

THE **BREAKTHROUGH** SERIES

from
**Thought
Rock**

The Presentation Will Begin At 12PM EST

Make Service Desk Measurement Relevant to Senior Management!



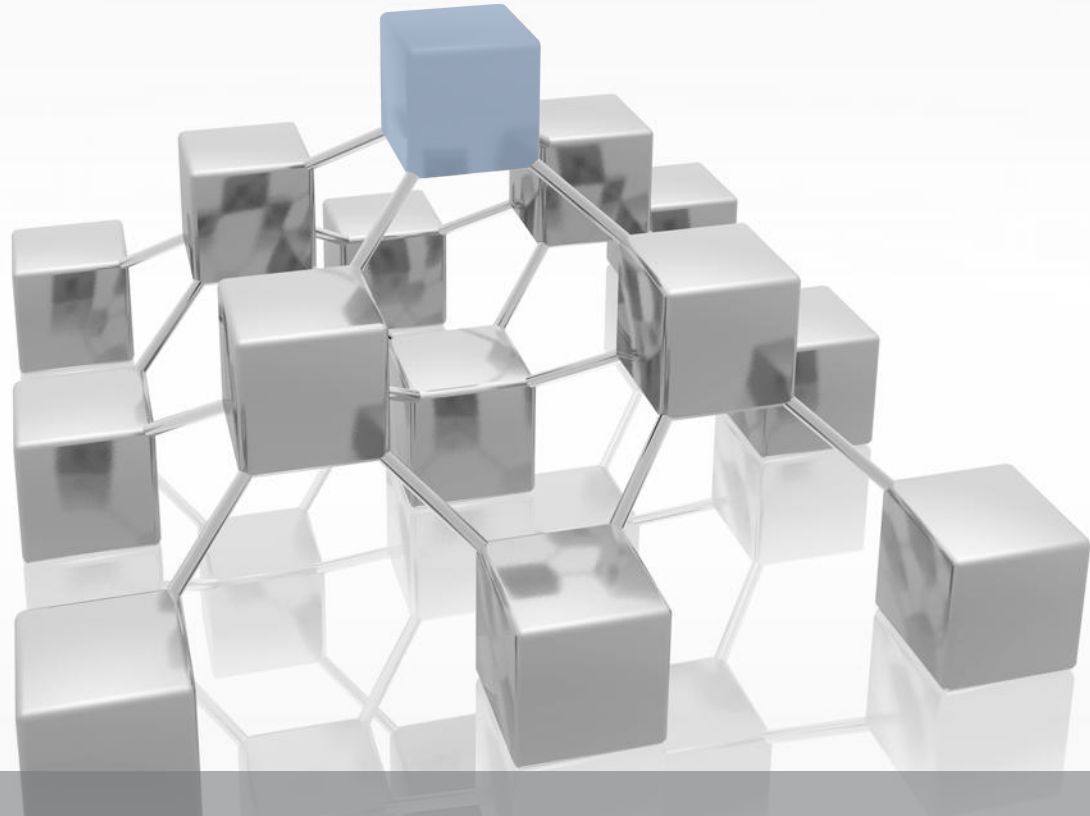
Charles Cyna

President ThinkITSM Corp.

Learn how to build your CIO an Executive Scorecard that demonstrates Service Desk value, raises your profile and demonstrates Service Improvement.

Key Learnings:

- The Service Desk has changed - how we measure needs to change too.
- What is your Service Desk's value proposition and how do you communicate it.
- What does an Executive Scorecard look like and how to build one.



Making Measurement from the Service Desk Relevant to Senior Management

Thought Rock Webcast
Presenter: Charles Cyna, ccyna@thinkitsm.com

A little about ThinkITSM and ITSM Coach

- ThinkITSM provides education, instruments and tools to elevate the practice of IT Continuous Service Improvement Management
- We deliver education and tools in ‘tactical bundles’ which make what we do affordable and practical
- Our virtual model has allowed organizations around the world improve their IT Performance



Today's Objective

1. Discuss a measurement methodology showing how folks running the IT Service Desk can and should demonstrate value to Senior Management
2. Provide actionable next steps to improve measurement in your organization



Agenda

1

Senior Management – They Are Different!

2

5 Common Measurement Mistakes

3

5 Step Process for Building a VITO Improvement Scorecard

4

Q&A

'Senior Management' is Different

- A unique stakeholder

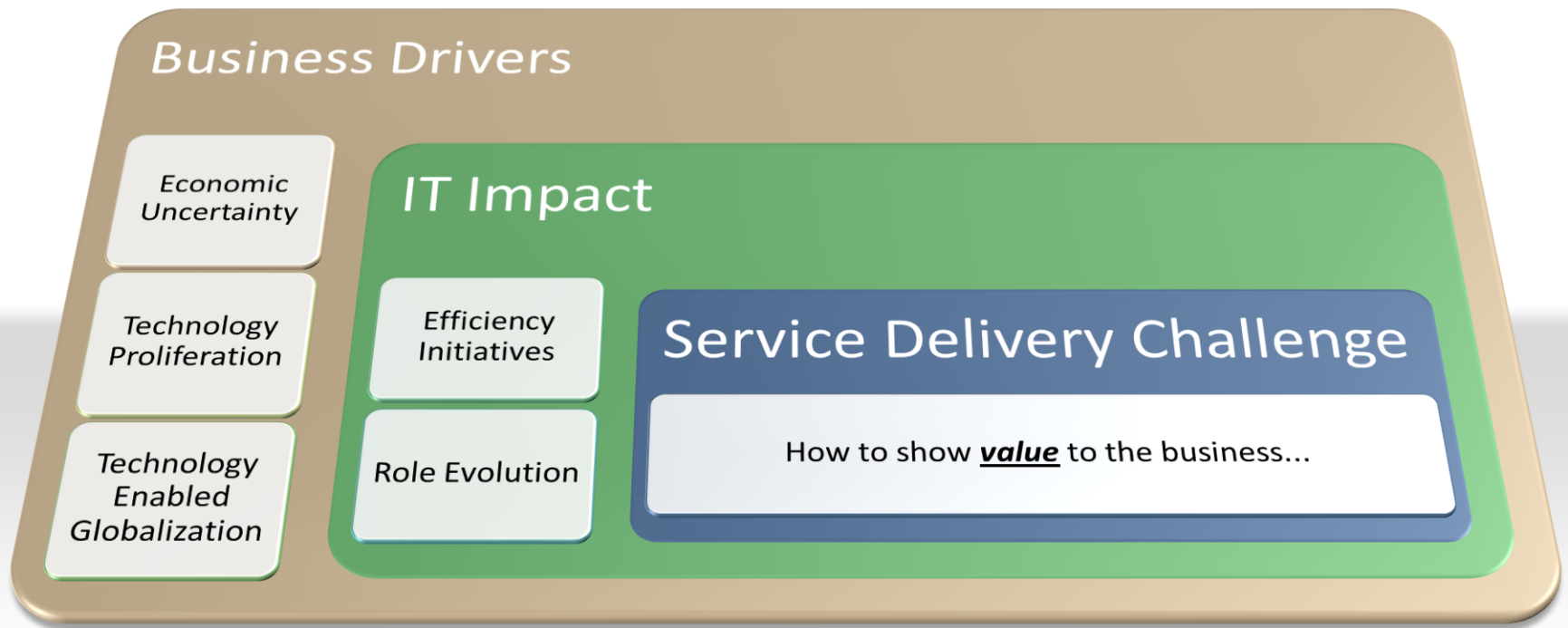
Understanding Your Measurement Stakeholders



'Senior Management' is Different

- A unique stakeholder
- Making investment decisions based on value NOT activity
- Probably does not fully understand the IT Service Delivery *Value Proposition*
- Focuses time and organizational investment on best return

