Service Desk

IT Service and Support Awards
Best Service Desk Submission 2013
Severn Trent Water is a large, complex and diverse business, employing over 5000 people from a variety of backgrounds who carry out a wide range of jobs. We believe that we flourish as a result of this diversity. Our goal is to be recognised as the UK's leading water services business. Our people underpin our achievements by doing their best for our company, customers, colleagues and communities. Encouragement and support to do this comes from the way we foster our working relationship, which is based on genuine care for our colleagues.

Information Services (IS) is a key internal service provider within the company and has played a vital part in a number of significant changes over the last two years, from implementation of SAP and Citrix virtualised desktop infrastructure, relocation to a new head office that now includes IS, and embedding in company cultural changes through initiatives such as This is the Way We Work, Doing the Right Thing and Safer, Better, Faster.

The IS Service Desk team of fourteen has played an important role during this time in supporting our colleagues through these changes with a focus on quality customer service and fixing faults first time, fast. We have recognised and taken the opportunities these changes have presented which have resulted in successes and recognition from within IS and more importantly our business colleagues.
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The Severn Trent Water (STW) IS Department has a single goal, which is to deliver the best IT Service. The Service Desk Manager is responsible for ensuring that the work of the team is aligned with the goals of the IS department and the company.

The key requirement is to employ the right people for the job. Analysts should have the confidence and maturity to take ownership, accept responsibility and be empowered to take the necessary actions as part of the role. With the right people it is possible to realise the goals not only of the team but also make a significant contribution to the goals of IS and the business as a whole.

As part of the company Safer Better Faster model each team has a Communication Cell (Comm Cell) board. This low tech, high touch approach encourages collaborative working and promotes continuous improvement. The easy to read charts display current performance in relation to targets and promote a focus on identifying next steps if targets are not being met.

Comm Cell takes place at least three times a week and are attended by everyone in the team. Once a month Comm Cell is attended by the Service Support Centre Manager and once every three months it is attended by the Services Manager. This embeds the culture within the company of “This is the Way we Work Here”

The line manager meets with each team member every month (One To One meetings) to set SMART (Specific, Measurable, Achievable, Relevant and Time Phased) objectives together. That allows Analysts to record and show progress on performance, skills and continuous improvement initiatives so that the majority of the meeting can focus on their career development. This also links into developing their behaviours to the STW behaviour model.

“Our goal is to deliver the best IT Service”
The Comm Cell board helps the team to:

• Review performance to targets using Red, Amber and Green (RAG) status, prioritise critical events, and promote team work.

• Capture Lessons Learnt

• Recognise success via Success Register.

• Solve problems using following techniques: Next Steps, 3C and 7S.

• Trend calls for pro-active Problem Management.

• Monitor and manage additional projects via the Customer Experience Program Initiatives Log (ensuring all additional work is linked to business and customer needs).
Promotes:

Intra-departmental cooperation
- ITIL trained team
- Change Management raisers and approvers, Change Advisory Board attendance
- Work in enhanced support teams at times of Project implementation
- Work with Project and technical teams on defining and agreeing support models during transition to support

Teamwork
- Comm Cells
- Skills matrix
- Gold, Silver, Bronze medals
- Success Register
- Team buildings

Resource Optimisation
- Daily rota aligned to calls profile
- Weekly Performance report
- Monthly SLA targets
- Skills matrix linked to our Balance Score Card

The Service Desk
- Promoted as single, first point of contact - Streamline, Self Service
- Article in Customer Relations Internal Bulletin
- Recognition from IS CIO
- Attendance at STW business forum on IS services.
Leadership

James
Anna
Arosh
Aaron
Adam
Tajinder
Michael
Kapil
Ash
Alex
Bodrul
Mike
Claudia

The SSC Service Desk

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The Severn Trent Water IS department’s vision is to deliver and continually improve the IT services that our colleagues need. This is realised through the departments Strategic Direction Statement to:

- Provide highly available IT services
- Understand and respond to customers’ needs
- Have the lowest possible costs
- Have the right skills to deliver
- Minimise our carbon footprint
- Continually improve customer confidence
- Rigorously measure and publicise performance

The Service Desk contributes by having our own policy of being the best, taking ownership and accepting responsibility. Our purpose is to be the hub of the IT services and to actively support our colleagues. We contribute to the success of business performance by:

- Providing a single point of contact between IS support and users.
- Restoring normal service operation as quickly as possible.
- Minimising the adverse impact of problems on the businesses operations.
- Understanding and supporting business needs.
- Understanding and supporting customer requirements.
- Developing and defining service objectives, goals and deliverables.
- Providing management information.

