HELP DESK INSTITUTE

Support Center Certification Program

HDI
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The Global Leader for the Support Industry

Welcome to the HDI
Support Center Certification Program

Help Desk Institute's Support Center Certification (SCC) program is the only open support industry standards program for certification of support center quality. An industry committee, with members from the U.S., Canada, the United Kingdom, Germany, the Netherlands, Finland, and Japan, developed approximately 60 standards statements, each with four levels of maturity. *A support center must achieve minimum scores as defined by the standards committee.*

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Introduction

HDI's Support Center Certification (SCC) program has been designed to conform to existing international quality standards, such as the EFQM (European Foundation for Quality Management), the Malcolm Baldridge National Quality Awards, and ISO9000. The model is based upon the EFQM framework, with modifications to adapt the standards to be specific to the quality standards requirements of support center organizations. This includes eight model elements with standards within each element. The SCC standards are analogous to ISO9000 in that they require quality processes and procedures. But they are not prescriptive in nature. Differences among organizations are acceptable, as long as the standards are met. The following diagram identifies the model elements and shows their relationships to one another.
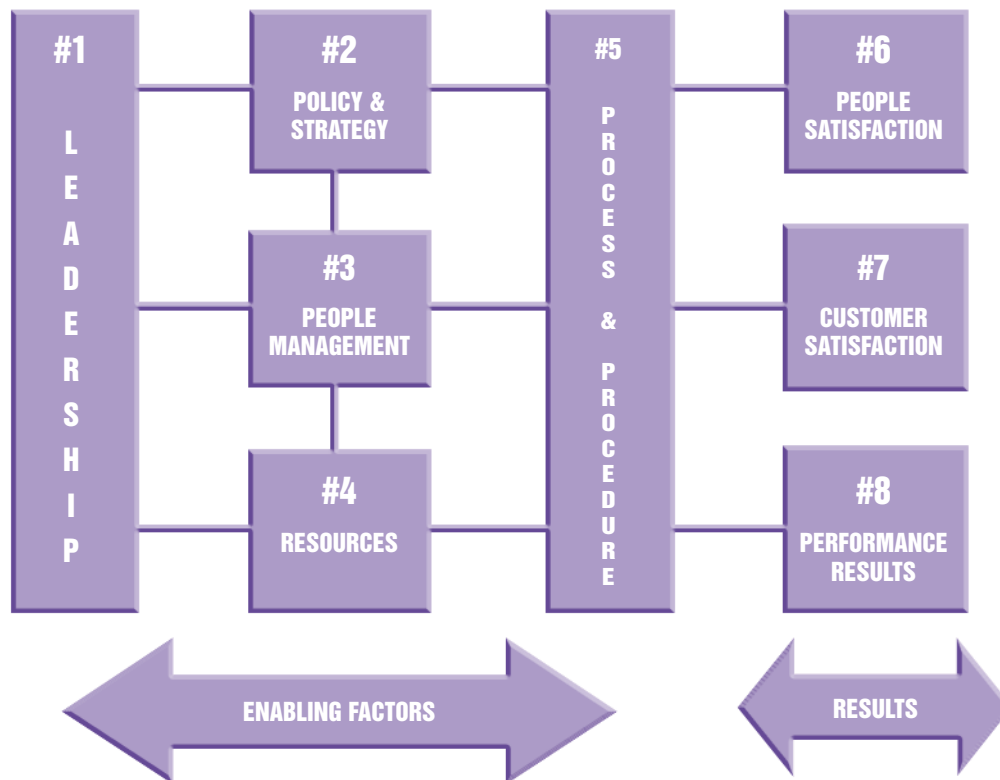
Support Center Certification Model Element Descriptions

Leadership

Leadership defines how managers and employees guide their organizations towards success through inspiring and motivating employees. Effective leaders guide the formulation and evolution of statements of purpose, and ensure that they are communicated and understood throughout the entire organization. They provide highly visible support and encouragement as individuals and teams seek to carry assignments forward to completion. Important leadership skills include fostering meaningful teamwork, resolving communication issues, determining resource requirements, determining priorities and priority issues, and inspiring an environment of cooperation and enthusiasm.

Strategy and Policy

The mission, vision, goals and objectives of the Support Center's functions must clearly and effectively support the business purposes of the larger enterprise. As with any business activity, they must all contribute to the organization's ability to achieve its stated goals. It is also essential that any support function be fully integrated with the rest of IT. Policies and strategies must interpret purposes and objectives into plans that can be acted upon, measured and revised as required to achieve desired results. Specific plans, policies and procedures must be established to define the way in which the organizational goals will be achieved. To be useful, plans must lead to the achievement of measurable results and be coordinated with the plans of the larger enterprise.

People Management

The most important responsibility of support management is the creation of an environment that motivates people to perform at their peak. Staff roles and responsibilities, as well as support processes must be well documented. The support staff must have and maintain the required set of skills needed to respond effectively to customer requests for assistance. Meaningful performance feedback, peer and management recognition, strong corporate communication, and opportunities for technical and professional growth are proven motivators.

