Purpose of this meeting..

Show you what adopting the CERN
service management framework can do for
you, your services (and our 'users')

Service management – What it **IS** ?

- Established industry best practice, used with success by thousands of organisations worldwide ("de facto" standard)
- A strategic framework, covering all services (not only IT)
- Business/customer/user focussed (focus on WHAT not HOW)
- A set of management processes covering the complete service lifecycle
- An approach to *'adopt and adapt'* to ensure service solutions provide the best possible fit to the specific requirements of the organization

Service management – What it **IS NOT** !

- A tool (e.g. service now)
- A service desk
- A conspiracy to monitor people
- A website ☺

Service Management @ CERN: GOALS

1. **Simplify <u>users</u> and supporters life by providing:**
   - **ONE** point of contact (**ONE** #, **ONE** url, **ONE** place)
   - **ONE** behavior; Unified processes for all services
   - **ONE** tool shared by all service providers (sharing information and knowledge)
   - **ONE** business service catalog

     (clearly defining what services are provided to whom by whom at what quality levels).

2. **Optimize efficiency and effectiveness (@ <u>CERN</u>)**
   - Alignment with good practice (ITILv3 and ISO20k)
   - High level of automation
   - Framework for continuous improvement

3. **Improve monitoring and control for <u>management</u>** (dashboards)

   AND DO THIS FOR <u>ALL SERVICES</u> (NOT ONLY IT)

ITSM

The Service management toolbox:

Service Portal for end users

- Google like search
- Context aware 'Record producers' → Automated ticket assignment

