

# **The Service Desk: Critical to Success with ITIL®**

**HDI Chapter Meeting  
May 9, 2006**

# Overview

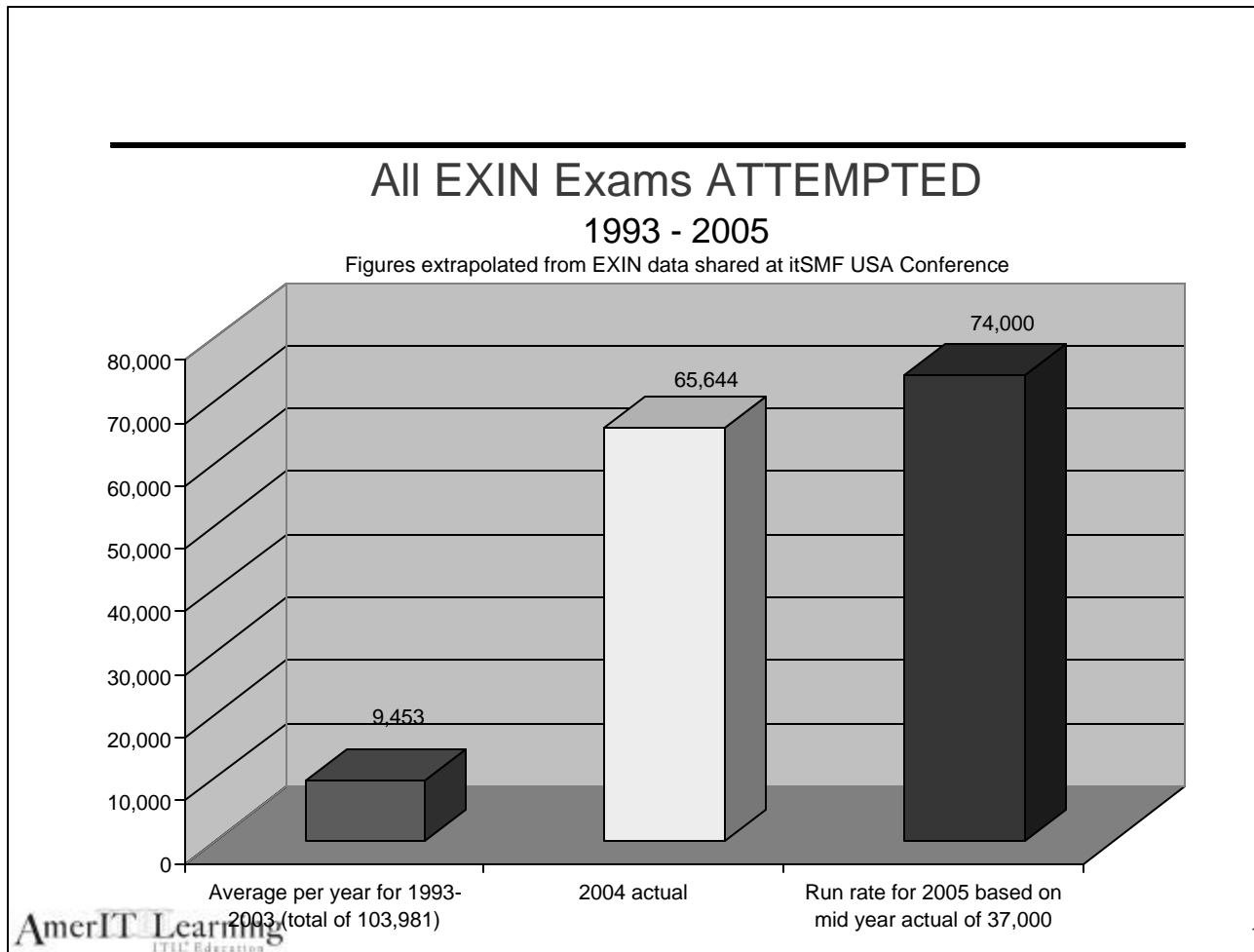
- ❖ **Why is ITIL® Important?**
- ❖ **What Makes ITIL® Work?**
- ❖ **Why is the Service Desk Critical?**
- ❖ **Myth Busting**
- ❖ **Other Practical Take-aways**

# Why is ITIL® Important?

# ITIL® Activity

- ❖ Gartner Surveys of Key initiatives planned:
  - 2004: 30% had ITIL® initiatives
  - 2005: 42% had ITIL® initiatives
- ❖ itSMF 2005 Survey of Key initiatives planned:
  - Incident Management Improvements 73%
  - Configuration Mgt. (CMDB) Activities 65%
  - Enterprise Change Management Activities 60%
  - Long-term ITIL® Business Strategies 49%
  - ITIL® and CoBIT® Alignment Activities 19%

# ITIL® Adoption



# Gartner Speaks Up

- ❖ Selected set of “Top 25” NEW IT Competencies
  - Understanding Existing Systems and Technology (T1)
  - Applying Procedures, Tools and Methods (T3)
  - Understanding Business Practices and Approaches (B1)
  - Behaving Commercially (B2)
  - Focusing on Results (H3)

“By 2008, 90% of top-tier internal and external service providers will be distinguished by their substantial process capabilities, as well as their quality and service improvement capabilities (0.7 probability).”

