



# Global Best Practice Standard for Service Desk

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Version 8.0

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## INTRODUCTION

The performance of the service desk is an indicator of the overall health of an organization's business technology service provision. The service desk is fundamental to the success of an organization's business strategy; SDI has therefore developed the standard that all service desks should strive to meet in order to support the organization's business goals.

First introduced in 2000, the Global Best Practice Standard for Service Desk (Best Practice Standard) is the only globally recognized standard created specifically for service desks. Designed to improve the effectiveness of IT service and support, the Best Practice Standard provides a quality reference model that is recognized as the industry standard worldwide.

Based on existing international quality reference models such as the EFQM Excellence Model and ISO 9000 this standard provides clear, practical and measurable best practice criteria for the service desk, much of which is not included in ITIL® or ISO/IEC 20000. Indeed, many organizations look to comply with SDI's Best Practice Standard in order to complement and prepare themselves for the broader scope presented by ISO/IEC 20000.

This globally recognized Best Practice Standard provides a means to assess a service desk's maturity in order to improve its effectiveness and demonstrate its value to the organization.

## SCOPE

The SDI's Best Practice Standard was developed to provide IT leaders with a clear vision of what is required to align IT services with strategic business outcomes, in order to bring about improvements across the IT support organization and deliver tangible business benefits.

Compliance with the Best Practice Standard enables an organization to demonstrate to itself, its customers and competitors that its service operation is truly dedicated to delivering excellent service and business value.

This comprehensive global standard is suitable for any service desk seeking to understand its level of maturity and improve its performance and quality of service delivery. It is particularly relevant to IT organizations undergoing significant business or structural change or those seeking to gain competitive advantage.

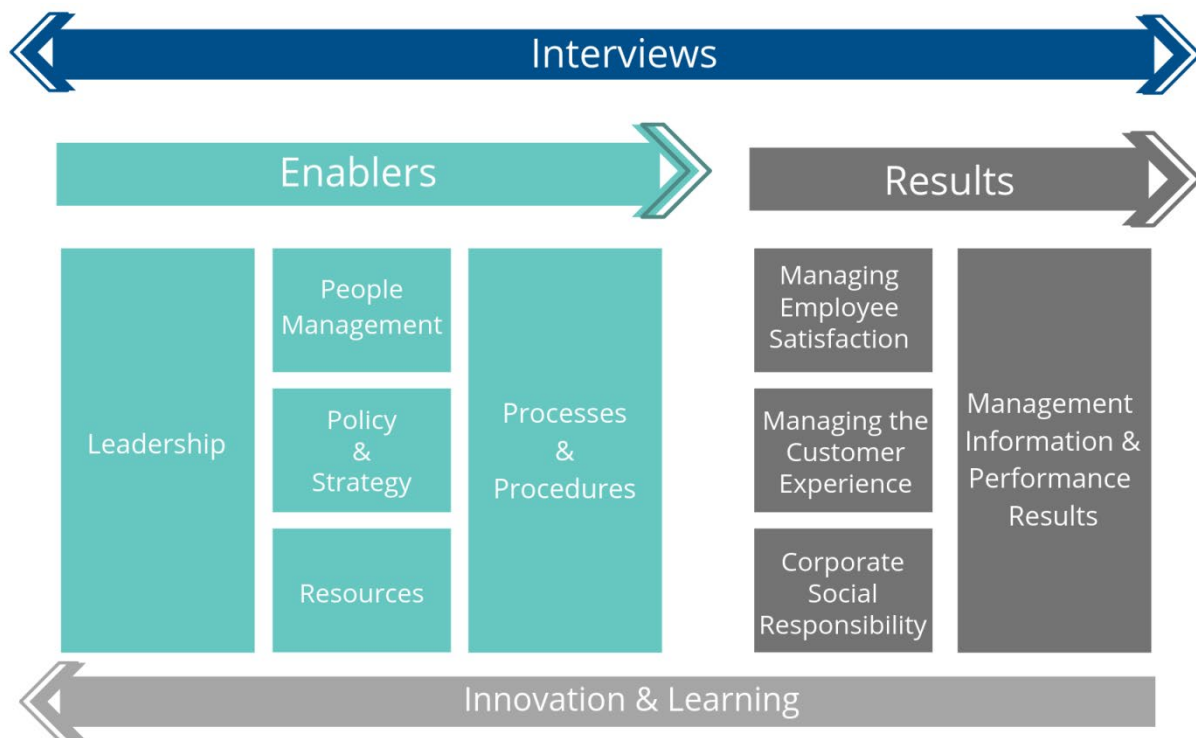
An international committee comprising industry experts, service management professionals and practitioners review the Best Practice Standard every three years to ensure that it aligns with the needs and demands of the industry. The Best Practice Standard incorporates ITIL® terminology in order to encourage common language use throughout the industry.

## ENABLERS AND RESULTS

The Best Practice Standard provides an overall framework and context within which specific criteria can be defined. Comprising nine distinct concepts, the Best Practice Standard focuses attention on the most vital criteria crucial to a service desk's performance and long-term success.

Concepts 1- 5 represent quality enablers, or actionable items. Enabling concepts are those activities, practices or resources that allow the service desk to successfully achieve its objectives.

Concepts 6 - 9 represent the results factors that measure performance against objectives and targets. The results concepts assess the degree to which performance targets are being achieved and enable management to make decisions about the actions required to meet strategic and tactical goals.



## MATURITY LEVEL DESCRIPTIONS

Each maturity level builds on the previous. So in order to achieve a Business-Led rating, you must fulfill the criteria of all four maturities. To achieve a Customer-Led rating, you must fulfill the first three maturities, and so on.

### ENABLERS

Levels of maturity for enabler concepts:

Reactive	There are good ideas for dealing with topics or issues. Plans for improvement have been started and there is clear recognition that identified issues need addressing.
Proactive ★★	There is evidence that identified issues are being addressed; there are occasional reviews resulting in improvements and enhancements; there are islands of successful implementations or results.
Customer-led ★★★	There is clear evidence that identified issues are being addressed; there are regular and routine reviews and upgrades. There is concern that implementation of required change is not universal or is not being applied to its full potential.
Business- led ★★★★	There are outstanding approaches or results being universally implemented; there are ideal solutions or achievements; there are continual improvement plans in place and it is difficult to envision where significant improvements could be made.
World- Class ★★★★★	The IT support organization has achieved the ultimate level of quality in its service delivery and can demonstrate its commitment to sustaining this level over the longer term.

### RESULTS

Levels of maturity for results concepts:

Reactive	Targets have been set. Actual performance data has been routinely captured and compared to the targets for at least three months.
Proactive ★★	Actual performance data has been routinely captured and compared to the targets for at least six months. The results show trending towards the targets and are routinely reported to stakeholders.
Customer-led ★★★	Performance targets for several reporting periods have been met and trends indicate consistent results for at least one year. Trend data is used to predict future requirements and initiate continual improvement initiatives.
Business- led ★★★★	Performance results are translated into commentary and management can articulate the derived value.
World- Class ★★★★★	The quality and delivery of IT service and support has brought demonstrable benefit to the effectiveness of the organization.

# BEST PRACTICE STANDARD CONCEPTS

## Leadership

This concept addresses fundamental issues such as establishing concrete connections between the objectives of the service desk and the business outcomes required by the organization. Service desk requirements are accorded reasonable priority and foster communication and teamwork throughout the organization.

Leadership defines how leaders, managers and employees guide the organization to success by driving continual improvement, inspiring and motivating employees, and bringing about innovation. Effective leaders direct the formulation and evolution of statements of purpose and governance. They ensure that the organization's vision and mission are communicated and understood throughout the entire organization. They provide highly visible support and encouragement to individuals and teams that bring assignments to completion. Important effective leadership skills include encouraging meaningful teamwork, resolving communication issues, determining resource requirements, determining priorities, resolving issues and inspiring an environment of cooperation and enthusiasm.

## Policy and Strategy

Policy and strategy is concerned with establishing clear objectives and plans. This includes the service desk's vision and mission, as well as the agreed objectives and targets. The existence of appropriate strategic and operations planning is also evaluated here.

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

## People Management

Talent management, job descriptions, training and development, coaching plans, regularly scheduled performance reviews, suitable remuneration, and reward and recognition programs are some of the tools required for developing a satisfied and motivated workforce.

The most important responsibility of service desk management is the creation of an environment that motivates people to perform to the best of their ability. Roles and responsibilities, the competencies required for the roles as well as the support processes, must be defined and well-documented. Support staff must attain and maintain the required set of skills needed to interact effectively with customers.



Meaningful performance feedback, peer and management recognition, strong corporate communication, and opportunities for technical and professional development are proven motivators.

## **Resources**

The criteria related to this concept assess the presence, quality and adequacy of the infrastructure within which the service desk operates and supports.

The IT support organization must have access to the resources and tools necessary to achieve the stated objectives. These may be infrastructure-related or support-specific. They include financial and human resources, communications infrastructure and processes, organizational knowledge and competencies, hardware and software tools and third-party partnerships. Support technology such as IT service management tool sets, knowledge bases, self-service tools, remote access tools, internet tools, self-healing software, social media and telephony must be used in a coherent, coordinated and integrated way to provide significant increases in service desk efficiency and customer productivity, which translates directly into cost savings, superior service, or both.

## **Processes and Procedures**

The IT support organization must have processes and procedures in place that reflect actual working practices needed to be successful. These must be defined, documented, measurable, communicated, accessible to stakeholders, and understood by those who manage and execute them. Examples of service desk processes include: incident and service request management, performance measurement, quality improvement, effective knowledge capture and distribution, information management and communication, participation in change control, employee and customer satisfaction, service level management and problem management. Together these processes form the necessary foundation for a successful IT support operation.

## **Managing Employee Satisfaction**

Satisfaction of the people working for an IT support organization can significantly influence its long term success. The people providing support must be motivated and find enjoyment and fulfillment in their work in order to perform their jobs well. They must understand why their job is important, the value of their role in the organization, gain satisfaction from their work, and feel supported and valued for their efforts by management.

Measurement of key factors such as absenteeism, staff turnover, attitude, and enthusiasm can reveal the degree of job satisfaction within an organization.

Direct employee feedback, turnover and absenteeism levels are used as measures of overall employee satisfaction within the service desk.

## **Managing the Customer Experience**

The existence of an effective customer experience program which includes formal practices to review feedback, produce action plans for improvement and for engaging with customers, along with formal surveys, complaint counts and measures of customer advocacy and loyalty, comprise the criteria associated with this element.

Customer perception of the IT support organization's success in meeting their expectations, along with measurable improvements in customer productivity and the quality of their work, will ultimately determine the support organization's success. All customers have alternatives for obtaining support services; for example, they can obtain support from co-workers, product vendors, and the internet. For the service desk to earn the position of 'partner of choice', the value of IT support must be recognized and valued at a senior level and be visible throughout the organization. Normally, this is reflected in the existence of effective service level agreements or documented service targets, operational level agreements, underpinning contracts and customer-centric performance measurements. By utilizing customer satisfaction surveys, social media and other collection methods the IT support organization can gather meaningful feedback, manage the customer experience, and create an effective collaboration between the service desk and its customers leading to long term loyalty.

## **Management Information and Performance Results**

Business results are the IT support organization's achievements compared to its planned performance targets (specified goals). Measurement processes must be objective, reliable, and realistic, and the 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 must be undertaken to achieve the standard, or the objective must be revised.

## **Corporate Social Responsibility**

Corporate social responsibility is the continuing commitment by an organization to behave ethically and contribute to its economic development while improving the quality of life of its workforce as well as that of the local community and society.

Power saving and other 'green' initiatives, involvement in local community projects and charities, health and safety practices, diversity and inclusion, and the physical working environment comprise the criteria associated with this concept.

# THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

## Concept 1 – Leadership

All levels of leadership and other staff in management roles inspire and drive continual improvement.

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### 1.1 Alignment with business outcomes of the supported organization(s)

Service desk leadership ensure that service desk staff understand the relationship between support services and the business of the supported organization.

#### Maturity Level Description

Reactive	Service desk leadership can articulate the business of the supported organization(s).
Proactive ★★	Service desk leadership cascades its understanding of the supported organization(s) business to service desk staff.
Customer-led ★★★	Service desk leadership ensures that the services offered by the service desk are designed to support the success of its customers.
Business- led ★★★★	Service desk leadership act as trusted business partners and enablers through established links with the supported organization(s) in order to understand its evolving requirements.

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### 1.2 Service Desk Influence

Service desk leadership promotes a broad level of understanding of the role of IT service management across the organization.

#### Maturity Level Description

Reactive	Service desk leadership displays understanding of how the service desk interacts with other IT departments and practices.
Proactive ★★	The service desk team proactively engages and communicates with the organization.
Customer-led ★★★	The service desk team collaborates with other IT teams and has influence across the organization.
Business- led ★★★★	The service desk has an integral role in the IT decision making process.