In addition to this, our performance targets are clearly communicated and consistent through all reports produced, from daily to monthly.
SSC SERVICE DESK TEAM CHARTER

The Service Desk Team Charter details our purpose and function, how we run effective meetings, our ethos to improving our knowledge and the quality of our work.

1. Team Purpose & Function
   • Strive to play an integral part in the function of IS, to achieve or exceed our objectives / targets set by the business.
   • Strive to work with other teams.
   • Operate safely and in an efficient manner in line with the STW safety standards.
   • Operate as a self-directed and empowered team sharing responsibilities and achievements.

2. Team Meetings
   • Meet regularly to discuss any issues. We will raise issues and deal with conflict constructively.
   • Set Agendas for our formal regular meetings and keep minutes.
   • Ensure that all team members are kept informed of team activities, issues and information.
   • All attend on time and contribute at the meetings.
   • Identify issues for team meetings and deal with them.
   • Review the effectiveness of our meetings.

3. Learning
   • Continue to improve our knowledge, skills and behaviours in line with the requirements of our users, our team, IS and our personal aspirations.
   • Have strong team working skills.
   • Generate and develop new ideas.
   • Develop team appraisal skills.

4. Quality
   • Monitor and regularly review our activities against our objectives.
   • Identify improvements to our team working and take appropriate action.
   • Work to the One Team requirements and take on new responsibilities.
People Management

The STW Service Desk is a diverse and multicultural team with a common goal of working together to reach the IS and business goals and having fun along the way.

The recruitment of team players with drive, creativity, customer service and technical skills who enjoy the challenge of delivering high quality customer service is crucial to our success. There is a maturity and a culture to have confidence in challenging each other and the Manager in ways of working.

Continuous improvement is an objective that every member has and is measured on. The recognition of taking ownership of defects in processes and resolving them so others do not trip over them is embedded in everyone.

Analysts are encouraged to reach their full potential by developing skills which benefit not only the team, but also their own career progression. Career Development Plans are part of Appraisals, where the opportunity to plan ITIL training, engage in projects related to the Service Desk or to take part in Operational Transfers to other IS teams are discussed.

Each Analyst has a Skills Matrix which they maintain to demonstrate the level of skills and knowledge they have in each area of working – from front line fixes to management skills.

The Service Desk Manager has monthly meetings with each team member where performance and behaviours are discussed and reviewed. These ensure that any set objectives are on target and allows Analysts to discuss their development.

The team have access to a weekly report that measures their performance, with an emphasis on quality metrics, but also against their colleagues, which encourages friendly competition to obtain the most Gold, Silver and Bronze awards. Analysts are able to identify areas they wish to improve on and feed this back in their Appraisal meetings.
People Management

New starters have a structured induction and gradually take calls whilst being monitored by their buddy, then develop to taking their own calls. They are also provided with all the tools they require as they gain the skills (this is tracked through a checklist). This process helps us to stay flexible and maintain quality and minimise customers’ lost time and dissatisfaction even when our team is changing.

The emphasis in training is on delivery of quality customer service together with an adherence to our best practices. The majority of new Analysts joins us from our Contact Centres where they have been trained in phone based customer service and have a knowledge of the company business. They are then trained in the necessary IT skills.

To measure employee satisfaction, there is a company wide Quest Survey which is one of the Businesses Key performance indicator (KPI) measures. This combined with a competitive compensation programme, maintains employee productivity, satisfaction and retention. The company offers us:

- Mid-Year and Year-End Appraisals,
- Interim pay reviews
- Share-plans
- Free shares
- Performance Bonus
- Pension Schemes
- SMART Water (tax free payment of water)
- Lifestyle Benefits

Our principles are important to us.
The Service Desk is located within the eco friendly Seven Trent Centre an open plan office allowing freedom to move desks and access support tools from any available Thin Client. The SAP portal provides HR tools for time management and leave requests. The STW Intranet, Streamline, provides business news information on health & safety, links to business websites and user guides.

Our real-time performance is displayed on a central wall board with the status of incoming calls and each analyst (e.g. Idle or Break). An automatic call distribution system helps both to prioritise urgent calls, and evenly distributes calls amongst Analysts. The priority system we currently use from the most to least urgent is:

- Incident impacting multiple users, multiple sites or a critical application/user
- Incident impacting a user working in field
- Other incidents and all new requests
- Chases – calls following up existing cases

Our enterprise service management system, IS Service Centre (ISSC) is used to record all contacts to the Service Desk. The ticketing system has an integrated knowledge base, which allows Analysts to quickly identify and categorise each case using a Knowledge article. These allow us to gather details, and provide guidance on known error fixes. The ISSC also links to the Configuration Management Database and Service Catalogue.