> 400 Forms

Service Desk and Knowledge
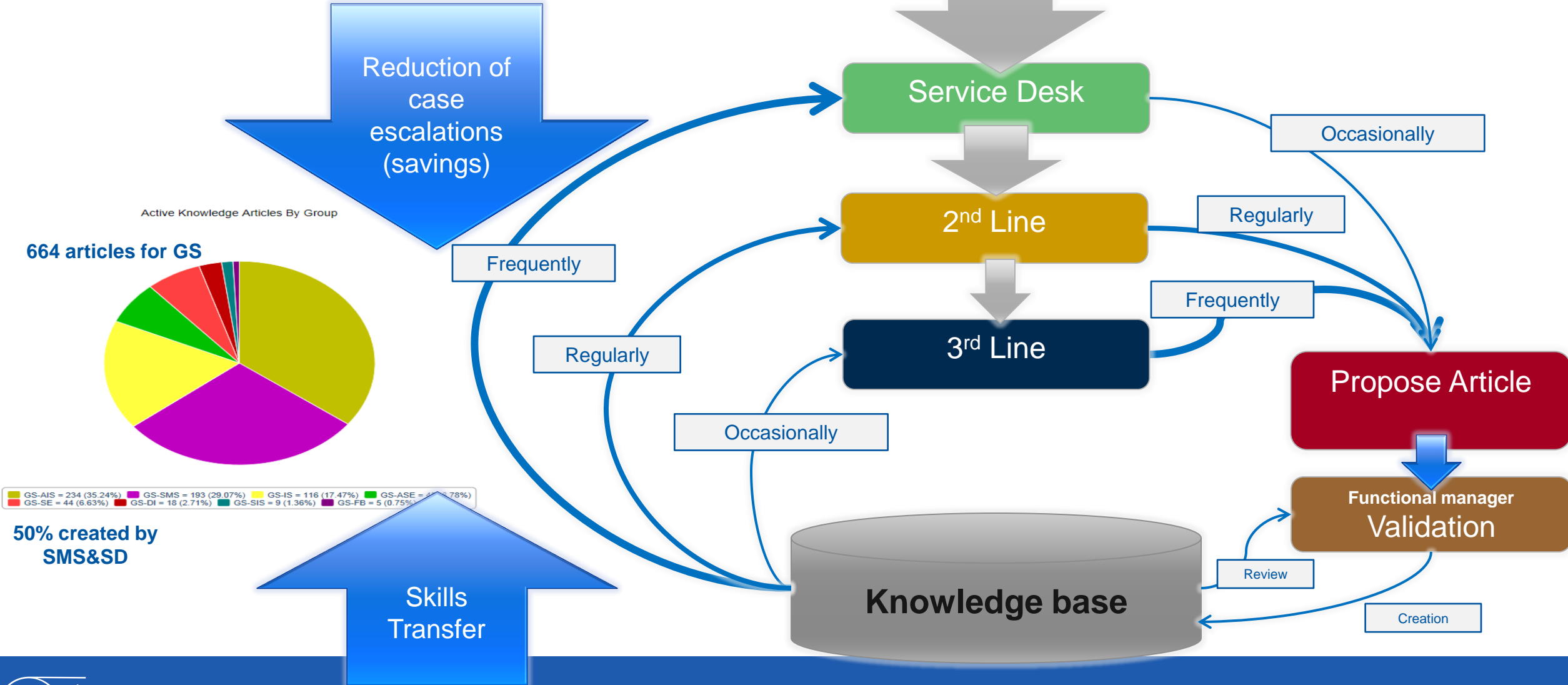
Roadmap

The expanding Service Management Universe

> Services

> Processes

> Maturity (Coaching)

Catalog and Processes and Portal in **ServiceNow**

Convince Peers & Management

Tool Selection

Eureka !

IT joins; Project Starts

Tool Bought

Go Live

KPI Dashboards

1000 Supporters

2009 **2010** **2011** **2012** **2013** **2014**

MANAGEMENT REQUESTS KPI DASHBOARD

Extend Catalog and Processes to IT

Train 400 **Supporters**

Recruit and train **Service Desk**

>350000 End User Inc/Req Resolved

Define **Business Service Catalog** for Non IT

Define user Facing Processes for Non IT (**Request and Incident**)

60%

60%

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Service Management Status

Activity Trend (Human Generated)

Legend: Incident | Request Fulfillment
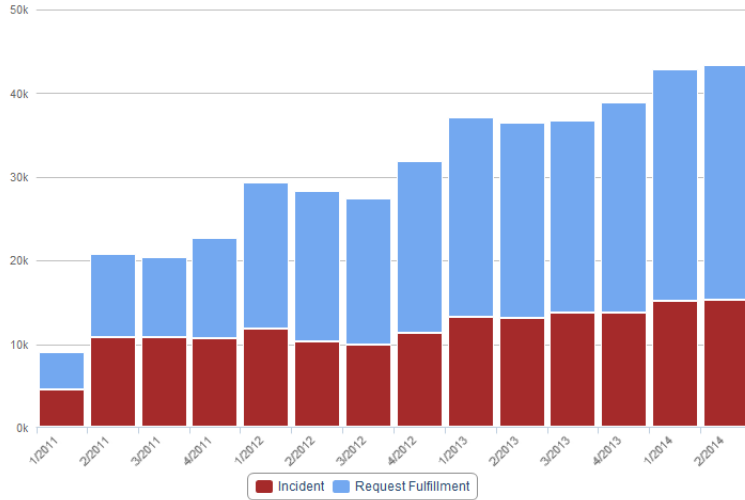
2011 Total	77,211	
2012 Total	124,926	+62%
2013 Total	159,871	+28%

Activity Trend By Department (Human Generated)

