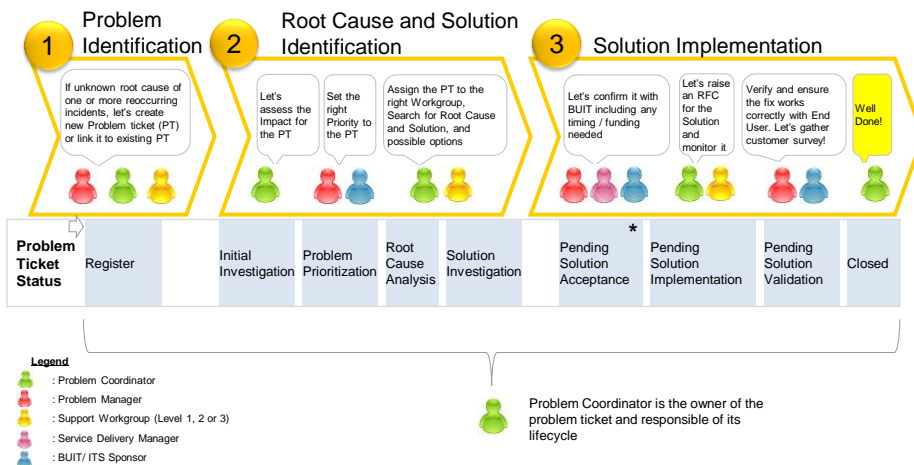# ITSMf Prakticky 03 / 2018

Implementace Problem Management
Procesu na Service Desku
DP DHL ITS Praha-Chodov

Recapitulation - How Problem Management Process Works in DP DHL ?

1 Problem Identification

2 Root Cause and Solution Identification

3 Solution Implementation

If unknown root cause of one or more reoccurring incidents, let's create new Problem ticket (PT) or link it to existing PT

Let's assess the Impact for the PT

Set the right Priority to the PT

Assign the PT to the right Workgroup, Search for Root Cause and Solution, and possible options

Let's confirm it with BUIT including any timing / funding needed

Let's raise an RFC for the Solution and monitor it

Verify and ensure the fix works correctly with End User. Let's gather customer survey!

Well Done!

Problem Ticket Status	Register	Initial Investigation	Problem Prioritization	Root Cause Analysis	Solution Investigation	Pending Solution Acceptance	Pending Solution Implementation	Pending Solution Validation	Closed

*

Legend
: Problem Coordinator
: Problem Manager
: Support Workgroup (Level 1, 2 or 3)
: Service Delivery Manager
: BUIT/ ITS Sponsor

Problem Coordinator is the owner of the problem ticket and responsible of its lifecycle

) Where it is applicable. In some cases e.g. Infra Services, ITS Senior Management Sponsor is the Funding Approval instead of BUIT Representative

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2016 GBSS Result & Improvement ideas

GBSS 2016 result analysis shows the high number of unfavorable response from Business Colleagues on Problem Management. The result reflected the need to improve the Problem Management at all levels , especially in the areas of communication, process execution and adherence

Improvement Ideas

Communication	Adherence & Execution
Automation 1. To improve the GSN automated notification/updates to both business and ITS colleagues 2. To provide visibility of Problem ticket status via RequestIT	**3. Adopt Problem Management practice in Service Desk** **4. Improve Problem Management Data Quality** **PdsMT endorsement for :** 5. All Production services members to be certified in Problem Management training 6. Setting Problem Assessment KPI target for production services

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Why Problem Management adoption and practice in Service Desk ?

