SERVICE DESK TRANSITION

SEPTEMBER 15, 2016

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.

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
STABILIZATION ACHIEVED

Stabilization 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

<table>
<thead>
<tr>
<th>ACTUAL</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abandoned Calls %</td>
<td>4.0%</td>
</tr>
<tr>
<td>Grade of Service %</td>
<td>87.0%</td>
</tr>
<tr>
<td>Calls Answered 2015 / 2016</td>
<td>201 / 224</td>
</tr>
</tbody>
</table>

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 promoter 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 compliance
  - 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

- Quick Wins continued...
SERVICE DESK TEAM

8 Core Analysts + Dedicated Overflow Support in Regina/Saskatoon

TRAINING

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

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**Workshops**

**Training Participation**

**Enhanced Training**

**Service Desk Meet & Greet**
### Outcome Two

**MEASURABLE RESULTS & IMMEDIATE IMPROVEMENT**

#### KEY METRICS

<table>
<thead>
<tr>
<th>Metric</th>
<th>AUG 2016</th>
<th>TARGET</th>
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<tbody>
<tr>
<td>Grade of Service</td>
<td>74.4%</td>
<td>&gt;=85%</td>
</tr>
<tr>
<td>Abandoned Calls</td>
<td>7.8%</td>
<td>&lt;=5%</td>
</tr>
<tr>
<td>Incidents Dispatched Correctly</td>
<td>TBD</td>
<td>&gt;=95%</td>
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<tr>
<td>Email Response Time</td>
<td>N/A</td>
<td>&gt;=80%</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>79</td>
<td>&gt;=65 NPS</td>
</tr>
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</table>

#### CALL METRICS

<table>
<thead>
<tr>
<th>Metric</th>
<th>AUG 2015</th>
<th>AUG 2016</th>
<th>YTD M AVG</th>
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<tbody>
<tr>
<td>Calls Answered</td>
<td>2714</td>
<td>2763</td>
<td>2894</td>
</tr>
<tr>
<td>Calls Offered</td>
<td>2838</td>
<td>2998</td>
<td>3104</td>
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</table>

#### CALL HANDLE TIME 2016

<table>
<thead>
<tr>
<th>Month</th>
<th>Talk Time</th>
<th>Wrap Time</th>
<th>MINUTES</th>
</tr>
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<tbody>
<tr>
<td>AUG</td>
<td>8.6</td>
<td>2.1</td>
<td></td>
</tr>
<tr>
<td>JUL</td>
<td>9.4</td>
<td>3.9</td>
<td></td>
</tr>
<tr>
<td>JUN</td>
<td>8.9</td>
<td>4.6</td>
<td></td>
</tr>
<tr>
<td>MAY</td>
<td>8.1</td>
<td>3.3</td>
<td></td>
</tr>
<tr>
<td>APR</td>
<td>8.1</td>
<td>4.7</td>
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</tr>
<tr>
<td>MAR</td>
<td>8.9</td>
<td>3.4</td>
<td></td>
</tr>
<tr>
<td>FEB</td>
<td>8</td>
<td>2.6</td>
<td></td>
</tr>
<tr>
<td>JAN</td>
<td>7.9</td>
<td>1.9</td>
<td></td>
</tr>
</tbody>
</table>

WBM Service Desk Transition
END USER SATISFACTION SURVEYS

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

NPS AUGUST 2016

83%

Net Promoter Score = % Promoters - % Detractors

Promoters            Detractors              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.

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.
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.

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

- 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

Great From Day 1

90 DAY GO LIVE

- 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

Estimated Delivery October 1st, 2016

Estimated Delivery January 1st, 2016

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

180 DAY GO LIVE

- 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

Estimated Delivery April 2017

270 DAY GO LIVE

- 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

Estimated Delivery July 2017
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.