# Service Desk Manager Responsibilities

- Administrate established company policies
- Supervise Service Desk personnel and activities
- Make hiring, discharge or discipline decisions for Service Desk personnel
- Plan, schedule, assign, supervise and evaluate the work of Service Desk personnel
- Conduct performance evaluations of Service Desk personnel
- Oversee maintenance of Service Desk department equipment and supplies
- Continually analyze Service Desk business unit data to seek improvements in efficiency and productivity
- Provide a single point of contact for end-user Service Desk issues
- Facilitate the restoration of normal service operation while minimizing impact to the end-user
- Maintain consistent communication with all parties including end-users or clients, as well as internal management hierarchy
- Participate in ongoing management and strategy meetings

- Participate in ongoing research and development activities for new products, solutions and services
- Prepare and present regular progress reports to management
- Create/manage the Service Desk Risk Management process
- Create/manage the Service Desk Change Control process
- Create/manage the Service Desk Communication process
- Create/manage the Service Desk Status Reporting process
- Identify and establish a method to measure success of each Service Desk service request
- Manage the ongoing training and certification process for all Service Desk staff
- Manage timecard approval process for all Service Desk staff
- Develop effective direction and structure to continuously improve employee performance and morale to ensure the successful attainment of objectives related to productivity, quality, cost, profitability and development
- Coordinate with project teams and client contracting staff to resolve contractual issues and ensure timely invoicing

Service Desk Manager Responsibilities 2

- Manage all scheduled activities such as maintenance, documentation and reporting
- Specify/manage methods to be utilized during Service Desk service delivery
- Identify/manage all tasks to be completed during Service Desk service delivery
- Create a timeline and expected duration for each Service Desk service request/project
- Estimate and allocate resources for each Service Desk service request/project
- Manage Service Desk dispatch function and calendar
- Facilitate resource allocation for Onsite/Remote service requests

- Manage the Service Desk Incident Management process
- Manage the Service Desk Problem Management process
- Manage the Service Desk Configuration Management process
- Manage the Service Desk Change Management process
- Manage the Service Desk Release Management process
- Manage the Service Desk Service Level Management process
- Manage the Service Desk internal and external Communication process
- Manage the Service Desk Availability Management process
- Manage the Service Desk Capacity Management process
- Manage the Service Desk IT Service Continuity Management process
- Manage the Service Desk Security Management process
- Day to day service delivery
- Manage all Service Desk technical staff
- Manage all Service Desk client expectations
- Manage reporting on all activities
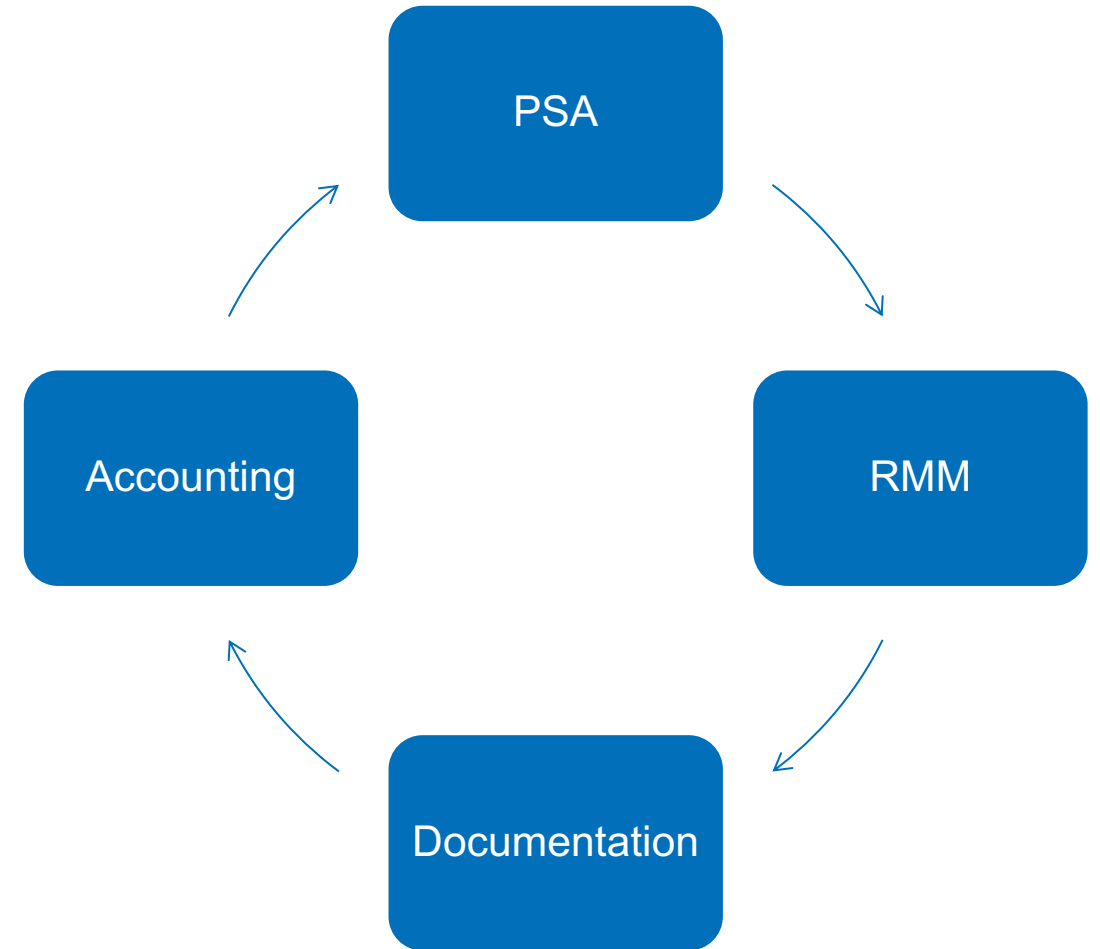
Establish Service Desk KPIs