# Other Results

- ❖ ...estimates that moving from no adoption of IT Service Management to full adoption can lower an organization's TCO by 48% - *Gartner*
- ❖ ".... will continue to gain momentum ... promising to slash the cost of IT service delivery [labor] which is more than 40% of total IT costs...." -*Forrester*

# ITIL® at Work

- ❖ An example in the **Sept 2005 CIO Magazine** article on ITIL points out an example at Pershing.
  - Thanks to ITIL®, which Pershing adopted in January 2004, the person who answers the phone has visibility to previous similar incidents and how they were fixed
  - Since the service desk was restructured according to ITIL guidelines 12 months ago, Pershing's incident response time has dropped by 50%.
  
- ❖ Additionally, since incidents are tracked and managed every time they recur, it's easy for IT staff to spot trends and eliminate many previously chronic problems by performing a root-cause analysis

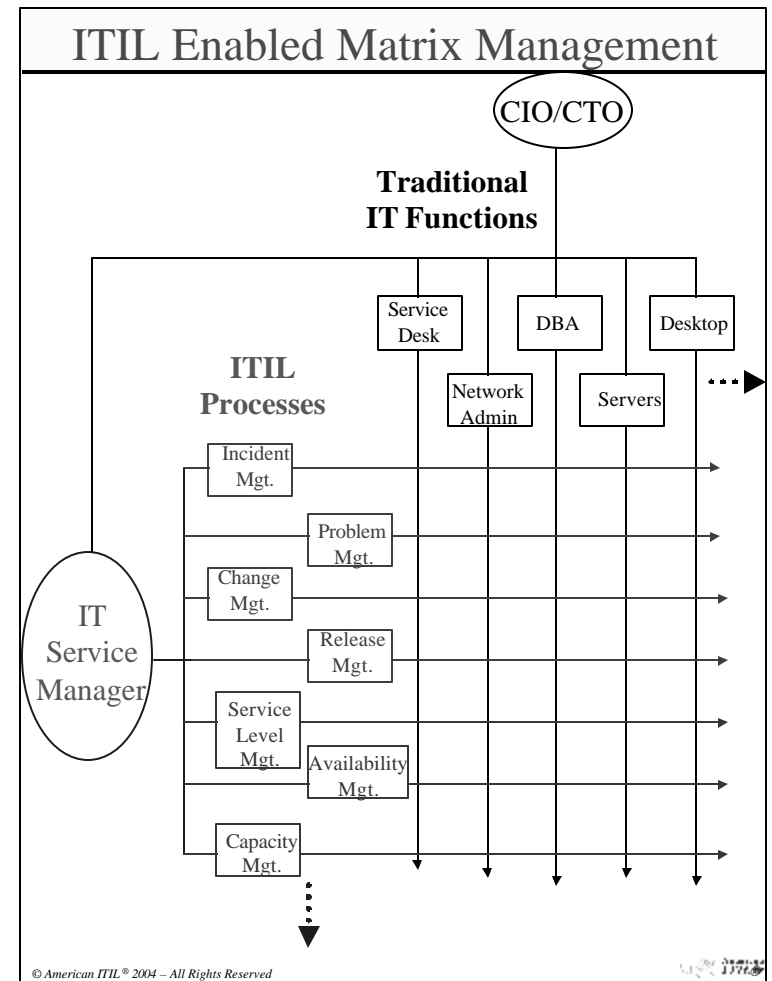
# Benefits of ITIL®

- ❖ IT services become more customer-focused
- ❖ The quality & cost of IT services are better managed
- ❖ IT changes are easier to manage and deliver
- ❖ IT procedures are standardized
- ❖ Functional integration across IT organization
- ❖ Auditable performance measurements are defined
- ❖ Common (global) terminology

