

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

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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
 - Kemptah'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 Expected 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).

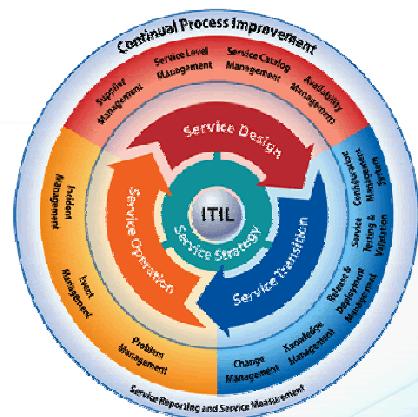
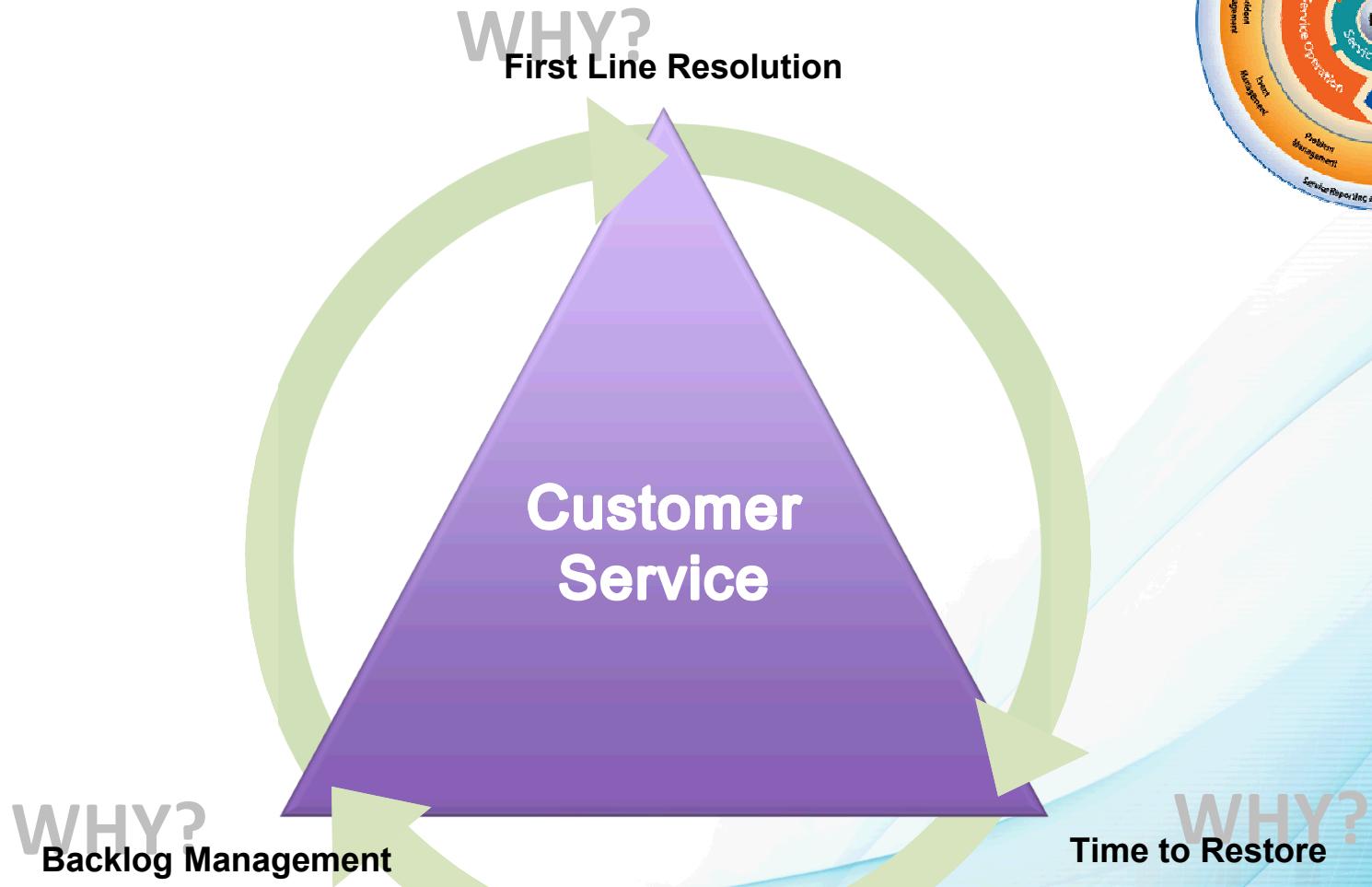
Incident & Service Request Cycle Time:

