

Increasing Service Desk Efficiency



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TIDYING UP

WITH MARIE KONDO

NETFLIX



Marie Condo's Approach

- ◆ Make everything visible “at a glance”
- ◆ Work by category
- ◆ Make sure it “sparks joy”
- ◆ Show appreciation for what you discard



Category Approach

Marie Kondo

- ◆ Clothes
- ◆ Books
- ◆ Papers
- ◆ Miscellaneous
- ◆ Sentimental Items

Service Desk

- ◆ Workload
- ◆ Skills/knowledge
- ◆ Efficiency
- ◆ Resourcefulness
- ◆ Quality



Workload

- ◆ Volume by Channel
- ◆ Average time to resolution
- ◆ Other work- e.g. projects
- ◆ Unplanned work
- ◆ Staffing levels
- ◆ Adherence



Skills / Knowledge

- ◆ Customer Service
- ◆ Technical
- ◆ Resources
- ◆ Staying Current



Efficiency

- ◆ Consistency
- ◆ Time to get work done
- ◆ Productivity
- ◆ Accuracy
- ◆ Ticket management (ticket hops [reassigns], first touch, open tickets, time to resolve, after call work)



Resourcefulness

- ◆ Process improvement
- ◆ Optimize use of resources (ITSM tool, automation, etc.)
- ◆ Creative problem solving

The logo consists of three overlapping squares: a blue square at the bottom left with a white circle inside, a red square at the top left, and a green square at the top right.

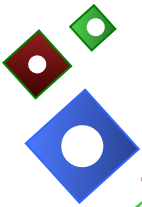
Quality

- ◆ Ticket quality
- ◆ Knowledge article quality
- ◆ Call quality
- ◆ Adhering to policy
- ◆ Following SOPs
- ◆ Customer satisfaction



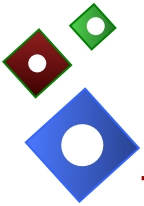
Marie Condo's Approach

- ◆ Make everything visible “at a glance”
 - ✧ measures/trends
- ◆ Work by category
 - ✧ skills, process, quality
- ◆ Make sure it “sparks joy”
 - ✧ engaged employees and satisfied customers
- ◆ Show appreciation for what you discard
 - ✧ Recognize value and need for change
 - ✧ Manage culture change



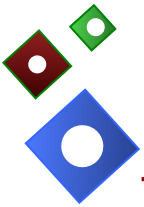
High Level Check List

- ✓ Assess current workload complexion
- ✓ Review current ticket management
 - ✓ Aging tickets
 - ✓ Time in queue
 - ✓ SLA and OLA compliance
- ✓ Measure unplanned work on daily basis for each analyst
- ✓ Identify what should be resolved at each level or by each group
- ✓ Develop useful trending reports
- ✓ Ensure all work is documented



High Level Goals

- ◆ Understand routine requests and the time it takes to complete them
- ◆ Automate, deflect, and simplify whatever you can
- ◆ Identify areas for process improvement and efficiency gains and define, document, and communicate procedures.
- ◆ Measure and monitor adherence
- ◆ Educate, communicate, quantify, and continually improve



Getting Started

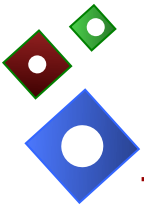
- ◆ Know what's happening today (baseline).
- ◆ What is our workload?
- ◆ What are our responsibilities?
- ◆ What consistently “steals” our time?
- ◆ What are we learning from trending? (e.g. Top 10 reports, requests, incidents)
- ◆ Quantify project work
- ◆ What is within our control?
- ◆ What can we leverage (e.g. Service Catalog)?
- ◆ What can we deflect or automate?

