

ITIL for HE

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Agenda

Val...

- ITIL?
- The UCISA ITIL experience.
- So what can ITIL do for us?
- & the UCISA stuff?
- The Lboro ITIL experience.

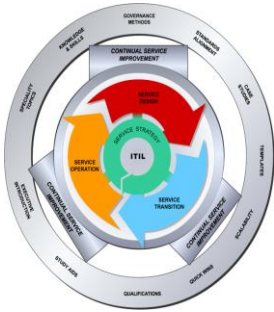
Simon...

- The Service Desk case-study.
- Q/A.

ITIL in its own words

- IT Infrastructure Library.
- Globally recognised IT Service Mgt framework...
- ... of practices that unite all areas of IT service provision to deliver value to the business.
- Non-proprietary, non-prescriptive, good practice which can be adapted to suit.
- Helps IT become a high-performing service provider & partner of its customers.

ITIL pictorially & in punchier terms



Documented common sense.

A tool to help us help ourselves.

PRINCE2 for service mgt.

The UCISA ITIL journey

- Top Concerns' & jiscmail surveys established interest (especially Ops & Transition).
- Making 1500+ A4 pages in 5 books (v3) more digestible & HE-friendly.
- Set up UCISA ITIL for the HE Community Project SG.
- Won JISC £ to fund a consultant to help.

The UCISA ITIL deliverables

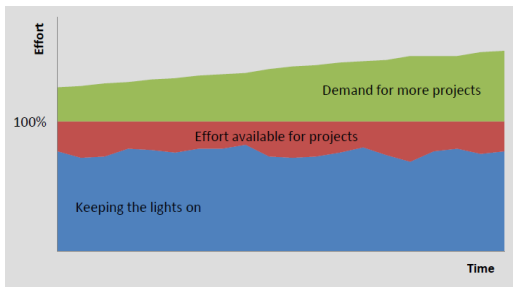
- See <http://www.ucisa.ac.uk/members/activities/ITIL.aspx>
- 13 university case-studies.
- Mgt overview making the case for ITIL.
- Intros to the 5 ITIL modules.
- Readiness assessments.
- Service Operation & Transition toolkits.
- Report on Service Catalogue workshops.
- Seminar on 17th. June at Lboro Uni.

So what can ITIL do for us when we're different?

May help us address HE-specific issues:

- academic freedom needs governance;
- face-to-face contact needs procedures;
- central & devolved IT need clarity of scope;
- not profit-driven but need to understand costs.

So how can ITIL help us solve the resource problem?



So what can ITIL do for the University?

- Free up time to improve the business.
- Ensure alignment with University strategy.
- Improve customer service.
- Do more without more staff.
- Keep staff happy.

So what can ITIL do for IT?

- Help us develop without re-inventing the wheel.
- Get us recognition (in-house & via CVs).
- Allow us to focus on adding value.
- Bring us together as a team.
- Keep us happy.

So what do the case-studies say?

Recognised as a service organisation
Contributed to professionalism
Helps provide cost-effective delivery
Change mgt has reduced no. of Incidents
Availability improved
IT reputation improved
Communication improved
Professional training & development for staff
IT services work
Consistently good feedback

& the UCISA stuff?

- Intros to get a taste of ITIL.
- Case-studies to see how others have approached it in HE.
- Readiness assessments to establish starting points & measure progress.
- Bite-sized chunks to delve deeper.
- Join & use the UCISA-ITIL jiscmail list (see <http://www.jiscmail.ac.uk/help/subscribers/groupsubscriptions.html>)
- Share your experience.

The rationale for ITIL at Lboro

- Need to improve cust/bus focus & image.
- Desire to introduce best practice without re-inventing the wheel.
- Bringing together 2 depts. with different ways of working.
- Something teams could work on together to build mutual respect/understanding.
- Support from senior ITS mgrs & auditors.

The method for ITIL at Lboro



- Programme of projects 1 year at a time.
- New procedures + spreading what's good.
- Learning lessons from elsewhere.
- Adopting & adapting.
- Reviewing as we go.

Balancing act between bureaucracy & flexibility.

The Lboro ITIL experience so far

- 1-day ITIL overviews for all ITS staff.
- Small SQI SG & a bigger SQI WG.
- Projects with teams:
 - Service Catalogue (user-facing);
 - Incident Mgt / Request Fulfilment;
 - Service Mgt Tool Acquisition;
 - Change Mgt.
- Interest from other services.

Summary

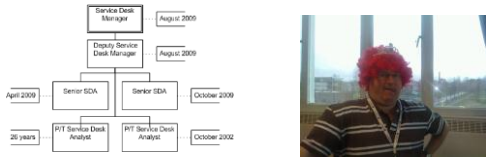
- ITIL: deadly label but useful stuff.
- Adapt it as you adopt it & spread it beyond IT.
- UCISA stuff easier to digest & gives you pointers & contacts.
- Early days at Lboro but starting to see benefits, especially reputational.
- Sell it to get mgr & staff buy-in.
- Help us all do better & safeguard HE IT.

The Service Desk The story so far.....