GBSS Result

Benefits

Poor incident & problem ticket resolution progress & communication

Poor incident & problem end to end process adherence

Poor incident & problem solving competence

Poor understanding of Incident symptoms, assignment and Business impact

Solution

Adopt & Practice Problem Management in Service Desk

Improved Problem coordination and support at 1st contact will strengthen the communication and confidence level of Business colleagues in ITS Problem Management competency
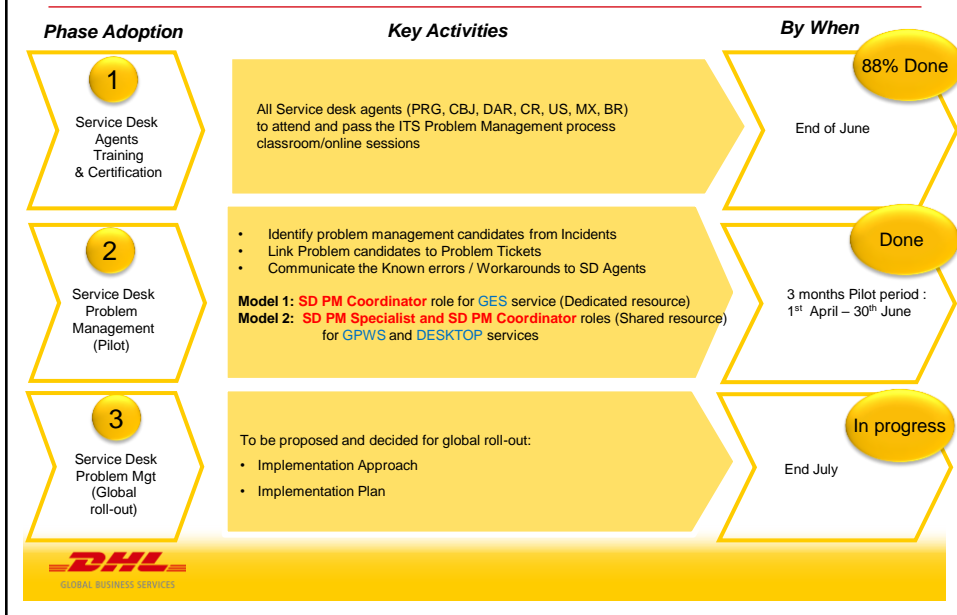
Improved & more competent communication on ticket Resolution & progress

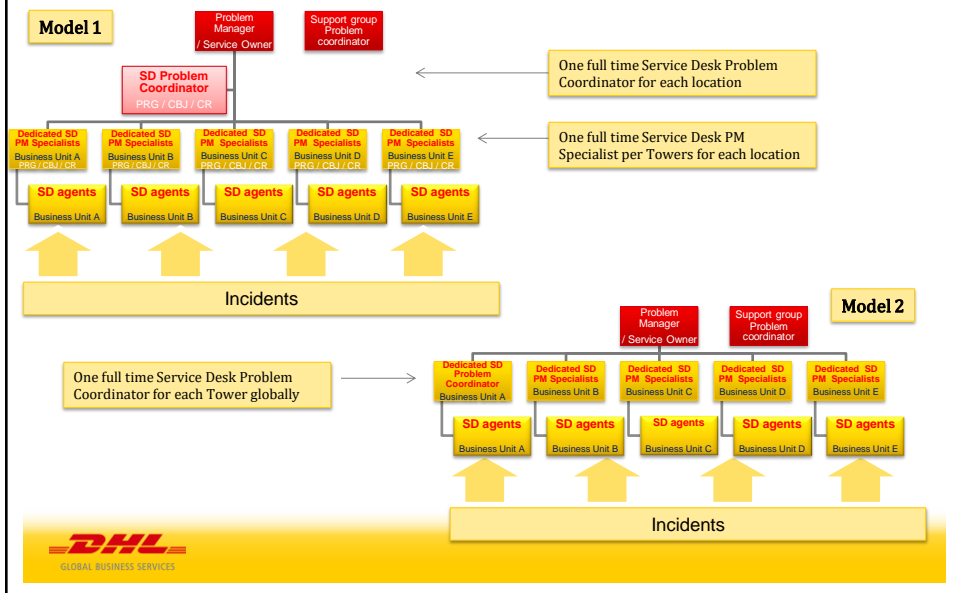Improved Incident to Problem relationship KPI (PRB initiation from INCs)

