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Discussions with a Difference

Feedback



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Managing Customer Expectations
BYOD
Metrics and Measurements
Service Portfolio



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■ Managing Customer Expectations – Themes

- Communication
- Changing Expectations – how to keep up
- Building Relationships



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■ Communication

- Communicate in customer language
- Recognise the importance of face to face
- The right channel is important – educate users
- Use social events and social media
- Give regular updates/visibility regarding incidents and requests
- Find different ways of engaging

Be More Customer – Think More Customer



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■ Changing Expectations

- Being clear about what and when
- Don't over promise or under sell
- Manage up as well as down
- Target your 'moaners' in review meetings
- Use metrics for evidence to tackle bad reputations
- Awards – a double edged sword?
- Timeframes: realistic, achievable, transparent
- Act on feedback – You said, we did



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■ Building Relationships

- Trust and Honesty
- Focus Groups
- IT Manager → IT Partner – do we all have a role in BRM
- SLA's – jury out?
- Never turn a person away – always pass information on
- Be approachable
- Be an enabler – how we can, not why we can't
- Understand the Business, its critical service times



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■ BYOD

- Example of one member of staff having 10 different devices – extreme?
- Main Themes:
 - Current Situation
 - Challenges
 - Solutions



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■ Current Situation

- Students on average have 2.5 devices
- To support or not support – that is the question
- Benefits to the org of not having to buy devices
- Lots of issues around mobile device management
 - Security of device/data, ownership of corporate information
- Does provision of wifi increase BYOD expectations
- Demands for power outlets and to access relevant learning software
- Feeling that problems/litigation are inevitable



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■ Challenges

- Support – what, why, where, when, to what level
- Skills – device specific issues
- Licensing
- Resourcing
- Documentation
- Security
- Litigation



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■ Solutions

- Drop-in sessions/device clinics
- More/better student engagement (manage expectations)
- Make recommendations to steer in the direction you want
- Students supporting students
 - Peer to peer for staff
- Encryption projects to address security concerns
- Virtual provision of software

Worry Less!!



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■ Metrics and Measurements – Themes

- Reporting
- Evidence
- Driving Change



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■ Reporting

- Several institutions producing monthly reports but ...
 - No-one says what they want
 - Senior mgt wait and see what is produced to see what they need
 - Consequence of stopping? – probably nothing
- Underpinned by comprehensive KPI's
- RAG rated service performance reviews, colour coded availability
- Poor data is a big obstacle to data analysis
 - Dedicated resource for analysis and reporting
 - Changed the way calls logged to get better data
- If only three, what would they be?
 - Customer Satisfaction
 - Contact Channels
 - Performance of Services (eg nos of P1's)



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■ Evidence

- Objective decision making difficult without
- Useful in responding to complaints/tackling negative perceptions
- Resourcing
 - Borrowing support staff for projects = reduced service levels
 - Peak & trough data can support argument for temporary resources
- Volume metrics need qualitative measures to add value
 - X number of calls closed but X number re-opened
- Breached calls – good or bad?
- Infrastructure Analysis (Uni of Exeter)
 - Services reviewed annual and performance scored
 - Used to identify changes required
 - Feeds into a resilience/reliability quadrant



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■ Driving Change

- Switch focus - Lights on → bigger picture
- Measurements can change behaviour and attitude
- Stretched targets can be useful
 - Red but less red
- U of Edinburgh – Knowledge Flow Team
 - Reviewing docs, knowledge articles etc against service failures
- Monthly reports leading to changes in procedure, eg call handling
- Surveys - multiple questions → single question
 - Are you satisfied Y/N
 - Toyota use Are you **totally** satisfied



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■ Service Portfolio

- Initial question - what is service portfolio?
 - Some disparity in answers and understanding
 - Confusion with service catalogue
- General agreement around the need to define live services (catalogue)
- To manage the lifecycle of these (portfolio)...
 - Pipeline, live and retired phases.
- ensure definitions are known and understood consistently across your organisation
- Really useful also just to define and document your services,
 - based also on some engagement with and listening to customers
- Service catalogue helps to improve visibility of what IT does, helps to:
 - avoid duplication,
 - improve communications
 - visibility of service 'supply chain'.



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■ Service Portfolio ...

- improves consistency and control of how services are introduced and managed
- is one way to bring all IT management activity together.
 - Others are emerging, eg devops
- a useful catalyst as an approach for IT orgs to develop a service supply chain culture.

■ Some Resources

- Quantum age of IT - Charles Araujo
- 'disrupt It' Ian Cox.

Also see www.itsmgoodness.com for free content.



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