Analysts have access to a number of support tools to reset profiles, passwords, unlock accounts, remote access tools we use within the varying environments of virtualised desktop, laptops and legacy infrastructure. These enable the team to correctly identify, categorise and in the majority of cases resolve cases first time, fast.
The Service Desk is focused on continuous improvement and knowledge sharing and Analysts are encouraged to share *Lessons Learnt*. The team holds a regular *Comm Cells*; where our performance indicators and initiatives can be discussed. The *Comm Cell* board consists of three sections: *People*, *Performance* and *Continuous Improvement*.

### People
- Team Diary
- Daily Rotas
- *Health & Safety Cross*
- *Comm Cell* Attendance
- *Skills Matrix*

### Performance
- Calls Answered vs. Calls Raised
- Abandoned and Average Speed of Answer
- Compliance to Process
- INC and SRQ Resolution (SLA)
- First Line / First Time Fix
- Email and Self Service Queues
- Total number of cases outstanding
- Cases older than 7 days

### Continuous Improvement
- *7S* (Problem Management)
- *3C* (concerns)
- *Lessons Learnt*
- *Success Register*

To ensure that we offer the best service at the lowest cost to the business, a report is produced which details the cost per call and per analyst. This report is used to benchmark against other Service Desks.

The Service Desk promotes the use of self-help. We have published *How To Guides* on *Streamline* that give colleagues the ability to manage their own passwords, unlock their own accounts and raise their own cases.

The team plays a major role in management of services with multiple Third parties ensuring cases are resolved to customers satisfaction within agreed SLAs whilst maximising benefits of our supplier contracts.
Incidents and Service Requests are raised by phone, via the ISSC Self-Service, or via email. All cases are logged, categorised and prioritised in ISSC. The user is provided with a unique reference number.

The cases are owned by a support group and assigned an individual by a queue manager. Cases are worked on to Service Level Agreement targets and are only resolved once confirmation has been given by the user.

Service Requests / Incidents have a full end-to-end process within ISSC and we report on unresolved cases, average length of open cases and measures such as First Line Fix and First Time Fix. These targets are continually reviewed, the data are reported daily by the queue manager and feed into our Comm Cell.

**Continual Improvement**

The Service Desk pro-actively review the quality of cases logged, knowledge base, processes. Analysts take ownership of specific services to review with the technical teams to ensure the quality of data captured, improve resolution times and ultimately customer satisfaction.
**Communication and Incident monitoring**

All STW colleagues and Third party users of STW IS systems can provide structured feedback either through the ISSC or via email. Analysts also receive feedback from other IS teams on the quality of their cases raised.

This enables the team to self regulate and identify areas of improvement whilst maintaining a balanced approach to customer satisfaction and departmental best practices.

**Call monitoring**

The Service Desk has a monthly quality audit which is aligned to our company contact centre best practice criteria (e.g. tone and pitch, empathy, correct advice).

An independent auditor ‘observes’ all Analysts by listening in to their calls and scores for quality of the contact. A trended report is published with a single score for the team for the Balanced Scorecard, and detailed feedback is provided to identify training requirements.

**Pro-active Detection and Remediation**

Automated monitoring of services generates events into ISSC. The Service Desk liaise with the technical teams to verify any potential service impact and manage the cases to resolution.

**Problem Management**

Pro-active Problem Management is carried out by the Service Desk. Trend analysis is carried out on the Top 10 Knowledge articles used to assist the technical teams in identifying root causes and solutions.

**Change Management**

The Service Desk are part of the approval process of Change Management within IS and are able to influence implementation through identifying potential impacts to our customers. The team also raise changes on behalf of the Third parties we manage.

**Release Management and Service introduction**

The team is equipped with up to date knowledge on services and is involved in testing of new releases which we find a more effective method of training for support.

The team is made aware of significant changes to the Service Catalogue—service introductions, amendments and retirements—these are communicated to the team in advance via Comm Cell.

This gives the team awareness of type and volume of potential calls they might receive.
A company wide survey is carried out to gauge the feeling of staff throughout the business. The Quest Survey is an opportunity for employees to anonymously feed back what it is like working at STW. The results are compiled by an independent external provider and help the company to understand what they are getting right, and what actions needs to be taken to address concerns.