IT ~ 45%

Legend: FP | GS | HR | IT
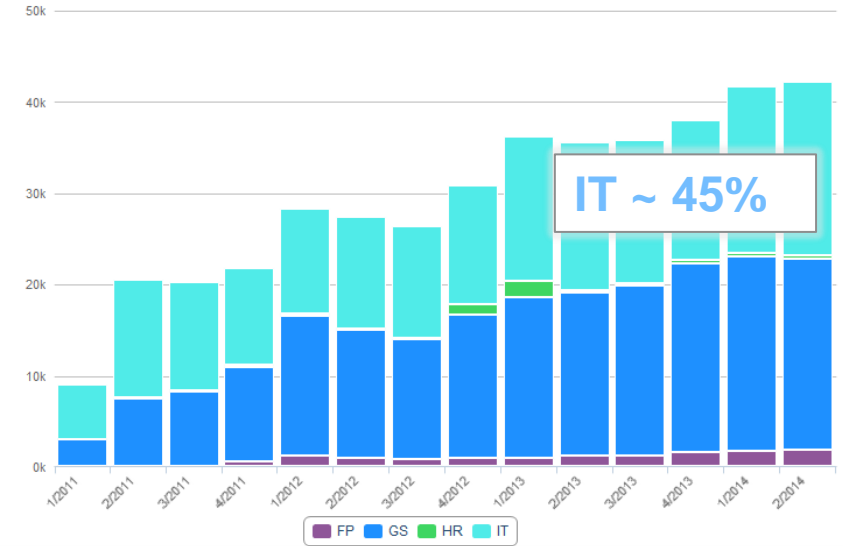
Service Desk acts on ~8k tickets/month ~ 50%

✓ **ONE** point of contact (**ONE** #, **ONE** url, **ONE** place)

✓ **ONE** behavior; Unified processes for all services

✓ **ONE** tool shared by all service providers (sharing information and knowledge)