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 Kemptah Way



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:***

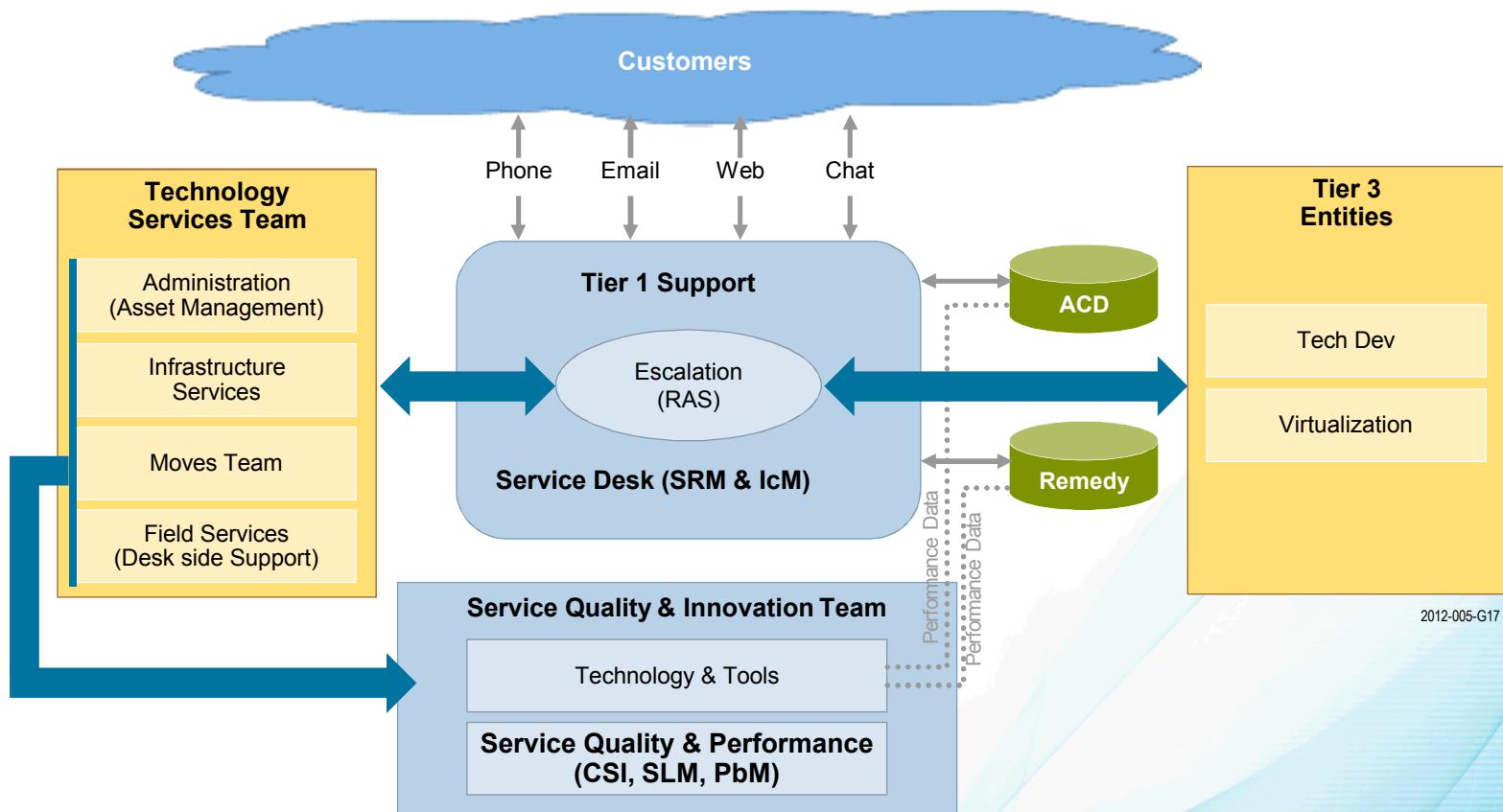
- analytics for measuring performance against the Service Level Agreements.
- Internal metrics used to identify trends and forecasts to manage our technical services.
- Insight into operational innovation for service and quality improvements.

- ***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...

