HDI
SUPPORT CENTER
STANDARD

Leadership • Strategy and Policy • People Management

Resources • Process and Procedure

BEST PRACTICES FOR
SERVICE AND SUPPORT MANAGEMENT

People Satisfaction Results • Customer Satisfaction Results

Performance Results

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About HDI

HDI is *the* worldwide professional association and certification body for the technical service and support industry. Facilitating collaboration and networking, HDI hosts acclaimed conferences and events, produces renowned publications and research, and certifies and trains thousands of professionals each year. HDI also connects solution providers with practitioners through industry partnerships and marketing services. Guided by an international panel of industry experts and practitioners, HDI is the premier resource for best practices and emerging trends.

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UBM Tech is a global media business that provides information, events, training, data services, and marketing solutions for the technology industry. Its media brands and information services inform and inspire decision makers across the entire technology market—engineers and design professionals, software and game developers, solutions providers and integrators, networking and communications executives, and business technology professionals. UBM Tech's industry-leading media brands include EE Times, Interop, Black Hat, InformationWeek, Game Developer Conference, CRN, and DesignCon. The company's information products include research, education, training, and data services that accelerate decision making for technology buyers. UBM Tech also offers a full range of marketing services based on its content and technology market expertise, including custom events, content marketing solutions, community development and demand generation programs. UBM Tech is a part of UBM (UBM.L), a global provider of media and information services with a market capitalization of more than $2.5 billion.

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Introduction

The HDI Support Center Standard was developed and is maintained by the HDI International Certification Standards Committee (ICSC). The ICSC is a panel of industry experts and practitioners from around the world who work together to promote best and good practices, and the support profession. In addition to the HDI Support Center Standard, the ICSC has also developed professional certification standards for individual roles within the support center.

The HDI Support Center Standard is an aggregate of best practices and good practices found in various global frameworks, standards, and methodologies, representing the unique perspective of the support center. The HDI Support Center Standard 2013 replaces the HDI Support Center Standard v4.1.2. This update reflects changing best practices in the industry and aligns activities in the Standard with those found in current versions of other industry standards (ISO/IEC 20000, ANSI/SHRM-09001-2012), frameworks (ITIL® 2011, COBIT® 5), and methodologies (KCS^{SM}).

The HDI Support Center Standard was developed in 2000 as a basis for certification of a support center's adoption of and compliance with the best and good practices for the support industry. While the genesis for the Standard was a certification program to recognize support centers that achieve positive results through the adoption of best practices and good practices, the value of the Standard has been proven to extend far beyond certification. Support leaders can leverage the Standard as the packaged experience of a wide body of industry experts when guiding their organizations through expansion and continual service improvements. The Standard can be used to aid in evaluating existing operations in the development of consolidation and outsourcing strategies, as a guide when designing a new support center, or as a foundation for a current state assessment and gap analysis of an existing support center.

The value that support centers get from the HDI Support Center Standard varies depending on their maturity and business objectives. Support centers have reported realizing such benefits as increased service consistency, improved customer and staff satisfaction, higher productivity, increased efficiency and effectiveness, reduced unit costs and end-user downtime, increased ability to satisfy compliance requirements, and improved profitability. By keeping up to date with industry best practices, a support center can position itself as a valued partner both within the support organization and to the organization overall.

Support centers can either use it independently or engage HDI for guidance. Support centers can also undergo a certification audit to become HDI Certified Support Centers and achieve recognition as leaders within their organizations and the industry. Some support leaders have reported using the goal of achieving the HDI Support Center Certification as a means to drive process and service improvements and enhance teamwork.

The HDI Support Center Standard was designed to conform to existing international quality standards, such as the EFQM (European Foundation for Quality Management), the Malcolm Baldrige National Quality Awards from the National Institute of Standards and Technology (NIST), and ISO9000. The organization of the Standard is based on the European Foundation for Quality Management (EFQM) Excellence Model, with modifications to meet the quality requirements of support centers. The Standard is analogous to ISO9000 in that it requires quality processes and procedures that are documented, followed, and produce expected results. The Standard is periodically updated in order to keep current with an ever-evolving and maturing support industry.

How can you leverage the HDI Support Center Standard?

- Evaluate your organization based on the published standard.
- Engage HDI to conduct an assessment an obtain guidance for improvements.
- Apply for the HDI Support Center Certification to recognize your support center's commitment to service excellence and be recognized as a leader in the support industry.

Managing a support center is a journey of continuous improvement and change. HDI recommends that support centers leverage the HDI Support Center Standard regularly to evaluate their current state, develop a gap analysis, and identify continual service improvement plans to reach their desired state.
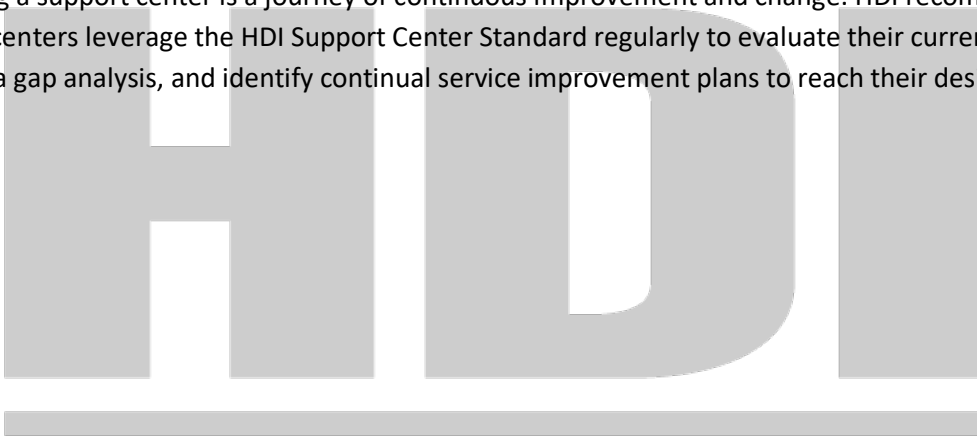
Categories

The HDI Support Center Standard is organized into eight categories representing five enablers and three results. Each category contains a set of activities, each with four levels of maturity.

