SERVICE DESK TRANSITION

A Focused & Innovative Provisioning Partnership

In May of 2016, SaskPower entered into an agreement with WBM to provide a local, best in class service desk for SaskPower's approximately 4000 employees and contractors.

The contract with the existing provider expired July 30th, 2016. That allowed just 10 short weeks to transition the service desk and fulfill the promise of "Great from Day 1". Now entering into our 7th week of providing service desk we can confidently say that our vision has been achieved.

Working in partnership with SaskPower we were able to deliver a significant number of strategic wins and a roadmap to the future.

A combination of minor technical phone and system issues, coupled with brand new Service Desk resources resulted in longer wait times and higher call volumes the first week of the Transition.

Despite this, customers remained satisfied with no major complaints, and the SaskPower client remained satisfied with the day by day progression and responsiveness of both the Service Desk and the Project team.

These issues were quickly resolved and on day 16 of the service desk we achieved 100% of the SLA and had 0 abandons for the first time in SaskPower service desk history regardless of provider.

Great From Day 1

IOC HIGHLIGHTS

- Achieved a successful cutover at 00:00 on July 30th, 2016 with no significant disruption to SaskPower Business As Usual activities

- Executed a seamless transition to 7x24x365 Service Desk model, implementing 6 major work streams within aggressive timelines

- Provided a flexible, scalable Service Desk solution

- Within one month after Go Live date, WBM is on track to achieve all targeted SLAs

- WBM continues to receive very positive feedback through customer satisfaction surveys and has incrementally improved in performance and stability

STABLIZATION ACHIEVED

Stablization has been achieved with all SLA targets attained following the September 2016 Labour Day Long weekend, answering a 10% increase in volumes from the same time last year.

POST LABOUR DAY RESULTS

	ACTUAL	TARGET
Abandoned Calls %	**4.0%**	<=5%
Grade of Service %	**87.0%**	>=85%
Calls Answered 2015 / 2016	**201 / 224**	

Outcome One QUICK WINS

An overview of the quick win solutions and changes that were implemented at SaskPower which resulted in immediate benefits realization and value-added solutions.

FACILITIES

Multi-site support with synchronous operations centres in Regina, Saskatoon, and Calgary
Multiple interconnected IOC locations allow backup contingencies and disaster recovery

Formal disaster recovery contingencies
Off-premise, cloud based infrastructure

PHONES / NETWORK

Live voice for every call
Immediate end-user satisfaction win

Callback option feature
Decrease abandon rate, increase customer satisfaction

Queue / Agent dashboard & webpage
Transparency, visibility, and accessibility in real-time results

Enhanced call recording capabilities & call tracking metrics
Sorting / trending through wrap codes, access to call recordings and data analytics for remote management and continuity

RESOURCES

Dedicated & focused transition team
Structured onboarding program with dedicated resources from both WBM and SaskPower to deliver 100% assurance for a Great from Day 1 experience

Dedicated Service Delivery Manager
Quality management, enhanced knowledge with ITIL experience

WBM in-house architect who administers RemedyForce custom requests & updates
Speed and efficiency in processing system requests, configuration updates, modifications, and troubleshooting

Dedicated core SaskPower team with overflow / backup skilled technicians
Low turnover and values alignment, allows for gap-scheduling during peak intervals to optimize scheduling

24/7/365 staffing rotation
Continuity of staff and knowledge, consistency in service at all hours of the day

Retention of knowledge
Proven and experienced WBM team forming the backbone, augmented by previous vendor Service-Desk staff carried forward

Cultural alignment
Workforce excellence focused on minimized turnover and improved employee satisfaction

SYSTEMS

Custom SaskPower dashboards, reports, and analytics
Fully customizable with remote access capabilities. Users are now able to pull their own reporting or track trends

Customizable configurations including custom fields, validation rules, & AD integration
Flexibility in enhancing system feature and functionality to support SaskPower business needs to improve system efficiency

Streamlined customer interface
Removed fields not used by SaskPower allows for easier navigation, less scrolling, and more viewing options

Improved SLA configurations
Distinct 'Standard' vs 'Enhanced' SLA's are now automated and eliminates the need to manually track & manage metric

Enhanced system audit tracking accessible to all users
All record details, notes, and ticket changes can now be tracked at a detailed record level by user, timestamp.