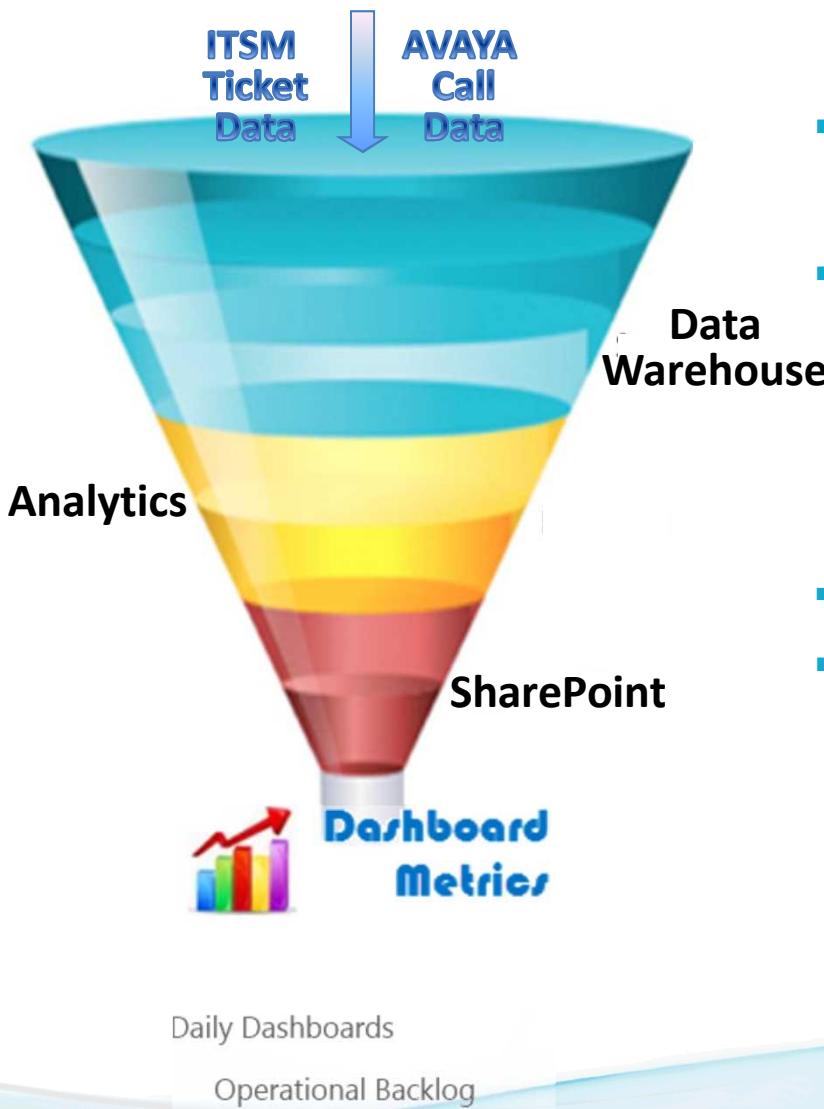
The Kemptah Structure, People, and Collaboration



2012-005-G17

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											
Item	Service Desk	Target*	SLA Performance Legend								
			Breach	Caution	Achievement						
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%	88.0%	100.0%	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%	
15		61 to 90	>99.1%	99.9%	99.7%	99.9%	99.6%	99.7%	99.0%	99.9%	
16	Service Requests < 30 days	>95.5%	95.9%	97.5%	96.7%	96.3%	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%	
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%	
	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%	99.7%	