Enablers

There are five categories that represent enablers of maturity, quality, and/or actionable items; these are:

- Leadership
- Strategy and Policy
- People Management
- Resources
- Process and Procedure

Results

There are three categories that represent results or performance against goals or targets; these are:

- People Satisfaction Results
- Customer Satisfaction Results
- Performance Results
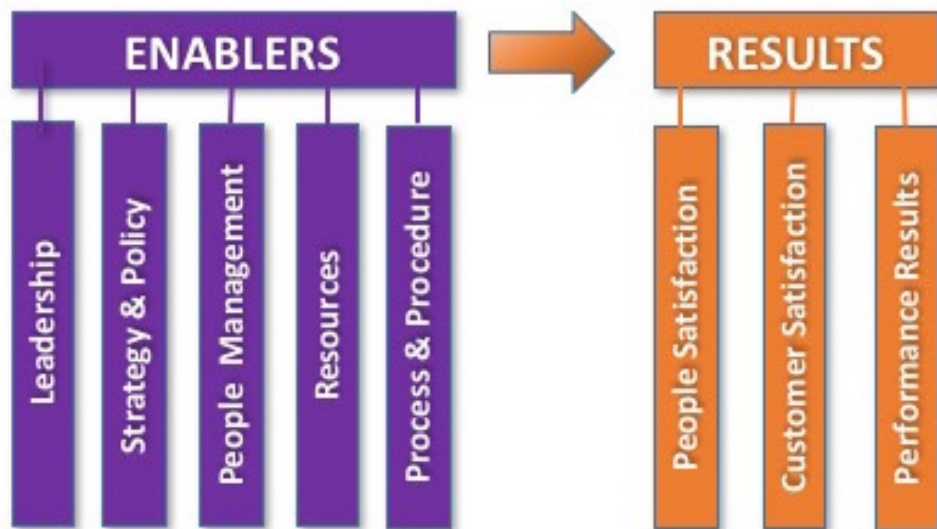
Maturity Levels

Each category includes a set of activities, each with four levels of maturity.

Enablers

The maturity levels for activities in each of the Enablers categories are:

1. **Just Started**—Recognition of the value of the activity and the beginnings of plans for improvement.

2. **Some Progress**—Evidence that the activity is being performed and is reviewed for improvement, and there are some examples of successful implementation or results.

3. **Considerable Progress**—Evidence that the activity is being consistently performed and is regularly reviewed. There are examples of improvements although implementation may not be universal or applied to its full potential across the organization.

4. **Fully Achieved/Optimized**—An approach or result that is universally implemented, continual improvement efforts exist, and it is difficult to envision significant improvement.

Results

The maturity levels for activities in each of the Results categories are:

1. **Measured**— Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).

2. **Comparison to Goals/Targets**— Reports show performance data compared against a defined, quantitative performance goal/target.

3. **Trending to Goals/Targets** — Reports show performance data trending toward the established goal/target over the previous six months (or equivalent reporting periods).

4. **Consistently Meeting Goals/Targets** — Reports show the established performance goal/target has been achieved or exceeded in at least nine of the previous twelve months (or equivalent reporting periods).

Activities

1.0 Leadership

Leadership defines how all levels of management and all employees in leadership roles guide their organizations toward success by inspiring and motivating staff and driving continual improvement. All levels of support center staff should understand why their jobs are important, receive satisfaction from their work, and feel supported and valued for their efforts by the support center management. Effective leaders ensure that the work being done is aligned with the needs of the organization, and the value of the work being done is communicated and understood throughout the entire organization. They provide highly visible support and encouragement, and they inspire cooperation and enthusiasm.

1.010 Alignment to Organization

Support center management promotes an understanding of the relationship of support center services to the services, functions, processes, and activities of the organization.

1	Support center management can describe at least three of the most important factors for the organization's success.
2	Support center management understands, and can articulate, the functions, processes, and activities that are critical to the organization's success.
3	Support center staff understands, and can articulate, how failures in supported services impact the organization.
4	Support center management adjusts services in response to changes in organization and/or customer requirements.

1.020 Integration within Support Model

Support center management develops and promotes an understanding of the support center's relationship within the support model (i.e., all internal and, if applicable, external resources that provide support).

1	Support center management displays a clear understanding of how the support center interacts with other groups in the support model.
2	The support model is documented and support center staff can articulate a clear understanding of the needs of other groups in the support model.
3	Support center management and staff actively communicate with management and staff of other stakeholders in the support model.
4	To fully anticipate and support planned changes, a support center representative is actively engaged in change and release processes.

1.030 Resource Allocation and Alignment

Support center management effectively establishes the optimal allocation and alignment of resources (i.e., people, processes, and technology).

1	A methodology is in place to determine the type and amount of people, processes, and technology resources needed to provide support center services.
2	The methodology takes into account the achievement of established service level targets and operational goals.
3	The resource allocation is regularly revised to accommodate changes in organizational, customer, and/or service requirements.
4	Resource requirements and allocations are aligned to defined service level targets that directly support established goals and objectives.

1.040 Promoting Teamwork

Support center management actively promotes and advocates teamwork throughout the support organization.

1	There are activities and training objectives designed to foster teamwork within the support center.
2	There are organized and regularly scheduled team-based interaction activities designed to foster teamwork between the support center and other support groups.
3	Goals and objectives are identified for team-based efforts, performance is measured, and successes are recognized.
4	The results of team-based efforts are successfully applied to improve processes and/or procedures that support the success of the support organization and/or organization.

1.050 Marketing and Promotion

All members of the support organization are responsible for increasing the visibility and recognition of the support center as a valued partner within the department, to other support groups, and to the organization. The support center's value must be recognized at a senior level and be visible throughout the organization.

1	Support center management ensures that activities are in place to communicate and promote the role of the support center throughout the organization.
2	Support center management and staff promote the role of the support center and its function by encouraging appropriate use by customers and users.
3	Support center successes and improvements are regularly communicated by support center management and/or staff within the department and to other stakeholders who provide support in order to promote the value of the support center.
4	Support center management participates (or is represented) in activities to promote the value of the support center throughout the organization.

1.060 Distribution and Communication of Information

Support center management actively promotes and facilitates the distribution and communication of support center performance information both within the support center and throughout the organization, and to other support groups.

