EXECUTIVE SUMMARY
This document provides an overview of how the Computer Services Help Desk utilizes metrics and other types of assessment tools in making data-driven decisions on how to improve its business processes. The Help Desk has always functioned as the primary customer support unit for Computer Services providing 24-hour technology assistance for a wide range of constituencies comprised of students, faculty, staff, executives, authorized guests, parents, applicants, retirees, faculty emeriti, alumni and prospective students. (See Attachment 1 for a list of Help Desk responsibilities.) The volume of service requests for the past two years and the results of the Help Desk Customer Satisfaction Survey are as follows:

• In Fiscal Year 2012/13, the Help Desk reported ~ 94,000 tickets logged in its Remedy Incident Management system. Fiscal Year 2013/14 is showing YTD ~90,000 tickets logged.

• In February 2014, a “Help Desk Customer Service Satisfaction Survey” was launched, with YTD 2,340+ surveys completed. Overall, the results show that of the completed surveys, 95% of respondents rated the Help Desk Service as either excellent (83%) or good (12%). Ongoing manual quality assurance review is conducted on all submitted Comments and clients are contacted if needed.

With the implementation of the Banner ERP system, the University has been able to utilize its Customer Resource Management (CRM) features by tracking the life cycle of a student’s association with the institution initially as a prospect, then throughout their entire educational experience, and ultimately as an alumnus and future donor. When the Competency Centers were formed, the following events occurred:

• The Help Desk became a central hub directing the traffic flow of reported technology-related incidents to the appropriate Center.

• In addition, the Help Desk was engaged in the daily interactions between all of the Competency Centers, resulting in its ability to facilitate and expedite the resolution of technology issues

The staff observed that what might initially appear to be a technical issue was oftentimes determined to be a broken or inefficient business process typically due to insufficient inter-departmental communications. This realization eventually compelled the group to meet with respective key stakeholders to try to resolve the issues, and in many instances improve upon or redesign the existing business practice.

EXAMPLES OF HELP DESK METRICS AND OTHER ASSESSMENT TOOLS
Some of the Help Desk metrics below have been used to identify and fix issues resulting from broken business processes (a.k.a., practices or services).

• Call abandonment rate;

• Percentage of Remedy tickets showing Front Line Resolution (entirely resolved) by the Help Desk;

• Remedy ticket volume shown on either a per hour, day, week, or YTD basis; or shown on either a per department, school/college, or campus basis; or shown per individual Help Desk consultant on either an hourly, daily, weekly, monthly, YTD basis;

• Number of Remedy tickets indicated as being in progress (includes new and older tickets); or as being referred out to other areas; or as being older than 5 days;

• Remedy tickets broken down by requestor type (i.e., student, faculty, applicant, alumni); or by question type (i.e., password reset requests); or by type of method used to create it (i.e., email, TUhelp, call, walk-in)

• Classification of response types in the “Help Desk Customer Service Satisfaction” surveys (i.e., poor, satisfactory, good, excellent) and analysis of comments;

• Manual quality assurance review on randomly selected Remedy tickets;

• Manual review of seemingly disparate Remedy tickets actually caused by one common event; results in a unique record being created in Problem Management System with event’s description and cause, Remedy tickets impacted.

EXAMPLES OF BUSINESS PROCESS IMPROVEMENT
See Table 1 for specific examples of issues (usually identified via metrics captured and analyzed by the Help Desk), the corresponding improved business practice, and ensuing outcome.
EXCEPTIONS FROM TODAY’S SUPPORT CULTURE

Help Desk Clients expect the following:

- Self-service options for resolving one’s technical problems vs. phoning in or waiting for a response via email;
- Mobile support with text messaging expectations;
- Live chat sessions; different modes of communication besides phone, email, or walk-in;
- Just-in-Time training: The need to know how to do it now; if told before needed, it will soon be forgotten;
- Fast turn-around-time; ticket resolution must be fast; little patience for slow moving services;
- Computer support is seen as a utility. Technology should always be on and available; similar to electricity;
- 24-hour service expectation;
- Remote trouble shooting capability; especially if the person cannot make it onto campus;
- One-stop-shopping; problems or issues are viewed as a University problem, not a particular office’s; doesn’t matter to client what type of problem it is; it must be resolved in as few steps and locations as possible.

CLOSING COMMENTS

SERVICE DESIGN FROM THE CUSTOMER VIEWPOINT

The Help Desk encourages the adoption of the “self-service first” philosophy when redesigning a business process. It makes more sense to design a service from the perspective of those individuals that “use” it rather than from the traditional viewpoint of the “service provider”. The question that all stakeholders should ask themselves is, “What does the successful delivery of this particular service look like from the viewpoint of the end user?” “What will make this service more beneficial for the end user?” Here is a link to a very good article in EDUCAUSE discussing Business Service Design entitled, “7 things you should know about Service Design”. Click here for the PDF Version.

