

# ISS Service Desk Strategy and Implementation Plan

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## 1. The Vision for the IT Service Desk at Lancaster

**“To provide a customer focused, single point of contact for IT services, owning issues and requests, making the best use of people and tools and providing helpful and friendly support and advice, available and accessible to all.”**

## 2. Background

Over the last 5 years, the ISS Service Desk has transformed from four separate desks and help points into a single “virtual” desk split into two physical locations. The ISS Building houses a team of four staff focused on phone / email and other non in person support. The Learning Zone houses a team of three people focused on face to face support, and also providing a student ambassador service for the Learning Zone.

From summer 2011 we will open a new PC Workshop (“The Workshop”), <sup>1</sup>an environmentally aware PC sales and service store, focused on student and staff. This will provide levels of service such as hardware sales, part replacement that students want but cannot be offered within the ISS Service Desk.

In recent years there has been much consolidation of information, the creation of an internal knowledge base and the introduction of more formal processes in many areas. There have also been improvements in the delivery of our primary account management tool (Groupman III) and the development of the Service Delivery and Operations SharePoint site, bringing much of our information together.

The Service Delivery and Operations virtual team combines the 1st line support of the Service Desk with the 2<sup>nd</sup> line teams of IT Engineers to create a large virtual team providing the first two tiers of support. The Service Improvement Project (SIP) is bringing ITIL aligned processes and a new ITSM toolset which will further enhance the work of the Service Desk and wider teams.

Whilst there has been much work to improve the support experience of the customer and to consolidate effort to the single service desk there is still much more that can be done.

This strategy therefore forms part of the SIP project and defines the goals and strategy from 2011 – 2013, it is a result of:

- A recognition that with the SIP project we are making some key mindset changes to the way we deliver support;
- A renewed focus on the needs of our customers;

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<sup>1</sup> <http://theworkshop.lancs.ac.uk>

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- The need to embrace a framework for IT Service Management, and an acknowledgement that the IT Infrastructure Library (ITIL) is the framework widely recognised as best practice within the industry;
- A report from FoxIT<sup>2</sup>, which highlighted that, in terms of benchmarking its processes against the ITIL framework, the IT Service Management (ITSM) capability within ISS is currently at a very low level of maturity;
- The fact that the lack of formal process makes service management inefficient and difficult for ISS to respond quickly to the changing needs of the University.

The diagram below highlights the current structure of the ISS Service Desk. “The Workshop” is a not for profit PC sales, support and maintenance facility<sup>3</sup>.

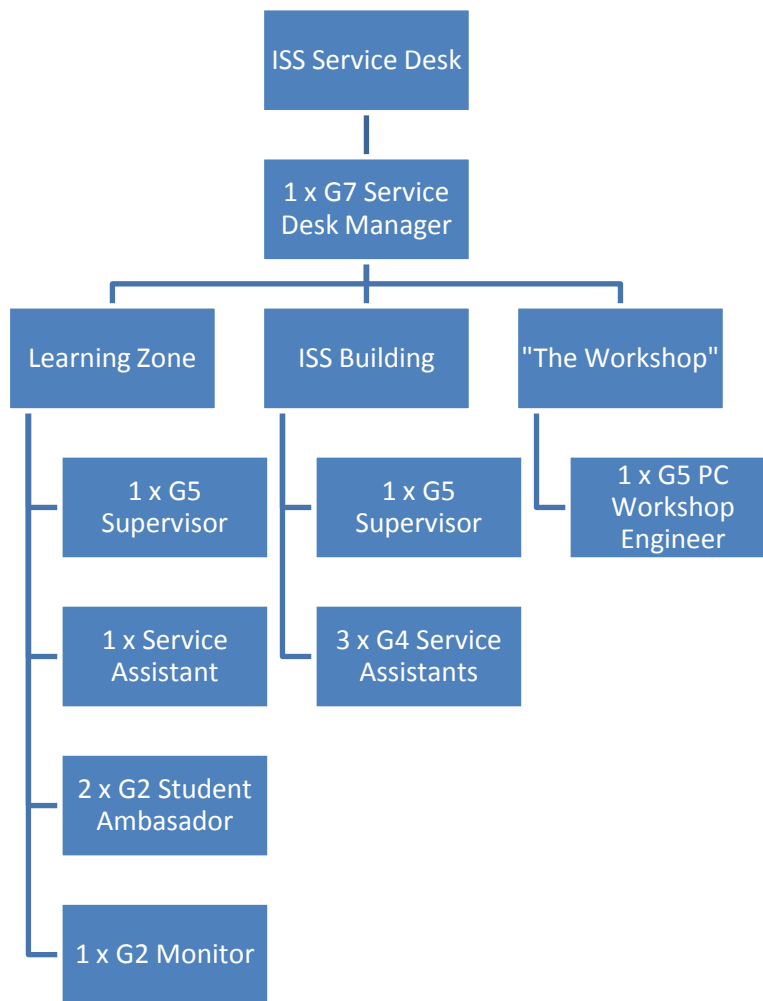


Figure 1 - ISS Service Desk Structure

<sup>2</sup> Lancaster University ISS Service Desk Assessment Report, Fox IT, Feb 2010

<sup>3</sup> Workshop staffing shown as 1FT G5, however as the service evolves this may need to change. The key is that this resource is fully funded from revenue from the store.