Knowledge Base integration directly within the ticketing system
Easy accessibility and enhanced functionality to track KB usage trends. Ability to directly edit within the KB portal by Group Owners

Automatic enhancements from default system features – broadcast ticket, record locking, enhanced search function
Flexibility to search on look up fields, queries, etc. increase functionality

Reliability – reduced lag / connectivity issues experienced with previous Remedy ticketing system
Network connectivity still a concern with SaskPower, but system reliability has still improved and users are not locked out as frequently as with the previous system

Self-Service customer reporting tool
Increasing system functionality & visibility back to users

ITSM PROCESSES

Improved engagement & communication between Service Desk & T2 / T3 support groups
Breaking down communication barriers to increase collaboration

Documented procedures
Formal documentation of procedures, changes, and formal review processes developed

NPS for immediate escalations
Global benchmark net promotor scoring program

Process gaps identified immediately
Identified process gaps for takeaways for discussion for business units themselves to improve internal service and quick SLA turnaround

Detailed workshops to identify pain points & take it to the next level
Engagement and 'buy-in' from client Responder Groups – Increase in collaboration with Service Desk

Administrative cleanup of user groups & license validation
Deep cleanse validation of users and Groups, and new processes created to administrate and track

Active participation with previous provider
They were very cooperative in the process and contributed detailed information

Culture transformation shift towards ITIL compliancy
Introduction of Service Requests and other ITIL best practices shift SaskPower culture towards proper ITIL management as they assess a new ITSM strategy

Email integration directly within system instead of being remotely managed via a separate inbox
Streamlined tracking of SLA's and standardized responses through automated email integration directly into the ticketing system

TRAINING

Enhanced training program / formalized curriculum with clearly defined modules
*Enhanced triage/troubleshooting process*

Reinforcing focus on relevant business processes that matter and educating customers on how-to's to reduce call flow
Detailed call scripting with emphasis on troubleshooting and value-added services (i.e. DPRA password reset registration)

Dedicated post-support client resources
Quick stability with on-site support for Service Desk
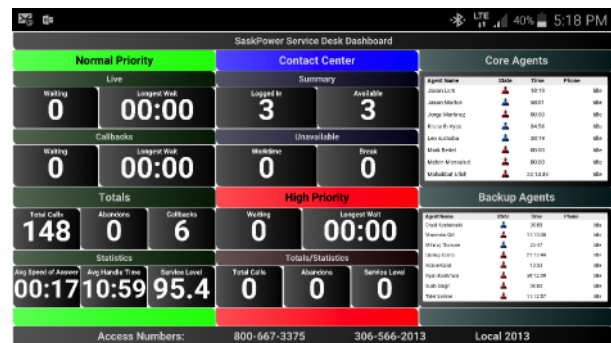
New SaskPower Service Desk Dashboard

SERVICE DESK TEAM

8 Core Analysts + Dedicated Overflow Support in Regina/Saskatoon
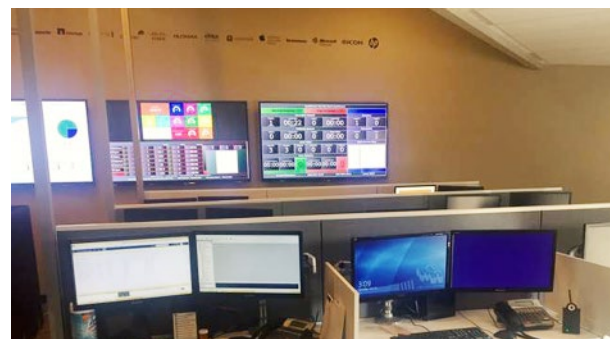

Working together to achieve results!