Resources

The support operation must have access to the resources and tools necessary to achieve the established objectives. These may be infrastructure-related or support specific. They include financial and human resources, physical facilities, communications infrastructure and processes, specialized organizational knowledge and competencies, hardware/software tools, and/or third party partnerships. Support technology such as problem management/call management systems, knowledge bases, self-help tools, remote access tools, self-help Web tools, self-healing software, and ACDs can provide significant increases in support center efficiency and customer (end user) productivity, which translates directly to cost savings, superior service, or both.

Process and Procedure

The support function must have in place processes that allow it to be successful. These must be well-defined, measurable, documented, communicated and understood by those who will manage and those who will execute these processes. Examples of support center processes include: call logging and tracking, triage, escalation procedures, performance measurement, quality improvement, effective knowledge capture and distribution, information management and communication, change control, customer satisfaction, and service level management.

People Satisfaction

The satisfaction of the people belonging to an organization can significantly influence the organization's success. Support personnel must be well motivated to perform their jobs. Support center personnel should understand why their job is important, receive satisfaction from their work, and feel supported and valued for their efforts by management. Measurement of key factors such as absenteeism and turnover, attitude, and enthusiasm can reveal the degree of job satisfaction within an organization.

Customer Satisfaction

The perception of customers with regard to the success of the support function in meeting customer expectations will determine its overall success. Customers have alternatives for obtaining the support services; for example, customers can get support from co-workers, product vendors, and the Internet. For the support center to earn the position of favored provider, the corporate culture should recognize the value and support the importance of support. Support's value should be recognized at a senior level and be visible throughout the organization. Normally, this is reflected in the existence of effective Service Level Agreements and customer-centric performance measures. By utilizing customer satisfaction surveys, the support organization can collect meaningful customer feedback, manage customer satisfaction levels, and create an effective collaboration between the support function and its customers, leading to long-term customer loyalty.

Performance Results

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

Enablers, Results and Standards

Model elements 1-5 are factors that represent *enablers* of quality or actionable items. Elements 6 - 8 are *results* factors, or performance against goals. Thus, the first five relate to doing the right things, while the last three show performance against goals. Each model element is defined and supported by one or more *standard* against which a support center is rated. In each model area there is a minimum score that is required and an overall score that must be achieved in order to be certified. The scores required may change over time based upon input from the industry, certification auditors, and the Site Certification Standards Committee.

Enablers

Below, we define the levels of maturity for the organization being audited when compared to enabling factor standards. Organizations are evaluated for each standard to determine their level of maturity in a specific topic area.

1. *Just Starting* – Some good ideas on a topic or issue, the beginnings of plans for improvement, and a clear recognition that an issue(s) needs to be addressed.
2. *Some Progress* – Some evidence that something is really happening, occasional reviews resulting in improvements and enhancement, and islands of successful implementations or results.
3. *Considerable Progress* – Clear evidence that this subject is being well addressed, regular and routine reviews and upgrades, some concerns that the implementation is not universal or being applied to its full potential, and processes documented.
4. *Fully Achieved/Optimized* – An outstanding approach or result that is universally implemented, a role model solutions or achievements, and difficulty envisaging significant improvement.

Results

Below, we define the level of success the organization has had in achieving its stated objectives. As above, a 1 to 4 rating scale is employed as follows:

1. *Measured* – Data is routinely collected showing performance against the standard.
2. *Comparisons to Goals* – The organization collects data and routinely compares performance to organizational goals or targets.
3. *Trending to Goals* – The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4. *Consistently Meeting Goals* – The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

Standards

Leadership

How managers and all employees in team leadership roles define success, and inspire and drive continuous improvement.

	Standard	Description
1.010	Alignment with core business	Support center management promotes an understanding of the relationship of support services to the core business.
Nr.	**Maturity Level**	**Question**
1.	Just started	Do you know the most important factors for the success of your customer's business?
2.	Some progress	Does your staff understand the business impact of technology or service failures?
3.	Considerable progress	Are your services focused toward impacting these factors?
4.	Fully achieved and/or optimized	Do you adjust your support services with planned changes in the business (es) you support?

	Standard	Description
1.020	Integration with IT	Support center management promotes an understanding and integration of support services to the rest of the departments within IT. (If your organization does not work within IT and support provided is not in support of IT, then substitute the name of the organization that is appropriate for your organization.)
Nr.	**Maturity Level**	**Question**
1.	Just started	Do you understand how the support center interfaces with other IT processes?
2.	Some progress	Are you actively communicating with other IT departments?
3.	Considerable progress	Does your staff fully understand the needs of the other IT departments when escalation is involved?
4.	Fully achieved and/or optimized	In order to anticipate upcoming IT "events," are you involved in change management processes?

	Standard	Description
1.030	Resource optimization	Senior management effectively promotes the optimal use of support resources.

Nr.	Maturity Level	Question
1.	Just started	Do you have a formal process for determining the resources needed to provide service?
2.	Some progress	Do you have service level commitments that are directly related to your customers' business objectives?
3.	Considerable progress	Does the method used to determine resource levels reflect level of service and operating goals?
4.	Fully achieved and/or optimized	Do you adjust resource levels (if required) to meet service level commitments?