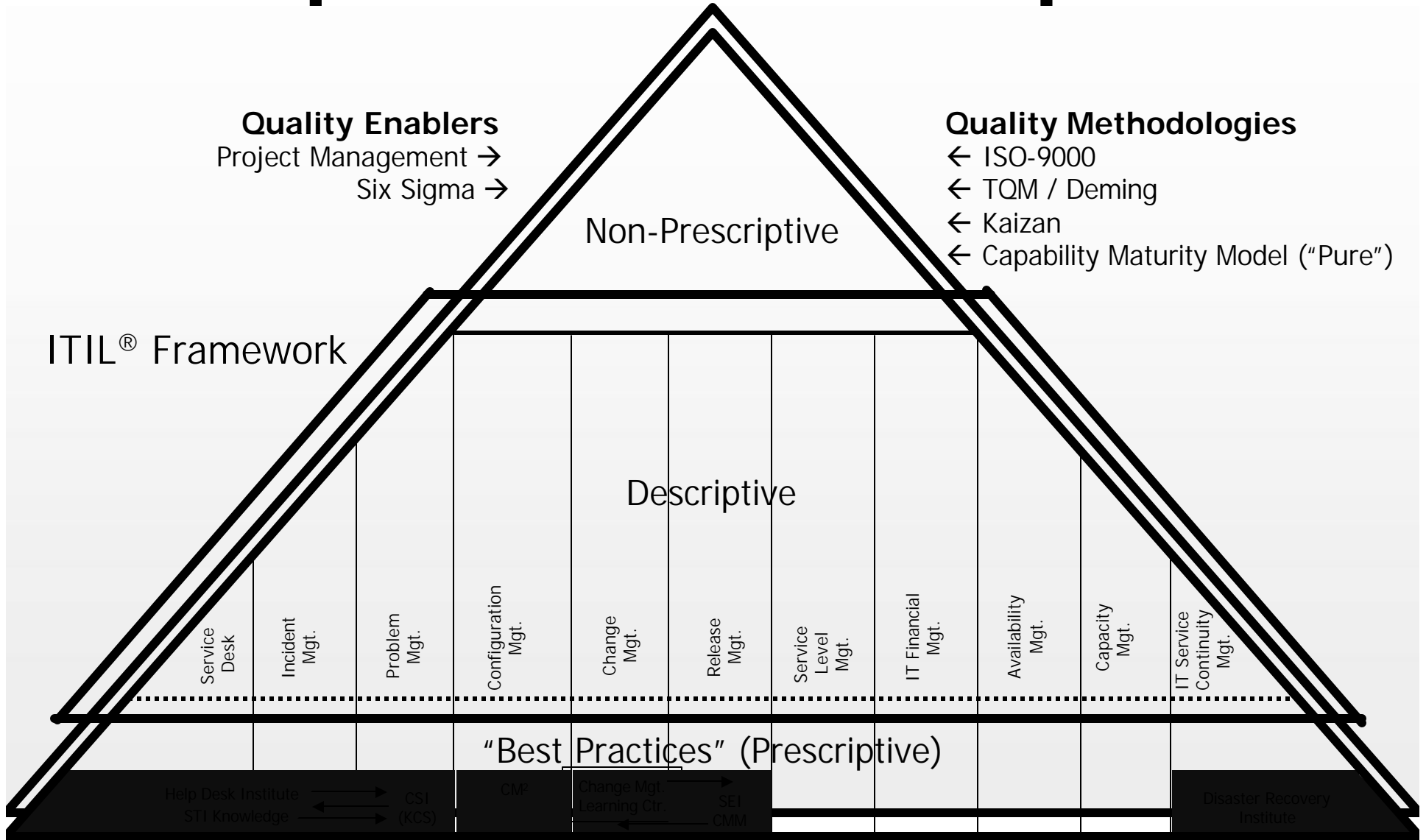
# What Makes ITIL® Work?

# A Holistic Approach

- ❖ Cultural Change
  - True Focus on Needs of the Business for IT Services - no more and or less
- ❖ Organizational Change
  - IT Organization Focuses on overall Objectives (and processes) not Functional Structure (departments)
- ❖ Expertise
  - Outside in (Consulting)
  - Inside Out (Education)
- ❖ Tools and Enablers
  - ITIL® "Aware", Purpose-driven



# Compatible NOT Competitive



IT Improvement Value Pyramid

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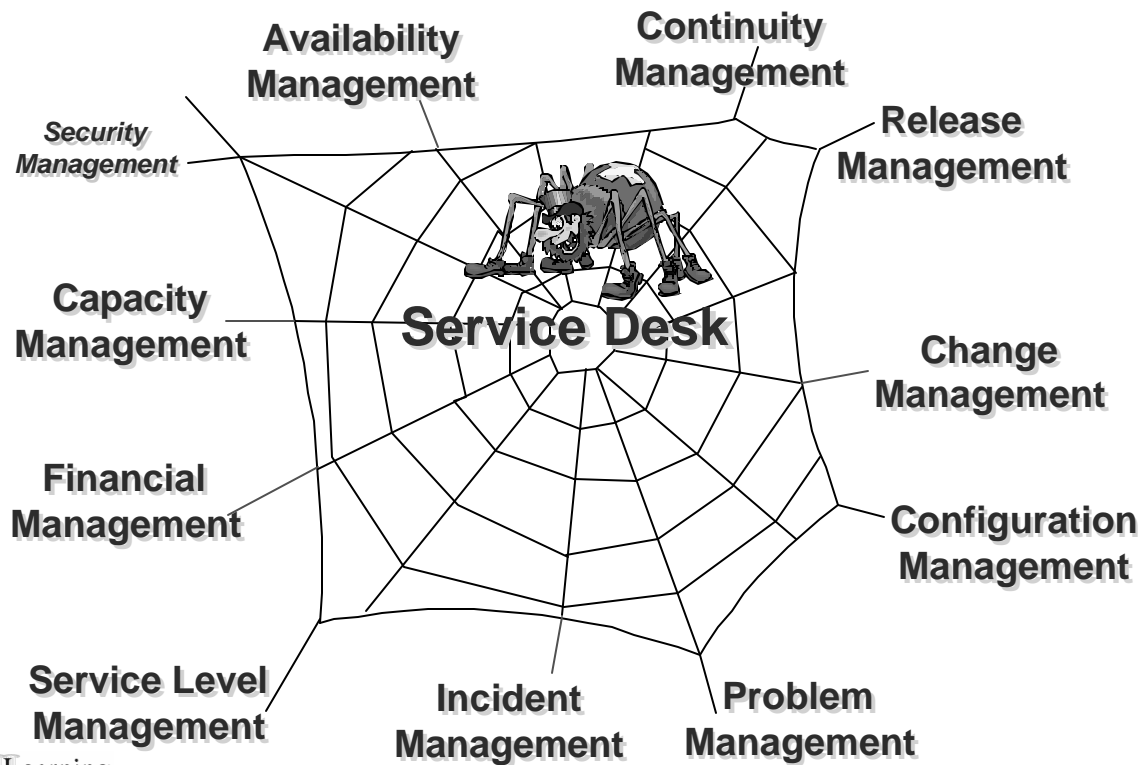
# Process Model

