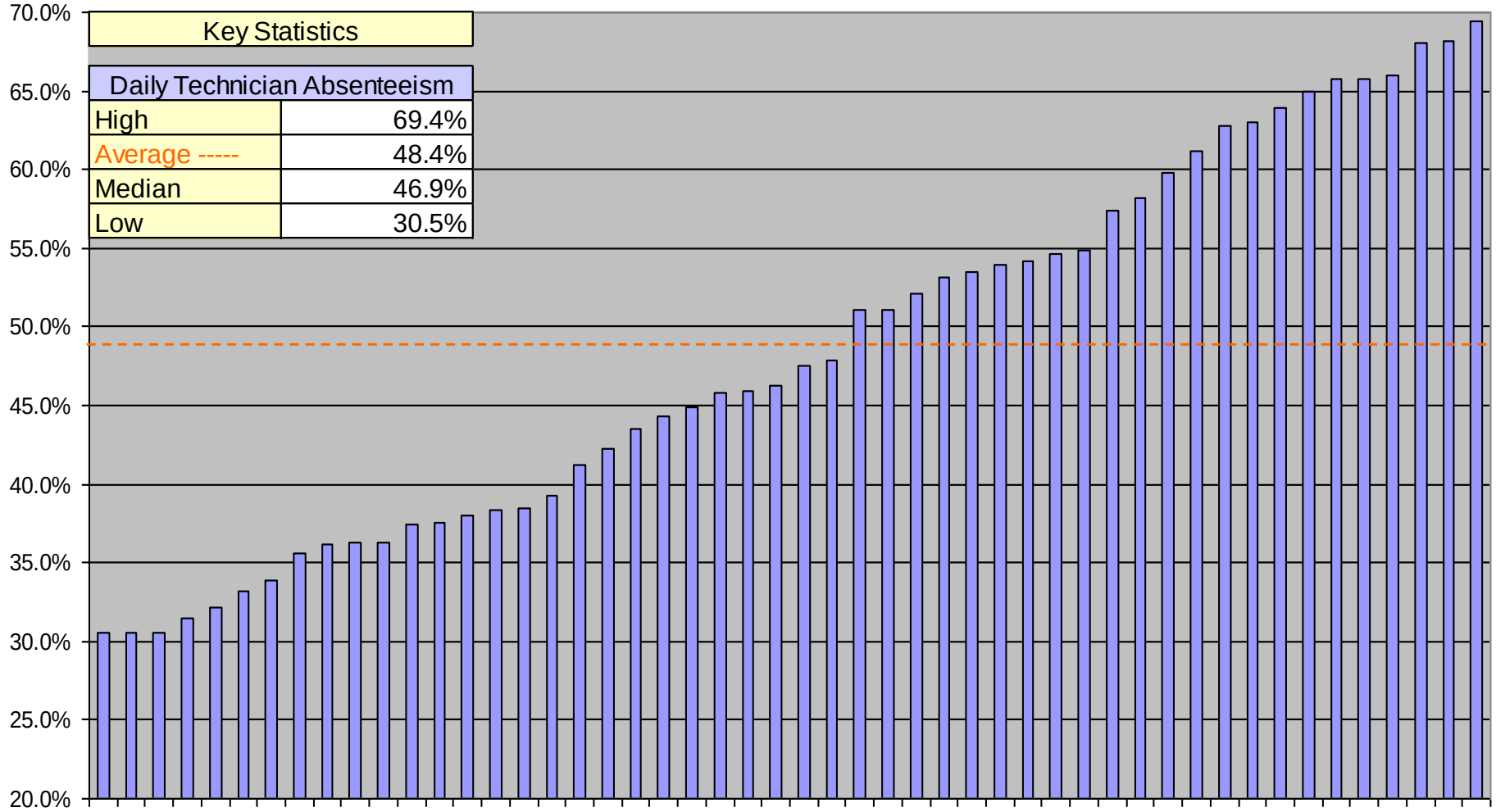
Key Statistics	
Daily Technician Absenteeism	
High	69.4%
Average -----	48.4%
Median	46.9%
Low	30.5%



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Technician Metrics: Technician Tenure

Definition

Technician Tenure is the average number of months that Technicians have worked in a Desktop Support group.