✓ **ONE** business service catalog

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Business Service Catalogue

Matrix structure with 2 dimensions:

- Columns: Services (What, User View) (today > **300**)
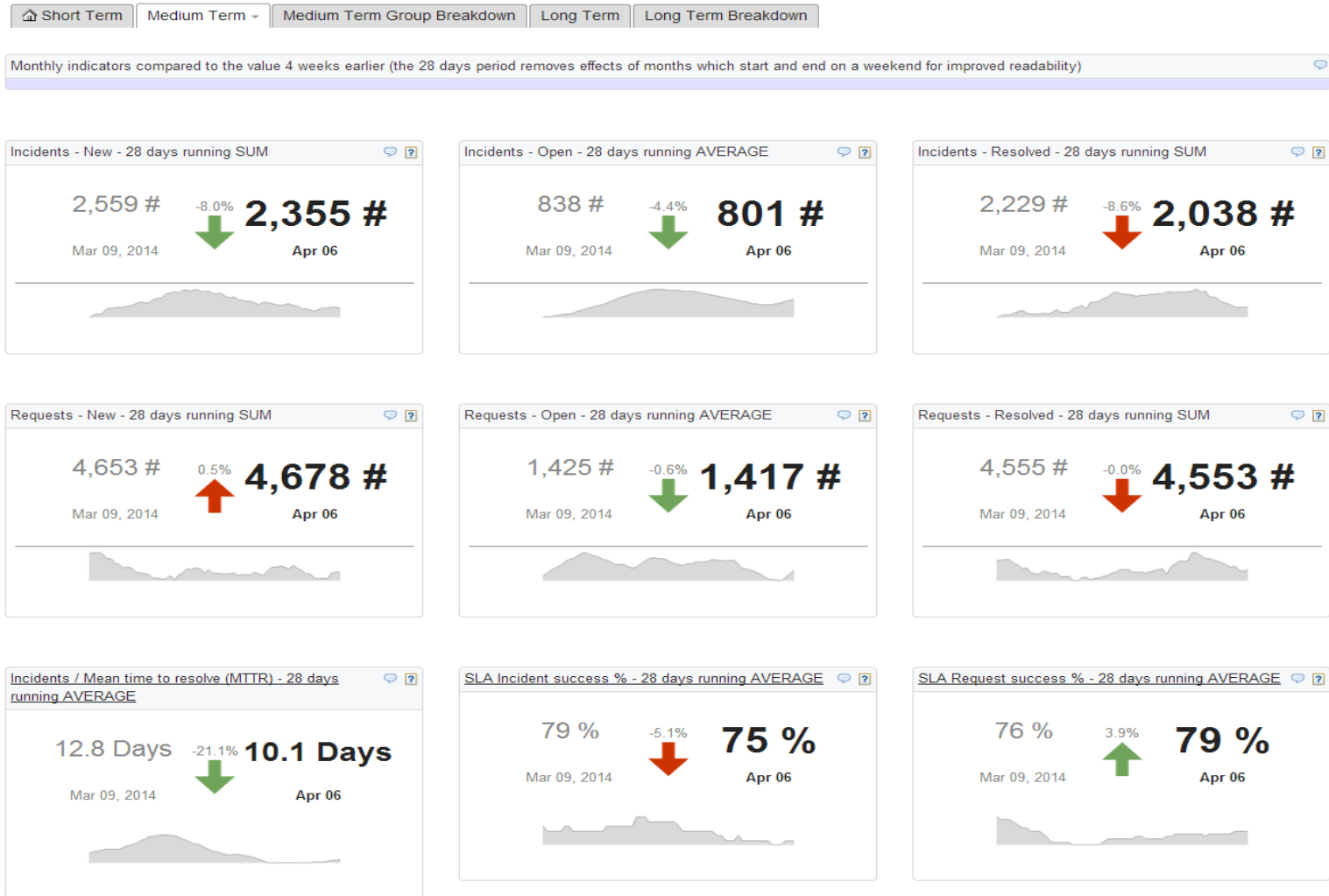- Rows: Functions (How, Supporters View) (today > **500**)