	Standard	Description
1.040	Promoting teamwork	Senior management actively promotes teambuilding and teamwork throughout the support organization.

Nr.	Maturity Level	Question
1.	Just started	Are there formal processes and training that are designed to foster teamwork in the business?
2.	Some progress	Is there team-based interaction among different components of the support organization?
3.	Considerable progress	Are there formal processes for measuring (metrics) and recognizing the success of team-based efforts and the degree to which objectives are achieved?
4.	Fully achieved and/or optimized	Are the results of team-based efforts applied to the improvement of business processes?

	Standard	Description
1.050	Promoting the support center	Senior management is an effective advocate in raising the visibility of the support center throughout the business, thus establishing the support center as a valued business partner.

Nr.	Maturity Level	Question
1.	Just started	Does senior management recognize and visibly articulate the value of the support function throughout the enterprise?
2.	Some progress	Does senior management actively promote the support function throughout the organization and encourage its appropriate use by personal example?
3.	Considerable progress	Is the support center actively involved with senior management in promoting its role and value?
4.	Fully achieved and/or optimized	Does the support center staff often take a leadership role in driving activities intended to improve the overall business performance of the enterprise?

	Standard	Description
1.060	Distribution of information	Senior management actively promotes and facilitates the distribution of planning, operating and performance information related to the support center.

Nr.	Maturity Level	Question
1.	Just started	Is support center performance against goals and service levels reported at least monthly?
2.	Some progress	Are performance results and reports readily available to the support center staff?
3.	Considerable progress	Is progress against strategic and operating plans tracked and reported?
4.	Fully achieved and/or optimized	Do your customers and/or non-support center management have access to support center reports to help improve their performance?

Policy and Strategy

How senior management incorporates the values and concepts of quality into the determination, communication, review and improvement of the policy and strategy of the support organization.

	Standard	Description
2.010	Vision and mission	A vision and mission statement is established that reflects the support center's role in the organization.

Nr.	Maturity Level	Question
1.	Just started	Does your support center have a vision and/or mission statement?
2.	Some progress	Does the support center staff know and understand the vision/mission and is it published and distributed outside the support center?
3.	Considerable progress	Are the support center's vision, mission, goals, objectives and plans aligned with the overall vision, mission, objectives and plans of the business?
4.	Fully achieved and/or optimized	Is there a process to review, promote and revise the vision and mission on an annual basis?

	Standard	Description
2.020	Goals and objectives	Specific goals and objectives are established that reflect the support center's mission.

Nr.	Maturity Level	Question
1.	Just started	Do you have specific, mission-related objectives established?
2.	Some progress	Do you have a quantitative performance goal or standard for most objectives?
3.	Considerable progress	Are objectives and goals established as part of a service level agreement or contract?
4.	Fully achieved and/or optimized	Are some of your goals strategic in nature and related to the vision?

	Standard	Description
2.030	Plans	Business and operations plans establish the strategies and tactics that will be used to achieve the support center's goals and objectives.

Nr.	Maturity Level	Question
1.	Just started	Do you have a written business/operations plan describing the services provided, and activities supported?
2.	Some progress	Do you have written plans (e.g., staffing plans, training plans, technology development plans, project plans, etc.) to support the implementation of the business/operations plan?
3.	Considerable progress	Is there a strategic plan that establishes how the support center's operations support and integrate with the overall future plans of the business?
4.	Fully achieved and/or optimized	Is there a defined process that ensures that the support center's plans are updated regularly to support the changing requirements of the business?

	Standard	Description
2.040	Stakeholder input	The mission, objectives and plans of the support center incorporate stakeholder input in a meaningful and balanced manner.

Nr.	Maturity Level	Question
1.	Just started	Are the stakeholders defined and documented?
2.	Some progress	Is stakeholder input to the plans and goals of the support center actively solicited through some formal process?
3.	Considerable progress	Is stakeholder input to the plans and goals of the support center actively solicited through some formal process such as a customer survey?
4.	Fully achieved and/or optimized	Is there a process to provide feedback to stakeholders on how their input was evaluated and used?

People Management

How the full potential of people is provided.

	Standard	Description
3.010	Job descriptions	Job descriptions for positions within the support center exist that accurately describe the roles and requirements of the positions.

Nr.	Maturity Level	Question
1.	Just started	Do job descriptions exist for each position and are they up to date (revised or approved within the last 18 months)?
2.	Some progress	Do the roles and responsibilities established in the job descriptions accurately reflect the roles and responsibilities of the positions?
3.	Considerable progress	Are job descriptions accessible to staff and management, and are both aware of the contents?
4.	Fully achieved and/or optimized	Are job descriptions specifically referenced during performance appraisal meetings?

	Standard	Description
3.020	Training plans	Training plans address the requirements for adequate technical, business and customer service skills among the support center staff.