Getting Started

Assess	What we learn or what it impacts
How much time does it take?	<ul style="list-style-type: none">• Measure work effort• Staffing• Expectation setting (response, resolution)
What are we learning at the last minute?	<ul style="list-style-type: none">• Was it planned or an afterthought?• Was this avoidable?• Do processes need to be changed?• Are there assumptions or misconceptions about our responsibilities/time commitments?
Where are processes being bypassed?	<ul style="list-style-type: none">• Are we setting unrealistic expectations (or not setting expectations)?• Are our processes supported?• Are our processes and procedures communicated/understood?

Getting Started

Assess	What we Learn or Actions we can take
Where are we consistent?	<ul style="list-style-type: none">• Establish and communicate targets• Add it to the Service Catalog
What is first level resolvable?	<ul style="list-style-type: none">• Train first level• Create knowledge articles• Build templates, troubleshooting steps, etc.• "Shift left"
What is avoidable?	<ul style="list-style-type: none">• Understand cause of last minute requests and "time stealers"• Fix the process, communicate, help to facilitate a culture change

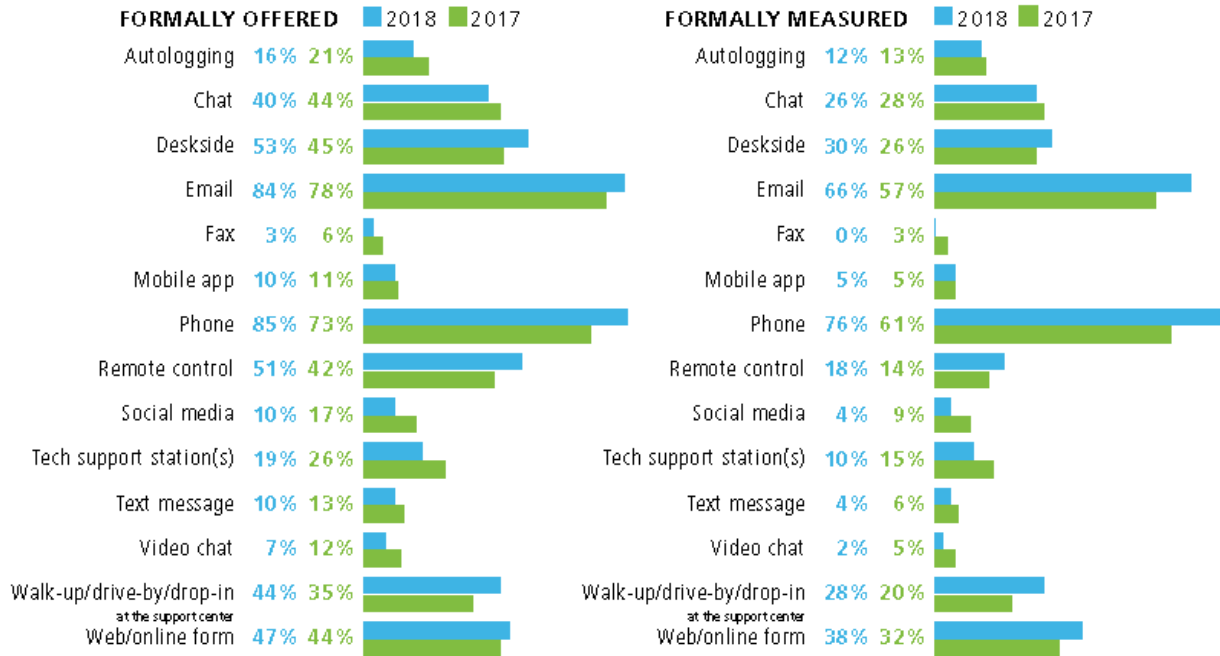


Examples of What to Assess

- ◆ % of tickets logged
- ◆ Channels used for entering tickets
- ◆ Top 10 Requests
- ◆ Top 10 incidents
- ◆ Average time to begin working ticket (WIP)
- ◆ Average time to resolution
- ◆ % of first level resolvable tickets
- ◆ % resolved by using remote assistance
- ◆ Aging tickets
- ◆ Tickets that have been bounced back and forth between teams
- ◆ Redundant efforts and wasted times
- ◆ Quantity of Verbal escalations