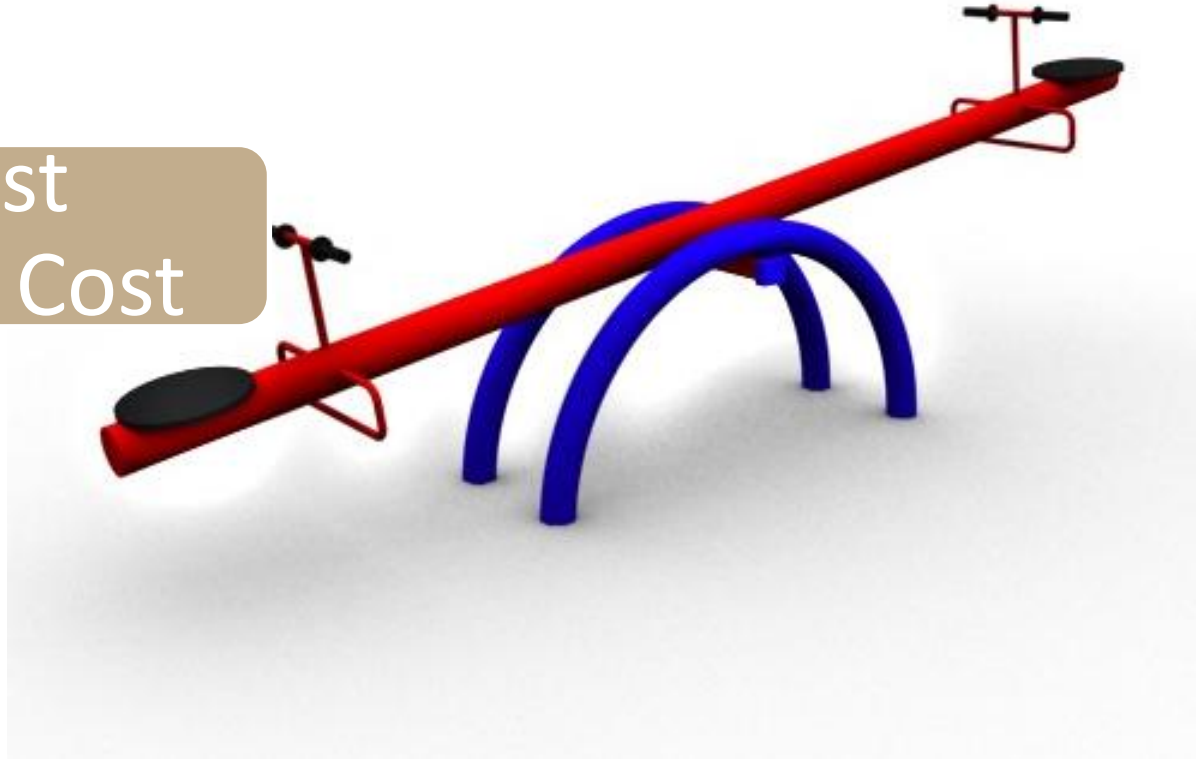
VITO Concerns



Service Desk Value

Highest Possible
Stakeholder
Satisfaction

Lowest
Possible Cost

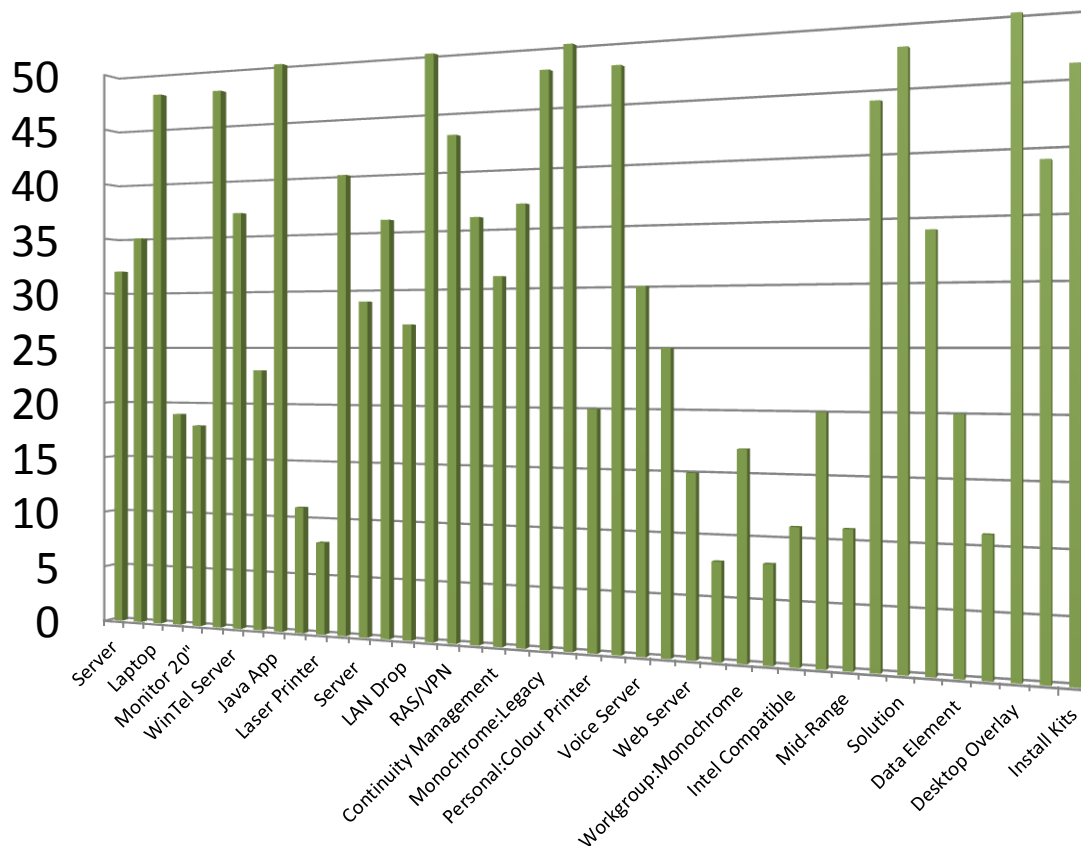


5 Common Measurement Mistakes for VITO

1. Generate reports that are activity based
2. Everything is important
3. Not telling a story
4. Measuring without a goal
5. Measurement and Improvement are disconnected

Typical Report Example

Incidents Meeting SLA (Dec'10)



Problems

- What is the action
- Too many categories at the same level and many *similar* categories
- Difficult to compare like-components
- So What Report?

Solution

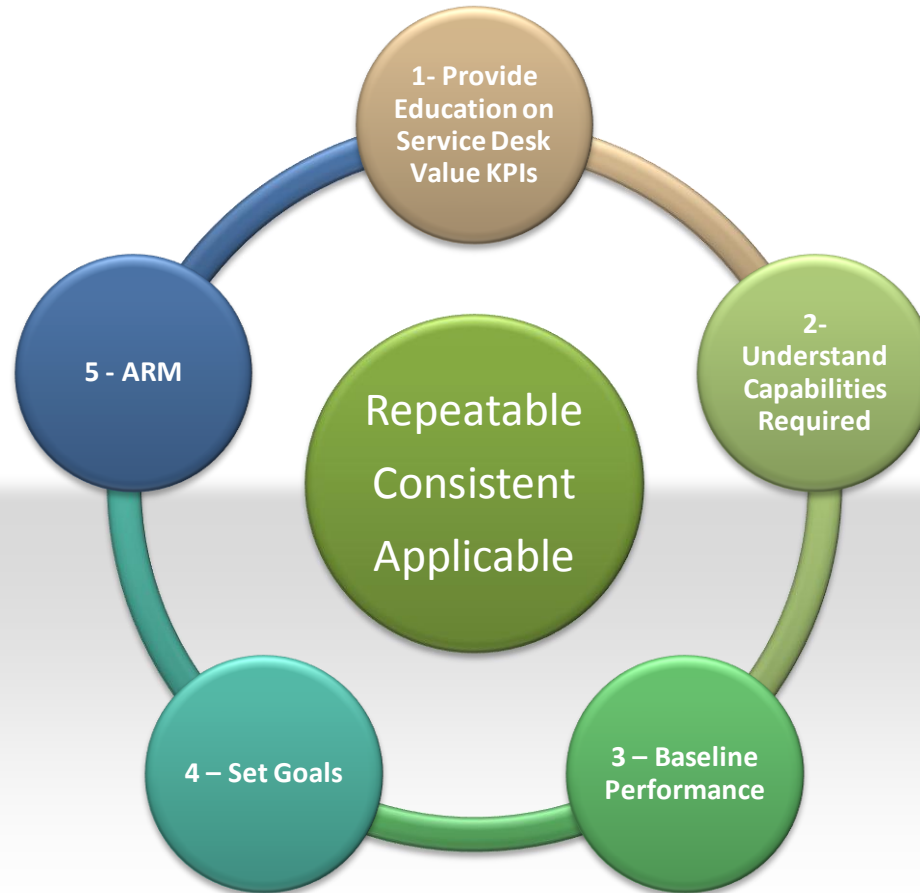
- This report should be trashed

Example Senior Management Language



Source: ITSM Coach

Establishing a Improvement Scorecard for SM



1 – Education on Value KPIs



Certain KPIs provide proven links to the two key measures driving Service Desk VALUE