Nr.	Maturity Level	Question
1.	Just started	Is there evidence that training plans exist for each support center position and/or employee?
2.	Some progress	Is there a skills inventory that includes each support center position and/or employee?
3.	Considerable progress	Is there a process in place for periodic review and update of the skill requirements of the support center staff, and a method for matching the skill requirements of the support center with the competencies of the existing staff?
4.	Fully achieved and/or optimized	Is there time and funding allocated to achieve the minimum training levels established in the plans?

	Standard	Description
3.030	Career development plans	A professional and technical development plan for each employee helps increase employee capabilities as well as retention and satisfaction.

Nr.	Maturity Level	Question
1.	Just started	Is there evidence of formal career development planning for employees of the support center?
2.	Some progress	Do the career development plans for support center staff reflect the employee's personal preferences for career direction and development?
3.	Considerable progress	Do career development plans align training and certification goals with higher levels of job descriptions?
4.	Fully achieved and/or optimized	Is there evidence that the job description review, career development planning, compensation, and performance appraisal processes are all integrated?

	Standard	Description
3.040	Personal performance appraisals	Criteria for group and individual performance assessments are aligned with the objectives of the support center, and those of the entire enterprise.

Nr.	Maturity Level	Question
1.	Just started	Is there evidence of employee performance appraisal processes?
2.	Some progress	Are key job performance criteria linked to the support center and enterprise objectives?
3.	Considerable progress	Are support center staff given feedback from their supervisor/manager through regularly scheduled job performance meetings (at least quarterly)?
4.	Fully achieved and/or optimized	Are the job descriptions, career development plans, compensation programs, and performance appraisal processes integrated?

	Standard	Description
3.050	Employee satisfaction	Processes and procedures for measuring and managing employee satisfaction are a key ingredient in enhancing employee retention and productivity.

Nr.	Maturity Level	Question
1.	Just started	Is there some type of process for measuring employee satisfaction?
2.	Some progress	Is there any proactive, regularly scheduled employee satisfaction measurement process?
3.	Considerable progress	Are the results of formal employee satisfaction measurements published to all staff in the support center?
4.	Fully achieved and/or optimized	Are the formal employee satisfaction measurement results compared to meaningful targets on a regular basis, and are actions taken directly in response to the measured results?

	Standard	Description
3.060	Compensation, reward & recognition	Reward and recognition programs within the support center increase the incidence of desired behaviors.

Nr.	Maturity Level	Question
1.	Just started	Are compensation levels compared with similar positions in the same industry sectors and geographic area?
2.	Some progress	Are there any reward and recognition programs in which support center employees participate?
3.	Considerable progress	Are there informal (ad hoc) reward and recognition programs in place within the support center for both team and individual performance?
4.	Fully achieved and/or optimized	Is there a defined reward and/or recognition process designed to allow support center staff to participate in establishing the criteria for the awards as well as the actual awards themselves?

Resources

Access to the resources and tools necessary to achieve objectives.

	Standard	Description
4.010	Financial	Management demonstrates a realistic understanding of the link between support center requirements, budgeting, staffing levels, technology and facilities to the published performance results.

Nr.	Maturity Level	Question
1.	Just started	Is there a budget for the support center?
2.	Some progress	Is performance vs. budget measured and regularly reported upon?
3.	Considerable progress	Does the support center manager exert meaningful influence over the content, amount and allocation of the budget?
4.	Fully achieved and/or optimized	Does support center management utilize financial and performance metrics to calculate return on investment?

	Standard	Description
4.020	Physical environment/ergonomics	The support center is located in an appropriate and ergonomically effective work area.

Nr.	Maturity Level	Question
1.	Just started	Does the environment conform to standards for general-purpose office space comparable to other administrative/office facilities within the same enterprise?
2.	Some progress	Does the facility reflect the special requirements of the typical support center environment (low traffic and noise levels, headsets, individual work areas, easy access to facilities and information, etc.)?
3.	Considerable progress	Is the work environment well-designed to facilitate the desired work interactions among support center staff?
4.	Fully achieved and/or optimized	Does the facility reflect a high level of ergonomic design and individual customization?

	Standard	Description
4.030	Server/network	Appropriate functionality and adequate capacity for the data network infrastructure is critical for the effective use of support tools and automation.

Nr.	Maturity Level	Question
1.	Just started	Do you have electronic connectivity in place linking your workgroups to your key support groups/suppliers?
2.	Some progress	Is the existing network reliable, and free from frequent and unplanned interruptions?
3.	Considerable progress	Do you report metrics as to the capacity of servers and networks to identify capacity issues?
4.	Fully achieved and/or optimized	Are results of capacity reports used to plan/implement changes in server/network capacity?

	Standard	Description
4.040	Call distribution	Distributing calls to the analyst via the telephony infrastructure is important to ensure that the various types and volumes of calls get to the analyst quickly.

Nr.	Maturity Level	Question
1.	Just started	Is there a system or process in place for distributing the call to the analyst?
2.	Some progress	Does the system provide reporting capability to show incoming call volumes, and time delays in connecting the caller to the analyst?
3.	Considerable progress	Does the system or processes provide for customer alerts when volumes peak, and advanced queue statistical reporting?
4.	Fully achieved and/or optimized	Does the call distribution system or the processes you have in place integrate with the incident tracking system?

