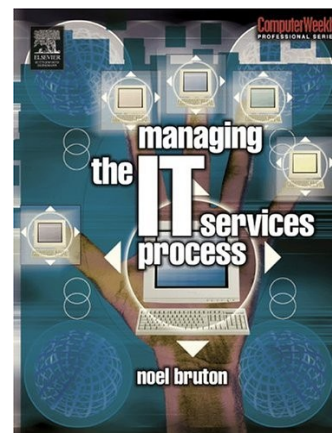
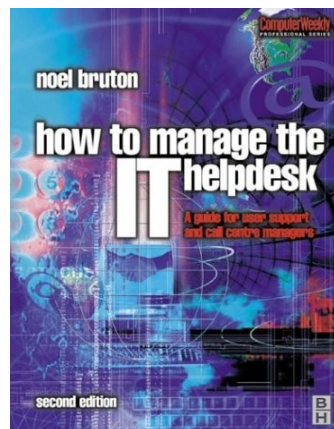


What If You Could Start From Scratch?



“I fix IT helpdesks”



The ITIL Experience
Has it been worth it?

A New White Paper
Commissioned by

Sponsored by



Report author
Noel Bruton
Bruton Consultancy
Box 27
Cardigan
Wales SA43 2YL
+44 1298 811666
noel@noelbruton.com
http://www.noelbruton.com

Background

- Recent Interim Management engagements
- Build helpdesk / service desk
- Design its function
- Assist in recruiting permanent replacement

Principles

- Rule One – there are no rules
 - Key philosophy: “It's yours – now what?”
- Freedom from legacy - the consultant's luxury?
 - You're expected to know better
 - No political history
- ITIL - almost nothing to offer – could be safely ignored
- Assume there are already expectations
 - Must be better than what's gone before
- You can't do it alone – alliances necessary
- Service provider, not service victim
 - Users don't call the shots – we do

Hurdles

- It had to be a 'Service Desk'
 - Nonsensical title, but stuck with it, but hype preceded us
 - Impedes marketing, expectation management, second line relationships, staff careers, corporate standing
- Legacy of imposed changes
 - Jeopardizing staff commitment?
 - From local IT to national shared service
- Geographical spread – users miles away
- System owners relinquishing permissions
- Poor quality tool already selected and installed

First Things First

- What have we got?
 - Skills matrix
 - Supported systems audit
 - Existing procedures / processes audit
- Demand and performance benchmark
 - How many users? How much use? Types of enquiries?
- Preconceptions
 - Staff understanding of services to be delivered
 - Customer satisfaction survey
 - IT management attitudes and expectations

Training, Training, Training

- Everybody
 - Key business systems
 - New remote control software
 - New universal service desk tool
- At least two specialists
 - Telecoms
 - Sites
 - Vertical apps
- System release prerequisite
 - Training the system owners

What Must It Look Like?

- Customers want and need high quality
 - Company operatives on customer site
 - High FLF crucial, especially business systems
- Staff want to work in high quality service
- IT needs a skills farm
- Service desk needs respect from IT
- System owners need to trust us with systems
- So it's got to be technical!

Structures

- Delegated performance monitoring
 - Team leaders
 - Standard system reports anybody can run
- Weekly review with team leaders
 - Preceding IT management review meeting
- Skills redundancy everywhere – principle
- SPOF eradication
 - Documented knowledge and procedures
- System owner mirroring
- Site specialists

Services

- Some computer-based services insourced to user depts (e.g. CCTV to Facilities)
- Insourced procurement / licensing to IT admin
 - Procurement role is needs-verification only
 - Principle – divest all non-technical services
 - Hmm – does that mean we're not a Service Desk?
- Take on all system account management
 - Free up second line / network technicians
 - Dedicated, more numerous resource = faster service

Marketing

- Brand name, logo, tagline
- Printed brochure on every desk in the company
 - Service expectations
 - Usage instructions
 - Used the company marketing department for this
- Intranet presence
- Meetings with site principals
- Controlled email announcements
- Stock presentation
- Technician visits
- Articles in company magazine

What If You Could Start From Scratch?