Management dashboards

You cannot improve what you cannot measure

- **Dashboards by**
  - Service Area, Customer Service and Service Element (What)
  - By Department, Group and Function (How)
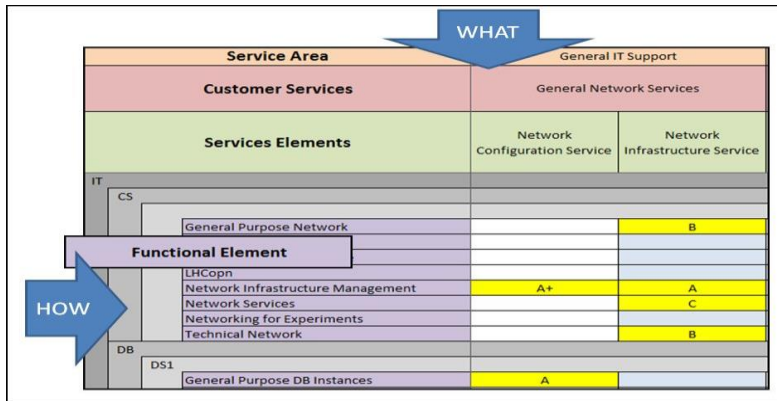
- **Finally we can improve** ☺

Additional benefits of Metrics

- Metrics on Email driven services difficult to obtain

- Access to best practice standard KPI's[1] enable **evidence based conversations** based and grounded in **facts**
  (and stay away from conversations based on rumors and perceptions)

1) compared to ad-hoc KPI's based on 'tuned' metrics, or produced from questionable and unverifiable sources like email folders

Scenario for FP?

- Publish FP services on service portal and define support lines;
  Your services are well documented and advertised on the FP website therefor little effort
  to also document these services on the service portal…support lines can be easily defined.
  This does not and will never replace the FP website, but is complementary

- Gradually cause emails to create tickets..
  (email driven services don't feed indicators..)

- Gradually replace pdf forms with
  'record producers', and create new forms

- FAQ's in knowledge base

- Service Desk can be your front line

This can be quick and smooth

Top Takeaways

1   **This framework works for GS, IT, HR, part of FP, and others ….**

2   **It helps users, 'supporters' and management**

3   **No "rocket science", this will work for you too**

And's it's for FREE!!!!!!