Efficiency	Quality	Value
<ul style="list-style-type: none"> • Network speed • First contact resolution (FCR) • IT hours spent on projects • Time to resolution • Accuracy • On time, on budget • Transactions per second • Defect removal • Correct routing • Automation • Appropriate prioritization • Maximum duration of outage • Number of Core system outages 	<ul style="list-style-type: none"> • Baseline • System Performance Monitoring • Incident Monitoring • Knowledge Monitoring • Quality Index • Core System Availability • Coaching • Alignment with goals • Proper sense of urgency • Customer Service Skills • SLA/OLA compliance 	<ul style="list-style-type: none"> • Customer Satisfaction • Saved time • Productivity • Business impact • Correlation to business needs • WIIFM (What's in it for me?) • Accuracy • Trending <ul style="list-style-type: none"> • Top types • Priority • Cost <ul style="list-style-type: none"> • Per contact • To business

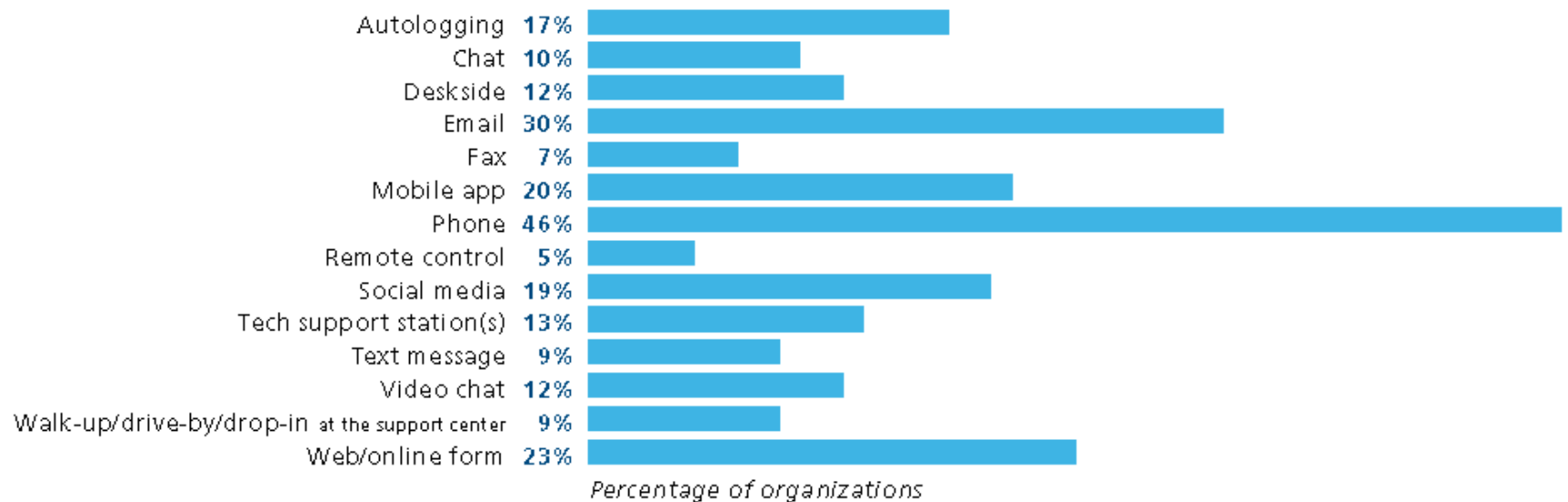
Channels used to contact support:



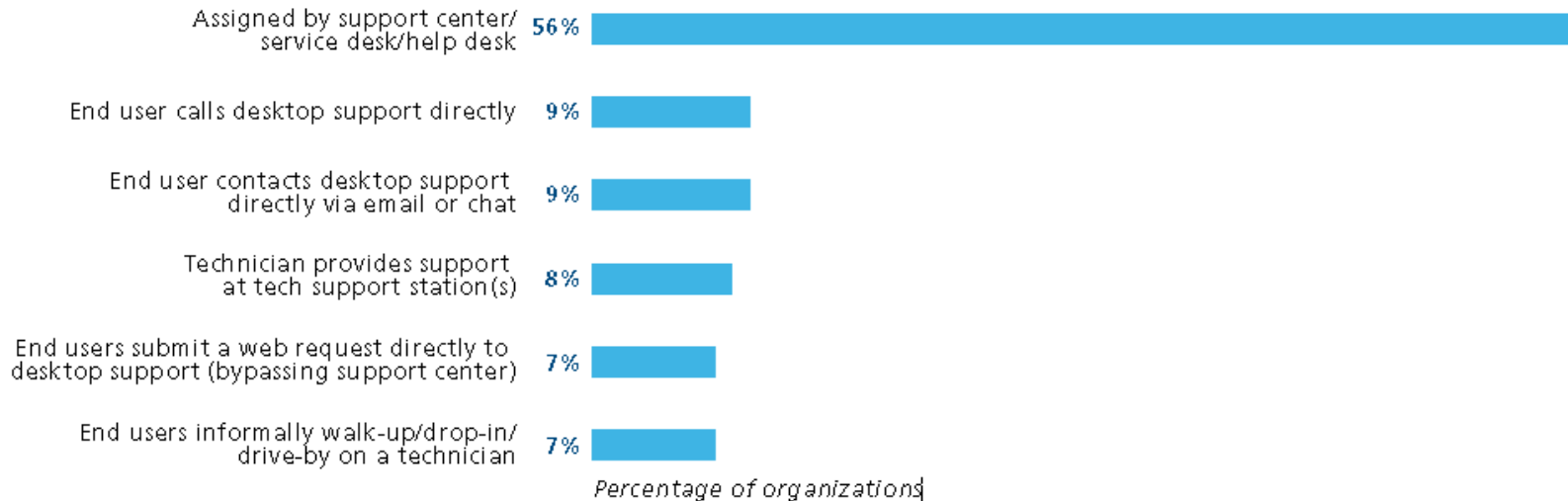
Percentage of organizations

65% of an organizations end users/customers contact the support center for support or service.

Percentage of support tickets received by channel:



Percentage of desktop support tickets received by channel:



65% of tickets submitted
by **INTERNAL** end users/
customers are for desktop
support services.