1	Support center operational performance results are distributed and communicated to support center staff at least monthly.
2	Support center operational performance results are distributed and communicated to other support groups and customers at least quarterly.
3	The support center's progress toward achieving tactical objectives is tracked and communicated to support center staff and other support groups at least quarterly.
4	The support center's progress toward achieving strategic goals is tracked and communicated to support center staff, other support groups, and customers at least twice annually.

2.0 Strategy and Policy

Support center management must incorporate the organization's values and concepts of quality into the development, communication, review, execution, and evolution of the support center's strategy and policies to clearly and effectively support the organization's purpose. Support center strategy and policies must be translated into goals and objectives that contribute to the organization's ability to achieve its stated goals. Specific plans must be established to define how the support center goals and objectives will be achieved. The plans must lead to the achievement of measurable performance targets and be aligned with the plans of the department and organization. Performance must be measured and communicated to stakeholders, and regular analysis must be performed to identify any adjustments that need to be made to achieve the desired results.

2.010 Purpose

The purpose of the support center within the organization must be established, documented, communicated, and reviewed for continual improvement. There are many different approaches and models that can be employed, which include the development of statements of vision, mission, purpose, core values, service philosophy, management philosophy, and other statements.

1	The purpose of the support center is communicated within the support center, and support center staff can articulate their own understanding of its meaning.
2	The purpose of the support center is documented and published inside and outside of the support center.
3	The purpose of the support center is aligned with the organization's vision, mission, and objectives.
4	An activity to review the alignment of the purpose of the support center to the vision, mission, and objectives of the organization is conducted at least annually.

2.020 Goals and Objectives

Goals and objectives for the support center are established that reflect the support center's purpose.

1	Operational performance goals and objectives for the support center are defined and documented.
2	Specific tactical objectives for the support center are defined and documented.
3	Strategic goals for the support center that are aligned with the strategic goals of the organization are defined, documented, and communicated.
4	Strategic goals for the support center are aligned with the strategic goals of the organization and are communicated to stakeholders.

2.030 Operational Plans

The support center has developed and maintains an operational plan that defines the activities necessary for ongoing support center operations. The operational plan supports the achievement of support center goals and objectives.

1	The support center has standard operating procedures, work instructions, and/or other guidance that supports the day-to-day operation of the support center.
2	The support center has documented policies and processes that govern support center operations.
3	The support center has a documented operational plan that is communicated and understood by support center staff.
4	The support center's operational plan is updated regularly as changes occur and reviewed for continual improvement at least annually.

2.040 Stakeholder Engagement

The support center actively solicits and uses stakeholder input to improve the support center's services and performance.

1	Support center management and staff can readily identify and have defined the support center's stakeholders.
2	The support center actively solicits stakeholder input to its goals and plans.
3	Stakeholders are invited to participate in the development of action plans that result from their input.
4	The support center regularly and proactively provides feedback to stakeholders on the results of action plans implemented as a result of their input.

2.050 Service Improvement Plans

Support centers should review and analyze performance to identify improvement opportunities. Service improvement plans (SIPs) are developed and documented to define the focus of the improvement, the goal, required resources, activities, timeframe, and expected outcome (success measurements).

1	Support center management identifies initiatives to improve support center services.
2	Documented service improvement plans, including success measurement(s) and expected completion, are developed for most improvement initiatives.
3	Progress toward achieving service improvement plans is regularly monitored, measured, and communicated to stakeholders in a timely manner.
4	The procedures for developing and tracking service improvement plans are reviewed for continual improvement at least annually.

2.060 Support Center Services Definition

The support center must maintain a list of services provided by the support center in terminology that can be easily understood by support center staff, customers, and users.

1	A list of the services that the support center provides to the organization is published to all support center stakeholders.
2	The list of support center services includes details that are appropriate for the environment and stated in terminology that is easily understood by customers and users. Service details contain, at a minimum, a description of services, hours of availability, and contact information.
3	The list of support center services is the primary source and reference for all support center services and should include underpinning service activities/elements and service ownership/management.
4	The list of support center services is regularly reviewed and updated as services are introduced, changed, and/or retired.

2.070 Security of Systems and Information

The support center must support and comply with organizational security requirements to ensure the confidentiality, integrity, and availability of organizational, customer, and user data that is processed and transmitted by the support center as well as the systems and data necessary to the successful operation of the support center.

1	Access control procedures and measures are in place to monitor and control access to support center facilities and for accessing support systems.
2	Procedures and measures are in place to support and comply with organizational security policies and requirements. The procedures and measures ensure protection of all assets critical to the operation of the support center (i.e., support center systems and tools, support center data) as well as all forms of organizational information. Security policies are published, accessible, and understood by all support center staff.
3	Support center related security policy breaches and/or non-compliances are recorded, managed, reported, and reviewed by management. Procedures are documented for the handling and remediation of security breaches and/or non-compliances.
4	Support center security policies, procedures, and activities are independently audited (outside of support center management) for compliance at least annually. All audit non-compliances are recorded, managed, reported, and remediated.

3.0 People Management[1]

An important responsibility of support center management is the creation of an environment that promotes the motivation of support center staff to perform at their peak. Support center staff roles and responsibilities must be documented for each position. The support center staff must have, and continue to evolve, the competencies needed to effectively perform the requirements of the position. Performance feedback, reward and recognition, management communication, and opportunities for technical and professional growth are proven motivators.

3.010 Job Descriptions

Job descriptions provide a clear and concise resource for both staff and management. They are a resource for recruiting, to guide the creation of performance goals, and for performance management. All support center staff, including management, must have a job description that accurately describes the role, responsibilities, and requirements (e.g., skills, education level, certifications, physical capabilities, etc.) for their position.

1	A job description (or equivalent) is documented for each support center management and staff positions and are readily accessible to support center management and staff.
2	Job descriptions for all support center management and staff positions accurately reflect the current roles, responsibilities, and requirements of the described positions.
3	Job descriptions are specifically referenced during training, performance appraisals, and career development meetings.
4	Job descriptions for all support center positions are jointly reviewed by support center management and staff at least annually.