Why it's Important

Technician Tenure is a measure of technician experience. Virtually 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
- Incident First Visit Resolution Rate
- Customer Satisfaction
- Annual Technician Turnover
- Training Hours
- Coaching Hours
- Average Incident Work Time
- Average Service Request Work Time
- Technician Job Satisfaction

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Technician Metrics: Technician Tenure

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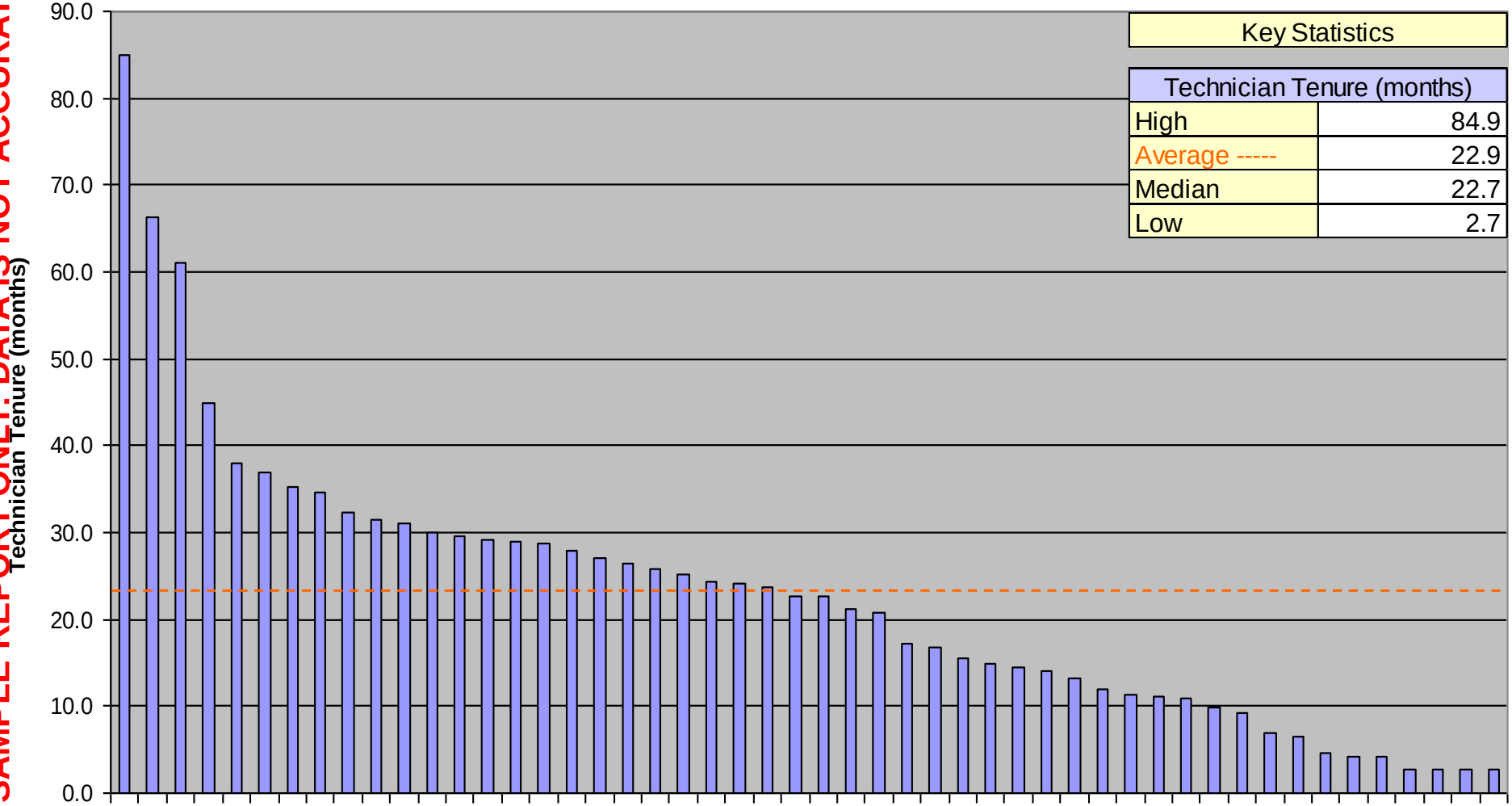

Key Statistics	
Technician Tenure (months)	
High	84.9
Average -----	22.9
Median	22.7
Low	2.7

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Ticket Handling Metrics

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Ticket Handling Metrics: Average Incident Work Time

Definition

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

Why it's Important

Incident Work Time is one of the basic units of work in Desktop Support. Average Incident Work Time, therefore, represents the amount of labor required to resolve one incident.

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

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Ticket Handling Metrics: Average Incident Work Time

