SAND2014-15255PE

Using Dashboards to Drive Operational Improvement and Success: A real time data driven approach to service operations management or "Driving MIS Data"

KEMTAH

IT services in the cloud

JEFF ASHWORTH
PROGRAM DIRECTOR

Operational Challenges

- Multiple suppliers and staff
- Disparate operational approaches
- Minimal SLAs and no penalties or incentives
- Different Data capture methods and processes
- Over 10,000+ tickets/incidents/service requests per month
- Contract requirements – SLAs began at transition
  - Kemtah's accountability for all of the SLA metrics will begin at the completion of the first full time period. (Month, Quarter of year) of the contract.
    Monthly Accountability: Starts May 2013, reported at the beginning of June, 2013
    Quarterly Accountability: Starts July 2013, reported at the beginning of October 2013
    Annual Accountability: Starts October 2013, reported at the beginning of October 2014 (to align with the fiscal year)
- Multiple processes in place for operations and service delivery
- Continual service improvement
- New contract structure and organizational structure

Service Level Agreements and the Expected Service Levels

(a sample from the 43 SLAs)

SLA #	Type	Service Level Description	Period 1 Expxected Service Level	Period 2 Adjusted Expected Service Level
6	3) General performance indicator	**CCHD average speed to answer**	80.0%	82.0%
7	2) Key performance indicator	**CCHD average talk time**	85.0%	86.5%
8	1) Critical performance indicator	**CCHD calls completed**	90.0%	91.0%
9	1) Critical performance indicator	**CCHD locator calls completed**	90.0%	91.0%
10	1) Critical performance indicator	**Remote closure rate**	76.0%	77.7%
11	**1) Critical performance indicator**	**Customer Satisfaction**	90.0%	91.0%
12	**2) Key performance indicator**	**CCHD First Line Resolution**	58.0%	56.7%
18	**1) Critical performance indicator**	**Incident Cycle Time**	55.0%	59.5%
27	**1) Critical performance indicator**	**Service Request Cycle Time**	55.0%	59.5%
31	**1) Critical performance indicator**	**30 day Incident Backlog**	95.0%	95.5%
34	**1) Critical performance indicator**	**30 day Service Request Backlog**	95.0%	95.5%

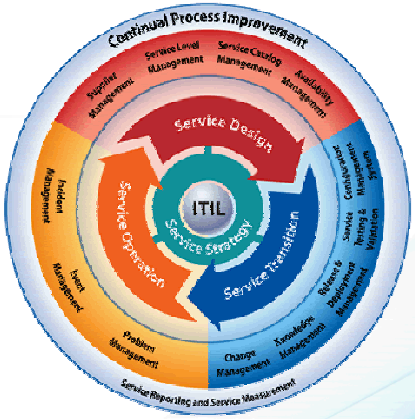
Customer Satisfaction / Service:
Monthly percentage of surveys (aggregated results) with a 4 or 5 ranking out of 5 point scale.

First Line Resolution:
Monthly Percentage of ticket originated AND resolved at Service Desk (CCHD).

Incident & Service Request Cycle Time:
Quarterly cycle time improvement for both Incidents and Service Requests; based on Time to Restore.

30 Day Incident & Service Request Backlog:
Monthly percentage of resolved Incidents or Service Requests that were open 30 calendar days or less.

