
INTRODUCTION

To improve or maintain customer satisfaction while decreasing delivery cost, is an ongoing agenda item for most IT departments.

Our research shows that in many organisations the service quality can only improve further when domain technical resolver groups (third tier) improve their customer service processes.

Once past the initial response it becomes clear the more technical groups within IT believe customer service is the responsibility of the Service Desk.

From the third tier perspective, the jobs they receive are usually more complex and time consuming. They often receive poor quality escalations and miss directed jobs from the Service Desk, which results in loss of productivity, rework and frustration.

Anecdotes and complaints are usually the main feedback mechanism between IT teams. The inter-team assessment replaces the anecdotal with structured feedback that identifies the service quality behaviours that are working and those that are not. It captures a comprehensive view based on the service delivered not personalities.

Technology support as required by customer's cuts across teams. This assessment captures the quality of that workflow.

PURPOSE

To move from anecdotal to evidence based service improvements within the IT Division.

DESCRIPTION

The assessment uses standard IT service quality dimensions to measure service relationships where the "customer" is an IT colleague.

The **assessing** team answer thirteen questions about the service they receive from the **assessed** team using the following categories:

1. roles and responsibilities of the team
2. communication effectiveness
3. workflow
4. knowledge sharing
5. responsiveness
6. technical and service quality attributes
7. what is working well and areas needing improvement

We recommend the initial assessments target the primary service relationships. As in the Service Desk example following.

EXAMPLE

Team giving feedback	About services received from
Service Desk	Desktop Support Business Systems Systems Services Application Support
Application Support	Service Desk Infrastructure team

COHORT

The respondents for the assessments are operational team members and team leaders.

BENEFITS

The benefits the assessment delivers:

1. identifies where to reduce rework for IT and client
2. improves working relationships between IT teams
3. verifies the specifics of roles and responsibilities between teams
4. assesses quality of escalations and re-assignments
5. identifies ways to improve workflow
6. provides the foundation for the development of an Operational Level Agreement (OLA)
7. engages all IT teams in the service quality process
8. determines the service quality responsibilities of the domain technical areas
9. provides internal IT service quality data to tackle silo's
10. identifies all customer groups for third tier teams
11. provides feedback to all teams on their service quality within IT
12. identifies areas within IT where the customer experience can be improved
13. replaces anecdotal feedback with a structured IT service quality measurement
14. determines where inter-team communication procedures are required
15. improves clients' service in IT responsiveness, communication and understanding the business priorities

DELIVERABLES

1. Fully hosted survey service
2. Staff participation information
3. Full results report
4. Overall team performance score
5. Recommendations for improving results and releasing results to teams
6. Online/phone results review
7. One month of email support on results interpretation and improvements

PRICING

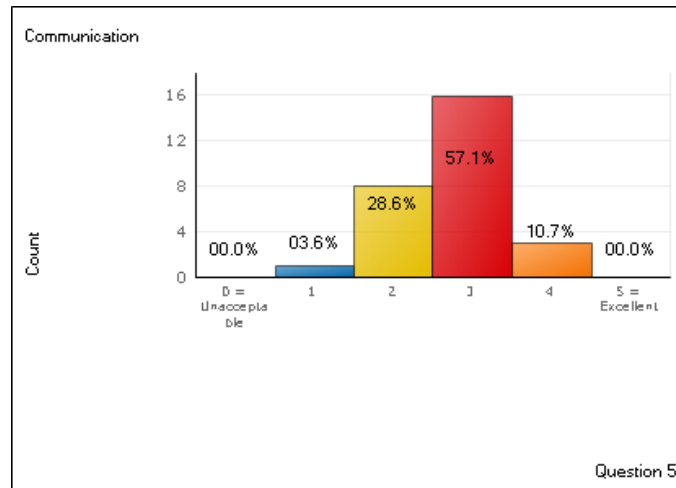
Base assessment: a two directional assessment between two teams	\$2157+gst
Additional directional teams	\$1334 per team +gst



REPORT SAMPLE

Service Desk assessing the service they receive from Network Services

Question 5: Network Services communication on problem resolution status:



Frequency Distribution Chart for Question 5

Summary table:

Assessment Rating	Frequency	Percent	Valid Percent	Cumulative Percent
0 = Unacceptable	0	00.0	00.0	00.0
1	1	03.4	03.6	03.6
2	8	27.6	28.6	32.1
3	16	55.2	57.1	89.3
4	3	10.3	10.7	100.0
5 = Excellent	0	00.0	00.0	100.0
Valid Total	28			
Missing Total	1			
Grand Total	29			

ID	Question 5: Additional comments table
0	They don't really give any feedback to what the problem was
1	Sometimes good sometimes bad. There is no consistency across team members
2	They mostly seem to communicate if forced to do so
3	Depends on the team member

ID	Question 10: Network Services could improve:
1	It can be difficult to work out who to talk to about what. They have an odd structure with a lot of managers. They could advertise better about what they do.
2	They leave known problems alone if they can come up with a work around. A work around is fine short term, but they need to spend some time fixing the underlying problems.

ID	Question 11: Network Services does well:
1	They have very good technical skills. They maintain our protection from outside viral and spam attack
2	Good on specific projects