### 1.3 Collaboration

All levels of IT leadership encourage a collaborative culture, and shared objectives are defined across the IT organization in order to optimize contributions from stakeholders and achieve successful business outcomes.

#### Maturity Level Description

Reactive	There are informal meetings to discuss how teams should work together.
Proactive ★★	Teams are formed to help drive collaboration within the IT organization. Some shared objectives are defined along with a basic plan for how to achieve them.
Customer-led ★★★	Shared objectives are agreed, and the roles required and measures for success are clearly defined. Teams work together openly, honestly and effectively and understand the benefits of cooperative working.
Business-led ★★★★	Effective relationships are cultivated in the IT organization to create a culture that supports the organization's strategy and drives continual improvement.

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### 1.4 Promoting teamwork

All levels of IT leadership actively promote and participate in team building activities and advocate team work throughout the IT support operation.

#### Maturity Level Description

Reactive	There are organized and regularly scheduled team activities to promote and encourage service desk teamwork.
Proactive ★★	There are defined procedures and training objectives in place to encourage teamwork in the IT organization.
Customer-led ★★★	The success of team-based effort is defined, recognized and measured across the IT organization.
Business-led ★★★★	The results of team-based efforts are successfully fed into documented continual improvement initiatives.

## 1.5 Promoting the service desk

All levels of IT leadership effectively raise the visibility of the service desk throughout the organization and promote it as a valued business partner.

### Maturity Level Description

Reactive	All levels of IT leadership encourage appropriate use of the service desk across support groups and by personal example.
Proactive ★★	All levels of IT leadership recognize and articulate the value of the service desk function to the organization.
Customer-led ★★★	The service desk proactively involves itself with other departments in the organization and promotes its role and value.
Business-led ★★★★	The service desk can influence and participate in activities intended to improve the overall business performance of the organization.

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## 1.6 Service performance transparency

Service desk leadership actively promotes a culture of transparency by distributing service performance data and other support related information in order to deliver business value.

### Maturity Level Description

Reactive	Service desk performance is measured against service level agreements or agreed and documented service targets at least monthly.
Proactive ★★	Performance results reports are readily available to service desk staff and other IT groups.
Customer-led ★★★	Service desk leadership regularly provides information that gives direction to the service desk team and other support groups about service performance.
Business-led ★★★★	Stakeholders have access to timely, meaningful and relevant service performance information that can be used to make business decisions.

## 1.7 Driving continual improvement

Service desk leadership inspires staff to suggest ideas that lead to continual improvements that drive successful business outcomes.

### Maturity Level Description

Reactive	Service desk leadership has an ad hoc approach to continual improvement.
Proactive ★★	Service desk leadership engage staff in formal continual improvement initiatives.
Customer-led ★★★	There are regular cross-functional collaboration opportunities for service desk staff to contribute to continual improvement initiatives.
Business-led ★★★★	Service desk staff are empowered to initiate, test and drive continual improvement activities and to influence other areas of the organization.

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## 1.8 Customer centricity

Service desk leadership actively encourages customer-centric behaviors and has processes in place in order to satisfy organizational demand and customer experience.

### Maturity Level Description

Reactive	Service desk leadership actively engages with customers.
Proactive ★★	Processes are in place to ensure that service desk interactions are customer focused.
Customer-led ★★★	Customer centricity is culturally embedded in day-to-day service desk operations.
Business-led ★★★★	The organization has invested in a comprehensive customer experience program that incorporates continual improvement.

## 1.9 Service Desk Scope

Service desk leadership ensures that the service desk practice is understood, engaged, and involved as part of a wider service value stream.

### Maturity Level Description

Reactive	Service desk leadership are consulted on input to the creation of new services and products.
Proactive ★★	Service desk contribute to the creation and delivery of support services to the organization.
Customer-led ★★★	Service desk are recognized as a key contributor to the creation, delivery, and support of services and products.
Business-led ★★★★	Service desk use support and delivery data as input to the demand for new and upgraded products and services.

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## 1.10 Leadership skills

The structured leadership training program includes a progressive approach to enabling modern leaders and promotes inclusive, holistic, values-based leadership.

### Maturity Level Description

Reactive	There is a clear distinction between the skills required for effective management and effective leadership. The structured leadership training program incorporates defined leadership skills in the form of competencies.
Proactive ★★	The structured leadership training program provides a progressive approach to skills development and incorporates modern leadership concepts.
Customer-led ★★★	Potential leaders are identified in the organization based on the leadership skills definition. Leadership traits are assessed as part of succession planning activity. Leadership skills are regularly reviewed for the purpose of continual improvement.
Business-led ★★★★	Leadership skills development supports the creation of the desired organizational culture and meaningful purpose for individuals and teams. Leaders demonstrate positive influence over how their colleagues think, behave, react, collaborate and realize potential.

# THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

## Concept 2 – Policy and Strategy

Service desk leadership incorporates the organization's values and quality concepts into the definition, communication, review and improvement of service desk policies and strategies.

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### 2.1 Vision

The service desk reflects the organization's vision in its strategic plans and cascades it to service desk staff.

#### Maturity Level Description

Reactive	Service desk staff understand the organization's vision.
Proactive ★★	The service desk's vision is aligned with the IT organization's vision.
Customer-led ★★★	The service desk's strategic plans are aligned with the organization's vision.
Business-led ★★★★	The service desk aligns continual improvement activities to the organization's vision.

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### 2.2 Mission

The service desk's mission is aligned with the organization's vision and reflects both the service desk's role and its value contribution to the organization's success.

#### Maturity Level Description

Reactive	Service desk staff understand the organization's mission.
Proactive ★★	The service desk team is involved in documenting a memorable mission statement that is aligned with the organization's mission and there is a procedure to review periodically.
Customer-led ★★★	The service desk's mission is promoted and communicated to the organization on a periodic basis.
Business-led ★★★★	The service desk's mission is embedded in the culture of the organization.



## 2.3 Service desk strategy, critical success factors (CSFs) and key performance indicators (KPIs)

The service desk has a defined strategy intrinsically linked to the organization's strategy. CSFs have been created and underpinned by KPIs that enable measurement of strategic performance in order to ensure successful business outcomes.

### Maturity Level Description

Reactive	The service desk has a defined strategy that supports both the vision and the mission and underpins the organization's overall strategy.
Proactive ★★	CSFs have been defined. These CSFs are clearly aligned to the service desk strategy and are underpinned by KPIs. The KPIs are communicated and understood by all members of the service desk team.
Customer-led ★★★	The service desk's strategy, CSFs and KPIs are incorporated and linked to the strategy of the organization. They are regularly reviewed and updated accordingly with stakeholders, in line with the overall organizational strategy.
Business-led ★★★★	Business outcomes and value are delivered, which are marketed and communicated to all levels of the organization.

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## 2.4 Strategic planning

There are strategic plans and supporting operational plans in place designed to meet the service desk's strategic objectives and achieve successful business outcomes.

### Maturity Level Description

Reactive	There is a documented operational plan in place that is aligned to the service desk strategy.
Proactive ★★	The service desk's operational plans describe all elements required to successfully execute the service desk strategy.
Customer-led ★★★	The service desk's operational plan is aligned and integrated with the organization's strategic plans. The service desk's operational plan is regularly reviewed and updated with stakeholder input to support the changing needs of the organization.
Business-led ★★★★	The service desk's operational plan ensures the delivery of the overall service desk strategy, CSFs and KPIs to deliver business value.

## 2.5 Relationship management

Relationship management ensures that value is delivered to the organization in line with demand by managing relationships with stakeholders at all levels.

### Maturity Level Description

Reactive	The service desk is tasked to identify key stakeholders across the organization and to contribute to relationship management activities.
Proactive ★★	There is a documented policy with clearly defined roles and responsibilities to identify stakeholders and solicit their input to strategic and operational plans.
Customer-led ★★★	Regular, documented stakeholder reviews take place to ensure the strategy is aligned to the organization and delivering against the plan.
Business-led ★★★★	Relationship management successfully feeds into service design and continual improvement activities to ensure that business value is delivered.

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## 2.6 Financial management

Service desk leadership demonstrates a clear understanding of the link between service desk requirements, budgeting, staffing levels, technology and facilities and understands the financial performance results of both the service desk and the IT organization.

### Maturity Level Description

Reactive	There is a defined budget for the IT organization.
Proactive ★★	The service desk has an allocated budget. The budget is regularly reviewed and updated and periodically reported to stakeholders.
Customer-led ★★★	Service desk leadership have influence over allocation of the budget.
Business-led ★★★★	Service desk leadership utilizes financial and performance metrics to calculate overall return on investment. The budget is aligned to required business outcomes and drives business value.

## 2.7 Information security management

There is a security policy in place that identifies the service desk's role in the information security process to ensure confidentiality, integrity and availability in order to encourage compliance and mitigate business risk.

### Maturity Level Description

Reactive	Service desk staff are aware of the organization's security management policies.
Proactive ★★	The service desk proactively educates users about security matters in order to prevent breaches in security.
Customer-led ★★★	Service desk staff participate in the monitoring and logging of security breaches to aid security breach detection.
Business-led ★★★★	The service desk contributes to the correction of security risks and security management improvement initiatives. Its security priorities and actions are integrated with organization at all levels.

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## 2.8 Strategic value of the service desk

The service desk is an influential contributor to the organization at operational levels.

### Maturity Level Description

Reactive	The service desk can influence operational decisions.
Proactive ★★	The service desk can contribute ideas at a strategic level.
Customer-led ★★★	The service desk is involved at a strategic level in relation to decisions and investments that affect products and services.
Business-led ★★★★	The service desk is an integral part of the organization's decision-making process and is fundamental to driving strategic thinking and business transformation across the value stream.

## 2.9 Project methodology

The service desk employs several methodologies and ways of working for project management.

### Maturity Level Description

Reactive	Project management is informal and reactive.
Proactive ★★	There is a defined methodology in place for project management.
Customer-led ★★★	Project management is consistently applied across the IT organization. Stakeholders are involved in developing business cases.
Business-led ★★★★	The service desk uses the appropriate methodology for projects including waterfall and agile approaches depending on the project needs and right value fit. Projects are aligned with continual improvement activities and prioritized accordingly.

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## THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

### Concept 3 – People Management

Service desk leadership supports and enables staff to realize their full potential.

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### 3.1 Role profiles

There are role profiles for all positions within the service desk that accurately describe the responsibilities and competencies required to successfully fulfill the roles.

### Maturity Level Description

Reactive	Job descriptions are documented for all service desk positions.
Proactive ★★	There are role profiles that accurately describe the responsibilities and competencies for all service desk positions and that define the deliverables and outcomes required.
Customer-led ★★★	Role profiles are specifically referred to during performance reviews and 1-to-1s and are reviewed and revised as necessary.
Business-led ★★★★	Organizational values and beliefs are incorporated in the role profiles. Responsibilities and accountabilities are aligned with the organizational goals.

### 3.2 Recruitment

There is a structured recruitment process in place designed to attract the right talent and to increase efficiencies in hiring and retention.

#### Maturity Level Description

Reactive	People engaged in the recruitment process receive appropriate training and vacancies are evaluated.
Proactive ★★	A cross-section of people across different teams are invited to be involved in recruitment processes.
Customer-led ★★★	There is a structured and documented recruitment process which considers the recruitment experience of the candidate.
Business-led ★★★★	Interview questions are aligned to the organizational values and the recruitment process aims to limit the influence of individual characteristics and preferences.

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### 3.3 Onboarding

There is a structured onboarding process to ensure that new staff feel valued and part of the business, understand company culture and become efficient and effective as soon as possible.

Reactive	There is a basic induction or onboarding process in place which includes a buddy system.
Proactive ★★	Onboarding objectives incorporate training, culture, security and exposure to the wider organization. Timescale milestones are identified. Regular formal reviews are conducted to assess progress against required outcomes.
Customer-led ★★★	The effectiveness of the induction program is monitored, measured, and informs operational decisions.
Business-led ★★★★	The induction program incorporates 360 reviews which evaluate the employee and employer and feeds into continual improvement initiatives.

### 3.4 Skills program

There is a coordinated approach to ensure that people have the skills to perform their defined roles.

#### Maturity Level Description

Reactive	There is an informal approach to skills development for each defined role and for each member of staff.
Proactive ★★	A defined and documented skills development program exists which is regularly reviewed and updated.
Customer-led ★★★	There are service desk staff skills and competency matrices in place aligned to business outcomes. Gap analysis activities take place to assess training requirements.
Business-led ★★★★	Competencies required to support future business requirements are included in the skills program.

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### 3.5 Career development program

There are career development programs in place to ensure that staff achieve their full potential and to increase job satisfaction.

#### Maturity Level Description

Reactive	There is an informal approach to career development for each member of the service desk team.
Proactive ★★	A defined and documented career development program exists which is regularly reviewed and updated.
Customer-led ★★★	The career development programs in place for all service desk staff are aligned to business outcomes. They are reviewed at least annually and updated in order to match the competencies of existing staff to current business requirements.
Business-led ★★★★	Career development programs include provisions for the future requirements of the organization.