	Standard	Description
4.050	Labs and equipment	The availability of hardware, software and other technology that duplicates customer configurations allows the support center to replicate problems and resolve a higher percentage of them internally.

Nr.	Maturity Level	Question
1.	Just started	Do support center agents have documentation for all systems, tools or products for which they provide support?
2.	Some progress	Do the support center agents have access to common customer systems and configurations?
3.	Considerable progress	Are common customer systems and configurations replicated on the support center agent's workstation?
4.	Fully achieved and/or optimized	Is there a lab facility that allows the support center to replicate customer problems occurring with less common systems, configurations and tools?

	Standard	Description
4.060	Staffing and scheduling tools	The type and level of human resources deployed within the support center must be adequate for the contracted kinds and levels of service to be provided.

Nr.	Maturity Level	Question
1.	Just started	Are staffing levels based upon some formal method or model that accounts for volume of work?
2.	Some progress	Are staffing levels based upon some formal method or model that accounts the level of service required?
3.	Considerable progress	Are support center staffing levels set and authorized in accordance with the output of the staffing models?
4.	Fully achieved and/or optimized	Do the staff planning tools provide a mechanism to understand peaks and valleys in workloads that routinely occur and is this information used for long term staffing strategies?

	Standard	Description
4.070	Incident (problem) management systems	An incident (problem) tracking/service request management system is implemented for all customer problems and/or requests for service. Many help desk/support centers use the term "problem" rather than "incident."[1]

Nr.	Maturity Level	Question
1.	Just started	Has the support center begun the implementation of an automated system to track incidents (problems) reported to the support center?
2.	Some progress	Do all support groups with whom the support center interacts, utilize the same system (or automatically share data) as their primary tool for tracking incidents?
3.	Considerable progress	Does the incident tracking system allow customers direct access to log incidents and retrieve status and other information, and/or does it provide alternative means of access (e-mail, Web, telephony, etc.)?
4.	Fully achieved and/or optimized	Does the incident tracking system proactively notify users of changes in incident status and escalate incidents when service level commitments have not been met?

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[1] HDI is attempting to develop common terms with those used within the IT Infrastructure Library (ITIL), a standard developed by the British Government and published by the Office of Government Commerce. The ITIL definition of an incident is "an event which is not part of standard operation of a service which causes (may cause) interruption to (reduction in) the quality of service." Also included in the definition of an incident are failures in infrastructure and service request. ITIL defines a Problem as the "result of multiple incidents that exhibit common symptoms, or single significant impact incident, indicative of single error, cause unknown. Problem control transforms Problems into Known Errors." Within this document we have tried to allow for the common terms within the support industry to remain parametrically.

	Standard	Description
4.080	Remote access to systems and tools	Customer mobility is on the rise. Successful support operations will need to enhance their capabilities to monitor resources, handle incidents (problems) and deliver services remotely.

Nr.	Maturity Level	Question
1.	Just started	Has the support center staff begun the implementation of a tool that will provide visibility to the network, customer's workstation, technology or product?
2.	Some progress	Does the support center staff have access to tools that allow remote access/control/maintenance of network components and/or the customer workstation or product?
3.	Considerable progress	Are monitors and alert systems installed that provide the support center staff with specific alerts when defined error conditions are detected?
4.	Fully achieved and/or optimized	Do the diagnostic systems have the capability to initiate service requests or take other scripted action automatically?

	Standard	Description
4.090	Knowledge management	Systems and methods to capture, record and store knowledge to answer customer questions, search for known errors, and improve service to customers are critical to long term success.

Nr.	Maturity Level	Question
1.	Just started	Is their evidence of a plan to implement a knowledge management system?
2.	Some progress	Is there a knowledge management system tool installed and is there at least a moderate level of acceptance and use by support center staff?
3.	Considerable progress	Does the support staff promote the knowledge management system and does the support organization continuously maintain and enhance the knowledge base?
4.	Fully achieved and/or optimized	Have knowledge management processes become culturally accepted by levels 1, 2, and 3 support staff?

	Standard	Description
4.100	Systems integration	Integrated systems provide advantages to the support operation by increasing capabilities, and accuracy and usefulness of information.

Nr.	Maturity Level	Question
1.	Just started	Are all the basic systems and tools required by the support center agents accessible from a single workstation?
2.	Some progress	Are all the basic systems and tools required by the support center agents accessible through a single interface?
3.	Considerable progress	Are the incident (problem) tracking system and other tools required in the support center integrated so that manual reentry of data is minimized?
4.	Fully achieved and/or optimized	Are all support center tools properly integrated to improve efficiency and effectiveness?

	Standard	Description
4.110	Reporting tools	Reporting and analysis tools are critical for the effective use of data from various support center operations (i.e., incident [problem] tracking, phone system reports, and usage of self-help tools).

Nr.	Maturity Level	Question
1.	Just started	Is reporting and analysis of support center data performed routinely?
2.	Some progress	Are tools and processes in place to allow for reporting of incident (problem) history?
3.	Considerable progress	Do the reporting tools facilitate root cause analysis and planning to improve operations?
4.	Fully achieved and/or optimized	Are the reporting tools capable of showing progress in performance and quality as compared to goal and do the tools highlight areas where actions to improve performance and quality are possible?