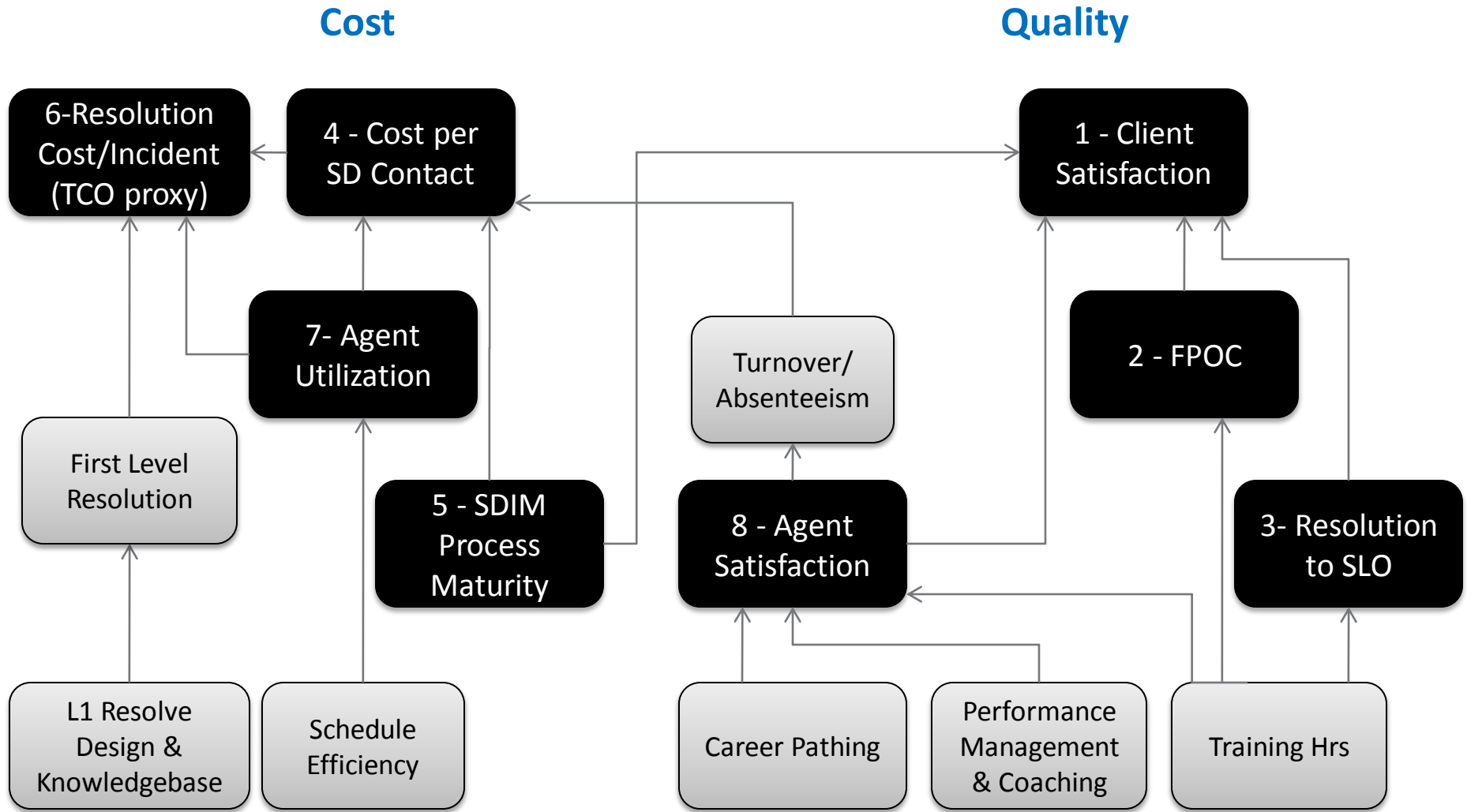


Measures focus on Cost/Satisfaction



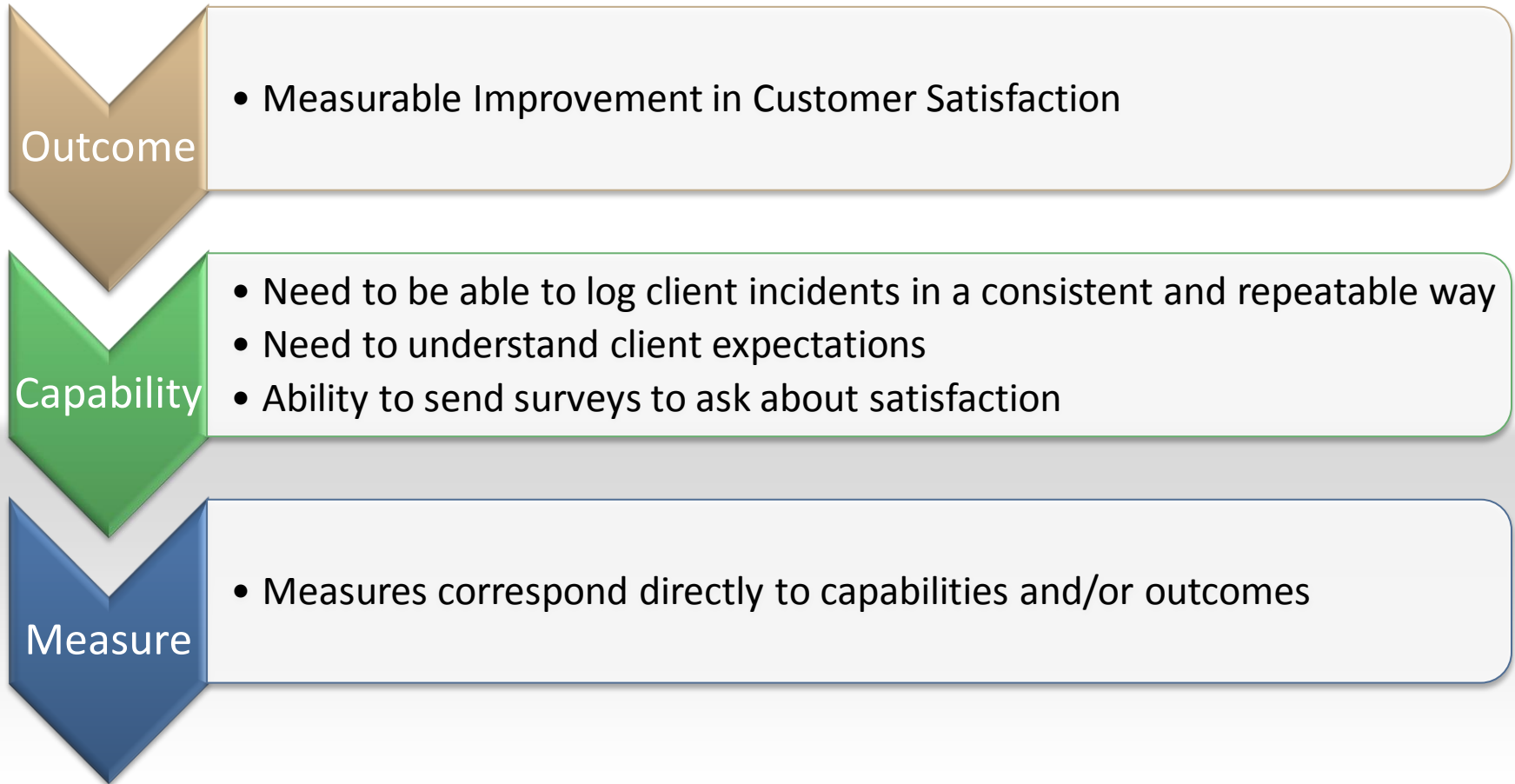
Scorecard correlates back to value

1 – Define Value Major KPI Relationship Map



**GOAL - Highest Possible Quality for the Lowest Possible Cost =
“Better, Faster, Cheaper”**

2 - Understand Required Capabilities



3 - Baseline Current Performance

- A baseline is a snapshot in time of current performance
- Need to produce a measurement summary of how you intend to capture the information.