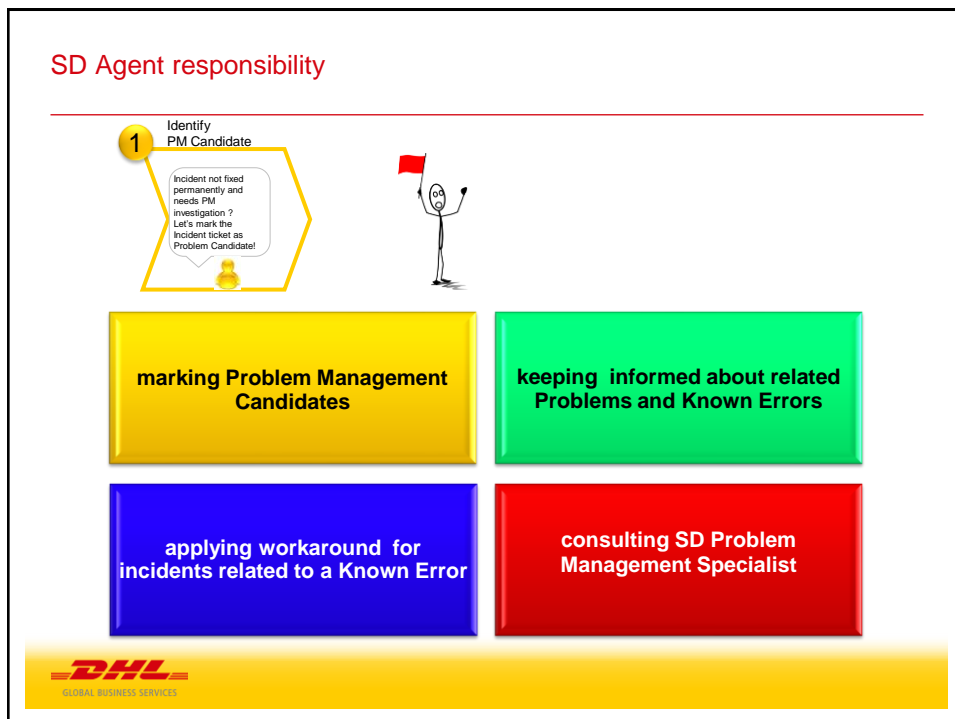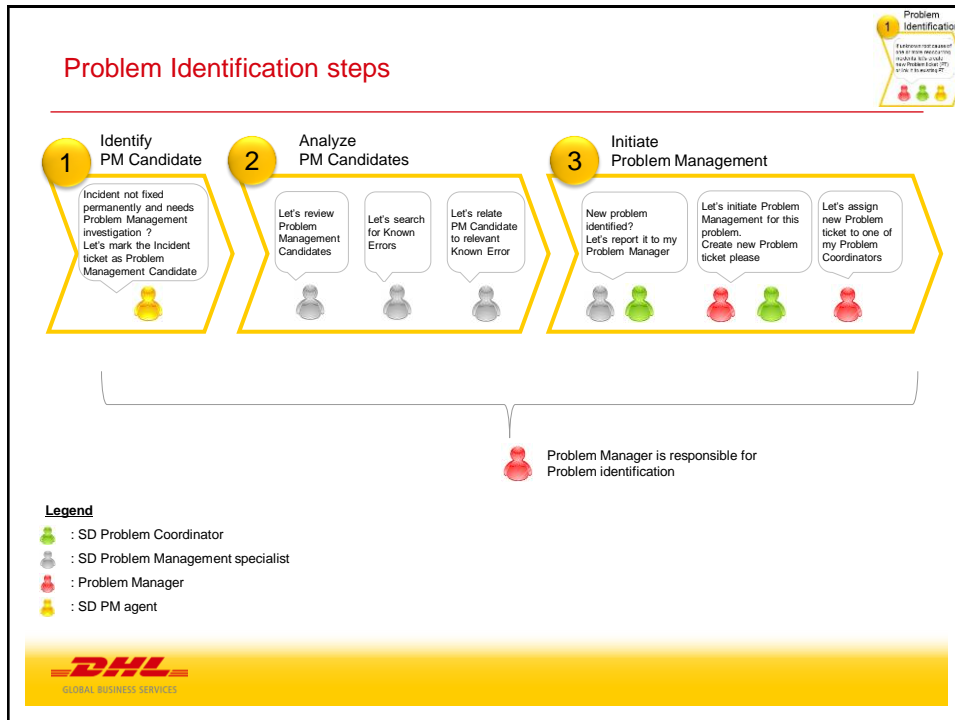Improved knowledge & skills cross various teams in solving incidents