## Generic Process Model



# Process Integration

## ITIL Service Management Spider



# Why is the Service Desk Critical

# Service Desk Goal

- ❖ To provide a *Single Point of Contact* for Customers and an *operational* single point of contact for *managing* incidents to resolution.

# Service Desk Objectives

Service Desk  
(Function)

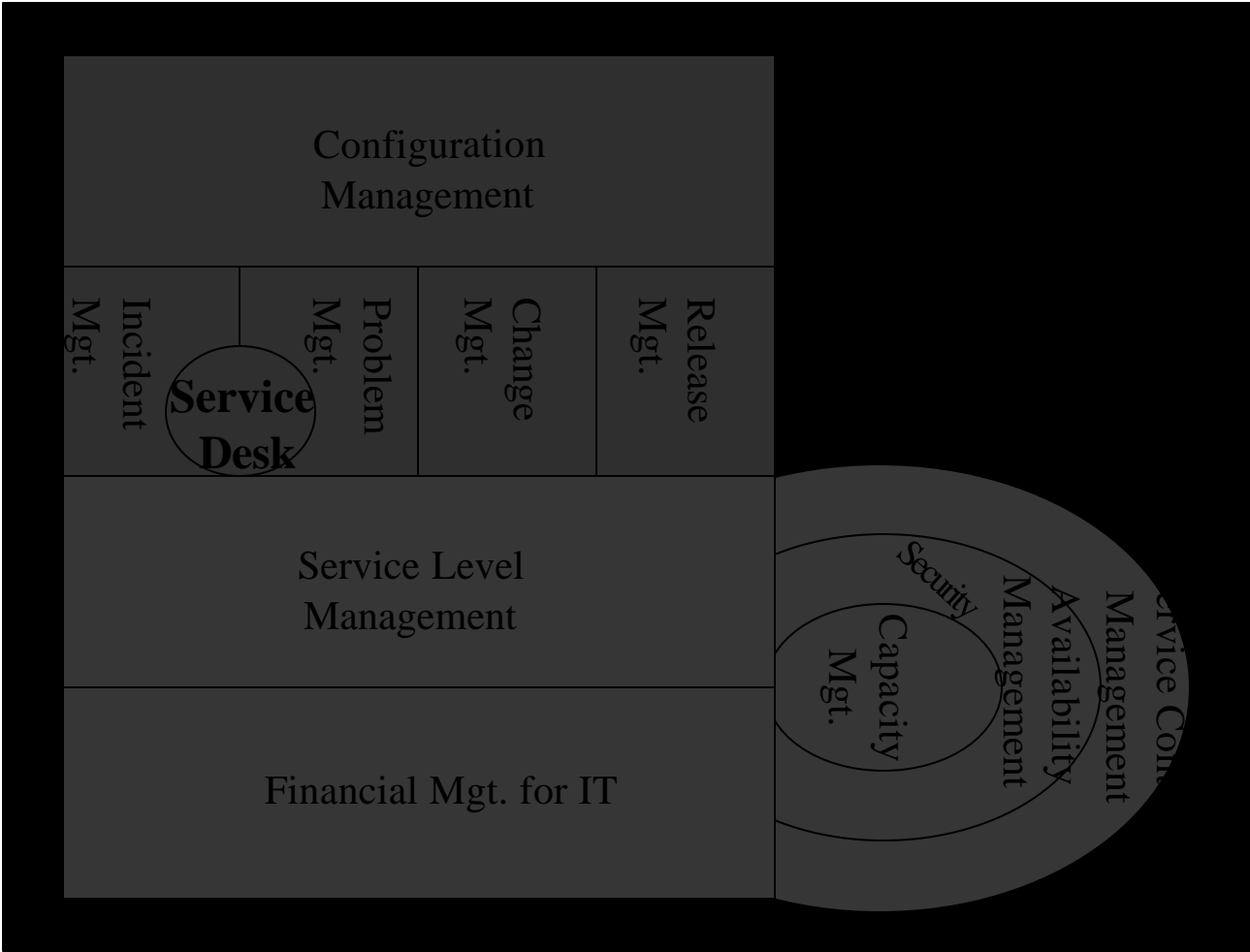
## Activities (Objectives)

