

Metrics: Who Needs Them?

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Metrics: What is it?

- Plan for what you want and need at the **end of a term or period of time** in order to make informed decisions on what, if anything, you need to **change** or **improve**
- A system of related measures that facilitates the quantification of some particular characteristic. A metric output provides a reading, statement or value but provides no assessment or evaluation of the output. i.e., a thermometer, an automobile speedometer or a clock

Metrics: OLA, SLA, KPI

- **Operational Level Agreement** - OLA – an agreement between the IT Support Groups within the IT department to unify internal service delivery. This could be between support teams within a single organization, across organizational boundaries or even an external third party.
- **Service Level Agreement** - SLA – an agreement between a Service Provider and a specific customer group or department within an organization. SLAs are essential, beneficial and often the most visible part of the service level management. The SLAs are mutually agreed upon and negotiated parties.
- **Key Performance Indicators** – KPIs - are financial and non-financial metrics used to quantify objectives to reflect strategic **performance** of an organization. Also known as **KPI** or **Key Success Indicators** (KSI), help an organization define and measure progress toward organizational goals

Metrics: What To Measure?

- **Who** is the audience? Client? Upper Management? Service Desk Agent?
- Are the measurements objective or subjective?
- What is the purpose of the measurement?
- How often will measurements be taken?
- How many is too many?
- Be careful what you ask for.....

Metrics: Typical Desk Examples

- ASA (Average Speed of Answer)
- LOS (80% in 20 Seconds)
- Average call handle time
- Abandon (No fast abandon)
- Agent utilization
- Satisfaction Surveys

Metrics: Support Center Certification Standard

Contract Management This group is typically the metrics that are measured for the SLA and reported regularly

- Number of incidents
- Average speed of response by contact source
- Abandon rate (percentage)
- Resolution time
- First contact resolution rate
- Percentage resolved within SLA
- Reopened incident rate

Escalation These metrics are common as well – especially for those that are priority one and some two

- Percentage of management escalations
- Percentage of external technical escalation

Resolution Time The “Top 10 Issues” would be found, where trending information can move an operation to action

- Average resolution time per incident
- Average resolution time per incident category
- Elapsed time within contract and process per service level agreement

Self Help Self Help is the way of the future

- Number of occurrences of self-help use

Proactive Do we measure the effectiveness of the tools that we implement?

- Remote device monitoring measured against goal

Cost A barometer to help determine trends and impact of implementing technology or process improvement strategies

- Total cost per customer/contract
- Total cost per contact by type
- Total cost per incident

Metrics: The Balanced Scorecard

<p>Customer Satisfaction Goals</p> <ul style="list-style-type: none">• Customer Satisfaction• Average Speed to Answer• First Call Resolution Rate• First Contact Resolution Rate• Loyalty Factor• Performance Against SLA	<p>Employee Satisfaction Goals</p> <ul style="list-style-type: none">• Employee Satisfaction• Turnover Rate• Absentee Rate• Time to Employee Proficiency• Knowledge Base Contributions
<p>Financial Goals</p> <ul style="list-style-type: none">• Average Cost/Incident• Average Cost/Customer• Average Customer/FTE• Staff Utilization Rate	<p>Internal Business Process Goals</p> <ul style="list-style-type: none">• Time to Fill Knowledge Gaps• Days to Product Proficiency• Process Formalization• Support Centre Certification

Support Centre Certification

Performance Results

- Performance results are the measured achievements as compared to goals. Measurement processes must be objective, reliable and realistic. Results must be clearly communicated to the appropriate audiences. Performance objectives and results must be achieved, or the reasons for any variance must be clearly understood and appropriate actions taken to achieve the standard or revise it.

Support Centre Certification

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- **Resolution Time**
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- **Self Help**
- Number of occurrences of self-help use
- **Proactive**
- Remote device monitoring measured against goal
- **Cost**
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