Increase Business Colleagues' confidence in Service Desk End to End assistance with incidents and problems
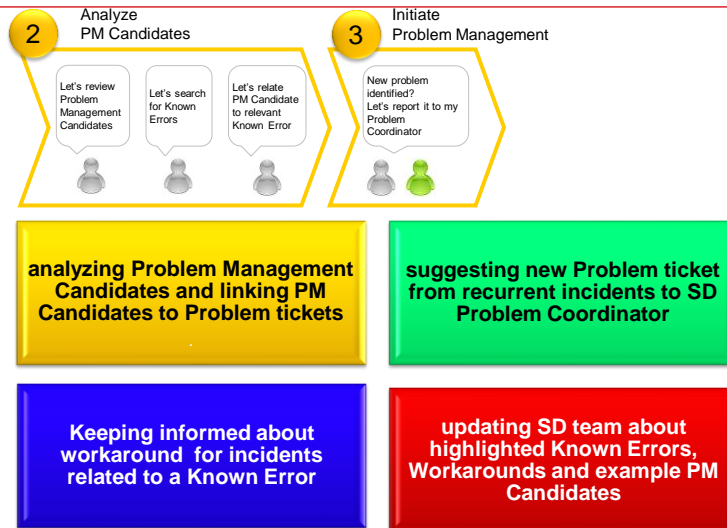
Approach & Status

Phase Adoption	Key Activities	By When

1 — Service Desk Agents Training & Certification

All Service desk agents (PRG, CBJ, DAR, CR, US, MX, BR) to attend and pass the ITS Problem Management process classroom/online sessions

End of June — **88% Done**

2 — Service Desk Problem Management (Pilot)

- Identify problem management candidates from Incidents
- Link Problem candidates to Problem Tickets
- Communicate the Known errors / Workarounds to SD Agents

Model 1: **SD PM Coordinator** role for GES service (Dedicated resource)
Model 2: **SD PM Specialist and SD PM Coordinator** roles (Shared resource) for GPWS and DESKTOP services

3 months Pilot period : 1st April – 30th June — **Done**

3 — Service Desk Problem Mgt (Global roll-out)

To be proposed and decided for global roll-out:
- Implementation Approach
- Implementation Plan

End July — **In progress**

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What is the approach ?

Model 1

Problem Manager / Service Owner

Support group Problem coordinator

SD Problem Coordinator — PRG / CBJ / CR

Dedicated SD PM Specialists — Business Unit A — PRG / CBJ / CR
Dedicated SD PM Specialists — Business Unit B — PRG / CBJ / CR
Dedicated SD PM Specialists — Business Unit C — PRG / CBJ / CR
Dedicated SD PM Specialists — Business Unit D — PRG / CBJ / CR
Dedicated SD PM Specialists — Business Unit E — PRG / CBJ / CR

SD agents — Business Unit A
SD agents — Business Unit B
SD agents — Business Unit C
SD agents — Business Unit D
SD agents — Business Unit E