Questions / Reactions?

Examples ☺

- We already have a website and email, why do we need a new tool?
- Does it really work in practice?
- For my service, can I decide to not 'profit' from the service-desk?
- How do you manage confidentiality?
- How does the service-portal relate to departmental and group websites, and the E-guide?
- Will callers be able to see my name when I work on a ticket?
- Can I easily unsubscribe from notifications from the system?
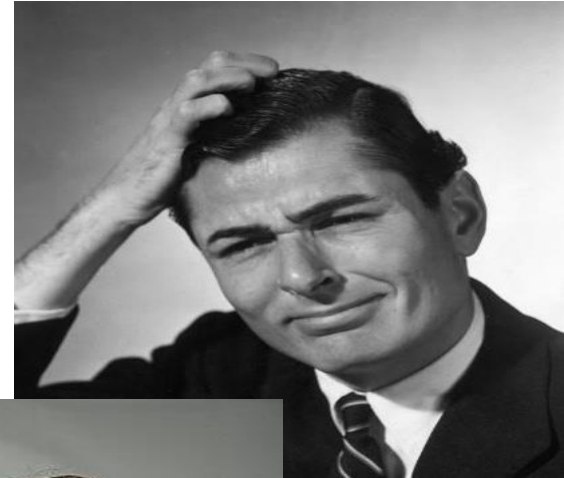
Example: Attestation Service

- **Customer service oriented**
  - **Attestation Service:** *what* : users view
  - **Records Office, Salary Office, Claims Office, Internal Tax:** *how* : supporters view
- Service offers defined
- Pointing to other related sites

Example: Attestation Service

- **Forms**
  - **Help users / supporters** provide needed information
  - Automated ticket assignment
  - Accessible from outside: ex-members, retired…

Example: Attestation Service

- Service Desk & knowledge: emails, telephone related requests
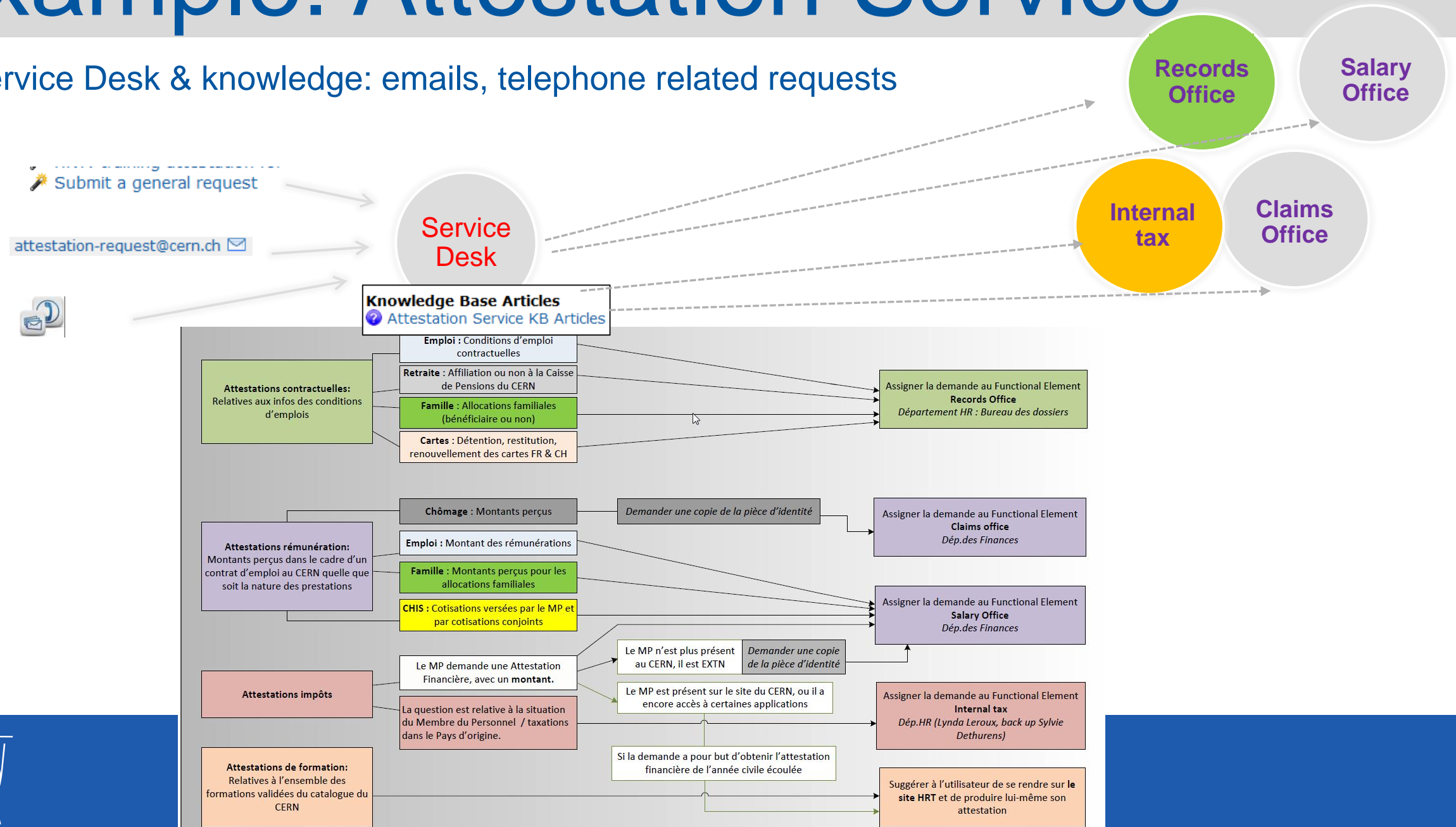
Example: Accounts Payable Service