### 3.6 Personal performance reviews

There are agreed objectives in place for service desk staff that align with the objectives of the service desk and the organization.

#### Maturity Level Description

Reactive	There is a performance review program in place.
Proactive ★★	The performance review program is documented and KPI criteria are linked to service desk and organizational objectives. Reviews are conducted annually. People engaged in the program receive appropriate training. Service desk staff input to and agree objectives and areas for improvements are identified.
Customer-led ★★★	Service desk management give regular feedback to service desk staff between formal performance review meetings.
Business-led ★★★★	Feedback from personal performance reviews is integrated into continual improvement initiatives and is used to support both the organizational and operational strategy.

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### 3.7 Talent management

There is a talent management program in place to identify, attract, develop, retain, manage and evaluate service desk staff.

#### Maturity Level Description

Reactive	A talent management program is documented and there are processes in place to support it.
Proactive ★★	The talent management program is aligned with business strategy, supports skills diversity, and incorporates succession planning.
Customer-led ★★★	Managers are trained to follow practices that underpin the talent management program. There are opportunities for all staff and for longstanding employees who have varied job experience.
Business-led ★★★★	Talent management supports business outcomes. This results in increased productivity, improved performance, lower staff turnover and reduced recruitment costs.

### 3.8 Remuneration

There is a fair and equitable remuneration package in place that focuses on improving staff productivity, satisfaction, development and retention.

#### Maturity Level Description

Reactive	Service desk staff remuneration is reviewed informally.
Proactive ★★	A formal remuneration package is documented and compared to similar positions within the same industry sector and geographic area.
Customer-led ★★★	Management regularly reviews the impact of the program and makes adjustments and improvements based on the results.
Business-led ★★★★	The remuneration package rewards service desk staff for achieving personal, team and organizational objectives.

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### 3.9 Informal reward and recognition

An informal reward and recognition scheme for service desk staff is in place in order to actively encourage desired behaviors.

#### Maturity Level Description

Reactive	There is an informal service desk reward and recognition scheme for individuals and teams.
Proactive ★★	Staff are empowered to participate in the development and maintenance of the informal reward and recognition scheme.
Customer-led ★★★	Service desk management periodically reviews the impact of the informal reward and recognition scheme.
Business-led ★★★★	Adjustments and improvements are made based on the outcomes and are fed into continual improvement initiatives.



### 3.10 Absence

Service desk management monitors and measures employee absence.

#### Maturity Level Description

Reactive	There is a procedure in place for measuring and monitoring unplanned absence.
Proactive ★★	Back to work interviews are conducted after unplanned absence.
Customer-led ★★★	A trend analysis of unplanned absence is regularly performed and the impact on the team is managed.
Business-led ★★★★	The impact of absence is managed with the wellbeing of all employees considered.

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### 3.11 Leadership competencies

There is a program in place to develop service desk leadership attributes, skills, knowledge and desired behaviors.

#### Maturity Level Description

Reactive	The leadership training available to service desk management is aligned to role profiles.
Proactive ★★	There is a structured leadership training program in place for developing individuals. It has a set of core competencies, a well-defined curriculum and is supported by senior management. It is regularly evaluated and reviewed to ensure that it is meeting objectives.
Customer-led ★★★	The leadership program focuses on developing the organization and culture-setting. Content is aligned with business strategy and senior management participates in the program.
Business-led ★★★★	Senior management is fully engaged in the leadership program and applies leadership competencies to successfully execute strategy. Talent management is integrated, and a learning and leadership culture is embedded in the organization.

### 3.12 Communication

The organization promotes positive communication across teams and individuals, using tools and techniques that help to improve the understanding of different communication styles and behaviors.

#### Maturity Level Description

Reactive	Service desk staff are encouraged to be aware of different communication styles, diverse interests, and culture when interacting with stakeholders.
Proactive ★★	Structured sessions are held to identify and develop awareness of communication styles, within and across teams, using known tools and techniques.
Customer-led ★★★	The service desk has developed working methods and training for staff to use different communications techniques in response to diverse customer styles and behaviors, and in varied business situations.
Business-led ★★★★	The organization has a structured and coordinated approach to managing positive communications for all staff and stakeholders. This uses proven techniques to develop, manage and monitor positive interactions between people and to help improve communication skills.

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## THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

### Concept 4 – Resources

The service desk has access to the resources and tools necessary for staff to achieve objectives.

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## 4.1 Capacity, performance and reliability

There is appropriate functionality, capacity, technical performance management and reliability in the infrastructure that allows support tools and related services to be effective.

### Maturity Level Description

Reactive	The infrastructure is reliable and unplanned interruptions are minimized.
Proactive ★★	The service desk, or its support partners, captures performance data relating to the infrastructure components in order to identify capacity, performance and reliability issues and reports the metrics to stakeholders.
Customer-led ★★★	Capacity, performance and reliability metrics are used to assess, plan and implement continual improvements to the infrastructure.
Business-led ★★★★	There is a strategic roadmap in place with internal and external suppliers to integrate and optimize supporting technologies

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## 4.2 Distribution of channel contacts

There is a system in place to efficiently distribute incoming interactions from all supported channels of communication to ensure that incidents and service requests are delivered to analysts quickly and appropriately.

### Maturity Level Description

Reactive	There is a process for appropriately distributing incoming interactions to the service desk from all supported channels.
Proactive ★★	All interactions across the supported channels are routed to the service desk correctly and fairly. Interactions are monitored, identifying volumes and response times.
Customer-led ★★★	Some channels are integrated to ensure that the preferred contact method of the customer is available.
Business-led ★★★★	All channels are integrated, managed, and monitored, to provide an optimized channel mix, for all interactions and the channel data is provided to customers highlighting the value of each channel.

### 4.3 Workforce management

The types and levels of resources deployed within the service desk are designed to meet the requirements of the services it is contracted to provide, and the workforce management method or model used supports continual improvement initiatives and drives business value.

#### Maturity Level Description

Reactive	Workforce resourcing levels are managed using a formal method or model that considers service desk workloads, including the number of incidents and service requests received, and the work-time involved to manage their lifecycle to meet service level obligations.
Proactive ★★	The formal workforce management method or model is documented, owned and considers the agreed service levels it is contracted to deliver.
Customer-led ★★★	The formal workforce management model accounts for fluctuating or seasonal workloads. Workforce management activity provides data that is used to monitor performance, anticipate current or future workloads, develop long-term workforce management strategies and contributes to continual improvement initiatives.
Business-led ★★★★	Workforce resourcing is orchestrated and blended between human and non-human capabilities that are continually assessed, amended and automated, to maintain a continually optimized service.

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### 4.4 IT service management (ITSM) toolset

There is a toolset in place that supports the ITSM processes required to support products and services to deliver the strategic objectives of the organization.

#### Maturity Level Description

Reactive	There is a basic logging and tracking system in place for managing work across the service organization.
Proactive ★★	The ITSM toolset in use is utilized effectively to manage work with consistency and accountability.
Customer-led ★★★	The ITSM toolset is used to support key ITSM processes and practices used by the organization.
Business-led ★★★★	The ITSM toolset is optimized and integrated to drive continual improvement initiatives that deliver tangible business value.

## 4.5 IT service management system utilization

The ITSM toolset in place is an enabler of the planning, delivery and support of the products and services provided to customers.

### Maturity Level Description

Reactive	The ITSM toolset is used by the service desk for basic logging and tracking purposes.
Proactive ★★	All support groups utilize the same ITSM toolset as their primary tool for tracking work and key ITSM processes.
Customer-led ★★★	The ITSM toolset is used across the whole service organization and its user community, for advanced integrated functionality, using a variety of channels.
Business-led ★★★★	The ITSM toolset is integrated with additional optimization or automation tools and practices, to support digital innovation and transformation.

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## 4.6 Remote support

The service desk has a remote support tool strategy in place to quickly interact, diagnose, and resolve issues.

### Maturity Level Description

Reactive	The service desk has implemented a tool to provide analysts with access to users' devices in order to aid diagnosis and resolution.
Proactive ★★	The remote support tool is completely integrated with the support processes used by the service desk. These tools provide support capabilities to mobile and off-site devices.
Customer-led ★★★	Integration between the ITSM tools provides the capability to generate incidents and service requests automatically. Interactions and actions are captured by the ITSM system for performance monitoring.
Business-led ★★★★	The remote support tools are fully integrated and aligned with business objectives.

## 4.7 Integrated systems of support

The systems of support are integrated in order to provide strategic advantage e.g. improved efficiency, accuracy and capabilities.

### Maturity Level Description

Reactive	The systems have the functionality to import data from other systems.
Proactive ★★	Communication with support staff and customers occurs automatically.
Customer-led ★★★	Integrated tools are accessible to support staff from multiple access points.
Business-led ★★★★	Integration across systems is seamless and adaptive. Regular reviews occur to identify areas for improvement with the functionality and efficiency of the systems.

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## 4.8 Supported systems

The supported IT systems have active support agreements in place with vendors. They are regularly maintained, and their purpose is understood.

### Maturity Level Description

Reactive	The service desk understands the role and criticality of each supported system within the organization and there is basic event management in operation.
Proactive ★★	A central repository exists detailing the supported systems, their roles and their criticality, the support agreements in place with vendors and responsible resolver groups.
Customer-led ★★★	The reliability of each supported system is regularly reviewed and the service desk contribute toward continual improvement activities.
Business-led ★★★★	There is a consistent, collaborative approach to systems refreshes with a focus on cost effectiveness, productivity and reliability.

## 4.9 Tools and collaboration

There is a system in place that supports an agile and socialized approach to inter-team and cross practice collaboration and sharing.

### Maturity Level Description

Reactive	There is an awareness of social collaboration tools and how they can support real time inter-team and cross practice collaboration and sharing.
Proactive ★★	A social collaboration tool is in place and is used to communicate and share in real-time. All support groups utilize the same central social collaboration platform for real-time communication.
Customer-led ★★★	There are defined, documented and owned social collaboration processes, workflows, goals, objectives, policies, guidelines and performance metrics in place. The social collaboration platform is customer centric, culturally accepted, adoptive and integrated in day to day support activity. Social collaboration has demonstrably created business agility.
Business-led ★★★★	The social collaboration platform is adaptive, continually evolved and aligned with business strategy, supporting the delivery of desired business outcomes and tangible business value. Ongoing social collaboration evaluation contributes to continual improvement initiatives.

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## 4.10 Measurement and reporting tools

Reporting and analysis tools are used to monitor and manage the activity of service desk operations in order to optimize quality and performance.

### Maturity Level Description

Reactive	Basic reporting tools exist to provide operational data.
Proactive ★★	Reporting tools provide real-time and historical data.
Customer-led ★★★	Reporting tools are flexible and easy to use and show progress in performance and quality improvement by comparing results to a target or baseline.
Business-led ★★★★	Reporting tools are consolidated across the IT organization and the content is regularly analyzed to drive continual improvement initiatives.

## 4.11 Knowledge management

There are systems and methods in place to capture, record, and share knowledge in order to answer common questions, search for known errors, and to improve service to users.

### Maturity Level Description

Reactive	A knowledge management system or process is in place. It is easily accessible for service desk staff to use and update.
Proactive ★★	The knowledge management process is integrated into standard processes and is culturally accepted by all support levels.
Customer-led ★★★	Knowledge is viewed as a significant support asset and its use and quality are constantly tracked and monitored.
Business-led ★★★★	Knowledge is used to facilitate collaboration and communication across all stakeholders. There is a formal repository that integrates all knowledge into a service-based structure.

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## 4.12 Self-service

There is a self-service portal in place that gives users access to knowledge, log incidents, log service requests and resolve issues without assistance.

### Maturity Level Description

Reactive	Users can access answers to basic support questions, and log incidents and service requests and check their status.
Proactive ★★	Users can resolve common issues without assistance using automated remediation.
Customer-led ★★★	Self-service effectiveness and usage are regularly reviewed, and the benefits of self-service are actively promoted to the organization.
Business-led ★★★★	Self-service has delivered value as defined by the organization.



### 4.13 Service catalog

The service desk supports the services contained in a service catalog. The services are defined and agreed with its customers.

#### Maturity Level Description

Reactive	A structure of services is defined, agreed and published to customers for reference purposes.
Proactive ★★	The service catalog is presented through an integrated, actionable and current portal to allow users to request services. The portal is regularly reviewed and maintained.
Customer-led ★★★	The service catalog is presented using multiple views as appropriate to different stakeholder groups.
Business-led ★★★★	The service catalog provides a framework for value-based reporting.

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### 4.14 Supplier management

Supplier management is in place to support the supplier delivery mechanism.

#### Maturity Level Description

Reactive	Service desk staff have knowledge of supplier relationships and visibility of the contracted service levels.
Proactive ★★	Service desk staff are involved in regular supplier management reviews and actions are minuted and distributed appropriately.
Customer-led ★★★	Service targets or underpinning contracts are in place to support the relationship between the service desk and its suppliers.
Business-led ★★★★	Suppliers are invited to take part in service delivery improvement plans.