Incidents

One full time Service Desk Problem Coordinator for each location

One full time Service Desk PM Specialist per Towers for each location

Model 2

Problem Manager / Service Owner

Support group Problem coordinator

Dedicated SD Problem Coordinator — Business Unit A
Dedicated SD PM Specialists — Business Unit B
Dedicated SD PM Specialists — Business Unit C
Dedicated SD PM Specialists — Business Unit D
Dedicated SD PM Specialists — Business Unit E

SD agents — Business Unit A
SD agents — Business Unit B
SD agents — Business Unit C
SD agents — Business Unit D
SD agents — Business Unit E

Incidents

One full time Service Desk Problem Coordinator for each Tower globally

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Problem Identification steps

Identify
PM Candidate

1

Incident not fixed
permanently and needs
Problem Management
investigation ?
Let's mark the Incident
ticket as Problem
Management Candidate

Analyze
PM Candidates

2

Let's review
Problem
Management
Candidates

Let's search
for Known
Errors

Let's relate
PM Candidate
to relevant
Known Error

Initiate
Problem Management

3

New problem
identified?
Let's report it to my
Problem Manager

Let's initiate Problem
Management for this
problem.
Create new Problem
ticket please

Let's assign
new Problem
ticket to one of
my Problem
Coordinators

Problem Manager is responsible for
Problem identification

Legend

: SD Problem Coordinator

: SD Problem Management specialist

: Problem Manager

: SD PM agent

SD Agent responsibility

Identify
PM Candidate

1

Incident not fixed
permanently and
needs PM
investigation ?
Let's mark the
Incident ticket as
Problem Candidate!

marking Problem Management Candidates	**keeping informed about related Problems and Known Errors**
applying workaround for incidents related to a Known Error	**consulting SD Problem Management Specialist**

SD Problem Management specialist responsibility

2 Analyze PM Candidates

- Let's review Problem Management Candidates
- Let's search for Known Errors
- Let's relate PM Candidate to relevant Known Error

3 Initiate Problem Management

- New problem identified? Let's report it to my Problem Coordinator

analyzing Problem Management Candidates and linking PM Candidates to Problem tickets

suggesting new Problem ticket from recurrent incidents to SD Problem Coordinator

Keeping informed about workaround for incidents related to a Known Error

updating SD team about highlighted Known Errors, Workarounds and example PM Candidates

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SD Problem Coordinator responsibility

3 Initiate Problem Management

- New problem identified? Let's report it to my Problem Manager
- Let's initiate Problem Management for this problem. Create new Problem ticket please
- Let's assign new Problem ticket to one of my Problem Coordinators

coordination of SD PM activities	monitoring and reporting on SD PM process performance	implementing PM improvement actions in SD
coordination and checking quality of Problem tickets	creating and maintenance of Knowledge Articles	training and coaching SD agents on PM process
contact for stakeholders & Captures the BP Satisfaction feedback	communication and provision of information related to SD Problems	closing invalid Problem tickets

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Details

Training of pilot agents:	**Training and certification of remaining agents**	**After-project Training of new-comers:**
PMPG to train agents nominated for the pilot	PMPG team to train all agents on SD Problem Management PRG / CBJ / DAR / CR / MX / BR / US	Continuous SD agents Training and certification on SD Problem Mgmt
✓ By 24th March	✓ April > May > June	From 1st July

1

2

Pilot Kick-off:	**Pilot execution:**	**Pilot evaluation:**
• Meetings with all pilot nominees in all locations • Detail instructions	• PRG: 22 specialists/agents + 1 coordinator • CBJ: 17 agents + 1 coordinator • SD MT & TLs regularly updated	• results presented to SD MT • GO/NOGO decision for global roll-out (Phase 3)
✓ By 7th April	✓ April > May > June	By 15th July

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How is the project outcome, performance and effort measured ?