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[1] Formerly **Staff Management**

3.020 Orientation Training Plans

A consistent method of training new hires during their orientation period is critical to providing and promoting quality support center service. Documented staff orientation training plans support this important training period as well as guide training activities for every position. Plans ensure that the technical, professional, and customer service skills necessary for each role/position are properly, and consistently, addressed.

1	Documented orientation training plans exist for each support center position and are updated on a regular basis.
2	The required amount of time (and funding, if required) is allocated to provide the level of training specified in each plan.
3	Orientation training plans include a requirement for the trainer and trainee to acknowledge successful completion of the training for each skill.
4	The development of orientation training plans is integrated into all relevant change management processes so that plans are updated when changes occur to keep the plans current.

3.025 Ongoing Skill Assessment and Training Plans[2]

Based on a skills inventory and periodic skills gap assessment, ongoing training plans are developed and used to guide training activities to improve the skills of existing staff for their current position. Ongoing training plans may also include certification or training objectives related to career development goals.

1	A skills inventory exists for each position and is updated to reflect changes in skill and competency requirements whenever changes are made in the support environment and/or supported services, and there is evidence that ongoing training is provided to meet requirements when new skills and/or competencies are added.
2	A gap analysis exists for each support center staff that identifies gaps where training is needed to meet requirements, and there is evidence that some ongoing training is planned based on the output of the gap analysis to close individual training gaps.
3	The gap analyses for all support center staff are aggregated and analyzed to determine training priorities, and there is evidence that some ongoing training is planned based on the output of the combined gap analysis to close team training gaps.
4	Time (and funding, if required) is allotted to achieve the minimum level of training planned based on the output of both the individual and team gap analyses.

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[2] Formerly **Ongoing Training Plans**

3.030 Career Development Plans

Career development opportunities are fundamental to engaging and retaining staff, improving support center staff capabilities, and increasing staff satisfaction.

1	A career development discussion is formally initiated at least annually by a management representative with each support center staff. Each staff is encouraged to state personal preference for career development within the context of the organization.
2	Career development discussions are formally documented and include relevant goals and objectives. Specific training or certification objectives identified in the career development plan must be aligned to a career development goal (e.g., meet requirements to be eligible for a different position).
3	Progress toward achieving the goals and objectives stated in the career development plans is formally discussed at least annually by a management representative with each support center staff, and the documented career plans are updated accordingly.
4	Career development planning is integrated with the performance appraisal process.

3.040 Performance Management

Performance management is the system of evaluating staff performance. Elements of the performance system include performance planning processes, coaching, mentoring, and the exchange of meaningful feedback between management and staff.

1	A documented performance management process is conducted at least annually.
2	Support center management provides support center staff with effective feedback (i.e., timely, constructive, specific, and balanced) between formal performance appraisal meetings, at least quarterly.
3	Key job performance criteria must be aligned with support center goals and organizational goals.
4	The performance appraisal process is integrated with the compensation review process (i.e., compensation adjustments are linked to performance ratings and/or achievement of job performance goals).

3.050 Staff Satisfaction Management

Support center management can improve the workplace by regularly collecting support center staff satisfaction feedback, measuring and analyzing trends, and responding to staff feedback. Proper satisfaction management leads to higher retention rates, lower absenteeism, improved productivity, better customer service, and higher morale. Results should be reviewed by management and published to support center staff, allowing them to be engaged in developing action plans with management and identifying specific opportunities for improvement.

1	At least one process is in place to gather support center staff satisfaction feedback.
2	The support center staff satisfaction feedback is compiled, analyzed and communicated to the support center staff in a timely manner.
3	Support center management takes direct action in response to support center staff satisfaction feedback in a timely fashion.
4	A process to collect measurable support center staff satisfaction feedback from support center staff is conducted at least annually.

3.060 Compensation Program

A well-constructed compensation program is an essential element in maintaining staff satisfaction, minimizing turnover, and assuring support center staff productivity.

1	Support center staff salaries are regularly compared to similar positions within the same industry sector and geographic area to determine if they are comparable.
2	The compensation program includes elements that encourage performance (e.g., bonuses, merit increases).
3	The compensation program rewards the support center staff based on achievement of individual, support center, and organization performance targets.
4	Compensation review is integrated with the performance management process.

3.070 Recognition and Reward Programs[3]

Regular, ongoing recognition and reward programs for support center staff can encourage improved quality, safety, and customer service; higher staff morale; attracting desired staff, retention of key staff; elevated productivity; increased competitiveness, revenues, and profitability; and reduced stress, absenteeism, and turnover. Recognition and reward programs must be perceived as fair and achievable, and make staff feel valued and appreciated. The availability of awards and incentives tied to recognition can help keep staff motivated in poor economic times.

1	Recognition and reward programs are in place to acknowledge individuals and teams within the support center for accomplishments and contributions.
2	Recognition and reward programs are documented and sufficiently funded, and are used regularly and consistently.
3	The support center staff participates in the development and ongoing maintenance of the recognition and reward programs.
4	Support center management analyzes the impact of the recognition and reward programs, and reports relevant results to support center staff and senior management at least annually.

3.080 Workforce Management

The workforce management process for support centers is focused on accurately forecasting and scheduling the right number of staff with the right skills at the right time to meet service level targets.

1	The staffing level for the support center is determined using one or more methods or models that account for the volume of work and the work time involved.
2	The schedule for support center staff is determined using one or more formal methods or models that account for meeting established service level targets.
3	The workforce management process is documented and consistently followed.
4	The workforce management process is reviewed for continual improvement at least annually.

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[3] Formerly **Recognition and/or Rewards**.

3.090 Retention Program

Regular, ongoing retention programs for support center staff can reduce the incidence of unplanned and/or negative turnover, particularly of key staff, resulting in cost savings related to recruitment and training, and increased consistency of support center services by decreasing the loss of knowledge and talent.

1	There are retention activities in place and regularly conducted to identify staff who are at risk of leaving.
2	There is a documented retention process that is consistently followed by support center management that includes identifying actions to retain key staff and/or steps to mitigate impact of their turnover.
3	The plan includes criteria to identify key retention targets (e.g., staff and/or positions that are mission-critical, generate revenue, have high customer impact, drive innovation), and identification of retention targets has been conducted within the past twelve months.
4	Support center management analyzes the impact of the retention program and reports relevant results to senior management at least annually.