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



Dashboard Metrics

Daily Dashboards

- Operational Backlog

- Operational Incidents Resolved

- Operational Incidents Received

- Incidents Received from Service Desk

- Incidents Created by Service Desk

- Incidents Resolved by Service Desk

- ACD: COG Volume & Abandonment

- ACD: ASA, Talk Time, ACW

- ACD: Incoming, Answered, Abandon

- Locator

- Daily Tickets & ACD Metrics

- ECS Backlog

Weekly Dashboards

- ECS - Aged Tickets

- ECS - Remote Closure

SLAM Dashboards

- Monthly SLAM Sheet

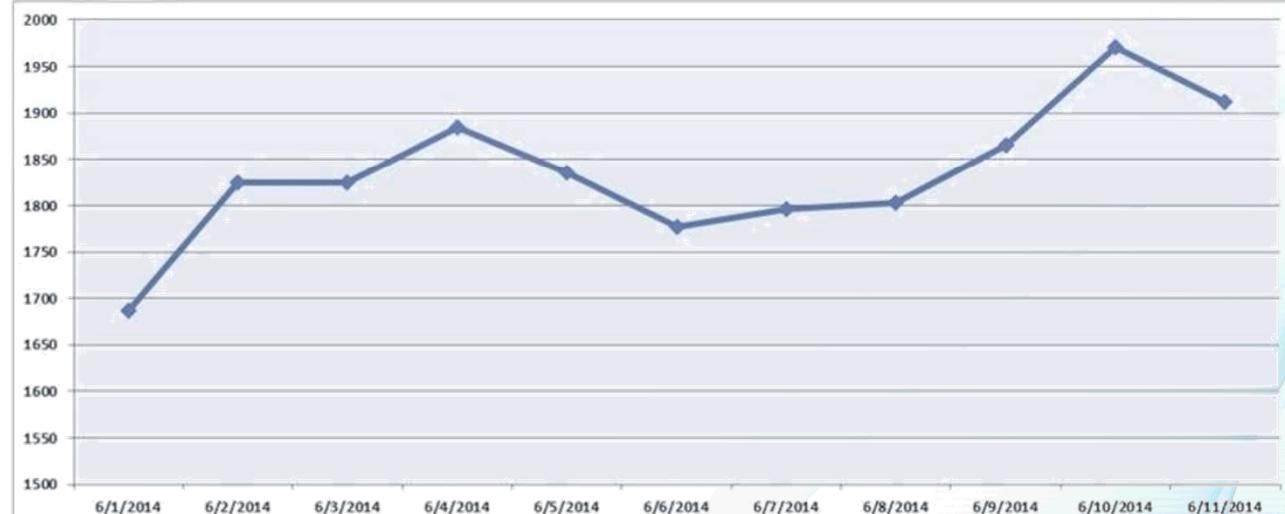
- Mid-Month Progress

- Vacancies

- Dashboard Documents

ECS Backlog

Date	Current Open Incidents
6/1/2014	1686
6/2/2014	1824
6/3/2014	1825
6/4/2014	1885
6/5/2014	1836
6/6/2014	1776
6/7/2014	1796
6/8/2014	1802
6/9/2014	1865
6/10/2014	1970
6/11/2014	1912



Date
6/7/2014
6/6/2014
6/5/2014
6/4/2014
6/3/2014
6/2/2014
6/1/2014
5/31/2014
6/8/2014

Assigned Group*+
CSU1
CSU12
CSU123
CSU4
CSU45
CSU456
CSU78
CSU789

Assignee+
Tech 1
Tech 11
Tech 3
Tech 2
Tech 4
Tech 7
Tech 9
Tech 17

Status*
Assigned
In Progress
Pending
(blank)

Priority*
High
Low
Medium
Critical
(blank)

Using the Dashboard...

Analysis by Support Group



Dashboard Metrics

Daily Dashboards

Operational Backlog

Operational Incidents Resolved

Operational Incidents Received

Incidents Received from Service Desk

Incidents Created by Service Desk

Incidents Resolved by Service Desk

ACD: COG Volume & Abandonment

ACD: ASA, Talk Time, ACW

ACD: Incoming, Answered, Abandon

Locator

Daily Tickets & ACD Metrics

ECS Backlog

Weekly Dashboards

ECS - Aged Tickets

ECS - Remote Closure

SLAM Dashboards

Monthly SLAM Sheet

Mid-Month Progress

Vacancies

Dashboard Documents

ECS Backlog

Date	Current Open Incidents
6/1/2014	66
6/2/2014	59
6/3/2014	57
6/4/2014	57
6/5/2014	58
6/6/2014	55
6/7/2014	56
6/8/2014	56
6/9/2014	52
6/10/2014	54
6/11/2014	56



Date	Assigned Group*	Assignee+	Status*	Priority*
6/7/2014	CSU123	Tech 1	Assigned	Low
6/6/2014	CSU120	Tech 3	In Progress	Medium
6/5/2014	CSU12	Tech 11	Pending	Critical
6/4/2014	CSU456	Tech 9	(blank)	High
6/3/2014	CSU46	Tech 7	(blank)	(blank)
6/2/2014	CSU756	Tech 21		
6/1/2014	CSU789	Tech 10		
5/31/2014	CSU7	Tech 17		

Using the Dashboard...

Analysis by Technician



Dashboard Metrics

Daily Dashboards

Operational Backlog

Operational Incidents Resolved

Operational Incidents Received

Incidents Received from Service Desk

Incidents Created by Service Desk

Incidents Resolved by Service Desk

ACD: COG Volume & Abandonment

ACD: ASA, Talk Time, ACW

ACD: Incoming, Answered, Abandon

Locator

Daily Tickets & ACD Metrics

ECS Backlog

Weekly Dashboards

ECS - Aged Tickets

ECS - Remote Closure

SLAM Dashboards

Monthly SLAM Sheet

Mid-Month Progress

Vacancies

Dashboard Documents

ECS Backlog

Date	Current Open Incidents
6/1/2014	22
6/2/2014	22
6/3/2014	16
6/4/2014	16
6/5/2014	14
6/6/2014	14
6/7/2014	14
6/8/2014	14
6/9/2014	13
6/10/2014	13
6/11/2014	13



