



Incident Management at the University of Exeter

A good place to start?

Zachary Nashed, Quality Manager  
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Who here does Incident Management?

- We probably all do to some degree

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Some background..

- 17,210 students registered; 15,760 full-time and 1,450 part-time
- 3,025 staff members
- Annual turnover of over £203 million in 2008/09
- Placed 5th nationally amongst 'full service' universities in the 2009 National Student Survey
- The University comprises 3 main sites of study - Streatham Campus and St Luke's Campus (Exeter) and Cornwall Campus
- The University has 10 schools, including the Peninsula College of Medicine and Dentistry, that are made up of 27 main departments and institutes for learning . ([Changing to 6 colleges August 2010](#))
- Exeter ranked 9th and 13th in the latest Times and Guardian league tables respectively (2009)

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But IT used to be a bit like this...



"It's not just him. The whole system's down."



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## Before Incident Management (and ITIL)

- Had a Help Desk, (note - not Service Desk ☹)
- Lack of defined Service Management processes
- No reporting
- Poor levels of availability in some areas
- Users contacted their mate Dave to fix something
- Incidents not tracked, hard to know where there were issues
- No SLA's for response and resolution
- Customers did not have visibility of when they could expect a response/fix
- Constantly fire-fighting, some areas of poor service
- Lower customer satisfaction, (we think due to lack of feedback)



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## Use of the CSI Model



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## What we did

- Created ITIL Project Group
- Chaired by IT Director (ITIL advocate) to get Management buy-in
- ITIL training to support staff: Overview (39), Foundation (72), Managers/V3 Expert (1) .....(Staff enjoyed the training!!)
- Developed communication plan
- Published roadmap
- Ran several workshops (some consultancy)
- Listened to our customers
- Conducted Gap Analysis and identified quick wins....

• **Identified Incident Management as 1<sup>st</sup> ITIL Process**



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## IT Help Desk (planned to change to Service Desk 2011 ©)

- Big Overhaul
- Appointed team Leader and Manager
- Re-structured teams, 1<sup>st</sup> and 2<sup>nd</sup> line
- Re-defined roles
- Internal processes documented
- SDI training/Mentor customer services training
- Revised counter service/opening hours/staffing
- New ACD phone system
- Added 24x7 x 365 1<sup>st</sup> line support
- Revised Laptop clinics



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## ITIL V2 or V3??

- V3 hasn't really changed Incident Management much
- We have taken elements of V3...
  - Some use of incident models (V3)
  - Now beginning to separate out Service Requests and Incidents, (Request fulfilment manages this in V3)
  - Event Management (V3) trigger for Incident Management (exceptions) more to do



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You won't be able to read this, but we do have one.

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### IM in a bit more details

- Incident Logging
  - Standard info gathered, eg location, user, when incident first occurred, (looking at adding photos of users)
- Categorization
  - Invested much time, (mini-project to make granular/meaningful –useful for reporting, and Problem Management)

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### IM in a bit more details

- Prioritization
  - Invested much time, (mini-project to with key stakeholders to agree SLA targets). Some iterations and some resistance!
  - Separate process document
  - Caused some pain in early days..!

Priority	Response	Resolution
Priority 1	1 Hour	5 Hours
Priority 2	1 Working day	3 Working days
Priority 3	2 Working days	7 Working days
Priority 4	5 Working days	25 Working days
Priority 5	20 Working days to agree scope/levels of assistance.	Requests/Project work. No stated fix time and will be best endeavours

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## IM in a bit more details

- Major Incident Process
  - Big piece of work (sub-process with own document)
  - Process continually evolves and tweaked!
  - Major Incident reports, lessons learned and tracked
- Initial Diagnosis
- Escalation
  - Timers/alerts in place to notify staff/teams
  - Functional (+OOH) and Hierarchical
- Investigation & Diagnosis
- Resolution & Recovery (Resolution profiles)



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## IM in a bit more details

- Incident Closure
  - Caused some lively debate!!
  - Deviated from ITIL recommendation of total ownership and closure by Help Desk, (Service Desk)