- Improve Service to and on behalf of the Business
- Provide Advice and Guidance to Customers
- Coordinate Rapid Restoration of Normal Service Operations
- Manage Expectations set out in the Service Level Agreements (SLA)
- Communicate and Promote Services
- *Management Information, Metrics and Reports.*

# The Command Center

- ❖ The Service Desk is a function – the only place within ITIL® Service Management where we are concerned with an organization unit or department unto itself
- ❖ Service Desk serves as the front office for all the other IT departments
- ❖ For the user, the Service Desk provides the single point of contact with the IT organization
- ❖ The Service Desk will handle activities related to a number of basic ITIL® processes
  - Incident Management & Problem Management
  - Change Management & Release Management
  - Configuration Management
  - Service Level Management

# Service Desk Function



# Primary Directive

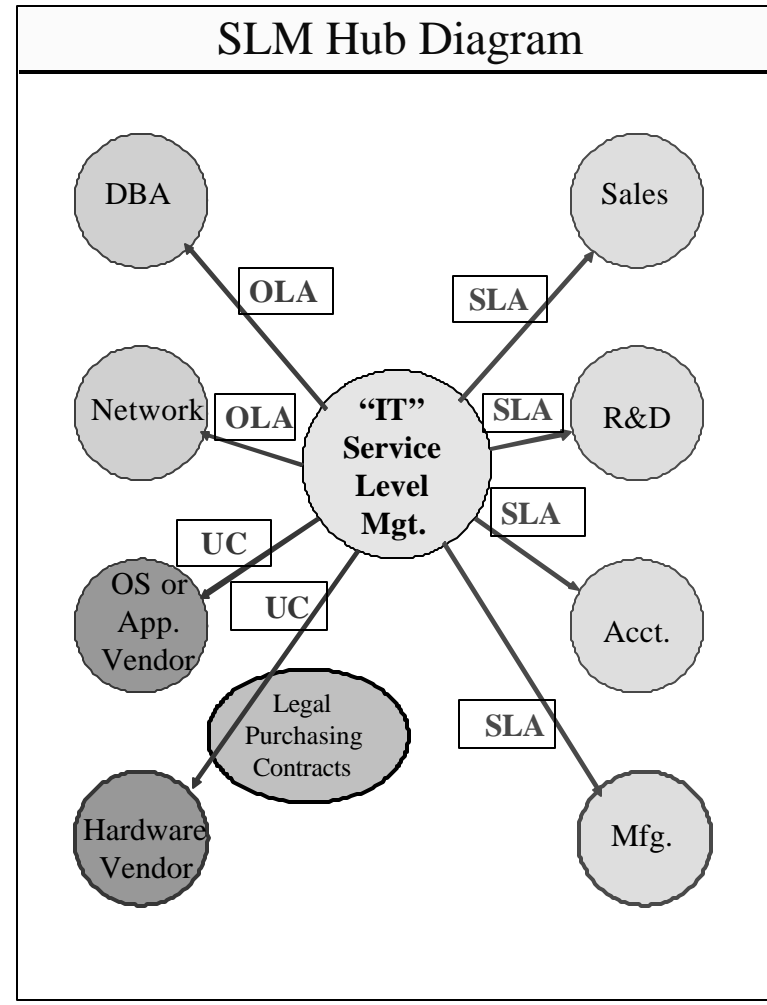
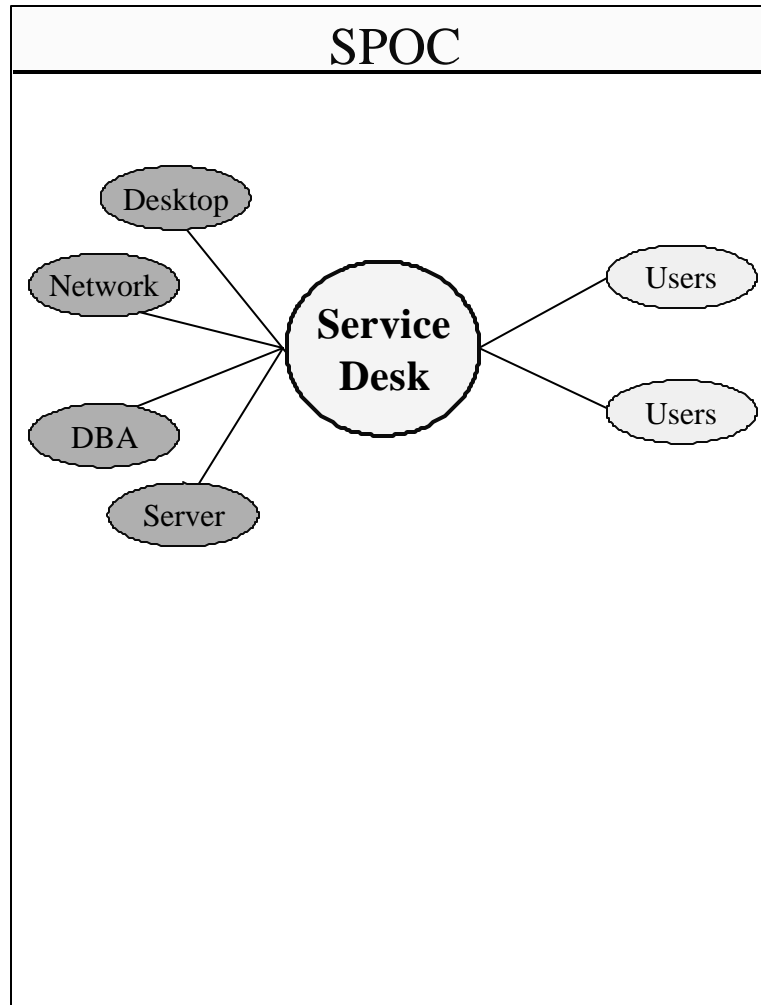
The objective of the Service Desk is to support the provision of the services that have been agreed upon by guaranteeing access to the IT organization and undertaking a range of support activities from the various processes.