Date
6/7/2014
6/6/2014
6/5/2014
6/4/2014
6/3/2014
6/2/2014
6/1/2014
5/31/2014

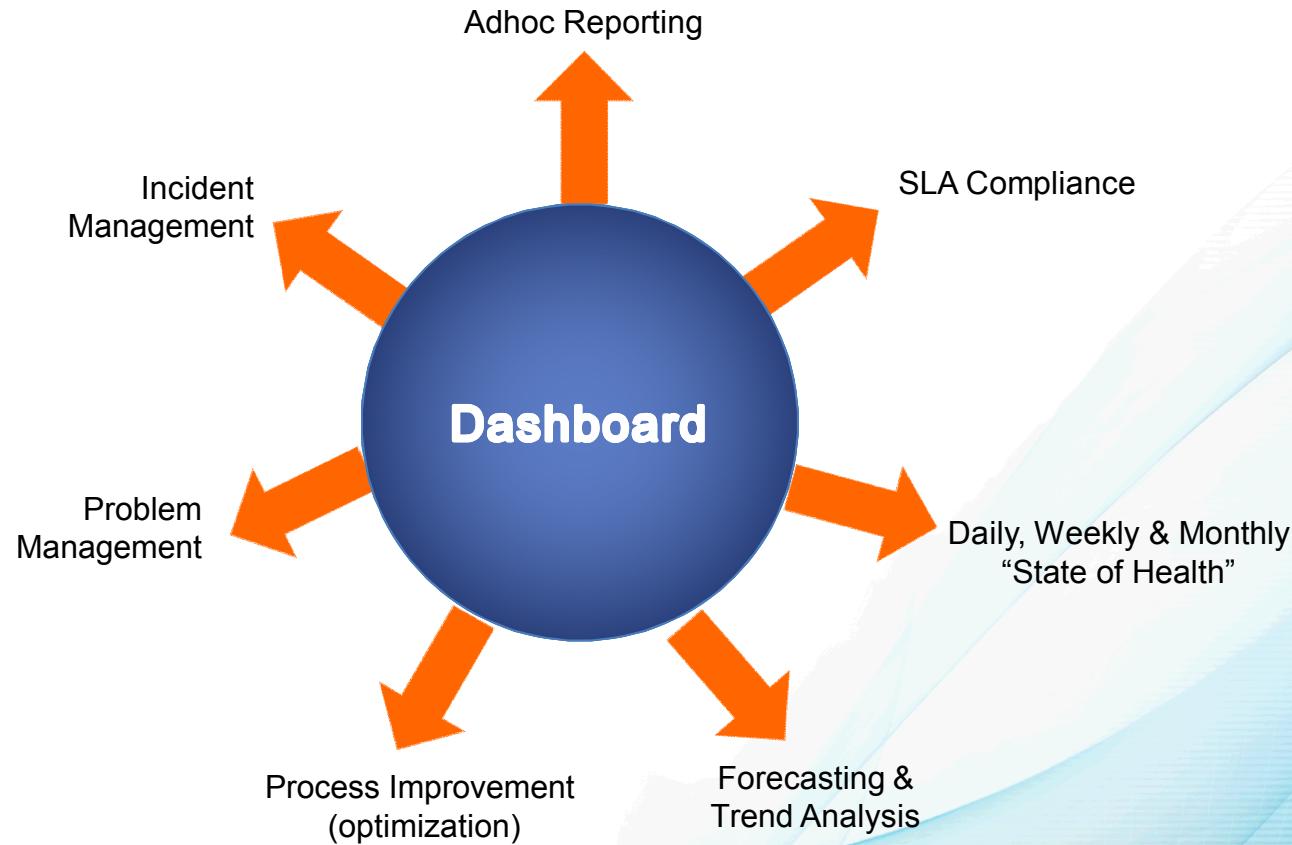
Assigned Group*+
CSU123
CSU120
CSU456
CSU789
CSU659
CSU769
CSU819
CSU914

Assignee*
Tech 12
Tech 1
Tech 7
Tech 11
Tech 19
Tech 4
Tech 3
Tech 8

Status*
In Progress
Pending
Assigned
(blank)

Priority*
Low
Critical
High
Medium
(blank)

The Multi-functionality of the Dashboard



KEMTAH
IT services in the cloud

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QUESTIONS?

THANK YOU!

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