Meeting the Challenges…
An ITIL Approach…The Kemtah Way



WHY?
First Line Resolution

Customer Service

WHY?
Backlog Management

WHY?
Time to Restore

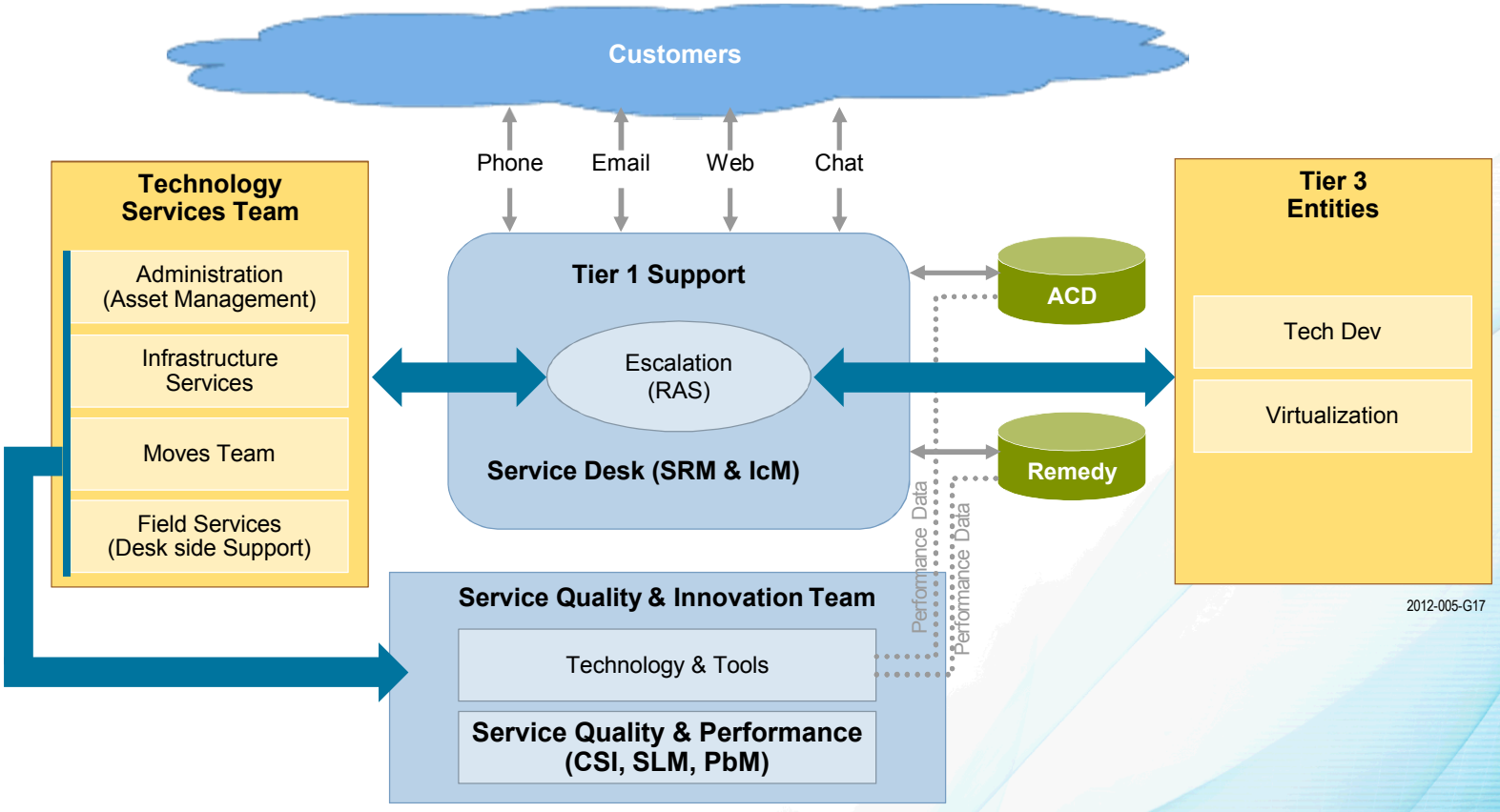
Meeting the Challenges…
The Right Data, at the Right Time, in the Right Place

- *Key Success Factors:*
  - Reliable data for a period of time
  - A scalable data delivery method able to monitor managed services in near real time.
  - A robust and scalable for Dashboards, Trending, and Data Mining