By serving as an initial point of contact, the Service Desk facilitates a rapid restoration of service by performing as the first source of advice, information and/or guidance, gathering suitable and necessary information for second and third-line support when unable to resolve the incident and passing it on is required.

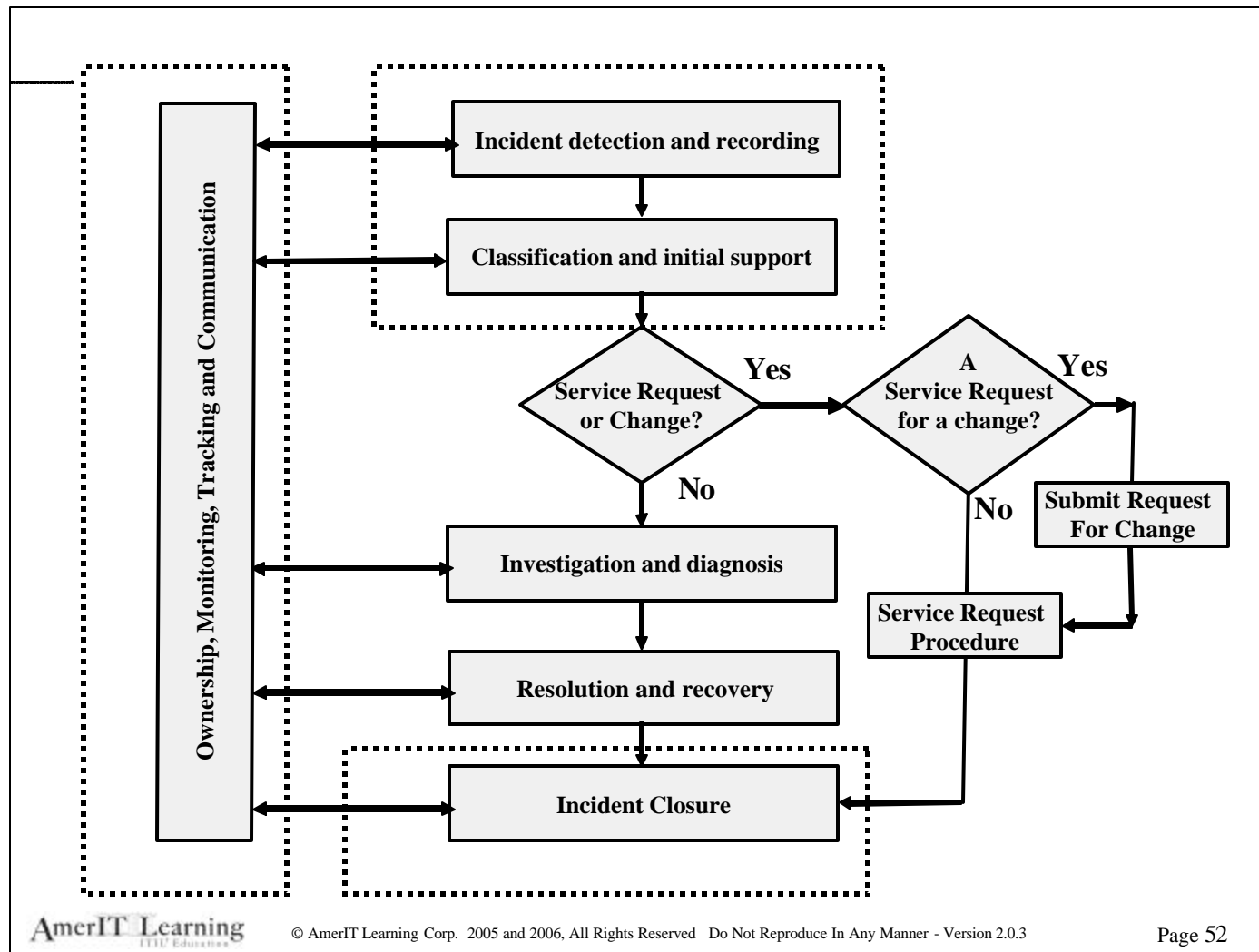
The Service Desk provides a professional and empathetic voice. Most importantly, the Service Desk assures that the customers' needs are met as agreed, including timely status updating to the customer and coordinating appropriate follow-up by the other individuals involved in delivering support.