Measure #/Name: <i>SDIM-001 – Client Satisfaction</i>	Metric Champion(s): Jim Smith Jenny McClannen	Metric Type: Value KPI	Weighting: 30%
KPI Objective : Client Satisfaction - To ensure maximum client satisfaction by monitoring the satisfaction & importance of key dimensions of the support service			
Description: Average satisfaction rating out of a possible rating of 5 determined by performing a % of surveys for monthly closed service incidents.			
Technical Calculation: TBD Baseline = average rating of all survey responses from mail out Actual = average rating of all survey responses for the month (sum of all rated surveys/number of survey responses) TO DO – Steph/Linda/Maria <ul style="list-style-type: none"> Define/Execute Annual “Base line Satisfaction Survey” to set baseline and reestablish improvement priorities (framework, survey instruments, survey questions, recipients, etc) Monthly Actual – need to determine method(s) for monthly survey (refreshed auto-survey on incident closure; Plus targeted monthly mail-out to users of the desk for that period – less anyone who already provided survey response for the incident) CONSIDERATIONS <ul style="list-style-type: none"> Need to measure CLIENT SATISFACTION WITH SUPPORT EXPERIENCE not just the service desk Telus warm transfer should be considered as part of measurement of SD operations Need to structure/identify recipients in a way that enables analysis for action <ul style="list-style-type: none"> Analysis of satisfaction/importance by support model, business group, by region, by desk location, etc? Look at demographic/survey distribution structure for Gartner survey 			
Data Source: TBD – Annual Survey Data & Set minimum % of incidents/month	Calculation Frequency: Annual Survey (Set Baseline) Monthly % of incidents (target 20% response rate)		
Data Confidence Rating (high, medium, low): High – results calculated direct from source; focus on target response rate	Data Collector: Annual – Compliance Analyst Monthly – Compliance Analyst		
Baseline Date: TBC	Baseline Considerations & Caveats: <ul style="list-style-type: none"> TBC 		
MAINTENANCE TARGET: TBD = or > 3 out of possible 5	INCREMENTAL TARGETS: (Value & Date) TBC based on baseline results		
Target Rationale: TBC			
SIP Tactical Area & Owner	1.1 Implement Incident Ownership & Standard Ticket Notifications	Compliance Manager	
	1.2 Refine Major Incident Protocol	Compliance Manager	
	1.3 Implement Service Breach Escalations/ Notifications	Compliance Manager	
Comments/Notes: The above tactical areas are being addressed and bundled into one “Client-Felt” release targeted for end Feb 2011. Current client concerns have referenced the lack of timely, meaningful incident updates and the lack of useful incident closure information. Additionally many concerns have centered on the lack of timely communications and excessive restoration time.			

Baseline Current Performance

- A baseline is a snapshot in time of current performance
- Need to produce a measurement summary of how you intend to capture the information.
- Action the baseline



Define Measure Achieve. Repeat

Manage

Navigate to...

Manage Your Practice

Surveys



Practice Satisfaction



Executive Satisfaction



Custom Surveys

Maturity Assessments



Service Desk & Incident Mgmt.



Problem Management



Change Management

Practice Dashboards



Monitor Service Desk Performance



Monitor Change Performance



Continual Service Improvement

Reports, Subscriptions and Roles



Saved Reports



Event Subscriptions



Roles

Welcome to ITSM Coach

Welcome! [Click here](#) to watch a 'Getting Started with ITSM Coach' video or [Click here](#) to download a PDF copy of the 'Getting Started Guide'.

The **Help tab** on the bottom-right of every screen within ITSM Coach provides context-specific help to guide you through your Practice Management Activities.

My Tasks

- ✳ [Refresh Your Service Desk and Incident Management Practice Maturity](#) (25%)
- ✳ [Refresh Your Problem Management Practice Maturity](#) (25%)
- ✳ [Refresh Your Change Management Practice Maturity](#) (0%)
- ✳ [Baseline Executive Satisfaction Step](#) (0%)
- ✳ [Baseline Practice Satisfaction for IT Practitioner Step](#) (0%)
- ✳ [Baseline Practice Satisfaction for Business Consumer Step](#) (0%)





Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Administer Practice Satisfaction Surveys

Activity Summary

The following table provides you with the ability to administer your surveys and view summary information for surveys already completed.

Survey Type	Status	Date	# of Responses / Recipients	Results
Business Consumer Baseline	Scheduled to Close	8 Oct 2010	0/1 (0.0%)	
IT Practitioner Baseline	Currently in Use	-	-	
Business Consumer Baseline	Closed	16 Jun 2010	13/15 (86.7%)	Practice Satisfaction Wisdom Window

Return to Manage

Help Coach(2)



Maria Ritchie



Ready, Set, Go...Where's the Starting Line?

We all expect the clock to start at the beginning of a race and we watch it intensely as the racers head towards the finish line. Improvement efforts are no different. We need a starting point to begin tracking progress and gauging the acceptable speed of improvements. Baseline provides that all important marker.....

[\[more \]](#)

Click to Rate and Give Feedback



Overall Rating



My Virtual Coach
Maria Ritchie

To contact your Virtual Coach, type a question here and click the send button below.

Send

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Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Baseline Practice Satisfaction for Business Consumer Step

Summary of Tasks

- [Confirm Questions & Finalize Survey](#)
- [Select Recipients](#)
- [Customize Message and Schedule Survey Launch](#)
- [Review Responses and Set Baseline](#)

[Return to Administer](#) [Next](#)

Progress (75%)

- [Task 1 - Confirm Questions & Finalize Survey](#)
- [Task 2 - Select Recipients](#)
- [Task 3 - Customize Message and Schedule Survey Launch](#)
- [Task 4 - Review Responses and Set Baseline](#)

Help **Coach(1)**

Step Overview

These tasks walk you through creating and distributing surveys to collect important satisfaction feedback from key stakeholders.

The survey asks questions about the delivery of services that expose your practice capabilities and help you to understand service management gaps that are "felt" and important to the survey recipient. [\[more\]](#)





Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Baseline Practice Satisfaction for Business Consumer Step

Task 1 of 4 - Confirm Questions & Finalize Survey

Before confirming the questions in the table below, view this PDF to see how the questions you select will be presented to your survey recipients. [PDF Document](#)

A - Timeliness	Availability of the Service Desk when expected.
B - Reliability	Ability of Service Desk to resolve my inquiry or refer it to appropriate resource. Consistency and reliability of Service Desk information. Overall rating and confidence in the reliability of the Service Desk.
C - Responsiveness	Ability of Service Desk to respond to my request with minimal hand-offs. Service Desk understanding of the urgency of my issues/questions. Considerateness and professionalism of Service Desk staff. Service Desk staff are knowledgeable and informative. Overall satisfaction of the responsiveness of the Service Desk.
D - Accessibility	Appropriateness of Service Desk hours of service. Access to information (i.e. navigation of support web sites, support material, etc.) was intuitive. User-friendly methods of access (i.e. phone, web, email, fax) were available. Information on how to access support. Overall satisfaction with the accessibility to the Service Desk.
E - Communication	Value of the Service Desk as a first point of contact service for customer inquiries.