21

Process and Procedure

How the organization identifies, reviews, documents and revises its processes and procedures to ensure optimal levels of support.

	Standard	Description
5.010	Proactive detection and re-mediation	Automated processes should exist to detect incidents (problems) and to provide notification or to take corrective actions.
Nr.	**Maturity Level**	**Question**
1.	Just started	Are there any automated processes to detect incidents with customer networks, systems, workstations, or other supported technologies or products?
2.	Some progress	Are automated processes implemented to provide notification of error conditions to those who have responsibility for incident resolution?
3.	Considerable progress	Are there assignment and escalation models and processes in place to initiate a correction for at least some of these conditions?
4.	Fully achieved and/or optimized	Are there processes in place to measure, evaluate and improve the effectiveness of detection and remediation tools and processes?

	Standard	Description
5.020	Self-help	Procedures to allow the customer to access information and resolve incidents without the help of a support professional. Self-help can speed service and lower cost.
Nr.	**Maturity Level**	**Question**
1.	Just started	Are processes in place to allow customers to answer basic support questions and log service requests?
2.	Some progress	Are processes in place to allow customers to resolve their most common and repetitive issues/answer most frequently occurring questions?
3.	Considerable progress	Are processes in place to track when customers were able to answer their own questions/solve their most common and repetitive issues/answer most frequently occurring questions?
4.	Fully achieved and/or optimized	Are there feedback processes in place that allow customers to identify areas where self-help functionality could be improved?

22

	Standard	Description
5.030	Customer satisfaction management	Processes for measuring and managing customer satisfaction are a critical ingredient for building customer loyalty and support.

Nr.	Maturity Level	Question
1.	Just started	Is there a process to measure customer satisfaction?
2.	Some progress	Do your customer satisfaction measurements result in specific action plans or other formal responses to your customers?
3.	Considerable progress	Are there both event based and periodic measurements?
4.	Fully achieved and/or optimized	Do management and support center staff measure against established goals for customer satisfaction levels?

	Standard	Description
5.040	Service level management	Service level management processes exist between the support center and its customers (service level agreements or SLA's), suppliers (formal or "underpinning" contract) and internal support partners (operational level agreements or OLA's).

Nr.	Maturity Level	Question
1.	Just started	Has the support center established service level goals and were internal and external support partners involved in their development?
2.	Some progress	Does the support center have published operational level agreements with its level 2 and level 3 support groups and does it have underpinning contracts with its suppliers (external support partners)?
3.	Considerable progress	Performance against goals are regularly measured and reported to the participants of all service agreements (customers as well as internal and external support partners)?
4.	Fully achieved and/or optimized	Is there a defined process (i.e., meetings with participants to the agreements) to discuss performance against service levels commitments and to take action to determine changes required to consistently meet agreed upon service levels? Or, alternatively are commitments adjusted to be more realistic?

	Standard	Description
5.050	Communications feedback	Processes must exist for managing communications between the support center, its customers and its varying support organizations and suppliers.

Nr.	Maturity Level	Question
1.	Just started	Does a process exist for capturing suggestions and complaints from customers, suppliers, and other support organizations?
2.	Some progress	Are procedures in place and documented that capture and communicate issues, comments, and questions among and between customer, suppliers, and other support organizations?
3.	Considerable progress	Is there a process in place to improve the quality of communication and feedback among customers, suppliers, and other support organizations?
4.	Fully achieved and/or optimized	Is a process in place to increase the frequency and improve the quality of feedback provided when a suggestion or complaint is received?

	Standard	Description
5.060	Service request	Processes for handling customer requests for service or infrastructure changes.

Nr.	Maturity Level	Question
1.	Just started	Does the support center accept requests for services?
2.	Some progress	Is there a formal process for the ownership of the various types of service requests?
3.	Considerable progress	Does the incident management tool allow for the tracking of service requests to completion?
4.	Fully achieved and/or optimized	Is a process in place to measure the efficiency and effectiveness of service requests and to identify continuous improvement?

	Standard	Description
5.070	Incident (problem) logging	Processes for logging of customer incidents (problems).

Nr.	Maturity Level	Question
1.	Just started	Is there evidence that incidents are logged following a specific procedure?
2.	Some progress	Is all required logging information well defined and routinely captured?
3.	Considerable progress	Are common, known and/or repetitive information supplied in an automated fashion which facilitates identification of repetitive issues?
4.	Fully achieved and/or optimized	Are all incidents captured in a fashion that is easy for the customer and support team to reference and easily verify status?

	Standard	Description
5.080	Prioritization	Processes for measuring and prioritizing incidents are a key to the effective allocation and utilization of support resources.

Nr.	Maturity Level	Question
1.	Just started	Is an incident prioritization scheme documented?
2.	Some progress	Is the prioritization scheme consistently utilized and followed by the support staff?
3.	Considerable progress	Does a process exist for changing the priority level of open incidents, and is it routinely followed?
4.	Fully achieved and/or optimized	Is service level performance tracked and reported by priority level?