*Install Move Add Change Team **IMAC***

*Regina Infrastructure Operations Centre **IOC***

*Regina Infrastructure Operations Centre **IOC***

SERVICE DESK TRANSITION HIGHLIGHTS

OPERATIONAL FROM DAY 1

AUGUST 2nd, 2016

The first full weekday in operation, answering the 2nd highest call volumes in the year

AUGUST 16th, 2016

The first weekday ever where the Service Desk had zero abandoned calls

OVER 6 MONTHS
of required work hours consolidated into
2.5 MONTHS
to plan, document, and execute Service Desk transition

25+ QUICK WIN SOLUTIONS
implemented immediately with enhanced service

ENHANCED COLLABORATION
across all Responder Groups, with over 20 dedicated workshop hours

924 KB ARTICLES
reviewed, updated, and uploaded

46 USER GROUPS
removed as redundant / inapplicable

Workshops

Training Participation
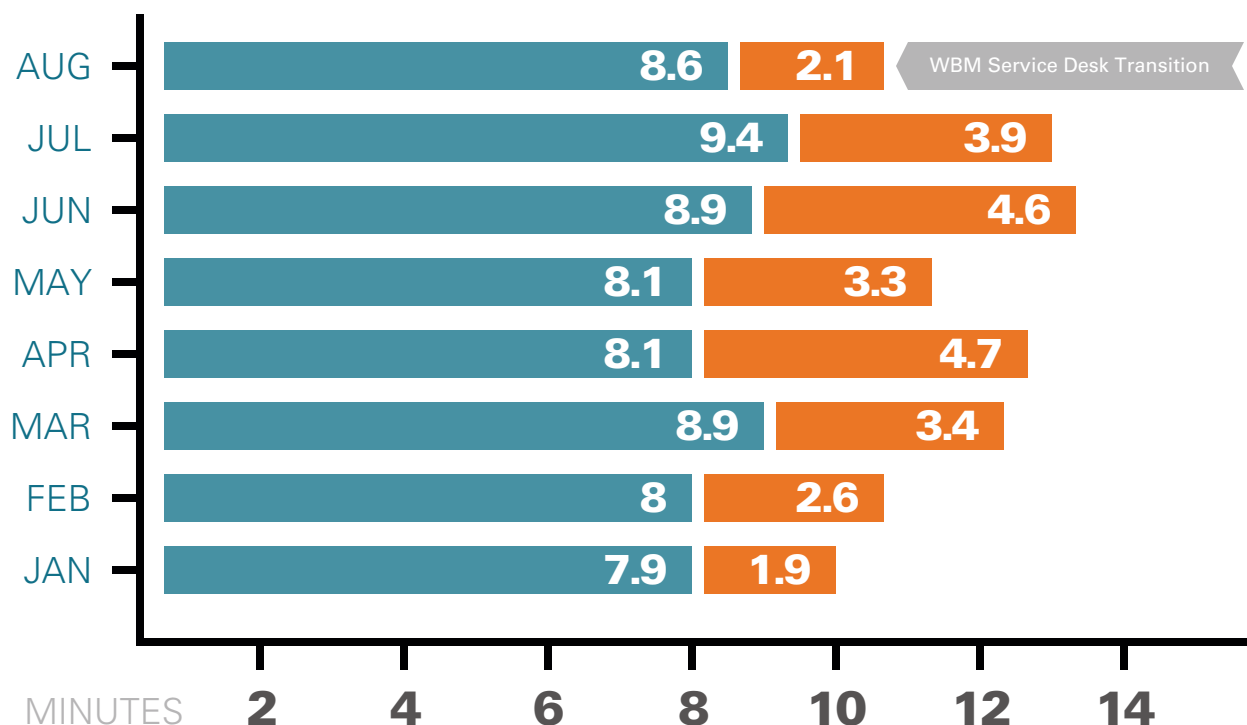

Enhanced Training

Service Desk Meet & Greet

Outcome Two
MEASURABLE RESULTS & IMMEDIATE IMPROVEMENT

KEY METRICS	AUG 2016	TARGET
Grade of Service	74.4%	>=85%
Abandoned Calls	7.8%	<=5%
Incidents Dispatched Correctly	TBD	>=95%
Email Response Time	N/A	>=80%
Customer Satisfaction	79	>=65 NPS

CALL METRICS	AUG 2015	AUG 2016	YTD M AVG
Calls Answered	2714	2763	2894
Calls Offered	2838	2998	3104

CALL HANDLE TIME 2016

TALK TIME ■   WRAP TIME ■

Month	Talk Time	Wrap Time	
AUG	8.6	2.1	WBM Service Desk Transition
JUL	9.4	3.9	
JUN	8.9	4.6	
MAY	8.1	3.3	
APR	8.1	4.7	
MAR	8.9	3.4	
FEB	8	2.6	
JAN	7.9	1.9	