- Level 1 incidents closed within 45 minutes

- **97%** Closes up to 97% of all requests with Level 1 resolution

- **15+** Tickets per day closed per Level 1 Technician

- Schedules onsite service only when incidents cannot be resolved remotely (*with a few exceptions)

- Meets or exceeds established SLAs

- Increases client satisfaction through standardized processes and reporting

- Meets and exceeds utilization and net profit targets through effective dispatch processes

Analyze Your Ticket Count for Capacity Planning

Based On

- Total Ticket Count Per Year
- % of Tier 1, 2, 3 and Onsite Tickets
- SLA

Required Data

- Total Tickets
- Tiering and Onsite Ticket Segmentation %
- Time Allotted Per Ticket Type Before Escalation
- Number of Hours Available by Tech per Month
- Number of Available Techs Per Tier
- Number of Available Dispatchers

Expected % of Tier 1 Tickets out of 100%	90%			
Expected % of Tier 2 Tickets out of 100%	7%			
Expected % of Tier 3 Tickets out of 100%	3%			
Expected % of Overall Tickets Escalated to Onsite Support	20%			
Trouble Ticket Calculation	**Tier 1**	**Tier 2**	**Tier 3**	**Onsite**
Number of tickets per year (calls, email and/or Web requests)	60000	4200	1800	12000
Targeted work time per ticket (in minutes)	45	90	180	180
Total required work hours per help desk tier	45000	6300	5400	36000
Help Desk Staffing	**Tier 1**	**Tier 2**	**Tier 3**	**Onsite**
Current existing number of technicians per tier	41.18	5.77	4.94	32.94
Forecasted number of FTE technicians needed per tier	41.18	5.77	4.94	32.94
Over/Under Capacity	0.00	0.00	0.00	0.00
Dispatch Staffing				
Current existing number of Dispatchers	2.50			
Forecasted number of Dispatchers needed	2.50			
Over/Under Capacity	0.00			