#### 4.15 Optimization and automation

The service desk can demonstrate automation and optimization project effectiveness.

##### Maturity Level Description

Reactive	Automation to address specific pain areas, reactive in nature utilizing several platforms and tools has been evaluated and adopted.
Proactive ★★	Automation targets are defined with specific metrics. There is a documented continual improvement roadmap.
Customer-led ★★★	The continual improvement roadmap is integrated with business automation projects. Automation is embedded within the culture across the organization.
Business-led ★★★★	Automation is adaptive and includes self-learning, self-healing, machine learning and artificial intelligence. The effectiveness of automation is routinely reviewed with stakeholder input.

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### THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

#### Concept 5 – Processes and Procedures

The IT support organization identifies, reviews, documents and revises its processes and procedures in order to deliver optimal levels of support.

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## 5.1 Governance of processes and procedures

Processes and procedures are defined to support the overall objectives of the organization. They are continually monitored to ensure compliance, and to identify improvements that will produce better performance and control.

### Maturity Level Description

Reactive	Process and procedure issues are addressed on a case-by-case basis.
Proactive ★★	All processes and procedures are version controlled.
Customer-led ★★★	Processes and procedures are service and customer focused and integrated across IT within an organization-wide methodology and regularly communicated to stakeholders.
Business-led ★★★★	Processes and procedures are aligned with organizational strategy. They are quantitatively measured and controlled, and the results support continual improvement and business strategy development.

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## 5.2 Risk management

The service desk has effective processes in place to identify and mitigate risks in order to improve strategic planning and drive continual improvement.

### Maturity Level Description

Reactive	Informal risk management activities that relate to the service desk are undertaken.
Proactive ★★	There is a developing or developed awareness of risk and some risk analysis activities are undertaken. Risk management processes are owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	A functional risk framework is implemented and there is clear awareness of risk outcomes. The value and benefits of risk management are fully understood.
Business-led ★★★★	Risk management is embedded in the service desk's decision-making processes and is incorporated into strategic planning and continual improvement initiatives.

### 5.3 Service level management (SLM)

The Service Level Management (SLM) process ensures that the organization's structure, culture, processes and technologies balance business requirements with IT capabilities.

#### Maturity Level Description

Reactive	The service desk has published service targets for the services it provides considering targets for service desk performance. Informal SLM processes align organizational requirements with IT service levels.
Proactive ★★	The service desk has Service Level Agreements (SLAs) or agreed and documented service targets in place based on business objectives. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The service desk has Operational Level Agreements (OLAs) with other resolver groups and Underpinning Contracts (UCs) with its suppliers that are aligned with the organization's strategy. Monitoring activities take place regularly which provide performance data to measure service levels.
Business-led ★★★★	The service level management process demonstrates alignment to the organization's business objectives. Regular discussions occur with stakeholders to review service level performance in order to change, enhance or update SLAs or service targets, OLAs and UCs.

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### 5.4 Managing feedback

There is a process in place for managing interactions between the service desk, its users, its support partners and suppliers.

#### Maturity Level Description

Reactive	A process exists to capture compliments, complaints and recommendations for improvement from users, support partners and suppliers.
Proactive ★★	The process monitors, tracks and reports feedback status to ensure resolutions are actioned. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The feedback process includes users, suppliers and other support operations in feedback resolution activities.
Business-led ★★★★	The process integrates feedback with continual improvement opportunities and stakeholders are informed about how their feedback was used.

## 5.5 Incident management

A process is in place for managing incidents received from all supported communication channels throughout their lifecycle.

### Maturity Level Description

Reactive	There is a process for managing incidents from all supported communication channels which includes prioritization and categorization activities.
Proactive ★★	The incident management process is communicated to all stakeholders and it tracks incidents to completion, supported by the ITSM toolset. The process is owned, documented, routinely and consistently followed, and regularly maintained.
Customer-led ★★★	There are clear processes that support different business situations, using relevant priority responses, including a major incident management (MIM) process.
Business-led ★★★★	The efficiency and effectiveness of the incident management process is periodically measured and areas for continual improvement are identified and acted upon.

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## 5.6 Service request management

A process is in place for managing service requests received from all supported communication channels.

### Maturity Level Description

Reactive	There is a process for managing service requests received from all supported communication channels.
Proactive ★★	The process incorporates approval procedures which reflect the organization's security policy. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The process is communicated and available to all stakeholders and service requests are auditable and tracked to completion, supported by the IT service management toolset.
Business-led ★★★★	Areas for continual improvement are identified and acted upon and automation exists within service request workflows for approvals.

## 5.7 Incident and service request logging

Procedures are in place for logging and triaging incidents and service requests received from all supported communication channels.

### Maturity Level Description

Reactive	There are procedures in place for logging, categorizing and prioritizing incidents and service requests received from all supported communication channels.
Proactive ★★	The information required for logging and triaging is defined and routinely captured. The procedure is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	All incidents and service requests are captured in an automated environment that is easy for support teams and other stakeholders to access in order to reference and verify their status.
Business-led ★★★★	Common and/or repetitively used information is supplied automatically by the ITSM systems to facilitate fast identification of repetitive issues.

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## 5.8 Status Assignment

There are procedures in place for allocating the correct status to incidents and service requests and for communicating the current status to stakeholders.

### Maturity Level Description

Reactive	There are procedures for allocating status levels to incidents and service requests.
Proactive ★★	All incidents and service requests are assigned a status. The procedures are owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The status assignment procedures ensure that status changes to incidents and service requests are routinely monitored, updated, and communicated to stakeholders throughout their lifecycle.
Business-led ★★★★	Status update activity is regularly reviewed for the purpose of continual improvement.

## 5.9 Service level monitoring

There are procedures in place to ensure that incidents are resolved, and service requests are fulfilled within the agreed service levels.

### Maturity Level Description

Reactive	There are procedures in place for monitoring incident resolution and request fulfillment service levels.
Proactive ★★	The procedures are owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The procedures assign issues to an appropriate person or support group if additional expertise or authorization is required.
Business-led ★★★★	The procedures ensure that users receive a satisfactory solution within agreed service levels. Resolution and fulfillment notes are regularly reviewed for the purpose of continual improvement.

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## 5.10 Incident and service request closure

There are procedures in place for closing incidents and service requests received from all supported communication channels.

### Maturity Level Description

Reactive	There are procedures in place for closing incidents and service requests received from all supported communication channels.
Proactive ★★	All required information is routinely captured in the relevant log records. The procedures are owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	Closure information is available and communicated to stakeholders and the procedures allow for reopening inappropriately closed records.
Business-led ★★★★	The procedures ensure that user needs and expectations have been met or that the response is fully understood before closure and there is a mechanism for stakeholders to provide feedback.

### 5.11 Interaction quality monitoring

There is a quality monitoring process in place that allows service desk management to evaluate the quality of interactions and all recorded information from all supported communication channels.

#### Maturity Level Description

Reactive	There is a quality monitoring process in place to monitor the quality of interactions and all recorded information from all supported communication channels.
Proactive ★★	The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The quality monitoring process allows for the observation, or recording of interactions, and the analysis of recorded data. The results of monitoring are used to determine the education and training requirements for service desk staff.
Business-led ★★★★	The results of interaction monitoring are included in the performance review process and are used for continual improvement initiatives.

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### 5.12 Monitoring and event management

There is an automated diagnostic process in place to detect events. The process provides proper notification to the service desk and takes corrective action.

#### Maturity Level Description

Reactive	There is a process for detecting interruptions to supported technologies, services and products.
Proactive ★★	When service is interrupted or impacted, the appropriate support group or tool notifies the service desk. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The process includes procedures for automatic notification, assignment, and escalation and for initiating corrections for at least some conditions.
Business-led ★★★★	The process includes procedures to measure, evaluate and improve the effectiveness of detection and the effectiveness of remediation tools and procedures.



### 5.13 Problem management

There is a problem management process in place that identifies root causes in order to create workarounds or eliminate recurring incidents in order to ensure the on-going effectiveness and efficiency of the IT support operation, minimize negative business impact and deliver business value.

#### Maturity Level Description

Reactive	The IT support operation has a problem management process in place to identify root causes in order to facilitate the creation of workarounds or the elimination of recurring incidents.
Proactive ★★	The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The service desk and its support partners actively participate in problem investigation and root cause analysis and have access to a known error database to assist in the incident management process.
Business-led ★★★★	Infrastructure and service changes are actioned based on the outcomes of the problem management process. Workarounds are regularly reviewed for effectiveness and improved where necessary.

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### 5.14 Change control

There is a change control process in place in order to ensure that all changes to the IT environment are controlled and successfully implemented.

#### Maturity Level Description

Reactive	There is a process in place that provides the service desk with visibility of all changes.
Proactive ★★	There is a unified approach for change across the entire IT support organization. The process ensures that all changes are assessed, approved, tested, implemented and reviewed in a controlled manner. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The service desk is involved in assessing, approving and reviewing relevant changes.
Business-led ★★★★	The service desk is an authorized approver of change and has the authority to halt deployment of a change if the change control process has been violated, or if the service desk or user community is unprepared.

## 5.15 Release and deployment management

There is a process or set of processes in place for the purposes of planning and overseeing the successful roll-out of and introduction of new and changed services into the production environment, that minimizes negative business impact.

### Maturity Level Description

Reactive	There is a release and deployment process in place that includes the communication and management of new releases and changed services.
Proactive ★★	The service desk has access to real-time visibility of the status of new and planned releases and changes. A documented model exists for early life support that includes FAQs, user education and communication. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The service desk is actively involved in the planning and release of new services and changes and it has access to the relevant information and release and deployment content.
Business-led ★★★★	The service desk is fully integrated into the release and deployment process. The service desk has a set of standards which define the minimum information required before a new or changed service is accepted into support. The process is balanced for control and agility and is optimized for efficient release and deployment.

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## 5.16 Service transition

There is a practice or set of processes in place to ensure the successful introduction of new, changed or retired IT services into and out of the environment, and the associated handover to the service desk for on-going support.

### Maturity Level Description

Reactive	There is a standard methodology for introducing, changing or retiring services that is consistently used across all IT environments and the service desk is involved with the process.
Proactive ★★	There is a documented model for service acceptance and operational acceptance that includes early life support, FAQs, user education and communication. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	There is a formal and structured service transition process in place incorporating production assurance standards that define the minimum information required by the service desk before a new or changed service is accepted for support. The service desk is fully integrated into the process and service is optimized.
Business-led ★★★★	The service desk has a forward view of all service transitions that take place, are actively engaged in all service transitions and measure the success. Improvement opportunities are integrated into the continual improvement process.

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## 5.17 IT asset and service configuration management

There is a configuration management process in place that ensures accuracy of configuration and asset management data that includes identification, notification and remediation of inaccurate data.

### Maturity Level Description

Reactive	There is a configuration and asset management process in place for the service desk to document and report inaccuracies in asset and configuration management data.
Proactive ★★	Configuration and asset data are available in real-time to assist service desk staff to resolve incidents. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	There is a single process for updating and maintaining configuration and asset data for the entire IT organization. The process is aligned with business objectives.
Business-led ★★★★	The service desk actively seeks to identify inaccuracies in service asset and configuration management data, and there is an interface between the source process and the service asset and configuration management process to note discrepancies for investigation.

---

## 5.18 Service catalog management

There is a process in place to maintain a service catalog in order to ensure that it accurately documents the services offered to users to enable them to make decisions about the services that are appropriate for their role.

### Maturity Level Description

Reactive	A list of services offered to customers.
Proactive ★★	The service catalog is published to appropriate stakeholders. The process is owned, defined and documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	Use of the service catalog is tracked and reported on and widely utilized and valued by stakeholders.
Business-led ★★★★	The service catalog process is linked to the release and deployment process to ensure that the catalog accurately represents the services on offer.

## 5.19 IT service continuity management

There are regularly maintained service continuity plans in place for managing service interruptions for both planned and unexpected circumstances.

### Maturity Level Description

Reactive	All relevant data is regularly backed-up and stored in a secure area.
Proactive ★★	There are specific disaster recovery plans in place for scenarios that are appropriate to the service desk and its geographic location e.g. weather, emergencies, fire, natural disaster. The plans include service level commitments for recovery. The procedure is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The IT service continuity plan is documented and includes replacement of user and service desk data, hardware, systems, and telecommunications infrastructure. The plan is communicated to relevant stakeholders.
Business-led ★★★★	IT service continuity and service desk disaster recovery plans are regularly tested and routinely updated.

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## 5.20 Information security management

There is a process or set of processes in place to manage the governance of information security, supporting the prevention of unauthorized access, use, disclosure, disruption, modification, inspection, recording or destruction of information.