4.0 Resources

The support center must have access to the resources (i.e., people, processes, and technology) necessary to achieve its goals and objectives. These include financial and human resources, physical facilities, technology (i.e., specialized systems and tools supported by a reliable infrastructure), specialized organizational knowledge, and/or third-party partnerships. Support center-specific systems and supporting processes can provide significant improvements in automation that increase the support center's efficiency, effectiveness, and productivity, which can improve the quality and consistency of support center services. Integration of support-center-specific systems with other systems used in the department and/or organization enhances these improvements even further. The resulting benefits to the organization include higher productivity, cost savings, and opportunities for revenue enhancements.

4.010 Financial Resources

Support center management demonstrates a realistic understanding of the importance of sufficient financial resources and the support center's ability to achieve goals.

1	The support center has its own fiscal or calendar-year budget.
2	Support center management exerts some influence over the allocation of the support center budget.
3	The support center budget provides sufficient funding for resources in all areas (e.g., compensation, training, recognition and rewards, technology resources, supplies, etc.) to achieve its stated goals, objectives, and service level targets.
4	Appropriate funding adjustments are made in a timely manner when there is a substantial change between budget cycles (e.g., new services, unanticipated increase/decrease in volume, etc.).

4.020 Physical Environment and Ergonomics

The support center is located in an appropriate and ergonomically effective work area.

1	The support center facilities are comparable to other facilities for similar functions within the organization.
2	The facilities meet the support center's needs for the type and amount of work being performed (e.g., traffic and noise levels managed appropriately, headsets, sufficient work area for work performed, easy access to facilities and information, meeting areas, etc.).
3	The support center environment is designed to facilitate the desired work interactions among support staff.
4	Work areas reflect a high level of ergonomic design and consideration for personalization.

4.030 Infrastructure

Availability, capacity, resilience, and reliability within the technology infrastructure are necessary for the systems and tools that are critical to the successful operation of the support center.

1	The technology infrastructure used to deliver support center services has sufficient availability and capacity to meet the requirements of the support organization.
2	Reports are available on the capacity and availability of the technology infrastructure used to deliver support center services.
3	There are documented capacity and availability plans to support current and future services delivered by the support center.
4	The support center regularly participates in identification, review, and continual improvement of the technology infrastructure that enables support center services.

4.040 Incoming Contact Distribution System

Distribution of incoming contacts from users through all channels in a timely manner is important to ensure that service level targets can be met.

1	A system and/or process is in place to distribute incoming contacts from users through all channels in accordance with the established procedures.
2	The distribution system(s) provides automated routing capabilities, and a means to display the volume of incoming contacts and response times to support center management and staff.
3	The distribution system(s) is configured to provide alerts to the support center management and staff in advance of missing a service level target.
4	The distribution system(s) is integrated with the service management system.

4.050 Investigation and Diagnosis Resources

The support center staff has access to hardware, software, and/or other technology for supported services to maximize troubleshooting capabilities.

1	Support center staff has access to current documentation for all supported services.
2	Support center staff has access to common customer system(s) during investigation and diagnosis.
3	Support center staff has access to configurable environments (e.g., test or sandbox) to replicate customer issues.
4	A lab facility (or equivalent capability) is available to support center staff where systems, configurations, and/or tools for less commonly used supported services can be accessed and used during investigation and diagnosis.

4.060 Workforce Management Tool/System

A workforce management tool/system is used to automate a formal workforce management process in order to determine the optimum staffing levels and develop staff schedules to meet service level targets.

1	The workforce management tool/system uses the volume of work and amount of work time as inputs to determine the optimum number of staff needed.
2	The workforce management tool/system uses established service level targets as an input to determine the optimum staffing schedules.
3	The workforce management tool/system provides access to support center management and staff to communicate schedule adherence and performance statistics in real-time.
4	The workforce management tool/system is integrated with other support center tools (e.g., incoming contact distribution system) to automate the production of scheduling requirements.

4.070 Service Management Tool/System

A service management tool/system is implemented to track and facilitate the handling of all incidents/requests for supported services.

1	An automated service management tool/system is implemented in the support center that provides the capability to track incidents/requests through closure.
2	All primary support groups use the same service management tool/system (i.e., shared data) to track and update incidents/requests.
3	Users have access to an interface for the service management system to submit new incidents/requests and update open incidents/requests previously submitted with additional information (e.g., provide supplemental data, identify change in impact and/or urgency).
4	The service management system is configured to proactively notify customers and/or users of changes in status of incidents/requests, and to notify designated support center management representatives prior to a service level target being missed.

4.080 Remote Support Tools

Successful support centers use remote support tools to enhance their capabilities to monitor and control resources, quickly diagnose incidents/requests, and deliver effective support services.

1	The support center has a tool(s) that enables the support center staff to remotely view customer workstations, network components, and/or other components of supported services.
2	The remote support tool(s) enables the support center staff to remotely control customer workstations, network components, and/or other components of supported services.
3	Use of the remote support tool(s) is an integral and accepted procedure in the incident management/request fulfillment processes.
4	Use of the remote support tool(s) is tracked in incident/request records and the usage is reported to management and staff of the support center and primary support groups.

4.090 Knowledge Management Tool/System

Knowledge management tool(s) and/or systems are used to capture, structure, and share knowledge across the organization, to provide answers to common customer questions, search for solutions to known errors, and improve the quality of service delivery to customers.

1	A searchable repository is in place to capture, store, and share knowledge.
2	The knowledge management tool/system includes the capability to flag or provide feedback on knowledge content.
3	The knowledge management tool/system and service management tool/system are integrated to optimize incident resolution and request fulfillment.
4	The knowledge management tool/system is integrated with self-service to benefit users and customers.

4.100 Knowledge Resources

Knowledge is captured as an asset of the support center for reuse in the incident, problem, request, access, and event management processes.

1	Knowledge content is used by support center staff.
2	Knowledge content is contributed by support center staff.
3	The support center has responsibility for the quality and accuracy of knowledge repository content it uses.
4	Ownership of knowledge content is shared among support center staff and primary support groups.