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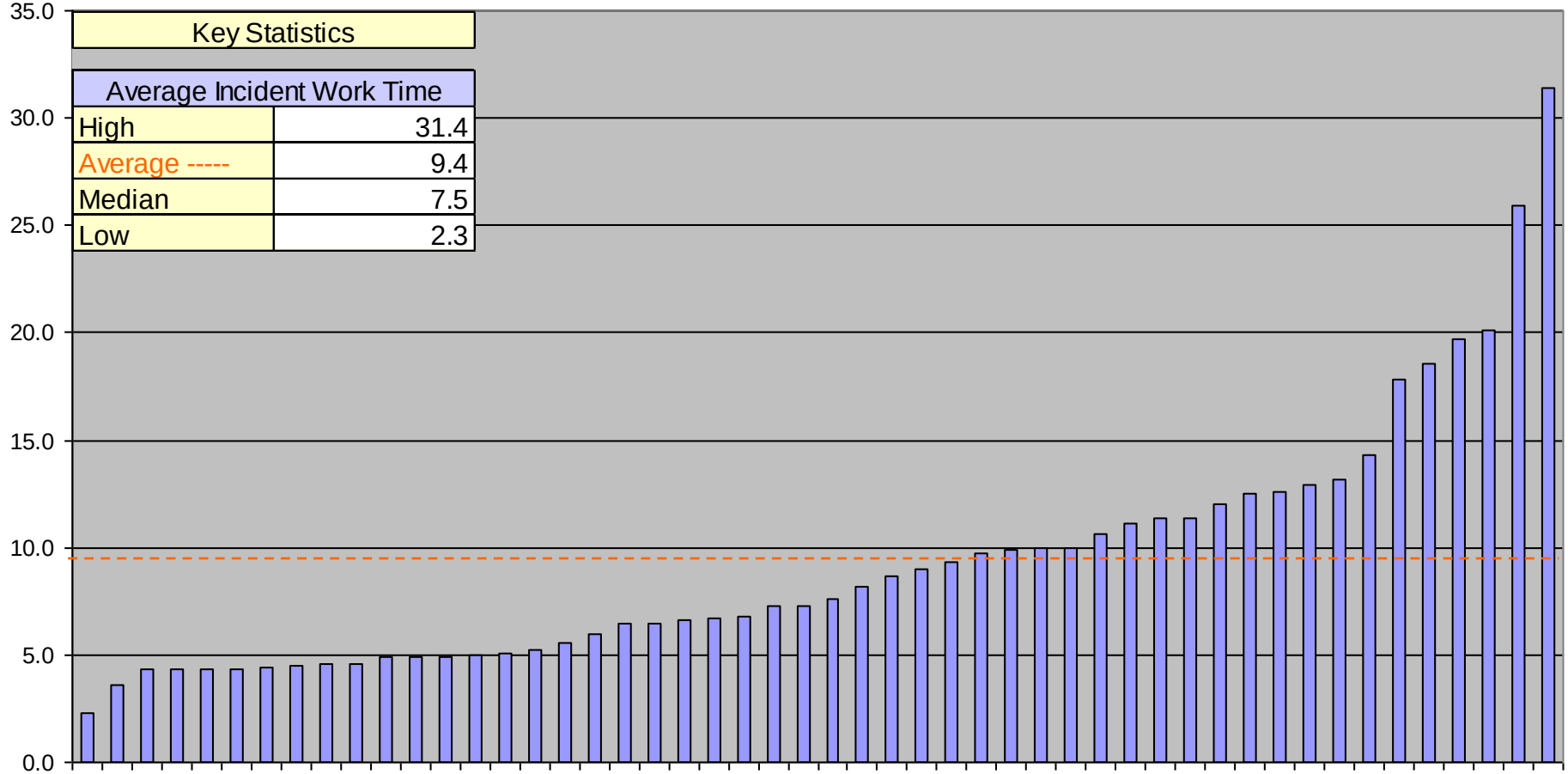

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Ticket Handling Metrics: Average Service Request Work Time

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Definition

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

Why it's Important

Service Request Work Time is one of the basic units of work in Desktop Support. Average Service Request Work Time, therefore, represents the amount of labor required to fulfill one service request.

Key Correlations

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

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

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Ticket Handling Metrics: Average Service Request Work Time