- **Overall Project Success**
  Business IT Partner Perception [average score from PRB tickets]

- **Effort**
  For pilot captured in GSN effort tracking ticket then tracked in MyPortal / eTime

- **PM Process performance** (measured via PM KPIs):

  - **SD Problem Coordinator PM KPIs** (aligned with SO, DPM SME and SD Agent):
    Incident to Problem Relation [%]
    Problem Candidates identified to Problem Relation [%]
    Problem Candidates identified to total Incidents Ratio [%]

  - **SD Problem Management specialist PM KPIs** (aligned with SD PC and SD Agent):
    Problem Candidates identified to Problem Relation [%]
    Problem Candidates identified to total Incidents Ratio [%]

  - **SD Agent PM KPI** (aligned with DPM SME):
    Problem Candidates identified to total Incidents Ratio [%]

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Pilot Result : PM Candidate Identification to Problem linkage

Notes : Problem candidate refers to an incident with potential to link to an existing problem ticket or a new problem ticket

Model 1 : 1 SD PM Coordinator (50% Shared resource) & 7 SD PM Specialists for GPWS and DESKTOP service

- **29343 total incident tickets**
- **169 PM Candidates identified**
- **85 linked to Problems**
- **10 Problems managed end-end by Service Desk**
- **2 Problems closed resolved**

KPI	Result (%) 1 Jan - 1 Apr	Result (%) 1 Apr - 1 Jul
Problem Candidates identified to total Incidents Ratio	0.1%	0.7%
Problem Candidates identified to Problem Relation	8.3%	55.8%
Incident to Problem Relation (ITS Pds KPI)	1.3%*	3.6%*

Non-Quantitative positive effect from interview and feedback (VoC):

- **Increased PM Competency level within SD Agents community**
- **Improved Collaboration between SD and Solution Support**
- **Satisfied and happy SD customers**
- **Enhanced process knowledge within Service Owners community**

Model 2 : One SD PM Coordinator (100% Full time resource) for GES service

- **2269 total incident tickets**
- **355 PM Candidates identified**
- **345 linked to Problems**
- **2 Problems managed end-end by Service Desk**
- **1 Problem closed resolved**

KPI	Result (%) 1 Jan - 1 Apr	Result (%) 1 Apr - 1 Jul
Problem Candidates identified to total Incidents Ratio	0%	15.7%
Problem Candidates identified to Problem Relation	0%	97.2%
Incident to Problem Relation (ITS Pds KPI)	1.4%*	28.7%*

* source: PMQI report

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What are the Pilot Results - Training

88% of all SD operational staff trained in every location and BU Domain

By Location	PRG	CBJ	GER	CR	MX	US	BR	TOTAL
Agents trained	130	96	9	74	4	30	9	352
Total SD agents (operation team)	143	112	11	87	5	35	9	402
in %	91%	86%	82%	85%	80%	86%	100%	88%

By Domain	PRG	CBJ	GER	CR	MX	US	BR
Business Unit 1	87%	59%		82%			
Business Unit 2	98%	94%		89%			
Business Unit 3	66%	97%		80%			
Business Unit 4	91%	100%	82%	100%			
Business Unit 5	n/a	n/a			80%	86%	100%

➢ **30 classroom sessions**   ➢ **10 online sessions**

- **PRG & CBJ**   • **CR, US, BR, MX**

✓ **DELIVERED**   ✓ **DELIVERED**

March - June   **March - June**

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Pilot Feedback *(Voice of Business and ITS Colleagues)*

"*PRB0085034* solution was identified and implemented promptly after the delays on the business side during approvals"

A. B. [***BU IT*** *Global Infrastructure Product Manager*]

" thank you J. (K.) for super cooperation on problem ticket and knowledge article creation"

O. N. [***ITS*** *Project Manager, Infrastructure*]

PRB0072859 end user feedback:
„...Danke Dir für Deine Unterstützung."
ENG: "...Thank you for your support."