MINUTES 2 4 6 8 10 12 14

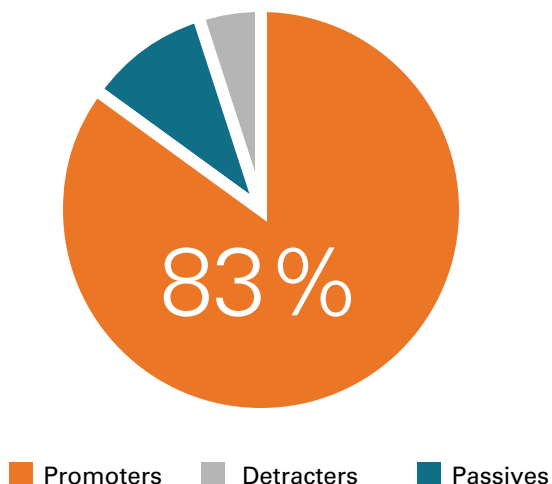# END USER SATISFACTION SURVEYS

Streamlined surveys and improved response rates deliver tangile end user satisfaction results.

Detractors	Passives	Promoters

0	1	2	3	4	5	6	7	8	9	10

Net Promoter Score	=	% Promoters	−	% Detracters

NPS AUGUST 2016

83%

- Promoters
- Detracters
- Passives
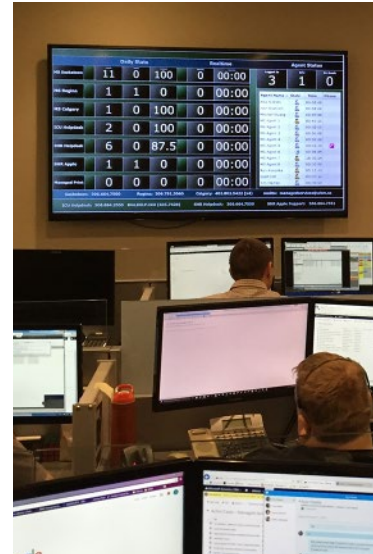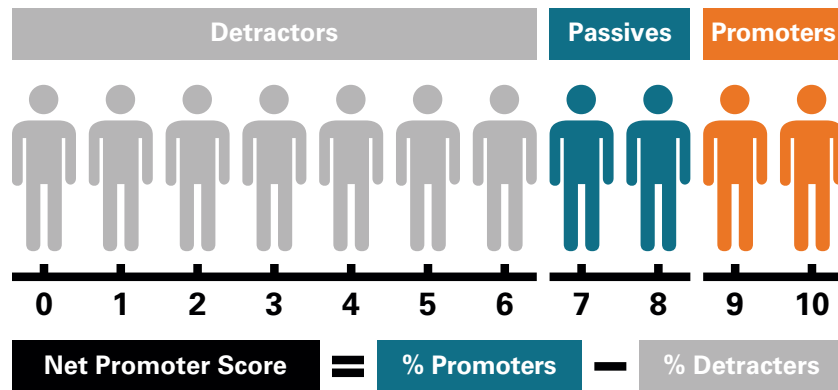
The Service Desk was very helpful, professional and informed. I found their instructions very easy to understand!

Happy with the speed in which my issue was handled. I submitted via email and it was completed in 3 minutes!

Jorge walked me through everything and taught me how to help myself in the future in case this happens again. Thanks!

Island Falls Station, Churchill River, SK

Outcome Three
LESSONS LEARNED ACTION PLAN

WHAT WORKED WELL

- The scope was well defined and the transition cutover went very well with no major issues.
- There was good feedback and participation across all SaskPower user responder groups.
- WBM had a strong understanding of SaskPower processes and issues and interactive collaboration with the client.
- Excellent co-operation from previous provider for transition and they provided much needed information.
- Extensive dedicated Service Desk training (14 day modular based) was effective.
- The Remedy Force tool is more user-friendly and intuitive than the previous ITSM version.
- The dedication of the transition team and available support to meet accelerated timelines.
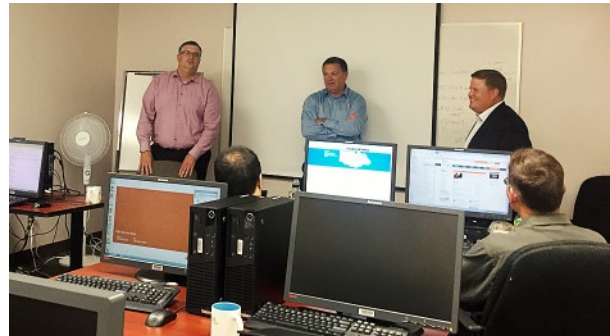
*Day 1 Executive Presentation*

