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**Metrics and the
Three Bears**

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Metrics and the Three Bears

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A bit about me…

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If you could change one thing in your service delivery what would it be?

This was my gateway to this role

Support couldn't quantify the customer experience

This is why metrics are so important

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What are we going to learn

How to assess current state of your reporting and build a strategy that makes sense

How to keep your momentum going in a positive direction

A list of tasks that you can take back to your team

The Three Bears

Too little

- Hard to make valuable lasting improvements

- Hard to communicate with business stakeholders

- Difficult to manage long term

Too much

- Hard to make valuable lasting improvements

- Hard to communicate with business stakeholders

- Difficult to manage long term

What does 'just right' look like?

Where we began

2015 – Challenges were identified

- Disparate systems
- All escalations tracked the same way
- The current tool was not enterprise ready
- Reporting was extremely limited

What we did

We needed to focus on our 'just right'

Part of this included setting some ground rules:

- We wouldn't share metrics for the first 3 months
- After that we would share the results within the leadership group no matter what was produced
- That at the end of each initial month we would review the metrics, make an assessment and commit to changes as required

What we did

We chose 3 KPI's to start with which supported our business objectives:

- MTTR

- Volume of Tickets

- Assignment by group

We committed to review on a 3 month cycle to ensure continual improvements were possible

What we found

At the end of the first month:

- MTTR – 6 business days on average

- Volume of Tickets - 816 requests and incidents per month

- Assignment by group
  - Helpdesk 42%
  - Infrastructure 52%
 - Application Support 6%

What this showed

- MTTR – We were not prioritizing properly

- Volume of Tickets – That 'tickets' were not being created

- Assignment by group – That 58% of the work was done by other support teams

What was done

We implemented a scorecard for helpdesk analysts to focus on our KPI's

- MTTR – focus on ensuring that priorities were understood and managed as such.

- Volume of Tickets – ensuring that all requests and incidents were tracked. There are no small tickets.

- Assignment by group – breaking this down, coupled with services we identified what was 'just right' for the Helpdesk
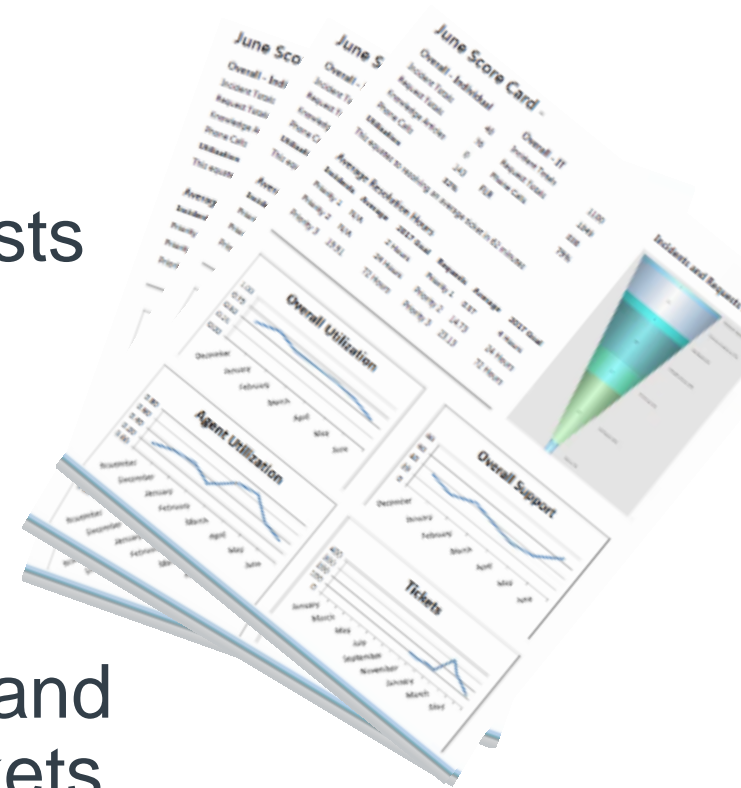
What we achieved

By the end of the first year we achieved

- MTTR - Improved from 6 days to 3.5 days

- Volume of Tickets – 2000 requests and incidents per month

- Assignment by group - Improved FLR from 42% to 79%

What we continue to do

- Inject further KPI's as they become required
- We review the KPI's and understand that as some improve other may be altered

Now its your turn

Thinking back to the three bears….