M. H. [***DE BU*** *Service Management*]

"Hi J. Thanks a lot for coming with help, very proactive! ☺ Basically I wasn't sure whether or not I could change the PRB SLA"

D. B. [***CH BU IT*** *Business System Management*]

"Thank you for the proactive cooperation so far. Without having this patch installed over the weekend (thus the emergency RFC), we would face serious problems next week."

S. M. [***ITS*** *Citrix Systems Senior Engineer*]

"I appreciate your (J. K.) incredible enthusiasm and new ideas in regards to improving the Service Desk Analysts' knowledge in regards to problem tickets"

S. D. [***ITS*** *System Support Analyst, Production Services*]

"My working with you was very good.
My expectations for the future are further open communication with problem ticket"

M. S. [***ITS*** *Corporate Security Services*]

"confirming what J. (K.) stated about INC16557121. I suggest to give his solution a try, it sounds much easier than registry key modifications"

J. C. [***ITS*** *Problem Manager, GPWS*]

Feedback from J. K., Model 1 SD Problem Coordinator

From my view point the pilot phase has been successful and brought interesting results, experience and further challenges. We stepped on quite unknown territory of PM in SD, but we learned fast and became during the pilot more and more effective.

For me personally, The main contribution is effective collaboration and communication among Service desk teams and also between Service desk and solution support.

I'm enjoying as PM coordinator the chance to help stakeholders work together on one problem towards the solution(Service desk Solutions support Business partners) .

From my viewpoint PM enhanced:

- Service agent's awareness about impacting master incidents they are facing during a specific time period
- applying faster and more effective Problem Management workarounds
- helps establish consistent solutions in Incident management

A very positive surprise was that Service desk colleagues from all different Areas and BU towers all over the globe started to contact me to provide information or advice relating to current Problems .

I see this pilot as successful also because - a high amount of incidents (in term of thousands) were prevented by contribution of SD Problem Management and that we showed capability in problem solving to our business partners.

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Feedback from G. L., Model 2 SD Problem Coordinator

_____

1.   How effective was the SD Problem Management training?
The SD Problem Management Training has increased SD agents awareness on the process and their confidence in handling problem ticket

2.   How effective was the pilot?
The pilot managed to reduce GES incidents that mainly contributed by bad quality ticket and increased the support member's awareness on the correct process

3.   How (no-) disruptive were the pilot activities for your team?
No disruption to my team, although there were some activities that need to be done at odd hours. Still, the support from the team was superb and I appreciate their effort.

4.   What has improved in your team as a side effect of the pilot / training ?
Improved collaboration between PMPG, Service Desk and Service Owners

5.   What are your recommendations for global rollout?
Strong support from the Service Desk management and Service Owners is important to ensure sustainability.

Other comments:
 This was a great experience for me which gave me the opportunity to work with great people and learned lot of things not only in PM but also in communication, collaboration and visibility.

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Feedback from S. S., GBS/PeP SD Team Lead

_____

1.   How effective was the SD Problem Management training?
I think the team is much more aware about the Problem management initiative happening within Service Desk.

2.   How effective was the pilot?
Orientation and organization is good.

3.   How (no-) disruptive were the pilot activities for your team?
TL has to make arrangement to schedule the training and ensure operations is not disrupted. Overall it is not disruptive.