Progress (75%)

- [Task 1 - Confirm Questions & Finalize Survey](#)
- [Task 2 - Select Recipients](#)
- [Task 3 - Customize Message and Schedule Survey Launch](#)
- [Task 4 - Review Responses and Set Baseline](#)

Help Coach(1)

Task Summary

With this task, you will be presented with an "out of the box" survey for your review. The survey is divided into six dimensions. For each dimension, review the questions and decide to include all the questions in your survey OR customize your survey by removing specific questions that are not applicable to your practice and/or your information gathering requirements. [\[more\]](#)





Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Baseline Practice Satisfaction for Business Consumer Step

Progress (75%)

- [Task 1 - Confirm Questions & Finalize Survey](#)
- [Task 2 - Select Recipients](#)
- [Task 3 - Customize Message and Schedule Survey Launch](#)
- [Task 4 - Review Responses and Set Baseline](#)

Help Coach(1)

Task Summary

With this task, you will create an email message to introduce your survey and invite recipients to participate. This email message will be sent to each recipient selected in the Select Recipients task. Once the email message is created, you will select a date on which the survey will be distributed.

Task 3 of 4 - Customize Message and Schedule Survey Launch

Customize Email

- Send the invite message from ccyna@avantesolutions.com so that you'll receive replies to the message.
- Send the invite from no-reply@thinkitsm.com.
- Enter an email address

Insert Recipient Name Insert Your Name Insert Survey Link

Good day __RECIPIENT_NAME__:

Our organization is going through the process of measuring how satisfied our customers are with our service delivery. As part of this initiative we have partnered with ThinkITSM to independently score how satisfied our customers are.

In the survey, there are a list of questions asking you to rate how satisfied you are with a particular IT support service and also to rate how important a particular support service is to you. Please answer both parts of the question as honestly as possible and if there is some additional information you wish to provide you can do so by clicking on the comments section after each question. Additionally, at the end of the survey, you will be asked to rank the three items that are most important for IT to focus on

Schedule Dates and Reminders

Survey Launch
 at

Survey Response Due
 at

Send the survey recipients an email reminder number of days before the survey due date

Previous Next





Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Baseline Practice Satisfaction for Business Consumer Step

Progress (75%)

Task 3 of 4 - Customize Message and Schedule Survey Launch

- [Task 1 - Confirm Questions & Finalize Survey](#)
- [Task 2 - Select Recipients](#)
- [Task 3 - Customize Message and Schedule Survey Launch](#)
- [Task 4 - Review Responses and Set Baseline](#)

Customize Email

- Send the invite message from ccyna@avantesolutions.com so that you'll receive replies to the message.
- Send the invite from no-reply@thinkitsm.com.
- Enter an email address

Insert Recipient Name Insert Your Name Insert

Good day __RECIPIENT_NAME__:

Our organization is going through the process of service delivery. As part of this initiative we have satisfied our customers are.

In the survey, there are a list of questions asking you to rate how satisfied you are with a particular IT support service and also to rate how important a particular support service is to you. Please answer both parts of the question as honestly as possible and if there is some additional information you wish to provide you can do so by clicking on the comments section after each question. Additionally, at the end of the survey, you will be asked to rank the three items that are most important for IT to focus on

Schedule Dates and Reminders

Survey Launch

March 1, 2011 at 08:00 AM

Survey Response Due

March 25, 2011 at 05:00 PM

Send the survey recipients an email reminder 7 days number of days before the survey due date

Previous Next

The page at https://itsmcoach.com says:

Survey will now be scheduled/sent - proceed?

OK Cancel

Help Coach(1)

Task Summary

With this task, you will create an email message to introduce your survey and invite recipients to participate. This email message will be sent to each recipient selected in the Select Recipients task. Once the email message is created, you will select a date on which the survey will be distributed.





Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Baseline Practice Satisfaction for Business Consumer Step

Task Completed!

The surveys have been scheduled and will be sent out on the specified date to the list of new recipients that you have selected.

- Download a copy of the survey questions and recipients.

Previous

Next

Progress (75%)

- [Task 1 - Confirm Questions & Finalize Survey](#)
- [Task 2 - Select Recipients](#)
- [Task 3 - Customize Message and Schedule Survey Launch](#)
- [Task 4 - Review Responses and Set Baseline](#)

Help

Coach(1)

Task Summary

Congratulations...your satisfaction survey will be sent to your list of recipients on the date scheduled in the previous page.





Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Baseline Practice Satisfaction for Business Consumer Step

Task 4 of 4 - Review Responses and Set Baseline

[View Respondents](#)

Survey Information

Practice: Service Desk and Incident Management
Audience: Business Consumer
Response Rate: 0% (0 / 1 Respondents)

0 of 1 sent surveys have been completed

You can return to this Task at any time to view the summary of responses received which will appear below. You will be notified when all responses are received or on the survey response due date. At that time you will be prompted to return here to close the survey and set your satisfaction baseline

[Return to Administrator](#) [Close Survey](#) [Previous](#)

Progress (75%)

- [Task 1 - Confirm Questions & Finalize Survey](#)
- [Task 2 - Select Recipients](#)
- [Task 3 - Customize Message and Schedule Survey Launch](#)
- [Task 4 - Review Responses and Set Baseline](#)

Help **Coach(1)**

Task Summary

With this task, you are able to monitor the response rate to your surveys and view preliminary satisfaction information in the Summary of Responses table. Once you have received an acceptable volume of responses you can proceed to close the survey and set your baseline. [\[more\]](#)





Define Measure Achieve. Repeat

Manage Service Desk and Incident Management

Satisfaction Survey

Page 1 of 2

Please rate your satisfaction and importance levels for each of the following statements:		Satisfaction <small>1=dissatisfied, 2=somewhat satisfied, 3=satisfied, 4=very satisfied, 5=delighted</small>					Importance <small>1=unimportant, 2=somewhat important, 3=important, 4=very important, 5=critical</small>					Comments <small>Free-form Response / Comments</small>
T I M E L I N E S S	Availability of the Service Desk when expected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
		1	2	3	4	5	1	2	3	4	5	
R E L I A B I L I T Y	Ability of Service Desk to resolve my inquiry or refer it to appropriate resource.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
	Consistency and reliability of Service Desk information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
	Overall rating and confidence in the reliability of the Service Desk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
R E S P O N S I V E N E S S	Ability of Service Desk to respond to my request with minimal hand-offs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
	Service Desk understanding of the urgency of my issues/questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
	Considerateness and professionalism of Service Desk staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
	Service Desk staff are knowledgeable and informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
	Overall satisfaction of the responsiveness of the Service Desk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
	Appropriateness of Service Desk hours of service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Show comments
		1	2	3	4	5	1	2	3	4	5	





Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Satisfaction Survey

Page 2 of 2

Overall Ranking Questions

Of the questions included in this survey, please rate the 3 top areas where you would like to see improvement. (Rating of 1 to 3, with 1 being the most important area to focus improvements)

Rank	Question
2	Availability of the Service Desk when expected.
	Ability of Service Desk to resolve my inquiry or refer it to appropriate resource.
3	Consistency and reliability of Service Desk information.
	Overall rating and confidence in the reliability of the Service Desk.
	Ability of Service Desk to respond to my request with minimal hand-offs.
	Service Desk understanding of the urgency of my issues/questions.
	Considerateness and professionalism of Service Desk staff.
1	Service Desk staff are knowledgeable and informative.
	Overall satisfaction of the responsiveness of the Service Desk.
	Appropriateness of Service Desk hours of service.
	Access to information (i.e. navigation of support web sites, support material, etc.) was intuitive.
	User-friendly methods of access (i.e. phone, web, email, fax) were available.
	Information on how to access support





Define Measure Achieve. Repeat

Manage Service Desk and Incident Management

Satisfaction Survey

Thank you for completing this satisfaction survey. Your feedback is appreciated. Please close the browser window to complete and submit the survey.

