



# University of Auckland NESTT - IT Service Effectiveness Enabling Our Amazing

Justin Richardson - Design & Scope & Innovation

Robert Brown – Pitch & Implementation

Why we used the NESTT?

What we used the first NESTT For?

How it went

Outcomes





## Why use the NESTT?

- Over traditional approaches
- Shake it up
- **Customer led**
- Build momentum
- Transactional vs **Transformational**

## Preparing for a NESTT

- Selecting your topic
- One that matters but also has the right level of sponsorship and commitment
- We chose the one that scared (and scarred) us the most ... IT Service Improvement (Research Storage ... but more about this later)

## On-Going or Complex Problems Questions

	2013	2014	2015	2016	2016
	AUK	AUK	AUK	AUK	ADELAIDE
If your problem was not fixed on the first attempt, were you advised of progress via regular feedback?	36	24	38	29	66
Was there a check back after the final resolution to ensure that the issue had not recurred?	42	31	38	31	67
When the ticket was closed, how satisfied were you that the issue was fully resolved?	40	44	48	40	73

University IT Service Quality Benchmark Survey™

HIGH >55%

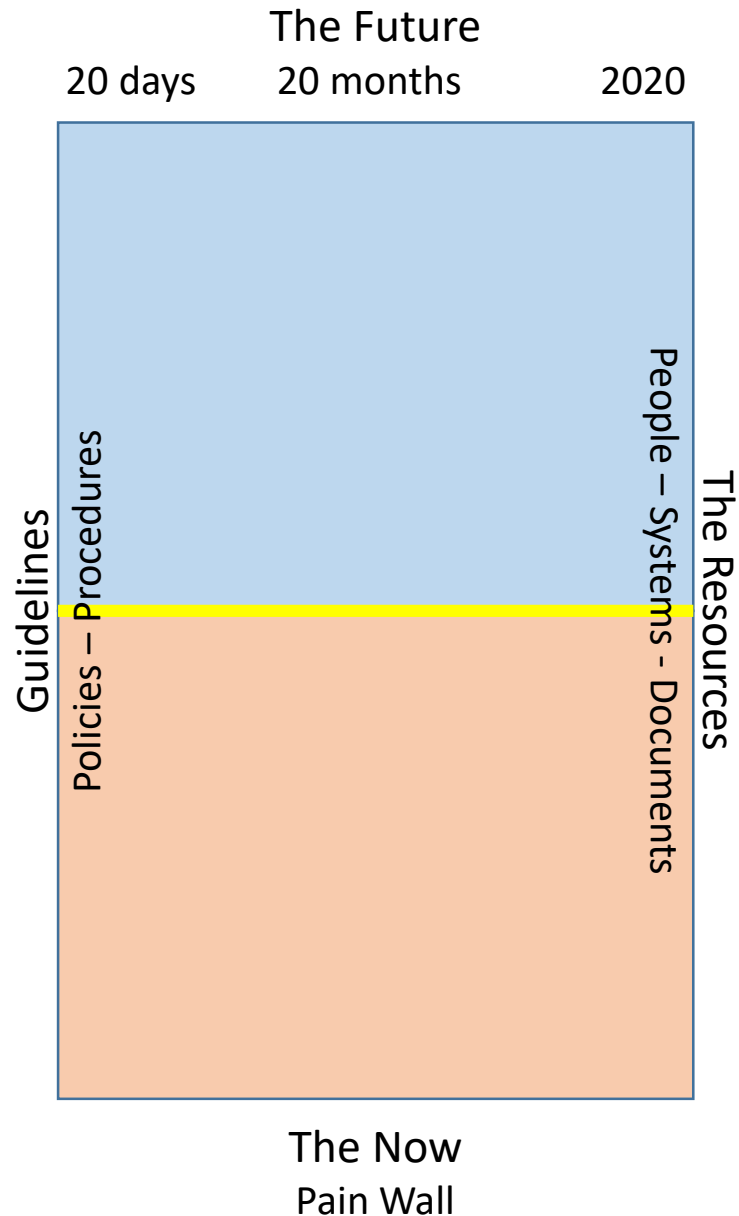
MEDIUM 45 < 54%

LOW <45%



**“They would give  
their kidney to  
provide excellent  
service”**

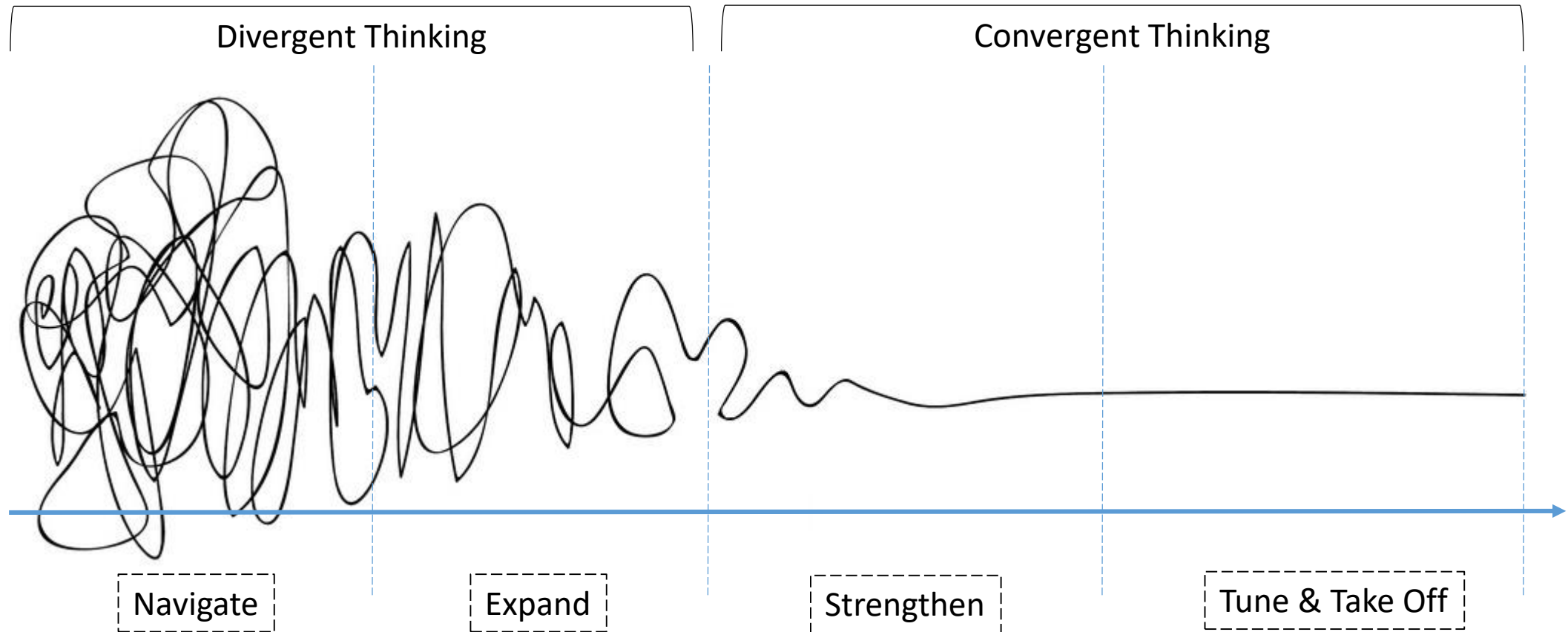
# Month 1 – The Setup of the NESTT



## Setup

- The physical space
- The Teams
- Roles
- Data collection
- Collecting Policies and Procedures
- Refining the scope through interviews