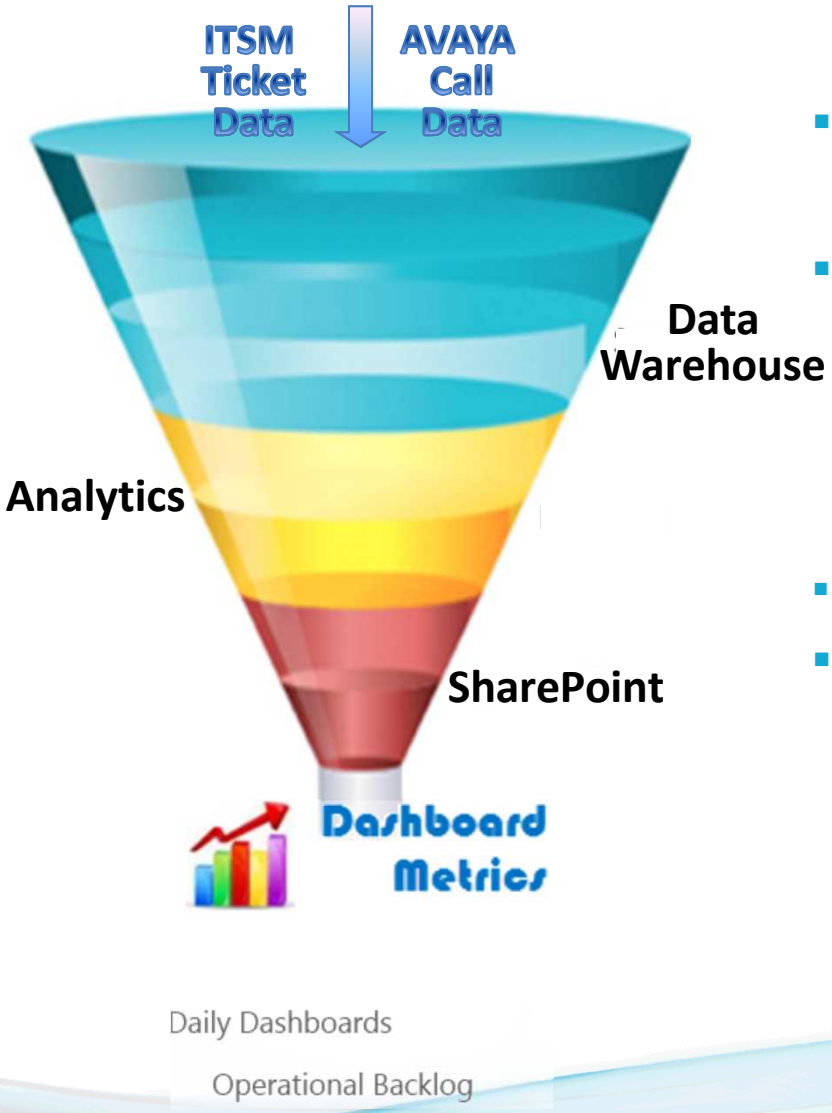
- *The data from the dashboard provides:*
  - analytics for measuring performance against the Service Level Agreements.
  - Internal metrics used to identify trends and forecasts to manage our technical services.
  - Insight into operational innovation for service and quality improvements.

- *The process:*
  1. Operations data is gathered via ITSM, Avaya ACD, and Analytics
  2. Data is normalized in a centralized database
  3. Dashboard displays data and provides data manipulation
  4. Analysis, monitoring, and reporting are conducted from the dashboard

Meeting the Challenges…
The Kemtah Structure, People, and Collaboration



Meeting the Challenges…
Creation and Evolution of the Dashboard



- Incident Creation via ITSM
- Evolution of the Dashboard
  - Data exported from ITSM into Excel (outgrew Excel)
  - Data migrated to Access (outgrew Access due to functionality)
  - Data updated and stored in Data Warehouse directly from ITSM and maintained by our DBA group
- Not just data presentation but data interaction
- Gold Standard & ITIL Driven in Data Collection
  - Reliable
  - Accurate
  - Thorough
  - Complete

Using the Dashboard… Monitoring Monthly SLA's

Service Level Agreement Matrix

Date of Report: 6/2/2014

SLA Performance Legend	
Breach	
Caution	
Achievement	

Item	Service Desk	Target*	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014
1	Total Calls		6,627	6,233	6,367	8,330	6,796	7,420	6,944	8,016
2	**Calls Completed/Answered**	> 91%	97%	97%	97%	95%	97%	96%	92%	92.6%
3	**Locator Calls Completed**	> 91%	97%	98%	98%	96%	96%	98%	98%	96.2%
4	First Line Resolution	> 56.7%	56.5%	58.8%	62.7%	56.7%	58.6%	58.5%	55.3%	59.5%
5	Average Speed to Answer	> 85%	100%	100%	94%	95%	100%	100%	89%	86%
6	Average Talk Time	> 86.5%	100.0%	100.0%	88.0%	100.0%	100.0%	100.0%	100.0%	100.0%
7	Abandon Rate	< 9%	3%	3%	3%	5%	3%	4%	8%	7.4%
8	Total Tickets	N/A	11,672	8,692	8,157	10,451	9,012	10,162	9,606	7,022
9	SD Vacancies	-		2	3	3	1	0	2	

