

IT Key Metrics Data 2023: End-User Services Measures — IT Service Desk Framework Definitions

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This research outlines the Gartner End-User Services — IT Service Desk consensus model and framework definitions for IT cost management.

Analysis

Key Findings

This document elaborates on the framework used by Gartner to compile the IT Key Metrics Data End-User Services Measures — Digital Workplace Services and the data structure a user should align to in order to accurately benchmark using either the published research or the self-service IT Key Metrics Data Comparison Tools.

Recommendations

- Ensure you understand the metrics before referring to the published research or using any of the available self-service comparison tools.
- Evaluate your organization by leveraging the available published content or receive a report tailored to your organization by completing the [End-User Services & Enterprise Application Portfolio Budget & Efficiency Tool](#).
- Follow the [Practitioners Guide](#) to best prepare your data for comparison.
- Schedule an [inquiry](#) with a Gartner Expert to address alignment questions or to review your results and gain valuable insight based on your submission.

Scope

An IT Service Desk is defined as any single location that evenly distributes the receipt and/or placement of technical support calls or contacts to a predetermined group of support staff. The IT Service Desk consensus model examines IT efficiency and effectiveness with respect to the provisioning of remote Tier 0/Tier 1 support provided to end-users of IT services.

IT Service Desk spending includes the annual capital and operational expense, maintenance, installation and taxes, as appropriate, for all of Personnel, Hardware, Software and External Services. The below outlines the Gartner Benchmark Analytics consensus cost model for the IT Service Desk environment which has been leveraged for the [IT Service Desk Analysis](#).

Figure 1: IT Service Desk Framework



General Information

Business Metrics

The enterprise Revenue and Operating Expenses associated with the business units supported by the IT organization This section should be answered based on the latest 12-month actuals available.

Company Employees

The count of employees (i.e. headcount excluding contractors or consultants) on a full-time equivalent basis, regardless of whether these employees are frequent users of the technology supported by the IT organization. This includes full-time and part-time employees, or as reported in the public record.

Definitions for Total IT Spending and Staffing, Revenue, Operating Expenses, and Company Employees can be found in [IT Key Metrics Data 2023: Industry Measures — Framework Definitions](#).

IT Service Desk Staff

Staff should be reported as full-time equivalents (FTEs). FTEs should be measured in calendar time. For example, an individual who works full-time on an assignment for one full year would be reported as 1 FTE while an individual who was employed for six months of the study period would be reported as 0.5 FTE. Do not subtract such activities as vacation time, sick days and administration time. Do not count any one physical person as more than one FTE (for example, due to overtime). FTEs are assigned to services based on the functional definitions provided. If an individual or group performs more than one function, FTEs may be prorated between services and/or functions based on client estimates of time spent in each area.

Insourced IT FTEs are defined as FTEs who are employed by the IT organization (excluding contractors). Contractor IT FTEs are defined as FTEs who are supplemental to your staff and are “operationally” managed by the in-house staff.

Service Definitions

- Web-based self-help/self-healing intranet knowledge base (T0) enables users to resolve their own problems, submit requests for service, reset passwords etc.
- Fixed IT Service Desk (T1/T2) functions include call-taking agents and supervisors, with potentially tiered structure for passing contacts to more technical root cause investigators within the IT Service Desk team.
- The IT Service Desk function handles all contacts from authorized end-users including calls, emails, web-based queries and requests and chat support for Tier 0 users.

Personnel

Annual spending for IT Service Desk internal staff and contractors includes salary, overtime pay, benefits and “other” employee costs such as job-related travel and IT training. The “benefit load” should include costs for bonuses, paid holidays, vacations, medical/dental coverage, life and accident insurance, retirement plans, stock plans, disability, Social Security, unemployment compensation, dependent care, tuition reimbursements and employee assistance programs (for example, physical exams, exercise programs and similar).

For contractors and consultants, include all compensation that was paid directly to the individual or agency.

Do not include the spending related to human resource department staff allocations, early retirement incentive bonuses and internal “cross-charges” for corporate overhead such as for the chairperson’s salary.

Functions include:

- **Agents**

Agents are the primary resource for handling service requests, incidents, and inquiries at the service desk. They are often referred to as customer service representatives or IT Service Desk staff (first line).

- **Second Line Support**

Second Line Support includes subject-matter experts who provide backup support to the first-line agents. These FTEs may not necessarily be a part of the formal service desk organization. If they do come from outside the service desk organization, they must have formal responsibilities for responding to service desk contacts e.g., applications support staff who are assigned to handle transferred calls from first line agents. Do not include any FTEs responsible for actually resolving the incident while not in direct contact with the end-user.