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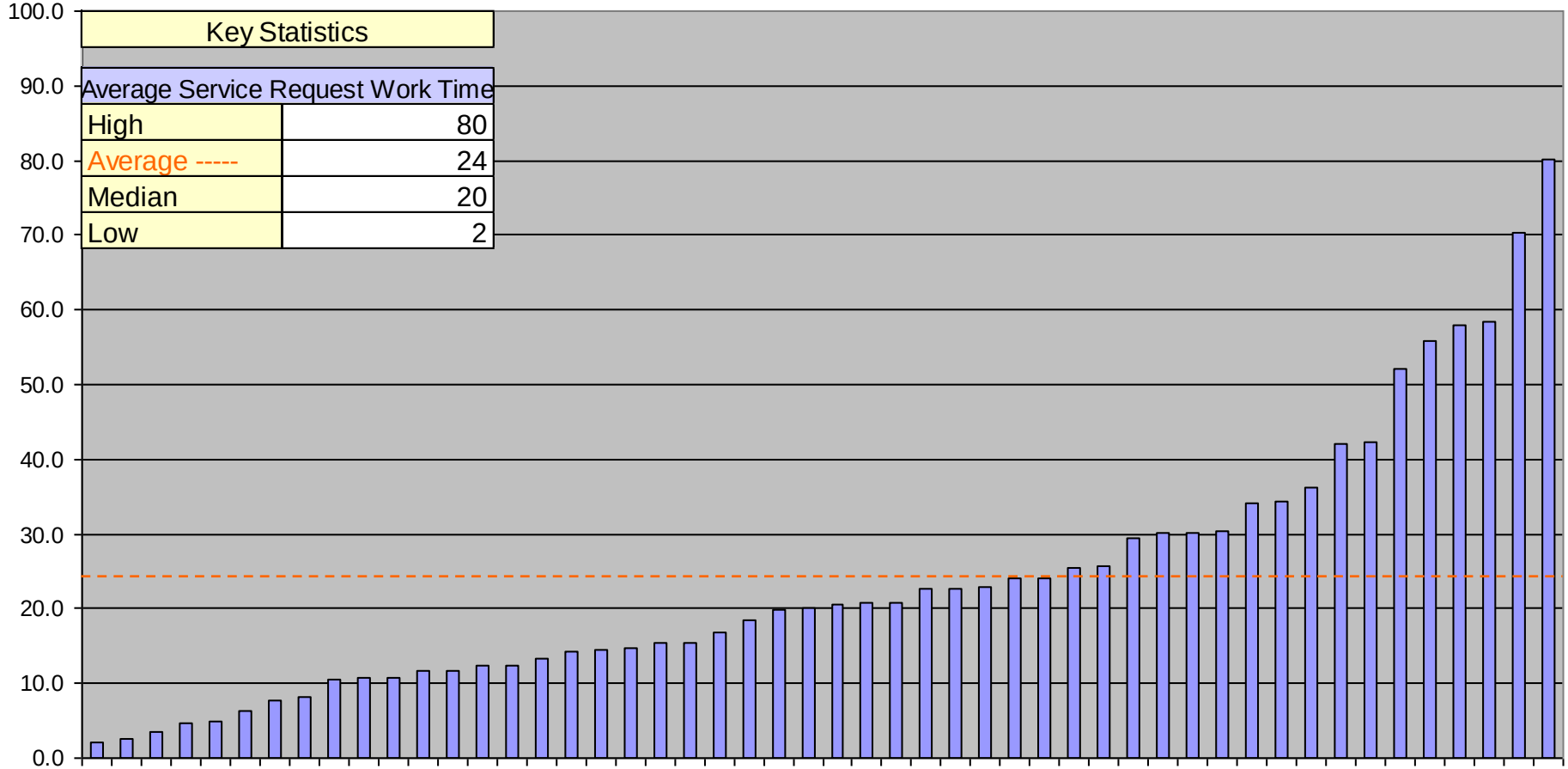

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Ticket Handling Metrics: Average Travel Time per Ticket

Definition

Average Travel Time per Ticket is the average round trip travel time to get to and from the site of a user or device being serviced. In a high density user environment (e.g., high rise office building) the 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 Travel Time per Ticket will be correspondingly longer.

Why it's Important

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

Key Correlations

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

- Cost per Ticket
- Number of Tickets per Technician per Month

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Ticket Handling Metrics: Average Travel Time per Ticket