4.110 Reporting Tool/System

Reporting tool(s) and systems must be in place to compile data from various support center tool(s) and systems into performance results reports that can be used by support center management. This is crucial to optimizing quality and performance.

1	Reporting tool(s) and/or system(s) are in place to compile data from support center tool(s) and systems into support center performance results reports.
2	Reporting tool(s) and/or system(s) incorporate service level targets and produce reports displaying actual performance compared to the desired service level target for the majority of performance indicators reported.
3	Reporting tool(s) and/or system(s) provide a consolidated view of support center performance and can monitor and report performance results in real time, highlighting opportunities for performance and quality improvement.
4	Analytic tool(s) and/or system(s) that forecasts and predicts outcomes, as well as the impact of changes, are available and used to communicate and set expectations.

5.0 Process and Procedure

Processes and procedures must be in place to enable the support center to achieve its goals and objectives. Processes and procedures critical to the support center's operation must be clearly identified, documented, and communicated to relevant stakeholders. The role of the support center and the responsibilities of its management and staff in these processes/procedures must also be clearly defined.

5.010 Event Management

Procedures are in place to detect events that may impact the delivery of supported services, to identify events likely to result in incidents and/or requests, and to inform the support center in a timely manner.

1	Documented procedures, along with supporting resources, are in place to detect interruptions or degradations to the normal delivery of services.
2	The support center is notified in a timely manner about events that have been identified as likely to result in incidents and/or requests.
3	The support center's role and responsibilities related to event management are documented and communicated to support center staff.
4	A support center representative is actively involved in the review of the event management procedures for continual improvement.

5.020 Customer/User Satisfaction Management

A process is in place to measure and manage customer and user satisfaction using a variety of methods. Support center management uses the information gathered for continual improvement of support services.

1	At least one method is routinely used to collect customer and/or user satisfaction data.
2	Procedures are defined and consistently followed for responding to results that do not meet a defined minimum satisfaction level.
3	Results are compared to customer/user satisfaction-based service level targets. The results, as well as other feedback and improvement opportunities identified, are routinely communicated to support center staff, primary support groups, and customers.
4	A comprehensive satisfaction program is in place that includes multiple methods to assess customer and user satisfaction (e.g., periodic [relationship] surveys, ongoing [transactional] surveys, customer forums, feedback to the support center), and the results are used for continual improvement of support center services.

5.030 Service Level Management

A process is in place to measure the performance of support center services compared to the expectations of its customers, internal support groups, and external support groups (if any) through the use of published service level targets (SLTs) or service level agreement(s) between the department and/or support center and customers.

1	There are documented service level targets for the services the support center provides.
2	There are published service level objectives/targets between the support center (or department that represents the support center) and customers.
3	The support center is involved or represented in meetings with relevant stakeholders at least quarterly to review performance compared to the agreed service level targets. Action plans are identified, documented and implemented to address any service level improvement opportunities.
4	There are established formal agreements between the service provider, or department that represents the support center, and the customer. There are also established agreements with other internal and external support providers.

5.040 Feedback Management

The capture and management of feedback (i.e., compliments, complaints, and/or suggestions) from planned or unplanned interactions between the support center, its customers, internal support groups, and external support groups is critical to the continual improvement of the support center operations.

1	Procedures are in place to capture feedback to the support center from customers, internal support groups, and external service providers.
2	Procedures are documented that outline actions to be taken in response to captured feedback. Results from actions taken are communicated to the feedback contributor.
3	There is a documented feedback management process with support center roles and responsibilities that are communicated and consistently followed.
4	The feedback management process is reviewed for continual improvement.

5.050 Request Fulfillment[4]

Documented procedures for the handling and fulfillment of requests that are the responsibility of the support center are in place, consistently followed, and maintained.

1	There are documented procedures for the handling or fulfillment of requests.
2	The procedures for the fulfillment of requests that are the responsibility of the support center include notifying customers when the handling or fulfillment is completed.
3	The procedures for the handling or fulfillment of requests are consistently followed and maintained.
4	The procedures for the handling or fulfillment of requests are regularly reviewed for continual improvement.

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[4] Formerly **Service Request Fulfillment**.

5.060 Incident Management

The purpose of the incident management process is to respond to interruptions or service degradations with the objective of restoring service as quickly as possible and minimizing the impact to the organization. The support center's role and responsibilities within incident management must be defined, documented, and communicated.

1	There is a documented incident management process that defines the process owner, manager, and practitioners.
2	The incident management process clearly defines the role and responsibilities of the support center management and staff within the process.
3	The incident management process is consistently followed by the support center and primary support groups.
4	The support center is involved in regularly reviewing the incident management process for continual improvement.

5.065 Logging of Incidents/Requests[5]

Documented procedures for logging incidents/requests are in place, consistently followed, and maintained.

1	There are documented procedures in place for logging incidents/requests.
2	All activities performed by the support center are recorded according to the documented procedures prior to escalating or resolving incidents/requests.
3	The procedures for logging incidents/requests are consistently followed by the support center.
4	The procedures for logging incidents/requests are regularly reviewed for continual improvement.

5.070 Categorization of Incidents/Requests[6]

Documented procedures for the categorization of incidents/requests, including a list of category types, are in place, consistently followed, and maintained.

1	There are documented procedures in place for the categorization of incidents/requests.
2	The categorization of incidents/requests is assigned based on the customer's description of the affected/requested service.
3	The procedures for the categorization of incidents/requests are consistently followed by the support center.
4	The procedures for the categorization of incidents/requests are regularly reviewed for continual improvement.

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[5] Formerly **Logging of Incidents/Service Requests**.

[6] Formerly **Categorization of Incidents/Service Requests**.

5.080 Prioritization of Incidents/Requests[7]

Documented procedures for assigning and communicating the priority of incidents/requests are in place, consistently followed, and maintained.

1	There is a documented prioritization level schema for incidents/requests that is based on business impact and urgency.
2	There are documented procedures for assigning and changing the priority levels of incidents/requests throughout its life cycle.
3	The procedures for assigning and changing the priority of incidents/requests are consistently followed by the support center and other support groups.
4	The procedures for assigning and changing the priority of incidents/requests are regularly reviewed for continual improvement.