### Maturity Level Description

Reactive	There is a process, or set of processes, in place to identify and estimate levels of exposure to information security risk, the likelihood of information loss and risk mitigation.
Proactive ★★	The process is owned, documented, routinely and consistently followed and regularly maintained. The process includes governance related to staff security, security training, security awareness, process adherence and staff performance management.
Customer-led ★★★	Information security governance activities incorporates defined security targets, security objectives and service levels. It also includes activities that support testing, incident emulation, information quality and compliance, internal and external auditing. All appropriate activity feeds into continual improvement activities.
Business-led ★★★★	The organization's information security governance complies with established international standards.

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## 5.21 Supplier management

There is a process or set of processes in place to ensure the successful management of suppliers.

### Maturity Level Description

Reactive	There is a process for managing interactions with key suppliers.
Proactive ★★	The process clearly defines contact methods, roles and responsibilities, and resolution and response times. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The process is integrated into the overall support model and is used across all levels of service and is communicated to all stakeholders.
Business-led ★★★★	The efficiency and effectiveness of the supplier management procedure is periodically measured with areas for continual improvement identified and actioned with the supplier's input.

## 5.22 Continual improvement

A process is in place to drive continual improvement activities that bring value to the organization.

### Maturity Level Description

Reactive	A process exists to ensure there is a consistent approach to continual improvement activities.
Proactive ★★	The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The process is an enabler for service desk staff to contribute to continual improvement initiatives.
Business-led ★★★★	The process is embedded in the culture of the IT organization with the service desk recognized as a key driver of continual improvement initiatives.

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## 5.23 Modernization and transformation

There is a process, or set of processes, in place to understand modernization and transformation demand, in order to continually assess opportunities to optimize and automate services to improve service value.

### Maturity Level Description

Reactive	There is a process in place used to ascertain opportunities and demand for modernization and transformation.
Proactive ★★	There is a holistic approach to modernization and transformation across the entire IT support organization. The process encourages teams to engage, work flexibly and co-operatively to create value and focuses on continual improvement. The process is owned, documented, routinely and consistently followed and regularly maintained.
Customer-led ★★★	The service desk is involved in assessing and reviewing opportunities and demand for modernization and transformation, through agile, cross functional continual improvement activities. The service desk is instrumental in shaping and developing all stakeholder delivery and support requirements.
Business-led ★★★★	The service value chain has enabled the co-creation of value for all stakeholders, demonstrated through the ongoing implementation of tailored products and services. Services are delivered and supported in a way that meets all stakeholder expectations. Clear business value is continually derived from the modernization and transformation process.

## THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

### Concept 6 – Managing Employee Satisfaction

Service desk staff are supported and empowered to drive the quality of service and support. The organization's perception of the service desk acknowledges its ongoing business value.

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#### 6.1 Employee satisfaction monitoring program

There is a program in place for monitoring employee satisfaction. Targets are set, results are analyzed and management initiates improvements that generate business value based on the results.

##### Maturity Level Description

Reactive	A program exists to examine employee satisfaction levels.
Proactive ★★	There is a documented and measurable employee satisfaction program in place. It is regularly scheduled, reviewed and updated.
Customer-led ★★★	The results of feedback and surveys are compared to meaningful targets on a regular basis and are communicated to service desk staff.
Business-led ★★★★	Improvements are achieved as a result of introducing continual improvement initiatives generated by the output of the program.

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#### 6.2 Skills and capabilities

There is a training and development program in place that is aligned to defined service desk roles and skills matrices in order to equip service desk staff with the skills and knowledge they require to succeed.

##### Maturity Level Description

Reactive	The skills and capabilities required for service desk roles are defined.
Proactive ★★	Service desk management actively take responsibility for developing service desk staff. There is a documented list of technical and non-technical skills that are matched to each member of staff.
Customer-led ★★★	There are technical and non-technical skills matrices in place that are aligned with the organization's requirements.
Business-led ★★★★	The skills database is an integral part of the operational decision-making process. The database is continuously adapted and adds value to the organization, the team and the individual.



### 6.3 Training plans

There are agreed training plans in place for all service desk staff in order to develop and maintain skills and knowledge and improve morale.

#### Maturity Level Description

Reactive	There is a training plan in place for each member of the service desk team.
Proactive ★★	Training sessions are regularly scheduled, and they run as planned.
Customer-led ★★★	Training plans reflect personal preferences and align with the requirements of the business.
Business-led ★★★★	The effectiveness of training is measured and analyzed. The results are linked to skills matrices and are used to improve the training program.

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### 6.4 Staff morale

Service desk staff are included in and able to contribute to decisions that affect them, and they are aware that their value is recognized.

#### Maturity Level Description

Reactive	Service desk staff enjoy their work.
Proactive ★★	Service desk staff contribute to decisions that affect them.
Customer-led ★★★	Service desk staff feel that their contributions are valued and used.
Business-led ★★★★	Service desk staff feel valued and respected in their work by stakeholders.

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## 6.5 Employee engagement

Service desk staff are committed to the organization's purpose, objectives and values and are motivated to contribute to its success while enhancing their own sense of well-being.

### Maturity Level Description

Reactive	Service desk staff can articulate how they contribute to the organization's success.
Proactive ★★	Service desk staff display pride and passion in their work and demonstrate commitment to the organization.
Customer-led ★★★	Service desk staff demonstrate discretionary effort in their day-to-day activities.
Business-led ★★★★	Service desk staff are advocates for the organization and display inspirational effort in their day-to-day activities.

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## 6.6 Career development opportunities

Career development plans are in place with clear objectives and a defined career path.

### Maturity Level Description

Reactive	There is a defined career path within the service desk. Service desk staff objectives support personal development.
Proactive ★★	There are a range of career development opportunities available for service desk staff to choose between.
Customer-led ★★★	Service desk staff are encouraged to express personal preferences for career development and time is allocated to support their development.
Business-led ★★★★	Service desk management provide multiple opportunities for staff to develop their careers (e.g. coaching, secondments, mentoring) and there is evidence of tangible business benefits.

## 6.7 Employee Feedback

Service desk staff can express their views and opinions freely and openly in a positive continual development culture.

### Maturity Level Description

Reactive	There is an open-door culture to encourage trust, openness and transparent behavior between management and staff.
Proactive ★★	All staff and stakeholders are observed to contribute in an open, transparent working environment, where ideas are generated freely and positively.
Customer-led ★★★	There are regular feedback sessions between management and staff that involve listening and capturing feedback and improvement ideas.
Business-led ★★★★	Management visibly act on the ideas generated and feed back to staff on decisions taken, reasons supporting the decisions, and progress on actions.

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## 6.8 Positive team culture

A positive team culture is promoted and maintained in order to encourage collaboration and motivation within the service desk team.

### Maturity Level Description

Reactive	Service desk team members take responsibility for their own work and are encouraged to share their skills and knowledge.
Proactive ★★	Inter-team cooperation, skills, and knowledge transfer commonly occur. Positive steps are taken to promote transparency and a blame free culture.
Customer-led ★★★	There are role models within the team who demonstrate a commitment to improve and the behaviors required in a cooperative culture. A positive team culture is incentivized at individual and team levels.
Business-led ★★★★	Proactive and collective responsibility is evident with no single points of failure. Staff are performance orientated, cooperative and enthusiastic and know that they make a positive business impact.

## 6.9 Team meetings

Service desk team meetings are held regularly in order to discuss process and service improvements and provide general feedback.

### Maturity Level Description

Reactive	Informal service desk team meetings are held.
Proactive ★★	Team meetings are held regularly and include provisions for remote attendance. The key discussion points are distributed to the team.
Customer-led ★★★	Ideas and suggestions resulting from team meetings are fed into continual improvement initiatives.
Business-led ★★★★	There is evidence that decisions and actions from team meetings result in process or service improvements. Achievements are published to all stakeholders.

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## THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

### Concept 7 – Managing the Customer Experience

The service desk manages and improves upon customer touchpoints and interactions throughout the customer lifecycle for the purpose of meeting or exceeding customer demands and expectations, in order to increase customer satisfaction, loyalty and advocacy.

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## 7.1 Customer experience program

There is a cohesive customer experience program in place that takes a holistic approach to monitoring and measuring the customer experience.

### Maturity Level Description

Reactive	The service desk participates in customer experience activities.
Proactive ★★	There is a documented customer experience program in place that is regularly reviewed, owned and updated.
Customer-led ★★★	The customer experience program is aligned with strategic objectives. It focuses on customer needs and demands and on building strong relationships.
Business-led ★★★★	The customer experience program feeds into continual improvement activities and has delivered recognized business value.

## 7.2 Capturing customer feedback

Feedback is captured using a variety of structured media and methods, including event and periodic surveys.

### Maturity Level Description

Reactive	There are activities in place to capture and record feedback.
Proactive ★★	Activities to capture feedback are defined, regularly reviewed and updated.
Customer-led ★★★	Customers are involved in the design and review to improve the effectiveness of feedback capture.
Business-led ★★★★	The output data is contextualized as input to business intelligence.

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## 7.3 Analyzing customer feedback

Business intelligence is derived from analyzing customer feedback in order to stimulate continual improvement initiatives and drive successful business outcomes.

### Maturity Level Description

Reactive	The service desk analyzes data captured from all customer feedback sources and publishes the results.
Proactive ★★	Customer feedback analytics are used to make customer experience improvement decisions and stakeholders are informed about the resulting decisions and actions.
Customer-led ★★★	The outcome from analytics is used to drive customer centric continual improvement initiatives with improvement plans published and stakeholders actively engaged.
Business-led ★★★★	Implementing initiatives generated by analytics has resulted in tangible service improvements, enhancements to the customer experience and support the co-creation of value.

## 7.4 Customer feedback management

Customer feedback is used by the service desk in its continual improvement program.

### Maturity Level Description

Reactive	There are procedures in place for managing all feedback.
Proactive ★★	Feedback is actively solicited. All feedback is recorded and communicated to service desk staff and other stakeholders.
Customer-led ★★★	Customers are regularly advised about how their feedback has been used.
Business-led ★★★★	Feedback is linked to continual improvement initiatives and has delivered recognized improvements.

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## 7.5 Relationship management

The service desk actively engages with the relationship management practice as part of the customer experience program.

### Maturity Level Description

Reactive	The service desk participates in relationship management activities on request.
Proactive ★★	The service desk has a documented policy for regularly engaging with the relationship management practice.
Customer-led ★★★	Service desk staff are trusted partners in relationship management activities that feed into operational planning.
Business-led ★★★★	There is a strategic business led partnership between the service desk and the relationship management practice that drives service strategy and continual improvement activities that deliver business value.

## 7.6 Customer profiling

The service desk creates and maintains customer profiles which aids decision making as part of the customer experience program.

### Maturity Level Description

Reactive	The service desk has basic customer profiles in place.
Proactive ★★	Customer profiles are used to make decisions about possible changes to the customer experience.
Customer-led ★★★	Customer profiles include journey mapping and preferred customer experience data. Profiles are regularly reviewed and tested.
Business-led ★★★★	Structured experimentation of customer journeys and experiences occur with key stakeholders. Feedback is fed into continual improvement activities.

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## 7.7 Customer engagement

The service desk actively engages with customers as part of the customer experience program.

### Maturity Level Description

Reactive	The service desk engages with customers on a request basis.
Proactive ★★	The service desk regularly engages with customers in a structured and defined manner.
Customer-led ★★★	Service desk staff collaborate with their customers, understanding the challenges and issues faced. All activities are integrated with both the customer experience program and the business relationship practice.
Business-led ★★★★	A high proportion of the end user community are clear and demonstrable customer advocates of the service desk. The advocates promote the value of the service desk and work with the organization to add value to the overall service.

## 7.8 Service design

Services delivered are clearly designed with customer experience and value as the main drivers. The design approach is iterative, customer engaging and focused on optimization and automation where appropriate.

### Maturity Level Description

Reactive	Service requirements are created from consultation and ongoing demand from the service desk, continual improvement, business relationship management and other customer engagement activity.
Proactive ★★	Service design uses a value focused methodology to capture demand and then build service components iteratively with regular customer feedback.
Customer-led ★★★	Service design uses techniques to capture the customer journey, and to identify touchpoints where users will interact with the service and service provider.
Business-led ★★★★	Service design incorporates ongoing continual improvement activities in the running and support of the service, which utilizes automation and digital solutions where possible for optimization and efficiency.

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## THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

### Concept 8 – Management Information and Performance Results

Actual IT support performance is measured against planned performance. The results are used to support management in making decisions about the actions required to meet its strategic and tactical goals.

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## 8.1 Business related metrics

Business outcomes are clearly incorporated into the service desk's metrics monitoring and reporting process and ensure that business intelligence is based on a balanced set of metrics, not on individual metrics in isolation.

### Maturity Level Description

Reactive	Basic service desk performance metrics are routinely captured.
Proactive ★★	A set of core performance metrics have been established and are used to assess performance across multiple areas within IT. Performance against service level targets is monitored and reported to stakeholders.
Customer-led ★★★	A generic set of balanced service metrics are defined based on strategic organizational criteria and are used to assess performance throughout the organization.
Business-led ★★★★	Balanced organizational metrics are tailored to specific business areas based on business objectives and required outcomes.