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### 3. ISS Service Desk Strategy: Goals to deliver the Vision

In order to be **customer focused** we will:

- 1. **Measure and improve customer satisfaction**
- 2. **Increase availability and accessibility of the Service Desk functions**
- 3. **Provide self-service options that allow customers to have visibility of their own incidents and requests as well as introducing appropriate measurements and escalations which we will publish to the customer base**
- 4. **Provide self-help for users via a knowledge base portal and will keep this up to date with relevant and timely information**

To provide a **single point of contact** for all IT service requirements we will:

- 5. **Own, on behalf of the customer, all Incidents and Service Requests relating to all ISS owned IT Services at Lancaster**

In order to make the **best use of people & tools** we will:

- 6. **Establish a stable ISS Service Desk team to ensure consistency and continuity**
- 7. **Ensure that the Service Desk and ISS ITIL aligned processes are supported by the appropriate tools and technology**
- 8. **Be effective and efficient in the use of available resources**

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## 4. Implementation Plan: Delivering the Strategy

### Goal 1: To measure and improve customer satisfaction

Objective	Completion Date
A: Establish regular measuring of customer satisfaction via surveys and a closed loop incident model	September 2011
B: Develop an overall ISS Customer feedback process	July 2012
C: To increase our resolution rates for all customers at 1st line	ongoing
D: To identify training needs and trends on behalf of our customers utilising the ITSM toolset and a process of training and coaching referral	January 2012
E: To work with IT Partners, to ensure the development of a Service Desk function which fulfils the requirements of the Faculties and Sections across the University	ongoing

### Goal 2: To increase availability and accessibility of the Service Desk functions

Objective	Completion Date
A: Provide appropriate manned cover from 8am to 10pm (weekdays) and 10am to 6pm (weekends)	June 2011
B: Provide sufficient cover out of term times, measuring its effectiveness	ongoing
C: Produce a plan to support international partners who may be in different time zones	June 2012

### Goal 3: To provide self service options for customers

Objective	Completion Date
A: Provide self-service incident reporting (linked to knowledge base)	April 2012
B: Provide self-service raising of service requests	April 2012
C: Install a knowledge system that gives users access to solutions on IT and other ISS functions without the need to contact ISS Service Desk	October 2011

### Goal 4 : To own, on behalf of the customer, all Incidents and Service Requests relating to IT Services at Lancaster

Objective	Completion Date
A: Service Desk to take all calls related to all ISS provided IT services <sup>4</sup>	June 2012
B: To resolve more issues at 1st line, releasing more costly second and third line resources	ongoing
C: To establish and maintain the Service Desk as the owner or “champion” of the customers incidents or requests	ongoing
D: To review non ISS supported services and determine if elements of 1st line support can be released to the ISS Service Desk	June 2013
E: To work with ISS Service Managers and Faculty support Managers to ensure that informal support mechanisms are supported by formal support processes provided by the Service Desk	Via IT Partners, ongoing

<sup>4</sup> Including ISS services currently supported by other support levels

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**Goal 5: To establish a stable ISS Service Desk team to ensure consistency and continuity of service**

Objective	Completion Date
A: Establish a firm foundation of full time indefinite staffing for the service desk	September 2011
B: Ensure that staff can be used effectively in both the face to face and phone support areas of the service desk by consolidating Service Desk staff in a single central physical location.	December 2012
C: Provide KPIs on the performance of the Service Desk	September 2011
D: Provide a per incident cost of the Service Desk	June 2012
E: Develop customer skills for Service Desk staff via an accredited customer service program.	June 2012
F: To achieve Customer Service Excellent Standard, through alignment with the Student Based Services program <sup>5</sup> .	November 2011
G: To implement a process where Service Desk can book IT Engineer resource on behalf of a user	December 2011

**Goal 6: To ensure that the Service Desk and ISS ITIL aligned processes are supported by the appropriate tools and technology**

Objective	Completion Date
A: Implement a new ITSM toolset and remove legacy tools	October 2011
B: Implement a knowledge base to record the knowledge and processes captured by the Service Desk	December 2011
C: Implement best practice processes and ownership of Incident Management	December 2011
D: Implement best practice processes and ownership of Request Fulfilment	December 2011
E: Develop tools to bring appropriate delegated control to 1st line support teams.	Ongoing

**Goal 7: To be effective and efficient in the use of available resources**

Objective	Completion Date
A: To ensure that 2nd and 3rd line support teams work seamlessly alongside the ISS 1st line support via the use of a single software toolset and the sharing of agreed processes.	March 2012
B: To resolve more issues at 1st line, releasing more costly second and third line resources	Ongoing
C: Regularly report on information captured at the Service Desk to Service Managers	July 2012

<sup>5</sup> <http://www.lancs.ac.uk/sbs/cse>

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## 5. Risks and Mitigating Actions

The following table lists the risks which may impact on the successful delivery of the Strategy.

Risk	Mitigation
<b>Lack of management commitment</b>	Involve management in this strategy and its implementation. Ensure regular communication
<b>Lack of available staffing resource</b>	Forward plan staffing resource requirements and demonstrate need
<b>Lack of skills in key areas</b>	Ensure staff have received appropriate training
<b>Lack of available financial resource</b>	Forward planning and effective use of available finances
<b>Delays or problems caused by the Service Improvement Programme not being implemented as planned</b>	Liaison with key project staff and involvement in the SIP project board
<b>Lack of customer / user engagement</b>	IT partners to ensure engagement with appropriate customers and users
<b>Problems with ITSM toolset implementation or on-going support</b>	Implementation planning and vendor management.

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