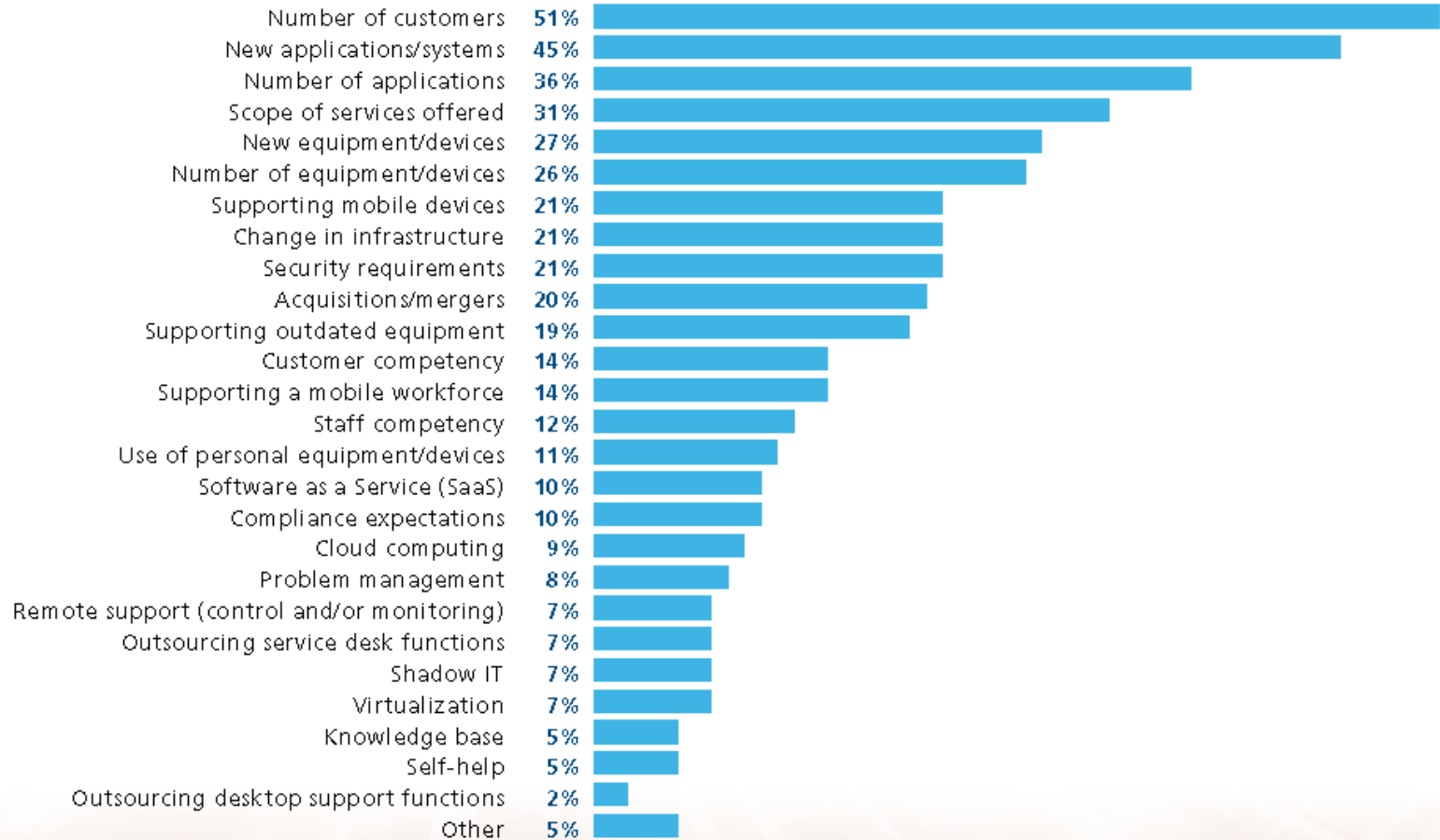
15% of tickets submitted
by **EXTERNAL** end users/
customers are for desktop
support services.



61%

of support organizations saw an increase in ticket volume over the past year.

They attribute this increase to the following factors:



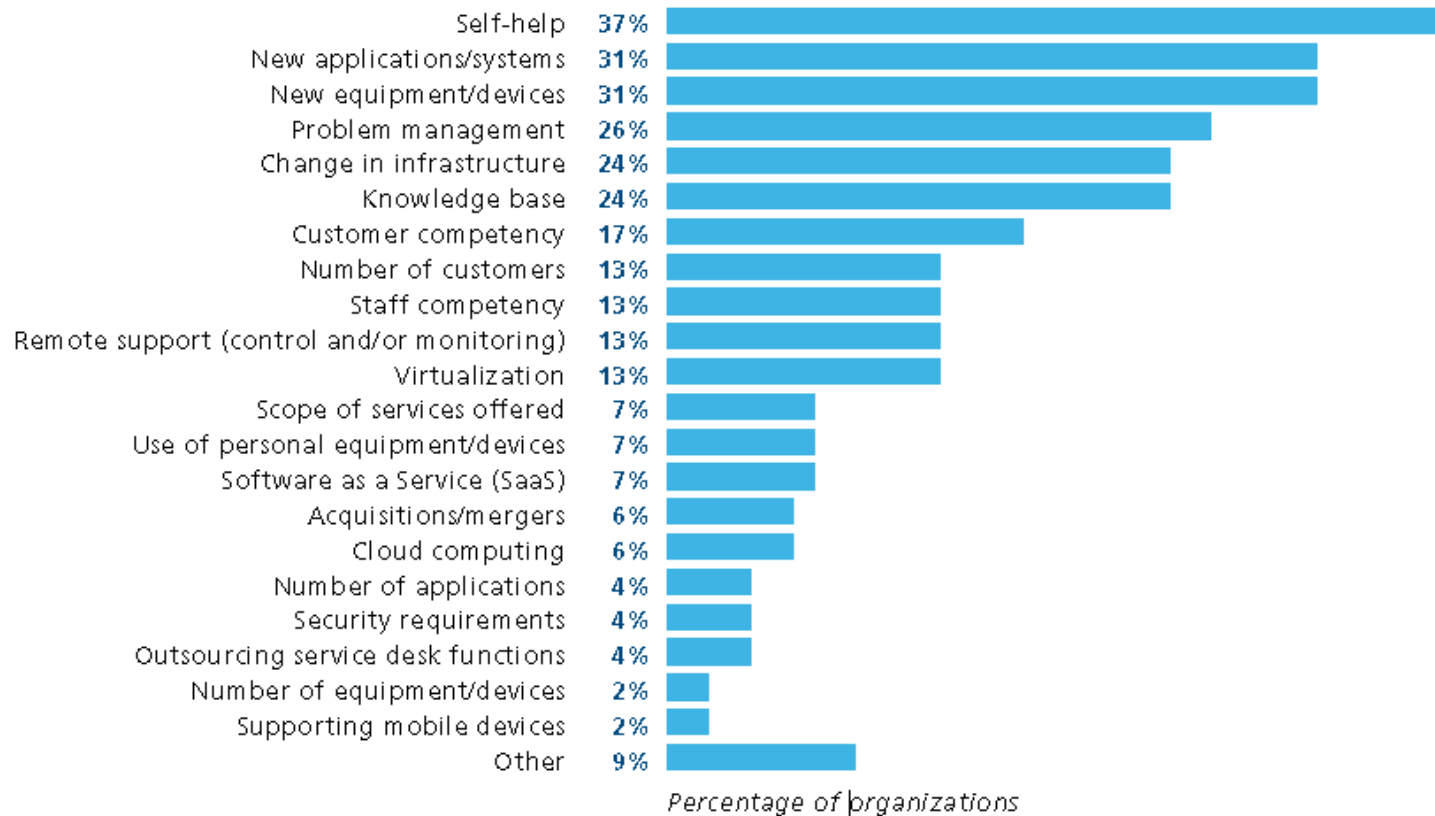
Percentage of organizations



14%

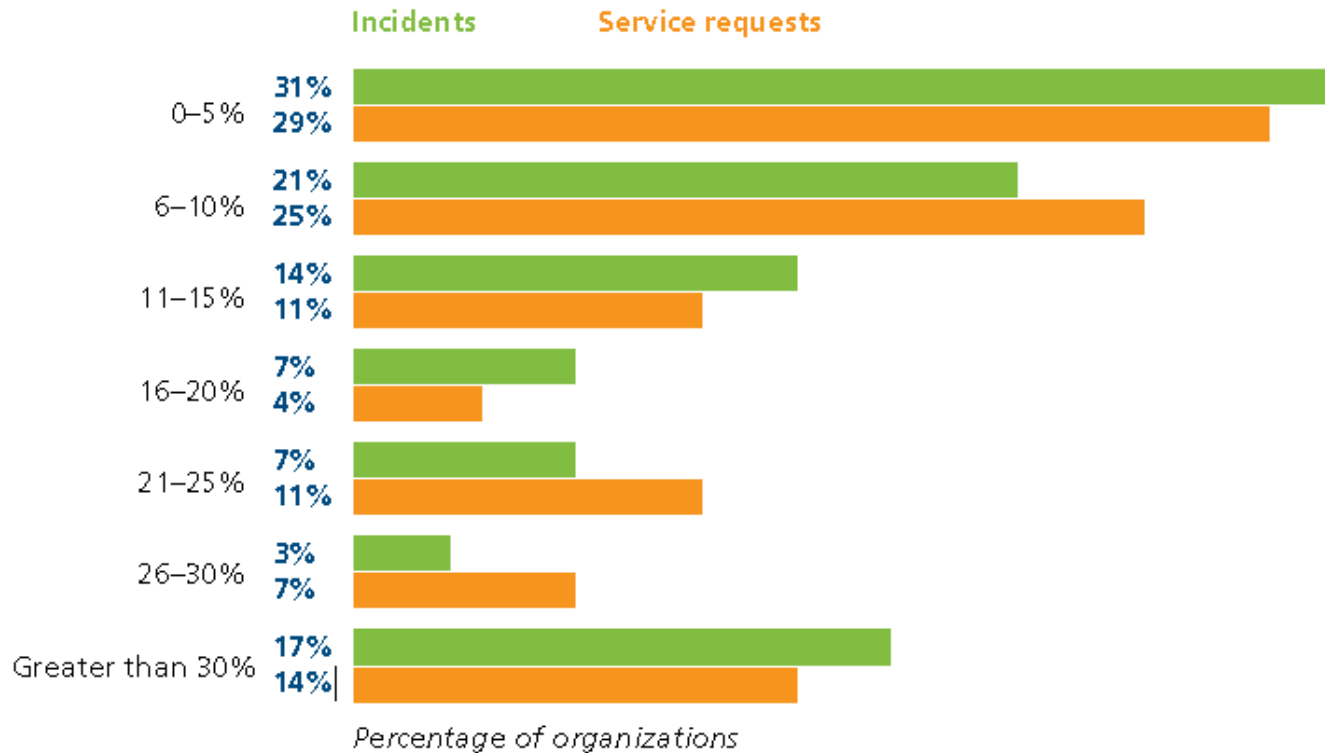
of support organizations saw a decrease in ticket volume over the past year.

They attribute this decrease to the following factors:



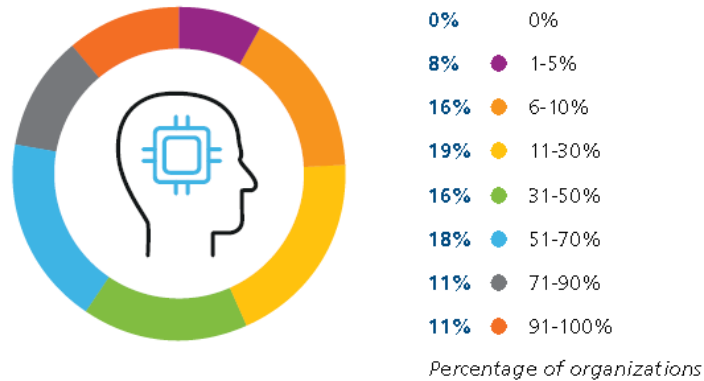
Percentage of tickets escalated to desktop support that could have been solved by Level 1:

[Number of tickets that could have been resolved by the support center ÷ Total number of tickets received by desktop support]

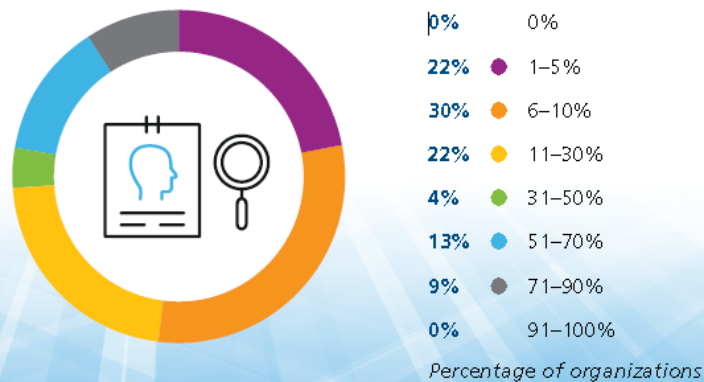


Knowledge Base

Percentage of tickets resolved using a knowledge base article/document:



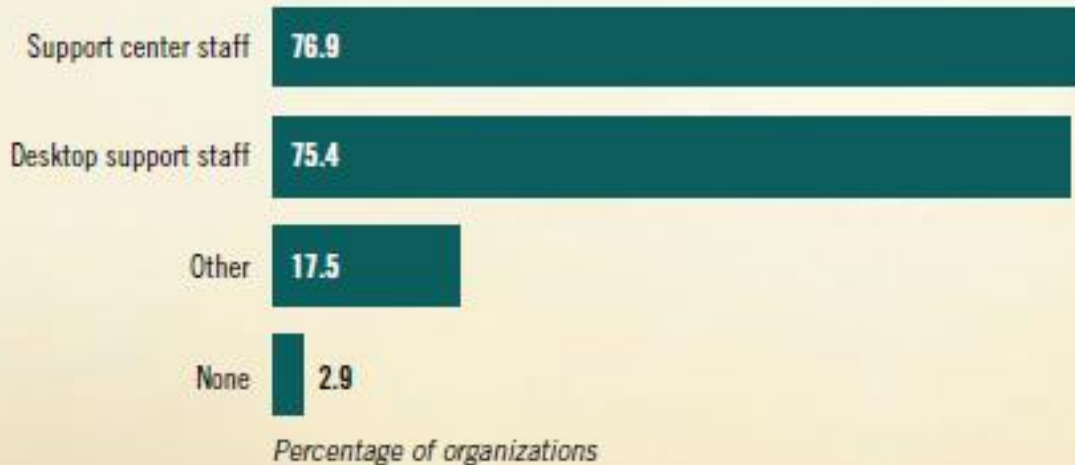
Percentage of tickets that result in the creation of new knowledge articles/documents:



Example of Process Improvement?

Remote Support

REMOTE SUPPORT IS PROVIDED BY:



- ✧ What % of tickets did the support center close when using remote assistance?
- ✧ What % of the tickets that Desktop closed with remote support, could have been closed at first level?



Improving Processes

◆ Gaining Process Efficiencies

- ✧ Look across entire Time it takes at each level
- ✧ Monitor accuracy of categorization
- ✧ Create tickets for Should taps or contacts outside of the service desk
- ✧ Ensure Contact information and location information is verified and correct
- ✧ Monitor Expectation setting and follow through
- ✧ Scripts, templates, knowledge articles
- ✧ Coach when categories, prioritization, ticket documentation, or knowledge articles needed to be corrected
- ✧ Look for ways to eliminate wasted time
- ✧ Create a culture of collaboration, shared responsibility, and self regulation and improvement (e.g. Peer reviews)



Moving Toward Mostly Proactive

- ◆ Quantify staffing needs
- ◆ Automation
- ◆ Increase in Self-Help Options
- ◆ Time Tracking (quantifying work effort)
- ◆ Standardizing timeframes
- ◆ RACIs
- ◆ OLAs
- ◆ Service Catalog
- ◆ Minimize unnecessary escalations
- ◆ Gain control over process bypasses
 - ✧ Service Catalog ideas
 - ✧ Executive Support
- ◆ Publishing or communicating response and resolution times

Gaining Efficiencies

◆ Streamline efforts:

- ✧ Identify and eliminate unnecessary steps
- ✧ Eliminate redundancy
- ✧ Automate

◆ Measure consistently and regularly

◆ Include, assess, and improve within:

- ✧ Processes (RACI, execution of steps)
- ✧ Training
- ✧ Continual Efforts
 - ◆ Meetings
 - ◆ Post Mortems
 - ◆ Issues



Thank You!

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