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## 8.2 Reporting activities

Accurate information is consistently produced and distributed to stakeholders in order to drive continual improvement initiatives that support business objectives.

### Maturity Level Description

Reactive	Basic metric reports are prepared and distributed to stakeholders.
Proactive ★★	Structured reports showing the results of service desk performance data measured against targets are regularly produced and distributed to stakeholders.
Customer-led ★★★	Management level summary reports include contextual narrative, data analysis, failure analysis, conclusions and next steps, to provide corrective actions, accountability and additional management information. Reports are regularly produced and distributed to stakeholders.
Business-led ★★★★	Trends and results extracted from the reports are incorporated into continual improvement activities. Report data is leveraged at a senior level to provide business intelligence that supports business decisions.

### 8.3 Target alignment

The targets for service desk key performance indicators (KPIs) are aligned with business strategies. The targets are specific, measurable, achievable, relevant and time-bound (SMART). SMART performance targets and actual performance data are used to measure organizational effectiveness and operational efficiency and drive desired business outcomes.

#### Maturity Level Description

Reactive	SMART targets are set for service desk KPIs. Performance metrics are analyzed independently.
Proactive ★★	The service desk has the capability to analyze multiple core metrics together.
Customer-led ★★★	The service desk has defined a balanced scorecard of metrics from specific areas to gain a deeper, holistic insight into performance.
Business-led ★★★★	Reporting analysis ensures the balanced scorecard data is cross-analyzed and rationalized. This results in the creation of optimized insight, which is used to continually optimize operational effectiveness.

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### 8.4 Number of incidents

The number of incidents reported to the service desk for all supported communication channels is routinely and consistently monitored and measured for the purposes of workforce and demand management.

#### Maturity Level Description

Reactive	The service desk has forecasting targets for the volume of incidents received for all supported communication channels. The actual volume has been routinely captured and compared to targets for at least three months.
Proactive ★★	Incident volume by channel data has been compared to the targets for at least six months. The results are trending towards the targets and are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its incident volume by channel targets for several reporting periods and the trends indicate consistent results for at least one year. Trend data is used to predict future resource requirements and initiate continual improvement initiatives.
Business-led ★★★★	Incident volume by channel data is analyzed and translated into commentary, and management can articulate the derived value.

## 8.5 Number of service requests

The number of service requests submitted to the service desk, or directly to the appropriate team, for all supported communication channels is routinely and consistently monitored and measured for the purposes of workforce and demand management.

### Maturity Level Description

Reactive	The service desk or appropriate team, has forecasting targets for the volume of requests received for all supported communication channels. The actual volume has been routinely captured and compared to targets for at least three months.
Proactive ★★	Service request volume by channel data has been compared to targets for at least six months. The results are trending towards the targets and are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its service request volume by channel targets for several reporting periods and the trend indicates consistent results for at least one year. Trend data is used to predict future resource requirements and initiate continual improvement initiatives.
Business-led ★★★★	Service request volume by channel data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.6 Average time to respond to an inbound enquiry

The service desk or appropriate team, routinely and consistently collects and analyzes the average time it takes to acknowledge and respond to an inbound enquiry for all supported communication channels.

### Maturity Level Description

Reactive	The service desk has targets for average time to respond to an inbound enquiry for all supported communication channels. Actual data has been routinely captured and compared to the targets for at least three months.
Proactive ★★	Actual average time to respond to an inbound enquiry by channel data has been compared to the targets for at least six months. The results are trending towards the target and are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its average time to respond to an inbound enquiry by channel targets for several reporting periods and the trends indicate consistent results for at least one year.
Business-led ★★★★	Average time to respond to an inbound enquiry by channel data is analyzed and translated into commentary. Management can articulate the derived value.

## 8.7 Average time to respond to assigned incidents

The service desk or appropriate team, routinely and consistently collects and analyzes the average time it takes to acknowledge and respond to assigned incidents, for all supported communication channels.

### Maturity Level Description

Reactive	The service desk or appropriate team, has targets for average time to respond to assigned incidents for all supported communication channels. Actual data has been routinely captured and compared to targets for at least three months.
Proactive ★★	Actual average time to respond to assigned incidents by channel data has been compared to the targets for at least six months. The results are trending towards the target and are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its average time to respond to assigned incidents by channel targets for several reporting periods and the trends indicate consistent results for at least one year.
Business-led ★★★★	Average time to respond to assigned incidents by channel data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.8 Average time to respond to assigned service requests

The service desk or appropriate team, routinely and consistently collects and analyzes the average time it takes to acknowledge and respond to assigned service requests for all support communication channels.

### Maturity Level Description

Reactive	The service desk or appropriate team, has targets for average time to respond to assigned service requests for all supported communication channels. Actual data has been routinely captured and compared to targets for at least three months.
Proactive ★★	Actual average time to respond to assigned service requests by channel data has been compared to the targets for at least six months. The results are trending towards the target and are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its average time to respond to assigned service requests by channel targets for several reporting periods and trends indicate consistent results for at least one year.
Business-led ★★★★	Average time to respond to assigned service requests by channel data is analyzed and translated into commentary, and management can articulate the derived value.

## 8.9 Abandon rate

The service desk routinely and consistently collects and analyzes data about the percentage of telephone calls and the percentage of live chat sessions that are terminated prior to establishing contact with the service desk.

### Maturity Level Description

Reactive	The service desk has abandon rate targets for telephone calls and for live chat sessions. Actual data has been routinely captured and compared to the targets for at least three months.
Proactive ★★	Actual abandon rate data for telephone calls and for live chat sessions has been compared to the targets for at least six months and the results are trending towards the targets. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its abandon rate targets for telephone calls and for live chat sessions for several reporting periods and the trends indicate consistent results for at least one year.
Business-led ★★★★	Abandon rate data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.10 Average time taken to resolve incidents that are not resolved on first contact

The service desk routinely and consistently collects data from all supported communication channels about the average time taken to resolve incidents that are not resolved at first point of contact, including self-service, and compares it to the service level performance targets.

### Maturity Level Description

Reactive	The service desk or appropriate team, has agreed and documented targets for incident resolution performance of incidents that are not resolved at first point of contact, including self-service. Actual data has been routinely captured and compared to targets for at least three months.
Proactive ★★	Actual incident resolution performance by channel data has been compared to the targets for at least six months and the results are trending towards the targets. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its incident resolution performance by channel targets for several reporting periods and the trends incident consistent results for at least one year.
Business-led ★★★★	Incident resolution performance by channel data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.11 Average time taken to fulfill requests that are not fulfilled on first contact

The service desk or appropriate team, routinely and consistently collects data from all communication channels about the average time taken to fulfill requests that are not fulfilled at first point of contact, including self-service, and compares it to service level performance targets.

#### Maturity Level Description

Reactive	The service desk or appropriate team, has agreed and documented targets for service requests that are not resolved at first point of contact, including self-service. Actual data has been routinely captured and compared to targets for at least three months.
Proactive ★★	Actual request fulfillment performance by channel data has been compared to the targets for at least six months. The results are trending towards the targets and are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its request fulfillment performance by channel targets for several reporting periods and the trends indicate consistent results for at least one year.
Business-led ★★★★	Request fulfillment performance by channel data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.12 First contact incident resolution rate

The service desk routinely and consistently collects and analyzes data about the percentage of resolved incidents that are completed to user satisfaction during the initial call or electronic exchange between users and the service desk, excluding the entitlement procedure.

### Maturity Level Description

Reactive	The service desk has a target for first contact incident resolution. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual first contact incident resolution data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its first contact incident resolution target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	First contact incident resolution data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.13 First contact request fulfillment rate

The service desk or appropriate team, routinely and consistently collects and analyzes data about the percentage of fulfilled requests that are completed to user satisfaction during first contact, excluding the entitlement procedure.

#### Maturity Level Description

Reactive	The service desk or appropriate team, has a target for first contact request fulfillment. Actual data has been routinely captured and compared to target for at least three months.
Proactive ★★	Actual first contact request fulfillment data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its first contact request fulfillment target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	First contact request fulfillment data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.14 First level incident resolution rate

The service desk routinely and consistently collects and analyzes the percentage of resolved incidents that are completed to user satisfaction at the service desk without escalation to other support groups.

#### Maturity Level Description

Reactive	The service desk has a target for first level incident resolution. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual first level incident resolution data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its first level incident resolution target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	First level incident resolution data is analyzed and translated into commentary, and management can articulate the derived value.

### 8.15 First level request fulfillment rate

The service desk or appropriate team, routinely and consistently collects and analyzes the percentage of fulfilled requests that are completed to user satisfaction at the service desk without escalation to other support groups.

#### Maturity Level Description

Reactive	The service desk or appropriate team, has a target for first level request fulfillment. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual first level request fulfillment data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its first level request fulfillment target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	First level request fulfillment data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.16 Re-opened incident rate

The service desk routinely and consistently collects data about the percentage of closed incidents that are subsequently re-opened for additional follow-up.

#### Maturity Level Description

Reactive	The service desk has a target for re-opened incidents. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual re-opened incident data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its re-opened incident target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Re-opened incident data is analyzed and translated into commentary, and management can articulate the derived value.

### 8.17 Re-opened service request rate

The service desk or appropriate team, routinely and consistently collects data about the percentage of closed service requests that are subsequently re-opened for additional follow-up.

#### Maturity Level Description

Reactive	The service desk or appropriate team, has a target for re-opened service requests. Actual data has been routinely and compared to the target for at least three months.
Proactive ★★	Actual re-opened service request data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its re-opened service request target for several reporting periods and the trends indicate consistent results for at least one year.
Business-led ★★★★	Re-opened service request data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.18 Incident backlog management

The service desk routinely and consistently collects data about the total number of open incidents by age across all support groups in order to reduce open incidents.

#### Maturity Level Description

Reactive	The service desk has a baseline target for incident backlog. Actual data has been routinely captured and compared to the baseline target for at least three months.
Proactive ★★	Actual incident backlog data has been compared to the baseline target for at least six months and the results show a reduction in the number of open incidents. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk's actual incident backlog has been in-line with the baseline target for several reporting periods and the trend indicates that the number of open incidents has been consistently reducing for at least one year.
Business-led ★★★★	Incident backlog data is analyzed and translated into commentary, and management can articulate the derived value.

## 8.19 Service request backlog management

The service desk routinely and consistently collects data about the total number of open service requests by age across all support groups in order to reduce open requests.

### Maturity Level Description

Reactive	The service desk has a baseline target for service request backlog. Actual data has been routinely captured and compared to the baseline target for at least three months.
Proactive ★★	Actual service request backlog data has been compared to the baseline target for at least six months and the results show a reduction in the number of open requests. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk's actual service request backlog has been in-line with the baseline target for several reporting periods and the trend indicates that the number of open requests have been consistently reducing for at least one year.
Business-led ★★★★	Service request backlog data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.20 Percentage of hierarchic escalations

The service desk routinely and consistently collects data about the percentage of incidents or service requests escalated to management due to the need to inform or involve management and raise awareness of service impacting issues.

### Maturity Level Description

Reactive	The service desk has a target for hierarchic escalations. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual hierarchic escalation data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its hierarchic escalation target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Hierarchic escalation data is analyzed and translated into commentary, and management can articulate the derived value.

## 8.21 Percentage of functional escalations

The service desk routinely and consistently collects data about the percentage of incidents and service requests assigned to the appropriate resolver group. This data supports coaching and training to reduce mis-assignments and identify opportunities to shift left appropriate workloads from resolver team ownership to service desk ownership.

### Maturity Level Description

Reactive	The service desk has a target for functional escalations. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual functional escalation data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its functional escalation target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Functional escalation data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.22 Number of reassignments

The service desk routinely and consistently collects data about the percentage of incidents and service requests that are reassigned between resolver teams, directly or indirectly, as well as incidents and requests that are reassigned between resolver teams and the service desk.

### Maturity Level Description

Reactive	An average expected reassignment rate, related to interaction categorization or classification, has been identified and a maximum expected reassignment target has been set. Actual reassignment rate data has been captured and compared to the target for at least three months.
Proactive ★★	Actual reassignment rate data has been compared to the target for at least six months and the results are used to identify excessive reassessment, trigger investigation, encourage better practices, and initiate training or coaching activities. The results are routinely reported to stakeholders.
Customer-led ★★★	The reassignment rate target has not been exceeded for several reporting periods and the trend indicates consistent results for at least one year. The results of reassignment rate analysis are fed into continual improvement activities.
Business-led ★★★★	Reassignment rate data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.23 Average incident resolution time by priority

The service desk routinely and consistently collects data about the time taken to resolve incidents analyzed by priority.