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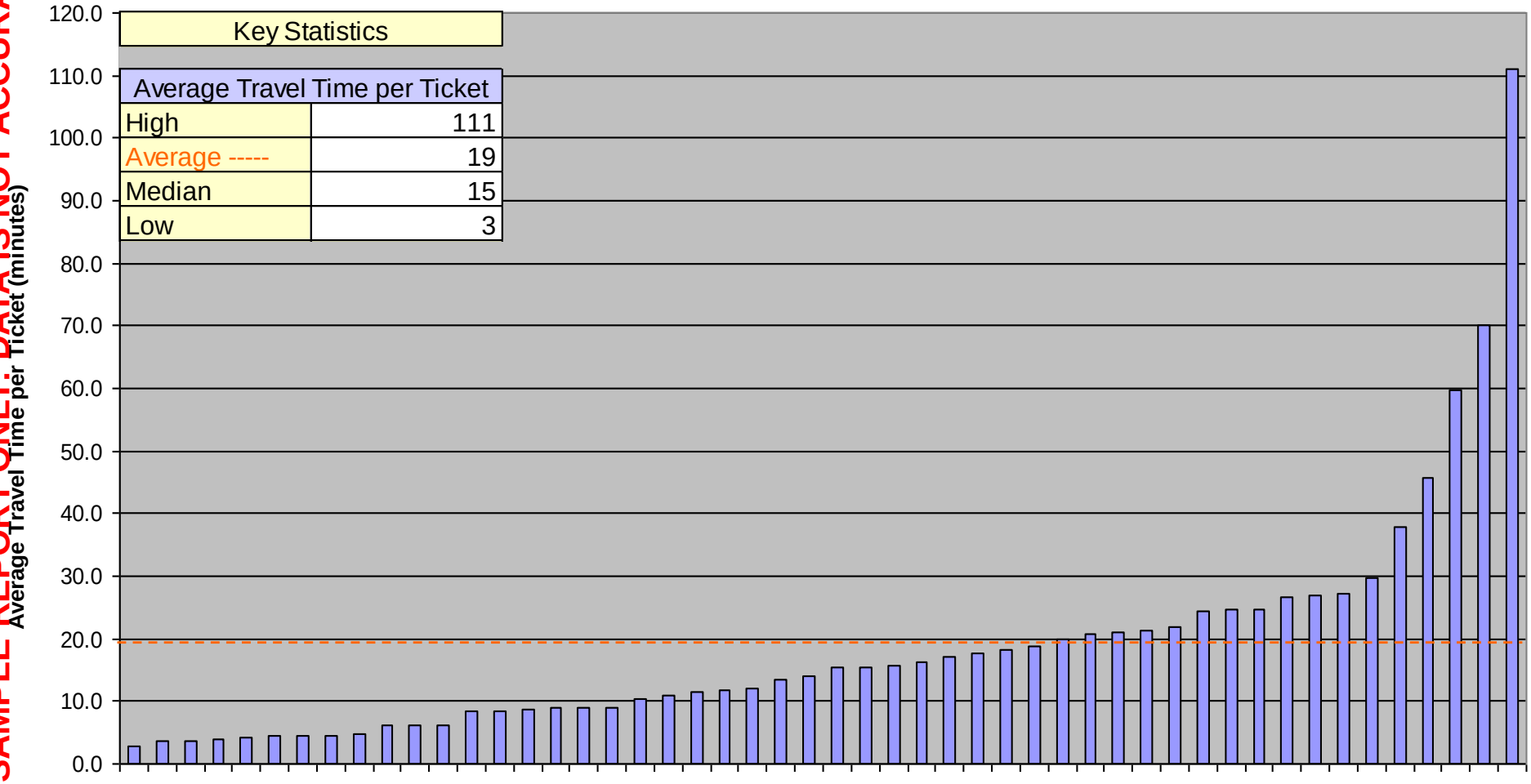
Key Statistics	
Average Travel Time per Ticket	
High	111
Average -----	19
Median	15
Low	3



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Workload Metrics

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Workload Metrics: Tickets per Seat per Month

Definition

Tickets per Seat per Month is a measure of 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 mobile devices, the location of users (office, home, field), the number of laptop computers, and myriad other factors.

Why it's Important

The number of Tickets per Seat per Month will drive the workload, and hence the staffing for a Desktop Support group. Desktop Support staffing decisions should be based on this metric, rather than 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

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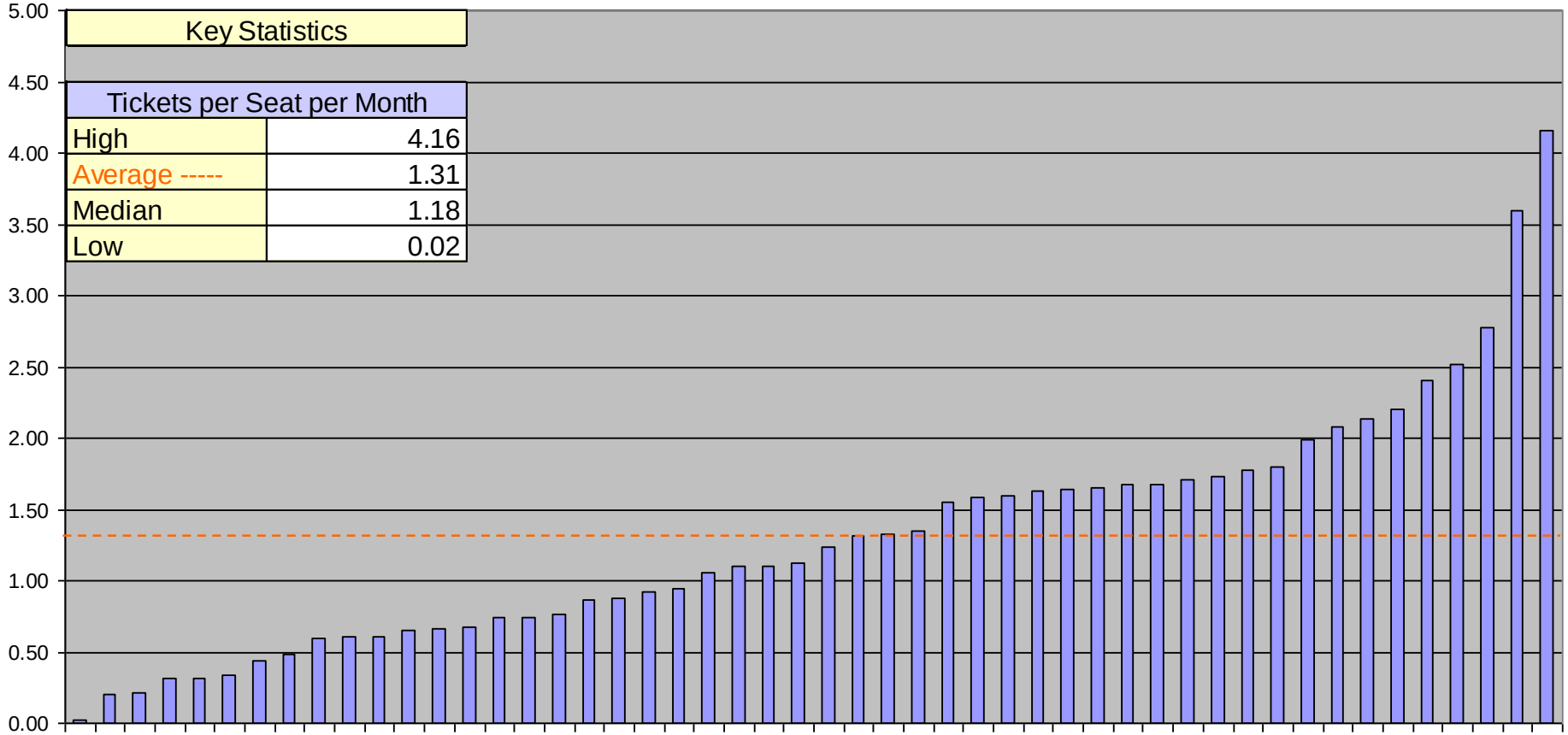
Workload Metrics: Tickets per Seat per Month