	Standard	Description
5.090	Incident (problem) status	Processes for communicating to the customer the current status of open incidents are vital to maintaining high customer satisfaction.

Nr.	Maturity Level	Question
1.	Just started	Are status levels defined?
2.	Some progress	Are all incidents assigned a status?
3.	Considerable progress	Is the status of incidents routinely updated, monitored and communicated?
4.	Fully achieved and/or optimized	Are changes in incident status communicated to the customer and support staff in a timely fashion?

	Standard	Description
5.100	Incident (problem) resolution	Consistent processes make the most efficient use of scarce support resources to resolve the customer's incident through orderly elevation/escalation.

Nr.	Maturity Level	Question
1.	Just started	Is there a process description for the incident resolution process?
2.	Some progress	Does the incident resolution process incorporate a mechanism to escalate the need for additional expertise and notify the appropriate people or groups, including problem management?
3.	Considerable progress	Is there evidence that the incident resolution process is routinely and consistently followed by the support staff?
4.	Fully achieved and/or optimized	Does the close procedure include a mechanism for identifying ways to improve the incident and problem resolution problem processes?

	Standard	Description
5.110	Incident (problem) closure	Incident closure is the final opportunity to ensure that a problem has been satisfactorily resolved and that all the required information, including the root cause about the problem, has been correctly captured.

Nr.	Maturity Level	Question
1.	Just started	Is there evidence that a documented process exists for closing incidents?
2.	Some progress	Does the process ensure that all required information is included in the incident record?
3.	Considerable progress	Is there a process for reopening a closed incident if the problem's root cause did not actually resolve the incident?
4.	Fully achieved and/or optimized	Does the process ensure that the customer's needs and expectations have been met before the incident is closed?

	Standard	Description
5.120	Problem investigation and root cause analysis	The elimination of the root causes of problems is critical to improving the overall productivity of the organization.

Nr.	Maturity Level	Question
1.	Just started	Is there evidence that the support center has processes in place to identify root causes and to facilitate the elimination of recurring incidents?
2.	Some progress	Is there evidence that the process is fully implemented and consistently followed?
3.	Considerable progress	Do level 2 and 3 staff participate in and support the problem investigation and root cause analysis by actively developing new problem-solution information and by conforming to the data collection requirements of the process?
4.	Fully achieved and/or optimized	Are technical and process improvement changes implemented based upon analysis of the root cause database?

	Standard	Description
5.130	Change management	Processes for introducing new products, services, documentation, capabilities or capacity into the support center.

Nr.	Maturity Level	Question
1.	Just started	Is there evidence of a process that considers the impact of additions or changes to the customer environment and on the support team before the changes or additions are made?
2.	Some progress	Are there regular communications between the support center and the organizations responsible for new and improved products and services?
3.	Considerable progress	Is the support team an integral member of the management team that oversees the change process (i.e., change advisory board) to include the approval, introduction and implementation of new and improved products and services to the customer community?
4.	Fully achieved and/or optimized	Is the support center authorized to halt deployment of a change if the change management process has been violated, or if the support center or customer community is unprepared?

	Standard	Description
5.140	Configuration management	Processes exist for tracking and maintaining information about customer hardware, software or other supported products.

Nr.	Maturity Level	Question
1.	Just started	Do you have a process in place to capture and store configuration data?
2.	Some progress	Do you have a process in place to update and maintain configuration data?
3.	Considerable progress	Is configuration data available real-time to the support center to assist in the resolution of customer incidents?
4.	Fully achieved and/or optimized	Is the configuration data used to support "cost of ownership" analysis and new investment/purchasing decisions?

	Standard	Description
5.150	Continuous improvement	Formal processes for regular identification, review, revision, enhancement and communication of changes or additions to existing processes and procedures.

Nr.	Maturity Level	Question
1.	Just started	Are all major support service processes formally documented and published?
2.	Some progress	Is there a formal process to periodically review all processes and procedures for deficiencies or enhancement opportunities?
3.	Considerable progress	Do organizations external to the support center participate in the review and improvement process?
4.	Fully achieved and/or optimized	Is there proper revision control on all processes, e.g. issue date, date printed, revision date, etc.?

	Standard	Description
5.160	IT service continuity management	Plans and procedures for managing interruptions of the support center's operations due to technological, natural or other circumstances.

Nr.	Maturity Level	Question
1.	Just started	Are customer, incident and knowledge databases regularly backed up and stored in a secure area?
2.	Some progress	Do recovery plans cover replacement of hardware and telecommunications infrastructure?
3.	Considerable progress	Do specific recovery plans exist for various scenarios (i.e., weather emergencies, fire and natural disaster)?
4.	Fully achieved and/or optimized	Are disaster recovery plans periodically tested?

People Satisfaction

People drive the quality of service and support. Satisfied people are a critical ingredient to successful support. The perception and feelings of the support center staff are key to its long-term success.