	Operational Services	Target*	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014
10	Open tickets at end of month		1,187	1,494	885	1,083	1,133	1,080	1,217	1,201
11	Tickets Closed		5,311	4,089	2,670	4,079	4,200	6,116	5,044	5,157
12	% Tickets Assigned from SD		56%	56%	64%	64%	65%	51%	67%	64%
13	**Incidents Resolved | < 30 days**	> 95.5%	98.2%	98.3%	98.6%	97.5%	98.9%	97.7%	98.5%	99.0%
14	| 31 to 60	>98.2%	99.7%	99.4%	99.6%	99.3%	99.6%	98.8%	99.7%	99.9%
15	| 61 to 90	>99.1%	99.9%	99.7%	99.9%	99.6%	99.7%	99.0%	99.9%	100.0%
16	**Service Requests | < 30 days**	> 95.5%	95.9%	97.5%	96.7%	96.2%	98.4%	98.5%	97.9%	97.8%
17	**Resolved** | 31 to 60	>98.2%	99.1%	99.0%	98.4%	98.8%	99.6%	99.5%	99.4%	99.6%
18	| 61 to 90	>99.1%	99.6%	99.3%	99.1%	99.2%	99.8%	99.8%	99.6%	99.9%
19	Operational Services Vacancies	-			3	3	1	1	1	

	ECS	Target*	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014
20	**Remote Resolve %**	> 77.7%	81.3%	82.7%	84.6%	81.7%	82.0%	82.3%	79.9%	80.5%
21	**Customer Satisfaction (CSAT)**	> 91%	97.7%	97.5%	97.3%	97.5%	97.8%	97.4%	98.4%	98.1%
22	**Mean Time to Restore-Incidents**	> 59.5%	79.0%	79.0%	80.0%	81.0%	81.0%	79.0%	78.8%	77.8%
23	**Mean Time to Restore-Service**	> 59.5%	70.0%	68.0%	70.0%	71.0%	75.0%	76.0%	77.7%	67.3%

Item	Operational Services	Target*	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014
24	Incident Response | High	>95.5%	100%	100%	100%	100%	100%	100%	100%	100%
25	|Medium	>95.5%	97.2%	99.5%	96.8%	94.9%	100.0%	97.6%	98.1%	99.2%
26	| Low	>95.5%	99.5%	99.5%	99.6%	99.5%	99.6%	99.6%	99.2%	99.4%
27	Incident Resolution | High	>77.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
28	|Medium	>77.5%	99.6%	100.0%	99.5%	100.0%	98.5%	99.2%	100.0%	100.0%
29	| Low	>77.5%	99.8%	99.7%	99.8%	99.8%	99.8%	99.9%	99.9%	99.8%
30	Service Requests | High	>95.5%	100.0%	no tickets	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
31	Response |Medium	>95.5%	92.7%	100.0%	100.0%	92.9%	100.0%	96.9%	95.2%	96.6%
32	| Low	>95.5%	99.1%	99.4%	99.8%	99.6%	99.8%	99.7%	99.7%	99.7%
33	Service Requests | High	>77.5%	100.0%	no tickets	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
34	Resolution |Medium	>77.5%	97.6%	96.2%	100.0%	100.0%	96.8%	100.0%	100.0%	100.0%
35	| Low	>77.5%	99.6%	99.2%	99.5%	99.8%	99.8%	99.7%	99.6%	99.7%