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## Tool Development

- Went hand in hand with process development as part of project
- Project to migrate to ITSM platform, (springboard for ITIL) as part of Incident Management launch
- New Incident Management template, (timers, profiles, resolution profiles, satisfaction indicators)
- Re-vamped knowledge base
- Developed e-support and integrated into new website
- Users can log and track calls through e-support, so ensured staff were aware of correct protocols!
- Trained users and super users
- Produced IM guide using software
- Reporting from Tool needed development, (Oracle Discoverer)



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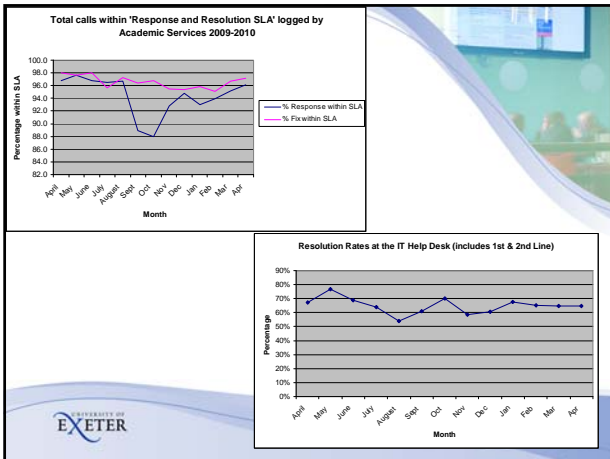
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## Communication Strategy

- Worked with Marketing & Communication to create communication plan
- Right comms to right audience (eg all staff/student? email list? Building?)
- Variety of mediums:
  - FYI
  - Web
  - Email
  - Posters
  - Workshops
  - Presentations etc.

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## Practical Communication

- **Defined Incident Manager role – key**
- Major Incident Reports
- "Hot issues"/ Planned Maintenance web pages
- Monthly Customer Satisfaction survey to 200 staff/students
- e-support development to log and track calls, raise service requests
- Automated email when calls are logged -Advise users of expected time to respond/resolve incident
- Raised awareness of e-support service

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## Practical Communication (cont...)

- ACD Phone system in IT Help Desk, (front end message really helpful!)
- SMS system to notify key staff and students if needed
- Agreed contacts/ Email distribution lists throughout the University in event of Major Incident
- Use of Digital signage throughout campus
- Awareness of now 24 x 7 x 365 1<sup>st</sup> Line Support
- Team/Service SLA metrics published monthly




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## Things to be mindful of..

- Getting Management buy-in
- Don't think of ITIL training as the solution, it's a small part
- Winning hearts and minds, get people involved and on board!
- We had some resistance to change
- It took us more time than we thought
- Setting correct expectations
- Keep the momentum going, keep the comms going
- Tool selection/capabilities are important
- Get free advice where you can! (vendor meetings, ITSMF, UCISA events, network opportunities)
- ITSMF free self audits are useful
- Process/demands continually evolve, so need to review process
- A Major Incident is a good way to learn lessons!! (CSI opportunities)
- Challenging with limited budget/resources




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## Benefits of Incident Management

- Better understanding of our IT landscape, trends, SLA, resource, issues etc
- KPI's and reports enabled CSI
- Customer satisfaction has improved
- Staff now treat IM as the de facto (even the more cynical!)
- Users know to contact the Help Desk
- Customers visibility of priorities/response/fix times
- Not constantly fire- fighting
- Team performance/inter-team relationships strengthened and improved moral
- Availability of services improved




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## Still more to do...CSI...

- Further rollout of Service Requests
- Tool developments with new releases
- Further e-support developments
- Event Management integration
- Review of process



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## Summary

Incident Management, a good place to start?

- Quick Win and most pain being experienced
- Highly visible to business
- Much value from having defined process, eg lower downtime, improved uptime/efficiencies, cost to business etc.
- Helped in highlighting other areas that needed attention



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## Which hopefully....

- Won hearts and minds and a good springboard for next ITIL project
- Our conclusion - IM was a good place to start



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Thank you for your time

Questions?

Zac Nashed  
Quality Manager

[z.nashed@exeter.ac.uk](mailto:z.nashed@exeter.ac.uk)  
01392 725316



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