Employee Engagement Index (a section of the Survey dedicated to staff satisfaction) records following three metrics:

**Say** - (Do we talk positively about STW?)
**Stay** - (Do we want to stay with STW?)
**Strive** - (Are we acting to promote STW?)

Overall, the Quest Survey in 2012 showed a company improvement in employee engagement, jumping to 79% from 74% of the previous year. The IS department score traditionally performs better, and in 2012, the Service Desk and other colleagues from the IS Department expressed their Say, Stay and Strive with positive 86%.

We believe the high scores are due to the fact the Service Desk is seen as the crucial link between business and IS department and Analysts feel challenged and valued in their roles.

They know their role is challenging and rewarding, and that support is available from other colleagues within IS if needed. Analysts are capable, competent and happy in their role and a consequence the team consistently reach targets set. Individual and team successes are recorded on the Success Register which is displayed on our Comm Cell board, which again contributes to high morale.

The requirement to have both good technical and customer service skills is reflected in the pay band. The company also recognises quality performance and fund team nights out which build a good team bond and a feeling of togetherness.
“I come to work knowing what is expected of me and my colleagues. I am confident that I can do my job to a high standard and provide first class advice and support. I know that if I need support, it is there, be it from a manager or a specialist team; therefore I can cope with anything that is thrown at me”.


All the team members work to the Behaviours model which is part of the annual appraisal process.

The areas we focus on are:

• Personal Maturity
• Drive to Deliver
• Clear Thinking
• Effective Communication
• Team Working

The team recognise the opportunities to progress and all ‘leavers’ in last year have moved to other roles within IS; this builds on wider team relationships and improves collaborative working.

Absences are recorded in line with the company model and over the past year the Service Desk has met the set target for absence. Lateness is recorded on individual basis and is measured over each performance period. Essentially the target is 0% lateness, which we are proud to regularly achieve across the team.
Customer Satisfaction is measured by a monthly *Colleague Satisfaction Survey*.

Colleagues who have been provided IS service are sent an email link generated randomly based on the cases logged via ISSC. Ad hoc feedback link can also be sent in via email or raised under a Service Request by analyst on colleague’s request.

The link leads to an online survey questionnaire that allows them to provide structured feedback including overall score and any comments on the service provided by IS department.

The primary goal of the ISSC Colleague Satisfaction Survey is to provide IS stakeholders with the opportunity to:

- Recognise and reward high quality service
- Recognise and address poor quality service
- Identify and formally manage potential service improvements

The main question we ask is how are our customers satisfied with the work we have done and – striving for the best quality service – we measure and manage the answers received to drive our continuous improvement.

A monthly report is published on overall satisfaction levels, categorised by individual support teams and communicated to the whole of the IS department. The feedback is then broken down using *Feedback Themes* accessed via Categories and passed to the relevant individuals / departments to assess and action change.
The Service Desk manager will call users who requested feedback and discuss the issues raised. These are then acted on appropriately. Usually the type of feedback we receive relates to questions about an IS process or a relevant service, and our manager is always happy to discuss these issues and seek a positive resolution.

The feedback is not all negative and sometimes call backs are requested to confirm first hand the high level of service colleagues have received.

We are particularly proud of the Service Stars section of the monthly report which includes personal comments on exceptional service provided to our business colleagues. That is because a number of our Analysts regularly appear here – see the comments on the right for couple examples from past two months.

This achievement is important for us for two reasons. Firstly it greatly adds to the staff satisfaction levels and shows business appreciation of our customer service focus. Secondly this report is issued in the monthly IS Newsletter promoting our team across the IS department.

“IT was really nice to be greeted by someone [Claudia] that came across as wanting to help me, cheerful and helpful. Please pass on my thanks!”

“The gentleman [Alex] I had spoken to was very polite & helpful!”

“I was pleased with the support and advice provided which help resolve the issue efficiently. The agent also contacted me with a follow up call to ensure the issue had been resolved.”

“I was given clear and helpful guidance [James] without being made to feel stupid!”

“Aamer was lovely helping me straight away, Good Job Aamer keep up the hard work :)”
All Severn Trent Water functions report their performance results clearly and regularly through a *Balanced Scorecard*. This is available to employees through a monthly *Team Talk* on the *Streamline*. Each quadrant of Customer, People, Process and Finance has *Key Performance Indicators* with Objectives, Measures and Targets with *RAG* coded arrows indicating current status.

The IS department and the Service Desk have a common approach that aligns to the business *Key Performance Indicators* and promotes continuous improvement. For example the Service Desk measure of First Time Fix is one of the metrics for the company scorecard objective ‘*We get it right first time*’ which includes metrics from key operational and support processes across STW.

