

OIS Service Desk

Date: 09/25/2009

Event id: ASD-O7 1.1

Version: 1.0

Executive summary of the initiative

The Service Desk is an essential function to effective Service Management. More than just a “Help Desk” it is the principal operational interface between IT and DHS staff and partners.

Working toward a vision of being the single point of contact for all technical issues impacting DHS staff and their partners, maximizing first contact resolution for the customer by providing effective highly trained staff, leveraging the right tools and the best technologies, and most reusable solutions this team has transformed from essentially a switchboard to a true *service desk*.

- In 2005-06 OIS adopted the Information Technology Infrastructure Library (ITIL) Service Strategy changing the direction of service in relation to People, Process and Partners.
- In 2006 the OIS Service Desk began adopting the Help Desk Institutes (HDI) industry best practices.

Benefits from this change:

- *Reduced cost of service desk ticket by \$7.70 or 22%.*
- *Increased volume (90%) and timeliness (22%) of resolution to customer requests*
- *More effective and efficient use of support resources, 56% increase in productivity*
- *Increased accessibility via the single point of contact*
- *Improved teamwork and communication*
- *Improved customer service, perception and satisfaction*

Improvement summary

In 2006 four areas of focus were created enabling the transformation of the service desk team.

People:

- Staffing
 - Providing additional services
 - OIS Exec Team transferred positions to the Service Desk
 - *Identified and hired for skill sets needed to achieve vision*
 - Distributed rights and authority for general tasks
 - Started Succession Planning
 - Provided standardized Service Desk Analyst training through the Help Desk Institute
 - Working towards meeting industry standards
- Service Desk Culture
 - Identified Vision, Mission, Roles and Responsibilities
 - Changed the focus from “ticket creators” to “incident resolvers”
 - Established consistent monthly 1-on-1 feedback sessions with staff
 - Conducted regular performance appraisals
 - Demonstrated having fun while working hard
 - Increased coverage flexibility

Process:

- Incorporated HDI and ITIL best practices
- Implemented tiered support model
- Documented Processes and Procedures
 - Standardized phone greeting
 - Required minimum ticket information expectations
 - Established warm transfer process
 - Launched incident classification and escalation matrix
 - Established after hours incident response protocol
 - Eliminated single points of failure by generalizing security access and broadening cross training.
- Generated regular team and individual metrics and monitored them.
- Began tracking and reporting industry advised metrics

Partners:

- Established Tier 2 Application Analyst attendance at customer meetings
 - Report regular performance metrics for divisions
 - Established a partnership with divisions
- Implemented transactional based customer survey
- Aligned tiered support around divisions rather than by application
- Established timely communications regarding incidents in regular production status messages
- Service Desk Leadership attends District meetings, in person
- Produced all Incident communications

Technology:

- Implemented Citrix Go-To-Assist Remote Management Tool
- Implemented a Knowledge Management Tool
- Updated Auto Call Distributor (ACD) system

Benefit/outcome description

Cost Savings/Productivity

- Reduced cost per service desk ticket by \$7.70. Increases in staff and technology were made as well as additional volume of work taken on by the OIS Service Desk.

Service

- Improved accessibility via a single point of contact.
- Extended service coverage hours. In 2006, the Service Desk hours were Monday through Friday from 6 a.m. to 6 p.m. In 2008, the Service Desk hours were expanded to include after hours calls and weekends increasing availability.
- Increased service provided: Added additional in-house support of Email, MMIS, and Citrix XenApp applications, as well as the primary State Data Center contact for DHS.
- Increased productivity by 56%

Quality

- Improved quality and faster resolution to customer requests. Resolution rate increased 13%, from 58% to 71%.
- Standardized documented process and expectations that could be used in coaching and feedback sessions.

- Peer review of work
- Industry standards tracked, goals set and trended over a period of time and OIS Service Desk Metrics and goals established

People

- Improved customer service, perception and satisfaction
- Improved teamwork and communication

Logic description

Baseline data collected during implementation. Actual results may be greater than demonstrated in this document.

	2006	2008	Difference	Percent change
Number of tickets resolved	40,716	77,275	36,559	90%
Resolved rate	58%	71%	13%	22%
Number of staff	21	29	8	38%
Number of tickets resolved per staff	1,939	2,665	726	37%
Total Cost – fully loaded OPE	\$1,423,838	\$2,107,289	\$683,450	48%
Cost per ticket ¹	\$34.97	\$27.27	-\$7.70	22%
Actual Tickets Resolved 2009				47,157
Expected Benefits in 2009 ²				\$719,616

- 1) Cost per ticket = Total Cost / Number of tickets resolved
- 2) Data as of June 29, 2009: \$359,808 realized benefit / 6 = \$59,968 per month * 12 months = \$719,616 expected benefit in 2009

Attachments:

- Data Spreadsheet
- Reinvestment Plan
- Business Case

References:

Surveys – customer/client:

Reports – internal/external:

Web links: