Standardize the Service Desk

Strengthen your service desk to build a strong ITSM foundation.

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ANALYST PERSPECTIVE

Business leaders sometimes assume that standardizing the service desk is simply a matter of buying the right tool or sorting out the analysts who handle the initial tickets. This mistake is behind more than one misguided service desk standardization project and most hasty IT service management (ITSM) tool purchases.

Service desk technologies and processes are definitely part of the equation, but the variables extend far beyond the first tier of the service desk. Improving service support is an exercise in organizational change. The goal is to work toward establishing a single service-support team across the IT group and supporting it with a cooperative, customer-focused culture.

Focus on building standardized processes for incident management and service request fulfillment one group at a time until everyone who touches a ticket embraces the same set of processes and technologies.

Sandi Conrad,
Senior Director, Infrastructure Practice
Info-Tech Research Group

A method for getting your service desk out of firefighter mode

This Research Is Designed For:

- **The CIO and Service Manager** who need to increase service desk effectiveness and timeliness and improve end-user satisfaction.
- **The Service Manager** who wants to lead the team from firefighting mode to providing consistent and proactive support.

This Research Will Also Assist:

- **Services teams** who want to increase their own effectiveness and move from a help desk to a service desk.
- **Infrastructure and Applications Managers** who want to decrease reactive support activities within their teams.

This Research Will Help You:

- Create a consistent customer service experience for service desk patrons.
- Increase efficiency, first-call resolution, and end-user satisfaction with the Service Desk.
- Decrease time and cost to resolve service desk tickets.
- Understand and address reporting needs to address root causes and measure success.
- Build a solid foundation for future IT service improvements.
- Enhance demand planning and trend reporting.

Executive summary

Situation

- Most service desk managers are worried about tools and staffing. They never feel they have the right technology or enough people to provide the level of service the business needs.
- If only the phone could stop ringing, the Service Desk could become proactive, address service levels, and improve end-user IT satisfaction.

Complication

- Not everyone embraces their role in service support. Specialists would rather work on projects than provide service support.
- The Service Desk lacks processes and workflows to provide consistent service. Service desk managers struggle to set and meet service-level expectations, which further compromises end-user satisfaction.

Info-Tech **Insight**

Don't be fooled by a tool that's new.
A new service desk tool alone won't solve the problem. Service desk maturity improvements depend on putting in place the right people and processes to support the technology.

If they build it, they will come.
Service desk improvement is an exercise in organizational change. Engage specialists across the IT organization in building the solution, and emphasize how everyone stands to benefit from the initiative.

Resolution

- Go beyond the blind adoption of best-practice frameworks. No simple formula exists for improving service desk maturity. Use diagnostic tools to assess the current state of the Service Desk. Identify service support challenges and draw on best-practice frameworks intelligently to build a structured response to those challenges.
- An effective service desk must be built on the right foundations. Understand how:
  - Service desk structure affects cost and ticket volume capacity.
  - Incident management workflows can improve ticket handling, prioritization, and escalation.
  - Request fulfillment processes create opportunities for streamlining and automating services.
  - Knowledge-sharing supports the processes and workflows essential to effective service support.

Directors and executives understand the importance of the service desk and believe IT can do better

Service Desk Importance Scores

No Importance: 1.0-6.9
Limited Importance: 7.0-7.9
Significant Importance: 8.0-8.9
Critical Importance: 9.0-10.0

Service Desk Effectiveness Scores

Not in Place: N/A
Not Effective: 0.0-4.9
Somewhat Ineffective: 5.0-5.9
Somewhat Effective: 6.0-6.9
Very Effective: 7.0-10.0

Source: Info-Tech, 2018 Responses (*N=365 organizations*)

Info-Tech Research Group's IT Management and Governance Diagnostic (MGD) program assesses the importance and effectiveness of core IT processes. Since its inception, the MGD has consistently identified the service desk as an area to leverage.

Business stakeholders consistently rank the service desk as one of the most important services that IT provides

Since 2013, Info-Tech has surveyed over 40,000 business stakeholders as part of our **CIO Business Vision** program.

Business stakeholders ranked the following 12 core IT services in terms of importance:

Top IT Services for Business Stakeholders

1. **Network Infrastructure**
2. **Service Desk**
3. **Business Applications**
4. **Data Quality**
5. **Devices**
6. **Client-Facing Technology**
7. **Analytical Capability**
8. **Innovation Leadership**
9. **Work Orders**
10. **Projects**
11. **IT Policies**
12. **Requirements Gathering**

Source: Info-Tech Research Group, 2018 (*N=298 organizations*)

Having an effective and timely service desk correlates with higher end-user satisfaction with all other IT services

Embrace Standardization

- Over time, organizations without standardized processes become a mass of confusion, redundancies, and cost overruns. Standardization prevents organizations from wasting energy on reinventing solutions to recurring issues.
- Prepare your organization to scale its IT services with standardized processes that promote creativity while defining repeatable approaches to work. That way, process maturity increases with the size of your organization.

Increase business satisfaction:

- Improve confidence that the service desk can meet service levels.
- Create a single point of contact for incidents and requests, and escalate quickly.

Reduce recurring issues:

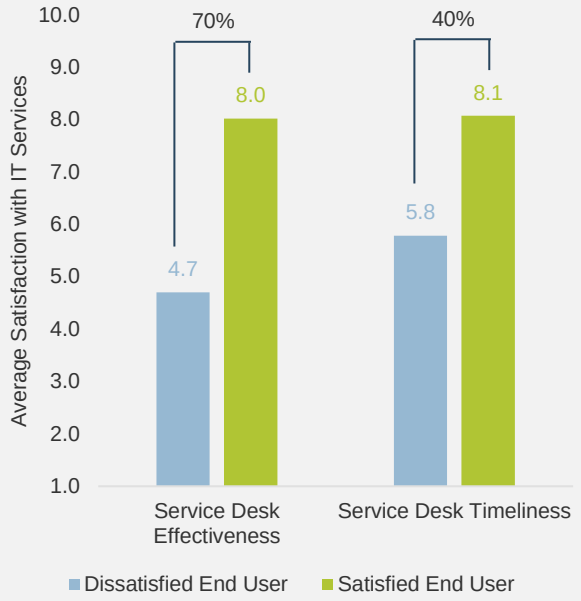
- Create tickets for every task and categorize them accurately.
- Generate reliable data to support root-cause analysis.

Increase efficiency and lower operating costs:

- Empower end users and technicians with a targeted knowledgebase.
- Cross-train to improve service consistency.

Enhance demand planning:

- Analyze trends to forecast and meet shifting business requirements.



On average, organizations that were satisfied with service desk ***effectiveness*** rated all other IT processes **70%** higher than dissatisfied end users.

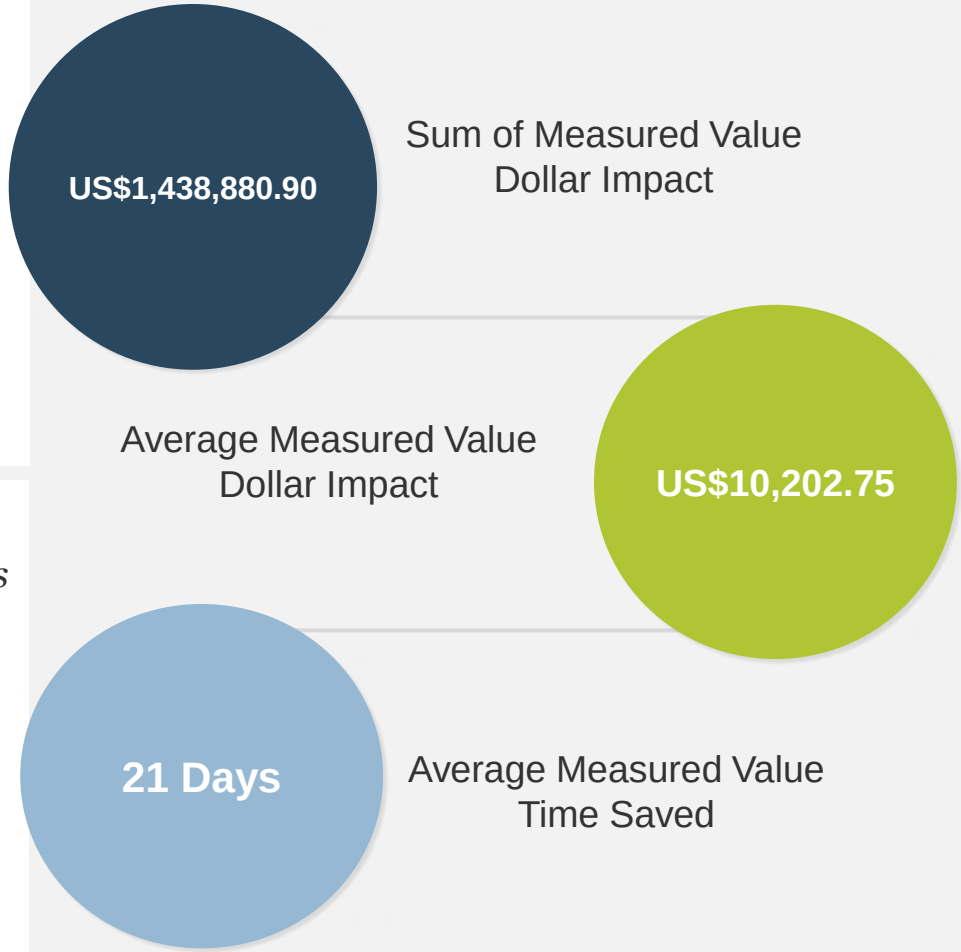
Organizations that were satisfied with service desk ***timeliness*** rated all other IT processes **40%** higher than dissatisfied end users.

"Satisfied" organizations had average scores >=8.
"Dissatisfied" organizations had average scores <6.
Source: Info-Tech Research Group, 2018
(*N=20,921 respondents from 113 organizations*)

Standardize the service desk the Info-Tech way to get measurable results

More than a hundred organizations engaged with Info-Tech, through advisory calls and workshops, for their service desk projects in 2016. Their goal was either to improve an existing service desk or build one from scratch.

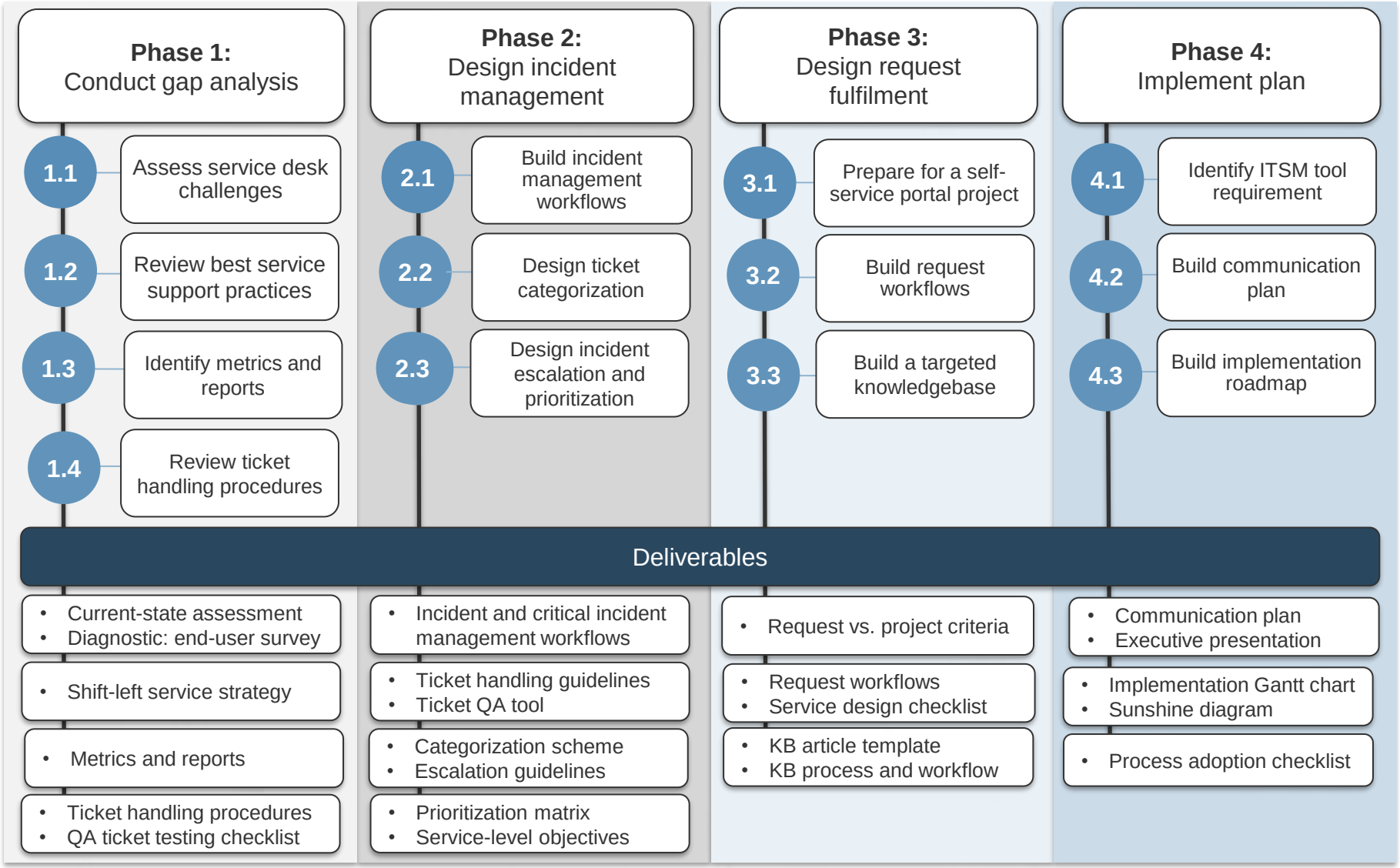
Organizations that estimate the business impact of each project phase help us shed light on the average measured value of the engagements.



> *"The analysts are an amazing resource for this project. Their approach is very methodical, and they have the ability to fill in the big picture with detailed, actionable steps. There is a real opportunity for us to get off the treadmill and make real IT service management improvements."*
>
> – Rod Gula, IT Director
> American Realty Advisors

Source: Info-Tech Research Group, 2016-2018 (*N=141 records)*

Info-Tech's approach to service desk standardization focuses on building service management essentials



Info-Tech Research Group's approach to service desk standardization focuses on building essential best practices

Extend

Facilitate the extension of service management best practices to other business functions to improve productivity and position IT as a strategic partner.

Improve

Build a continual improvement plan for the service desk to review and evaluate key processes and services, and manage the progress of improvement initiatives.

Standardize

Build essential incident, service request, and knowledge management processes to create a sustainable service desk that meets business needs.

Adopt Lean

Build value map incident management and request fulfilment workflows, and focus the service desk's efforts on high-value-added activities.

Consolidate

Build a strategic roadmap to consolidate service desks to reduce end-user support costs and sustain end-user satisfaction.

Select and Implement

Review mid-market and enterprise service desk tools, select an ITSM solution, and build an implementation plan to ensure your investment meets your needs.

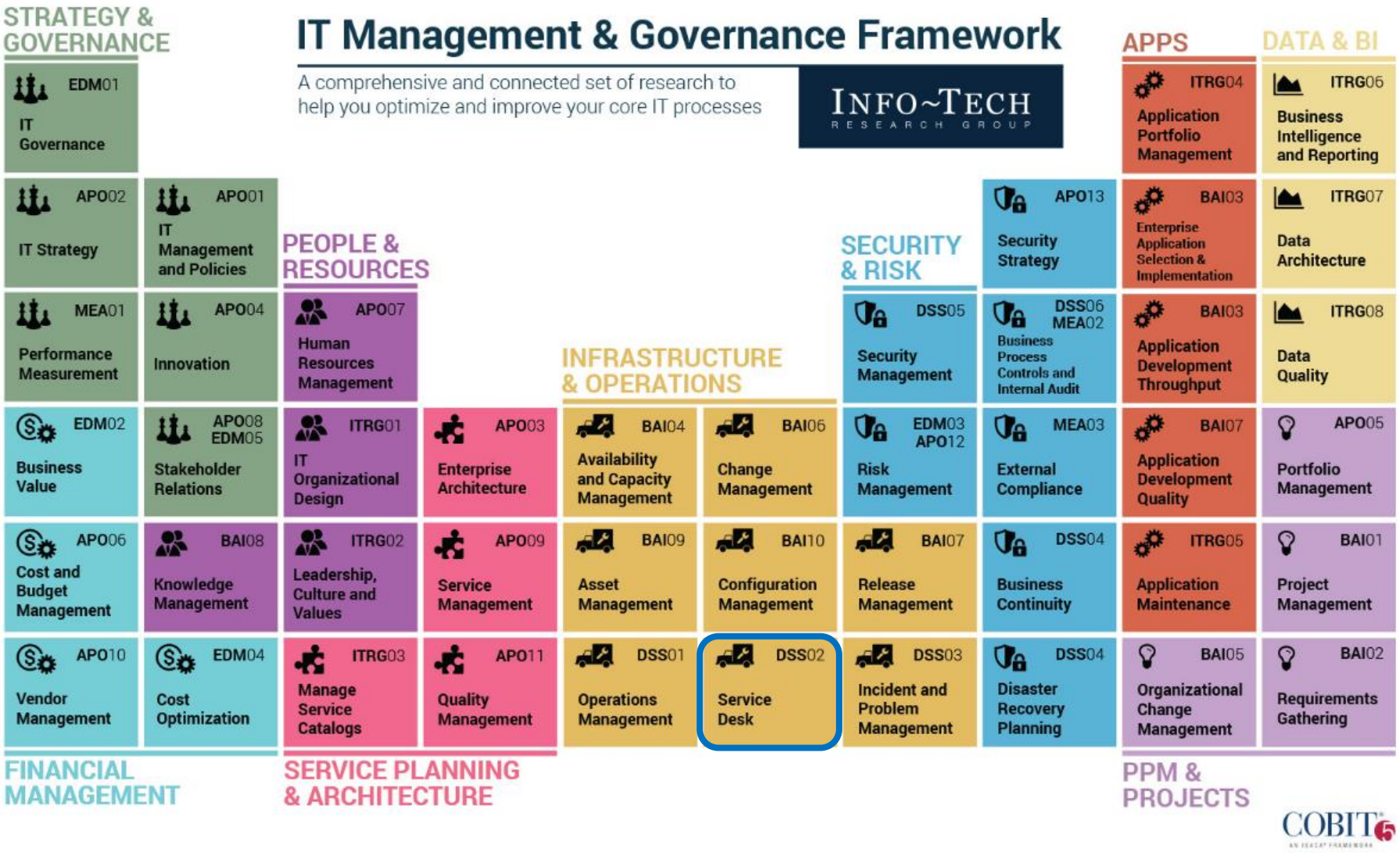
Our Approach to the Service Desk

Service desk optimization goes beyond the blind adoption of best-practice frameworks.

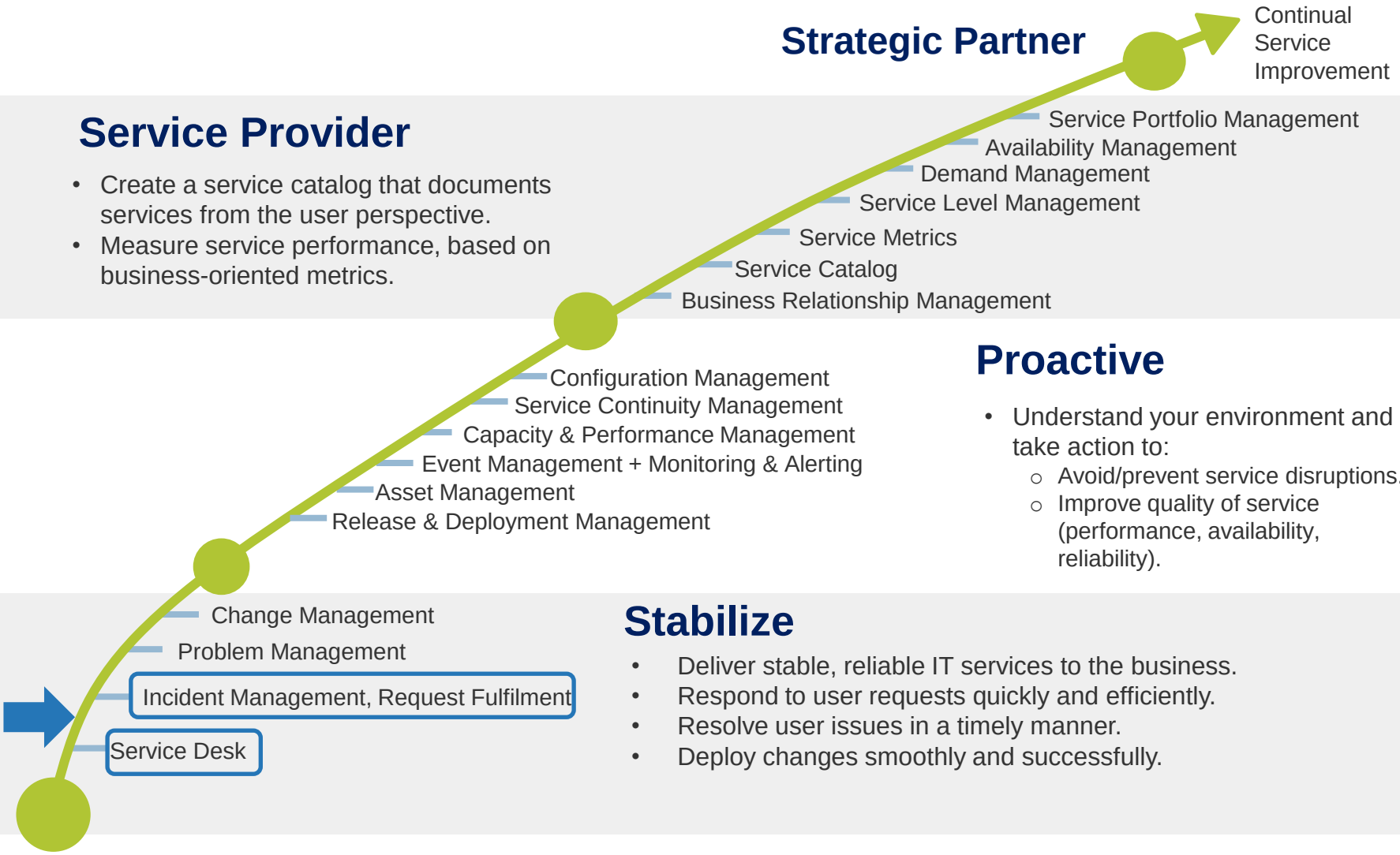
Info-Tech's approach focuses on controlling support costs and making the most of IT's service management expertise to improve productivity.

Complete the projects sequentially or in any order.

Info-Tech draws on the COBIT framework, which focuses on consistent delivery of IT services across the organization



The service desk is the foundation of all other service management processes



Service Provider

- Create a service catalog that documents services from the user perspective.
- Measure service performance, based on business-oriented metrics.

Proactive

- Understand your environment and take action to:
  - Avoid/prevent service disruptions.
  - Improve quality of service (performance, availability, reliability).

Stabilize

- Deliver stable, reliable IT services to the business.
- Respond to user requests quickly and efficiently.
- Resolve user issues in a timely manner.
- Deploy changes smoothly and successfully.

Standardize service desks to improve key service management metrics

CASE STUDY

Industry *Engineering*

Source *Client Engagement*

Linde Engineering North America

Linde Engineering North America (LENA) is a leading technology partner for plant engineering and construction. It has a broad portfolio of plant and equipment solutions serving the gas processing, refining, petrochemical, and chemical markets.

Service Desk Standardization Initiative

After a group series of mergers and acquisitions, the IT group launched a service desk standardization project to improve processes in their consolidated service desk. Linde Group engaged Info-Tech Research Group to review the service desk structure and perform a health check on incident management, request fulfilment, and knowledge management processes.

Over the course of four-day onsite engagement, the service desk team worked with two analysts to streamline and document workflows, establish ticket handling guidelines, and review technological requirements.

Results

The team developed a service desk standard operating procedure and an implementation roadmap for the improvement program with clear measures to reduce ticket backlog and improve response and resolution times.

The Standardize the Service Desk engagement included the following components:

Legend

Component falls into the scope of the project

Info-Tech offers various levels of support to best suit your needs

DIY Toolkit

"Our team has already made this critical project a priority, and we have the time and capability, but some guidance along the way would be helpful."

Guided Implementation

"Our team knows that we need to fix a process, but we need assistance to determine where to focus. Some check-ins along the way would help keep us on track."

Workshop

"We need to hit the ground running and get this project kicked off immediately. Our team has the ability to take this over once we get a framework and strategy in place."

Consulting

"Our team does not have the time or the knowledge to take this project on. We need assistance through the entirety of this project."

Diagnostics and consistent frameworks used throughout all four options

Use these icons to help direct you as you navigate this research

Use these icons to help guide you through each step of the blueprint and direct you to content related to the recommended activities.

This icon denotes a slide where a supporting Info-Tech tool or template will help you perform the activity or step associated with the slide. Refer to the supporting tool or template to get the best results and proceed to the next step of the project.

This icon denotes a slide with an associated activity. The activity can be performed either as part of your project or with the support of Info-Tech team members, who will come onsite to facilitate a workshop for your organization.

Standardize the Service Desk – project overview

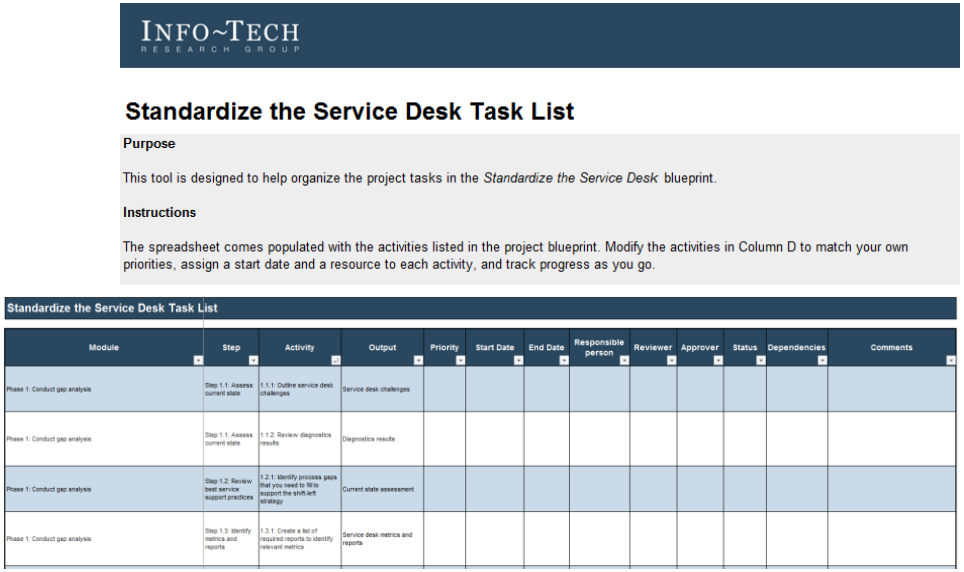
	Phase 1: Gap Analysis	Phase 2: Incident Management	Phase 3: Request Fulfilment	Phase 4: Implementation
Best-Practice Toolkit	**1.1 Assess service desk challenges** **1.2 Review best service support practices** **1.3 Identify metrics and reports** **1.4 Review ticket handling procedures**	**2.1 Build incident management workflows** **2.2 Design ticket categorization** **2.3 Design incident escalation and prioritization**	**3.1 Prepare for a self-service portal project** **3.2 Build request workflows** **3.3 Build a targeted knowledgebase**	**4.1 Identify ITSM tool requirements** **4.2 Build communication plan** **4.3 Build an implementation roadmap**
Guided Implementations	• Conduct current-state assessment. Review shift-left service support strategy. • Identify operations metrics, benchmarks, and reports. Review ticket handling procedures.	• Map out incident management workflows. • Design categorization and identify escalation points. • Design prioritization guidelines and service-level objectives.	• Differentiate between requests and projects, build request workflows, and make a self-service portal plan. • Design processes and workflows to produce a targeted knowledgebase.	• Review ITSM tool requirements and produce a vendor shortlist. • Build a communication plan and implementation roadmap.
Onsite Workshop	**Module 1:** Conduct gap analysis	**Module 2:** Design incident management	**Module 3:** Design request fulfilment	**Module 4:** Plan implementation
	Phase 1 Results: • Current-state assessment and shift-left strategy • Metrics and reports; ticket handling procedures	**Phase 2 Results:** • Defined processes for logging, recording, and resolving incidents	**Phase 3 Results:** • Defined processes for logging, scheduling, and fulfilling requests	**Phase 4 Results:** • ITSM tool review • Communication plan and implementation roadmap

Use the *Standardize the Service Desk Task List* to track your progress

The ***Standardize the Service Desk Task List*** helps organize project tasks, assign resources and target dates, and track your progress.

The project plan comes populated with every activity in the project blueprint. Before you proceed, identify the tasks that will create the most value to focus your efforts.

Use the tool to organize a do-it-yourself project implementation or to engage an analyst during a guided implementation.



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Standardize the Service Desk Task List

Purpose

This tool is designed to help organize the project tasks in the *Standardize the Service Desk* blueprint.

Instructions

The spreadsheet comes populated with the activities listed in the project blueprint. Modify the activities in Column D to match your own priorities, assign a start date and a resource to each activity, and track progress as you go.

Standardize the Service Desk Task List

Module	Step	Activity	Output	Priority	Start Date	End Date	Responsible person	Reviewer	Approver	Status	Dependencies	Comments
Phase 1: Conduct gap analysis	Step 1.1: Assess current state	1.1.1: Outline service desk challenges	Service desk challenges									
Phase 1: Conduct gap analysis	Step 1.1: Assess current state	1.1.2: Review diagnostics results	Diagnostics results									
Phase 1: Conduct gap analysis	Step 1.2: Review best service support practices	1.2.1: Identify process gaps that you need to fill to support the shift-left strategy	Current state assessment									
Phase 1: Conduct gap analysis	Step 1.3: Identify metrics and reports	1.3.1: Create a list of required reports to identify relevant metrics	Service desk metrics and reports									

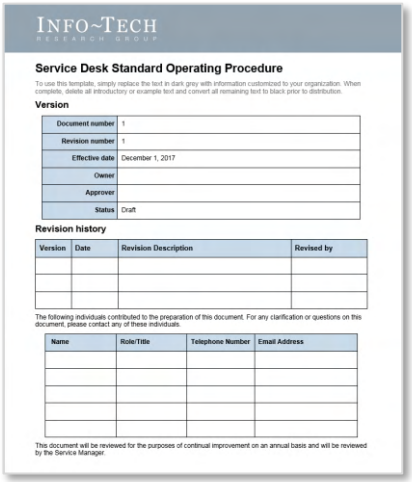
Measure the value of a Guided Implementation (GI)

Engaging in GIs doesn't just offer valuable project advice, it also results in significant cost savings.

GI	Measured Value*
Phase 1:	• Time, value, and resources saved by using Info-Tech's methodology to engage stakeholders, develop a project vision, and assess your current state. • For example, 2 FTEs * 14 days * $80,000/year = **$8,615**
Phase 2:	• Time, value, and resources saved by using Info-Tech's tools and templates to design the consolidated service desk and evaluate cost and logistics. • For example, 2 FTEs * 14 days * $80,000/year = **$8,615**
Phase 3:	• Time, value, and resources saved by following Info-Tech's tools and methodology to build a project roadmap and communications plan. • For example, 2 FTE * 14 days * $80,000/year = **$8,615**
Phase 4:	• Time, value, and resources saved by using Info-Tech's methodology to engage stakeholders, develop a project vision, and assess your current state. • For example, 2 FTE * 14 days * $80,000/year = **$8,615**
Total savings	**$34,462**

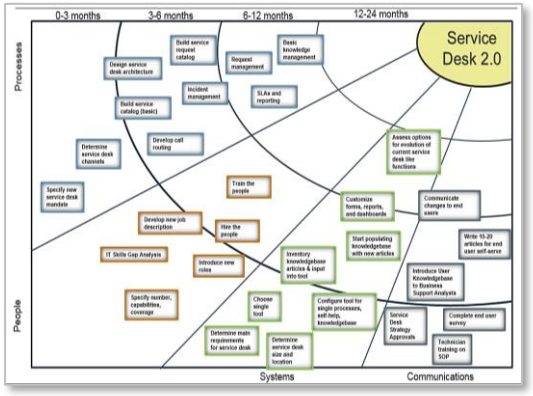
*Assuming 260 workdays in a year

Info-Tech delivers: Use our tools and templates to accelerate your project to completion

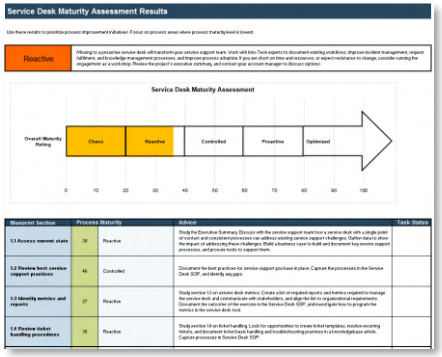


Service Desk
Standard Operating
Procedures

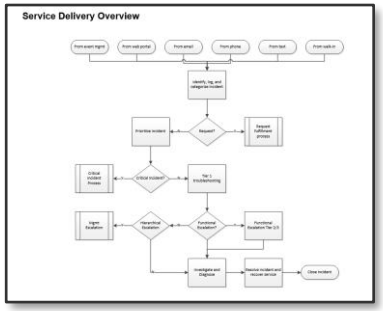
Executive
Presentation



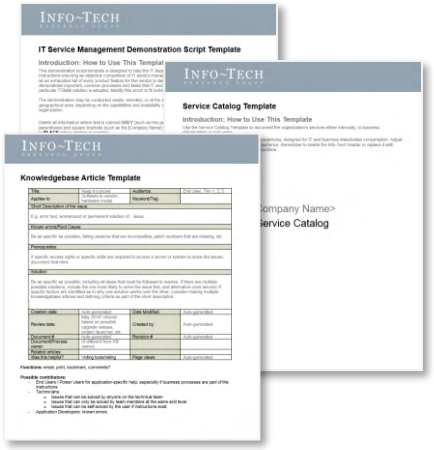
Service Desk
Implementation Roadmap



Service Desk
Maturity Assessment Tool



Incident, knowledge, and
request management
workflows



Policy and Procedure Templates

The project's key deliverable is a service desk standard operating procedure

Situation

- Most organizations know it is good practice to have SOPs as it improves consistency, facilitates process improvement, and contributes to efficient operations.
- Though the benefits are understood, many organizations don't have SOPs and those that do don't maintain them.

Complication

- Writing SOPs is the last thing most people want to do, so the work gets pushed down the priority list and the documents become dated.
- Promoting the use of SOPs can also face resistance as the documentation is seen as time consuming to develop and maintain, too convoluted to be useful, and generally out of date.

Resolution

Implement a sustainable SOP documentation approach by doing the following:

- Create visual documents that can be scanned. Flowcharts, checklists, and diagrams are quicker to create, take less time to update, and are ultimately more usable than a dense manual.
- Use simple but effective document management practices.
- Make SOPs part of your project deliverables rather than an afterthought. That includes checking documentation status as part of your change management process.

Document SOPs to improve knowledge transfer, optimize processes, and, ultimately, save money

Benefits of documented SOPs	Impact of undocumented/undefined SOPs
Improved training and knowledge transfer: Routine tasks can be delegated to junior staff (freeing senior staff to work on higher priority tasks).	**Without documented SOPs:** Tasks will be difficult to delegate, key staff become a bottleneck, knowledge transfer is inconsistent, and there is a longer onboarding process for new staff.
IT automation, process optimization, and consistent operations: Defining, documenting, and then optimizing processes enables IT automation to be built on sound processes, so consistent positive results can be achieved.	**Without documented SOPs:** IT automation built on poorly defined, unoptimized processes leads to inconsistent results.
Compliance: Compliance audits are more manageable because the documentation is already in place.	**Without documented SOPs:** Documenting SOPs to prepare for an audit becomes a major time-intensive project.
Transparency: Visually documented processes answer the common business question of “why does that take so long?”	**Without documented SOPs:** Other areas of the organization may not understand how IT operates, which can lead to confusion and unrealistic expectations.
Cost savings: Work can be assigned to the lowest level of support cost, IT operations achieve greater efficiency, and expensive breakdowns are avoided.	**Without documented SOPs:** Work may be distributed uneconomically, money may be wasted through inefficient processes, and the organization is vulnerable to costly disruptions.

Workshop overview

Contact your account representative or email Workshops@InfoTech.com for more information.

	Pre-Workshop	Workshop Day 1	Workshop Day 2	Workshop Day 3	Workshop Day 4
Activities	**Module 0:** Gather relevant data. **0.1** Interview service desk management team. **0.2** Identify service desk challenges. **0.3** Conduct CIO Business Vision Survey. **0.4** Conduct End-User Satisfaction Survey.	**Module 1:** Conduct gap analysis. **1.1** Assess service desk challenges. **1.2** Review best service support practices. **1.3** Identify service desk metrics, benchmarks, and reports. **1.4** Review ticket and call handling procedures.	**Module 2:** Design incident management. **2.1** Build incident and critical incident management workflows. **2.2** Design ticket categorization scheme. **2.3** Design incident escalation and prioritization guidelines.	**Module 3:** Design request fulfilment. **3.1** Prepare for a self-service portal project. **3.2** Build request workflows. **3.3** Build a targeted knowledgebase	**Module 4:** Build project implementation plan. **4.1** Identify ITSM tool requirements. **4.2** Build a communication plan. **4.3** Build an implementation roadmap.
Deliverables	1. Workshop scope and schedule 2. End-User Satisfaction Survey Diagnostic Results	1. Service desk challenges 2. Shift-left service support strategy 3. Service desk metrics and reports 4. KB articles: ticket handling and troubleshooting 5. QA ticket and call testing checklist	1. Incident and critical incident management workflows 2. Ticket categorization scheme 3. Ticket escalation and prioritization guidelines	1. Self-service portal examples 2. Distinguishing criteria for requests and projects 3. Service request workflows and SLAs 4. Knowledgebase article template, processes, and workflows	1. ITSM tool requirements and vendor shortlist 2. Project communication plan and executive presentation. 3. Project implementation roadmap

PHASE 1

Conduct Gap Analysis

Standardize the Service Desk

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Step 1.1: Assess current state

This step will walk you through the following activities:

1.1.1 Outline service desk challenges

1.1.2 Review diagnostic results

This step involves the following participants:

- Project Sponsor
- IT Director, CIO
- IT Managers and Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Current State Assessment
- End-User Satisfaction Diagnostic Survey
- CIO Business Vision Diagnostic Survey

Alignment on the challenges that the service desk faces, an assessment of the current state of service desk processes and technologies, and baseline metrics against which to measure improvements.

Build the service desk from the ground up; this process focus must precede tools and framework adoption

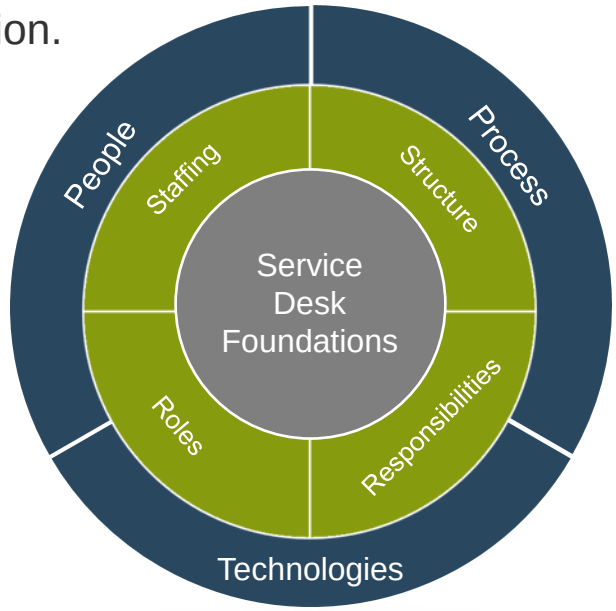
Best-practice frameworks offer accepted approaches that reduce operating costs and improve end-user satisfaction. But the right foundation must be laid first.

A recent study of 623 organizations across different countries and industries found that the most frequently adopted service management processes were:

- **Incident management** (94.86%)
- **Change management** (87.96%)
- **Problem management** (71.11%)[1]

However, not all organizations that adopt ITSM practices are experiencing positive outcomes. While most IT organizations had pockets of maturity, process improvement tools CIOs embrace often yield limited and sometimes negative results.

In some cases, enterprises pay more attention to ITSM tool selection and implementation, but neglect the supporting service desk processes.[2]



Info-Tech **Insight**

Don't be fooled. A new service desk tool alone won't solve your challenges. Most tools support service management best practices, but those practices must be built from the ground up. Start by taking a snapshot of your existing service desk, with all of its strengths and growing edges, and then build an organizational structure to support process improvements.

1 – Marrone et al., 2014
2 – Tang and Todo, 2013

The CIO of Westminster College took stock of existing processes before moving to empower the “helpless desk”

Case Study

Scott Lowe helped a small staff of eight IT professionals formalize service desk processes and increased the amount of time available for projects.

When he joined Westminster College as CIO in 2006, the department faced a number of infrastructure challenges, including:

- An unreliable network
- Aging server replacements and no replacement plan
- IT was the “department of no”
- A help desk known as the “helpless desk”
- A lack of wireless connectivity
- Internet connection speed that was much too slow

As the CIO investigated how to address the infrastructure challenges, he realized people cared deeply about how IT spent its time.

Fully-loaded staff

The project load of IT staff increased, with new projects coming in every day.

With a long project list, it became increasingly important to improve the transparency of project request and prioritization.

Constant shift between support and project work

Some weeks, staff spent 80% of their time working on projects. Other weeks, support requirements might leave only 10% for project work.

He addressed the infrastructure challenges in part by analyzing IT’s routine processes.

Internally, IT had inefficient support processes that reduced the amount of time they could spend on projects.

They undertook an internal process analysis effort to identify processes that would have a return on investment if they were improved. The goal was to reduce operational support time so that project time could be increased.

Five years later, they had a better understanding of the organization's operational support time needs and were able to shift workloads to accommodate projects without compromising support.

Sketch out service desk challenges to shape the direction of the standardization project

Common Service Desk Challenges

- **Low business satisfaction**
  - Users are unable to get assistance with IT services quickly.
  - Users go to their favorite technician instead of using the service desk.
- **High cost to resolve**
  - Tier 2 and tier 3 resolve issues that should be resolved at tier 1.
  - Tier 2 and tier 3 often interrupt projects to focus on service support.
- **Unresolved issues**
  - Tickets are not created for all incidents.
  - Tickets are lost or escalated to the wrong technicians.
  - Poor data impedes root-cause analysis of incidents.
- **Poor planning**
  - Lack of data for effective trend analysis leads to poor demand planning.
  - Lack of data leads to lost opportunities for templating and automation.
- **Lost resources or accountability**
  - Lack of cross-training and knowledge sharing.
  - Lack of skills coverage for critical applications and services.
  - Time wasted troubleshooting recurring issues.
  - Reports unavailable due to lack of data and ineffective categorization.

Info-Tech **Insight**

Service desk performance is driven by **supply** and **demand.**

Immature service desks often lack the processes and technologies to provide a consistent supply or measure and respond to shifts in demand over time.

An efficient, cost-effective service desk represents an equilibrium: the point at which the competing forces of supply and demand are optimized.

A shift in supply or demand can move the state of equilibrium beyond the reach of the service desk and undermine its performance.

Common supply issues:

- Cap on staffing to control cost.
- Inadequate outsourcing relationship.

Common demand issues:

- Growth of end-user base.
  - Increase in contacts per end user.
  - Increased IT usage in IT.

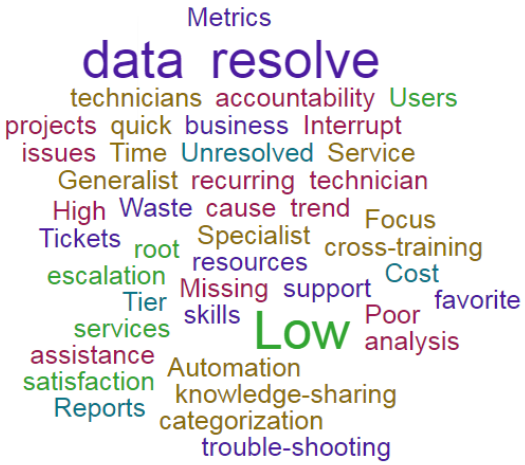
Outline the organization's service desk challenges

1.1.1 Brainstorm service desk challenges

Time Allotment: 45 minutes

A As a group, outline the service desk challenges facing the organization.

Use the previous slide or the following word cloud to help you get started:



B If you get stuck, use the short *Service Desk Maturity Assessment* to get a quick view of your challenges and maturity targets and kick-start the conversation.

C Document challenges and metrics in the *Service Desk Executive Presentation*.

Participants

- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents

Collect relevant quantitative and qualitative data to assess the current state of your service desk

Don’t base your standardization on a hunch. Gather reliable data to assess the current state.

Solicit direct feedback from the organization to gain critical insights into their perceptions of IT.

- **CIO Business Vision:** Understand the needs of your stakeholders before you begin the standardization project. Use the results of this survey to assess the satisfaction and importance of different IT services.
- **End-User Satisfaction:** Solicit targeted department feedback on core IT service capabilities, IT communications, and business enablement. Use the results to assess the satisfaction of end users, with each service broken down by department and seniority level.

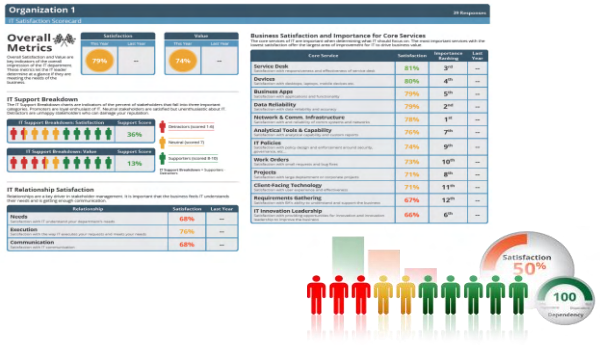
We recommend completing at least the End-User Satisfaction Survey as part of your service desk current-state assessment. An analyst will help you set up the diagnostic and walk through the report with you.

To book a diagnostic, or get a copy of our questions to inform your own survey, visit Info-Tech’s Benchmarking Tools, contact your account manager, or call toll-free 1-888-670-8889 (US) or 1-844-618-3192 (CAN).

Expect the diagnostic process to take three to four weeks from the moment you book the call to the moment you receive the results.

Data–Driven Diagnostics

End-User Satisfaction Survey



CIO Business Vision

Understand how satisfaction with the service desk impacts satisfaction with all IT services

1.1.2 Review the results of the diagnostic programs to inform your current-state assessment

A

1. **Set up an analyst call through your account manager to review the results of your diagnostic.**

   Whatever survey you choose, ask the analyst to review the data and comments concerning:

   - Assessments of service desk timeliness and effectiveness
   - Satisfaction with IT services

2. **Book a meeting with recommended participants. Go over the results of your diagnostic survey.**
3. **Facilitate a discussion of the results.** Focus on the first few summary slides and the overall department results slide.
   - What is the level of IT support?
   - How satisfied are stakeholders with IT services? Does the department understand and act on business needs?
   - How do scores compare to external benchmarks?
   - What are the business priorities and how well are you meeting them?
   - How can the standardization project help achieve business goals and improve end-user satisfaction?

Participants

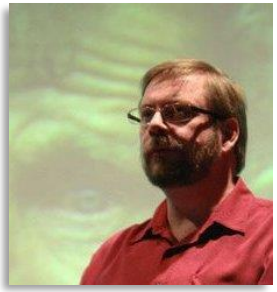
- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents

B

Document results in the *Service Desk Executive Presentation*.

Assess current service desk maturity to establish a baseline and create a plan for service desk improvement

Expert Insight



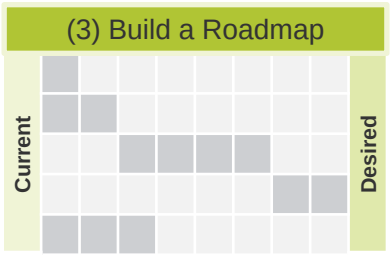
"How do you know if you aren't mature enough? Nothing – or everything – is recorded and tracked, customer satisfaction is low, frustration is high, and there are multiple requests and incidents that nobody ever bothers to address."

Rob England
IT Consultant & Commentator
Owner Two Hills
Also known as *The IT Skeptic*

A current-state assessment will help you build a foundation for process improvements. Current-state assessments follow a basic formula:

1. Determine the **current** state of the service desk.
2. Determine the **desired** state of the service desk.
3. Build a practical path from current to desired state.

(1) Assess Current State



(2) Assess Target State

Ideally, the current-state assessment should align the delivery of IT services with organizational needs. The assessment should achieve the following goals:

1. Identify service desk pain points.
2. Map each pain point to business services.
3. Assign a broad business value to resolution of each pain point.
4. Map each pain point to a process.

Assess the process maturity of the service desk to determine which project phase and steps will bring the most value

Measure which activity will have the greatest impact

The ***Service Desk Maturity Assessment Tool*** helps organizations assess their service desk process maturity and focus the project on the activities that matter most.

The tool will help guide process improvement efforts and measure your progress.

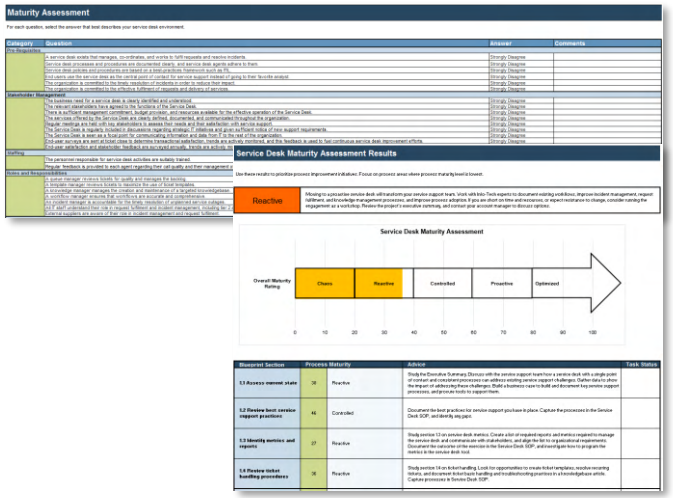
- The ***second tab*** of the tool walks through is a qualitative assessment of your service desk processes. The assessment is organized into typical process areas. Questions will prompt you to rate the extent to which you are executing key activities. Select the answer in the drop-down menus provided that reflect the degree to which you agree with each statement.
- The ***third tab*** displays your rate of process completeness and maturity. You will receive a score for each phase, an overall score, and advice based on your performance.
- Document the results of the efficiency assessment in the *Service Desk Executive Presentation*.

The tool is intended for periodic use. Review your answers each year, and devise initiatives to improve the process performance where you need it most.

Where do I find the data?

Consult:

- Service Manager
- Service Desk Tools



Step 1.2: Establish target state

This step will walk you through the following activities:

1.2.1 Identify implications of a shift-left service support strategy

This step involves the following participants:

- Project Sponsor
- IT Director, CIO
- IT Managers and Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Shift-left strategy
- List of necessary service desk improvements

Alignment on the challenges that the service desk faces, an assessment of the current state of service desk processes and technologies, and baseline metrics against which to measure improvements.

Everyone in IT contributes to the success of service support

Regardless of the service desk structure chosen to meet an organization's service support requirements, IT staff should be in no doubt about the role they play in service support.

If you try to standardize service desk processes without engaging specialists in other parts of the IT organization, you will fail. Everyone in IT has a role to play in providing service support and meeting service-level agreements.

Service Support Engagement Plan

- Identify who is accountable for different service support processes.
- Outline the different responsibilities of service desk agents at tier 1, tier 2, and tier 3 in meeting service-level agreements for service support.
- Draft operational-level agreements between specialty groups and the service desk to improve accountability.
- Configure the service desk tool to ensure ticket visibility and ownership across queues.
- Engage tier 2 and tier 3 resources in building workflows for incident management, request fulfilment, and writing knowledgebase articles.
- Emphasize the benefits of cooperation across IT silos:
    - Better customer service and end-user satisfaction.
    - Shorter time to resolve incidents and implement requests.
    - A higher tier 1 resolution rate, more efficient escalations, and fewer interruptions from project work.

Info-Tech Insight

Specialists tend to distance themselves from service support as they progress through their career to focus on projects.

However, their cooperation is critical to the success of the new service desk. Not only do they contribute to the knowledgebase, they also handle escalations from tiers 1 and 2.

Build a single point of contact for the service desk

Regardless of the service desk structure chosen to meet an organization's service support requirements, end users should be in no doubt about how to access the service.

Provide end users with a **single phone number,** a **single email address,** and a **single web portal** for all incidents and requests.

Communicate to end users the **importance** and **benefits** of submitting incidents and requests to the service desk.

A single point of contact will ensure:

- An agent is available to field incidents and requests.
- Incidents and requests are prioritized according to impact and urgency.
- Work is tracked to completion.

Use a phased approach to transition to a single point of contact over time:

- **Set a date for the move to a single point of contact.** Announce the change and explain the new process and its benefits. Continue to accept incidents and requests from the usual channels during the campaign.
- **Implement the single point of contact.** After the implementation date, accept tickets from the usual channels, but remind end users who continue to use the usual channels of the new process and its benefits. Set a date after which the usual channels will close.
- **Direct all end users to the single point of contact.** Remind end users who continue to use the usual channels of the new process and its benefits. Let them know that you are willing to provide assistance and ask them to submit a ticket through the single point of contact for the service desk.

Info-Tech **Insight**

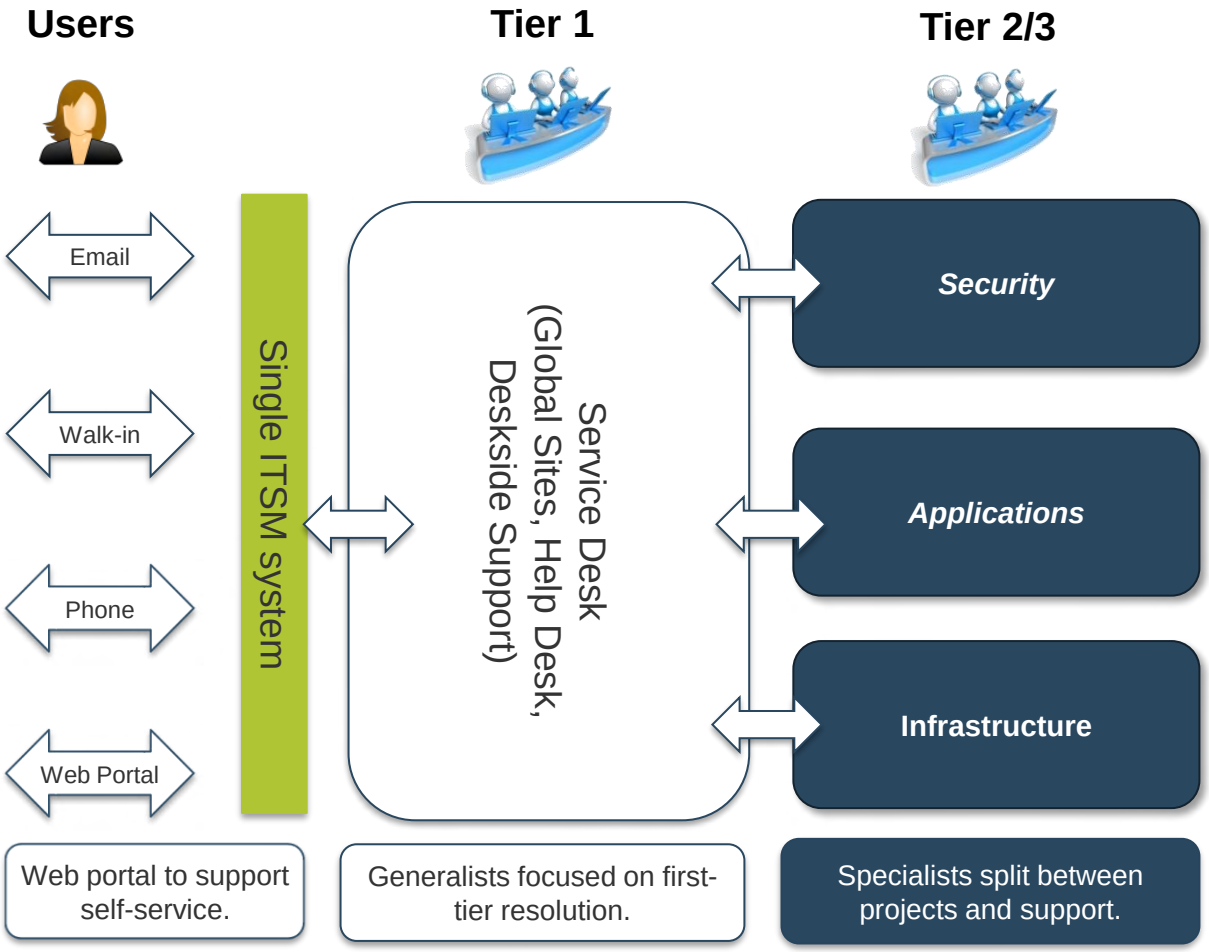
End users and IT staff sometimes perceive moving from ad hoc ticket channels to a single points of contact as a reduction in customer service.

In fact, a single point of contact for the service desk improves customer service and correlates with improved resolution and implementation times and greater end-user satisfaction.

Build a tiered generalist service desk to optimize costs and improve service

Info-Tech Insight

A **tiered generalist** service desk with a first-tier resolution rate greater than 60% has the best operating cost and customer satisfaction of all competing service desk structural models.



The tiered generalist model is about 48% more cost effective, saving around $3.5M for an enterprise producing just 1,000 calls per week.

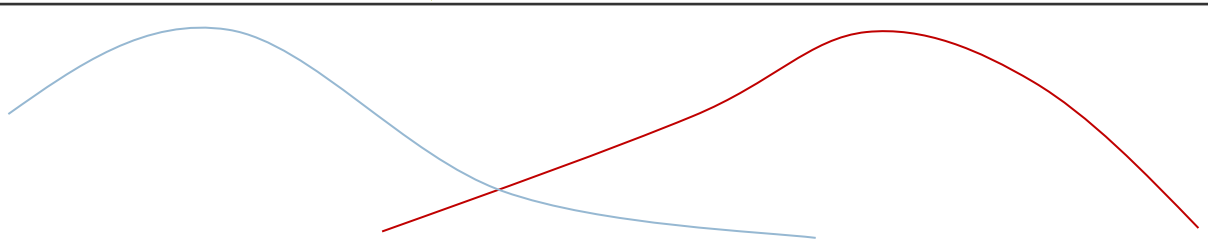
The success of the tiered generalist model depends on:

- Effective **knowledge-sharing** processes between service desk tiers.
- Clear **ticket prioritization** guidelines.
- Efficient **escalation procedures** based on service-level agreements.
- Clear **service support metrics** that measure the service-level response of all support groups.

Use a shift-left strategy to lower service support costs, reduce average time to resolve, and improve end-user satisfaction

The shift-left strategy involves:

- Shifting service support tasks from specialists to generalists.
- Shifting service support tasks from generalists to self-service.
- Automating incident resolution.

Metrics	Who resolves the incident?				
	Automated	End User	Tier 1 Generalist	Tier 2 Specialist	Vendor
Cost per ticket	$	$$	$$$	$$$$	$$$$$
Average time to resolve	1	2	3	4	5
End-user satisfaction	4	3	2	1	1
Ticket volume	**Shift Left**				
High					
Medium					
Low					

In a **typical organization,** analysts resolve the majority of incidents.

Shift-left organizations resolve a majority of incidents automatically or through self-service.

Work through the implications of adopting a shift-left strategy

1.2.1 Identify process gaps that you need to fill to support the shift-left strategy

Time Allotment: 45 minutes

A

As a group, review the results of the current-state assessment.

Which process gaps do you need to fill to identify ticket trends:

- What are your most common incidents and service requests?
- Which tickets could be resolved at tier 1?
- Which tickets could be resolved as self-service tickets?
- Which tickets could be automated?

B

Which processes do you most need to improve to support a shift-left strategy?

- How trustworthy is the data in your ticketing tool?
- What do you need to do to improve the quality of your data?
- Which incident and request processes are well documented?
- Do you have recurring tickets that could be automated?
- What is the state of your knowledgebase maintenance process?
- Which articles do you most need to support tier 1 resolution?
- What is the state of your web portal? How could it be improved to support self-service?

C

Document the outcome of the conversation in the *Service Desk Executive Presentation*.

Participants

- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents

Step 1.3: Identify service desk metrics and reports

This step will walk you through the following activities:

1.3 Create a list of required reports to identify relevant metrics

This step involves the following participants:

- Project Sponsor
- IT Managers and Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- A list of service desk performance metrics and reports

Managers and analysts will have service desk metrics and reports that help set expectations and communicate service desk performance.

Engage business unit leaders with data to appreciate needs

Service desk reports are an opportunity to communicate the story of IT and collect stakeholder feedback. Interview business unit leaders and look for opportunities to improve IT services.

Start with the following questions:

- What are you hearing from your team about working with IT?
- What are the issues that are contributing to productivity losses?
- What are the workarounds your team does because something isn't working?
- Are you able to get access to the information you need?

Work with business unit leaders to develop an action plan.

Remember to communicate what you do to address stakeholder grievances.

The service recovery paradox is a situation in which end users think more highly of IT after the organization has corrected a problem with their service, compared to how they would regard the company if the service had not been faulty in the first place.

The point is that addressing issues (and being seen to address issues) will significantly improve end-user satisfaction. So communicate that you're listening and acting, and you should see satisfaction improve.

Info-Tech **Insight**

Presentation is everything:

If you are presenting outside of IT, or using operational metrics to create strategic information, be prepared to:

- Discuss trends.
- Identify organizational and departmental impacts.
- Assess IT costs and productivity.

"Number of incidents with ERP system has decreased by 5% after our last patch release. We are working on the next set of changes and expect the issues to continue to decrease."

Engage technicians to ensure they input quality data in the service desk tool

You need better data to address problems. Communicate to the technical team what you need from them and how their efforts contribute to the usefulness of reports.

Tickets MUST:

- Be created for all incidents and service requests.
- Be categorized correctly, and categories updated when the ticket is resolved.
- Be closed after the incidents and service requests are resolved or implemented.

Emphasize that reports are analyzed regularly and used to manage costs, improve services, and request more resources.

Info-Tech **Insight**

Service Desk Manager: Technical staff can help themselves analyze the backlog and improve service metrics if they're looking at the right information. Ensure their service desk dashboards are helping them identify high-priority and quick-win tickets, and anticipate potential SLA breaches.

Produce service desk reports targeted to improve IT services

Tickets capture a lot of information, which ITSM tools turn into dashboards and reports, but producing reports alone won't improve IT services. The first step is figuring out what problem you want to solve.

Use metrics and reports to tell the story of IT.

- Metrics should be tied to business requirements. They should tell the story of how well IT is meeting those requirements, and help identify when obstacles get in the way.
- The latter can be done by pointing to discrepancies between the actual internal metrics, the internal metrics you expected to reach but perhaps didn't, and external metrics that you trust.
- Tailor metrics and reports to specific stakeholders.
    - **Technicians** require mostly real-time information in the form of a dashboard, ensuring they have visibility into a prioritized list of tickets for which they are responsible.
    - **Supervisors** need tactical information to manage the team and set client expectations, as well as track and meet strategic goals.
    - **Managers** and **executives** need summary information that supports strategic goals. Start by looking at executive goals for the support team, then working through some of the more tactical data that will help to support those goals.

Info-Tech **Insight**

Take external metrics with a grain of salt.

First, most benchmarks represent what service desks actually do across different industries, not what they should do.

Second, there might be significant differences between different industries in terms of the kinds of tickets they deal with, differences which the overall average obscures.

Use external metrics as a starting point, then establish relevant internal metrics and track historical trends.

Rely on internal metrics to measure and improve performance

External metrics provide useful context, but they represent broad generalizations across different industries and organizations of different sizes. Internal metrics measured annually are more reliable.

Internal metrics provide you with information about your actual performance. With the right continual improvement process, you can improve those metrics year over year, which is a better measure of the performance of your service desk.

Whether a given metric is the right one for your service desk will depend on a number of different factors, not the least of which include:

- The maturity of your service desk processes.
- Your ticket volume.
- The complexity of your tickets.
- The degree to which your end users are comfortable with self service.

One number doesn't give you the whole picture.

Don't put too much emphasis on a single metric. At best, it will give you a distorted picture of your service desk performance. At worst, it will distort the behavior of your agents, as they adopt poor practices to meet the metric.

The solution is to use **tension metrics:** metrics that work together to give you a better sense of the state of operations.

For instance, first-call resolution, end-user satisfaction, and number of tickets reopened all work together to give you a complete picture. As FCR goes up, so should end-user satisfaction, as number of tickets re-opened stays steady or declines. If the three metrics are heading in different directions, then you know you have a problem.

Select a few meaningful metrics that tell the story of IT and introduce them to end users to begin setting expectations

The right metrics can tell the business how hard IT works, and how many resources it needs to perform. If you're new to service desk metrics focus on tension metrics that capture the triad of **resources, time,** and **quality.**

1. End-User Satisfaction

The most important metric for measuring the perceived value of the Service Desk. Determined on the basis of a robust annual satisfaction survey of end users and transactional satisfaction surveys sent with a percentage of tickets.

2. Ticket Volume and Cost per Ticket

A key indicator of service desk efficiency. Along with end-user satisfaction, it is generally considered to be the most indicative of metrics. Computed as the monthly operating expense divided by the average ticket volume per month (incidents + service requests). Report ticket volume by department or ticket category, and include a brief historical trend for context.

3. First-Contact Resolution (FCR) Rate

FCR is the single biggest driver of end-user satisfaction. A measure of the percentage of tickets resolved during the Service Desk's first contact with an end user (i.e. before they hang up or within an hour of email or self-reporting, regardless of escalation). Depending on the kind of tickets you deal with, you can measure first-contact resolution, first-tier resolution, or first-day resolution.

4. Average Time to Resolve (incidents) or Fulfil (service requests)

An assessment of the Service Desk's ability to resolve tickets effectively. Measures the time elapsed between the moment the ticket status is set to "open" and the moment it is set to "resolved". We recommend distinguishing between ticket resolution and ticket closure and measuring resolution time for incidents and service requests separately.

Remember, metrics should be tied to business requirements.

Metrics tell the story of how well IT is meeting those requirements and help identify when obstacles get in the way.

The latter can be done by pointing to discrepancies between the internal metrics you expected to reach but didn't, and external metrics you trust.

Use service desk metrics to track progress toward strategic, operational, and tactical goals

Strategic Goals				
Demonstrate value to the business	Ticket trends by category by month	# of tickets by business department	% SLAs met by IT teams	
Provide good customer service	Average customer satisfaction rating	% of incident tickets closed in one day	Service request SLAs met by %	Annual IT satisfaction survey result
Tactical Goals				
Improve service desk operations	Incident tickets assigned, sorted by age and priority	Scheduled requests for today and tomorrow	Knowledgebase articles due for renewal this month	Top 5-10 tickets for the quarter
Manage service desk operations	Unassigned tickets by age	# incident tickets assigned by tech	Open tickets by category	Backlog – summary by age
Operational Goals				
Reduce the number of recurring tickets	# of incidents by category and resolution code	Number of problem tickets opened and resolved	Correlation of ticket volume trends to events	Reduction of volume of recurring tickets
Improve access to service	Use of knowledgebase by users	Use of self service for ticket creation	Use of service catalog	Use of automated features (e.g. password resets)
Improved response times	Average call hold time	% calls abandoned	Average resolution time	Number of tickets reopened

Use key service desk metrics to build a business case for service support improvements

Many business cases are build on four key metrics:

- **Ticket Volume**
  - Total Ticket Volume
  - Ticket Volume by Tier
- **Average Ticket Resolution Rate**
  - Average Resolution Rate by Ticket Type
- **Cost per ticket**
  - Operational Costs / Ticket Volume
  - (see previous slide for more details on the variables)
- **Tier 1 Resolution Rate**
  - = Total tickets resolved / Tickets resolve at T1

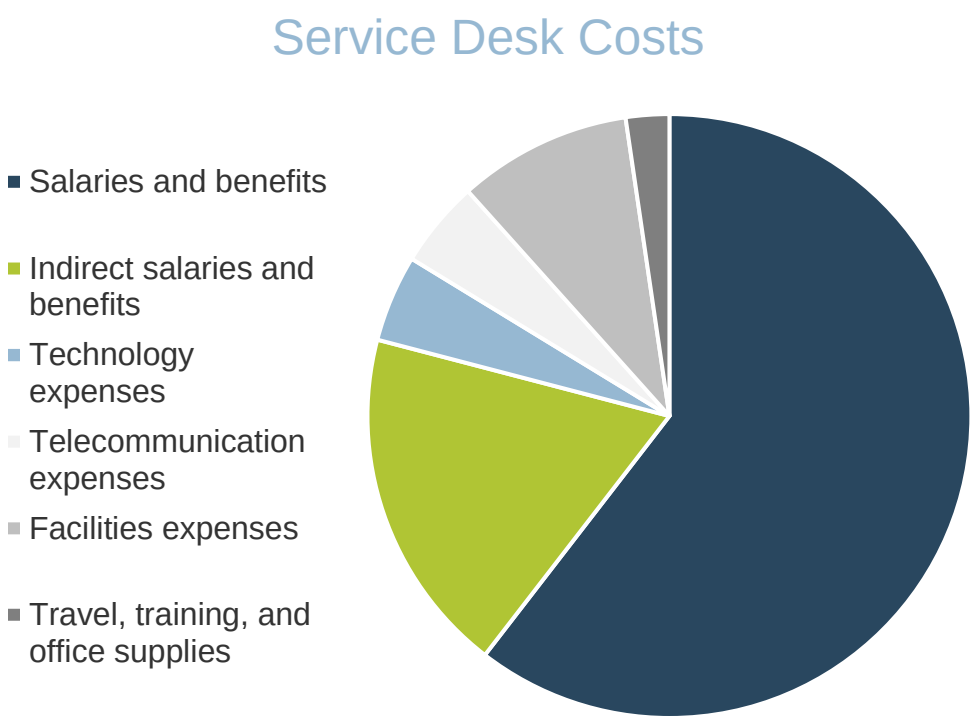
For an example, see ***Build a Business Case for ITSM Improvement***, which is included on the Standardize the Service Desk landing page.

Cost per ticket and customer satisfaction are the foundation metrics of service support

Ultimately, everything boils down to cost containment (measured by cost per ticket) and quality of service (measured by customer satisfaction).

Cost per ticket is a measure of the efficiency of service support:

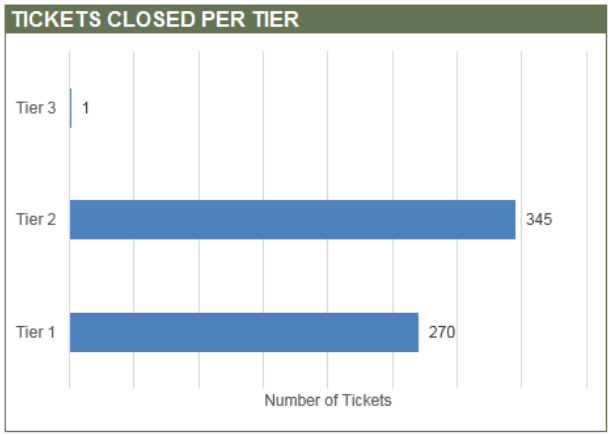
- A higher than average cost per ticket is not necessarily a bad thing, particularly if accompanied by higher-than-average quality levels.
- Conversely, a low cost per ticket is not necessarily good, particularly if the low cost is achieved by sacrificing quality of service.



Cost per ticket is the total monthly operating expense of the service desk divided by the monthly ticket volume. Operating expense includes the following components:

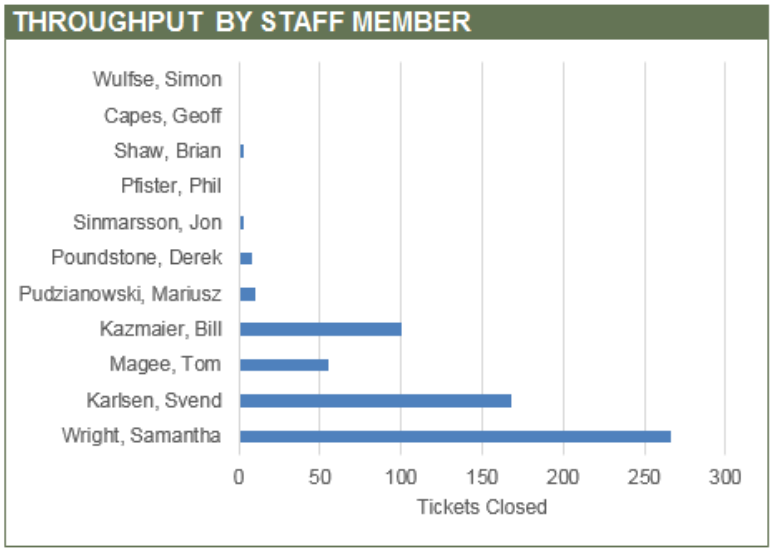
- Salaries and benefits for desktop support technicians;
- Salaries and benefits for indirect personnel (team leads, supervisors, workforce schedulers, dispatchers, QA/QC personnel, trainers, and managers);
- Technology expense (e.g., computers, software licensing fees, etc.);
- Telecommunications expenses;
- Facilities expenses (e.g., office space, utilities, insurance, etc.); and
- Travel, training, and office supplies.

Reports will provide a picture of ticket distribution by staff and tiers – set goals if numbers don't meet expectations

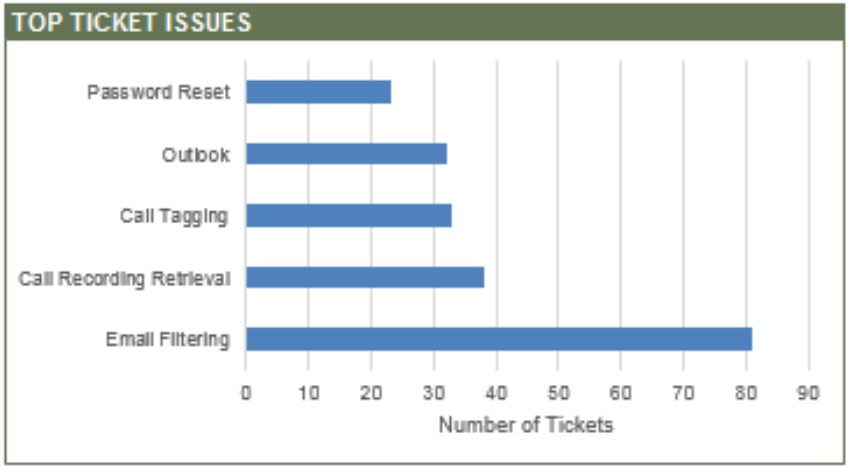


- **Typically tier 1 should have the most tickets and tier 3 the least.**
- Do these numbers match your support plan?
- Determine the target percentage for each group, and work toward achieving it.

- **Are the tickets distributed evenly among support staff?**
- Do the numbers support the plan?
- Keep in mind that quick solutions will mean more tickets, and more technically challenging issues will have fewer tickets.
- Are technicians all getting the opportunity to develop their troubleshooting skills?

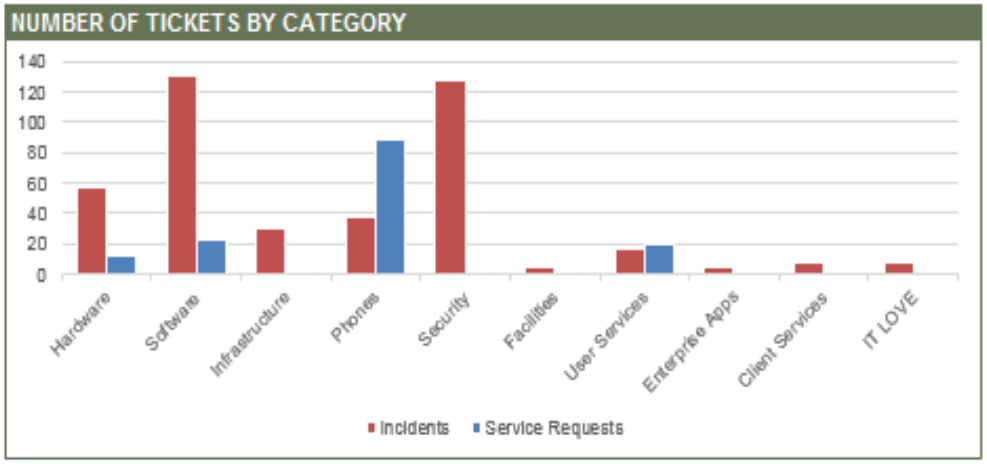


Use this data to better understand the type of incidents and service requests to reduce issues for end users

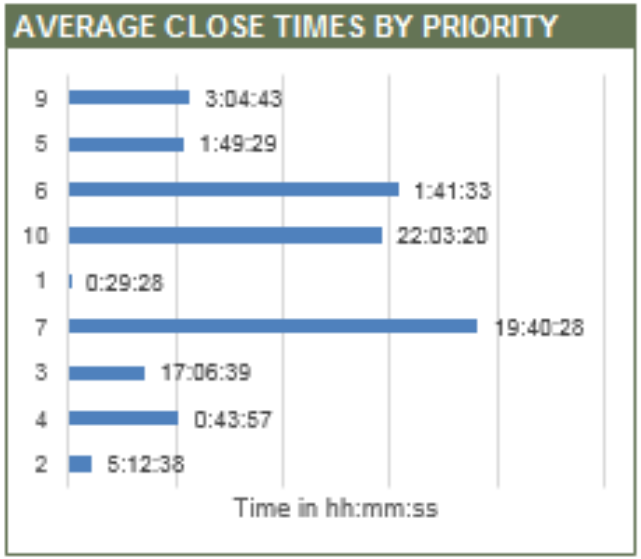


- **Use the top ticket issues to identify areas of focus for root-cause analysis, user self service, and training or automation.**
- Consider the amount of time typically taken for these issues – 80 tickets at 1 minute each vs. 30 tickets at 15 minutes each. Focus on the incidents and service requests most disruptive to users and technicians.

- Compare the number of incidents vs. service requests in each area.
  - Do the numbers make sense?
  - Where there are a large number of incidents, should this lead to service requests as a group (e.g. software issues may require patches or upgrades)?
  - Are service requests successful or do they lead to incident follow-ups?

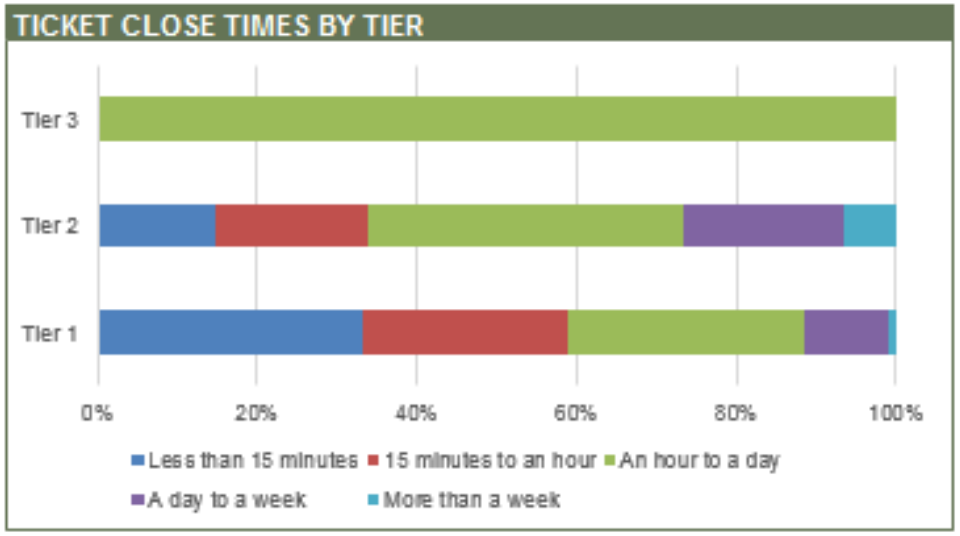


Assess whether the average time to close tickets is in line with expectations



- **Do the averages by priority match SLAs?**
- The majority of the tickets should be coming in as normal priority. Is that the case?
- What can be done to reduce the number of critical incidents?
- Does the priority scheme make sense?

- **Do tickets closed by tier make sense?**
  - Tier 3 should have very few quick tickets. Unless there are access requirements, quick tickets should be done by tiers 1 and 2.
  - Tier 1 should have the majority of their tickets resolved in less than 15 minutes.



Create a scorecard or dashboard to assess the performance of the service support organization

Service Desk Performance Metric	Metric Type	Benchmark	Technician Performance Metric	Metric Type	Benchmark
Cost per incident	Resources	$112	Incidents closed this month	Resource	56.1
Cost per service request	Resources	$159	Service requests closed this month	Resource	22.0
Cost per ticket	Resources	$125	Average ticket end-user satisfaction rating	Quality	85.1%
Average ticket end-user satisfaction rating	Quality	85.1%	First-tier resolution rate	Time	60%
Average time to resolution (business hours)	Time	9.6 business hours	Unplanned absenteeism	Quality	-
Average time to fulfil service requests (business days)	Time	5.1 business days	Teamwork	Quality	-
% of incidents resolved in one business day	Time	35.7%	Initiative	Quality	-
% Service request fulfilled in three business days	Time	26.2%	Mentoring	Quality	-
First-tier resolution rate	Quality	70%			

Create a list of required reports to identify metrics to track

1.3.1 Start by identifying the reports you need, then identify the metrics that produce them

1. Answer the following questions to determine the data your reports require:
   - What strategic initiatives do you need to track?

     Example: reducing mean time to resolve, meeting SLAs
   - What operational areas need attention?

     Example: recurring issues that need a permanent resolution
   - What kind of issues do you want to solve?

     Example: automate tasks such as password reset, software distribution
   - What decisions or processes are held up due to lack of information?

     Example: need to build a business case to justify infrastructure upgrades
   - How can the data be used to improve services to the business?

     Example: recurring issues by department
2. Document report requirements in ***Service Desk SOP***. If the results represent a significant change, document them in the ***Executive Presentation***. Schedule a time to revisit the requirements to ensure they still meet organizational needs.
3. Provide the list to your tool administrator to create reports with auto-distribution.

Participants

- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents

What You'll Need

- *Service Desk SOP*
- Flip Chart
- Whiteboard

Step 1.4: Review ticket handling procedures

This step will walk you through the following activities:

1.4.1 Review ticket handling practices

1.4.2 Identify opportunities to automate ticket creation and reduce recurring tickets

This step involves the following participants:

- Project Sponsor
- IT Managers and Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- List of ticket templates, and recurring tickets.
- Ticket and Call QA Template, and ticket handling best practices.
- Shift-Handover Template.

Managers and analysts will have best practices for ticket handling and troubleshooting to support ITSM data quality and improve first-tier resolution.

Assign the following incident management roles and responsibilities to promote accountability

The role of incident manager is usually assigned to the service desk manager. In organizations with high ticket volumes, a separate role may be necessary.

In both cases, everyone must recognize that incident management is a cross-IT organization process and **not uniquely** a service desk process.

An incident manager is responsible for:

- Improving incident management processes.
- Tracking metrics and producing reports.
- Developing and maintaining the incident management system.
- Developing and maintaining critical incident processes.
- Ensuring the service support team follows the incident management process.

Tier 1: Service Desk

- Single point of contact for end users during service disruptions.
- Point of coordination for IT groups and processes.

Tier 2: Deskside Support

- Specialist group with additional time to devote to diagnosis and resolution.

Tier 3:

- Specialists in internal technical group or third-party suppliers.

Start by reviewing the incident intake process to find opportunities for improvement

If end users are avoiding your service desk, you may have an incident intake problem.

Start by reviewing the intake process.

- Ask are interacting with the IT team. Are they working with your how the users processes? If not, why not? If so, are they happy with them?"

Create alternative ways for users to seek help to manage the volume of call intakes.

- Not every request is an emergency. Offering self service resolution and ticket creation options will reduce the number of agents you need on the phones.

Build a self service portal.

- Do end users know where to find the web portal?
- How many tickets are created through the self service portal?
- Does the self service interface identify how to create tickets and access the knowledgebase?

Deal efficiently with email.

- How quickly are messages picked up?
- Are they manually transferred to a ticket or does the service desk tool automatically create a ticket with a time stamp?

Rationalize Ticket Intake Channels

The two most traditional and fastest methods to get help must deal with emergencies and escalation effectively.

The phone should be the fastest way to get help.

- Are enough agents answering calls?
- Are voicemails picked up on time?
- Are the automated call routing prompts clear and concise? Does the routing work?
- How many calls and emails are not going through the service desk?
- Are end users contacting their favorite technician directly instead?

Are walk-ins permitted and formalized?

- If so, do you always have someone at the desk? Is your equipment secure?
- Are walk-ins common because no one picks up the phone or is the traffic as you might expect given your client base?

Ensure technicians create tickets for all incidents and requests

WHY COLLECT TICKET DATA?

If a large number of tickets are missing, help service support staff understand the need to collect the data.

Technician	Calculations	Benefit
Tier 2 and Tier 3 (T2 & T3) Technicians	Calculate percentage of time supporting users or team vs. completing projects.	• Make the case for reducing T2 and T3 ticket volume. • Understand the impact of service support on project timelines.
T2 & T3 Technicians	Understand ticket types to determine which support issues are most common.	• Focus training and documentation on tickets that could be handled at a lower tier.
T1 & T2 Technicians	Calculate most common tickets to focus process improvements.	• Create ticket templates and automate escalations. • Target knowledgebase articles on most common tickets. • Flag incident tickets for root-cause analysis.
T1, T2, & T3 Technicians	Calculate most common tickets to see which applications and infrastructure components need the most attention.	• Hire technicians to fill skill gaps. • Create a business case for capacity, development, and upgrades.

Use the ticket and call quality assessment tool to improve the quality of service desk data

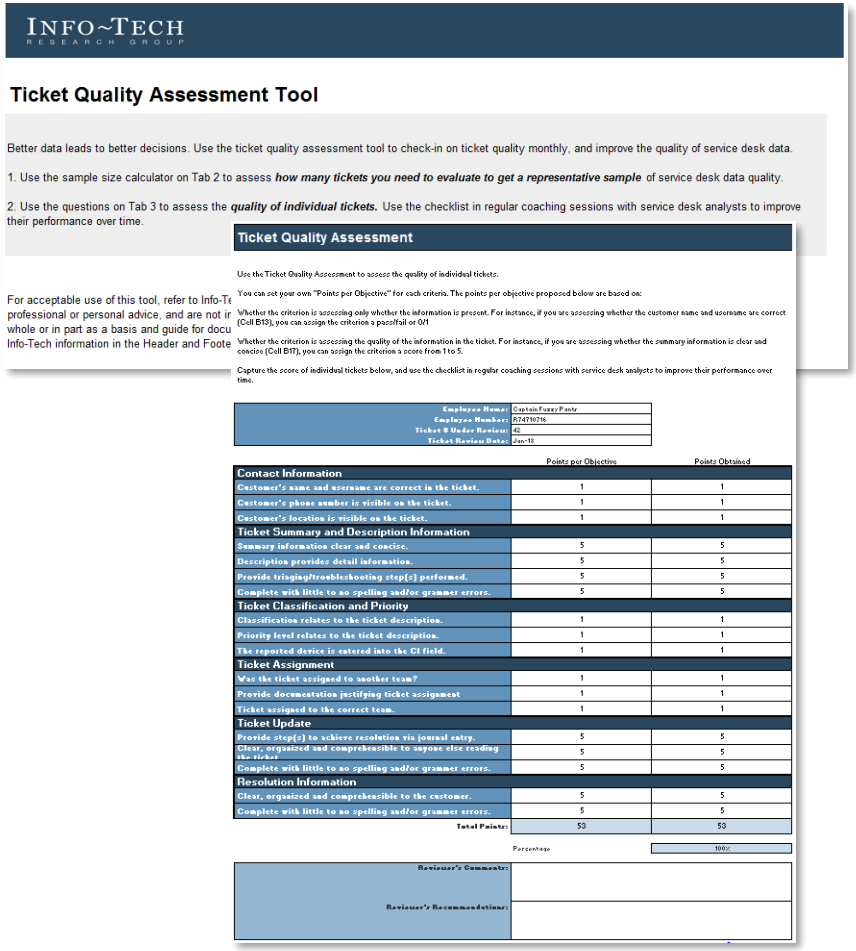
Build a process to check-in on ticket and call quality monthly

Better data leads to better decisions. Use the ticket quality assessment tool to check-in on the ticket and call quality monthly for each technician, and improve the quality of service desk data.

1. Use the sample size calculator on Tab 2 to assess how many tickets and calls you need to evaluate to get a representative sample of service desk data quality for each technician.

2. Use the questions on Tab 3 and Tab 4 to assess the quality of individual tickets. Use the checklist in regular coaching sessions with service desk analysts to improve their performance over time.

3. Record the results on Tab 5 and Tab 6.



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Ticket Quality Assessment Tool

Better data leads to better decisions. Use the ticket quality assessment tool to check-in on ticket quality monthly, and improve the quality of service desk data.

1. Use the sample size calculator on Tab 2 to assess ***how many tickets you need to evaluate to get a representative sample*** of service desk data quality.

2. Use the questions on Tab 3 to assess the ***quality of individual tickets.*** Use the checklist in regular coaching sessions with service desk analysts to improve their performance over time.

For acceptable use of this tool, refer to Info-Te
professional or personal advice, and are not ir
whole or in part as a basis and guide for docu
Info-Tech information in the Header and Foote

Ticket Quality Assessment

Use the Ticket Quality Assessment to assess the quality of individual tickets.

You can set your own "Points per Objective" for each criteria. The points per objective proposed below are based on:

Whether the criterion is assessing only whether the information is present. For instance, if you are assessing whether the customer name and username are correct (Cell B13), you can assign the criterion a pass/fail or 0/1

Whether the criterion is assessing the quality of the information in the ticket. For instance, if you are assessing whether the summary information is clear and concise (Cell B17), you can assign the criterion a score from 1 to 5.

Capture the score of individual tickets below, and use the checklist in regular coaching sessions with service desk analysts to improve their performance over time.

Employee Name:	Captain Fuzzy Pants
Employee Number:	8174719716
Ticket # Under Review:	45
Ticket Review Date:	Jan-18

	Points per Objective	Points Obtained
Contact Information		
Customer's name and username are correct in the ticket.	1	1
Customer's phone number is visible on the ticket.	1	1
Customer's location is visible on the ticket.	1	1
Ticket Summary and Description Information		
Summary information clear and concise.	5	5
Description provides detail information.	5	5
Provide triaging/troubleshooting step(s) performed.	5	5
Complete with little to no spelling and/or grammar errors.	5	5
Ticket Classification and Priority		
Classification relates to the ticket description.	1	1
Priority level relates to the ticket description.	1	1
The reported device is entered into the CI field.	1	1
Ticket Assignment		
Was the ticket assigned to another team?	1	1
Provide documentation justifying ticket assignment	1	1
Ticket assigned to the correct team.	1	1
Ticket Update		
Provide step(s) to achieve resolution via journal entry.	5	5
Clear, organized and comprehensible to anyone else reading the ticket	5	5
Complete with little to no spelling and/or grammer errors.	5	5
Resolution Information		
Clear, organized and comprehensible to the customer.	5	5
Complete with little to no spelling and/or grammer errors.	5	5
Total Points:	53	53
Percentage		100%

Reviewer's Comments:	
Reviewer's Recommendations:	

Set ticket handling expectations to drive a consistent process

Set expectations

- **Create and update tickets,** but not at the expense of good customer service. Agents can start the ticket, but shouldn't spend five minutes creating the ticket when they should be troubleshooting the problem.
- **Update the ticket** when the issue is resolved or needs to be escalated. If agents are escalating, they should make sure all relevant information is passed along to the next technician.
- **Update user** of ETA if issue cannot be resolved quickly.
- **Ticket templates** for common incidents can lead to fast creation, data input, and categorizations. Templates can reduce the time it takes to create tickets from 2 minutes to 30 seconds.

- **Update categories** to reflect the actual issue and resolution.
- **Reference knowledgebase article** or document steps taken to resolve the incident.
- **Confirm incident is resolved with client.**
- **Close or resolve** the ticket on time.

Use ticket templates to make ticket creation, updating, and resolution more efficient

Contact info pulled from AD

Issue should trigger autofills through template

Automating instructions to user and resolution steps saves time

Name			**Department**	Autofill from AD	
Phone	Autofill from AD		**Location**	Autofill from AD	
Date/Time	Autofill		**Manager**	Autofill from AD	
Assigned Tech	Technician Name		**Critical User?**		
Status	Drop Down: Open, Assigned, In Progress, On Hold, Resolved				
Issue					
Free form or drop down (triggers next autofill)					
Type	• Incident • Service request	**Category**	Autofill on template	**Sub-category**	Autofill on template
Impact	• High • Medium • Low	**Urgency**	• High • Medium • Low	**Priority**	Autofill based on Impact and Urgency
SLA	Autofill based on priority	**Cause Code**	Drop Down	**Resolution Code**	Autofill on template
Description					
Free form or autofill on template					
Instructions					
Email instructions or comments to user – can be automated based on template					
Resolution					
Free form or autofill on template					
Resolution at	Date/Time		**Resolved by**	Technician Name	
Closed at	Date/Time		**Closed by**	Technician Name	

Implement measures to improve ticket handling

1.4.1 Identify opportunities to automate ticket creation

1. Poll the team.
   - How many are not creating tickets?
   - How does incomplete data affect decision making?
   - Calculate the impact of the missing data.
2. Discuss.
   - Why is the team not creating tickets?
   - How can we address those barriers?
   - What are the expectations of management?
3. Brainstorm 5-10 good candidates for templates.
   - What data can auto-fill?
   - What will help process the ticket faster?
   - What automations can we build to ensure a fast, consistent service?

Note:

- Ticket template name.
- Information that will auto-fill from Active Directory and other applications.
- Categories and resolution codes.
- Automated routing and email responses.

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- Flip Chart
- Whiteboard

Document the most disruptive and recurring incidents to reduce ticket volume

1.4.2 Assess whether the service desk can reduce recurring tickets

1. Build a list of recurring issues and known errors.
2. Assess which ones are the most disruptive and costly to the business.
    - Identify impact on users, clients, and other departments (number of tickets, time to resolve, departments affected).
    - Identify impact on technicians (number of tickets, time to resolve or apply workaround).
3. Discuss possible fixes. Prioritize high-impact issues and issues that can be resolved quickly. Include them in the *Service Desk Roadmap.*
4. Note recurring issues and known errors that *will not be resolved. S*et the list aside for the knowledgebase discussions.

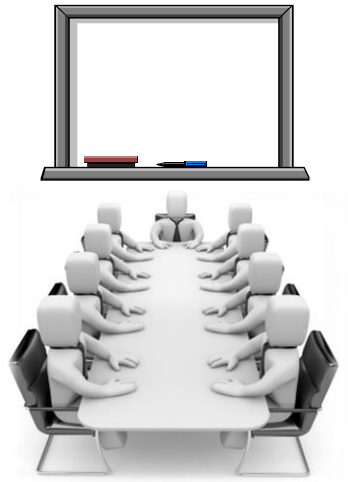
Error	Impact	Options
ERP Invoicing Invoice PDFs not saving correctly	• Occurs 3-4 times per month; 4 hours to fix. • Server needs reboot half the time to solve. • Results in 2 hours overtime for accounting person to catch up each time. • All of accounting affected during reboot.	Can Martin fix? Vendor escalation? What will it cost?

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- Flip Chart
- Whiteboard



Phase 1 Guided Implementation

Call 1-888-670-8889 or email GuidedImplementations@InfoTech.com for more information.

Complete these steps on your own, or call us to complete a guided implementation. A guided implementation is a series of 2-3 advisory calls that help you execute each phase of a project. They are included in most advisory memberships.

Guided Implementation 1: Conduct gap analysis

Proposed Time to Completion: 4 Weeks

Step 1.1: Assess service desk challenges

Start with an analyst kick off call:

- Scope the project.
- Set up diagnostics.
- Conduct assessment.

Then complete these activities…

- Outline challenges.
- Review diagnostics.
- Review current state.

With these tools & templates:

- Service Desk Maturity Assessment
- Executive Presentation
- Diagnostics

Step 1.2: Review best service support practices

Review findings with analyst:

- Discuss implications of a shift-left service support strategy.

Then complete these activities…

- Identify implications of a shift-left strategy for the direction of the service desk.

With these tools & templates:

- Executive Presentation

Step 1.3: Identify metrics and reports

Review findings with analyst:

- Discuss distribution of service support roles and responsibilities.

Then complete these activities…

- Create a RACI chart.
- List service support roles.
- Review current task allocations.
- Conduct a skills gap analysis.

With these tools & templates:

- Service Desk SOP

Step 1.4: Review ticket handling practices

Review findings with analyst:

- Review ticket handling challenges.

Then complete these activities…

- Automate ticket creation.
- Reduce recurring tickets.

With these tools & templates:

- Ticket Template
- Ticket Handling QA Template
- Knowledge base article for troubleshooting and ticket handling

Phase 1 Insight: Don't be fooled. A new service desk tool alone won't solve your challenges. Most tools support service management best practices, but those practices must be built from the ground up. Start by taking a snapshot of your existing service desk, with all of its strengths and growing edges, and then build an organizational structure to support process improvements.

If you want additional support, have our analysts guide you through this phase as part of an Info-Tech workshop

Book a workshop with our Info-Tech analysts:

- To accelerate this project, engage your IT team in an Info-Tech workshop with an Info-Tech analyst team.
- Info-Tech analysts will join you and your team onsite at your location or welcome you to Info-Tech's historic Toronto office to participate in an innovative onsite workshop.
- Contact your account manager (www.infotech.com/account), or email Workshops@InfoTech.com for more information.

The following are sample activities that will be conducted by Info-Tech analysts with your team:

1.1.1

Brainstorm service desk challenges

The analyst will:

- Inventory service desk challenges.
- Discuss the benefits of standardizing the service desk.
- Review the results of the diagnostic surveys.

1.3.1

Draft an executive presentation

The analyst will:

- Provide an overview of common service desk metrics and reports.
- Associate service desk metrics with specific organizational goals.

PHASE 2

Design Incident Management Processes

Standardize the Service Desk

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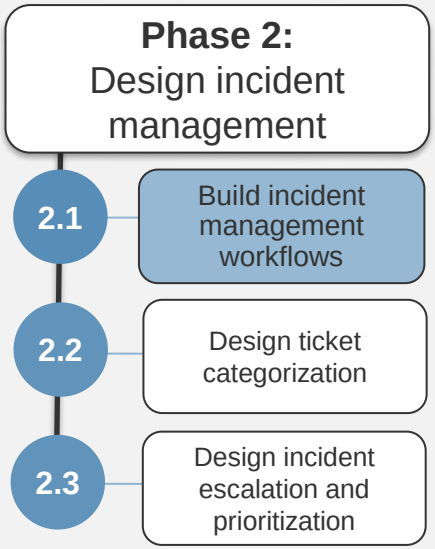
Step 2.1: Build incident management workflows



This step will walk you through the following activities:

2.1.1 Review incident management challenges

2.1.2 Define the incident management workflow

2.1.3 Define the critical incident management workflow

2.1.4 Design critical incident communication plan

This step involves the following participants:

- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

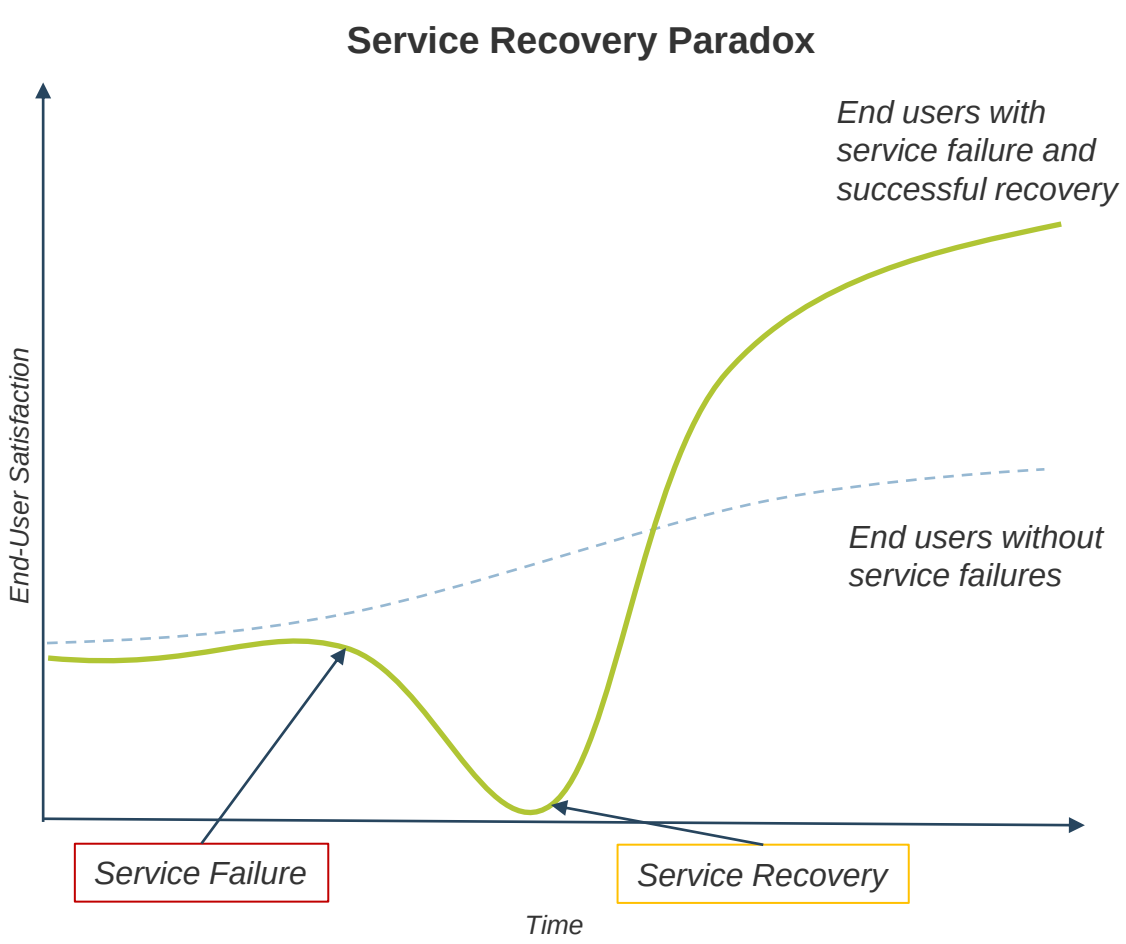
DELIVERABLES

- Incident management workflows
- Critical incident management workflows
- Critical incident communication plan

Workflows for incident management and critical incident management will improve the consistency and quality of service delivery and prepare the service desk to negotiate reliable service levels with the organization.

Communicate the great incident resolution work that you do to improve end-user satisfaction

End users think more highly of IT after the organization has corrected a problem with their service than they would have had the service not been faulty in the first place.



Info-Tech **Insight**

Use the service recovery paradox to your advantage. Address service desk challenges explicitly, develop incident management processes that get services back online quickly, and communicate the changes.

If you show that the service desk recovered well from the challenges end users raised, you will get greater loyalty from them.

The Director of IT Services invested in incident management to improve responsiveness and set end-user expectations

Practitioner Insight

Ben Rodriguez developed a progressive plan to create a responsive, service-oriented culture for the service support organization.

When I joined the organization, there wasn't a service desk. ***People just phoned, emailed, maybe left [sticky] notes*** *for who they thought in IT would resolve it. There wasn't a lot of investment in developing clear processes. It was 'Let's call somebody in IT.'*

I set up the service desk to clarify what we would do for end users and to establish some SLAs.

I didn't commit to service levels right away. I needed to see how many resources and what skill sets I would need. I started by drafting some SLA targets and plugging them into our tracking application. I then monitored how we did on certain things and established if we needed other skill sets. Then I ***communicated those SOPs to the business, so that 'if you have an issue, this is where you go, and this is how you do it,'*** *and then shared those KPIs with them.*

I had monthly meetings with different function heads to say 'this is what I see your guys calling me about,' and we ***worked on something together to make some of the pain disappear.***

– **Ben Rodrigues**
Director, IT Services
Gamma Dynacare

Sketch out incident management challenges to focus improvements

Common Incident Management Challenges

End Users

- No faith in the service desk beyond speaking with their favorite technician.
- No expectations for response or resolution time.
- Non-IT staff are disrupted as people ask their colleagues for IT advice.

Technicians

- No one manages and escalates incidents.
- Incidents are unnecessarily urgent and more likely to have a greater impact.
- Agents are flooded with requests to do routine tasks during desk visits.
- Specialist support staff are subject to constant interruptions.
- Tickets are lost, incomplete, or escalated incorrectly.
- Incidents are resolved from scratch rather than referring to existing solutions.

Managers

- Tickets are incomplete or lack historical information to address complaints.
- Tickets in system don't match the perceived workload.
- Unable to gather data for budgeting or business analysis.

Info-Tech **Insight**

Consistent incident management processes will improve end-user satisfaction with all other IT services.

However, be prepared to overcome these **common obstacles** as you put the process in place, including:

- Absence of management or staff commitment.
- Lack of clarity on organizational needs.
- Outdated work practices.
- Poorly defined service desk goals and responsibilities.
- Lack of a reliable knowledgebase.
- Inadequate training.
- Resistance to change.

Prepare to implement or improve incident management

2.1.1 Review incident management challenges and metrics

1. Review your incident management challenges and the benefits of addressing them. If necessary, refer to summaries included in the challenges, benefits, and process flowchart in this section's previous slides.
2. Review the level of service you are providing with the current resources. Define clear goals and deliverables for the improvement initiative.
3. Decide how the incident management process will interface with the service desk. Who will take on the responsibility for resolving incidents? Specifically, who will:
    - Log incidents.
    - Perform initial incident troubleshooting.
    - Own and monitor tickets.
    - Communicate with end users.
    - Update records with the resolution.
    - Close incidents.
    - Implement next steps (e.g. initiate problem management).
4. Document recommendations in the *Executive Presentation* and the incident management process requirements in the ***Service Desk SOP***.

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- *Service Desk SOP*
- Flip Chart
- Whiteboard

Distinguish between different kinds of tickets for better SLAs

Common Service Desk Ticket Types

Incidents

An unanticipated interruption of a service.

The goal of incident management is to restore the service as soon as possible, even if the resolution involves a workaround.

Problems

The root cause of a number of incidents.

The goal of problem management is to detect the root cause and provide long-term resolution and prevention.

Requests

A generic description for small changes or service access.

Requests are small, frequent, and low risk. They are best handled by a process distinct from incident, change, and project management.

Changes

An addition, modification, or removal of anything that could have an effect on IT services.

The scope includes significant changes to architectures, processes, tools, metrics, and documentation.

Info-Tech Insight

Different ticket types are associated with radically different **prioritization, routing,** and **service levels.** For instance, most incidents are resolved within a business day, but requests take longer to implement.

If you fail to distinguish between ticket types, your metrics will obscure service desk performance.

Info-Tech Insight

Organizations sometimes mistakenly classify small projects as service requests, which can compromise your data even further. Review step 3.2.1 to draft criteria that will help you make the distinction successfully.

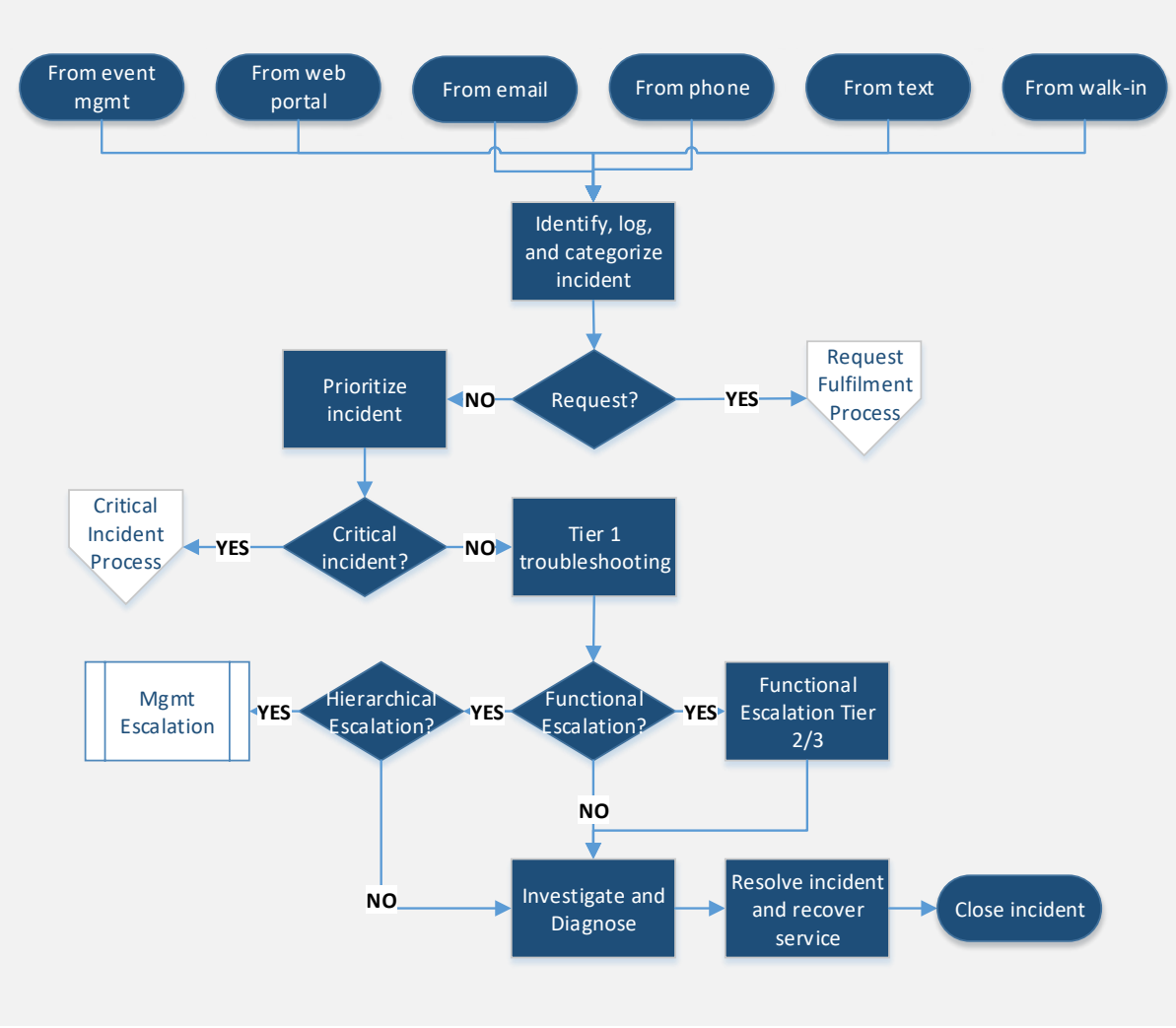
Separate incidents and service requests for increased customer service and better defined SLAs

Definitions:

- **Incidents** are unexpected disruptions to normal business processes and require attempts to restore services as soon as possible (e.g. the printer is not working).
- **Service requests** are tasks that don't involve something that is broken or has an immediate impact on services. They do not require immediate resolution and can typically be scheduled (e.g. new software application).

Defining the differences between service requests and incidents is not just for reporting purposes. It also has a major impact on how service is delivered.		
Incidents will be prioritized based on urgency and impact to the organization.	**Prioritization**	Service requests will be scheduled and only increase in prioritization if there is a request process issue (e.g. we hired someone to start today). Track these and report on non-compliance.
Did incidents get resolved according to prioritization rules?	**SLAs**	Did service requests get completed on time?
Incidents will typically need triage at the service desk unless something is set up to go directly to a specialist.	**Routing of calls or tickets**	Service requests don't need triage (typically) and can be routed automatically for approvals and fulfillment.

Focus on the big picture first to capture and streamline how your organization resolves incidents



Take this opportunity to re-evaluate how you approach and resolve incidents.

Incident inputs

- Incident details logged.
- Configuration details from the configuration management database.
- Output from problem management and known errors.
- Resolution details from other incidents.
- Responses to requests for change.

Incident outputs

- Incident resolution and closure.
- Updated incident record and call log.
- Methods for workarounds.
- Communication with the user.
- Requests for change.
- Management information (reports).
- Input to problem management process.

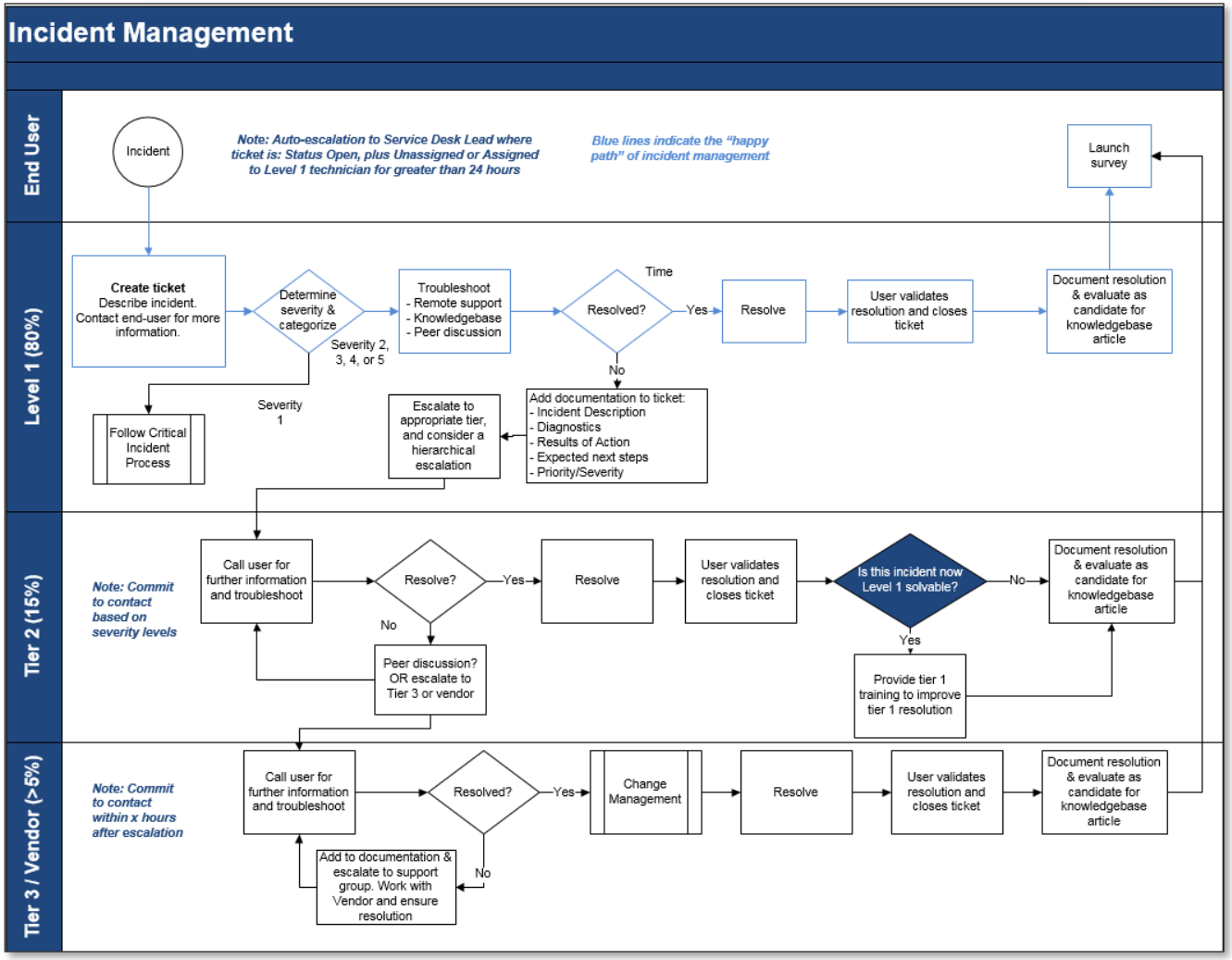
Document your incident management workflow to identify opportunities for improvement

Workflow should include:

- Ticket creation and closure
- Triage
- Troubleshooting
- Escalations
- Communications
- Change management
- Documentation
- Vendor escalations

Notes:

- Include both **hierarchical** escalations to managers and **functional** escalations to T2 and T3 specialists.
- If closing the ticket will include a simple survey, take advantage of the workflows to send poor reviews to the service manager for immediate follow-up.
- Workflows for critical incidents should follow a different path.



Collaborate to define each step of the incident management workflow

2.1.2 Define the incident management workflow

Time Allotment: 60 minutes

Option 1: Whiteboard

1. Discuss the workflow and draw it on the whiteboard.
2. Assess whether you are using the best workflow. Modify it if necessary.
3. Engage the team in refining the process workflow.
4. Transfer data to Visio and add to the SOP.

Option 2: Table Top Exercise

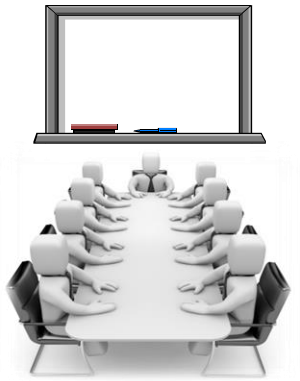
1. Distribute index cards to each member of the team.
2. Have each person write a single task they perform on the index card. Be granular. Include the title or the name of the person responsible.
3. Mark cards that are decision points. Use a card of a different color or use a marker to make a colored dot.
4. Arrange the index cards in order, removing duplicates.
5. Assess whether you are using the best workflow. Engage the team to refine it if necessary.
6. Transfer data to Visio and add to the ***Service Desk SOP*** and ***Executive Presentation***.

Participants

- Service Manager
- Service Desk Support
- Applications or Infrastructure Support

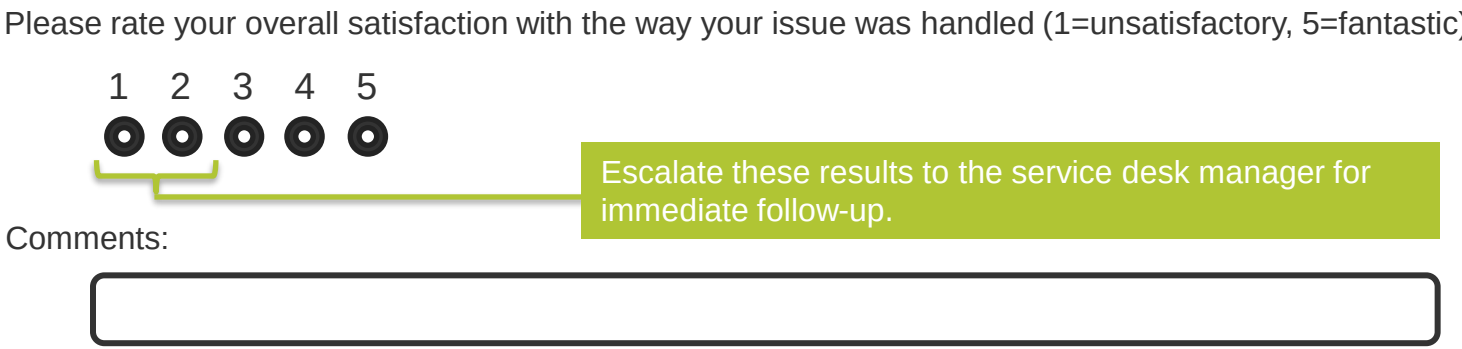
What You'll Need

- Flip Chart Paper
- Sticky Notes
- Pens
- *Service Desk SOP*
- *Executive Presentation*



Add transactional end-user surveys to tickets at close to escalate unsatisfactory results

A simple quantitative survey at the closing of a ticket can inform the service desk manager of any issues that were not resolved to the end user's satisfaction. Take advantage of workflows to escalate poor results immediately for quick follow-up.



If a more complex survey is required, you may wish to include some of these questions:

Please rate your overall satisfaction with the way your issue was handled (1=unsatisfactory, 5=fantastic)

- ❑ The professionalism of the analyst.
- ❑ The technical skills or knowledge of the analyst.
- ❑ The timeliness of the service provided.
- ❑ The overall service experience.

Add an open-ended, qualitative question to put the number in context, and solicit critical feedback:

What could the service desk have done to improve your experience?

Send out fewer transactional surveys to improve and randomize response rate

There are two types of survey fatigue:

- **Service response fatigue** occurs when end users grow bored, tired, or uninterested with the task and begin to ignore them or respond inaccurately.
- Survey taking fatigue occurs when surveys are too long or include questions that are not relevant to end users.

Survey fatigue can:

- Lower response rates.
- Cause high rates of survey abandonment.
- Limit your data pool to a small number of the same end users that provide the same responses every time.

Fight Survey Fatigue

- Don’t over survey your audience. Paradoxically, sending out a survey every third ticket will improve your overall response rate.
- Communicate the survey’s value. If your potential respondents see clearly how their responses will be used, they are more likely to donate their time.
- Consider attaching an incentive to responding. Offering a chance to win a coffee card each month is a great way to increase end-user interest.
- Make it easy to answer your survey. Keep the survey short, limiting it to one quantitative and one qualitative question.
- If there’s any chance that end users will be taking your survey on a phone or tablet, be sure to test the entire experience on those devices.

Formalize the process for critical incident management to reduce organizational impact

Discuss these elements to see how the organization will handle them.

- **Communication plan:**

  It's important to separate the role of the technician trying to solve a problem with the need to communicate progress.

  - Who communicates with end users?
  - Who communicates with the executive team?

- **Change management:**

  Define a separate process for regular and emergency change management to ensure changes are timely and appropriate.

- **Business continuity plan:**

  Identify criteria to decide when a business continuity plan (BCP) must be implemented during a critical incident to minimize the business impact of the incident.

- **Post mortems:**

  Formalize the process of discussing and documenting lessons learned, understanding outstanding issues, and addressing the root cause of incidents.

- **Source of incident notification:**

  Does the process change if users notify the service desk of an issue or if the systems management tools alert technicians?

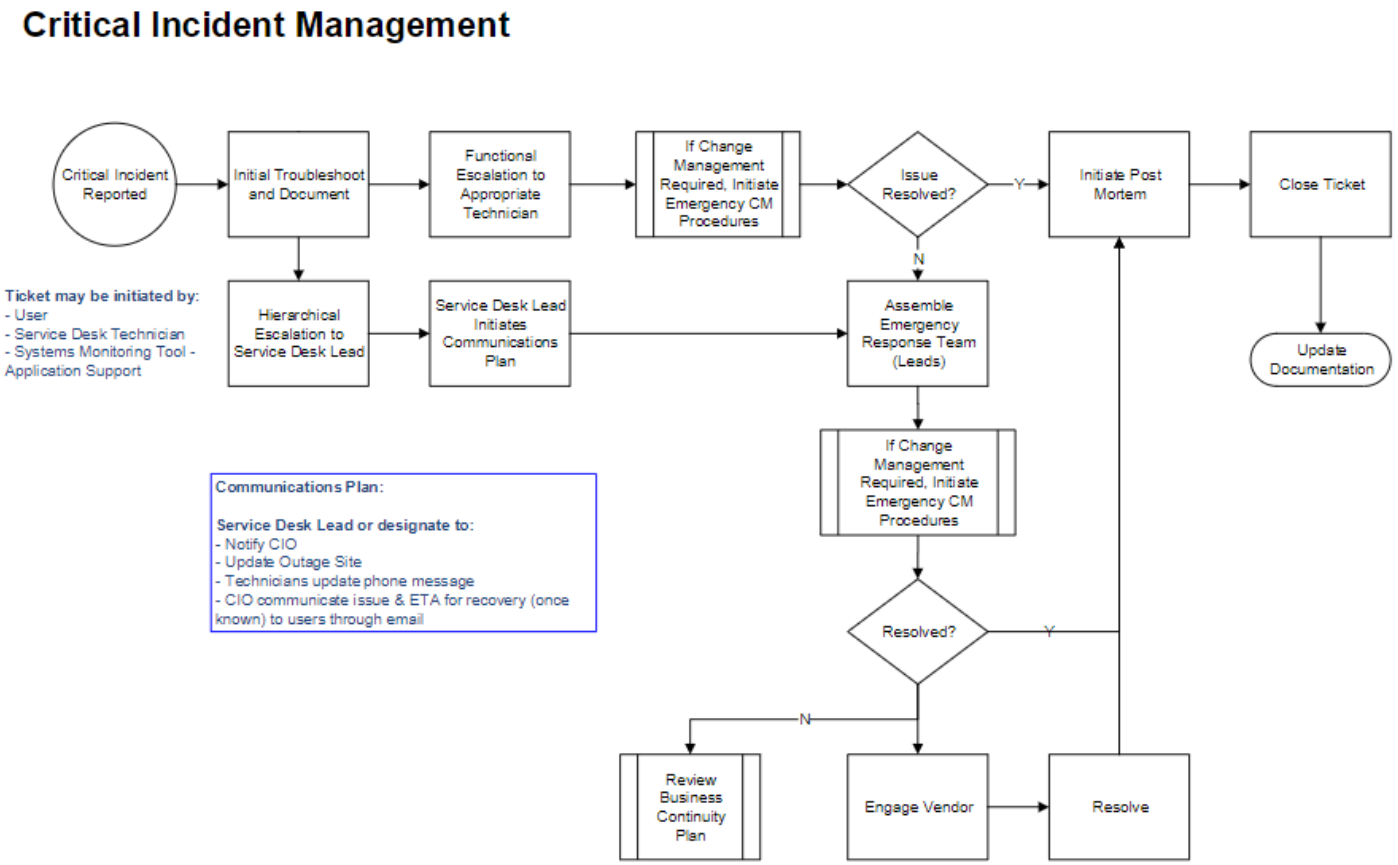
Critical incidents are high-impact, high-urgency events that put the effectiveness and timeliness of the service desk center stage.

Build a workflow that focuses on quickly bringing together the right people to resolve the incident and reduces the chances of recurrence.

Document your critical incident management workflow to identify opportunities for improvement

Workflow should include:

- Ticket creation and closure
- Triage
- Troubleshooting
- Escalations
- Communications plan
- Change management
- Disaster recovery or business continuity plan
- Documentation
- Vendor escalations
- Post mortem



Collaborate to define each step of the critical incident management workflow

2.1.3 Define the critical incident management workflow — Time Allotment: 60 minutes

Option 1: Whiteboard

1. Discuss the workflow and draw it on the whiteboard.
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Option 2: Table Top Exercise

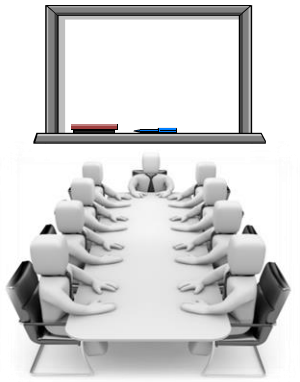
1. Distribute index cards to each member of the team.
2. Have each person write a single task they perform on the index card. Be granular. Include the title or the name of the person responsible.
3. Mark cards that are decision points. Use a card of a different color or use a marker to make a colored dot.
4. Arrange the index cards in order, removing duplicates.
5. Assess whether you are using the best workflow. Engage the team to refine it if necessary.
6. Transfer data to Visio and add to the ***Service Desk SOP***.

Participants

- Service Manager
- Service Desk Support
- Applications or Infrastructure Support

What You'll Need

- Flip Chart Paper
- Sticky Notes
- Pens
- *Service Desk SOP*



Establish a critical incident management communication plan

When it comes to communicating during major incidents, it's important to get the information just right. Users don't want too little, they don't want too much, they just want what's relevant to them, and they want that information at the right time.

As an IT professional, you may not have a background in communications, but it becomes an important part of your job. Broad guidelines for good communication during a critical incident are:

1. Communicate as broadly as the impact of your incident requires.
2. Communicate as much detail as a specific audience requires, but no more than necessary.
3. Communicate as far ahead of impact as possible.

Why does communication matter?

Sending the wrong message, at the wrong time, to the wrong stakeholders, can result in:

- Drop in customer satisfaction.
- Wasted time and resources from multiple customers contacting you with the same issue.
- Dissatisfied executives kept in the dark who can damage your reputation.
- Increased resolution time if the relevant providers and IT staff are not informed soon enough to help.

Info-Tech **Insight**

End users understand that sometimes things break. What's important to them is that (1) you don't repeatedly have the same problem, (2) you keep them informed, and (3) you give them enough notice when their systems will be impacted and when service will be returned.

Automate communication to save time and deliver consistent messaging to the right stakeholders

In the middle of resolving a critical incident, the last thing you have time for is worrying about crafting a good message. Create a series of templates to save time by providing automated, tailored messages for each stage of the process, which can be quickly altered and sent out to the right stakeholders.

Once templates are in place, when the incident occurs, it's simply a matter of:

1. Choosing the relevant template.
2. Updating recipients and messaging if necessary.
3. Adding specific, relevant data and fields.
4. Sending the message.

When to communicate?

Tell users the information they need to know, when they need to know it. If a user is directly affected by the failure, tell them what they need to know. If the incident does not directly affect the user, the communication may lead to decreased customer satisfaction or failure to pay attention to future relevant messaging.

What to say?

- Keep messaging short and the point.
- Only say what you know for sure.
- Provide only the details the audience needs to know to take any necessary action or steps on their side and no more. There's no need to provide details on the reason for the failure before it's resolved, though this can be done after resolution and restoration of service.

You'll need distinct messages for distinct audiences. For example:

- **To incident resolvers:** "Servers X through Y in ABC Location are failing intermittently. Please test the servers and all the connections to determine the exact cause so we can take corrective action ASAP."
- **To the IT department head:** "Servers X through Y in ABC Location are failing intermittently. We are beginning tests. We will let you know when we have determined the exact cause and can give you an estimated completion time."
- **To executives:** "We're having an issue with some servers at ABC Location. We are testing to determine the cause and will let you know the estimated completion time as soon as possible."
- **To end users:** "We are experience some service issues. We are working on a resolution diligently and will restore service as soon as possible."

Map out who will need to be contacted in the event of a critical incident

2.1.4 Design the critical incident communication plan

- Identify critical incidents that require communication.
- Identify stakeholders who will need to be informed about each incident.
- For each audience, determine:
    1. Frequency of communication
    2. Content of communication

Use the sample template to the right as an example.

Some questions to assist you:

- Whose work will be interrupted, either by their services going down or by their workers having to drop everything to solve the incident?
- What would happen if we didn't notify this person?
- What level of detail do they need?
- How often would they want to be updated?

Document outcomes in the ***Service Desk SOP***.

Unplanned service outage template

From: Service Desk

Subject: Issue with [KEY SERVICE NAME]

[KEY SERVICE NAME] is currently experiencing issues.

*[WHEN APPLICABLE] Specify which groups of people, which platforms, and how the services are affected (for example, slow, unavailable, some parts working and others not).

*[WHEN APPLICABLE] Suggest workaround.

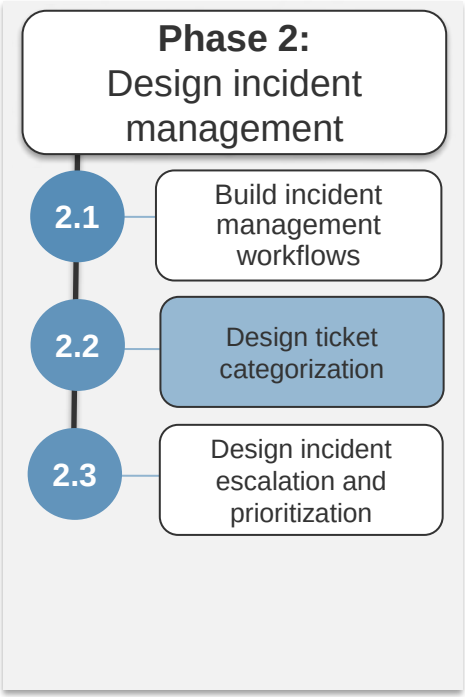
IT is currently working to resolve the issue. We will provide an update as soon as we have more information.

[Additional sentences as needed to provide adequate details on the impact of the outage.]

Thanks for your patience and understanding.

Service Desk
servicedesk@company.com

Step 2.2: Design ticket categorization



This step will walk you through the following activities:

2.2.1 Assess ticket categorization

2.2.2 Enhance ticket categories with resolution codes

This step involves the following participants:

- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Optimized ticket categorization

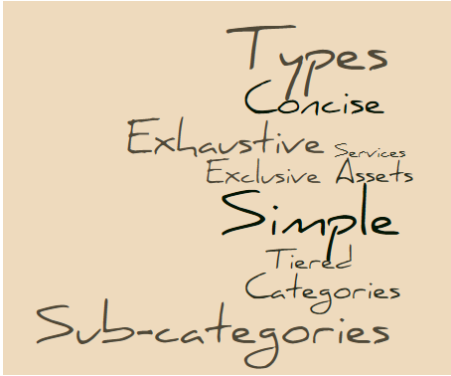
The reviewed ticket categorization scheme will be easier to use and deployed more consistently, which will improve the categorization of data and the reliability of reports.

Design a ticket classification scheme to produce useful reports

Reliable reports depend on an effective categorization scheme.

Too many options cause confusion; too few options provide little value. As you build the classification scheme over the next few slides, let **call routing** and **reporting requirements** be your guide.

Effective classification schemes are concise, easy to use correctly, and easy to maintain.



Keep these guidelines in mind:

- A good categorization scheme is **exhaustive** and mutually **exclusive:** there's a place for every ticket and every ticket fits in only one place.
- As you build your classification scheme, ensure the categories describe the actual asset or service involved based on final resolution, not how it was reported initially.
- Pre-populate **ticket templates** with relevant categories to dramatically improve reporting and routing accuracy.
- Use a **tiered system** to make the categories easier to navigate. **Three tiers** with **6-8 categories** per tier provides up to 512 categories, which should be enough for the most ambitious team.
- Track only what you will use for reporting purposes. If you don't need a report on individual kinds of laptops, don't create a category beyond "laptops." Avoid "miscellaneous" categories. A large portion of your tickets will eventually end up there.

Info-Tech **Insight**

Don't do it alone! Collaborate with managers in the specialized IT groups responsible for root-cause analysis to develop a categorization scheme that makes sense for them.

The first approach to categorization breaks down the IT portfolio into asset types

WHY SHOULD I START WITH ASSETS?

Start with asset types if asset management and configuration management processes figure prominently in your practice or on your service management implementation roadmap.

Type	Category	Subcategory
Hardware	Tablets	Surface
		iPad
	Desk-Side Hardware	Laptops
		Monitor
		PCs
	Printers	
	Peripherals	
	Projector/LCD	
Infrastructure	Network	Switches/Routers
		Connectivity/ISP
		Cabling
		Wireless

Building the Categories

Ask these questions:

- Type: What kind of asset am I working on?
- Category: What general asset group am I working on?
- Subcategory: What particular asset am I working on?

Need to make quick progress? Use Info-Tech Research Group's *asset-focus ticket categorization example*.

Info-Tech Insight

Think about how you will use the data to determine which components need to be included in reports. If components won't be used for reporting, routing, or warranty, reporting down to the component level adds little value.

The second approach to categorization breaks down the IT portfolio into types of services

WHY SHOULD I START WITH SERVICES?

Start with asset **services** if service management generally figures prominently in your practice, especially service catalog management.

Type	Category	Subcategory
Accounts & Access	Active Directory	Create file structure
		Increase email quota
		Increase file quota
		Restore AD object
		Create new security group
	General Access	Policy
		Remove all user access
		Authentication
Endpoint Computing	Desktop Computing and Support	Application and desktop virtualization support
		Office – on-campus install
		Office – at-home install
		VPN install and set-up

Building the Categories

Ask these questions:

- Type: What kind of service am I working on?
- Category: What general service group am I working on?
- Subcategory: What particular service am I working on?

Need to make quick progress? Use Info-Tech Research Group's *service-focus ticket categorization example*.

Info-Tech Insight

Remember, ticket categories are not your only source of reports. Enhance the classification scheme with resolution and status codes for more granular reporting.

Improve the categorization scheme to enhance routing and reporting

2.2.1 Assess whether the service desk can improve its ticket categorization

1. As a group, review existing categories, looking for duplicates and designations that won't affect ticket routing. Reconcile duplicates and remove non-essential categories.
2. As a group, **re-do the categories,** ensuring that the new categorization scheme will meet the reporting requirements outlined earlier.
    - Are categories exhaustive and mutually exclusive?
    - Is the tier simple and easy to use (i.e. 3 tiers x 8 categories)?
3. Test against recent tickets to ensure you have the right categories.
4. Record the ticket categorization scheme in the ***Service Desk SOP***.

Ticket Classification Scheme

Ticket Types	Ticket Categories	Sub-Categories				
		Hardware	Software	Infrastructure	Phones	Security
Incident	Hardware	Workstation	Office	Network	Call Tagging	Password Reset
Service Request	Software	Printer	Outlook	Internet	Call Recording Retrieval	Email Filtering
Inquiry	Infrastructure	Monitor	Adobe Acrobat	VPN	Headset	Web Filtering
	Phones	Router	Adobe Illustrator	BES	Conference Bridge	Account Access
	Security	PBX	Salesforce	ITRG Website	Change	AntiVirus/AntiSpam
	Facilities	Mobile Phone	Browser	Wiring	Connection	Computer Lock Password
	User Services	Laptop	WebEx	Guest Network	Voicemail	
	Enterprise Apps	Peripherals	Windows		New User Set up	
	Client Services	Memory	SharePoint		VoIP	

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- Flip Chart
- Whiteboard
- *Service Desk SOP*

Enhance the classification scheme with resolution and status codes for more granular reporting

2.2.2 Enhance ticket categories with resolution codes

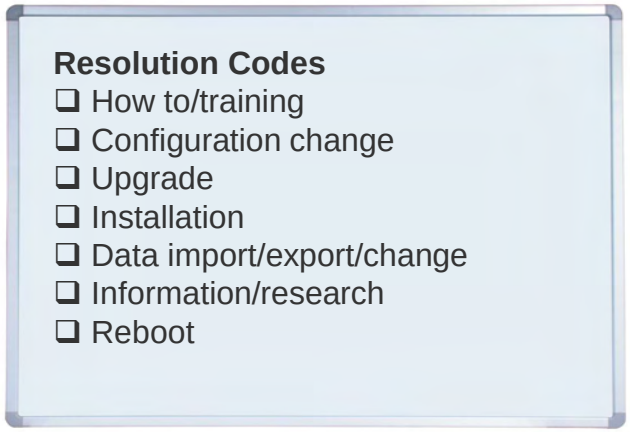
Discuss:

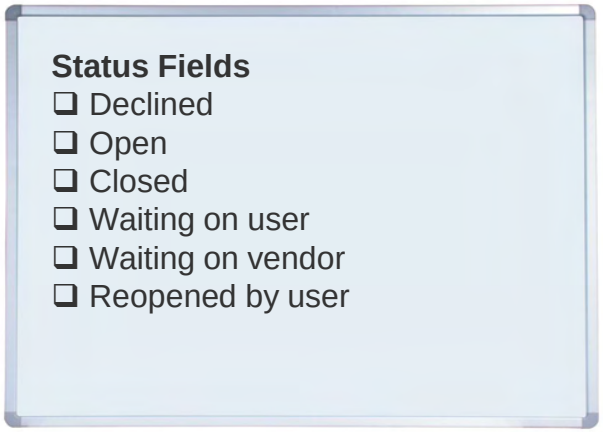
- How can we use resolution information to enhance reporting?
- Are current status fields telling the right story?
- Are there other requirements like project linking?

Draft:

1. Write out proposed resolution codes and status fields and critically assess their value.
2. Resolutions can be further broken down by incident and service request if desired.
3. Test resolution codes against a few recent tickets.
4. Record the ticket categorization scheme in the ***Service Desk SOP***.

Examples:





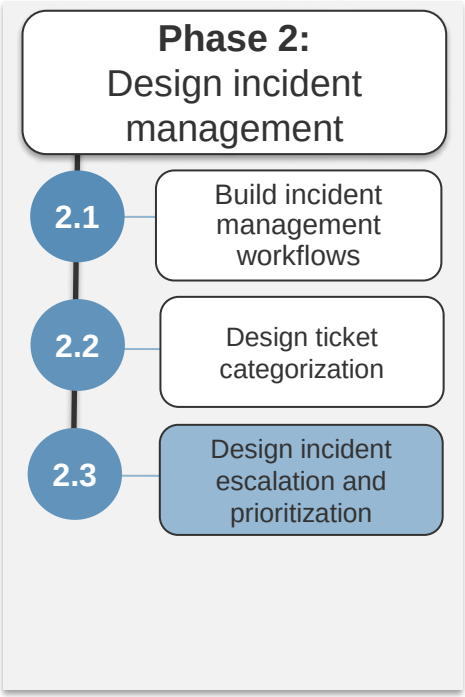
Participants

- CIO
- Service Desk Manager
- Service Desk Technician(s)

What You'll Need

- Whiteboard or Flip Chart
- Markers

Step 2.3: Design incident escalation and prioritization



This step will walk you through the following activities:

2.3.1 Build a small number of rules to facilitate prioritization

2.3.2 Define escalation rules

2.3.3 Define automated escalations

This step involves the following participants:

- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Optimized ticket prioritization scheme
- Guidelines for ticket escalations
- List of automatic escalations

The reviewed ticket escalation and prioritization will streamline queue management, improve the quality of escalations, and ensure agents work on the right tickets at the right time.

Build a ticket prioritization matrix to make escalation assessment less subjective

WHAT DO I NEED TO PRIORITIZE?

Most IT leaders agree that prioritization is one of the most difficult aspects of IT in general. Set priorities based on business needs first.

Mission-critical systems or problems that affect a large number of people should always come first (i.e. Severity Level 1).

The bulk of reported problems, however, are often individual problems with desktop PCs (i.e. Severity Level 3 or 4).

Some questions to consider when deciding on problem severity include:

- How is productivity affected?
- How many users are affected?
- How many systems are affected?
- How critical are the affected systems to the organization?

Decide how many severity levels the organization needs the service desk to have. Four levels of severity are ideal for most organizations.

Priority = Impact x Urgency

		URGENCY			
		Critical	**High**	**Medium**	**Low**
IMPACT	**Extensive**	**Critical 1**	High 2	Medium 3	Medium 3
	Significant	High 2	High 2	Medium 3	Low 4
	Moderate	Medium 3	Medium 3	Medium 3	Low 4
	Localized	Medium 3	Low 4	Low 4	Low 4

Define specific criteria for **impact** assessments to design a more granular categorization scheme

The impact of an incident ticket is a function of a number of criteria, which can be summed up as the **effect** of the incident. Assess the impact of an incident according to each of the criteria and make a judgment on which criteria is most important in a given case.

Impact Rating	Business Criticality	Type of Requester	Geographic Scope	# of Groups Affected	# of Users Affected
1 Extensive Widespread	Mission Critical	-	Nationwide	Two or more offices	100 or more
2 Significant Large	Significant	Executives	Statewide	One entire office	50 to 99
3 Moderate Limited	Moderate/Limited	-	Citywide	Multiple groups within one office	6 to 49
4 Minor Localized	Low	-	Local outage	Single group within one office	1 to 5

Define specific criteria for **urgency** assessments to design a more granular categorization scheme

The urgency of an incident ticket is a function of a number of criteria, which can be summed up as how soon the incident must be resolved. Assess the urgency of an incident according to each of the criteria and make a judgment on which criteria is most important in a given case.

Urgency Rating	Public safety and public health	Financial systems	User work stoppage
Critical	Public safety or public health is compromised now	Financial loss is occurring now	Work totally stopped
High	Public safety or public health will be compromised within 48 hours	Financial loss will occur within 48 hours	Significant loss of work capacity, but can get some work done
Medium	Public safety or public health will be compromised between 48 hours and one week	Financial loss will occur between 48 hours and one week	Working with some loss of efficiency
Low	Public safety or public health will not be compromised for at least one week	Financial loss will not occur for at least one week	Workaround identified

Bring an incident's urgency impact and urgency ratings together to define each **severity** level

The following table uses descriptions of impact and urgency to describe severity levels and assigns times to respond and times to escalate for each severity level.

Severity Levels	Description	Time to Respond	Time to Escalate	
			Tier 1	Tier 2/3
1	*Critical system* is down; little to no functionality; no workaround; many services affected; or many users affected.	Immediate	Escalate immediately to tier 2 or manager	Escalate to peer group or vendor after 30 minutes without progress
2	Functionality severely restricted; no workaround; or several users affected.	30 minutes during normal business hours	Escalate to tier 2 after 15 minutes without progress; auto-escalate from tier 1 queue to tier 2 queue after 30 minutes unassigned	Escalate to peer group or vendor after two hours without progress
3	Basic functionality with some restrictions; workaround available; or one or more users affected.	30 minutes during normal business hours	Escalate to tier 2 after 20 minutes without progress; auto-escalate from tier 1 queue to tier 2 queue after 30 minutes unassigned	Escalate to peer group or vendor after four hours without progress
4	Minor problem; functionality unaffected; or cosmetic or an annoyance.	30 minutes during normal business hours	Escalate to tier 2 after one hour without progress, ticket volume permitting; auto-escalate from tier 1 queue to tier 2 queue after 30 minutes unassigned	Escalate to peer group or vendor after four hours without progress, ticket volume permitting

Collect the ticket prioritization scheme in one diagram to ensure service support aligns to business requirements

	Priority	URGENCY: Critical • No viable alternative solution • Imminent/current learning or teaching impact	URGENCY: High • Complex alternative solution • Impact within a week	URGENCY: Medium • Complex alternative solution • Intermittent • Impact by next week	URGENCY: Low • Easy alternative solution • Failover in place • Not service disrupting
IMPACT	**Extensive** • Highly business critical • Division-wide outage • Two or more schools • 100 or more users	Critical 1	High 2	Medium 3	Medium 3
IMPACT	**Significant** • Significant business criticality • Initiated by VIP • Regional outage • 50-99 users	High 2	High 2	Medium 3	Low 4
IMPACT	**Moderate** • Moderate or limited business criticality • School-wide outage • 6-49 users	Medium 3	Medium 3	Medium 3	Low 4
IMPACT	**Localized** • Low business criticality • Local outage • Single group within one school (classroom) • 1-5 users	Medium 3	Low 4	Low 4	Low 4

Define response and resolution targets for each priority level to establish service-level objectives for service support

	Response			
	Priority	**Response SLO**	**Resolution SLO**	**Escalation Time**
				T1
Severity 1	**Critical**	Within 30 minutes	4 hours to resolve	Immediate
Severity 2	**High**	Within 1 business hour	8 business hours to resolve	20 mins
Severity 3	**Medium**	Within 4 business hours	24 business hours to resolve	After 20 mins without progress
Severity 4	**Low**	same day (8 hours)	72 business hours to resolve	After 1 hour without progress

SLO Response	Time it takes for service desk to respond to service request or incident.	Target response is 80% of SLA
SLO Resolution	Time it takes to resolve incident and return business services to normal.	Target resolution is 80% of SLA

Prioritize incidents based on severity and urgency to foreground critical issues

2.3.1 Build a small number of rules to facilitate prioritization

Time Allotment: 60 minutes

A Start by identifying **the indicators of high- or low-priority tickets.** Once you have these sketched out, you can begin to break them into manageable levels.

B **Define each level of severity.** Outline the potential impact on the business and the end user's ability to work. Provide examples for each level.

C Estimate the **time it will take for the service desk to respond** to the end user for each severity level.

D Discuss process for **reprioritization** of scheduled tasks that are now due or are in danger of missing SLAs.

E Identify **exceptions** to the prioritization matrix that may include specific roles, departments, or timing around business processes that will need to be treated as a high priority.

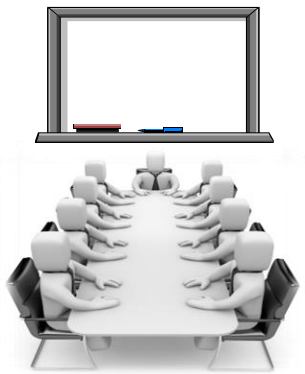
F Collect the guidelines in the ***Service Desk SOP***.

Participants

- Service Manager
- Service Desk Support
- Applications or Infrastructure Support

What You'll Need

- Flip Chart Paper
- Sticky Notes
- Pens
- *Service Desk SOP*



Discuss the possible root causes for escalation issues

WHY IS ESCALATION IMPORTANT?

Escalation is not about admitting defeat, but about using your resources properly.

Defining procedures for escalation reduces the amount of time the service desk spends troubleshooting before allocating the incident to a higher service tier. This reduces the mean time to resolve and increases end-user satisfaction.

You can correlate escalation paths to ticket categories devised in step 2.2.

Symptom	Possible Root Cause	Suggested Action
• No one available to pick up the phone. • Tickets not escalated soon enough.	• Tier 1 technicians spending too much time troubleshooting issues.	• Limit time to triage and troubleshoot to 15-20 minutes. If issue cannot be resolved during that time, escalate to tier 2 or 3.
• Tickets escalated too soon.	• Tier 1 technician does not use appropriate triage procedures or questions.	• Update knowledgebase with triage questions for specific applications. • Train tier 1 on common issues that could be identified and solved before escalation to a specialist.
• Multiple technicians involved in resolving incidents. • Tickets escalated to wrong role. • Cost to support is high.	• Tier 1 technician does not have clearly defined list of application owners.	• Create or update list of application owners for correct first-time escalations.
• SLAs on critical services are not being met.	• Critical incident workflow and communications are not differentiated from normal incidents or clearly defined.	• Define expected response and escalation times for critical incidents. • Define workflow and communication procedures.

Build clear rules to help agents determine when to escalate

2.3.2 Define escalation guidelines

Time Allotment: 60 minutes

A Identify escalation rules including applications, process, or SLA issues and time to resolve. Ask:

- If a technician is not making progress, when should they escalate (e.g. tier 1: 20 minutes)?
- Which vendors should receive an escalation immediately (e.g. printer partner)?
- Which events or applications require an immediate escalation (e.g. virus outbreak)?
- Can automated alerts be set up when SLAs are in danger of being breached?
- Does the ownership of the ticket change when it is escalated?
- Can tickets be flagged if they are escalated but could be solved at tier 1? Can you create knowledgebase articles and cross-train on these cases?

B Document the guidelines in the ***Service Desk SOP*** and communicate to the team.

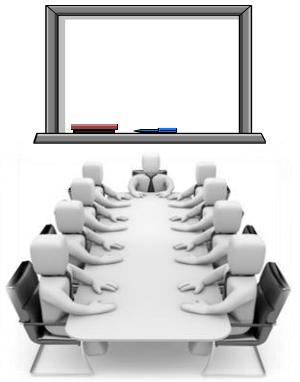
C Create alerts in the service desk tool for breached SLAs.

Participants

- Service Manager
- Service Desk Support
- Applications or Infrastructure Support

What You'll Need

- Flip Chart Paper
- Sticky Notes
- Pens



Identify escalation guidelines and prioritization exceptions to empower your staff

1. Brainstorm to identify exceptions to the prioritization matrix that may include specific roles, departments, or timing around business processes that will need to be treated as a high priority.
2. Discuss what can be pre-approved to ensure users have low downtime.
3. Create a decision matrix and add to SOP.

Questions	Examples
Which roles or individuals will require faster response times due to the nature of the work that they do?	Executives Field Sales Representatives
Which departments do you consider to be of highest priority within the organization due to their impact to the organization?	Sales Classroom technology
Is there any hardware that could impact the business that would need to be prioritized?	Shipping printer
Are there any business functions that will be a high priority based primarily on timing?	Payroll software leading up to payroll deadline Accounting, year end
When there are requests with competing priorities submitted, who has the authority to make prioritization decisions?	
How much effort or time to resolve or cost to resolve should analysts expend at each tier before escalation?	Tier 1: Less than 20 minutes without progress, unless call volume is low Tier 2: Based on priority

Info-Tech **Insight**

Escalation is not about admitting defeat, but about using your resources properly.

Create a list of application specialists to get the escalation right the first time

2.3.3 Define automated escalations — Time Allotment: 60 minutes

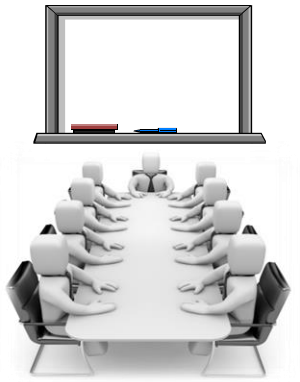
1. Identify **applications** that will require specialists for troubleshooting or access rights.
2. Identify primary and secondary **specialists** for each application.
3. Identify **vendors** that will receive escalations either immediately or after troubleshooting.
4. Set up application groups in the service desk tool.
5. Set up workflows in the service desk tool where appropriate.
6. Document the automated escalations in the categorization scheme developed in step 2.2, and in the ***Service Desk SOP***.

Participants

- Service Manager
- Service Desk Support
- Applications or Infrastructure Support

What You'll Need

- Flip Chart Paper
- Sticky Notes
- Pens
- *Service Desk SOP*



Phase 2 Guided Implementation

Call 1-888-670-8889 or email GuidedImplementations@InfoTech.com for more information.

Complete these steps on your own, or call us to complete a guided implementation. A guided implementation is a series of 2-3 advisory calls that help you execute each phase of a project. They are included in most advisory memberships.

Guided Implementation 2: Design incident management

Proposed Time to Completion: 4 Weeks

Step 2.1: Build incident management workflows

Start with an analyst kick off call:

- Review incident management challenges.

Then complete these activities…

- Define incident management workflow.
- Define critical incident management workflow.
- Design critical incident management communications plan.

With these tools & templates:

- Service Desk SOP
- Workflow Library

Step 2.2: Design ticket categorization

Review findings with analyst:

- Review existing ticket categorization scheme.

Then complete these activities…

- Design ticket categorization scheme.
- Enhance categorization with resolution codes.

With these tools & templates:

- Service Desk SOP
- Ticket Categorization Examples

Step 2.3: Design incident escalation and prioritization

Review findings with analyst:

- Review escalation and prioritization challenges.

Then complete these activities…

- Build ticket prioritization scheme.
- Define escalation guidelines.
- Define automated escalations.

With these tools & templates:

- Service Desk SOP
- Ticket prioritization matrix

Phase 2 Insight: Use the service recovery paradox to your advantage. Address service desk challenges explicitly, develop incident management processes that get services back online quickly, and communicate the changes. If you show that the service desk recovered well from the challenges end users raised, you will get greater loyalty from end users.

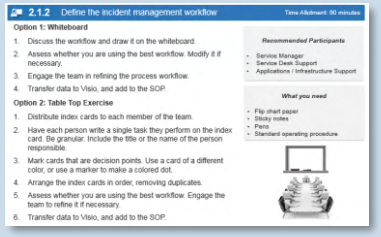
If you want additional support, have our analysts guide you through this phase as part of an Info-Tech workshop

Book a workshop with our Info-Tech analysts:

- To accelerate this project, engage your IT team in an Info-Tech workshop with an Info-Tech analyst team.
- Info-Tech analysts will join you and your team onsite at your location or welcome you to Info-Tech's historic Toronto office to participate in an innovative onsite workshop.
- Contact your account manager (www.infotech.com/account), or email Workshops@InfoTech.com for more information.

The following are sample activities that will be conducted by Info-Tech analysts with your team:

2.1.2

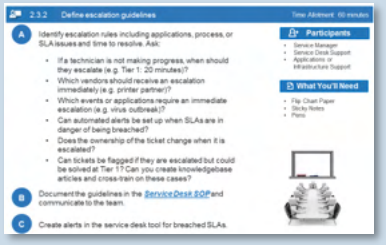


Define incident management workflows

The analyst will:

- Review the components of effective incident management workflows.
- Walk through a workflow example.
- Provide feedback on your own incident management workflow.

2.3.2



Define escalation guidelines

The analyst will:

- Provide an overview of best practices for ticket prioritization.
- Help configure the best practices to the needs of your organization.

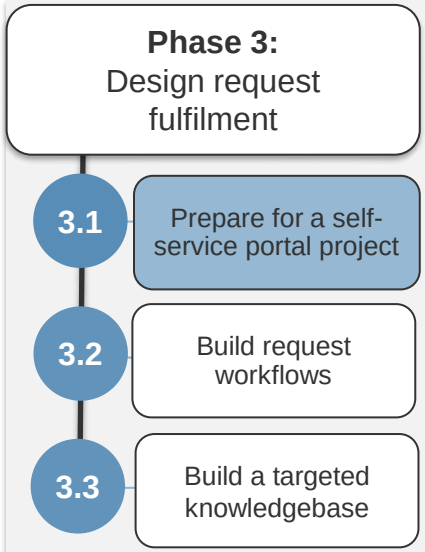
PHASE 3

Design Request Fulfilment Processes

Standardize the Service Desk

INFO~TECH RESEARCH GROUP

Step 3.1: Prepare for a self-service portal project



This step will walk you through the following activities:

3.1.1 Develop self-service tools for the end user

3.1.2 Review service definition checklist for standardized request models

This step involves the following participants:

- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- High-level activities to create a self-service portal
- Service Definition Checklist

The section prepares you to tackle a self-service portal project once the service desk standardization is complete.

Self-service should be faster and more convenient than the alternative

Here are the top three technologies you need for successful self-service.

1. **A knowledgebase to help customers help themselves.**

   The most effective way to get a knowledgebase properly running and maintained is to make sure you are properly capturing, sharing, and updating the solutions to the most important issues you resolve.

2. **Online communities to help customers help each other.**

   Companies today are creating online Q&A communities internally to provide employees with a central place to gather, ask, and answer work-related questions together.

3. **A well-designed customer portal to make it easier to ask for help.**

   Sometimes, even after searching the knowledgebase and checking in with the community, a customer stills need help. In that case, asking for help should be easy, not a lengthy list of cryptic categories and confusing drop-down menus.

Self-service portal examples (1/3)

Image source: HPE Service Anywhere

Self-service portal examples (2/3)

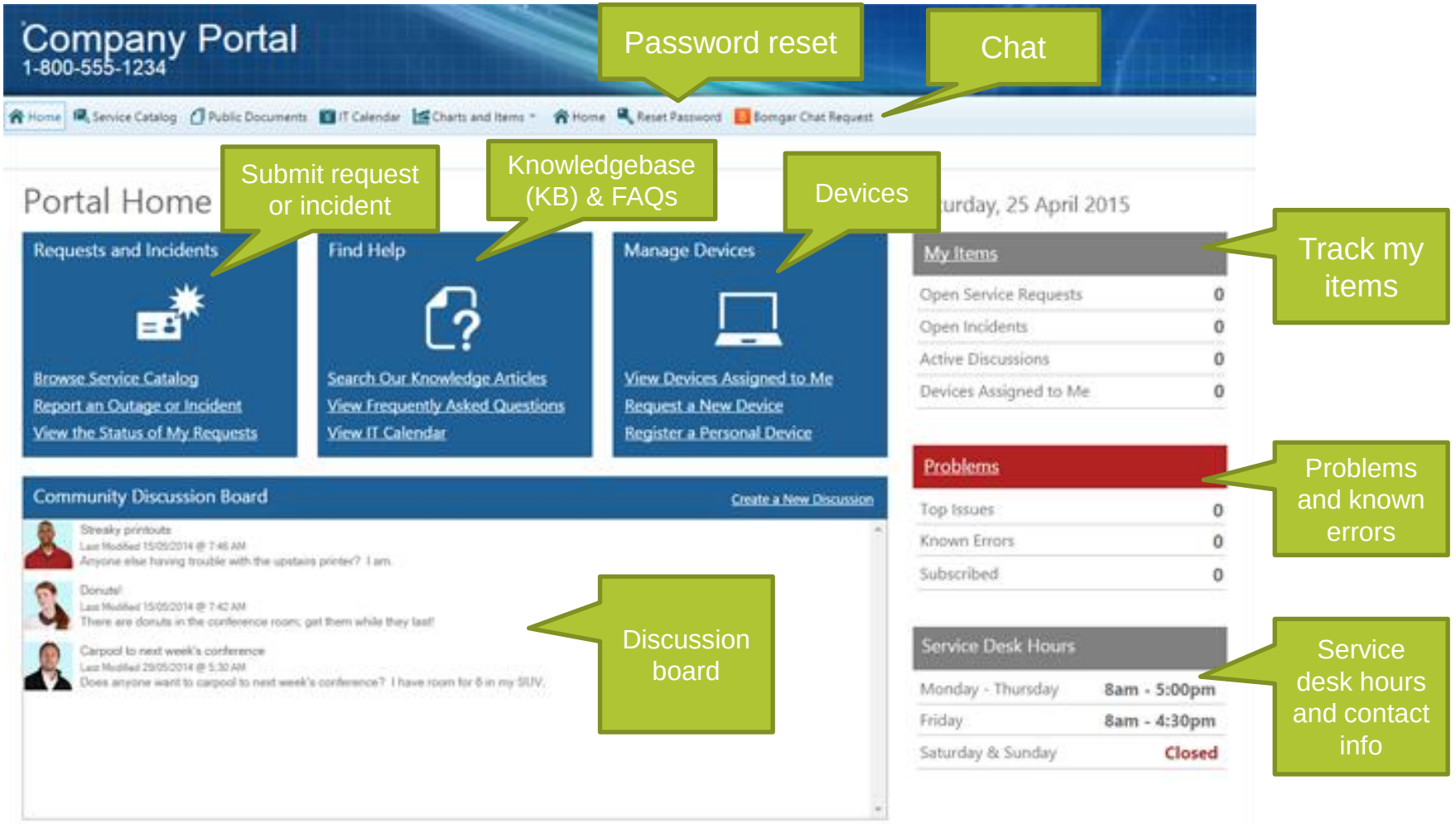


Image source: Cherwell Service Management

Self-service portal examples (3/3)

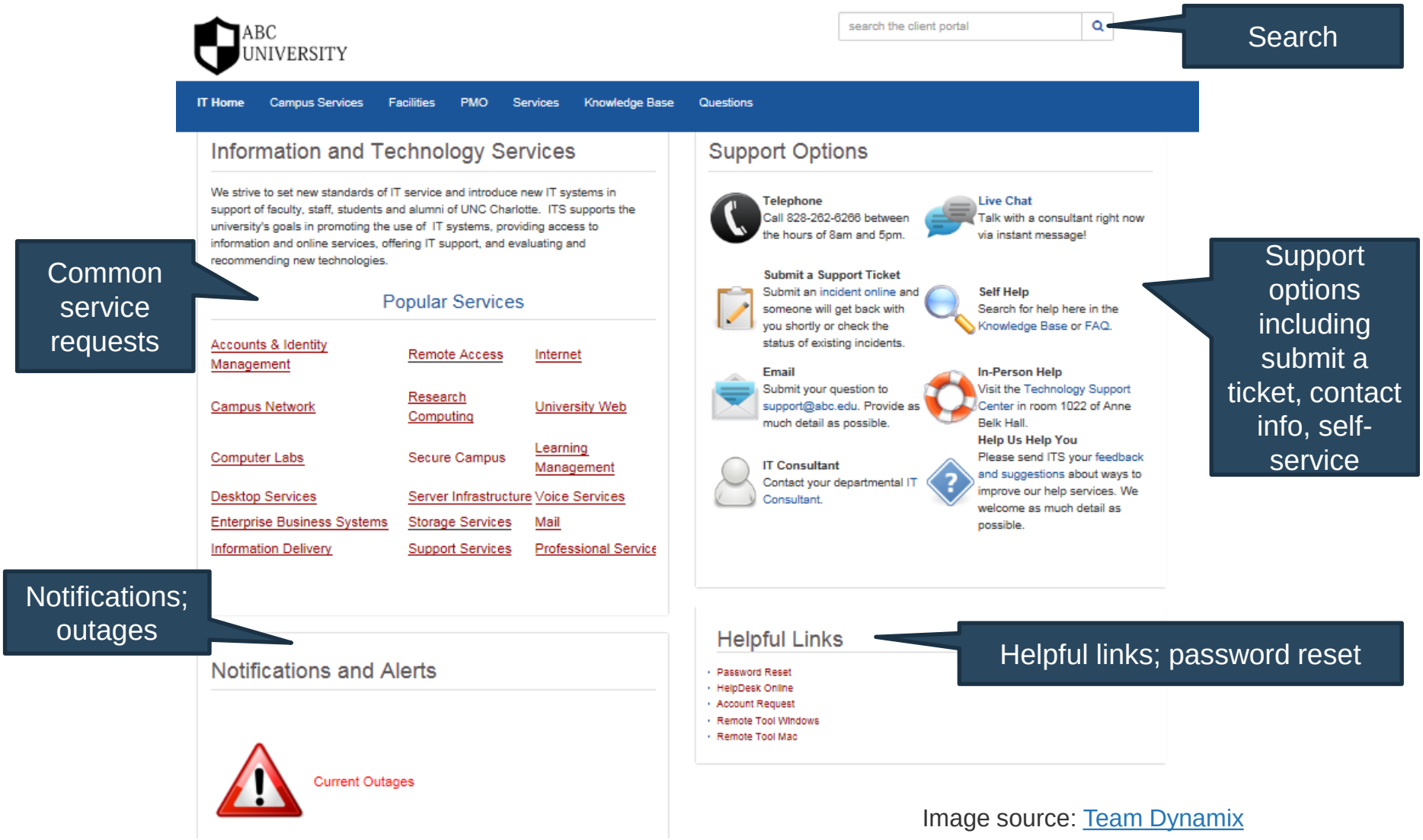
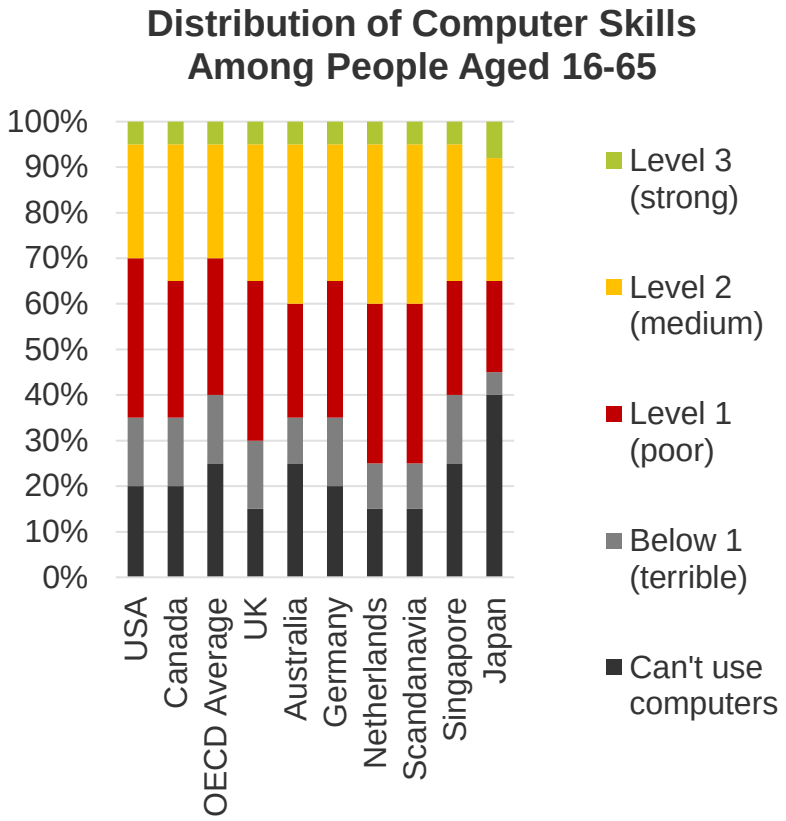


Image source: Team Dynamix

Design the self-service portal with the users' computer skills in mind

A recent study by the OECD offers a useful reminder of one of usability's most hard-earned lessons: you are not the user.

- There is an important difference between IT professionals and the average user that's even more damaging to your ability to predict what will be a good self-service tool: skills in using computers, the internet, and technology in general.
- A recent international research study explored the computer skills of **215,942** people aged 16-65 in **33 countries.**
- The results show that across 33 rich countries, only **5%** of the population has **strong computer-related abilities** and only **33%** of people can complete **medium-complexity computer tasks.**
- End users are skilled, they just don't have the same level of comfort with computers as the average IT professional. Design your self-service tools with that fact in mind.



Source: OECD, 2016 (*N=215,942*)

Build self-service tools for users who want to find their own answers

Self-service is not a replacement to the service desk, but an alternative source of information.

- Use self-service to walk users through activities where a technician isn't providing additional value or technician skills are not required.
- Instead of emailing complex instructions to clients multiple times or walking users through recurring training requests, provide them with a link where instructions are already well written and they can refer back to when needed.
- Use as a repository for IT policies and best-practice guidelines (e.g. how to secure laptops, avoid phishing attempts).
- Encourage power users to create business process or specialty software training documents for end-user knowledge sharing.
- Use the principles of crowd sourcing to encourage all users to contribute.
- *Use as a starting point* for a **self-service portal** for end users to request equipment, software, and services.

A knowledgebase or FAQs can also provide self-service solutions for end users

Keep the end-user facing knowledgebase relevant with workflows, multi-device access, and social features.

Workflows:

- Easily manage peer reviews and editorial and relevance review.
- Enable links and importing between tickets and knowledgebase articles.
- Enable articles to appear based on ticket content.

Multi-device access:

- Encourage users to access self-service.
- Enable technicians to solve problems from anywhere.

Social features:

- Display most popular articles first to solve trending issues.
- Enable voting to improve usability of articles.
- Collaboration on self-service.

What makes for a good self-service article?

Image source: Mozilla Support Community

Draft a high-level project plan for a self-service portal project

3.1.1 Draft a high-level project plan for a self-service portal project

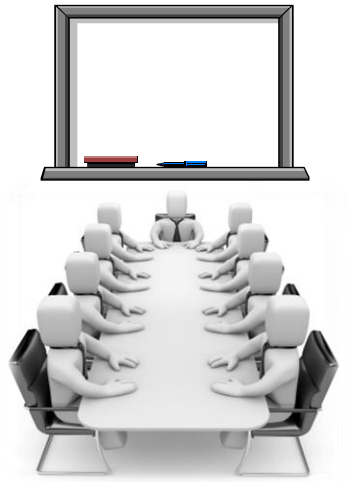
1. Identify stakeholders who can contribute to the project.
   - Who will help with FAQ creation?
   - Who can design the self-service portal?
   - Who needs to sign off on the project?
2. Identify the high-level tasks that need to be done.
   - How many FAQs need to be created?
   - How will we design the service catalog's web portal?
   - What might a phased approach look like?
   - How can we break down the project into design, build, and implementation tasks?
   - What is the rough timeline for these tasks?
3. Capture the high-level activities in the ***Service Desk Roadmap***.

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- Flip Chart
- Whiteboard
- *Service Desk Roadmap*



Once you have a service portal, you can review the business requirements for a service catalog

A **service catalog** is a communications device that lists the IT services offered by an organization. The service catalog is designed to enable the creation of a **self-service portal** for the end user. The portal augments the service desk so analysts can spend time managing incidents and providing technical support.

The big value comes from workflows:

- Improved economics and a means to measure the costs to serve over time.
- Incentive for adoption because things work better.
- Abstracts delivery from offer to serve so you can outsource, insource, crowdsource, slow, speed, reassign, and cover absences without involving the end user.

There are **three types of catalogs:**

- **Static:** Informational only, so can be a basic website.
- **Routing and workflow:** Attached to service desk tool.
- **Workflow and e-commerce:** Integrated with service desk tool and ERP system.

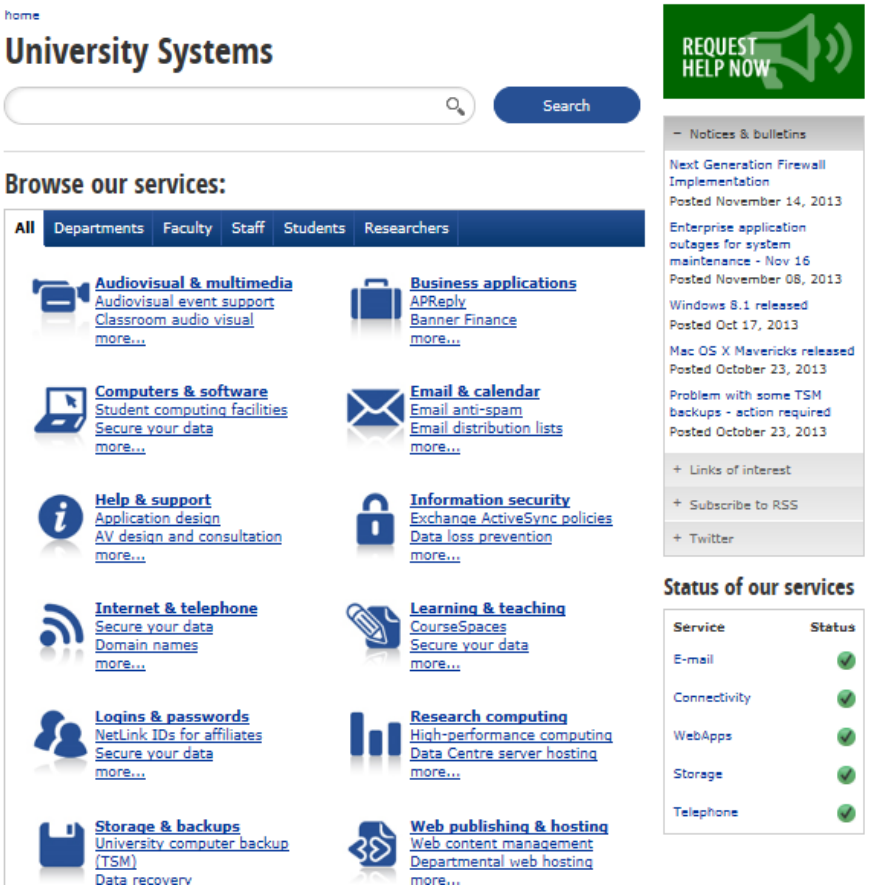


Image courtesy of University of Victoria

Understand the time and effort involved in building a service catalog

A self-service portal will streamline IT service delivery, but putting one together requires a significant investment. Service desk standardization comes first.

- **Workflows and back-end services must be in place before setting up a service catalog.**

  Think of the catalog as just the delivery mechanism for service you currently provide. If they aren't running well, and delivery is not consistent, you don't want to advertise SLAs and options.

- **Service catalogs require maintenance.**

  It's not a one-time investment – service catalogs must be kept up to date to be useful.

- **Service catalog building requires input from VIPs.**

  Architects and wordsmiths are not the only ones that spend effort on the service catalog. Leadership from IT and the business also provide input on policy and content.

Sample Service Catalog Efforts

- A college with 17 IT staff spent one week on a simple service catalog.
- A law firm with 110 IT staff spent two months on a service catalog project.
- A municipal government with 300 IT people spent over seven months and has yet to complete the project.
- A financial organization with 2,000 IT people has spent seven months on service catalog automation alone! The whole project has taken multiple years.

"I would say a client with 2,000 users and an IT department with a couple of hundred, then you're looking at six months before you have the catalog there."

– Service Catalog Implementation Specialist, Health Services

Review *Service Definition Checklist* for request models to understand which requests you fulfill

3.1.2 Review service definition checklist for standardized request models

- **Document** service requests to identify time to fulfill as well as approvals.
- Identify service requests that can be **auto-approved** and which ones will require a workflow to gain approvals.
- Document workflows and analyze them to **identify ways to improve SLAs.** If any approvals are interrupting technical processes, rearrange them so that approvals happen before the technical team is involved.
- **Determine support levels** for each service offering and ensure your team is able to sustain them.
- Where it makes sense, **automate delivery of services** such as software deployment.
- Transfer the service request models to Visio and include them in the ***Service Desk SOP***.
- Use the ***Service Definition Checklist*** to begin outlining services for the self-service portal.

Examples of publicly posted service catalogs:

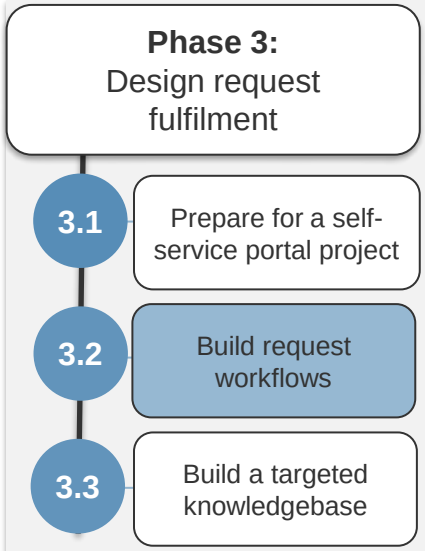
State of North Carolina ITS Catalog is an example of a comprehensive, citizen- and agency-facing IT service catalog.

University of Victoria is an example of a catalog that started simple and now includes multiple divisions, notifications, systems status, communications, e-commerce, incident registration, and more.

Indiana University is a student, faculty, and staff service catalog and self-service portal that goes beyond IT services.

If you are ready to start building a service catalog, use Info-Tech's *Service Definition Checklist* to write service catalog offerings.

Step 3.2: Build request workflows



This step will walk you through the following activities:

3.2.1 Distinguish between requests and small projects

3.2.2 Define service requests with SLAs

3.2.3 Build and critique request workflows

This step involves the following participants:

- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Workflows for the most common service requests
- An estimated service level for each service request
- Request vs. project criteria

Workflows for service requests will improve the consistency and quality of service delivery and prepare the service desk to negotiate reliable service levels with the organization.

Distinguish between service requests and small projects to ensure agents and end users follow the right process

The distinction between service requests and small projects has two use cases, which are two sides of the same resourcing issue.

- Service desk managers need to understand the difference to ensure the right approval process is followed. Typically, projects have more stringent intake requirements than requests do.
- PMOs need to understand the difference to ensure the right people are doing the work and that small, frequent changes are standardized, automated, and taken out of the project list.

What's the difference between a service request and a small project?

The key **differences** involve resource scope, frequency, and risk. Requests are likely to require fewer resources than projects, be fulfilled more often, and involve less risk. Requests are typically done by tier 1 and 2 employees throughout the IT organization. A request can turn into a small project if the scope of the request grows beyond the bounds of a normal request.

Suppose a mid-sized organization goes on a hiring blitz and needs to onboard 150 new employees in one quarter. Submitting and scheduling 150 requests for onboarding new employees would be time consuming and the tasks will require a greater investment in time and resources than a request normally would. This is certainly not business as usual.

The right questions can help you distinguish between requests and small projects

Where do we draw the line between a request and a small project?

The service desk can't and shouldn't distinguish between requests and projects on its own. Instead, engage stakeholders to determine where to draw the line.

Whatever criteria you choose, define them carefully.

Be pragmatic: there is no single best set of criteria and no single best definition for each criteria. The best criteria and definitions will be the ones that work in your organizational context.

Common distinguishing factors and thresholds:

Criteria	Request	Project
Time required		
Resources ($)		
Resources (effort)		
Risk level (high, medium, low)		
Repeatable?		
Frequency?		

Distinguish between service requests and projects

3.2.1 Distinguish between service requests and projects

1. Divide the group into two small teams.
2. Each team will brainstorm examples of service requests and small projects.
3. Identify factors and thresholds that distinguish between the two groups of items.
4. Bring the two groups together and discuss the two sets of criteria.
5. Consolidate one set of criteria that will help make the distinction between projects and service requests.
6. Capture the table in the ***Service Desk SOP***.

Common distinguishing factors and thresholds

Criteria	Request	Project
Time required		
Resources ($)		
Resources (effort)		
Risk level (high, medium, low)		
Repeatable?		
Frequency?		

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- *Service Desk SOP*
- Flip Chart
- Whiteboard

Don’t standardize request fulfilment processes alone

Everyone in IT contributes to the fulfilment of requests, but do they know it?

New service desk managers sometimes try to standardize request fulfilment processes on their own only to encounter either apathy or significant resistance to change.

Moving to a tiered generalist service desk with a service-oriented culture, a high first-tier generalist resolution rate, and collaborative T2 and T3 specialists can be a big change. It is critical to get the request workflows right.

Don’t go it alone. Engage a core team of process champions from all service support. With executive support, the right process building exercises can help you overcome resistance to change.

Consider running the process building activities in this project phase in a working session or a workshop setting.

Info-Tech **Insight**

If they build it, they will come. Service desk improvement is an exercise in organizational change that crosses IT disciplines. Organizations that fail to engage IT specialists from other silos often encounter resistance to change that jeopardizes the process improvements they are trying to make. Overcome resistance by highlighting how process changes will benefit different groups in IT and solicit the feedback of specialists who can affect or be affected by the changes.

Standardize service requests for more efficient delivery

DEFINITIONS

An incident is an unexpected disruption to normal business processes and requires attempts to restore service as soon as possible (e.g. printer not working).

A service request is a request where nothing is broken or impacting a service and typically can be scheduled rather than requiring immediate resolution (e.g. new software application).

- Service requests are repeatable and predictable and are easier to commit to SLAs.
- By committing to SLAs, expectations can be set for users and business units for service fulfillment.
- Workflows for service requests should be documented and reviewed to ensure consistency of fulfillment.
- Documentation should be created for service request procedures that are complex.
- Efficiencies can be created through automation such as with software deployment.
- All service requests can be communicated through a self-service portal or service catalog.

PREPARE A FUTURE SERVICE CATALOG

Standardize requests to develop a consistent offering and prepare for a future service catalog.

Document service requests to identify time to fulfill as well as approvals.

Identify which service requests can be **auto-approved** and which ones will require a workflow to gain approval.

Document workflows and analyze them to **identify ways to improve SLAs.** If any approvals are interrupting technical processes, rearrange them so that approvals happen before the technical team is involved.

Determine support levels for each service offering and ensure your team is able to sustain them.

Where it makes sense, **automate delivery of services** such as software deployment.

Define standard service requests with SLAs and workflows

WHY DO I NEED WORKFLOWS?

Move approvals out of technical IT processes to make them more efficient. Evaluate all service requests to see where auto-approvals make sense. Where approvals are required, use tools and workflows to manage the process.

Example:

Standard Service Requests	Approvals	IT SLAs
Set up new user • AD account • Equipment • Telephone • Application access	HR Hiring Manager	5 business days
Update user access to applications • Security access • Application rights	Manager approval Application owner for non-standard requests	1 business day
Update security group access	Manager approval Application owner for non-standard requests	1 business day
Hardware update request (store)	Manager approval Store technical approval	5-10 days (standard requests) TBD for non-standard

Document service requests to ensure consistent delivery and communicate requirements to users

3.2.2 Define service requests with SLAs

1. On a flip chart, list common service requests.
2. Identify time required to fulfill, including time to schedule resources.
3. Identify approvals required; determine if approvals can be automated through defining roles.
4. Discuss opportunities to reduce SLAs or automate, but recognize that this may not happen right away.
5. Discuss plans to communicate SLAs to the business units, recognizing that some users may take a bit of time to adapt to the new SLAs.
6. Work toward improving SLAs as new opportunities for process change occur.
7. Document SLAs in the ***Service Desk SOP*** and update as SLAs change.
8. Build templates in the service desk tool that encapsulate workflows and routing, SLAs, categorization, and resolution.

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

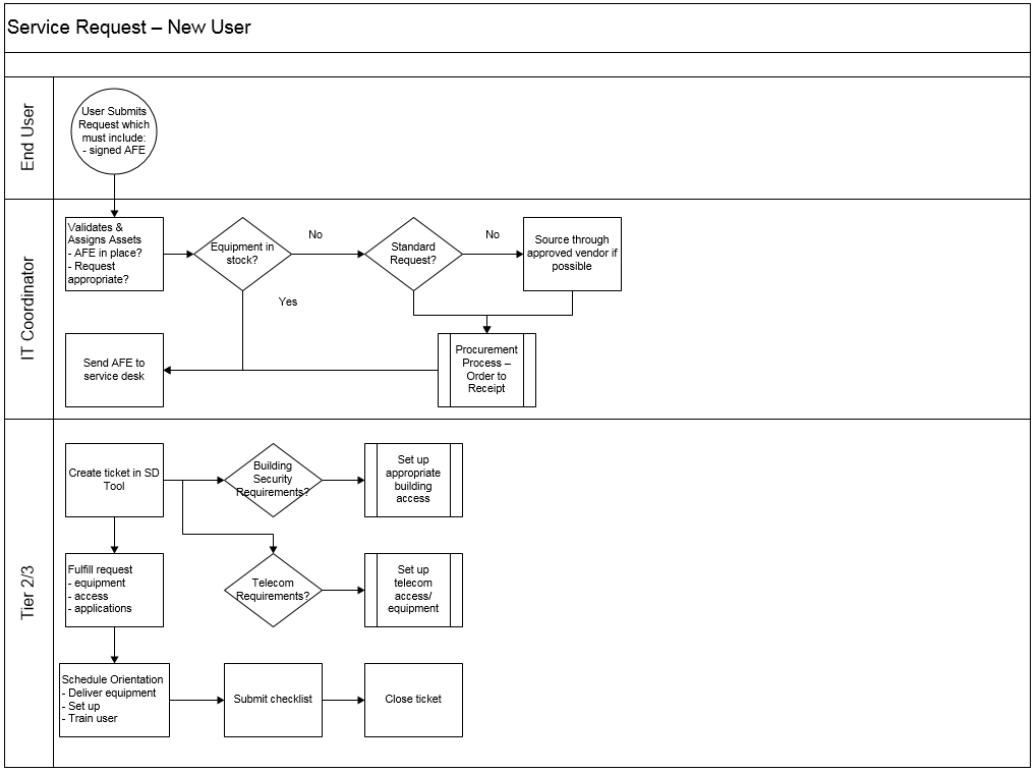
- *Service Desk SOP*
- Flip Chart
- Whiteboard

Info-Tech Insight

These should all be scheduled services. Anything that is requested as a rush needs to be marked as a higher urgency or priority to track end users who need training on the process.

Use the sample service request workflow to define your own

Example: New user request



SERVICE REQUEST MANAGEMENT WORKFLOW

Workflow should include:

- Ticket creation and closure
- Classification
- Escalations
- Communications
- Documentation
- Relevant sub-processes (e.g. procurement)

Notes:

- If the ticket closure will include a simple survey, take advantage of the workflows to send poor reviews to the service manager for immediate follow-up.

See the next slide for exercise instructions.

Analyze service request workflows to improve service delivery

3.2.3 Build and critique request workflows

1. Divide the group into small teams.
2. Each team will choose one service request from the list created in the previous module and then draw the workflow. Include decision points and approvals.
3. Discuss availability and technical support
   - Can the service be fulfilled during regular business hours or 24x7?
   - Is technical support and application access available during regular business hours or 24x7?
4. Reconvene and present workflows to the group.
5. Document workflows in Visio and add to the ***Service Desk SOP*** and ***Executive Presentation***.
6. Where appropriate, enter workflows in the service desk tool.

Critique workflows for efficiencies and effectiveness:

- Do the workflows support the SLAs identified in the previous exercise?
- Are the workflows efficient?
- Is the IT staff consistently following the same workflow?
- Are approvals appropriate? Is there too much bureaucracy or can some approvals be removed? Can they be preapproved?
- Are approvals interrupting technical processes? If so, can they be moved?

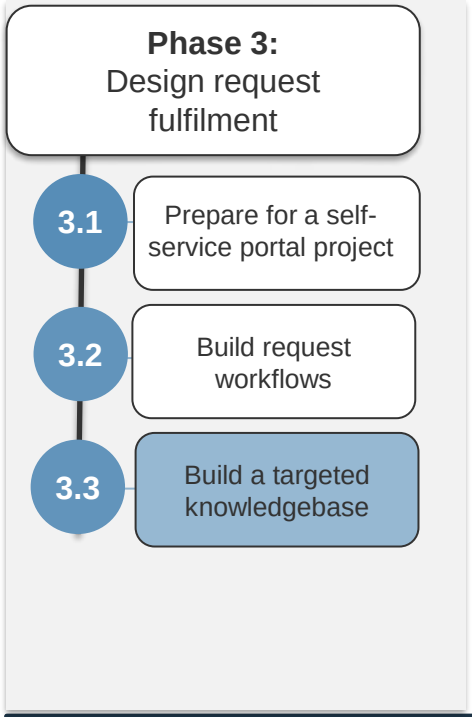
Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- *Service Desk SOP*
- *Executive Presentation*
- Flip Chart
- Whiteboard

Step 3.3: Build targeted knowledgebase



This step will walk you through the following activities:

3.3.1 Design knowledge management processes

3.3.2 Create actionable knowledgebase articles

This step involves the following participants:

- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Knowledgebase policy and process

The section will provide an introduction to service catalogs, and get the organization to envision what self-service tools it might include.

Draw on organizational goals to define the knowledge transfer target state

Info-Tech's Knowledge Transfer Maturity Model

Building a knowledge transfer capacity is not a one-size-fits-all project.

Increase end-user satisfaction and create a knowledge value center by leveraging the collective knowledge to solve repeat customer issues and drive new product innovation.

Organizations have knowledge transfer plans for *all* high-risk knowledge to ensure redundancies exist and to leverage this to drive process improvements, effectiveness, and employee engagement.

At level one, knowledge transfer is focused around ensuring that high-risk, explicit knowledge is covered for all high-risk stakeholders.

No formal knowledge transfer program exists; knowledge transfer is ad hoc or may be conducted through an exit interview only.
Seventy-four percent of organizations are at level 0.*

*Source: McLean & Company, 2013; *N=120*

A knowledgebase is an essential tool in the service management toolbox

WHY BUILD A KNOWLEDGEBASE?

A knowledgebase ensures there is no single information bottleneck or point of knowledge failure.

Use the knowledgebase to document:

- Steps for pre-escalation troubleshooting steps.
- Known errors.
- Workarounds or solutions for recurring issues.
- Solutions that require research or complex troubleshooting.
- Incidents that have many root causes. Start with the most frequent solution and work toward less likely issues.

Add a knowledgebase to your service desk tool so technicians can link to the solution in the resolution field and easily search the database. You can even have pop-ups that reference incidents a ticket describes.

Info-Tech Insight

Assign a knowledgebase manager to edit documents and keep information current. To build a culture of knowledge sharing, consider monthly knowledgebase parties or awards for the best monthly contribution.

Use the knowledgebase to track known errors and their workarounds

Not All Solutions Can Be Implemented

Ideally, known errors are turned into problems, and root causes are discovered and resolved. However, that's not always possible.

Storing known errors in a known error database (KEDB) is a quick way to share information among service desk agents when a more comprehensive solution isn't possible.

Determine the best place for the KEDB.

Some organizations store this information in the knowledgebase so there is one location to search and the articles can be linked back to problem and incident tickets.

Others store known errors in the problem management module to relate incidents back to the original ticket with workarounds attached, which provides a different lifecycle management process than knowledgebase articles.

Benefits of a known error database:

Faster Service

If tier 1 has access to the workaround, they can apply the workaround, document it, and get the user productive again without escalating to other team members.

Less Research

As you find workarounds, document the best way to resolve problems and save time when the error recurs.

Fewer Dangerous Workarounds

Disabling anti-virus is not an ideal workaround. Find an appropriate workaround that won't create new problems to minimize the impact of a problem.

Use a quarterly, phased approach to build a knowledgebase targeted on your most important incidents and requests

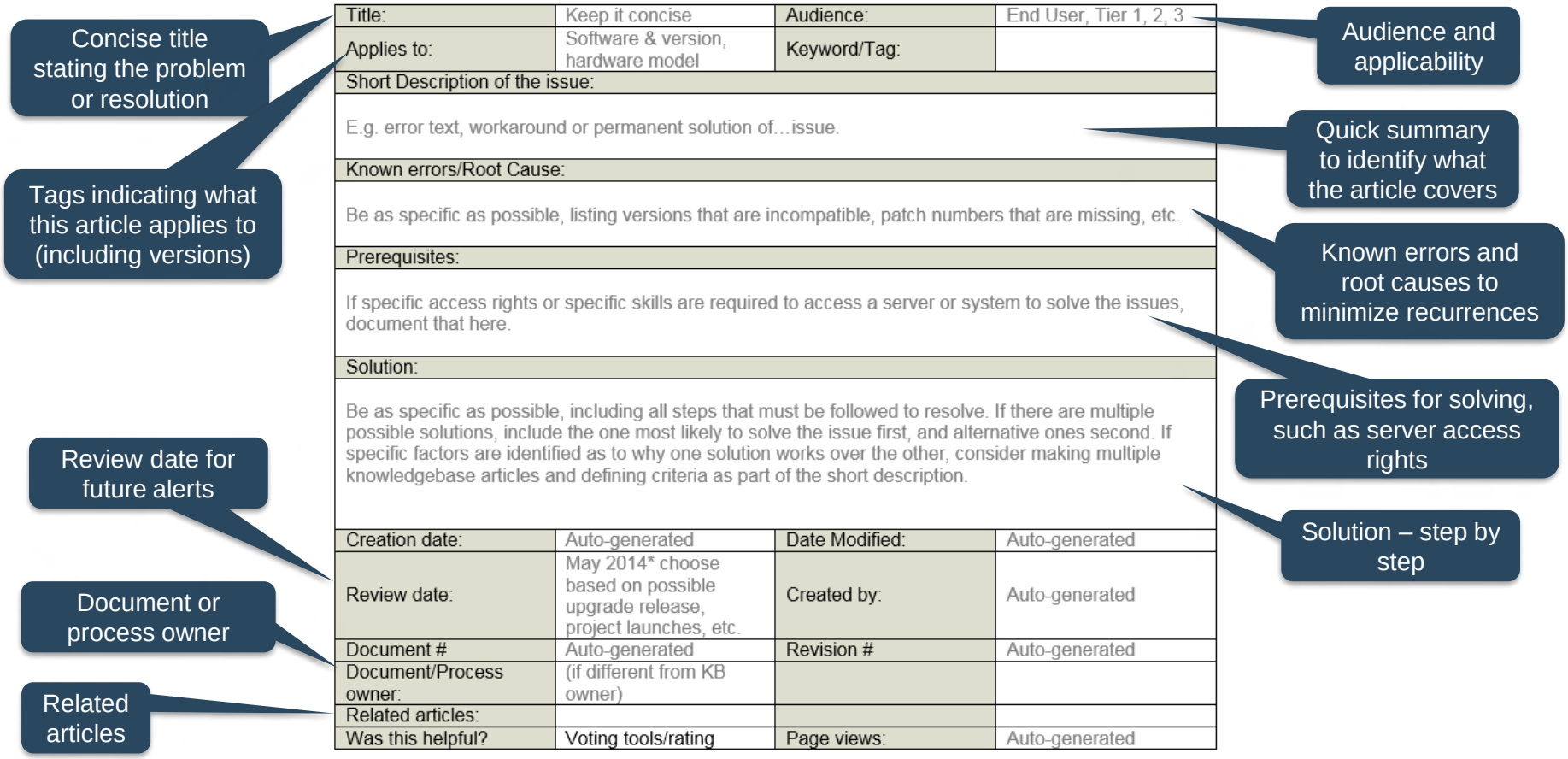
WHERE DO I START?

Inventory and consolidate existing documentation, then evaluate it for audience relevancy, accuracy, and usability. Use the exercise and the next slides to develop a knowledgebase template.

Engage the team to come up with a plan to improve the knowledgebase.

- Use service desk reports to **identify** the current top five or ten incidents, and create related knowledgebase articles.
- **Evaluate** for end-user self-service or technician resolution.
- **Note** any resolutions that require access rights to servers.
- **Assign** documentation creation tasks for the knowledgebase to individual team members each week.
- **Apply** only one incident per article.
- **Set goals** for each technician to submit one meaningful article per week (or two per month).
- **Assign** a knowledge manager to monitor creation, and edit and maintain the database. See Info-Tech's ***knowledge manager role description*** if you need a hand defining this position.
- **Set policy** to drive currency of the knowledgebase. See the ***Service Desk SOP*** for an example of a workable knowledge policy.

Develop a template to ensure knowledgebase articles are easy to read and write



Title:	Keep it concise	Audience:	End User, Tier 1, 2, 3
Applies to:	Software & version, hardware model	Keyword/Tag:	
Short Description of the issue:			
E.g. error text, workaround or permanent solution of…issue.			
Known errors/Root Cause:			
Be as specific as possible, listing versions that are incompatible, patch numbers that are missing, etc.			
Prerequisites:			
If specific access rights or specific skills are required to access a server or system to solve the issues, document that here.			
Solution:			
Be as specific as possible, including all steps that must be followed to resolve. If there are multiple possible solutions, include the one most likely to solve the issue first, and alternative ones second. If specific factors are identified as to why one solution works over the other, consider making multiple knowledgebase articles and defining criteria as part of the short description.			
Creation date:	Auto-generated	Date Modified:	Auto-generated
Review date:	May 2014* choose based on possible upgrade release, project launches, etc.	Created by:	Auto-generated
Document #	Auto-generated	Revision #	Auto-generated
Document/Process owner:	(if different from KB owner)		
Related articles:			
Was this helpful?	Voting tools/rating	Page views:	Auto-generated

QUICK TIPS

- Use non-technical language whenever possible to help less-technical readers.
- Identify error messages and use screenshots where it makes sense.
- Take advantage of social features like voting buttons to increase use.
- Use Info-Tech's ***Knowledgebase Article Template*** to get you started.

Build a template to make knowledgebase articles easy to read and write

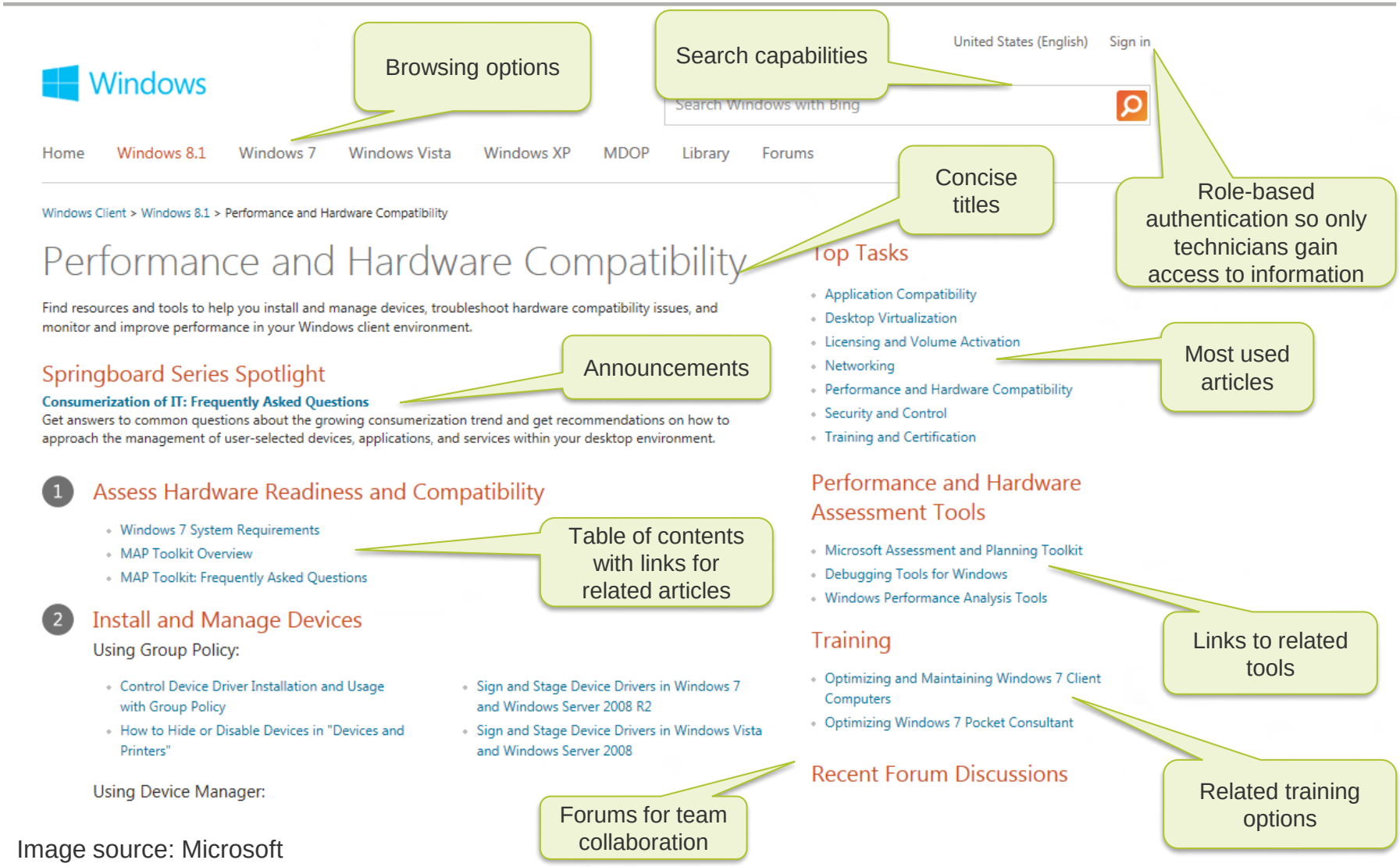


Image source: Microsoft

Use a quarterly, phased approach to continue to build and maintain your knowledgebase

- Once a knowledgebase is in place, consistent articles should be written with established templates.
- Articles should be regularly reviewed. Outdated information will be retired and retired articles will be archived.
- Ticket trend analysis should be done on an ongoing basis and new articles identified.
- A proactive approach will anticipate upcoming issues based on planned upgrades and maintenance or other changes, and document resolution steps in knowledgebase articles ahead of time.

Every quarter:

1. Conduct a ticket trend analysis. Identify the most important and common incidents and service requests.
2. Review the knowledgebase to identify relevant articles that need to be revised or written.
3. Use data from the knowledge management tool to track expiring content and lesser used articles.
4. Assign the task of writing articles to all IT staff members.
5. Build and revise ticket templates for incident and service requests.

Critical Success Factors

Critical Success Factor #1: Maintaining Knowledge Quality and Relevance

- All articles have been verified and updated within the past 365 days.

Critical Success Factor #2: Integration With Incident Management

- Increase in number of incidents resolved through reuse of an existing knowledgebase (a KB is attached).
- Increase in number of incidents participating in the knowledge management process.
- Increased number of times that the knowledgebase is accessed.
- Increased percentage of issues solved through KB articles relative to total incident volume.

Critical Success Factor #3: Improved Accessibility and Management of Standards and Policies

- Increased number of documented policies and procedures.
- Increased percentage of policies that have been reviewed based on annual review schedule.

Design knowledgebase management processes

3.3.1 Design knowledgebase management processes

1. **Assign** a knowledge manager to monitor creation and edit and maintain the database. See Info-Tech's **knowledge manager role description** if you need a hand defining this position.
2. Discuss how you can use the service desk tool to integrate the knowledgebase with incident management, request fulfilment, and self-service processes.
3. Discuss the suitability of a quarterly process to build and edit articles for a target knowledgebase that covers your most important incidents and requests.
4. Set knowledgebase creation targets for tier 1, 2, and 3 analysts.
5. Identify relevant performance metrics.
6. Brainstorm elements that might be used as an incentive program to encourage the creation of knowledgebase articles and knowledge-sharing more generally.
7. **Set policy** to drive currency of knowledgebase. See the ***Service Desk SOP*** for an example of a workable knowledge policy.

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

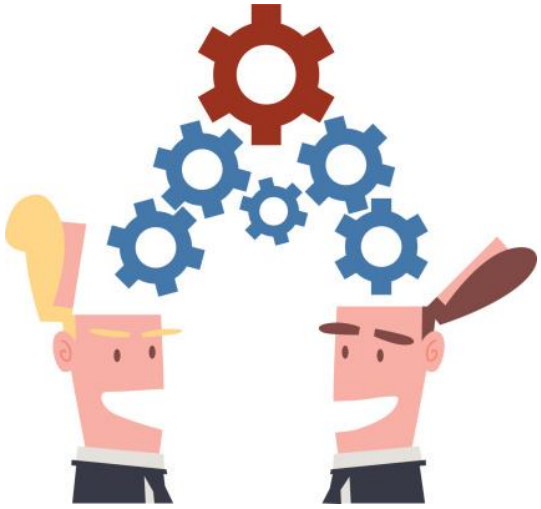
- *Service Desk SOP*
- Flip Chart
- Whiteboard

Analyze the necessary features for your knowledgebase and compare them against existing tools

Service desk knowledgebases range in complexity from simple FAQs to fully integrated software suites.

Options include:

- Article search with negative and positive filters.
- Tagging, with the option to have keywords generate top matches.
- Role-based permissions (to prevent unauthorized deletions).
- Ability to turn a ticket resolution into a knowledgebase article (typically only available if knowledgebase tool is part of the service desk tool).
- Natural language search.
- Partitioning (so one article can be used for end user, tier 1, and tier 3) or self-service/FAQ section for end users.
- Wikis for collaboration.
- Editorial workflow management.
- Ability to set alerts for scheduled article review.
- Article reporting (most viewed, was it useful?).
- Rich text fields for attaching screenshots.



Determine which features your organization **needs,** and check to see if your tools have them.

Create actionable knowledgebase articles

3.3.2 Run a knowledgebase working group

Write and critique knowledgebase articles.

1. On a whiteboard, build a list of potential knowledgebase articles divided by audience: Technician or End User.
2. Each team member chooses one topic and spends 20 minutes writing.
3. Each team member either reads the article and has the team critique or passes to the technician to the right for peer review. If there is a large number of participants, break into smaller groups.
4. Set a goal with the team for how, when, and how often knowledgebase articles will be created.
5. Capture knowledgebase processes in the *Service Desk SOP.*

Audience: Technician

- ❑ Password update
- ❑ VPN printing
- ❑ Active directory – policy, procedures, naming conventions
- ❑ Cell phones
- ❑ VPN client and creation set-up

Audience: End users

- ❑ Set up email account
- ❑ Password creation policy
- ❑ Voicemail – access, change greeting, activities
- ❑ Best practices for virus, malware, phishing attempts
- ❑ Windows 10 tips and tricks

Participants

- Service Desk Manager
- Service Desk Agents

What You'll Need

- *Service Desk SOP*
- Flip Chart
- Whiteboard

Phase 3 Guided Implementation

Call 1-888-670-8889 or email GuidedImplementations@InfoTech.com for more information.

Complete these steps on your own, or call us to complete a guided implementation. A guided implementation is a series of 2-3 advisory calls that help you execute each phase of a project. They are included in most advisory memberships.

Guided Implementation 3: Design Request Fulfilment

Proposed Time to Completion: 4 Weeks

Step 3.1: Prepare for a self-service portal project

Review findings with analyst:

- Review business requirements for a service portal.

Then complete these activities…

- Develop self-service tools for the end user.
- Review service definition checklist for standardized request models.

With these tools & templates:

- Ticket Template
- Service Design Checklist

Step 3.2: Build request workflows

Start with an analyst kick off call:

- Review service request challenges.

Then complete these activities…

- Distinguish between requests and projects.
- Define service requests with SLAs.
- Build and critique request workflows.

With these tools & templates:

- Service Desk SOP
- Executive Presentation
- Workflow Library

Step 3.3: Build a targeted knowledgebase

Review findings with analyst:

- Review knowledgebase challenges.

Then complete these activities…

- Design knowledge management processes.
- Create actionable knowledgebase articles.

With these tools & templates:

- Service Desk SOP
- KB Article Template
- KB Process and Workflow
- Role Description: Knowledge Manager

Phase 3 Insight: **If they build it, they will come.** Service desk improvement is an exercise in organizational change that crosses IT disciplines. Organizations that fail to engage IT specialists from other silos encounter resistance to change that jeopardizes the improvements they are trying to make. Overcome resistance by highlighting how changes will benefit different groups and solicit feedback.

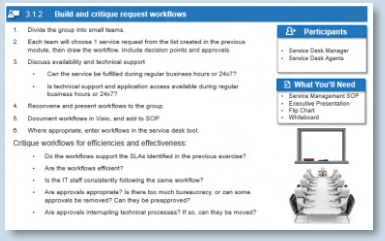
If you want additional support, have our analysts guide you through this phase as part of an Info-Tech workshop

Book a workshop with our Info-Tech analysts:

- To accelerate this project, engage your IT team in an Info-Tech workshop with an Info-Tech analyst team.
- Info-Tech analysts will join you and your team onsite at your location or welcome you to Info-Tech's historic Toronto office to participate in an innovative onsite workshop.
- Contact your account manager (www.infotech.com/account), or email Workshops@InfoTech.com for more information.

The following are sample activities that will be conducted by Info-Tech analysts with your team:

3.1.2

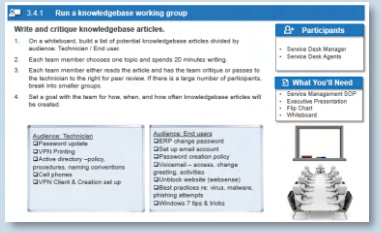


Analyze service request workflows

The analyst will:

- Provide examples of common service request workflows.
- Provide feedback on the service request workflows you outline for your organization.

3.4.1



Run a knowledgebase working group

The analyst will:

- Review a simple approach to build a targeted knowledgebase.
- Provide strategies to engage the IT team to build and maintain the knowledgebase.

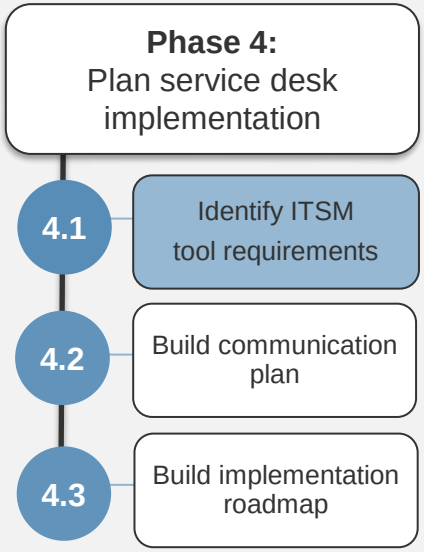
PHASE 4

Plan the Implementation of the Service Desk

Standardize the Service Desk

INFO~TECH RESEARCH GROUP

Step 4.1: Identify ITSM tool requirements



This step will walk you through the following activities:

4.1.1 Create a requirements list for the service desk tool

4.1.2 Investigate which tool best meets your needs

This step involves the following participants:

- CIO
- IT Director
- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- ITSM tool requirements
- Vendor shortlist
- Vendor briefing script

The ITSM tool requirements, vendor shortlist, and briefing script will accelerate the tool selection process.

Most ITSM tools are replaced because they are poorly configured and poorly adopted

Situation

- Most organizations know a quality ITSM tool that meets operational requirements is critical to a well-functioning service desk.
- IT professionals are skilled at gathering requirements and selecting software. Provided the right service desk processes are developed, building a shortlist of vendors that meet requirements is straightforward.

Info-Tech Insight

- Purchasing an ITSM tool is an expensive proposition. Remember, the **value** of any ITSM tool is a function of the **processes** it supports and the **adoption** of those processes.
- The ITSM tool with the best functionality is worth little if you do not build the right processes, configure the tool to support them, and work to improve tool adoption in your organization.

Resolution

- Create an implementation plan tailored to improve not only **processes** but also their **adoption** over time.
- With **incident management, request management,** and **knowledge management** in place, the next natural steps are to take steps to reduce ticket volumes and make the service desk more proactive, which includes:
  - Building a service catalog.
  - Implementing change management.
  - Initiating problem management.
- As you develop an ITSM implementation roadmap, map out how the new processes will change the behaviors of stakeholders and implement a communication plan to facilitate those changes.

Assess business needs to ensure the service desk tool supports your roadmap

NEEDS ANALYSIS

A **poor initial implementation** is the most important reason organizations replace their ITSM solutions. A poorly configured tool will fail to support the business processes it was meant to support and undermine the confidence of end users and technicians.

Features	Description
Tool Consolidation	• As service management process requirements change, it may be necessary to increase automation and gain access to more features. • Will workflows integrate seamlessly between functions such as incident management, change management, asset management, and desktop and network management?
Self-Service	• Does the existing tool support self-service with web forms for incident reporting, forms for service requests, and FAQs for self-solve? • Is a self-service portal available or can one be integrated into it painlessly?
Enterprise Service Management Needs	• Integration of the solution with all of IT, Human Resources, Finance, and Facilities for workflows and financial data can yield great benefits, but comes at a higher cost and greater complexity. Weigh the costs and benefits.
Workflow Automation	• If IT has advanced beyond simple workflows, or is extending these workflows beyond the department, more power may be necessary. • Full business process management (BPM) is part of a number of more advanced service desk or service management solutions.

Review the service desk solution to ensure it delivers value

NEEDS ANALYSIS

Start small, but start. Implement tools while the service desk is small, and implement more sophisticated ones as the service desk grows.

Features	Description
License Maintenance Costs	• Are license and maintenance costs still reasonable and appropriate for the value of the tool? • Will the vendor renegotiate? • Are there better tools out there for the same or better price?
Administration Costs	• Templates, forms, workflows, and reports all take time and skills but bring big benefits. Can these changes be done in-house? How much does it cost to maintain and improve?
Speed/Performance	• Data growth and volume may have reached levels beyond the current solution's ability to cope, despite database tuning.
Vendor Support	• Is the vendor still supporting the solution and developing the roadmap? Has it been acquired? Is the level of support still meeting your needs?

Build a requirements document for the service desk tool

4.1.1 Create a requirements list for the service desk tool

Time Allotment: 45 minutes

1. Break the group into smaller functional groups.
2. Brainstorm features that would be important to improving efficiencies, services to users, and visibility to data.
3. Document on flip chart paper, labeling each page with the functional group name.
4. Prioritize into must-have and nice-to-have items.
5. Reconvene and discuss each list with the group.
6. Info-Tech's *Service Desk Software and RFP Evaluation Tool* can also be used to document requirements for an RFI.
7. Using information from the requirements list, determine which features will be important for the team to see during a demo. Focus on areas where usability is a concern, for example:
    - End-user experience.
    - Workflow creation and modification.
    - Creating templates.
    - Creating self-service portal items.
    - Knowledgebase.

Participants

- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents

Evaluate alternative tools, build a shortlist for RFPs, and arrange web demonstrations or evaluation copies

4.1.2 Investigate which tool best meets your needs

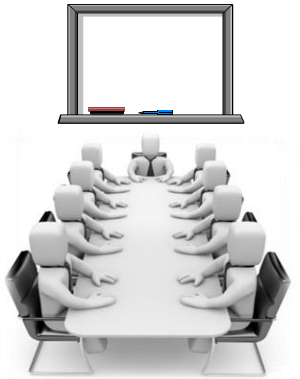
Time Allotment: 45 minutes

1. **Evaluate current tool:**
   a) Investigate to determine if these features are present and just not in use.
   b) Contact the vendor if necessary.
   c) If enough features are present, determine if additional training is required.
   d) If tool is proven to be inadequate, investigate options.

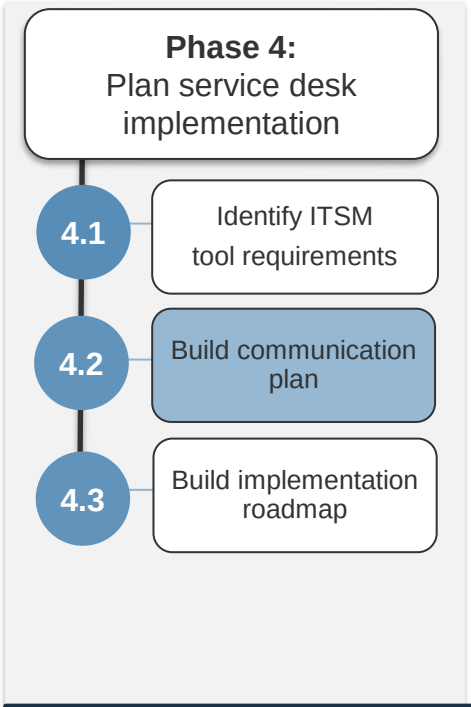
2. **Consider alternatives:**
   a) Fill in RFP template with a features list.
   b) Create demo script to identify features your team wishes to see.
   c) Review the following Info-Tech Vendor Landscapes to find the most appropriate vendors for your organization:
      - *Vendor Landscape: Mid-Market Service Desk Software*
      - *Vendor Landscape: Enterprise Service Desk Software*

Participants

- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents



Step 4.2: Build communication plan



This step will walk you through the following activities:

4.2.1 Create the communication plan

This step involves the following participants:

- CIO
- IT Director
- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Communication plan
- Executive presentation

The communication plan and executive presentation will help project managers outline the recommendations and communicate their benefits.

Effectively communicate the game plan to IT to ensure the success of service desk improvements

Communication is crucial to the integration and overall implementation of your service desk improvement. An effective communication plan will:

- **Gain** support from management at the project proposal phase.
- **Create** end-user buy-in once the program is set to launch.
- **Maintain** the presence of the program throughout the business.
- **Instill** ownership throughout the business, from top-level management to new hires.

Use the variety of components as part of your communication plan in order to reach the organization.

1. **Communicate benefits to IT:**
   - Share the standard operating procedures for training and feedback.
   - Train staff on policies as they relate to end users and ensure awareness of all policy changes.
   - As changes are implemented, continue to solicit feedback on what is and is not working and communicate adjustments as appropriate.
2. **Train technicians:**
   - Make sure everyone is comfortable communicating changes to customers – especially if they have to tell them “not right now” or “you need to call the help desk.”
3. **Measure success:**
   - Review SLAs and reports.
   - Are you consistently meeting SLAs?
   - Is it safe to communicate with end users?

Use a stakeholder analysis to identify the people that can help ensure the success of your project

ITSM implementation projects have a high risk of failure and a poor rate of end-user adoption. The mistake is to assume that IT can tell the business what ITSM processes it needs. Reduce the risk of failure and improve uptake by using what IT knows to help others envision service desk opportunities that best meet the needs of the business.

Goal: Create a prioritized list of people who are affected or can affect your project, and determine how best to communicate with them during the project.

Why is a stakeholder analysis essential?

- ✓ Ignoring key stakeholders is an important cause of failed ITSM implementations.
- ✓ You can use the opinions of the most influential stakeholders to shape the implementation at an early stage. Their support will secure resources for the project and improve the quality of the implementation.
- ✓ Communicating with key stakeholders early and often will ensure they fully understand the benefits of your project.
- ✓ You can anticipate the reaction of key stakeholders to your project and plan steps to win their support.

Outcome: A list of key stakeholders to include in your communication plan.

First, identify everyone who is affected by the service desk project

The first step in the mapping process is to understand that there is no magic list of stakeholders. The final list will depend on your business, its impacts, and your current engagement objectives – as a result it should not remain static. This list will change as the environment around you evolves and as stakeholders themselves make decisions or change their opinions.

Action: Brainstorm a list of stakeholders without screening, including everyone who has an interest in your objectives today and who may have one tomorrow. Where possible, identify individuals.

Considerations to help you along:

- **Learn from past and ongoing engagement:** What are the objectives of existing engagements? What stakeholders communicate regularly with the company? Where can you reach beyond this existing comfort zone to engage lesser-known stakeholders?
- **Be forward thinking:** Consider potential stakeholders from new markets, technologies, customers, and regulations.
- **Be diverse:** Make sure to include a rich diversity of stakeholder expertise, geography, and tactics.
- **Be social:** Use social media to reach lesser-known stakeholder groups.
- **Be aware:** The loudest voices and heaviest campaigners are not necessarily your key stakeholders. Step back and add silent members to your list. They may have the key expertise you need.

Second, brainstorm criteria to analyze the importance of stakeholders on your list

Use explicit ranking criteria to help identify issues before you implement your service desk improvements.

The **interest** stakeholders have in your project and their potential **influence** are important evaluation criteria, but they're not the end of the story. You can also measure:

- **Engagement:** How willing is the stakeholder to participate?
- **Contribution** (value): Does the stakeholder have expertise that could be helpful? Who can most assist with early scoping?
- **Legitimacy:** How legitimate is the stakeholder's claim for engagement?

Next Step:

Assign values (low, medium, and high) to each stakeholder for each criterion. Use the results to create and populate a chart with short descriptions of how stakeholders fulfill them. This first data set will help you decide which stakeholders to engage.

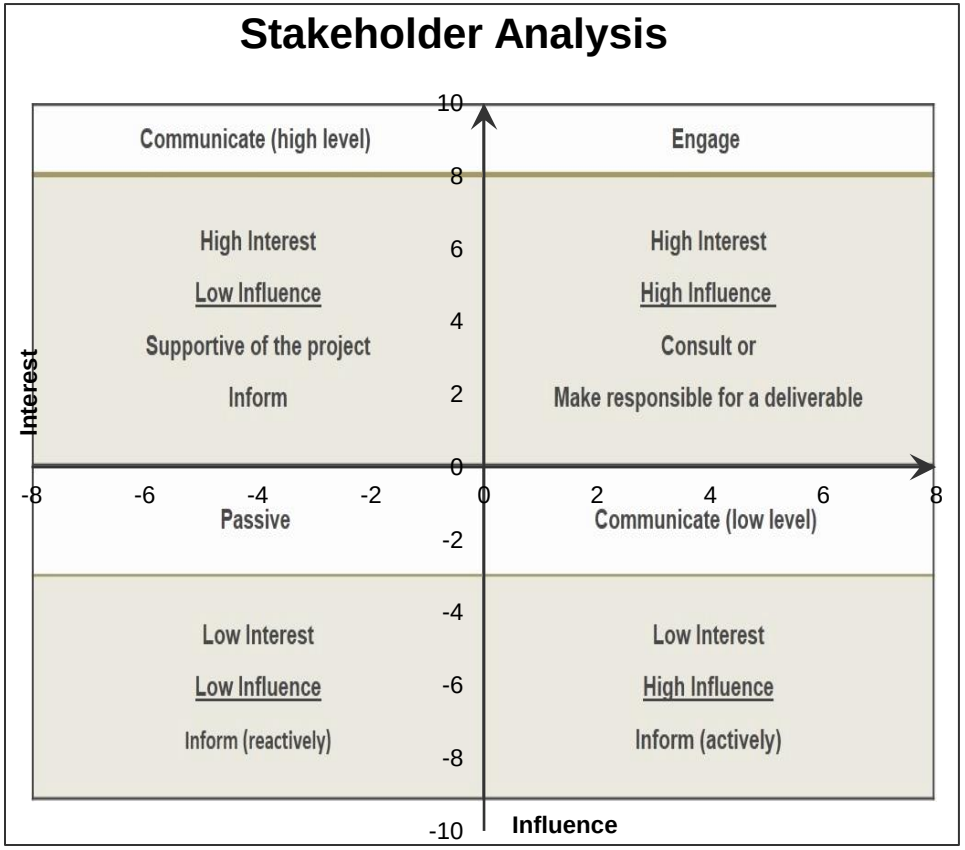
	Interest	Influence	Contribution
SH1	High – proactive group with a lot to gain from the project	Low – no direct say in the project	High – can help with early scoping
SH2	Medium	Medium	High

Finally, map stakeholders on a grid to assess where they stand

- The **stakeholder planning chart** situates stakeholders on a grid that identifies which ones have the most interest in and influence on your project and helps develop a tailored engagement strategy.
- Mapping allows you to see where stakeholders stand when evaluated by the same key criteria and compared to each other and helps you visualize the often complex interplay of issues and relationships created in the criteria chart above.

Action: Identify key stakeholders with this 2x2 chart.

1. Draw a quadrant using two axes labeled “Low” to “High.”
2. Assign “Influence” to the Y-axis.
3. Assign “Interest” to the X-axis.
4. Determine where each stakeholder falls.
5. Plot the stakeholders on the grid.
6. Use circle size to denote a stakeholder’s “Value.”



Communication plan by quadrant

Create a communication plan to outline the project benefits

Improved business satisfaction:

- Improve confidence that the service desk can solve issues within the service-level agreement.
- Channel incidents and requests through the service desk.
- Escalate incidents quickly and accurately.

Fewer recurring issues:

- Tickets are created for every incident and categorized correctly.
- Reports can be used for root-cause analysis.

Increased efficiency or lower cost to serve:

- Use FAQ to enable end users to self-solve.
- Use knowledgebase to troubleshoot once, solve many times.
- Cross-train to improve service consistency.

Enhanced demand planning:

- Trend analysis and reporting improve IT's ability to forecast and address the demands of the business.

Make the contact information for the service desk available when users are likely to need them

Select and publicize a single number or email, for each service desk, and a single web service desk contact page.

Communicate the single point of contact

Include service desk contact information on:

- Hardware CI labels attached to components about which the user is likely to be calling.
- Telephones.
- Customized desktop or laptop backgrounds, along with information users will need when they contact the service desk (IP address, OS build number, etc.).
- Freebies such as pens, pencils, mugs, and mouse pads.
- Service desk internet or intranet sites.
- Calling cards or satisfaction survey cards left with users when a desk visit has been necessary.
- All correspondence sent to users.
- Notice boards or physical locations that users are likely to regularly visit.

Create your communications plan to anticipate challenges, remove obstacles, and secure buy-in

Why:

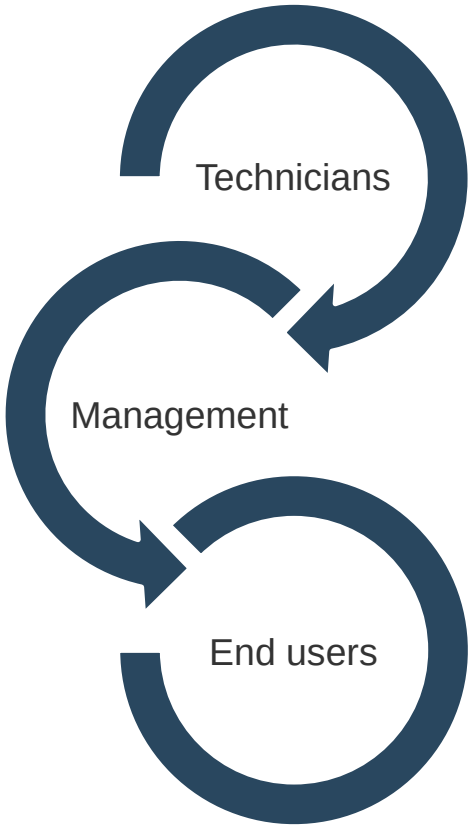
- What problems are you trying to solve?

What:

- What processes will it affect (that will affect me)?

Who:

- Who will be affected?
- Who do I go to if I have issues with the new process?



When:

- When will this be happening?
- When will it affect me?

How:

- How will these changes manifest themselves?

Goal:

- What is the final goal?
- How will it benefit me?

Organize the information to manage the deployment of key messages

Group	Benefits	Impact	How to Communicate	Timeframe
Service Desk Team	• Reduce time to resolve • Improve time to respond • Start to measure SLAs		• Name one individual as an internal go-to person when there is an issue	• January 2018
IT	• Able to measure impact of users jumping the queue to go directly to tier 3 technicians • Reduce the number of direct-to-tech calls • Obtain a view into how much time is being put into support • Gain a view into how to balance time between support and projects	• Create knowledgebase articles • Create and close tickets • Coach users on new process • Improve communication efforts		• January 2018

End Users	• Improved customer service:
	  ○ Web portal for tickets, incidents, service requests
	  ○ FAQs
	• Service transparency
	• Improved communications
	• Improved feedback
		• Call the service desk
		• Use the web portal
			Tell the users that we:
			• Listened to feedback
			• Made positive changes to the process to improve user experience and will continue to make changes
				• April 2018

Create the communications plan

4.2.1 Create the communications plan

Time Allotment: 45 minutes

Develop a stakeholder analysis.

1. Identify everyone affected by the project.
2. Assess their level of interest, value, and influence.
3. Develop a communication strategy tailored to their level of engagement.

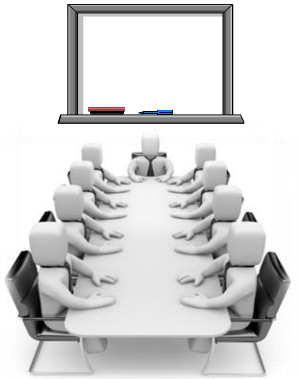
Craft key messages tailored to each stakeholder group.

Finalize the communication plan.

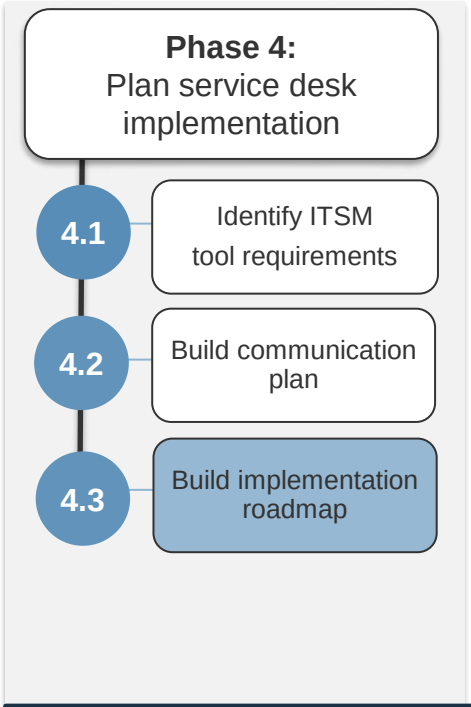
1. Examine your roadmap and determine the most appropriate timing for communications.
2. Assess when communications must happen with executives, business unit leaders, end users, and technicians.
3. Identify any additional communication challenges that have come up during the workshop.
4. Identify who will send out the communications.
5. Identify multiple methods for getting the messages out (newsletters, emails, posters, company meetings).
6. For inspiration, you can refer to the ***Sample Communication Plan*** for the project.

Participants

- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents



Step 4.3: Build implementation roadmap



This step will walk you through the following activities:

4.3.1 Build implementation roadmap

This step involves the following participants:

- CIO
- IT Director
- IT Managers
- Service Desk Manager(s)
- Representation from tier 2 and tier 3 specialists

Outcomes

DELIVERABLES

- Implementation Gantt chart
- Sunshine diagram

The implementation plan and sunshine diagrams will help implement next steps and finalize the project.

Collaborate to create an implementation plan

4.3.1 Create the implementation plan

Time Allotment: 45 minutes

Table Top Exercise

Essential tasks

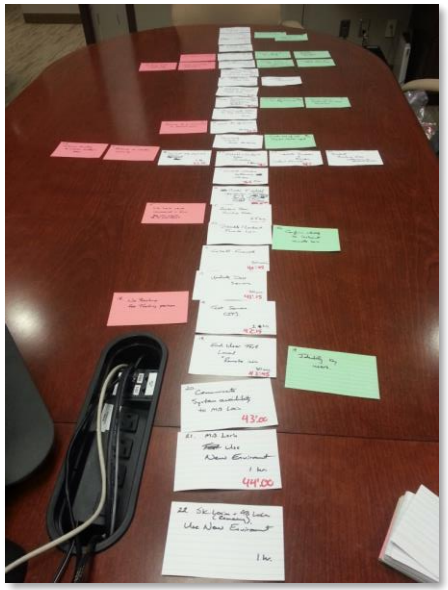
1. Distribute green index cards to each member of the team.
2. The green cards represent essential tasks that need to be done to improve the service desk. Place the cards in order of implementation.
3. Use symbols on the corner of the card to classify tasks in four categories: people, process, technology, and communication.
4. Mark cards that represent decision points. Use a card of a different color or use a marker to make a colored dot.

Group-generated tasks

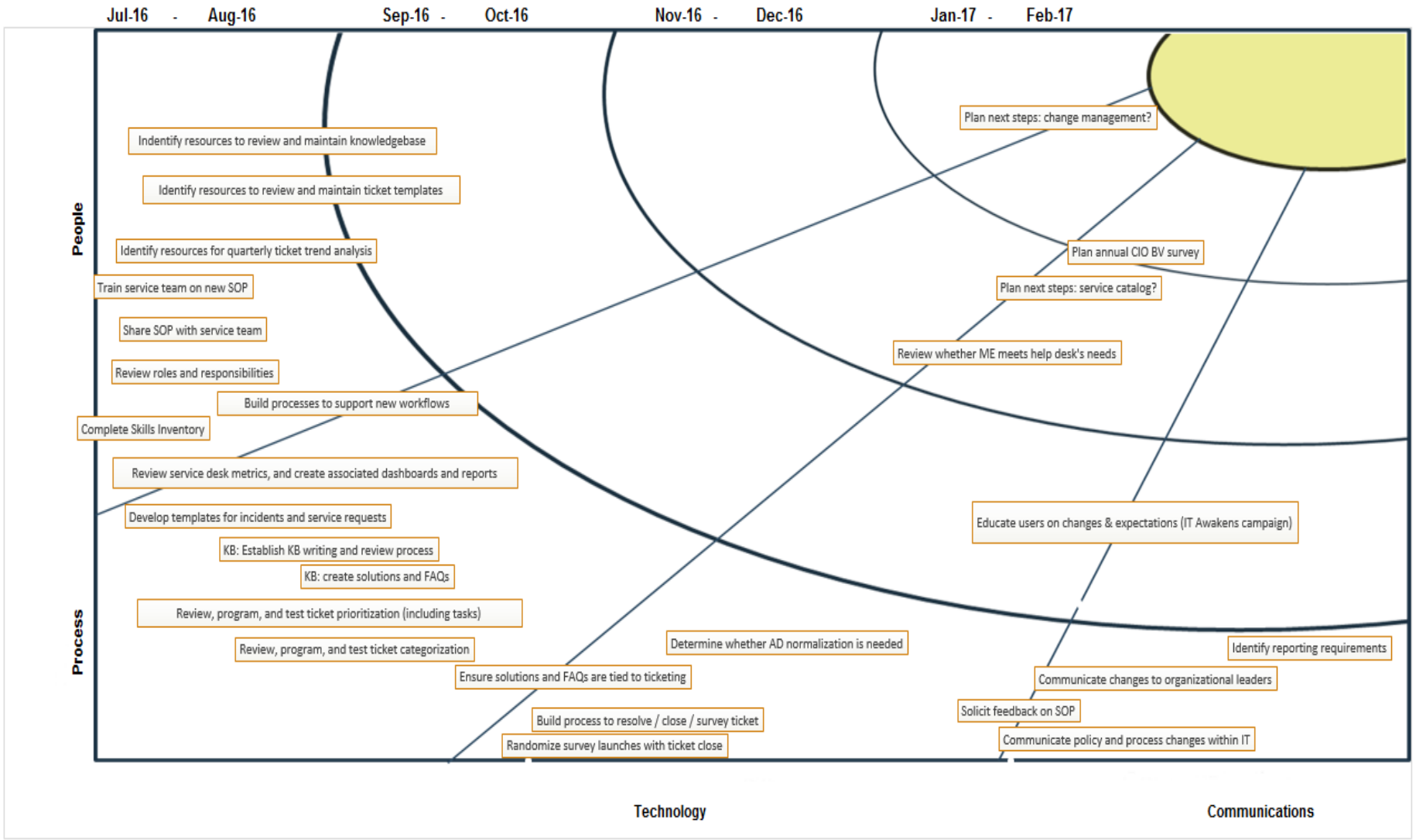
1. Next, use the yellow cards to generate tasks that represent things that you can do to complement the implementation plan.
2. Arrange the index cards in order, removing duplicates.
3. Use symbols on the corner of the card to classify tasks in four categories: people, process, technology, and communication.
4. Transfer data to Visio and add to the *Service Desk Roadmap*.

Participants

- CIO
- IT Managers
- Service Desk Manager
- Service Desk Agents



Review project task list to assess timelines and accountabilities



Phase 4 Guided Implementation

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Complete these steps on your own, or call us to complete a guided implementation. A guided implementation is a series of 2-3 advisory calls that help you execute each phase of a project. They are included in most advisory memberships.

Guided Implementation 4: Plan Service Desk Implementation

Proposed Time to Completion: 4 Weeks

Step 4.1: Identify ITSM tool requirements

Start with an analyst kick off call:

- Review trends in the ITSM tool market place.

Then complete these activities…

- List requirements for the service desk tool.
- Investigate which tool best meets your needs.

With these tools & templates:

- Service Desk SOP
- Executive Presentation
- Vendor Landscapes: Mid-Market and Enterprise Service Desk Software

Step 4.2: Build communication plan

Review findings with analyst:

- Review best communication practices to prepare stakeholders for the service desk implementation.

Then complete these activities…

- Create the communication plan.

With these tools & templates:

- Communication Plan
- Executive Presentation

Step 4.3: Build implementation roadmap

Review findings with analyst:

- Build an implementation plan.

Then complete these activities…

- Build the implementation roadmap.

With these tools & templates:

- Service Desk Implementation Roadmap

Phase 4 Insight: Communicate the great work you do. The service recovery paradox is a situation in which end users think more highly of IT after the organization has corrected a problem with their service than they would have had the service not been faulty in the first place. Use it to your advantage: develop a communication plan with targeted messages that outline how the standardization project will impact each group of stakeholders. Keep in mind that your end users are just as important to the success of your project as IT staff.

If you want additional support, have our analysts guide you through this phase as part of an Info-Tech workshop

Book a workshop with our Info-Tech analysts:

- To accelerate this project, engage your IT team in an Info-Tech workshop with an Info-Tech analyst team.
- Info-Tech analysts will join you and your team onsite at your location or welcome you to Info-Tech's historic Toronto office to participate in an innovative onsite workshop.
- Contact your account manager (www.infotech.com/account), or email Workshops@InfoTech.com for more information.

The following are sample activities that will be conducted by Info-Tech analysts with your team:

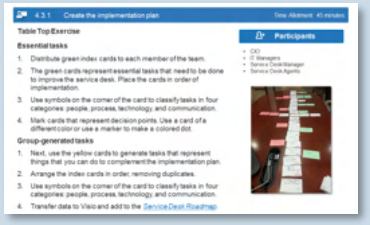
4.1.2

Investigate which service desk tool best meets your needs.

The analyst will:

- Help identify use cases and draft software requirements.
- Generate a shortlist of vendors that meet your organizational needs.

4.3.1



Build an implementation roadmap

The analyst will:

- Help identify outstanding project tasks.
- Help identify risks and dependencies for each task.
- Guide you in collecting the information in an actionable roadmap.

Insight breakdown

Don’t be fooled.

A new service desk tool alone won’t solve your challenges. Most tools support service management best practices, but those practices must be built from the ground up. Start by taking a snapshot of your existing service desk, with all of its strengths and growing edges, and then build an organizational structure to support process improvements.

If they build it, they will come.

Service desk improvement is an exercise in organizational change that crosses IT disciplines. Organizations that fail to engage IT specialists from other silos often encounter resistance to change that jeopardizes the process improvements they are trying to make. Overcome resistance by highlighting how process changes will benefit different groups in IT, and solicit the feedback of specialists who can affect or be affected by the changes.

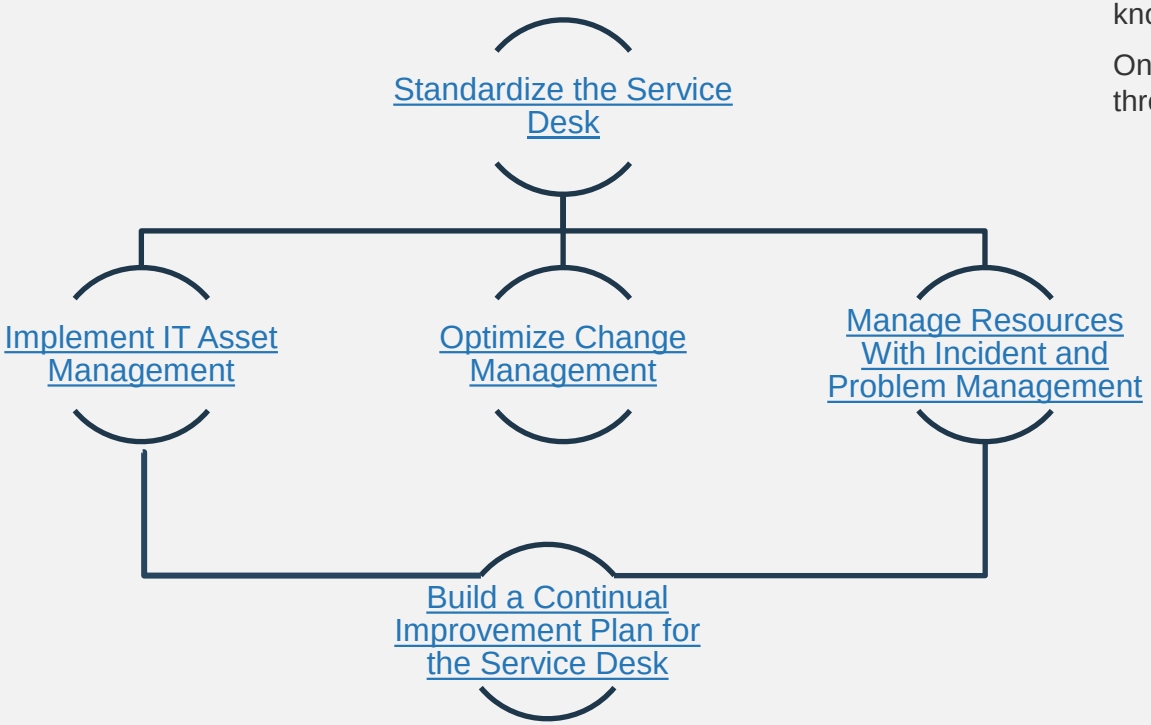
Organize your data to help you tell the story of IT.

Organizations are sometimes tempted to track their work under a single ticket type. Unfortunately, the practice obscures the fact that incidents, requests, and projects require radically different amounts of time and resources, and can create the impression that IT is underperforming. Distinguish between incidents, requests, and projects, and design specific processes to support and track the performance of each activity.

Communicate the great work you do.

The service recovery paradox is a situation in which end users think more highly of IT after the organization has corrected a problem with their service than they would have had the service not been faulty in the first place. Use the paradox to your advantage: develop a communication plan with targeted messages that outline how the standardization project will impact each group of stakeholders. Keep in mind that your end users are just as important to the success of your project as IT staff.

Build a strong ITSM foundation



The ***Standardize*** blueprint reviews service desk structures and metrics and builds essential processes and workflows for incident management, service request fulfillment, and knowledge management practices.

Once the service desk is operational, there are three paths to basic ITSM maturity:

- Having the incident management processes and workflows built allows you to:
  - Introduce ***Change Management*** to reduce change-related incidents.
  - Introduce ***Problem Management*** to reduce incident recurrence.
  - Introduce ***Asset Management*** to augment service management processes with reliable data.
- Having the service request fulfillment processes and workflows built allows you to build a ***self-service portal*** to improve self-service, task automation, and resolution times.

You will then be in a position to build a ***continual improvement plan*** for the service desk to ensure best practices remain in place.

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