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Workload Metrics: 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 mobile devices, the location of users (office, home, field), the number of laptop computers, and myriad other factors.

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

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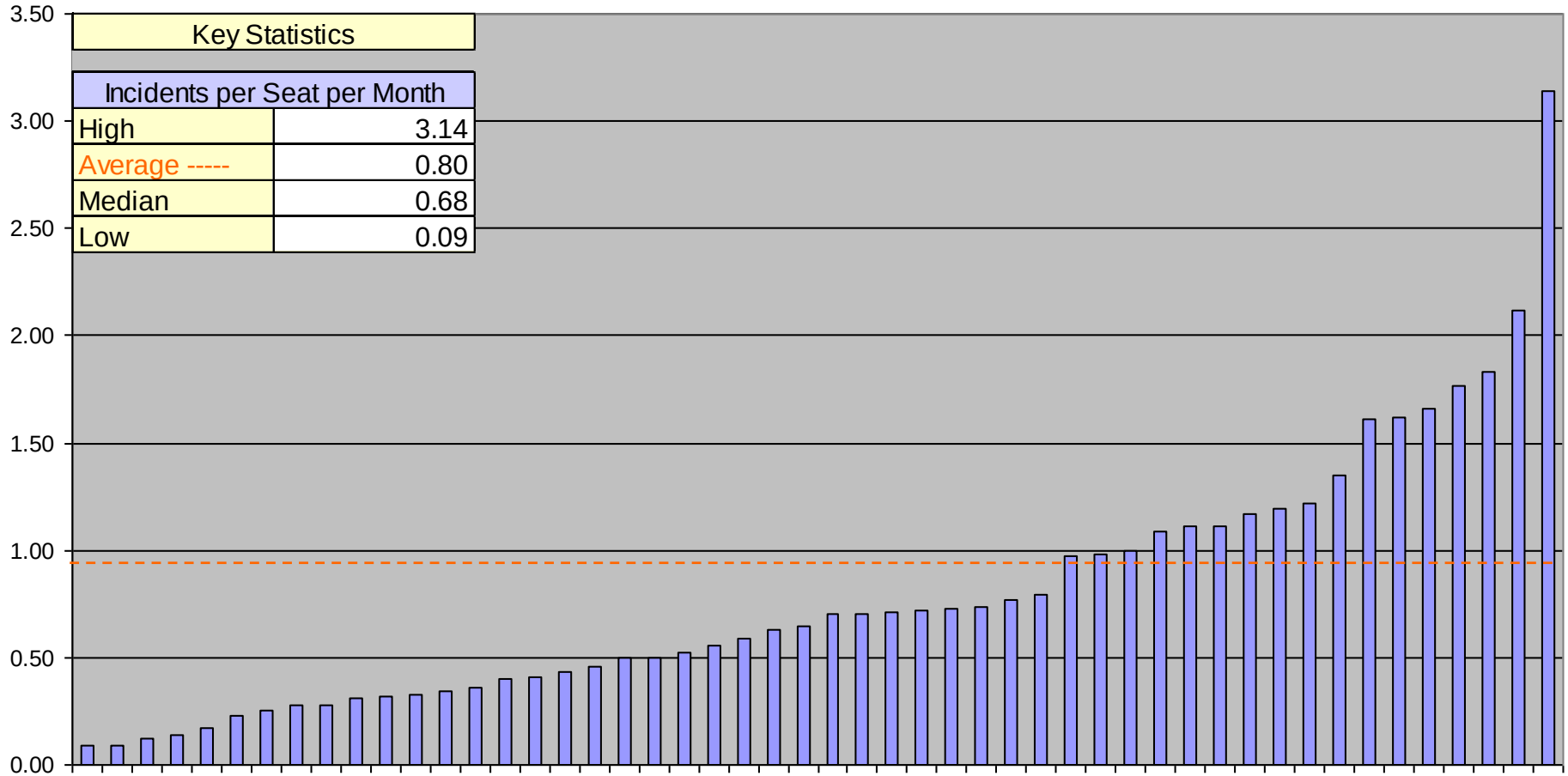
Workload Metrics: Incidents per Seat per Month