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Define Measure Achieve. Repeat

Manage

Service Desk and Incident Management

Baseline Practice Satisfaction for Business Consumer Step

Task 4 of 4 - Review Responses and Set Baseline

[View Respondents](#)

Survey Information

Practice: Service Desk and Incident Management

Audience: Business Consumer

Response Rate: 100% (1 / 1 Respondents)

1 of 1 sent surveys have been completed

A. Timeliness

[Download PDF](#)

Summary Of Responses

1. Availability of the Service Desk when expected.

Satisfaction

Select the rating that best reflects satisfaction (1=dissatisfied, 2=somewhat satisfied, 3=satisfied, 4=very satisfied, 5=delighted)

Answer	Responses	Response Ratio
delighted	0	0.0%
very satisfied	0	0.0%
satisfied	1	100.0%
somewhat satisfied	0	0.0%
dissatisfied	0	0.0%
Total:	1	100.0%

Importance

Select the rating that best reflects relative importance (1=unimportant, 2=somewhat important, 3=important, 4=very important, 5=critical)

Answer	Responses	Response Ratio
critical	0	0.0%
very important	1	100.0%

Progress (75%)

- [Task 1 - Confirm Questions & Finalize Survey](#)
- [Task 2 - Select Recipients](#)
- [Task 3 - Customize Message and Schedule Survey Launch](#)
- [Task 4 - Review Responses and Set Baseline](#)

Help Coach(1)

Task Summary

With this task, you are able to monitor the response rate to your surveys and view preliminary satisfaction information in the Summary of Responses table. Once you have received an acceptable volume of responses you can proceed to close the survey and set your baseline. [\[more\]](#)



Total:	1	100.0%
Importance Select the rating that best reflects relative importance (1=unimportant, 2=somewhat important, 3=important, 4=very important, 5=critical)		
Answer	Responses	Response Ratio
critical	1	100.0%
very important	0	0.0%
important	0	0.0%
somewhat important	0	0.0%
unimportant	0	0.0%
Total:	1	100.0%

Overall Ranking Questions Summary

Of the questions included in this survey, please rate the 3 top areas where you would like to see improvement. (Rating of 1 to 3, with 1 being the most important area to focus improvements)

Business Consumer			
1	2	3	Question
1			Service Desk staff are knowledgeable and informative.
	1		Availability of the Service Desk when expected.
		1	Consistency and reliability of Service Desk information.

Return to Administer Close Survey and Set Baseline Previous

Help **Coach(1)**

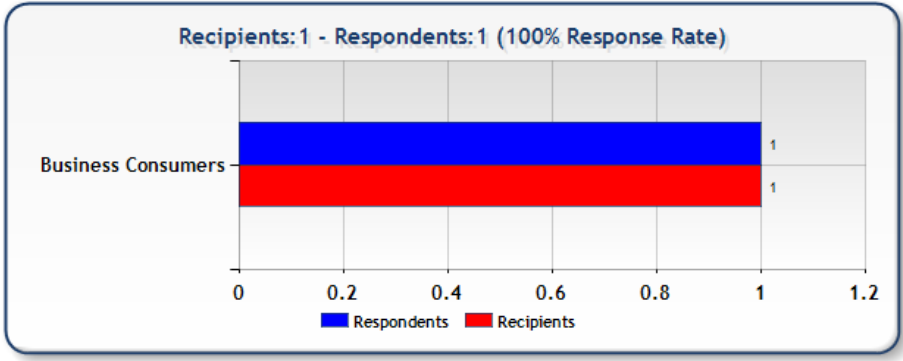
Task Summary
 With this task, you are able to monitor the response rate to your surveys and view preliminary satisfaction information in the Summary of Responses table. Once you have received an acceptable volume of responses you can proceed to close the survey and set your baseline.
[\[more\]](#)



Refresh Graphs

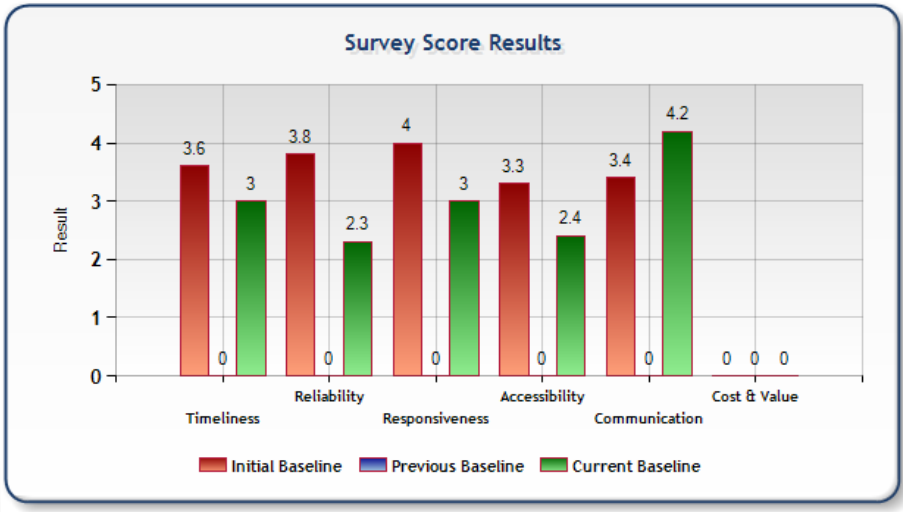
Summary of Recipients and Respondents

Group Recipients By: Audience



Summary of Survey Scores

Grouping #1: By Dimension Grouping #2: Over Time Period



View Survey Details Return to Practice Dashboard

Help Coach(1)

Survey Wisdom Window

Here you are provided with a powerful capability to analyze a variety of different stakeholders' satisfaction with your practice. Information includes a summary of recipients and respondents as well as survey satisfaction ratings.

Use of filters and groupings allow you to quickly slice and dice the information to adjust the content and bundling of your data and expose invaluable satisfaction information.

Remember - the results you are seeing are current as of the last daily refresh of your data. You can confirm the specific date/time by looking just above the "Graph Filters" area located in the upper left portion of this screen - titled "Data as of: x".

Click on the following video for a general overview of the Business Consumer Satisfaction Survey

[more]



Practice Dashboard

Performance Indicators					
	Value	Trend	Notes		
MTRS (Hours) *** Sample Data ***	6.9	--			
% Incidents Resolved at FPOC *** Sample Data ***	30.82 %				
Accuracy of Assignment *** Sample Data ***	50.23 %				
Average Incidents Per User *** Sample Data ***	0.64				
Backlog *** Sample Data ***	3,064	--			
Incidents Opened *** Sample Data ***	318				
Maturity Indicators					
	Value	Trend	Notes		
Incident Management Maturity	1	--			
Problem Management Maturity	1	--			
Change Management Maturity	1	--			
Satisfaction Indicators					
	Value	Trend	Notes		
Executive Satisfaction Baseline		--			
Business Consumer Satisfaction Baseline	3.6	--			
IT Practitioner Satisfaction Baseline		--			
Business Consumer Incident Satisfaction (automatic)		--			
IT Practitioner Incident Satisfaction (automatic)		--			
Improvement KPIs At-A-Glance					
	Value	Goal	Status	Trend	Notes

* Bolded indicators are shown on IT and Business Scorecards.

[Return to Home](#)

Help **Coach(1)**

Activity Summary

The Practice Dashboard is your tool to pinpoint the critical few out of the important many measures to watch. Carefully selected measures have been designed to provide you the ability to quickly identify trends and unexpected deviations, focus analysis and take timely action. Quick-click access to Wisdom Windows is also available.

To view the Wisdom Windows for each indicator: In the Practice Indicator area, click on the **Indicator Name** to be taken to the Wisdom Window.

Remember - the results you are seeing are current as of the last daily refresh of your data. You can confirm the specific date/time by looking just above the "Analyze Area" located in the upper left portion of this screen - titled "Data as of: *date/time*".



4 - Set Improvement/Maintenance Goals

1. Without a goal, longer term measurement tends to lose momentum
2. Goals focus improvement action
3. A measurement without a goal is a journey without a destination.

5- ARM

- ARM
 - Action
 - Re-Measure
 - Maintain
- Time for Action
 - Don't start a project unless absolutely necessary
 - Use visualization to link improvements to outcomes

Inventory of Improvements

Priority Framework			Priority Scale	
Criteria	Weighting <i>User to enter weighting to</i>	Instructional Guidance	Priority Level	Priority Parameters
Alignment to Strategic Direction	50%	The higher the Value entered below the more aligned to the strategic Direction	1	> 75<100
Business value returned to customer	10%	The higher the Value entered below the more value to the customer	2	> 50< 74
Level of risk	20%	The higher the Value entered below the less	3	< 50
Time to Execute	20%	The higher the Value entered below the less time to execute		
Total	100%			

INSTRUCTIONS:
User is to complete the 'yellow' highlighted cells. The Criteria can be revised if required and altered in column A and row 11.