You need to DECIDE to right size your initiative and align all those involved

Adopt an agile approach to the way that you implement, communicate and continually improve your delivery of services

Step 1 Start with the Why?

Performance measurement is a critical activity for any effective technical support organization.

Start with the end in mind but keep it simple

So why are so many organizations mediocre at it?

Step 2 Assess Current State

Have an honest look at what you are doing right now

Forget about any challenges, complaints - strictly look at what you do today

Acceptance - Don't try and solution or justify why this reality exists

Step 3 KPI's to Support Business Outcomes

For example: Business Objective to reduce costs by 5%

- MTTR - Reduce resolution rates to increase customer satisfaction and lower the cost per contact

- Volume of Tickets – Ensure that resourcing matched volume of work and that value was added for the business

- Assignment by group – Outline that the right teams were doing the right work

What Metrics should we look at to start….

KPI	Description
MTTR	Indicates rate at which requests and incidents are being resolved. When broken down by priority you are able to focus on areas that matter most to the business
Ticket volumes	Outlines operational work being completed and can be broken down further for additional KPI's including trend analysis, and resource planning
First Line Resolution	Shows what incidents and requests are being completed at your front line without being escalated
Cost Per ticket	The impact to the bottom line, outlines total cost of ownership.

What Metrics should we look at to start….

KPI	Description
Reopen rate	This speaks directly to the quality of work being done. Provides a good view into areas where analysts may need further coaching
Incidents by Department	Shows the volume of work being done by different support teams
Incidents by Service	This will show you which services have the largest activity
Incidents by Mode (Self Service, Email Phone)	Illustrates how your business is escalating to your support teams. Can be used to prove out initiatives for self service improvements or to report on increases on escalation methods
Customer Satisfaction	Targets areas for improvement within service delivery. Typically as the result of a short survey

Step 4 Start Making Small Moves

Just start!

- If you are waiting for perfection it will never arrive

- Review the KPI's and understand that as some improve other may be altered

- Be agile in the approach, adapt and overcome

Step 5 Communication

Determine who needs to see what and how often

For example:

- The stakeholders in your support team will likely need to see metrics on a monthly basis

- This should include details from your scorecard, your KPI results and a summary of what this all means

Step 5 Communication

Priority	Goal Resolution Rate (hrs)	Actual Resolution Rate (hrs)
1	Reduce average P1 resolution from 12 hours to 6 hours by year end (50% reduction)	7.50 Hours
2	Reduce average P2 resolution from 74 hours to 24 hours by year end (68% reduction)	36.50 Hours
3	Reduce average P3 resolution from 113 hours to 72 hours by year end (36% reduction)	89.75 Hours

This accompanied with ticket volumes paints a clear picture of what is going on and allows for more informed decisions though better questions

Step 6 Reporting is all about Perspective

Start thinking like the business and less like IT

Prepare yourself for the fact that You WILL get worse before you improve

Keep at it – Wash, Rinse, Repeat

I never lose. I either win or learn.
Nelson Mandela

Step 7 Review and Validate your Metrics

Reviewing metrics may outline inconsistencies as a result of:

- Process gaps
- Reporting issues
- Customer/business disconnect
- Missed requirements

Communication is paramount, despite the finding

Keep the cycle going – Avoid Plateaus

- Decide on review cycles - Quarterly might be a good place to start

- Once again start with the 'Why"

- Assess the new current state

- Validate the KPI's you chose and will you adjust or add more

- Communicate with appropriate stakeholders

What can I start doing right away?

- Ask yourself 'The Why'
- Assess current state to outline future state
- Choose 3 KPI's to measure your baseline and your progress
- Make small moves, review regularly and adjust where needed
- Communicate with stakeholders regularly.
- Keep the improvement cycle going

Questions

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