4.   What has improved in your team as a side effect of the pilot / training ?
Identified areas of improvement for my team, but I do not see the result. I.e: Duplicated ticket that was raised, no results from this.
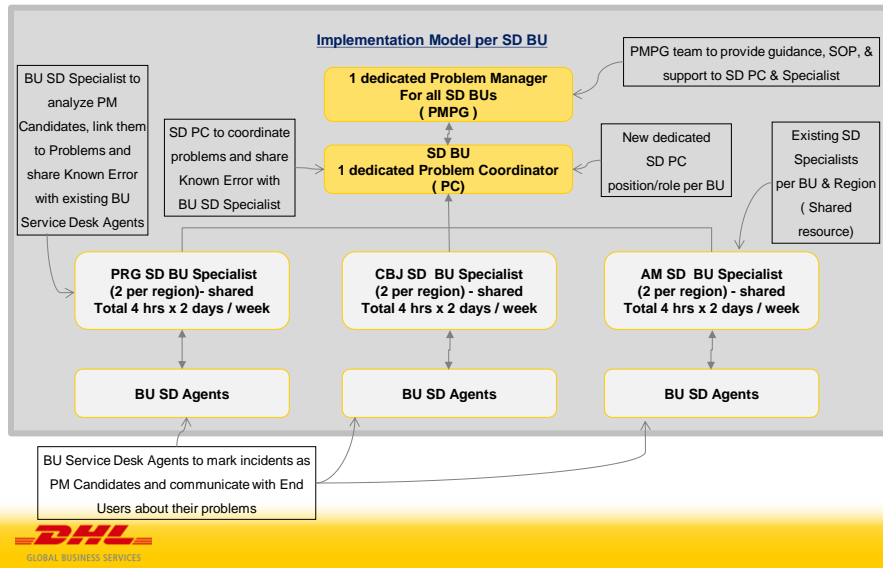
5.   What are your recommendations for global rollout?
To keep TLs updated on the involvement of our agents that are coordinating / not coordinating the Problem. If PM team will need TL involvement? Update & and progress and if anything is needed from TL.

Other comments: **I do not have a much overview of what my agent does for Problem Management; also partially my team does not have Problem assigned to them to coordinate.**

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Recommendation – Implementation Approach

Implementation Model per SD BU

PMPG team to provide guidance, SOP, & support to SD PC & Specialist

BU SD Specialist to analyze PM Candidates, link them to Problems and share Known Error with existing BU Service Desk Agents

1 dedicated Problem Manager For all SD BUs (PMPG)

SD PC to coordinate problems and share Known Error with BU SD Specialist

SD BU 1 dedicated Problem Coordinator (PC)

New dedicated SD PC position/role per BU

Existing SD Specialists per BU & Region (Shared resource)

PRG SD BU Specialist (2 per region)- shared Total 4 hrs x 2 days / week

CBJ SD BU Specialist (2 per region) - shared Total 4 hrs x 2 days / week

AM SD BU Specialist (2 per region) - shared Total 4 hrs x 2 days / week

BU SD Agents | BU SD Agents | BU SD Agents

BU Service Desk Agents to mark incidents as PM Candidates and communicate with End Users about their problems

Recommendation – Implementation Model

Based on the pilot result, evidence shows that dedicated SD PC has high commitment & focus that yield better PM performance and result compare to a shared SD PC. Hence we recommend the blend of both model to be the best approach for Service Desk Global Implementation.

Role	Key responsibilities
Existing Service Desk Agents	To flag Problem Candidate (for incidents solved with workaround by Service Desk) Scope : All services
Two existing SD Specialist per BU per region (ie AM, AP, EU) – Shared resource	To analyze all the identified problem candidate from Service Desk Agents. Priority to be given to problem candidates where SPR service is the impacted services Identify potential problem candidate linking to problem tickets
A dedicated full time SD Problem Coordinator (PC) per BU	To create, coordinate and manage problem tickets identified by SD Specialist Priority to be given to problem tickets of SPR services

10

Recommendation – Full Implementation Plan

	WHAT	WHO	WHEN
1	To **identify** and **create a new position** of dedicated SD PC resource and two SD Specialists (shared resource) within the SD BU and Region	PMPG & Head of SD BU	By end of September
2	**To Declare** and take **ownership** - the Problem Management is part of Service Desk operation	Head of GSD & Head of SD BU	By end of September
3	To **up-skill** and provide **On the job training** to SD PC, Specialist and Agent	PMPG & SD PC & Specialist & SD Training dept.	Starting 1st Oct

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