5.090 Status Levels of Incidents/Requests[8]

Documented definitions exist for incident/request status levels. Procedures for assigning and communicating the status of incidents/requests are in place, consistently followed, and maintained.

1	There are documented definitions for incident/request status levels.
2	Procedures are in place to maintain the status level of each incident/request in a timely manner throughout its lifecycle.
3	Changes in incident/request status are communicated in a timely manner to stakeholders.
4	The procedures for updating, changing, and communicating incident/request status levels are regularly reviewed for continual improvement.

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[7] Formerly **Prioritization of Incidents/Service Requests**.
[8] Formerly **Status Levels of Incidents/Service Requests**.

5.095 Initial Investigation and Diagnosis of Incidents[9]

Documented procedures for the initial investigation and diagnosis of incidents are in place, consistently followed, and maintained.

1	There are documented procedures in place for the initial investigation and diagnosis of incidents.
2	All investigation and diagnosis activities performed by the support center are recorded according to the documented procedures prior to escalating or resolving incidents.
3	The procedures for the initial investigation and diagnosis of incidents are consistently followed by the support center.
4	The procedures for the initial investigation and diagnosis of incidents are regularly reviewed for continual improvement.

5.100 Escalation of Incidents/Requests[10]

Documented procedures for the escalation of incidents/requests, both within and outside of the support center, are in place, consistently followed, and maintained.

1	There are documented procedures for the escalation of incidents/requests.
2	The procedures for the escalation of incidents/requests clearly define the parameters for both functional and hierarchical/management escalation within and outside of the support center.
3	The procedures for the escalation of incidents/requests are consistently followed by the support center staff and other support groups.
4	The procedures for the escalation of incidents/requests are regularly reviewed for continual improvement.

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[9] Formerly **Initial Investigation and Diagnosis of Incidents/Service Requests**.
[10] Formerly **Escalation of Incidents/Service Requests**.

5.110 Resolution of Incidents

Documented procedures for the resolution of incidents are in place, consistently followed, and maintained.

1	There are documented procedures for the resolution of incidents.
2	The procedures for the resolution of incidents include notifying customers when incidents are resolved.
3	The procedures for the resolution of incidents are consistently followed by the support center and other support groups.
4	The procedures for the resolution of incidents are regularly reviewed for continual improvement.

5.120 Closure of Incidents

Documented procedures for the closure of incidents are in place, consistently followed, and maintained.

1	There are documented procedures for the closure of incidents.
2	The procedures for the closure of incidents ensure that customers agree to closure before incidents are closed.
3	The procedures for the closure of incidents are consistently followed by the support center and other support groups.
4	The procedures for the closure of incidents are regularly reviewed for continual improvement.

5.125 Reopening of Incidents

Documented procedures for the reopening of resolved or closed incidents are in place, consistently followed, and maintained.

1	There are documented procedures for the reopening of incidents.
2	The procedures for the reopening of incidents enable reporting of the number and percentage of reopened incidents for a specified timeframe.
3	The procedures for the reopening of incidents are consistently followed by the support center and other support groups.
4	The procedures for the reopening of incidents are regularly reviewed for continual improvement.

5.130 Problem Management

An effective problem management process will prevent incidents from reoccurring or reduce the impact these incidents have on the organization through effective knowledge transfer to the support center. The support center's role and responsibilities within the problem management process must be defined, documented, and communicated.

1	There are documented procedures for logging problems.
2	Problem management procedures include notifying the support center about problems, known errors and solutions in a timely manner.
3	The problem management process is documented and clearly defines the role and responsibilities of support center management and staff within the process, as well as the role of other support groups.
4	The support center actively participates in proactive problem management activities.

5.140 Change Management

Change Management manages the introduction of new or changed supported services, support center tools/systems, processes, procedures, documentation, and other items necessary to the successful ongoing operation of the support center.

1	There are documented procedures for managing changes within the support center.
2	The change management procedures include notifying the support center of upcoming changes, as well as knowledge transfer to support changes which may impact the customer and the support center.
3	The support center roles and responsibilities are documented within the change management process or procedures. Roles and responsibilities are reviewed on a regular basis for potential updates and improvement.
4	The support center is adequately represented during the review and approval of changes, and is authorized to halt the implementation of a change if the change management process has been violated or if the support center or customer community is not sufficiently prepared.

5.150 Service Asset and Configuration Management

Service Asset and Configuration Management provides accurate and reliable information about assets that provide the support center with its systems and tools, as well as the support services used by customers. The support center should have access to relevant service asset and configuration data during the investigation and diagnosis of incidents.

1	A procedure is in place which identifies, tracks and manages configuration information about the service assets supported by the support center in the delivery of services.
2	There are service asset and configuration management procedures that enable the support center staff to identify and report errors and omissions in the service asset and/or configuration management data when discovered.
3	A service asset and configuration management process is in place which clearly defines the role and responsibilities of the support center management and staff within the process, as well as the role and responsibilities of other support groups.
4	Service asset and/or configuration management data is used by the support center to facilitate the fulfillment of requests and/or resolution of incidents.

5.160 Continual Improvement of Support Center Processes/Procedures

The support center is involved with activities to continually identify and implement improvements.

1	Procedures necessary to the ongoing operation of the support center are identified and documented.
2	Processes and procedures necessary to the ongoing operation of the support center are regularly reviewed to identify deficiencies and improvement opportunities.
3	Relevant stakeholders outside of the support center actively participate in the activities to review and improve support center processes and procedures.
4	The support center has a documented process to ensure that processes and procedures are regularly reviewed for improvements, and updates are communicated to relevant stakeholders, in a timely manner.

5.170 Support Center Service Continuity Management

Regularly maintained service continuity plans exist for managing interruptions to normal support center service operations as a result of both planned and unexpected circumstances.

1	There is a documented service continuity plan that defines the level of service the support center will provide if normal operations are interrupted or degraded, and how the support center will provide the agreed level of service. The plan should address various scenarios (e.g., inclement weather, natural disasters, civil unrest, etc.) that are appropriate to the support center and its geographic location.
2	Support center systems and data that are critical to the ongoing operation of the support center are identified in the service continuity plan.
3	There is a documented plan that contains provisions for the availability of the support center's critical systems and data in accordance with the support center's service continuity plan.
4	The support center's service continuity plan is regularly updated as changes occur, and periodic tests are conducted to confirm the validity of the plan.