#### Maturity Level Description

Reactive	The service desk has a target for average incident resolution time by priority. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual average incident resolution time by priority data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its average incident resolution time by priority target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Average incident resolution time data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.24 Average request fulfillment time by priority

The service desk routinely and consistently collects data about the time taken to fulfill requests analyzed by priority.

#### Maturity Level Description

Reactive	The service desk has a target for average request fulfillment time by priority. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual request fulfillment time by priority data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its average request fulfillment time by priority target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Average request fulfillment time data is analyzed and translated into commentary, and management can articulate the derived value.

## 8.25 Average resolution time by incident category

The service desk routinely and consistently collects data about the average time taken to resolve incidents analyzed by category.

### Maturity Level Description

Reactive	The service desk has a target for average incident resolution time by category. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual average resolution time by incident category data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its average incident resolution time by category performance target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Average incident resolution time by category performance data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.26 Average fulfillment time by service request type

The service desk routinely and consistently collects data about the average time taken to fulfill requests analyzed by service request type.

### Maturity Level Description

Reactive	The service desk has a target for the average time taken to fulfill requests by service request type. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual average service request fulfillment time by service request type data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its average request fulfillment time by service request type performance target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Average request fulfillment time by service request type performance data is analyzed and translated into commentary, and management can articulate the derived value.



## 8.27 Comparison of service level targets to performance

The service desk routinely and consistently collects data about its service level commitments and compares it to its actual performance results.

### Maturity Level Description

Reactive	The service desk has targets for service level performance. Actual data has been routinely captured and compared to the targets for at least three months.
Proactive ★★	Actual service level performance data has been compared to the targets for at least six months and the results are trending towards the targets. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its service level performance targets for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Service level performance data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.28 Service desk knowledge usage

The service desk collects and analyzes data about the number of times knowledge is used by service desk staff.

### Maturity Level Description

Reactive	The service desk has a target for service desk staff knowledge usage. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual service desk staff knowledge usage data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its knowledge usage target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Service desk staff knowledge usage data is analyzed and translated into commentary and management can articulate the derived value.

## 8.29 Customer facing knowledge usage

The service desk collects and analyzes data about the number of times knowledge is used by customers through channels such as self-help, or user facing knowledge repositories.

### Maturity Level Description

Reactive	The service desk has a target for customer knowledge usage. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual customer knowledge usage data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its customer knowledge usage target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Customer knowledge usage data is analyzed and translated into commentary, and management is able to articulate the derived value.

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## 8.30 Service desk knowledge quality and effectiveness

The service desk routinely collects and analyzes data about the quality and effectiveness of its internally facing knowledge and compares the results to its target.

### Maturity Level Description

Reactive	The service desk has a target for quality and effectiveness of service desk knowledge. Actual data has been routinely collected and compared to the target for at least three months.
Proactive ★★	Actual service desk knowledge quality and effectiveness data has been routinely collected and compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its target for service desk knowledge quality and effectiveness for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Service desk knowledge quality and effectiveness data is analyzed and translated into commentary, and management can articulate the derived value.

### 8.31 Customer facing knowledge quality and effectiveness

The service desk routinely collects and analyzes data about the quality and effectiveness of knowledge accessible to customers, through channels such as self-help, or user facing knowledge repositories.

#### Maturity Level Description

Reactive	The service desk has a target for quality and effectiveness of customer facing knowledge. Actual data has been routinely collected and compared to the target for at least three months.
Proactive ★★	Actual customer facing knowledge quality and effectiveness data has been routinely collected and compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its target for customer facing knowledge quality and effectiveness for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Customer facing knowledge quality and effectiveness data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.32 Self-service monitoring measured against target

The service desk routinely and consistently collects data about the percentage of resolved incidents and fulfilled requests, that are completed through self-service tools and compares the result to its target.

#### Maturity Level Description

Reactive	The service desk has a target for self-service usage. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual self-service usage data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its self-service usage target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Self-service usage data is analyzed and translated into commentary, and management can articulate the derived value.

### 8.33 Monitoring incidents caused by changes measured against target

The service desk routinely and consistently collects data about the percentage of incidents caused by changes and compares the result to its established baseline.

#### Maturity Level Description

Reactive	The service desk has established a baseline for the percentage of incidents caused by changes. Actual data has been routinely captured and compared to the baseline for at least three months.
Proactive ★★	Actual data about the percentage of incidents caused by changes has been compared to the baseline for at least six months and the results are trending towards the baseline. The results are routinely reported to stakeholders.
Customer-led ★★★	The percentage of incidents caused by changes has been consistent with the baseline for at least one year.
Business-led ★★★★	The percentage of incidents caused by changes data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.34 Total cost of service delivery

The service desk routinely and consistently collects data about the total cost of running its operation and can identify the cost of delivering service per customer.

#### Maturity Level Description

Reactive	The service desk has a target for the total cost of service delivery. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual total cost of service delivery data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its total cost of service delivery target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Total cost of service delivery data is analyzed and translated into commentary, and management can articulate the derived value.

### 8.35 Average cost per incident by channel

The service desk routinely and consistently collects data about the cost of incident operations for all supported communication channels.

#### Maturity Level Description

Reactive	The service desk has a target for cost per incident for all supported communication channels. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual cost per incident by channel data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its average cost per incident by channel targets for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Average cost per incident by channel data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.36 Average cost per service request by channel

The service desk routinely and consistently collects data about the cost of request fulfillment for all supported communication channels.

#### Maturity Level Description

Reactive	The service desk has a target for the average cost per service request for all supported communication channels. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	The average cost per service request by channel data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its average cost per service request by channel targets for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Average service request cost per channel data is analyzed and translated into commentary, and management can articulate the derived value.

### 8.37 Employee satisfaction feedback

There is a feedback procedure to measure overall employee satisfaction through data capture and analysis, and it solicits suggestions to improve the work environment. The data captured is used to develop action plans.

#### Maturity Level Description

Reactive	The service desk has a target for employee satisfaction. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual employee satisfaction data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its employee satisfaction target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Employee satisfaction data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.38 Employee turnover

The service desk maintains a consistent approach to staff continuity to ensure that service levels are consistently met.

#### Maturity Level Description

Reactive	The service desk has established a baseline for employee turnover. Actual data has been routinely captured and compared to the baseline for at least three months.
Proactive ★★	Actual employee turnover data has been compared to the baseline for at least six months and the results are trending towards the baseline. The results are routinely reported to stakeholders.
Customer-led ★★★	Employee turnover has been consistent with the baseline for at least one year.
Business-led ★★★★	Employee turnover data is analyzed and translated into commentary, and management can articulate the derived value.

### 8.39 Unplanned absence days

Unplanned absence days are tracked separately from time lost due to planned absence, short-term disability or long-term disability.

#### Maturity Level Description

Reactive	The service desk has established a baseline for unplanned absence. Actual data has been routinely captured and compared to the baseline for at least three months.
Proactive ★★	Actual unplanned absence data has been compared to the baseline for at least six months and the results are trending towards the baseline. The results are routinely reported to stakeholders.
Customer-led ★★★	Unplanned absence has been consistent with the baseline for at least one year.
Business-led ★★★★	Unplanned absence data is analyzed and translated into commentary, and management can articulate the derived value.

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### 8.40 Periodic customer satisfaction measurement

Periodic customer satisfaction measurement methods are in place to regularly assess the level of overall satisfaction in relation to the service experience.

#### Maturity Level Description

Reactive	The service desk has a target for periodic customer satisfaction. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual periodic customer satisfaction data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its periodic customer satisfaction target for several reporting periods and trend indicates consistent results for at least one year.
Business-led ★★★★	Periodic customer satisfaction data is analyzed and translated into commentary, and management can articulate the derived value.

## 8.41 Event-based customer satisfaction measurement

An event-based customer satisfaction measurement procedure is in place to regularly assess satisfaction associated with individual incidents and service requests.

### Maturity Level Description

Reactive	The service desk has a target for event-based customer satisfaction. Actual data has been routinely captured and compared to the target for at least three months.
Proactive ★★	Actual event-based customer satisfaction data has been compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk has met its event-based customer satisfaction target for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Event-based customer satisfaction data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.42 Complaints, suggestions and compliments

All complaints, suggestions, and compliments are routinely captured from all possible sources and by all possible methods and they are measured in accordance with clear process and performance targets.

### Maturity Level Description

Reactive	The service desk has established a baseline for complaints, suggestions and compliments. Actual data has been routinely captured and compared to the baseline for at least three months.
Proactive ★★	Actual complaints, suggestions and compliments data has been compared to the baseline for at least six months and the results are trending towards the baseline. The results are routinely reported to stakeholders.
Customer-led ★★★	Complaints, suggestions and compliments have been consistent with the baseline for at least one year.
Business-led ★★★★	Complaints, suggestions and compliments data is analyzed and translated into commentary, and management can articulate the derived value.



### 8.43 Problem records created through proactive problem management

The service desk or appropriate team, routinely collects and analyzes data about problem records that have been created as a result of proactive problem management.

#### Maturity Level Description

Reactive	The service desk or appropriate team, has forecast targets for problem records created as a result of proactive problem management. Actual data has been routinely collected and compared to the target for at least three months.
Proactive ★★	Actual problem records created through proactive problem management data has been routinely collected and compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its target for problem records that have been created as a result of proactive problem management for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	Problem records that have been created as a result of proactive problem management data is analyzed and translated into commentary, and management can articulate the derived value.

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## 8.44 Incident reduction through problem management

The service desk or appropriate team, routinely collects and analyzes data about the percentage of incidents reduced as a result of problem management.

### Maturity Level Description

Reactive	The service desk or appropriate team, has forecast targets for the percentage of incidents reduced as a result of problem management. Actual data has been routinely collected and compared to the target for at least three months.
Proactive ★★	Actual percentage of incidents reduced as a result of problem management data has been routinely collected and compared to the target for at least six months and the results are trending towards the target. The results are routinely reported to stakeholders.
Customer-led ★★★	The service desk or appropriate team, has met its target for the percentage of incidents reduced as a result of problem management for several reporting periods and the trend indicates consistent results for at least one year.
Business-led ★★★★	The percentage of incidents reduced as a result of problem management of data is analyzed and translated into commentary, and management can articulate the derived value.

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## THE GLOBAL BEST PRACTICE STANDARD FOR SERVICE DESK

### Concept 9 – Corporate Social Responsibility

The service desk has strong morals and ethics and embraces a diverse and inclusive culture both internally, externally and within the local community.

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## 9.1 Community engagement and charitable activities

The service desk engages positively with the local community and/or carries out regular charitable activities.

### Maturity Level Description

Reactive	Informal community and/or charitable activities are undertaken by service desk staff.
Proactive ★★	Staff are encouraged to participate in community and/or charitable events.
Customer-led ★★★	There is an active policy in place for service desk staff to contribute to the community and/or make regular charitable donations.
Business-led ★★★★	The organization promotes its involvement in community and/or charitable activities.

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## 9.2 Environmental protection

The service desk embraces the organization's policies for protecting the environment.

### Maturity Level Description

Reactive	Green activities are undertaken by the service desk team.
Proactive ★★	The service desk champions ethical environmental behaviors and actions.
Customer-led ★★★	The service desk has a policy in place for re-using, repurposing or disposing of equipment.
Business-led ★★★★	Measurable benefits are achieved as a result of embracing the organization's environmental policies.

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### 9.3 Health and safety

The organization's health and safety policies are embedded in the service desk practices.

#### Maturity Level Description

Reactive	The service desk receives regular health and safety training and understand their duty of care.
Proactive ★★	The service desk actively follows the organization's health and safety policies, highlighting risk and reporting any issues.
Customer-led ★★★	Service desk management have identified risks and issues specific to the service desk environment.
Business-led ★★★★	Measurable benefits are achieved as a result of embracing the organization's health and safety policies.

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### 9.4 Professionalism and ethics

The organization's behavioral guidelines are embedded in service desk practices.

#### Maturity Level Description

Reactive	The service desk receives regular training related to the organization's behavioral guidelines.
Proactive ★★	The service desk has contextualized the organization's behavioral guidelines into a code of practice suitable for the service desk environment.
Customer-led ★★★	Adherence to the service desk's code of practice is embedded in quality assurance activities.
Business-led ★★★★	The code of practice is aligned with wider industry standards.

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## 9.5 Mental health and emotional wellbeing

The organization's mental health strategy and policies are embedded in the service desk practices to ensure employees experiencing any related concerns are identified and receive the support they require.

### Maturity Level Description

Reactive	The service desk promotes positive mental health and emotional wellbeing.
Proactive ★★	Service desk management have identified specific needs for the service desk environment and have taken positive steps to support these.
Customer-led ★★★	The service desk receive training on mental health and stress management to aid them with recognizing signs of adverse wellbeing and how to have supportive conversations.
Business-led ★★★★	Measurable benefits are achieved as a result of embracing the organization's mental health and emotional wellbeing strategy and policies.

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## 9.6 Flexible working practices

The service desk has a proactive approach to flexible working practices that are appropriate to the organization's business model.