Target = N+1.5

Analyze Your On-Boarding Performance for Capacity Planning

Based On

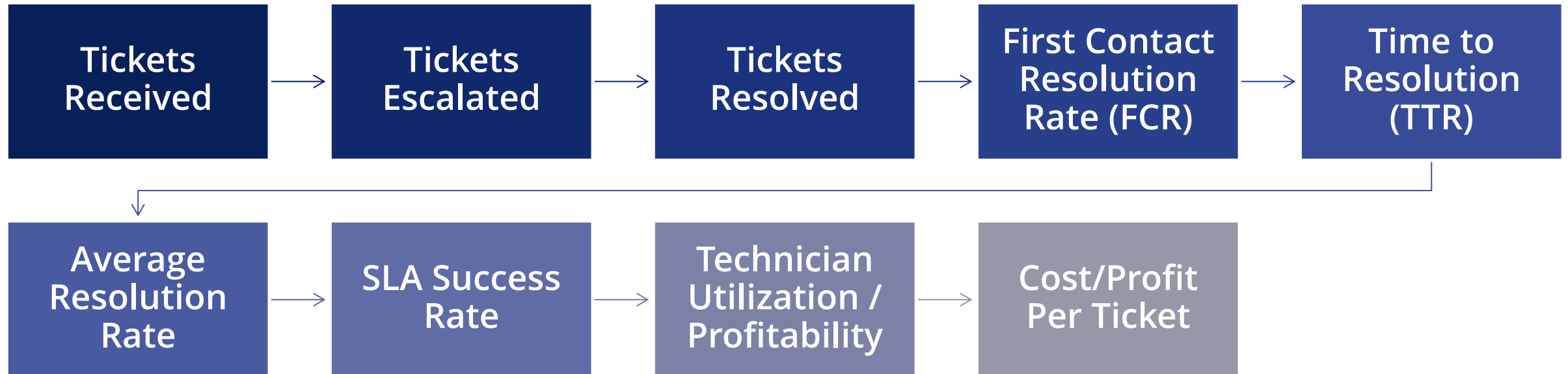- Number of New Clients Per Year

- Hours to On-Board Each Client

Required Data

- Number of Hours Available by On-Boarding Engineers per Month

- Number of Available On-Boarding Engineers

Expected % of Tier 1 Tickets out of 100%	90%			
Expected % of Tier 2 Tickets out of 100%	7%			
Expected % of Tier 3 Tickets out of 100%	3%			
Expected % of Overall Tickets Escalated to Onsite Support	20%			
Trouble Ticket Calculation	**Tier 1**	**Tier 2**	**Tier 3**	**Onsite**
Number of tickets per year (calls, email and/or Web requests)	60000	4200	1800	12000
Targeted work time per ticket (in minutes)	45	90	180	180
Total required work hours per help desk tier	45000	6300	5400	36000
Help Desk Staffing	**Tier 1**	**Tier 2**	**Tier 3**	**Onsite**
Current existing number of technicians per tier	41.18	5.77	4.94	32.94
Forecasted number of FTE technicians needed per tier	41.18	5.77	4.94	32.94
Over/Under Capacity	0.00	0.00	0.00	0.00
Dispatch Staffing				
Current existing number of Dispatchers	2.50			
Forecasted number of Dispatchers needed	2.50			
Over/Under Capacity	0.00			

Target = N+1.5

Analyze Your Service Desk Performance

Tickets Received → Tickets Escalated → Tickets Resolved → First Contact Resolution Rate (FCR) → Time to Resolution (TTR)

Average Resolution Rate → SLA Success Rate → Technician Utilization / Profitability → Cost/Profit Per Ticket