- **Engineering**

Contact Data Management and Analysis: This includes staff having responsibility for monitoring and tracking trends in contacts, and recommending solutions that can be implemented by the service desk. This also includes monitoring of key service desk statistics such as peak usage times to manage service desk efficiency.

Infrastructure Application Development: This includes activities related to the development of scripts or other programming necessary to operate or customize the service desk toolset.

Quality Assurance: Monitoring and reviewing of agent contacts to ensure compliance with procedures and best practices, and to search for ways to improve services.

■ Management and Administration

Management includes time spent by personnel on supervisory, departmental administration, or strategy related tasks. These tasks include but are not limited to setting strategic direction, communications activities, hiring and firing of staff, personnel performance reviews, expense management, approving relevant documents, planning day to day personnel workload etc. Time spent by managerial personnel on non-supervisory or departmental administration tasks (for example a data center supervisor who spends half his time managing servers) should be represented in the relevant category.

Administration provides direct administrative and clerical support to all organizations related to the service being studied. Typical positions include secretary, receptionist and administrative assistant. These individuals often work for high-level executives in the organization.

When determining how high in the organization to represent management use the following guidelines to determine materiality. When analyzing a single service, it is not necessary to include IT Administration time for any associate if the total time contribution of the individual represents less than 15% of the individual's total hours. If multiple services are being analyzed, it is not necessary to include any IT Administration time for any associate if the total time contribution of the individual represents less than 30% of the individual's total hours.

Hardware

Annual capital and operational expense, maintenance, installation and taxes, as appropriate, for all service desk hardware assets including: automated call distribution, interactive voice response, computer telephony integration, and web-based self-help/self-healing.

Software

Service Desk Software includes Traditional and Software as a Service (SaaS) licenses, and Software Maintenance Agreements. It covers applications related to Service Desk Contact Management, and User support functions such as Expert Knowledge tools, Management tools, Chat software, and Voice/IVR Software.

External Services

Include all traditional outsourcing and cloud computing spending related to IT Service Desk. Traditional Outsourcing is defined as any situation in which the full operational responsibility for IT services is completely handed over to an external service provider.

Workload

There are two types of workload indicators that are used as a basis to derive unit productivity and cost metrics.

End-Users

The count of people that may be using the technology supported, regardless of whether or not they are employees (contractors or consultants may be included in this count).

Total Annual Contacts

Total Annual Contacts include the quantity of inbound contacts that were serviced by the IT Service Desk, excluding abandoned contacts. This includes both self-service as well as agent handled contacts. Total Contacts includes voice, interactive voice response (IVR), email, web (agent-handled and self-service), automated password resets, chatbot, chat, paper, and fax inbound contacts. Please note that contacts involving inquiries and status of issues are included as well.

Agent-Handled Contacts: Handled contacts where an agent engages in responding to an end-user's telephone call, chat, email, web request, fax etc.

- **Voice Contacts** This refers to the annual quantity of incoming voice calls to a system or agent via a telephone handset or headset and often involving a public branch exchange (PBX), automatic call distribution (ACD) system, computer telephony integration (CTI) capability, or simple direct inward dial (DID) provided through a central office switch of the telecommunication provider. Defined as the quantity of contacts, not total number of minutes.

- Chat Contacts Incoming user-initiated communication using instant messaging, or web chat. Defined as the quantity of contacts, not total number of minutes.
- Web Contacts (Agent Handled) Incoming web-based transactions typically based on form. The transactions generally are routed through a distribution system to individual agents.
- E-mail Contacts Incoming electronic mail (email) that is often routed through a distribution system to individual agents. This is defined as the quantity of contacts not total number of minutes.
- Chat Contacts - Incoming user-initiated communication using instant messaging, or web chat. Defined as the quantity of contacts, not total number of minutes.
- Walk-Up or Other Contacts - This refers to incoming contacts entering the service desk via postal service, messenger service, or by users "walking up" to an agent at a designated location.

Self Service Contacts: Self-service where an end-user can resolve their problem without the help of an agent using self-help tools such as automated password reset, knowledge management and Interactive Voice Response (IVR).

- Automated Password Reset Contacts - Incoming transactions where the user can reset their passwords without the help of an agent.
- IVR Contacts - The annual quantity of incoming voice calls to IVR. These are calls that complete within the IVR and, therefore, excludes those that transfer out to an agent. It is defined as the quantity of contacts, not total number of minutes.
- Chatbot Contacts – Annual quantity of incoming chatbot contacts. A chatbot is a domain-specific conversational interface that uses an app, messaging platform, social network, or chat solution for its conversations. A chatbot can be text- or voice-based, or a combination of both.
- Knowledgebase Contacts – Annual quantity of contacts for a knowledgebase. A knowledge base is a published collection of documents that has answers to common questions, how-to guides, and troubleshooting instructions. It is designed to make it easy for people to find solutions to their problems without having to ask for help. The number of unique visitors to the self-help application per day may be used as an approximation for this metric.