5.180 Quality Assurance Management

Process and procedures are in place to enable support center management to review the quality of interactions between support center staff and users.

1	There are quality assurance procedures in place for monitoring and reviewing interactions (e.g., phone, email, chat, in-person, etc.) between the support center staff and users.
2	There is a documented quality assurance process and the defined activities are regularly conducted, and procedures are consistently followed.
3	The quality assurance results are communicated to support center staff in a timely manner along with appropriate recognition and/or coaching.
4	The quality assurance results are used as a performance indicator in the performance management process.

6.0 People Satisfaction Results

The satisfaction of the staff that provides support center services can significantly influence the organization's success. Actual satisfaction results must be tracked and compared to established goals in order to measure progress and proactively identify negative trends that might impact morale, the degree of job satisfaction, and performance.

6.010 Staff Satisfaction

The staff satisfaction management process should include an activity to collect measurable support center staff satisfaction feedback data. Results should be reviewed and published to stakeholders, including participants and management. Support center management should engage participants in developing action plans from results, and identifying specific opportunities for improvement.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, semi-annually, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past two reporting periods.
4	Reports show the established performance goal/target has been achieved or exceeded in at least three of the last four reporting periods.

6.020 Turnover

Unplanned staff turnover can be an indication of low morale and increased job dissatisfaction. Actual turnover must be tracked and compared against an established goal.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established turnover goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

6.030 Unplanned Absence

Unplanned absences of support staff have an impact on support center operations. Unplanned absence days should be tracked separately from time lost due to planned absences, short-term disability, or long-term disability. Actual unplanned absences must be tracked and compared to an established goal.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show unplanned absence data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

6.040 Utilization

Optimal utilization of support staff is necessary for successful support center performance. Actual utilization must be tracked and compared to an established goal.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

7.0 Customer Satisfaction Results

The perception of customers and users about the support center's ability to meet their expectations is an important factor in its overall success. Processes and procedures designed to collect measurable feedback provide results that support center management can use to manage satisfaction levels. Actual satisfaction results must be tracked and compared to established goals in order to measure progress and proactively identify negative trends that might impact the degree of customer and user satisfaction.

7.010 Periodic Satisfaction Results

Periodic customer and/or user satisfaction surveys (also referred to as relationship or annual surveys) are designed to measure overall satisfaction with the support center rather than satisfaction with the handling of a specific incident/request.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

7.020 Ongoing Satisfaction Results

Ongoing customer satisfaction surveys are designed to measure satisfaction with the handling of a specific incident/request.

1	Performance data is collected and reported on a regular schedule (e.g., monthly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

7.030 Feedback Results

Other sources of ad-hoc customer feedback exist and should be tracked and managed for continual improvement of support center services. Compliments, complaints, and suggestions from customers and/or users should be routinely collected from all possible sources.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.0 Performance Results

Performance results are the output of collecting and reporting performance data. Actual performance should be reported and compared to established targets to measure progress and identify trends that might impact the quality of services delivered by the support center.

8.010 Number of Incidents/Requests Logged[11]

The number of incidents/requests logged by the support center from contacts received from all support channels (e.g., phone, email, chat, web request, walk-up, fax, etc.).

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.013 Number of Incoming Contacts

The number of incoming contacts received by the support center from all support channels (e.g., phone, email, chat, web request, walk-up, fax, etc.).

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

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[11] Formerly **Number of Incidents/Service Requests Logged**.

8.016 Self-Service Effectiveness[12]

Measurement of the adoption or effectiveness of self-service (e.g., website or portal visits, use of knowledge content by customers, use of portal functionality to initiate incidents/requests).

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.020 Average Time to Respond

The average time required for the support center to answer or respond to incoming contacts from all support channels (e.g., phone, email, chat, web request, walk-up, fax, etc.).

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

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[12] *New Activity Replacing **Contacts to Tickets Ratio.**

8.030 Abandon Rate

The number of contact attempts from support channels (e.g., phone, chat, web request, walk-up, etc.) that are terminated by the user prior to establishing contact with support center resources.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.040 Incident Resolution Time

The average time to restore service for incidents that are resolved by the support center.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.050 First Contact Resolution Rate

The percentage of incidents resolved during the initial contact between the customer and the support center.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.055 First Level Resolution Rate

The percentage of incidents resolved between the customer and the support center without escalation to another support group.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.060 Reopened Incidents

The total number or percentage of incidents that are resolved or closed and subsequently reopened because the service was not satisfactorily restored.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.070 Backlog

The total number or percentage of open incidents/requests at the support center compared to their age.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.080 Hierarchical (Management) Escalations

The number or percentage of incidents/requests escalated to management due to a need for additional resources, visibility to an issue regarding policies or procedures, or customer/user feedback regarding services.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.085 Functional Escalation within Support Center

The number of incidents or requests escalated within the support center, due to policy or procedures, workload, or lack of knowledge/skills or expertise.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.090 Functional Escalation outside Support Center

The number of incidents or requests escalated to support groups outside of the support center due to policy or procedures, workload, or lack of knowledge/skills or expertise.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.100 Incident Resolution Time Distribution (Resolved by Support Center)

Distribution of resolution times by a breakdown meaningful to the support center (e.g., priority, category, shift, user department, etc.) for incidents that are resolved within the support center.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.110 Knowledge Management Link Rate

The percentage of incidents or requests linked to information contained in the knowledge base used to assist in resolution.

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.120 Cost per Unit

The cost per unit for an element that is meaningful to the support center and organization (e.g., user, customer, contract, incident/ request, etc.).

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).

8.130 Quality

The quality of support center interactions should be measured and reported (e.g., measurable results from criteria defined in the quality assurance management program).

1	Performance data is collected and reported on a regular schedule (e.g., monthly, quarterly, twice yearly, or yearly).
2	Reports show performance data compared against an established, quantitative performance goal/target.
3	Reports show performance data trending toward the established goal/target over the past six months (or equivalent reporting periods).
4	Reports show the established performance goal/target has been achieved or exceeded in at least nine of the past twelve months (or equivalent reporting periods).