Implementing a University Wide IT Service Management Tool

Ashton Mossop
About me

15 years experience in IT, primarily in Client Support. Worked for state & local government, IBM and have been in the University Sector since 2005.

Interests:

• Process Improvement
• User Experience
• Web Design (the look & feel part)
• Creative Writing
• According to my staff: Making bad jokes
About QUT

Originally founded in 1849 as the Brisbane School of Arts, the Queensland University of Technology (QUT) is a highly successful Australian university with an applied emphasis in courses and research. Based in Brisbane, we have 4,500 staff, 47,000 students and an annual budget of over AU$800 million.

We have two major campuses and several smaller sites.
Service Providers

QUT’s Information Technology is delivered to the clients by two different areas with distinct portfolios:

Information Technology Services

Learning Environments and Technology Services
QUT IT Support

* Items shown are only a sample of the 60 teams we have
The issue

In a university environment with competing agendas, priorities, attitudes, work patterns, work styles…where to begin?
Our previous solution

- 7 year old tool designed to be ITIL v2 compatible
- Could not be upgraded past the version it was on
- Only worked on Windows
- Was not Windows 7 compatible (Win8 on the way)
- Low interest and active avoidance from service teams
- Some people were very stuck in their ways
- Using Problem module for “Project work”
- Poor self service interface
- Shoehorned incident module to do billing
- General usability issues
- Performance issues
- Reporting issues
“A lot of times, people don’t know what they want until you show it to them.”

Steve Jobs

“I don't know the key to success, but the key to failure is trying to please everybody.”

Bill Cosby

“People may not know what they do want….but they certainly know what they don’t. Just ask them…”

Ashton Mossop
Market Scan

Requirements:
• All modules for all the ITIL v3 processes
• Concurrent licensing model
• On premises Installation
• Good self service interface
• Link to our identify management system for user info
• Fast response time
• Link to our phone system
• Work on non windows computers
• Mobile interface
• Intuitive interface
Top 3 challenges

• Entering data quickly and easily
• Finding / exporting data for reporting
• Enabling end users to log jobs
Reporting

- Reporting performed outside the tool on an enterprise reporting platform
- Not everyone had permission to create reports
- Required specialist knowledge to create the reports
- Nobody to train you in how understand the database and how to make the reports
- Searching in the tool either difficult or simply didn’t work
- Of the ~50 standard reports created by those with the know-how, only 5 were used frequently.
Categorisation

- We had a 4 layer deep categorisation for Incidents which gave 578 combinations for classifying a ticket
- In an 8 month period, over 80% of the available combinations, had less than 20 tickets logged
Categorisation Jan – Aug 2013
Top 80%
Categorisation

What this meant was:
• we had multiple ways to classify some things and no way to classify others
• The structure was too complex
• It took a while to identify how to classify a ticket
Keep it simple.
Proposed Solution

- Replace existing tool
- Create a Reporting Coordinator role
- Critically look at the previously provided reports and if necessary make them more useful - most weren’t actual “reports”
- Flatten the classification structure
Expected Response

- NO WAY!
- 404
- Never
- ITSM 4 EVA
Result

MEH

GIVE IT A GO
Our approach

- Replace our existing tool
- Train the trainer approach for Analysts
- Emphasis on T1 & T2 usability
- Enabled our users to find the data in the tool negating a lot of the needs for reports
- Create a Request Fulfillment Process Manager role
- Populate Service Catalogue with Request Offerings
- Create a Reporting Coordinator role
- Flatten the classification structure 4 deep down to 2. Now only (78 possible combinations)
  - 11 services
  - 8 categories under each
Self Service Uptake
Modules

- Survey
- Self Service
- Incident
- Service Request
- Approvals
- Tasks
- Problem
- Reporting
- Change
- Service Level Management
- Config
- Knowledge
- Release
- Voice
- Incident
2013 (Go live)
2015 (planned)
Lessons learned

- Be careful not to swing too far in the opposite direction
- Train the trainer only works if they “want to”
- Identify what you “need” to report on before you begin the reporting journey
- Volume vs Quality: Instead of reports, opt for Business Intelligence
After thoughts

- New tool “can” renew interest in IT Service Management
- New tool can be a good opportunity to implement process improvement
- Challenge “it’s always been done that way”