	Standard	Description
6.010	People satisfaction feedback	The feedback gathering process should seek to measure overall employee satisfaction and solicit ideas to improve the work environment.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
6.020	Turnover	Excessive turnover is an indication of trouble. Unless the support operation is less than 5 people, turnover should be measured on a quarterly basis, and compared against a goal. *Definition* Quarterly turnover rate = number of people that leave the department during a quarter/average staff * 100

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
6.030	Sick days per employee	Excessive sick days are often an indication of increased worker dissatisfaction. Sick day policies are suitable goals. Sick days should be tracked separately from time lost due to short-term disability or long-term disability, since the incidence of long-term disability is often a function of life choices, and the quality of the work environment.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

Customer Satisfaction

The perception of customers of the organization and the service it provides.

	Standard	Description
7.010	Customer satisfaction	Periodic customer satisfaction measures, including at a minimum Overall Satisfaction, but also such things as Technical Acumen and Attitude as a percent of eligible customers using the service.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
7.020	Event-based customer satisfaction	Incident customer satisfaction measures include such items as technical skills, customer service skills, overall satisfaction, and shows the incident was properly solved.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
7.030	Complaints	Total number of complaints, from all possible sources and through all possible methods, measured on a periodic basis.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
7.040	Loyalty (external support organizations only)	Repeat business, contracts as percent of customers or contract renewal rate percentage of eligible customers who use the service.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

Performance Results

The organization's actual measured performance in relation to its planned performance (measured means regular routine measurement, not an ad hoc sporadic activity).

CONTACT MANAGEMENT

	Standard	Description
8.010	Number of contacts with the support center	Number of incidents reported to the support center by channel or method (phone, e-mail, customer logging, fax, etc.).

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.020	Average speed of response by source (ASA queue time and hold times in seconds, voicemail, Web response, etc.)	The average time required for an analyst or automated response tool (such as an IVR) to acknowledge an incoming request or problem incident (via telephone, e-mail, voicemail, etc.).

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.030	Abandon rate (percentage)	Percentage of customer attempts to contact the help desk which are terminated by the customer prior to establishing contact with a support resource.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.040	Resolution time	Average time to resolve a problem (incident) by severity, by customer, by incident time and other categories as compared to service level agreements.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.050	First contact resolution rate (excludes entitlement process)	The percentage of problems (incidents) that are resolved during the initial visit or electronic exchange between customer and support center.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.060	Percentage resolved within service level agreement	The percentage of problems (incidents) resolved within the timeframes specified in formal service level agreements.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.070	Reopened incident rate	The percentage of closed calls that are subsequently reopened for additional follow-up.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

ESCALATION/ELEVATIONS

	Standard	Description
8.080	Percentage of management escalations (e.g., irate caller, missed service level agreement)	Number of problems (incidents) not resolved within agreed upon timeframes divided by the total number of incidents.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.090	Percentage of technical escalation (escalation outside of the help desk organization)	Number of problems (incidents) transferred to resources outside the support organization divided by the total number of problems (incidents).

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

RESOLUTION TIME		
	Standard	**Description**
8.100	Average resolution time per priority/severity	The average time required to process/resolve a customer incident from initial receipt to transfer or closure.
Nr.	**Maturity Level**	**Question**
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	**Description**
8.110	Average resolution time per category	The average time required to process/resolve a customer incident based on incident/problem type.
Nr.	**Maturity Level**	**Question**
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.120	Elapsed time within contract & process per service level agreement (by severity; by category)	Support organization service level commitments compared to actual results (at least monthly).

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

SELF-HELP UTILIZATION

	Standard	Description
8.130	Number of occurrences of use (no staff involvement–totally automated, e.g., password resets, printer resets, Web-based knowledge database, etc.).	The frequency (number) of times self-help tools and knowledge bases assist in the problem (incident) resolution process.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

PROACTIVE

	Standard	Description
8.140	Usage of remote workstation monitoring and co-browsing/remote control to goals.	Comparison of the frequency of times remote workstation monitoring and co-browsing/remote control tools are used to goals.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

COST

	Standard	Description
8.150	Per customer	Total support cost allocated to each customer group.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.160	Per contact, e.g., e-mail, fax, Web generated incidents, calls, etc.	The total cost of a support center's operations (including staff, equipment, and other associated costs such as outsourcing) during a specified period allocated to each channel and divided by the number of problems received via each channel.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

	Standard	Description
8.170	Cost per incident/problem	In a given period, the total cost of a support center's operations (including staff, equipment and other associated costs such as outsourcing) divided by the total number of incidents (problems) received.

Nr.	Maturity Level	Question
1.	Measured	Data is routinely collected showing performance against the standard.
2.	Comparisons to goals	The organization collects data and routinely compares performance to organizational goals or targets.
3.	Trending to goals	The organization collects data, routinely reports performance, compares results to goals or targets, and the results show performance trending toward stated goals.
4.	Consistently meeting goals	The organization has met performance goals for several reporting periods and the trends indicate consistent results for at least the last three months.

The Global Leader for the Support Industry

Help Desk Institute
6385 Corporate Drive, Suite 301
Colorado Springs, CO 80919 USA
U.S. and Canada: (800) 248-5667
www.thinkhdi.com