TOP-DOWN SUPPORT

Probably one of the more (if not the most) important keys to success with respect to delivering excellent customer service is having the support of senior administration. In Computer Services, those Remedy tickets that are still labeled “in progress”, and show no activity after a predetermined period are forwarded to the manager and/or director of the staff person responsible for its resolution. If there is still little or no activity (or an explanation as to why) after more time has passed, the ticket is escalated to the respective unit’s AVP, and ultimately, to the CIO for corrective action.
<table>
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<th>Issue</th>
<th>Improved Business Process</th>
<th>Outcome</th>
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<td>~8000 students/year going to Help Desk for printed temporary photo ID to enter TECH Center. Caused long lines at Help Desk, requiring manual printing of ID to present to guards. Very expensive to support.</td>
<td>Self-service Authentication Station installed near guard's desk for students to enter credentials to access TECH Center.</td>
<td>Guards allow students w/out Temple ID to use Authentication Station. Cut Help Desk costs $35K.</td>
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<td>Departments complained about lack of transparency and control over the prioritization of their group's Remedy tickets and the lengthy response time for CS to fix problem.</td>
<td>Set up individual Remedy queues for Schools/Colleges/Departments and Competency Centers that wanted to prioritize their own trouble tickets. Trained them on how to use Remedy. Creation of self-service TUhelp application enabled individual users to see the status of their own tickets without having to call Help Desk.</td>
<td>~30 Schools/Colleges/Departments &amp; Competency Centers are successfully managing their own Remedy queues giving them requested transparency. Improved communications with Help Desk.</td>
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<td>Help Desk getting 300 calls/week from applicants and newly admitted students (~ 1,000 calls during May regarding Orientation) having trouble navigating the onboarding process and experiencing high levels of account access problems.</td>
<td>Help Desk &amp; Admissions contacted stakeholders involved in the onboarding process &amp; held weekly meetings. 7 departments (Computer Services, Admissions, Housing, Student Financial Services, Bursar, Orientation, &amp; Institutional Research) analyzed &amp; redesigned onboarding process from when an applicant applies, to when they pay their deposit &amp; register. See attached flowchart of new onboarding processes mapped out by this Committee. Note: The flowchart is very difficult to read; its main purpose is to show the complexity of the student onboarding process.</td>
<td>Inter-departmental communication &amp; collaboration greatly improved. Made number of process improvements &amp; corrections. Help Desk calls concerning these issues reduced by 30%.</td>
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<td>Help Desk received calls from ~1000 adjunct faculty hired annually to teach every spring or fall semester stating that they could no longer use their AccessNet Username as they were no longer in Temple's payroll system.</td>
<td>Proposal is currently under review to correct issue for faculty hired to teach every spring or fall semester.</td>
<td>Currently, these adjuncts still have to be manually processed until proposal implemented.</td>
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<td>Call abandonment rates reaching unacceptable numbers (as high as 20-30% at semester start)</td>
<td>Help Desk designed new business service by expanding use of student workers to intercept callers put on hold, ask them basic information in order to create Remedy ticket, and arrange for full-time consultant to call back. In addition, Computer Services staff from other units now assists with large call volume at the semester start.</td>
<td>Phone abandonment rate now consistently hovers at approximately 5% (industry standard)</td>
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Onboarding of Undergraduate Student Applicants Thru Registration

Start Here

1. Application Process
   - Application Submission
   - Application Review
   - Application Approval

2. Decision Process
   - Decision Made: Accept or Decline

3. Enrollment Process
   - Enrollment Confirmation
   - Enrollment Payment

4. Orientation Process
   - Orientation Registration
   - Orientation Attendee

5. Housing Process
   - Housing Application
   - Housing Assignment

6. Financial Aid Process
   - Financial Aid Application
   - Financial Aid Approval

7. Start Here
   - Process Restart

Color Key:
- Green: Success path
- Red: Failure path
- Yellow: Caution path
- Black: General path

End Here
ATTACHMENT 1: HELP DESK RESPONSIBILITIES

The Help Desk provides support for all University enterprise systems and network infrastructure. Help is also available for University programs such as distance learning, non-credit, and special events as they typically have unique requirements. Major Services include:

- A 24-hour Call Center offering a single point of contact for technology issues
- Management of Remedy, the Help Desk incident tracking system including the routing of incident trouble tickets to the appropriate parties in Computer Services, the Competency Centers, and the ~30 School/College/Departmental support groups; generation of Remedy reports showing various metrics
- System status monitoring and corresponding notifications to Computer Services staff, departmental technical contacts, and/or the public; and escalation of system outages to appropriate units
- Front-line enterprise system and network support, both remote and in-person; examples of enterprise systems, (e.g., Blackboard, Banner, Google Apps, Exchange, TUportal, network (hard-wired and wireless), and Listserv)
- User testing and debugging of upcoming application rollouts and upgrades
- Troubleshooting of Macintosh/Windows/Linux systems and mobile devices (i.e., iPad, Surface, iPhone, and Android)
- Eradicating malware/viruses on workstations
- Remote desktop assistance for individuals unable to physically visit Help Desk (i.e., applicants in different time zones); as well as support provided to international TUJ/Rome/Singapore campuses
- On-site supervision of Evening/Weekend/Overnight operations in the TECH Center lab
- Overseeing “Get Connected” process for students moving into residence halls
- Offering Help Desk Clinics where students learn to troubleshoot problems on their own equipment
- SOMA Liaison for hardware repair for student and staff-owned systems
- Announcement services for senior administration