Analyze Your Billing Performance

UTILIZATION

- How much time technicians work

BILLING GOAL

- >2.5 X W2 – <u>Higher is Better</u>

REALIZATION

- How much time technicians work <u>that is billable</u>
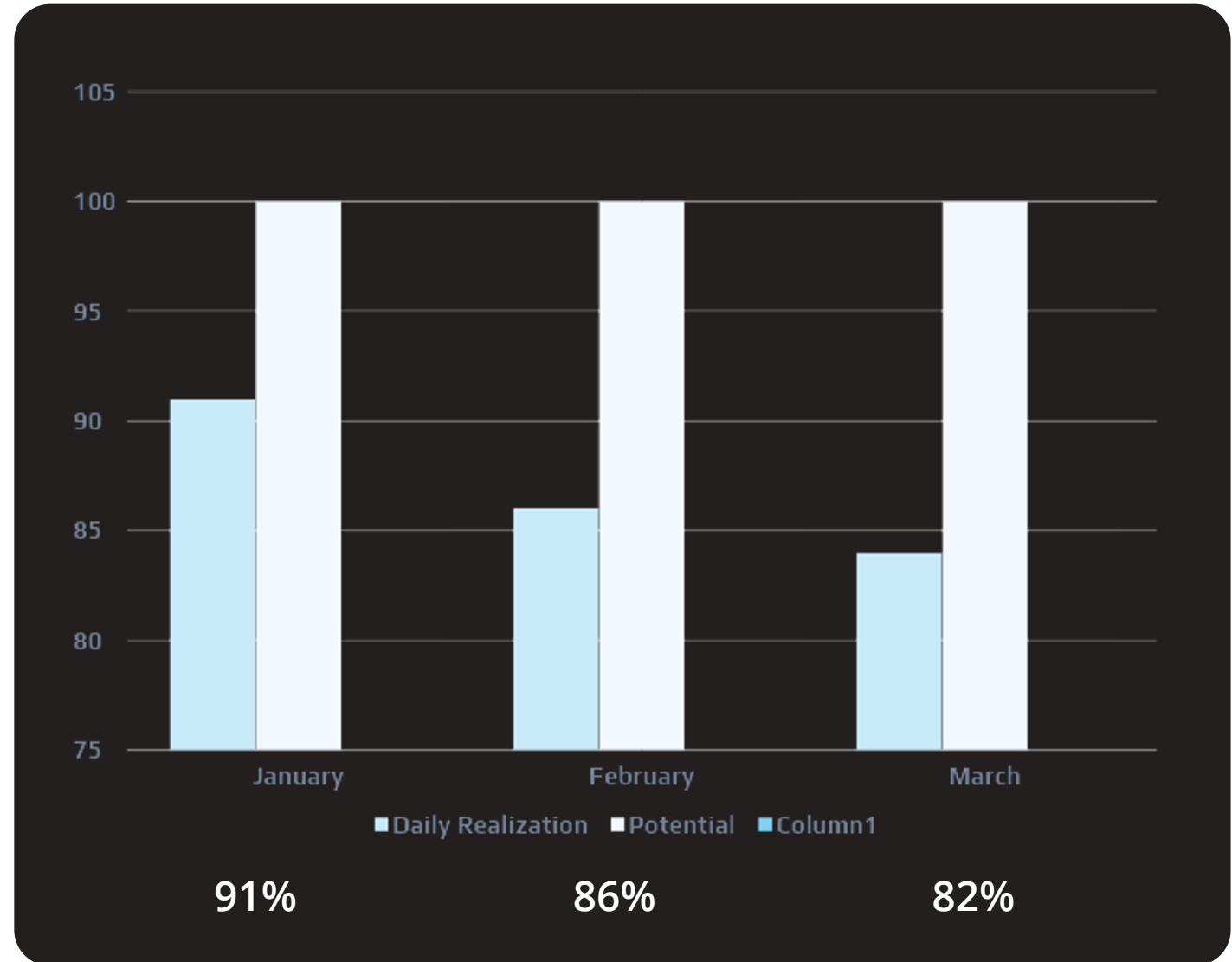
- Activity vs. Productivity