WHAT NEEDED IMPROVEMENT

- The timeline was short and did not allow as many test scenario reviews and scenario scripts with RemedyForce as could have been done.
- There was no previous transition documentation to leverage for this project.
- There was no detailed configuration documentation from the existing incident tool. Everything had to be investigated or re-created.
- Deeper-dive requirements gathering required to incorporate group-specific workflows (i.e. NOC).
- More structured QA and validation testing for load and scalability with systems/network.

Training Participation

LESSONS LEARNED

1 The feedback mechanism of using workshops, meeting with user and responder groups was a critical success factor in identifying pain points.

2 The additional effort to meet with the responder groups was successful in re-establishing the business relationship and creating new positive attitude with our contacts.

3 Training plan using quick guides, videos and training sessions for responder groups worked well in preparing responders and to create bonds and connections with support groups.

4 Dedicating client resources by securing Scott Rider for entire project and having onsite client post support was instrumental in SaskPower properly supporting the project.

5 Inability to fully leverage utilization of multiple internal channels of communication still did not reach maximum awareness both externally and within IT&S.

6 Communication was established prior to cutover date in the event that 24x7 areas were unable to contact the Service Desk as part of risk mitigation.

7 Define and communicate a clear change management freeze on outages to minimize risk.

8 There was a great win/win for the previous provider and SaskPower when Service Desk resources who lost positions as a result of this transition were able to be hired by WBM.

SaskPower, Regina, SK

9 Leaving the ownership of the SaskTel phone numbers directly with the client will make it much easier to make changes to the phone numbers in the future. The phone numbers had been owned by the previous provider and it took considerable effort to get the numbers transferred to SaskPower.
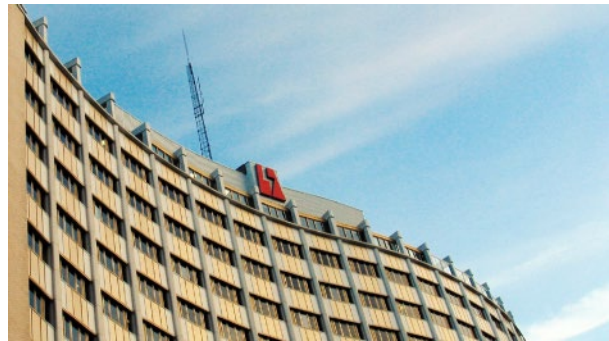
RECOMMENDATIONS

1 Investigate the corporate communication policies and limitations for communicating these types of initiatives to ensure we have the right messaging to all appropriate stakeholders.

2 More Assessment of optimum cutover dates when implementing major initiatives in order to reduce initial impacts and any carryover volume from a long weekend cutover

Outcome Four
ENHANCEMENT TRANSITION PLAN

The following optimization items have been planned for implementation throughout staged intervals following post-transition stabilization.

30 DAY GO LIVE

Estimated Delivery October 1st, 2016

Great From Day 1

- Resolve all outstanding stabilization / debugging issues identified during transition
- Achieve all Service Level targets
- Rotation Staffing for entire team means same team day and night for immediate after-hours excellence
- Instant end-user Accolades and satisfaction results
- Mobile device support accessibility – implement full functionality to users
- Reporting and Dashboard integration – publish quick reference user guide
- Self-Service Portal introduction to customers (staged phases)
- Introduce Service Request catalog
- WBM Print Services enhanced processes and automation