Improvement Inventory												
Improvement Item	Description of Problem/ Opportunity	Brief Description of Proposed Improvement	Priority Ranking									Resulting Priority (1, 2, or 3)
			Alignment to Strategic Direction		Business Value returned to Customer		Level of Risk		Time to Execute		Calculated Total Value	
			Value (out of 100)	Calculated Value	Value (out of 100)	Calculated Value	Value (out of 100)	Calculated Value	Value (out of 100)	Calculated Value		
1 Standard Escalations & Notifications	Inconsistent and inadequate notifications for SLS breaches resulting in missed service levels	Service Breach Protocol define/activate escalation & notification requirements (may include triggers "% of SLS expended but not resolved; assigned but not acknowledged")	80	40	50	5	50	10	50	10	65	
2 Standard Incident Handling	Inconsistent incident handling depending on desk/analyst/support role involved	Standard incident handling practices and consistent knowledge across analysts (including accuracy/completeness of incident info) – includes Tier n handling		0		0		0		0	0	
3 SD Role Harmonization	Operational role differences between desks are causing tension amongst staff and impacting efficiency	Harmonize roles between desks to drive efficiency		0		0		0		0	0	
Standard Support Model	Support for new services are not always well implemented (no SLO agreement, unclear roles, missing or incomplete documentation, support tools not	Define Standard Support Model package to ensure provider chain agreement on support workflow, SLO, documentation, training										

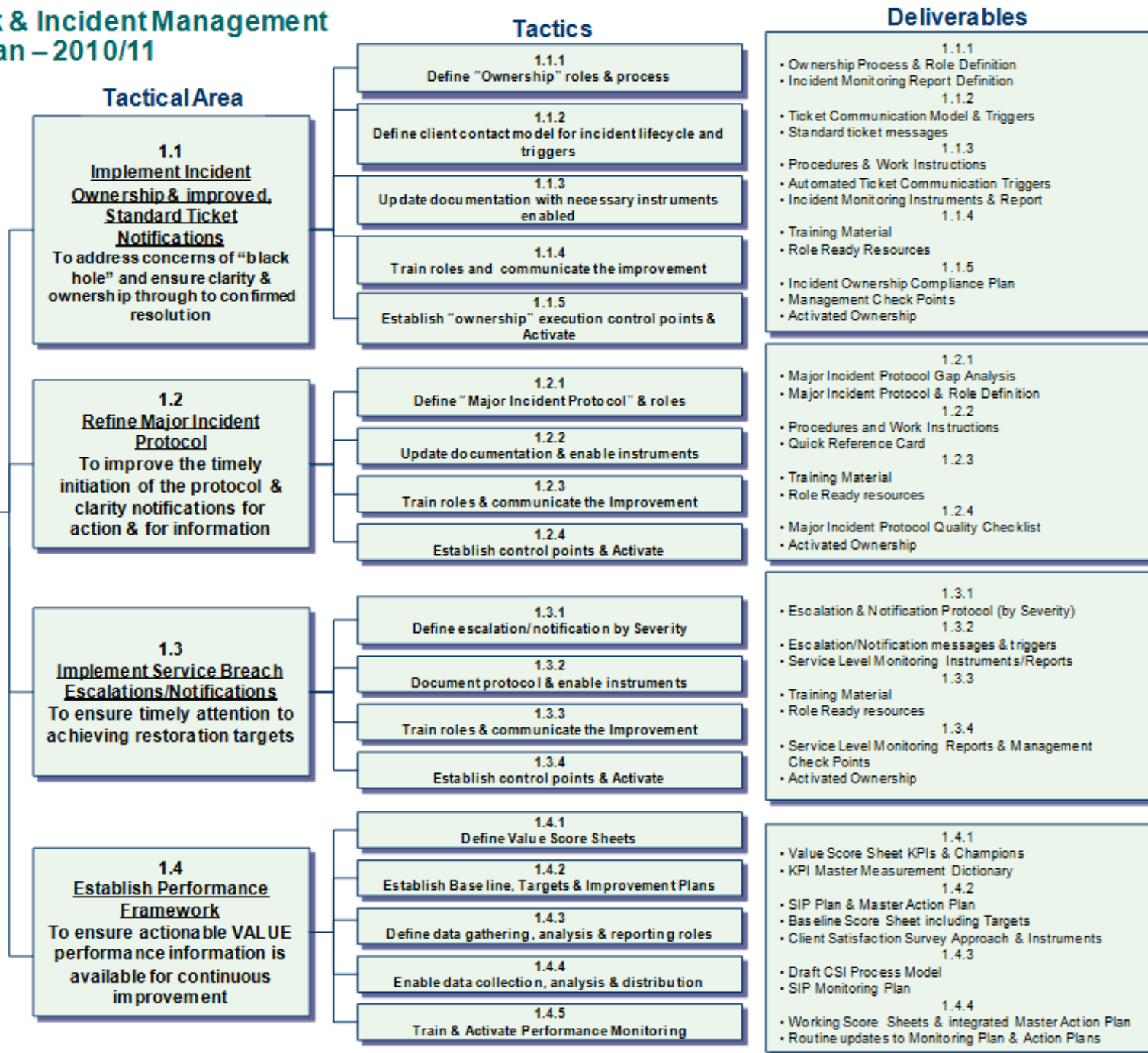
SIP – Service Desk & Incident Management

DRAFT Tactical Plan – 2010/11

Release 1
Target Feb 2011

SIP Intent 1.0
Improve Support Value focusing on in-year, client felt improvements to incident communications, responsiveness and monitoring

Last Updated:
December 15/10



CONTINUAL SERVICE IMPROVEMENT (CSI) PROCESS GUIDE

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Tying it together

- Making the measures consumable by SM
 - Single Screen
 - Single Number
 - Provide Context

Typing it together

Each Measure needs the following:

- A Weighting
- A Confidence Rating
- A Measured Score
- An Improvement Score

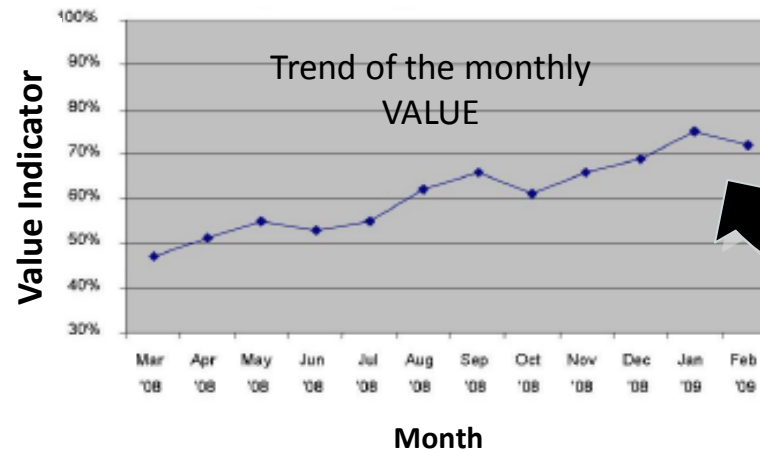
CSI "Silver Bullet" - VALUE Indicator

Used to focus Improvements & compel corrective actions to achieve targets.