The Service Desk measures have evolved over time and are now mature. They consider the end to end lifecycle of all cases and not just SLA resolution success. These include among others:

- **Average Age of Open Cases**
- **Average Resolution Time**
- **Number of Chases and Repeat Chases**

Achievements are recognised and celebrated, and where not met, understood and next steps put in place. Measures are changed or improved if they are regularly overachieved or can report on the customer experience rather than the IT process giving greater alignment to the business.

Weekly Analyst performance reports are produced that align to the overall team targets that assist each Analyst in understanding their personal contribution. These are quality based metrics that are linked to their *Appraisal* objectives.

Monthly reports show team performance to the SLA targets plus Cost per Contact and Average Contacts per Working Day. These are used for external benchmarking.
Performance Results

Performance is reported on daily by a dedicated Queue Manager using reports created automatically by our call centre software as well as reports from ISSC. The final report feeds into following metrics:

- Calls Offered
- Calls Answered
- Average Speed of Answer (seconds)
- Abandoned Rate (%)
- Achieved SLA (%)
- First Time Fix (%)
- First Line Fix (%)

- Compliance to Process (% of cases logged vs. all contacts received)
- Total queue size
- Email and Self-Service queue size
- Number of cases in our queue that have not been updated in past 7 days

These feed into our Key Performance Metrics and are reported via Comm Cell Performance charts. Red/Green status is set dependent on whether the targets are being met and Next Steps are agreed to understand and improve on where the status is Red.

In addition to that, we currently run Unwanted contacts initiative which investigates work streams that are impacting business efficiency. These are recorded on our Colleague Experience Program log and Analysts have the opportunity to become owners and carry out trend analysis to identify root causes and potential solutions. This measure is reported at the IS Management Team monthly meeting gaining positive feedback for the team from higher management.

This also allows the team opportunities to develop skills such as problem solving techniques, time management and intra-departmental cooperation with other teams.
Severn Trent Water are aware of their social responsibilities and contribute by communicating, listening and acting on concerns of the local community. We also play a positive and beneficial role through charitable partnerships by encouraging and supporting our employees to participate in community affairs.

Severn Trent also owns 37 sites of Special Scientific Interest, National Nature Reserve (Lake Vyrnwy) and 18 local nature reserves as well as 86 sites in the Peak District National Park. STW and its partners have been at the forefront for conservation of wildlife, plant life, woodland and local and national biodiversity.

We do not stop there though. The company has five education centres which attract over 25,000 children a year and offer a range of free Schools workshop sessions which include whole school assemblies, class talks and activities, DVDs, Water Audits, workshops and specific group work. They encourage schools to work towards Eco-School status and these visits and advice provided helps them reach this goal.

“A child’s imagination is limitless, their focus is not” - James

James from the Service Desk helps to run the Youth Theatre at the Hall Green Little Theatre.

“I was happy my cake raised extra cash for WaterAid.” - Anna

Anna from the Service Desk took part in a charity bakeoff for WaterAid. Apart from raising money, her homemade honey cake came third overall!

“it gives me sense of accomplishment” - Claudia

Claudia from the Service Desk has done half marathons to support Acorns Children’s Hospice.

“The Water was freezing... Although we didn’t win, we had a fantastic time and raised money for WaterAid” - Alex

Alex from the Service Desk took part in the 2012 Raft Race at Carsington Water.
Severn Trent Water is also helping so directly – to customers who are struggling financially by working closely with partners such as the Citizens Advice Bureau and the Department of Works and Pensions and support customers who fallen into debt through the Severn Trent Trust fund. The company also offers customers water saving devices to not only help them save money, but also water.

The company supports several charities most notably WaterAid which works to improve the access to safe water, hygiene and sanitation in the World’s poorest communities. The annual Raft Race and Mountain Challenges help to raise money and during 2011/12, the Severn Trent WaterAid committee helped to raise over £335,000 for WaterAid.

STW is also committed to reducing its carbon footprint and has built award winning offices with low-energy and low-carbon consumption, they also work with companies like Regeneco to use renewable energy wherever possible. We on the Service Desk also try and do our bit. We switch off our monitors and systems at night to reduce the company Carbon Footprint, which was not company policy until we pushed this through!

Planned for 2013

Several members of the Desk will be taking part in the 2013 Mountain Challenge and there is talk of getting some charity moustaches grown for Movember!

We are also excited to take part in the STW brand new scheme – Water Champions – this spring!