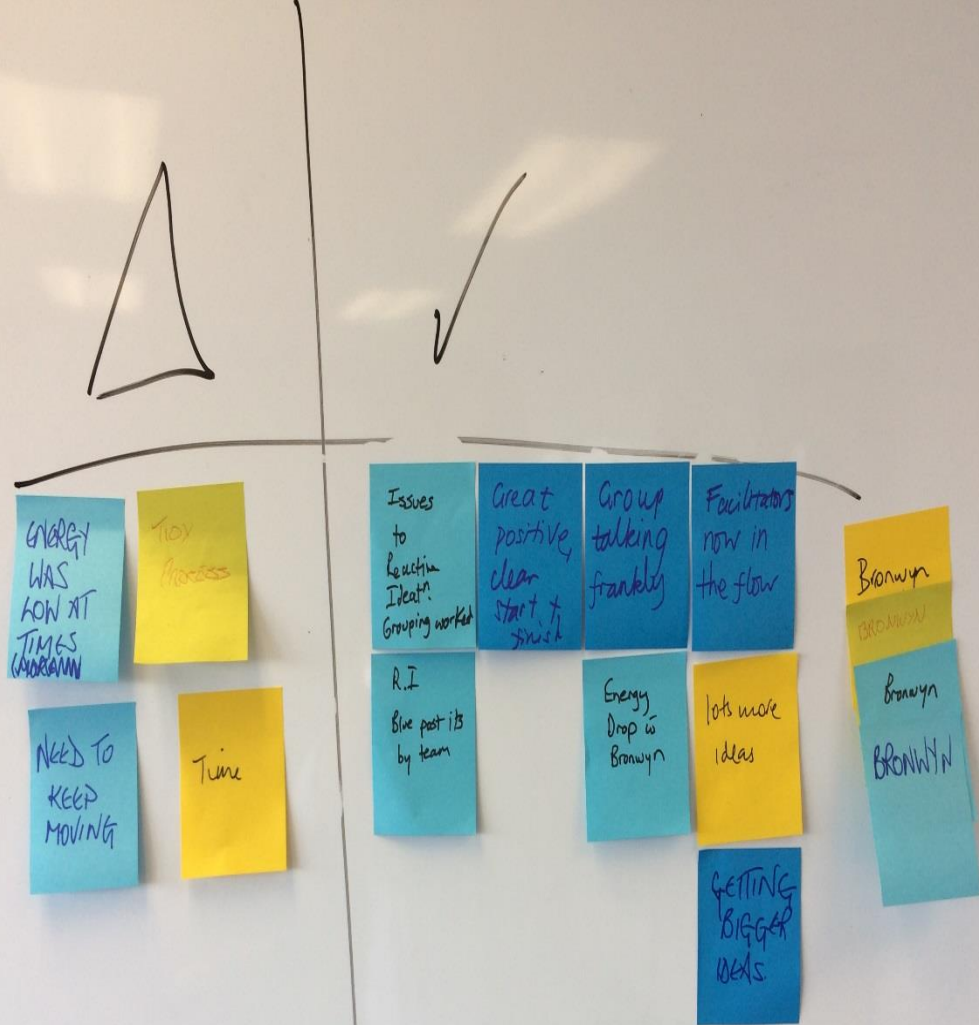
## Month 2 – NESTT SESSIONS



<https://www.flickr.com/photos/rosenfeldmedia/9201027137>

Based on Damian Newman's Design Squiggle





Be prepared to adapt

- Delta / Plus
- Re-sequence workshops to match resources
- Match direction of the group
- Lessons learnt – spend less time on the pain
- Daily run sheets
- Commitment for 4 weeks
- Shifted focus –lifted original scope up from Research to Services



















# Ideas on a Page

- Title
- Innovation Champions
- Pain Points addressed at each stage of the value chain
- Realisation Timeline
- Description
- Implementation Stages

## THROUGH THE LOOKING GLASS TO GREAT SERVICE (SERVICE DEFINITION AND DESIGN / EMPOWERMENT)

Innovation Champions: KEITH HEDLEY, YVETTE WHARTON

**TARGET STAGE:** (Minimum number of pain points identified is 93 for the end to end process, see table below for the number of pain points addressed by this idea)