# Myth Busting

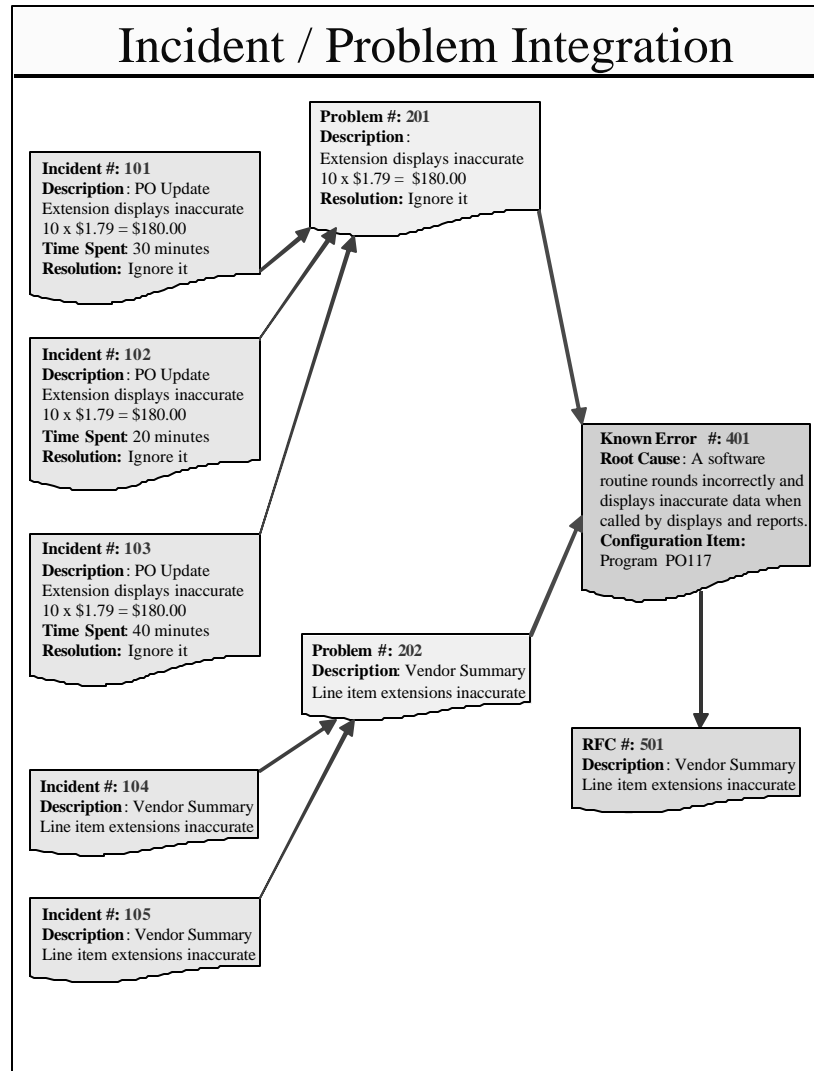
# "SPOC and Hub"