### Maturity Level Description

Reactive	The service desk has informal initiatives in place for flexible working practices that are appropriate to the organization's business model.
Proactive ★★	The service desk has enabling policies and an operating model in place to support flexible working practices.
Customer-led ★★★	The policy is applied consistently across all suitable roles and flexibility is accepted as the norm.
Business-led ★★★★	The service desk's working practice model is based on a comprehensive strategic vision and clear and flexible working principles and has brought measurable business benefits to the service desk.

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## 9.7 Physical environment and ergonomics

The service desk's workspace design reflects a safe, appropriate, flexible and ergonomically effective work area.

### Maturity Level Description

Reactive	The service desk's work area conforms to standards for general purpose office space and is comparable to other administrative/office facilities within the organization.
Proactive ★★	The facilities reflect the special requirements of a service desk environment and provides the right tools required to support remote working.
Customer-led ★★★	The service desk has facilities available for both public and private interactions between staff and management.
Business-led ★★★★	Workspaces have a high level of ergonomic design that demonstrates the service desk's value to the organization and ensure that facilities in office and remote working locations comply with local legislation or standards.

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## 9.8 Diversity and inclusion

The organization's diversity and inclusion policies are embedded in the service desk practices to ensure a diverse and inclusive workplace.

### Maturity Level Description

Reactive	The service desk receives regular training aligned to the organization's diversity and inclusion policies.
Proactive ★★	The service desk actively follows the organization's diversity and inclusion policies.
Customer-led ★★★	Service desk management have identified specific needs of the service desk and have taken steps to address these.
Business-led ★★★★	Measurable benefits are achieved as a result of embracing the organization's diversity and inclusion policies.

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## GLOSSARY

Term	Definition
Baseline	The recorded state of something at a specific point in time. Although the position may be updated, the baseline remains unchanged and available as a reference of the original state and as a comparison against the current position.
Benchmark	The recorded state of something at a specific point in time. A benchmark can be created for a configuration, a process, or any other set of data.
Benchmarking	Comparing a benchmark with best practice. The term benchmarking is also used to mean creating a series of benchmarks over time, and comparing the results to measure progress or improvement.
Best practice	Proven activities, processes or practices that have been successfully used by multiple organizations.
Business partner	A commercial entity with which another commercial entity has an alliance.
Change	The addition, modification or removal of anything that could have an impact on IT services including hardware, network components, operating software, application software or associated documentation.
Change control	The process responsible for controlling the lifecycle of all changes. The primary objective of change control is to enable beneficial changes to be made, with minimum disruption to IT services.
Channel	A line of communication. For example, telephone, email, web portal, live-chat, SMS, social media, etc.
Closure	The act of changing the status of an incident, service request, problem, change etc. to 'closed' when the customer is satisfied that the incident has been resolved.
Collaboration	Working with others (individuals or teams) on pieces of work

Configuration item (CI)	Any component that needs to be managed in order to deliver an IT service. Information about each CI is recorded in a configuration record within the configuration management database (CMDB) and is maintained throughout its lifecycle by service configuration management. CIs typically include hardware, software, buildings, people, and formal documentation such as application documentation, process documentation and SLAs.
Configuration management database (CMDB)	A database used to manage configuration records throughout their lifecycle. The CMDB records the attributes of each CI, and its relationships with other CIs. A CMDB may also contain other information linked to CIs, for example incident, problem or change records. The CMDB is maintained by configuration management and is used by all IT service management processes.
Continual improvement	Also known as continual service improvement, continual improvement is the practice of undertaking cyclical activities designed to improve something. This could include, but is not limited to culture, people, processes or methods.
Critical Success Factors (CSFs)	Elements and / or activities required for the organization to succeed.
Customer	Someone who buys goods or services. The IT service provider's customer is the person or group who defines and agrees the service level targets. Customers can also be users and the term is sometimes informally used to mean users.
Customer centricity	Considering the customer experience when making decisions.
Customer experience	The result of functional and emotional interactions with a service and service provider as perceived by the customer.
Customer profiling	Also known as personas. Data related to a specific customer type, to assist with service design decisions.
Entitlement	The process that verifies the right to support before support is provided.
Ethics	Moral principles that govern an organization's behavior or conducting of an activity.
First contact	The first interaction between a customer and the service desk or appropriate team.



First level	The first level in a hierarchy of support groups involved in the resolution of incidents. Each level contains more specialist skills, or has other resources required for resolution. First level is sometimes referred to as first line.
Forecasting	Predicting or estimating a future event or trend.
Fulfillment	Performing activities to meet a need or requirement. For example; by providing a new IT service, or meeting a Service Request.
Functional	Escalating to a necessary resolver group
Gap analysis	An activity which compares two sets of data and identifies the differences. Gap analysis is commonly used to compare a set of requirements with actual delivery
Goals	The purpose toward which an endeavor is directed. Developed, communicated, and included in the business plan; may apply to service level agreements; ideally, aligned with the objectives of the IT support organization. Operations plans are developed from the goals. Goals are measured by setting targets
Governance	Ensuring that policies and strategy are implemented, and that required processes are correctly followed. Governance includes defining roles and responsibilities, measuring performance and reporting, and taking actions to resolve any identified issues.
Hierarchic	Notifying or escalating to management
Holistic	Working in a way which appreciates that all of the separate parts of something are connected in an integrated way to create a whole.
Inbound	A customer-initiated interaction from any communication channel such as, telephone, email, SMS, live chat, self-service portal, and social media.
Incident	An unplanned interruption to an IT service or reduction in the quality of an IT service. Failure of a configuration item that has not yet affected service is also an incident that would possibly be detected by proactive event management.
Incident management	The process responsible for managing the lifecycle of all incidents. Incident management ensures that normal service operation is restored as quickly as possible and the business impact is minimized.

Informal	A relaxed and unofficial style, manner or nature.
Information security management	Controls that an organization implements to protect the confidentiality, availability, and integrity of assets.
Interaction	Any communication with the service desk such as via, telephone, email, SMS, live chat, self-service portal, social media.
ISO/IEC 20000	The first international standard for IT service management. It was developed in 2005, by ISO/IEC JTC1 SC7 and revised in 2011.
IT organization	All internal or external organizations that provide IT services.
IT service continuity management	The process responsible for managing risks that could seriously impact IT services. ITSCM ensures that the IT service provider can always provide minimum agreed service levels, by reducing the risk to an acceptable level and planning for the recovery of IT services. ITSCM should be designed to support business continuity management.
IT service management tool	Application or tool used to record incident, service request, and problem records; may also be referred to as the call contact tracking system, call contact management system, trouble ticket system or incident tracking system.
ITIL®	Is a globally recognized framework for information technology (IT) service management. It provides businesses with a customizable framework to achieve quality service and overcome difficulties associated with the growth of IT systems.
Journey mapping	A visual representation of every experience that the customer has with the service provider.
Key Performance Indicators (KPIs)	An evaluation tool to measure the success of an organization or activity.
Knowledge management	The process responsible for gathering, analyzing, storing and sharing knowledge information within an organization. The primary purpose of knowledge management is to improve efficiency by reducing the need to rediscover knowledge.

Metrics	A system or standard of measurement.
Mission statement	A a brief description of an organization's or a division's fundamental current day-to-day purpose. A mission statement answers the question, "Why do we exist?" and articulates the organization/division's purpose both for those in the organization and for the public. It communicates the ideals of the organization, its existence and responsibilities and underpins the vision statement.
Objectives	The purpose toward which an endeavor is directed. Developed, communicated, and included in the business plan; may apply to service level agreements; ideally, aligned with the objectives of the IT support organization. Operations plans are developed from the objectives. objectives are measured by setting targets.
Operational	The routine functional activities of an organization.
Operational level agreement (OLA)	An agreement between an IT service provider and another part of the same business. An OLA supports the IT service provider's delivery of IT services to customers. The OLA defines the goods or services to be provided and the responsibilities of both parties.
Optimization	Making the most effective use of a situation or resource.
Organization	Refers to the entire company, the entire business.
Plans	A proposal for achieving or doing something. This may include multiple activities.
Priority	Used to identify the relative importance of an incident, problem or change. Priority is based on impact and urgency and is used to identify required times for actions to be taken. For example; the SLA may state that priority 2 incidents must be resolved within 12 hours.
Problem	The root cause of one or more incidents.
Problem management	The process responsible for managing the lifecycle of all problems. The primary objective of problem management is to prevent incidents from happening, and to minimize the impact of incidents that cannot be prevented.

Procedure	A series of steps taken to accomplish an end result.
Process	A connected series of actions, activities, changes, etc., performed with the intent of satisfying a purpose or achieving a goal (bringing about a result). Processes are supported by procedures.
Program	A set of plans.
Remuneration	The salary and benefits package available to a member of staff within an organization.
Request fulfillment	The process responsible for managing the lifecycle of all service requests
Resolution	Action taken to repair the root cause of an incident or problem, or to implement a workaround.
Self-healing	Self-healing describes any device or system that has the ability to perceive that it is not operating correctly and, without human intervention, make the necessary adjustments so that a satisfactory mode of operation is restored after the occurrence of a fault or a failure.
Self-service	Self-service allows users to perform routine tasks such as incident logging using the Internet or an Intranet, and/or provides access to self-help systems without requiring any interaction with a representative of the IT support organization. It offers 24 hour-a-day support and immediate access to information without having to wait for a human response.
Service configuration management	The process responsible for maintaining information about the configuration items required for delivering an IT service, including their relationships. This information is managed throughout the lifecycle of the configuration item (CI). The primary objective of configuration management is to underpin the delivery of IT services by providing accurate data to all IT service management processes when and where it is needed.
Service desk	The single point of contact between a service provider and its customers. A typical service desk handles all IT related communications and manages incidents and service requests.
Service desk leadership	The members of staff associated with the service desk who are in managerial and/or leadership roles

Service level agreement	An SLA is an agreement between an IT service provider and the customer. The SLA describes the IT service, documents service level targets, and specifies the responsibilities of both the IT service provider and the customer. A single SLA may cover multiple IT services or multiple customers.
Service provider	An organization supplying services to one or more internal customers or external customers. Service provider is often used as an abbreviation for IT service provider.
Service request	A request from a user for information or advice, or for a standard change. For example to reset a password or to provide standard IT services for a new user. Service requests are usually handled by a service desk, and do not require a request for change (RFC) to be submitted as the standard change ensures details are recorded and pre-approved.
Service target	Formal signed service level agreements might not be suitable for every organization, an appropriate approach towards managing service targets with appropriate input and negotiation with key customers and stakeholders might be more relevant to some organizations. Service targets are also called service level targets.
SMART targets	SMART is an acronym, <b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> elevant, <b>T</b> ime bound. SMART targets provide the criteria to guide in the setting of objectives.
Social media	Social media includes web-based and mobile based technologies which are used to turn communication into interactive dialogue among organizations, communities, and individuals. It comprises a group of Internet-based applications that allow the creation and exchange of user-generated content. Social media is ubiquitously accessible, and is enabled by scalable communication techniques.
Stakeholders	All people who have an interest in an organization, project, IT service etc. Stakeholders may be interested in the activities, targets, resources, or deliverables. Stakeholders may include users, customers, partners, employees, shareholders, owners, etc.
Strategic	The long-term, aspirational aims and interests and the means of achieving them.
Structured experimentation	Testing and developing systems and tools with a view to advancing customer experiences.

Support group	Also referred to as resolver group, support groups are specialist teams that work to resolve incidents and service requests that initial support cannot resolve themselves, or that work on problems and known errors referred to them by problem management. Support team structures vary between IT organizations, with some using a tiered structure (second, third, and fourth), while others use platform or application-oriented teams such as mainframe team, desktop team, network team, or database team.
Supported organization	An organization that is supported by the service provider.
Total cost of service delivery	The total operational expenditure of the service provider. Inclusive of all overheads, e.g; salaries, licensing, tooling, utilities, etc.
Underpinning contract (UC)	A contract with an external third party that supports delivery of an IT service by the IT service provider to a customer. The third party provides goods or services that are required by the IT service provider to meet agreed service level targets in the SLA the provider has agreed with their customer.
User	A person who uses IT services on a day-to-day basis. Users are distinct from customers. Customers are the people who buy goods or services. The IT service provider's customer is the person or group who defines and agrees the service level targets. Customers are usually also users.
Value stream	A high-level overview of the end-to-end value-adding components that come together to create an outcome for a customer, stakeholder, or end-user.
Vision statement	A vision statement provides a picture of the business in the future; it articulates the dreams and hopes for the business. It may apply to an entire organization or to a single division of that organization. A divisional vision statement should align with the vision of the parent division (i.e. IT department) and the organization. It answers the question, "Where do we want to go?"
Workaround	Reducing or eliminating the impact of an incident or problem for which a full resolution is not yet available, for example, by restarting a failed configuration item. Workarounds for problems are documented in known error records. Workarounds for incidents that do not have associated problem records are documented in the incident record.



## Contact

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