- **Email becomes ticket:**
  - Supplier, technical contact sends email <u>Account.payable@cern.ch</u>, becomes a Request Ticket
- **Service Desk & Knowledge:**
  - SD applies internal procedure to complete information provided by supplier and/or technical contact
  - SD classify ticket and assign to Supplier Invoice Handling team

Example: Accounts Payable Service

- **Some measurements**
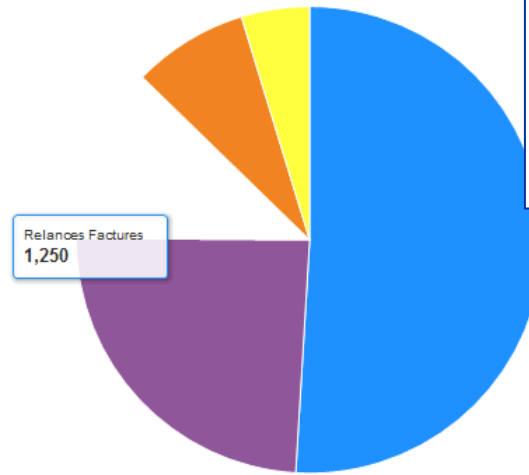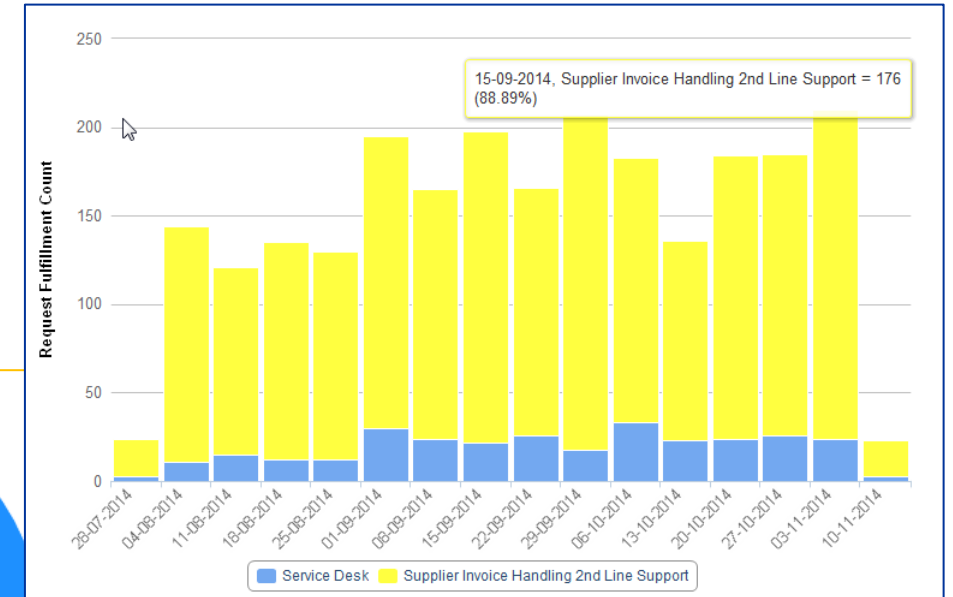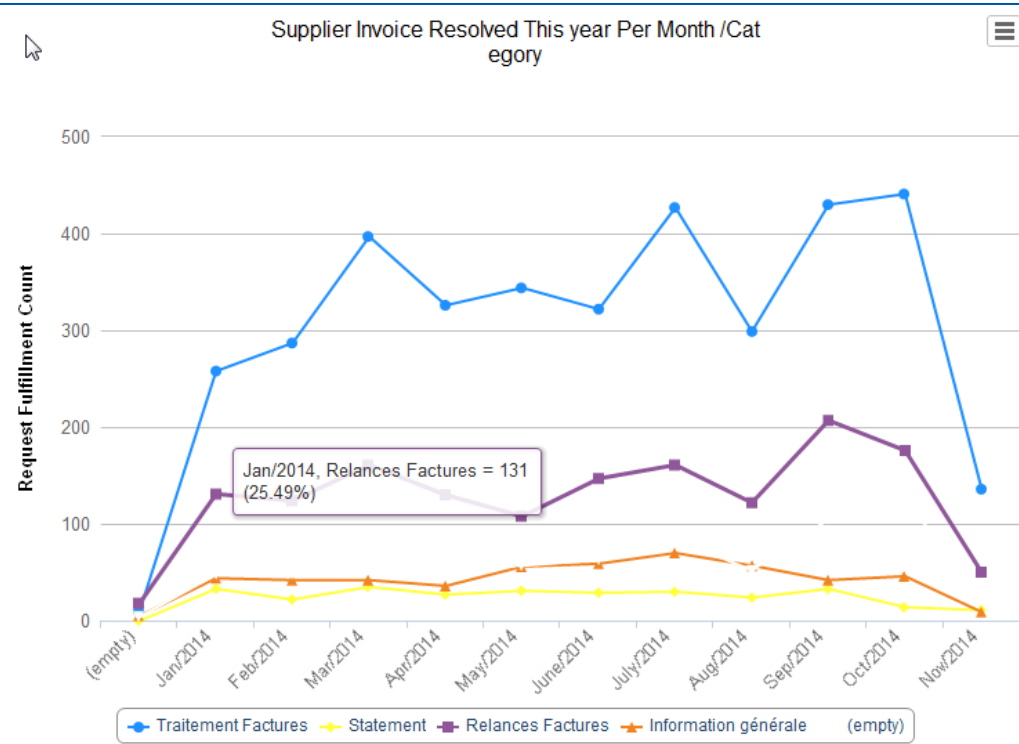
Example: Accounts Payable Service

- **Customer / user focus :**
  - Email is sent to the wrong team - request are sent to the wrong team
  - Request need to be completed by another team –
    - Transfer between support lines
  - How supporters are organized is transparent to customer / user