Support indicators — what gets measured

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Workload by family and by time slot · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **An indicator that is tracked becomes a target, and a target distorts what it measures.** This document gives the mechanism observed at Norvic and the indicator that renders the same service without the side effect.

What the company's own history shows

Period	Average resolution time	Ticket reopenings
Before the displayed target	38 minutes	14 %
During the 3 months with a displayed target (2024)	**31 minutes**	**23 %**
Reading	**The indicator improved**	**The service got worse**

A ticket closed in 31 minutes that reopens two days later costs twice the time and once the client's trust. There is nothing moral about the mechanism: it is what happens to any individual indicator on which an appraisal depends.

The indicator proposed instead — already produced

Fact	Value	What it opens up
Incidents arriving between 7 am and 9:30 am	**41 %**	**2 engineers out of 11 are on duty in that slot**
Morning first-response time	**47 minutes**	**18 minutes by shifting two start times by one hour**
Consecutive on-call nights	**4 in a row, on 7 occasions over 12 months**	**Explains the morning delays better than any ranking**

If the individual indicator is requested, it is produced

Condition to meet	What is ready
Prior information of the people concerned	**Note drafted**
Proportionality to the aim pursued	**Purpose written, retention period proposed**
Consultation of the works council before implementation	**Agenda item drafted — the company has 96 staff**
Decision	**It belongs to management, and it is taken in full knowledge**

> **One single thing is not done, and it is not caution:** inferring an engineer's emotional state or stress from their tickets. **The European regulation on artificial intelligence prohibits emotion inference at work. What management is after behind that idea is served differently and better: the real workload per time slot, the on-call peaks and the consecutive nights, measured over twelve**

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months.

For management to set

Start times shifted for the trial, and reporting date: _____

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https://bluelemonagent.ai/en/entreprises/cas-usage/agent-support-technique-avance-diag-resolution

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