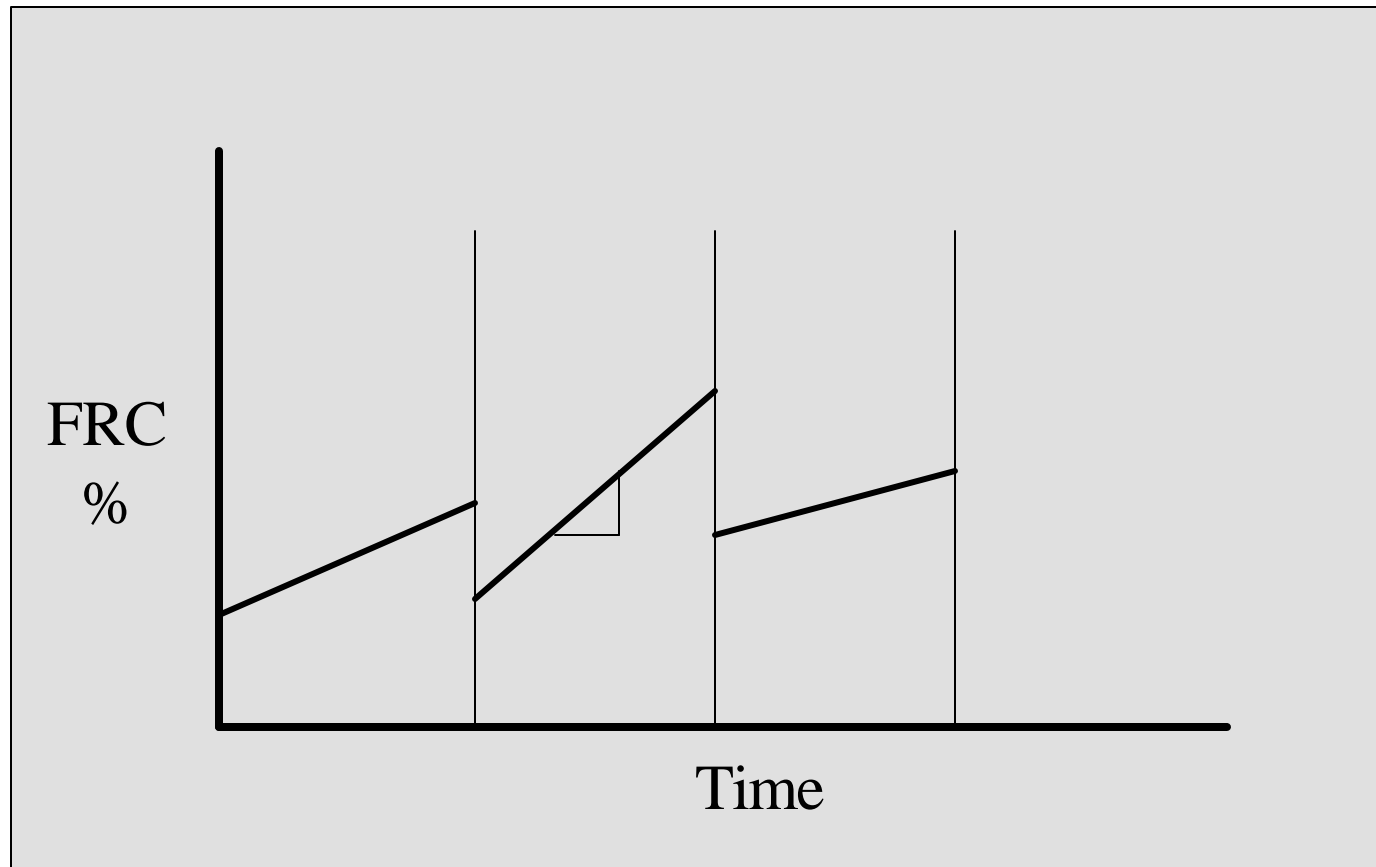
# Incident Activities



# Incident Matching



# How to Measure FCR



# Incident Mgt. Goal

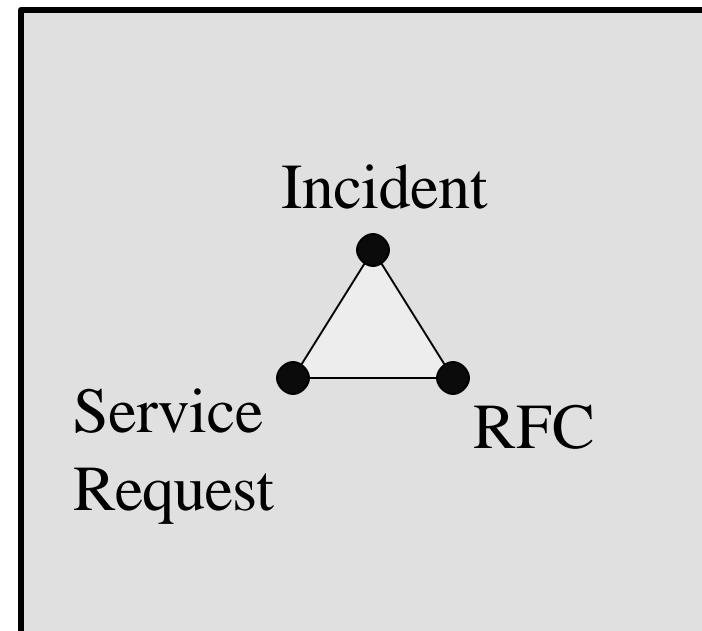
To *restore* normal service operation as quickly as possible and *minimize the adverse impact* on business operations.

# Other Practical Take-aways

# Classification Exercise

Impact / Urgency Matrix

Urgency:	1	2	3
Impact: 1	1	1	2
2	1	2	3
3	2	3	3
4	3	3	4



# Measuring

## Service Desk

- ❖ Time to respond
  - Hold time
  - Abandoned Calls
  - Electronic reply time
- ❖ Incidents Responded to within SLA parameters
- ❖ Incident descriptions accurate
- ❖ Incidents correctly classified
- ❖ Incidents correctly escalated
- ❖ Incidents closed completely
- ❖ Status inquiries from users
- ❖ Customer Satisfaction

## Incident Management

- ❖ First Contact Resolution
- ❖ Elapsed Time to Resolution
- ❖ Incidents Resolved within SLA parameters
- ❖ Incident Unmatched to Problem/KE
- ❖ % Correct Resolution (first)
- ❖ Service Down Time to Customer

# AmerIT Learning Mission

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