90 DAY GO LIVE

Estimated Delivery January 1st, 2016

Progressive Stewardship

- Seamless Transition Success: Adopt further SOP's and tested processes bring customer experience to a new standard
- Facilitate formal KB Process Review / updates with Responder Groups
- Creation of enhanced How-To Documentation. Analyze root case and common problems. On-staff publishing and content creation
- Further develop and build out the Service Request catalog
- Integrate Calgary IOC to SaskPower support infrastructure
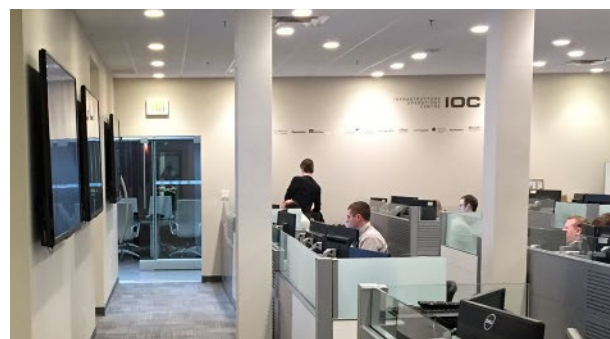
The following optimization items have been planned for implementation throughout staged intervals following post-transition stabilization.

180 DAY GO LIVE

Estimated Delivery April 2017

Enhanced Technology Enablement

- Expanded end-user interaction and value
- 1st release of Self-Service HOW TO assets go live on SaskPower Intranet
- First Governance review for input and recommendations for immediate implementation
- Defined metrics and evolving objectives – improved wait time performance, NPS, cost reduction, open tickets
- Implement ITIL philosophy best practices

270 DAY GO LIVE

Estimated Delivery July 2017

Visibility & Engagement

- Custom dashboards and trending go live at SaskPower Corporation
- Walk up Service Desk / Genius Bar possible go live
- World Class Service Desk Solution opportunity
- First Service Excellence workshop hosted for continuous process improvement
- Quarterly agenda – address trends & opportunities
- Live Chat or Video functionality
- Quantify and deliver 10% cost reduction over SaskPower's previous spend in Year One

SaskPower, Regina, SK
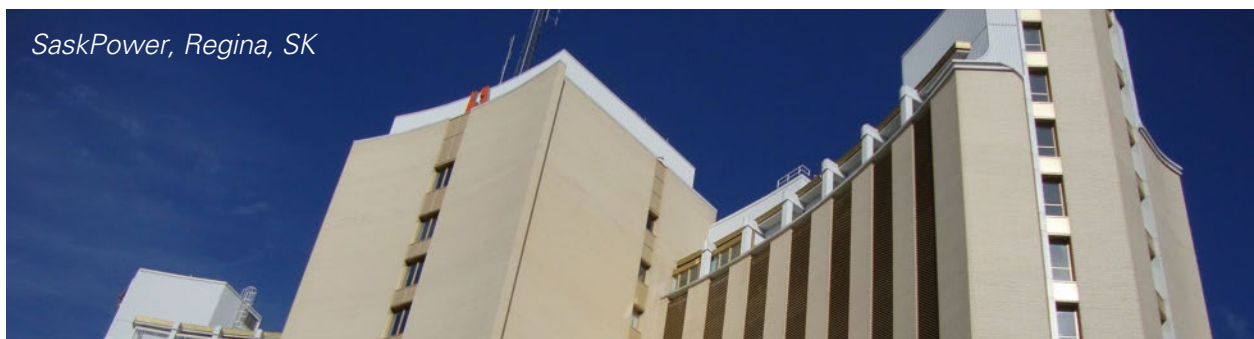
Outcome Five
EXTENDING VALUE & CONTINUED GROWTH

Leveraging the success of the Service Desk Transition, WBM will continue to identify additional value drivers extending to the broader organization.

We have built a partnership step by step that is truly an extension of the SaskPower team. Together we will:

- **Move Forward** to a world class state
- **Keep Evolving** and growing in value
- **Increase Clarity** for WBM, **Comfort** for SaskPower, and **Velocity** to succeed as partners

POTENTIAL OPPORTUNITIES FOR FUTURE PARTNERSHIP

- Provide insight and expertise into SaskPower's new ITSM Strategy. Secure on-site resources to implement the new ITSM tool once it's been defined.

- Support with configuration management (CMDB), change management modules

- Develop and establish the comprehensive Service Request catalog to align with ITIL methodology and best practices

- Optimization of Groups and Categories' structure, maintenance, and alignment. Implement lean process strategies and workflow automation

- Special projects and other value-added services identified

Our continued focus at WBM is to deliver a best in class commitment across every SaskPower requirement.

SaskPower
Powering the future®