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1.	<p>Q: What if the same employee wins every time (re: monthly winner incentive example)?</p> <p>A: Good question. We have not had that happen; but if you have a star performer who keeps winning a monthly contest, you should be grateful. It will allow you to look at some best practices in performance and try to encourage others to replicate. You may want to promote such a star performer or use them for other projects in your organization to reward the behavior. By doing so, you ensure your star performer doesn't win again because they are off the phones and working on other tasks.</p>
2.	<p>Q: If problem is being done well, % of first call should drop because calls should be getting more difficult and will need escalation - do you have a way to differentiate calls that could have been closed at L1 vs. all calls?</p> <p>A: I feel we are not mature enough to do this to a thorough degree nor do we have the appropriate tools. Right now we do this manually. We look at the L1, L2 and L3 reports and if we see an Incident that should have been resolved at L1, we talk to the analyst and discuss in our meetings. We should be having meetings with our L2 and L3 teams so they can provide us feedback and address those issues with our team.</p>
3.	<p>Q: Regarding incident categories, do you have measurements/weights for major incidents?</p> <p>A: No, we don't. When I started here, we had about 300 different "trouble codes." We have that down to 70 now. Our classification of Major Incidents is based on knowledge in our brains. We do not have the classification documented anywhere. Right now, how the incident comes in and how greatly it effects customers are how we loosely define a Major Incident. Sometimes incidents come in and we don't know it is a Major Incident until later. We are getting a new tool that will tie Incidents to Events for us so we hope to do a better job in this area soon.</p>
4.	<p>Q: We still have IT managers "helping their friends" meaning people come to them directly with Incidents and Service Desk is by-passed. Not a good best practice. Ideas to help make a behavior change?</p> <p>A: We have the same issue in our organization. It is an educational thing and that's why it's important to promote your process. The Support Center Manager has to be the biggest promoter of following processes and its benefits it also helps if they acquire the backing from Senior Management. Repeat "Here is the number you need to call. Give the process a chance to succeed."</p> <p>Keep In mind if you are having people not following the process it can be a sign that your process is not working well. Do some research and find out if that is the case.</p> <p>Following processes needs to be a global IT effort, not just the Service Desk. Educate them on benefits, promote those that follow process. Let it be known that reports and essential data are compromised when the process is by-passed.</p>
5.	<p>Q: Hello, this is Linda from HDI First Coast. You mention the percentage of tickets created vs. number of calls received. I am curious how University of Miami tracks callers who are responding to a call from your desk agent. (For example, you call out to the user, get VM and the user has to call back)?</p> <p>A: We currently don't have tools such as self-help for our customers. Self-help tools generate an</p>

	<p>email which can lead to calling a user back. Most outward calls would simply be follow-up. If we do make a first call out to a customer, yes, we should open up an Incident. Any interaction with a customer, we need to open an Incident. If an Incident is already opened, we do not open up another ticket.</p>
6.	<p>Q: Have you seen an increase in analyst satisfaction since you started this measurement program?</p> <p>A: Somewhat. It is hard. It has been a work in progress. We have had to take breaks and even stop these efforts at times; however, now with the current VP we have in place, this program is coming back and is more supported. Analysts have been more and more receptive over time and now more so with management support. Some analysts were apprehensive about being measured this way but our true rock star analysts have embraced it. Overall, I think analyst satisfaction has increased because more often than not, with these measurements, they are being told "good job" more often.</p>
7.	<p>Q: How integrated is your call center with the other tiers of support?</p> <p>A: It is not integrated. We have been asked to look at a new Service Management tool and I was able to tell Management we needed to look at our processes first, their maturity and how they could integrate before selecting a tool.</p> <p>Right now because of lack of integration, we have lots of calls going back and forth. For example, we may have closed an Incident as a 1st call resolution even though it was escalated to L2.</p> <p>All incidents open over 120 hours are brought to a meeting and looked at for how we could have reduce that number. We are starting to implement processes that better involve L2 and L3. It is a very manual effort right now but we will start automating this process soon.</p>
8.	<p>Q: I like the gamification in terms of rewards. Any resources you use to implement this? Books, etc?</p> <p>A: No. Heard about it from the FUSION conference. Henry Strouts of G2G3 did the presentation. ITSM Academy will try to get a copy of that presentation to post. And from one of the attendees, "I recently read a book titled Game Frame (http://www.amazon.com/gp/product/B0043RSJGS/ref=docs-os-doi_0) that covered the subject at an introductory level.</p> <p>A great book on gamification is Chuck Coonradt's The Game of Work: http://www.amazon.com/Game-Work-Enjoy-Much-Play/dp/1423601572/ref=sr_1_1?ie=UTF8&qid=1319127321&sr=8-1</p>
9.	<p>Q: When developing your metrics strategy did you encounter having to continually adjust them to avoid agents "gaming" the metrics (such as cutting calls short or resolving incidents that should not have been at first level)?</p> <p>A: Yes, we have seen some so of this behavior which is why we monitor the reports manually. I go through them to gain an understanding of how our team is performing. Anyone can fudge the</p>

	<p>numbers but try to have a pulse on your organization. Be on top of communication and ask questions for numbers that look off. Look at things long-term for knowledge and measurement. Don't let the small abnormalities bog down your time but do look for trends that can be addressed.</p> <p>We are fortunate that we record and use phone calls. By looking at a percentage of them, like how Nielson ratings are done, we can get a sense of wrong trends or right trends. If we see some trends of gaming the numbers as a continual thing, we talk to the necessary team members and work with them.</p>
10.	<p>Q: I work supporting our company's event/problem mgmt processes- can you provide any insight into getting incident info to the problem mgmt team to help solve those systemic issues?</p> <p>A: We don't do that here. We don't have our systems tied-in yet. My answer would be based on theory not on practical knowledge so I would rather not give insight.</p>