Division Wide Overview

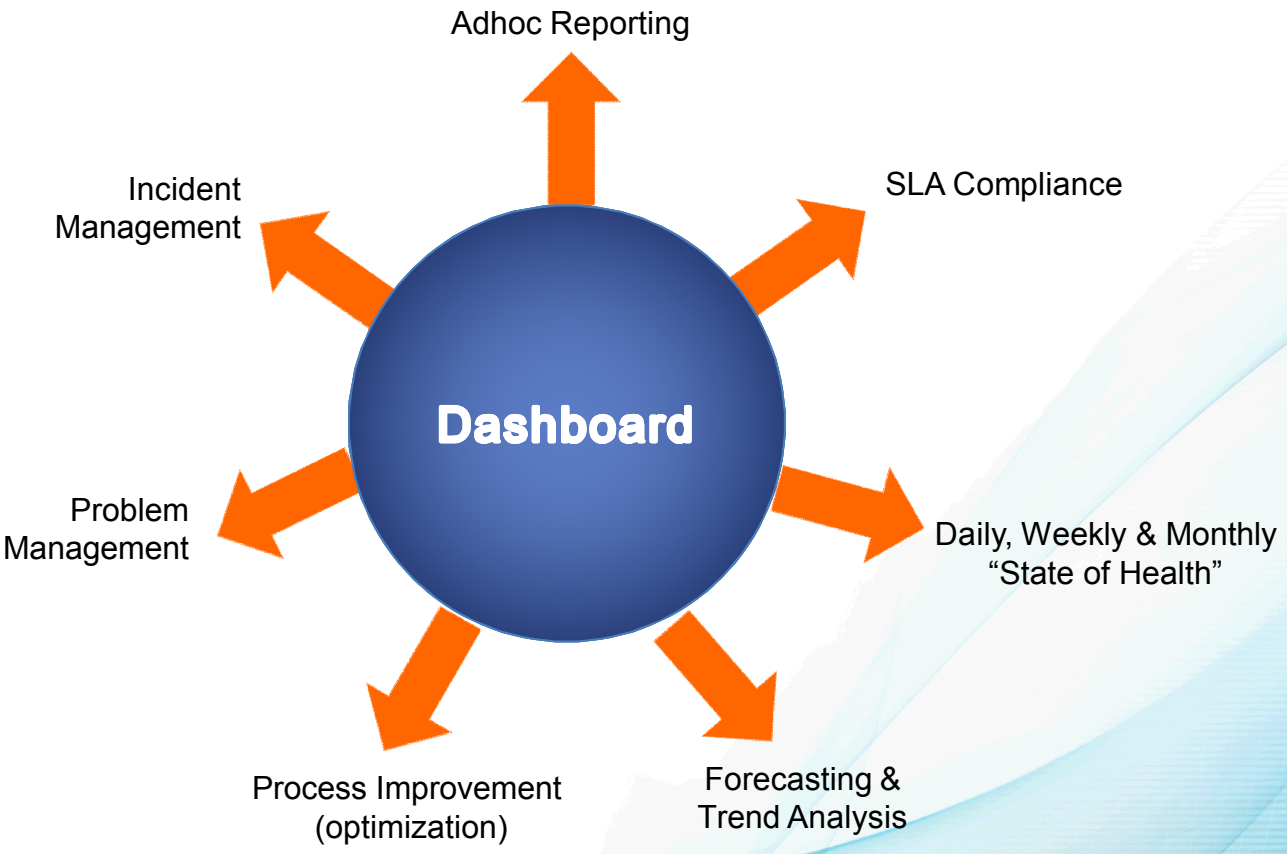
- Overall Performance Health
- Identify SLA's Met, Missed or at a Cautionary level
- Trending
- Forecasting
- Strategic Planning & Decision Making

Using the Dashboard…
Analysis at Operational Level

Using the Dashboard…
Analysis by Support Group

Using the Dashboard… Analysis by Technician

The Multi-functionality of the Dashboard



KEMTAH

IT services in the cloud

Using Dashboards to Drive Operational Improvement and Success: A real time data driven approach to service operations management or "Driving MIS Data"

QUESTIONS?

THANK YOU!

JEFF ASHWORTH
JASHWORTH@KEMTAH.COM
PROGRAM DIRECTOR

SQ&I TEAM: ANGELA CALABAZA | BILL MARTINDILL | CRYSTAL PHILLIPS