Agenda

- Background information
- What we found
- Quick wins
- Has it worked?
- What's next...
- Inhibitors
- Lessons learned

Background Information



- All staff starting within 2009 are new to HE sector
- Previous incumbent staff had retired/moved on
- Little team management in place for around 12 months
- Team augmented by staff from other teams

What we found (Service Desk)

Process/Procedure

- Ill defined processes with little supporting documentation
- Telephone calls being allowed to pass to voicemail
- Limited calls being logged
- Few details being taken from the customer

Scope

- Ill defined job roles or objectives
- Front Desk duties
- Creation of a student PC Clinic
- Unknown demand
- Limited marketing
- No prioritisation of work load

Team

- Low on confidence
- Limited retained knowledge
- Quoted FTF of 5%
- Not enough staff to fulfil the advertised rota
- Top heavy structure
- Limited contact with 2nd/3rd line teams

Technology

- No ACD system
- No remote desktop tool
- Basic call logging software
- No reporting

What we found (IT Services and University)

IT Services

- Inconsistent operational customer focus
- Limited support processes / guidance
- Development staff providing support, offering problem management rather than incident management
- Support work being passed straight from end users, bypassing the Service Desk
- Single points of failure
- Limited performance management – lack of operational objectives

University IT Support

- Diverse IT support model
 - Library, Faculties, Departments
 - Inconsistent use of IT Services call management tool

Quick wins and improvements implemented

Processes & Procedures

- Call logging process defined
- Call quality monitoring
- Call queue management

Technology

- Quick call buttons
- Basic reporting produced – benchmarking
- Contact Centre telephone system implemented

Scope

- Opening hours reviewed

Team

- Objectives and roles defined – 1-1's
- Team building event
- Shadowing of other support teams within ITS

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Has it worked?

• Telephony (Feb - May 2010)

Average number of calls presented per day	54
Average time to answer	15 secs
Percentage of calls answered within 20 secs	88.9%
Percentage of calls abandoned	3.5%

• RT (Feb - May 2010)

Calls logged through the Service Desk per day	150
Service Desk First Line resolution rate	60%
Service Desk First Time Fix Rate	29%

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Comparison Statistics

Title	2008/09	2009/10	Change
Average Calls Logged per Month (through SD)	1477	2682	81.6% increase
Average Calls resolved per Month (ITS)	1384	2766	99.9% increase
Average First Line resolution rate	49%	54%	10.2% increase
% of all calls logged as e-mail	91%	72.4%	20.4% decrease
% of all calls logged as Voicemails	5.9%	2.5%	57.6% decrease

Title	Current Value (31 st March 2010)	Previous 6 month high	Change
Open ITS RT calls	661	947	30% decrease
Average age of open RT calls	77.9 days	115 days	32% decrease
Average wait for an update	27.3	84.8	67.8% decrease
Number of RT cases with no current owner	130	364	64.3% decrease

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What's next?

- Introduction of Incident Management and Request Fulfilment processes, aligned with best practice
- Benchmarking support offering against other establishments
- Master FAQ/procedure document for the Service Desk
- RT User Guide aligned with Incident Management process
- Accredited Service Desk training
- Investigation of Out of Hours support
- Ongoing call logging tool changes
- Traffic Lights – Service Availability page
- Full toolset review

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Short Term 0 – 9 months (Nov 2009 - July 2010)	Medium Term 9 – 18 Months (Aug 2010 - March 2011)	Long Term 18 Months + (April 2011 onwards)
• Staffing Levels/Opening Hours Reviewed	• Staffing Levels/Opening Hours Reviewed	• Staffing Levels/Opening Hours Reviewed
• Incident Management and Request Fulfilment Process produced, including: <ul style="list-style-type: none"> • Major Incidents • Escalations • Customer complaints 	• Call Management Tool <ul style="list-style-type: none"> • Self Service • Knowledge Base • Categorisation • Prioritisation 	• Proactive tasks <ul style="list-style-type: none"> • Trend analysis • Availability • Monitoring • Problem Mgt
• Knowledge review/creation → ITS wide objective	• New Service Handover/Acceptance criteria	• Incident Management Customer Focus Group
• Consistency of Service Desk Service • Call Quality process created and implemented	• Wallboard/Plasma Screen	• ITS Monthly Support review with stakeholders
• Front Desk review	• Service Desk review completed by external party	• Service Level and Account Management
• Single Point of Contact for all ITS RT cases	• IM & RF embedded within ITS	• IM culture embedded within University IT staff
• Implementation of IPCC phone system	• Increase FTF rate at Service Desk	
• SD to own all incidents • Begin to manage queues	• Monthly IM reviews (ITS)	
• Basic Metrics produced	• Reporting Suite • Monthly figures advertised (ITS)	
• Shadowing of Technical Teams	• Technical Training for SD staff	
• Service Desk Training (SDI) • Soft Skills • SD specific training	• Consistent Service from ITS staff for Business As Usual (BAU) service	
• Use of Remote Tools on the Service Desk	• Peering with 3 rd out of hours support partner	

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Inhibitors

Not all been plain sailing.... will it get any easier?

Budget

- Team size – “catch 22”
- Changes are within operational headcount

Structure & Scope

- Non centralised, with limited support processes
- First line tasks outside of the Service Desk
- Development staff directly supporting end users
- Silos and single points of failure

Culture

- Resistance to change
- Project focused with limited handover into service
- Buy in for best practice methods

Toolset

- No Service Management tool
- No CMDB
- No standardised monitoring systems
- Limited remote diagnostic tools

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Lessons Learned – My first year in HE

- Many people are resistant to change – for many reasons
- Speed of change (can be confusing) slow v fast
- Just because it makes sense doesn't mean it's going to happen
- Don't whatever you do use jargon and scary terms like ITIL
- Don't expect people to follow on the basis of a good idea, you have to be able to demonstrate it first
- You really need top down pressure for things to happen
- The Service Desk is judged on the performance of the whole of IT Services – you cannot just "fix" one area.
- There are a number of challenges, but it is a great chance to make improvements for our customers

Q/A

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