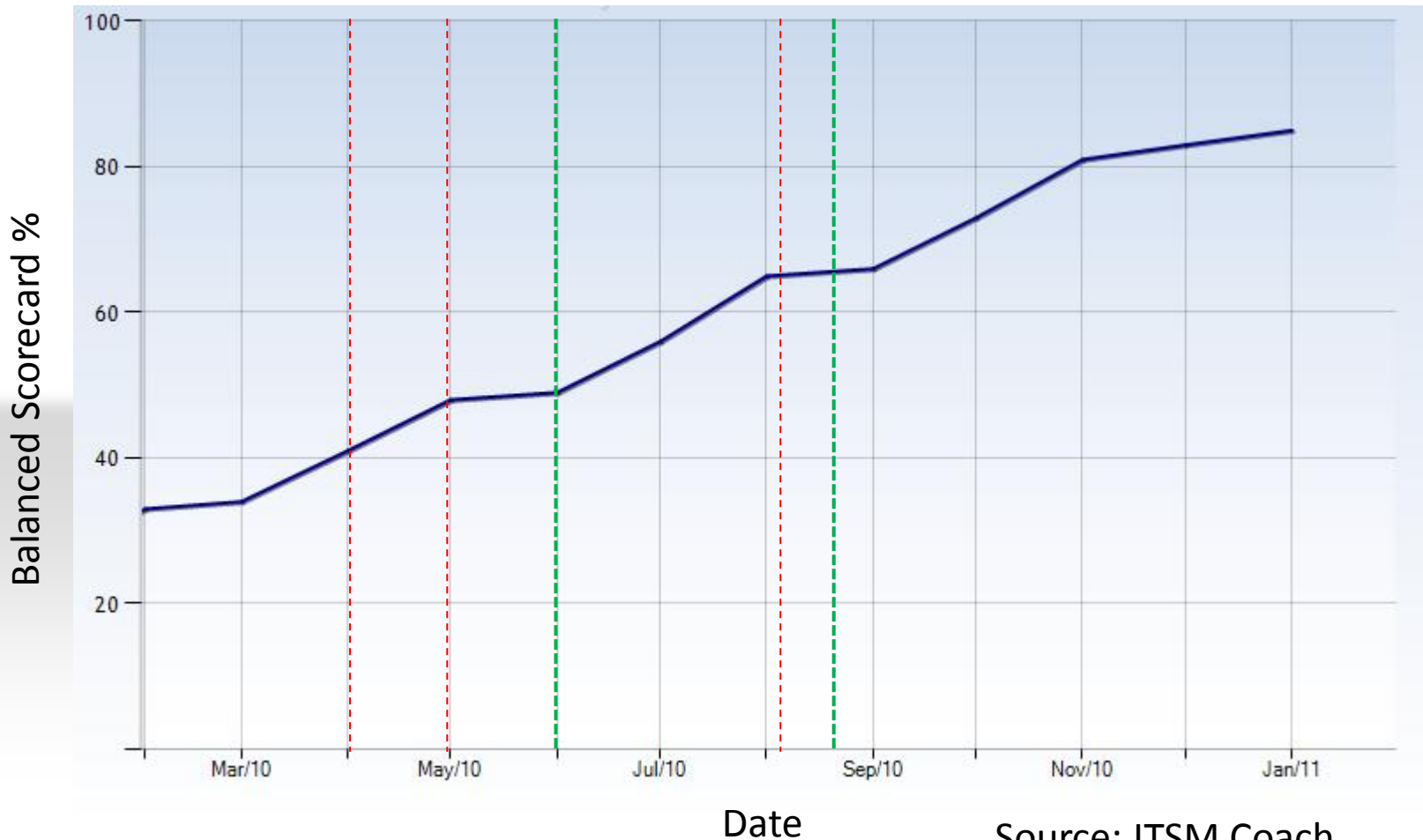
Results in a single VALUE score that can be used to trend improvements

KPI Dimension	KPI Champion	Performance Metric (KPI)	Weight	Confidence Rating (H,M,L)	Baseline	Target	Actual Performance	VALUE Indicator	Tactical Ref #'s
Quality		1. Customer Satisfaction	30%						
Quality		2. First Contact Resolution Rate	12%						
Quality		3. Compliance to Restoration Service Levels	10%						
Cost		4. Cost Per SD Contact	15%						
Quality & Cost		5. Service Desk & Incident Process Maturity	8%						
Cost		6. Resolution Cost per Incident	5%						
Cost		7. Agent Utilization	10%						
Quality & Cost		8. Agent Satisfaction	10%						
		Total	100%	N/A	N/A	N/A	N/A		

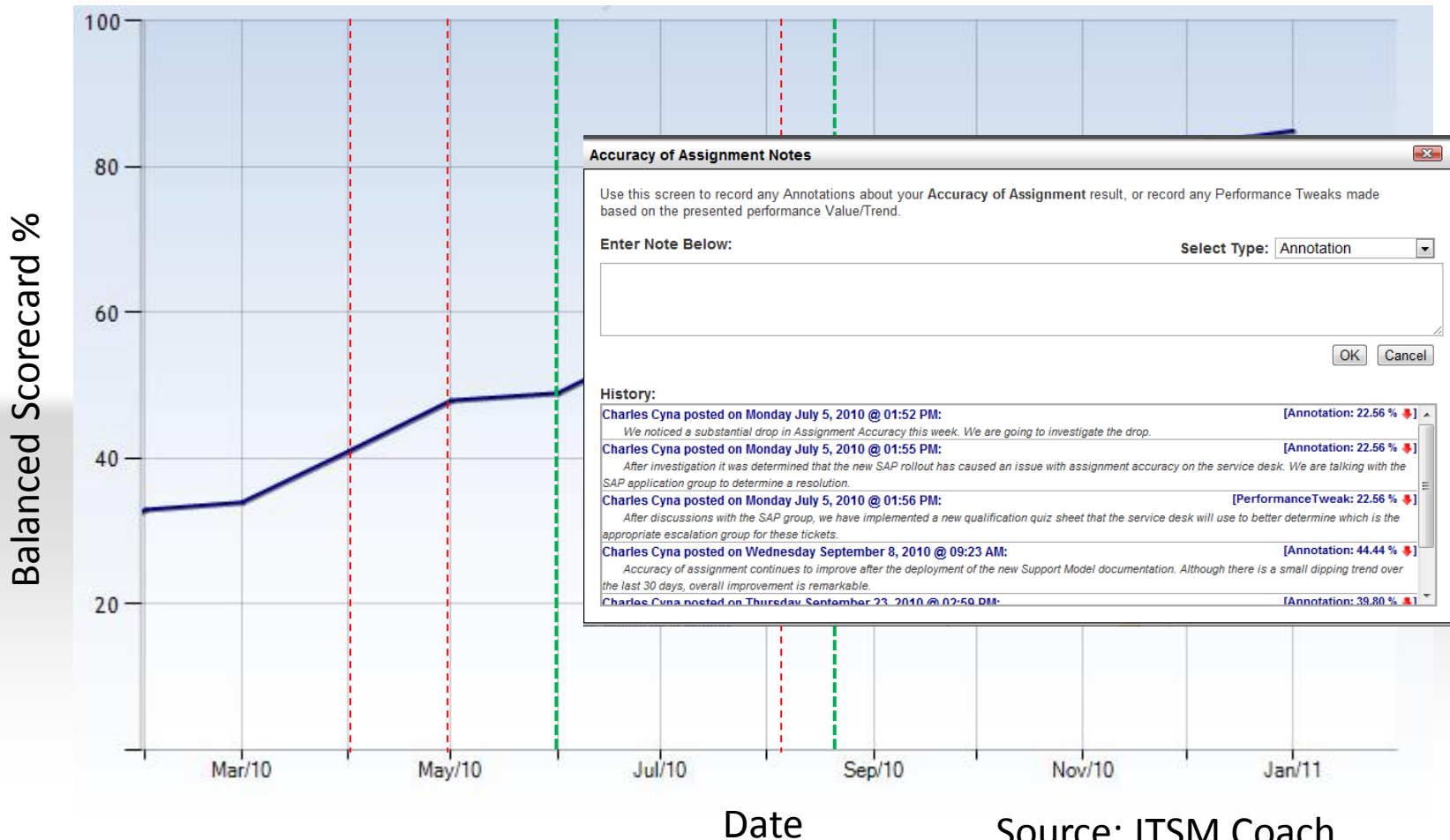
Simple, focused way to monitor "How Are We Doing?"



The Service Value Score Trended Over Time



The Service Value Score Trended Over Time



Summary

- ✓ Measures for SM should be based on Value not Activity
- ✓ Deliver measures in the context of CSI
- ✓ In the beginning focus on the meaningfulness of the measures rather than the accuracy of the data
- ✓ Bad news is good news!
- ✓ Start small and earn a quick success. Improvement is addictive
- ✓ Don't reinvent the wheel
- ✓ Go to www.thinkitsm.com/thoughtrock and get started today



Any Questions?

Questions & Answers

Thank You!

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