- Other Self-Service Contacts - This refers to any incoming self service categories not included in the categories above.

Agent Handled Contact Types

Agent handled contacts are broken into two main categories: Incidents and Requests. Each main category is broken into subcategories.

Incident - Incident contacts are related to unplanned interruptions to or quality reduction of IT Services

- Workplace Device Incident Contact (Hardware/OS Break/Fix): Workplace Device incidents involve events that has disrupted the operation of an end user device (Desktop, Laptop, Thin Client, Tablet, Mobile Phone, Desktop Phone, Printer, Headset, etc.) because of a hardware problem. Examples include PC will not power on, laptop case is cracked, device, PC will not boot.
- Workplace Software Incident Contact: Workplace Software incidents are due to issues around Digital Workplace Software such as device configuration, personal productivity, e-mail/messaging, unified communications, mobility, or content services (such as document management). Examples include spreadsheet plugin will not load, cannot send e-mail, application has been corrupted etc., cannot access active Wi-Fi.
- Infrastructure Incident Contact: Infrastructure incidents are due to issues around servers, shared storage, networking equipment etc. Examples include server down, network outage etc.
- A security incident is an event that may indicate that an organization's systems or data have been compromised or that measures put in place to protect them have failed.
- Business Application Incident Contact: Business Application incidents are due to issues around applications other than workplace software. Examples include Enterprise Resource Planning, Insurance claims management, or core banking application is down or not functioning correctly

Request - Request contacts relate to a request from a user for information, advice, a standard change, or access to a service

- Workplace Device Request Contact - Workplace Device requests involve provisioning of hardware end user devices (Desktops, Laptops, Thin Clients, Mobile Phones, Desktop Phones, Printers, Headsets, etc.)
- System Access - System Access requests involve users asking for access typically in the form of Accounts IDs and passwords to IT Assets including systems, applications, networks, etc. Examples - Request for E-mail Account, or access to Business Intelligence Data.
- Password Reset Requests - A Password Reset Request requires the action of invalidating the current password for an account on a website, service, or device, and then creating a new one.
- Information Request - Information requests occur when users need to know how a system or process works. They could include questions such as "How do I know if I'm eligible for a PC Upgrade?", or "how do I create an out of office message?"
- Status of Contact Follow-up - A status of contact follow-up involves a user trying to find out the status of a previously reported request or incident. Examples include questions such as "When will my PC arrive?", "When will an application be working again?"

Service Level Achievements

These metrics measure the effectiveness of the IT Service Desk and serve as indicators of service quality.

First contact resolution rate (%): incidents where an end-user receives resolution during the first contact with the IT Service Desk. It is the actual percentage of voice/chat contacts resolved upon the initial contact. Warm transfers, service dispatch and callbacks are not included as they are considered second or greater contact.

Speed to answer voice calls/chat messages (in seconds): the time a customer waits between connecting to the IT service desk and having the call answered by a live agent.

Abandonment rate of voice calls (%): This measures the number of calls coming to the IT service desk that hang up(voice) or disconnect (chat) before answered divided by the total number of contacts (including abandons). Exclude calls that hang up during periods of time where broadcast messages around known outages are in place.

Transaction time for voice calls (in seconds): the time it takes from the moment the agent responds until the call is complete and wrapped-up.

Recommended by the Authors

[“IT Key Metrics Data 2023: Working with IT Budget and Comparison Tools”](#)

[“IT Key Metrics Data 2023: End-User Services Measures — Practitioners Guide to Establish a Baseline”](#)

[“IT Key Metrics Data 2023: End-User Services Measures — IT Service Desk Analysis”](#)

[“3 Simple Ways IT Service Desks Should Handle Incidents and Requests”](#)

[“Toolkit: Categorize IT Service Desk Interactions to Eliminate, Automate or Leverage”](#)

[“IT Score for Infrastructure and Operations”](#)

Evidence

This research contains the standard consensus model and IT performance measurement framework as defined by Gartner Benchmark Analytics. To learn more about [Gartner Benchmark Analytics](#) contact your account executive or [email](#) us.

Document Revision History

[IT Key Metrics Data 2022: End-User Services Measures — IT Service Desk Framework Definitions - 16 December 2021](#)

[IT Key Metrics Data 2021: End-User Support Measures — IT Service Desk Framework Definitions - 18 December 2020](#)

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