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Workload Metrics: 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 location of users (office, home, field), the frequency of device refreshes, and myriad other factors.

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

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Workload Metrics: Service Requests per Seat per Month

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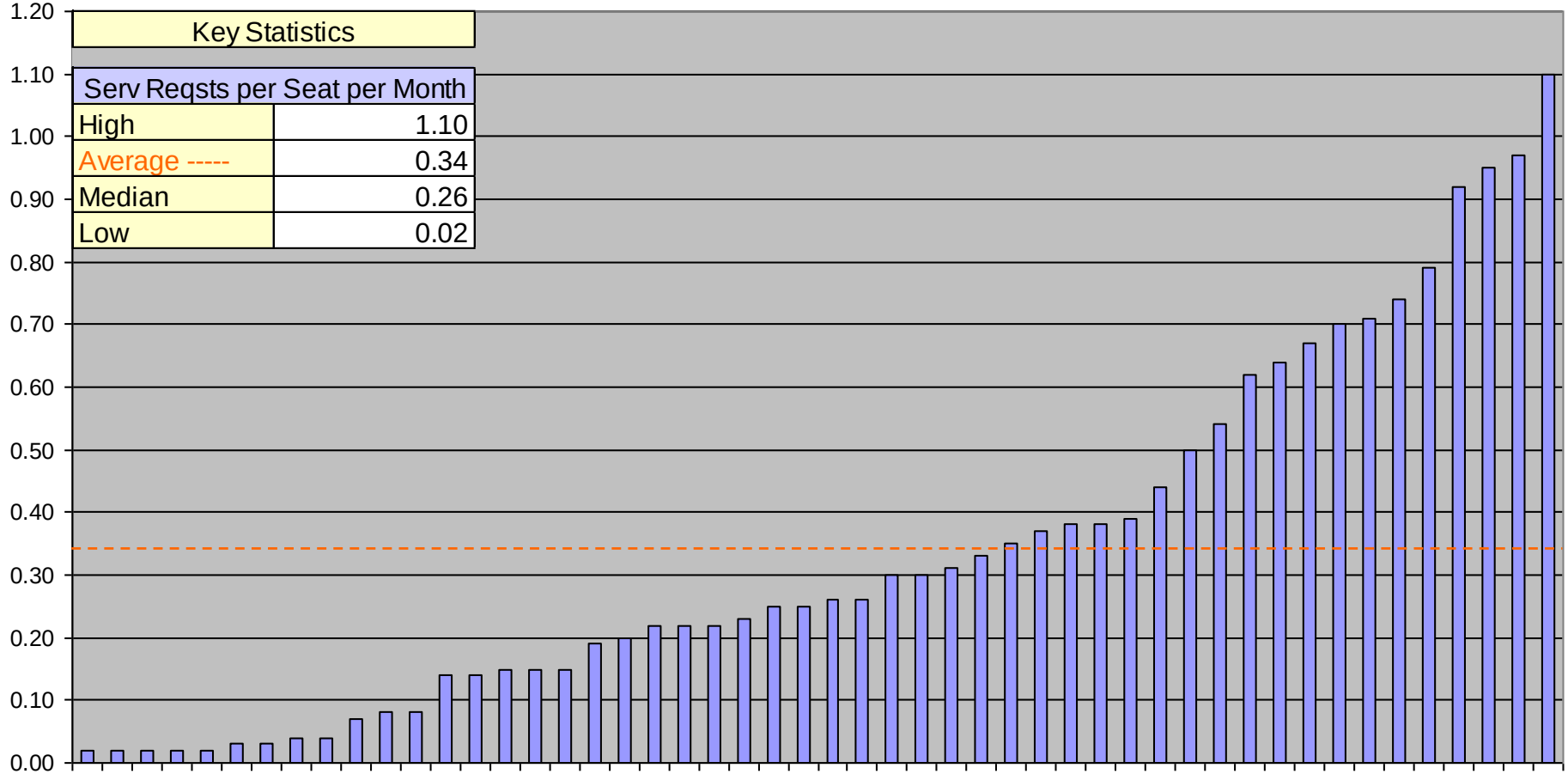
Key Statistics	
Serv Reqsts per Seat per Month	
High	1.10
Average -----	0.34
Median	0.26
Low	0.02