### REALISATION TIMELINE

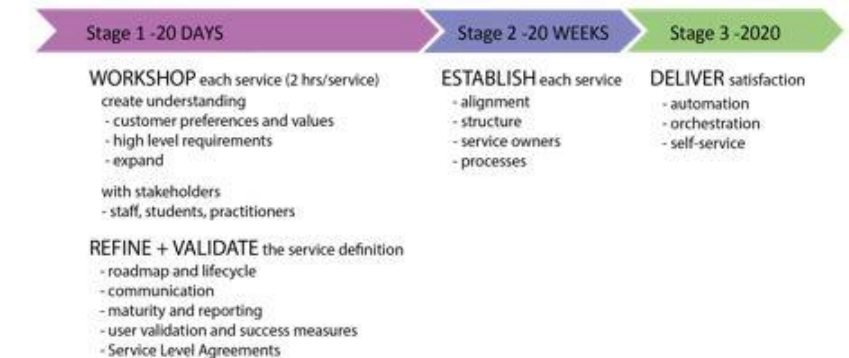


### DESCRIPTION

**Problem:** IT Business Services are not defined with no clear end-to-end service ownership which results in a high number of handovers between teams before customers are provided with an outcome.

**The proposed idea:** Rapidly build the foundation IT Business Services here at the University through the Service Definition & Design process. This would provide the fundamental platform to develop services led by the business, designed for consumption by the business.

Within twenty weeks this three stage process (as below) would re-define existing critical services or establish new services for the business. At a minimum, this will reduce the current estimated 12,000 hours lost per year on complex and on-going requests.





A promotional image for the TV show 'Dragons' Den'. Five investors are seated in a row in a dark, industrial-style loft with large windows and brick walls. From left to right: a woman in a light-colored dress, a man in a blue blazer, a woman in a black dress, a man in a blue blazer and tan trousers, and a man in a dark suit. Each person has a small table with a stack of papers and a glass of water in front of them. The floor is made of dark wooden planks.