REVIEW WEEKLY

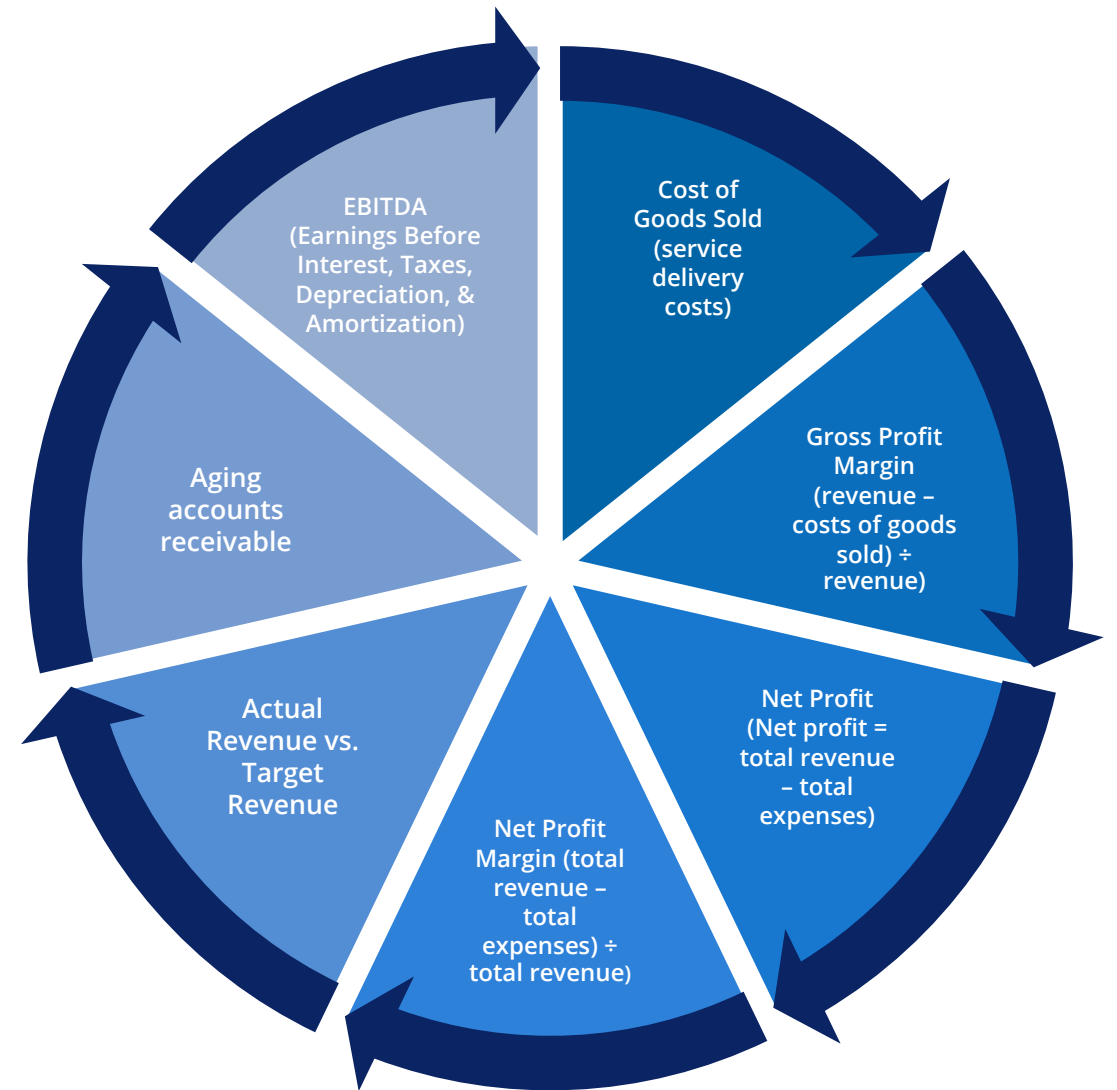*Incent through bonuses and commissions to achieve/exceed

Analyze Your Daily Realization Rate

- Can Exceed 100%
- Target >80%
- Review Weekly

91%   86%   82%

Technician Bonus Incentive Plan Example

		Target		Actual		Points
Billable Hrs as a % of Expected Hrs		90%		100%		5
Average of 45 minutes per Unit		Yes		Yes		5
Daily Paperwork w/ Accuracy		Yes		Yes		5
Daily Ticket Updates & Time Submittals		Yes		Yes		5
Completion of Scheduled Projects		Yes		Yes		5
Realized Gross Profit (Pre - Bonus)		50%		75%		5

Individual

Billable Hrs as a % of Total Hrs			Avg 45 mins/unit		Daily Paperwork w/ Accuracy		Daily Ticket Updates & Time Submittals	
Tiers	Pts		Tiers	Pts	Tiers	Pts	Tiers	Pts
>100%	5		Yes	5	Yes	5	Yes	5
95%-99%	3		No	0	No	0	No	0
90%-94%	1							

Project Team

Completion of Scheduled Projects		Realized Gross Profit (Pre-Bonus)	
Tiers	Pts	Tiers	Pts
Yes	5	>70%	5
No	0	60%-69%	3
		50%-59%	1

Calculation

Total			
Pts	% of Pay	Bonus Calculation	
30+	10%	Qtrly Wages	2,286
21-29	7.5%		
21	5%	Bonus %	10%
		Eligible Bonus*	229

KPI Legend

Billable Hrs as a %	Measure the effectiveness of billable time against expected hours (eg. Full Time = 40 hours)
Tix Response w/in SLA	Measure the response times within SLA on any closed tickets during the period
Ticket Documentation	Measure the usefulness of complete and thorough documentation on tickets
Internal Projects	Measures the completeness of assigned internal projects and/or tasks within the period
Customer Satisfaction	Measures the satisfaction from customers' responses on all completed tickets
Training/Certification	Measures the completion of assigned training/certifications within the period