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Workload Metrics: Incidents as a % of Total Ticket Volume

Definition

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

Why it's Important

Incidents are generally unplanned work (e.g., device break/fix), while the majority of service requests are planned work (e.g., move/add/change). Incidents as a % of Total Ticket Volume is therefore a measure of 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

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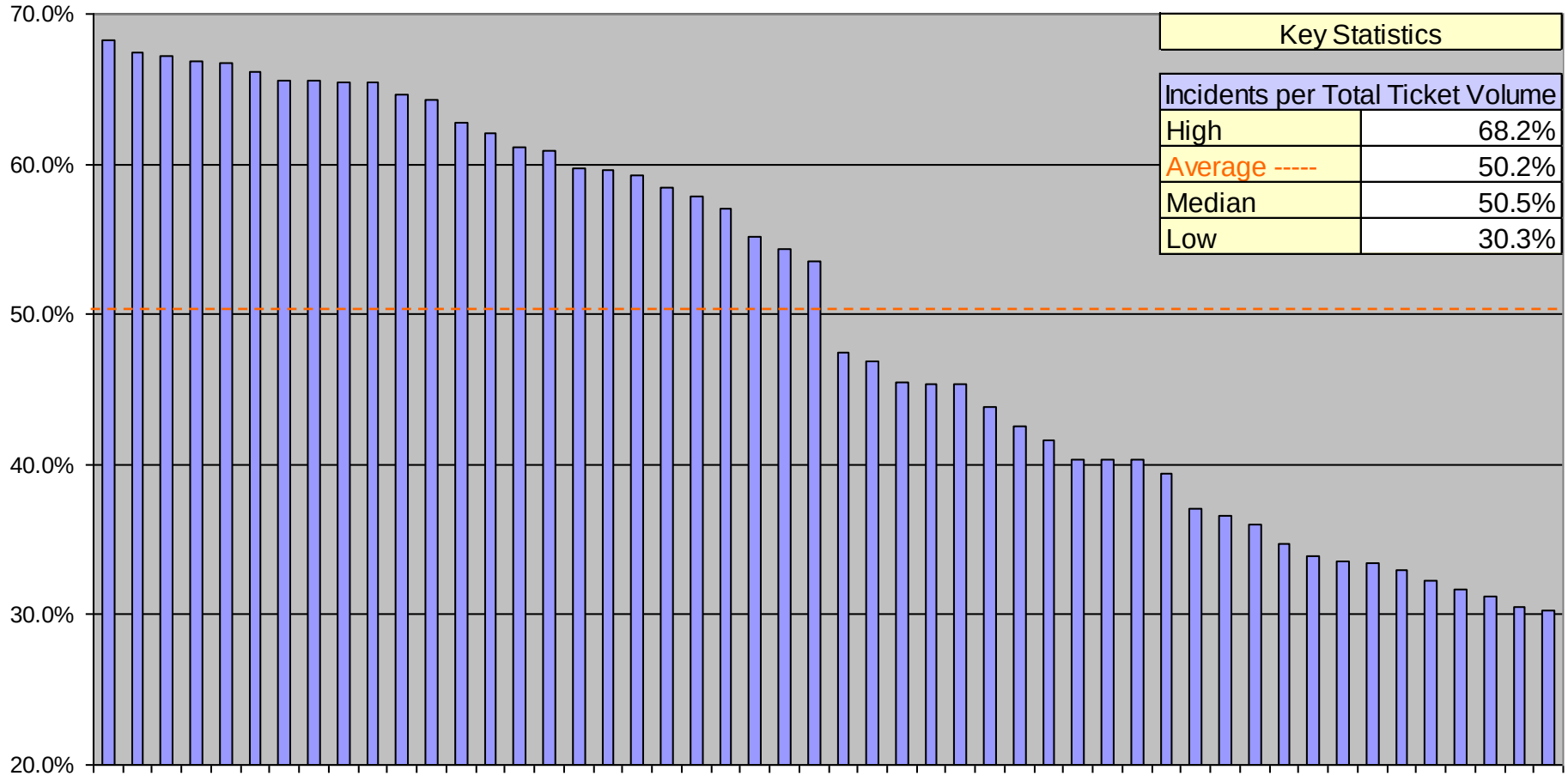
Workload Metrics: Incidents as a % of Total Ticket Volume



Key Statistics	
Incidents per Total Ticket Volume	
High	68.2%
Average -----	50.2%
Median	50.5%
Low	30.3%

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About MetricNet:

Your Benchmarking Partner

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Benchmarking is MetricNet's Core Business

Information Technology

- Desktop Support
- Service Desk
- Customer Satisfaction

Call Centers

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

Satisfaction

- Customer Satisfaction
- Employee Satisfaction

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MetricNet's Benchmarking Database is Global

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703-992-7559

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Thank You!

We look forward to serving you!

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