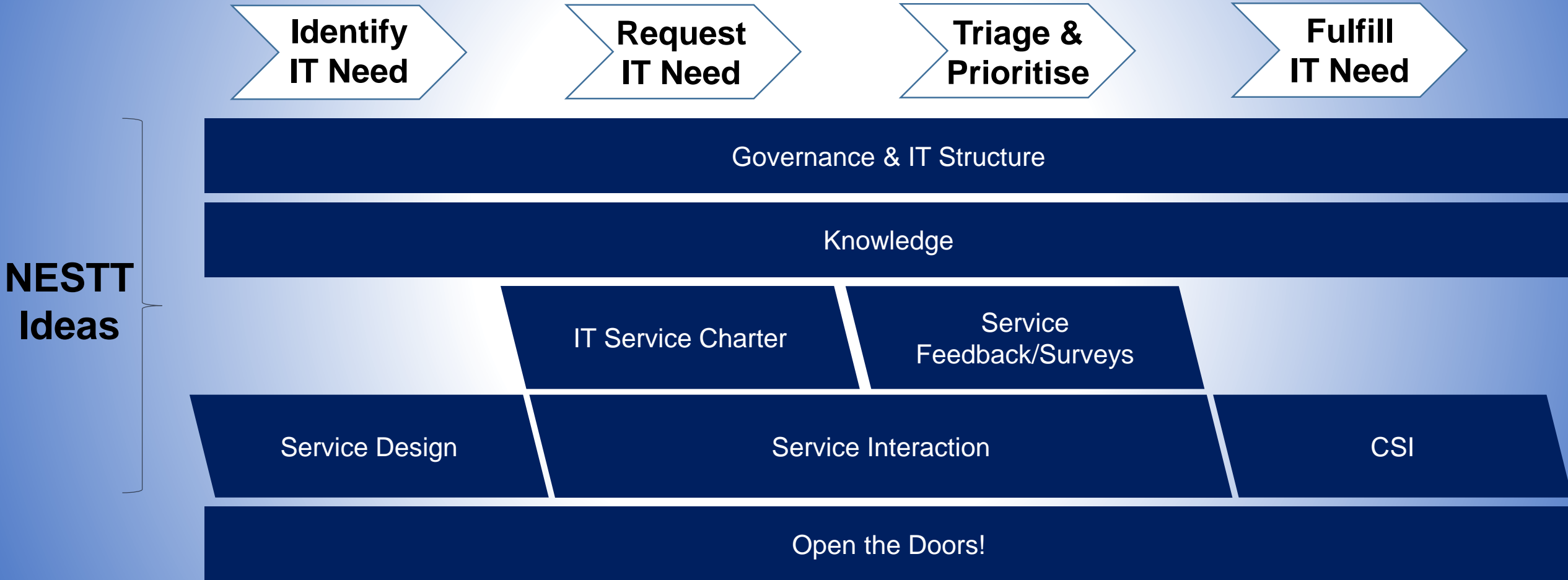
# DRAGONS' DEN



# Ideas On A Page – Benefits Matrix

Idea on a Page (no)	①/② Service Design & Empowerment	③ Service Charter	④ Service Interaction	⑤ Surveys	⑥ Knowledge
<b>Dependencies</b>	Service Catalogue & IT Portal	None	Idea 3 required to be effective	Idea 1, Technology (Service Now); Chat Service; Service Owner	FTE
<b>Supports</b>	Idea 6	Idea 4	Idea 1 & 5	Idea 1 and 4	Idea 1
<b>20 Day Activities</b>	Validate; 6 Services Identified; Training; Reporting	Consult Stakeholders; Compare to Other; Pilot	Standards; Comms	Technology Setup; Call backs; Reporting	Promoting; Define Knowledge Strategy; Hire FTE Person
<b>20 Day Cost</b>	5 Days + 12 Days = \$x	2 Weeks = \$x	5 Days + 5 Days + 20 Days = \$x	10 Days + 5 Days + 5 Days = \$x	\$90K / 10 Days = \$x
<b>20 Day Impact</b>	Medium	Low	Medium	High	Low
<b>20 Week Activities</b>	Implement	Launch and monitor	Pilot and monitor	Implement	Pilot and monitor
<b>20 Week Cost</b>	8 weeks = \$x	4 weeks = \$x	8 weeks = \$x	2 weeks = \$x	4 weeks = \$x
<b>20 Week Impact</b>	High	Medium	High	High	High
<b>Benefits</b>	1. Foundational service definition 2. Service Ownership/Accountability 3. Customer focused KPIs and reporting 4. Links Service Strategies to stakeholders 5. Addresses default 10 days (low/low) for standard requests 6. Simplifications and standisation of services	1. Customer Focused IT Culture 2. Formalises expectations 3. Source from existing world leading service organisations 4. Low overhead to introduce but long timeframe for benefits 5. Key causal factor to improve customer satisfaction	1. Addresses key recommendation from ITSQB to contact customers in a timely manner 2. Focused on evidence of poorly performing teams 3. Aligns with services defined in Idea 1 4. Uniform processes and standards introduced	1. Cycle of Continous Improvement for Service Owners via strategy 2. Improves customer experience of service experience in short timeframe 3. Ensure managers are engaged with stakeholders 4. Measurement of improvement progress 5. Positive reinforcement of good customer service 6. Opportunity to learn from	1. Improves self-service & Fix on First Contact 2. Links to KPI for Idea 1 3. Current knowledge use is significantly below world class service metrics 4. Reduces variability 5. Reporting of knowledge use feeds into Service Design 6. Protects against institutional lose of knowledge and silos
<b>Importance - Customer Survey</b>	3		2	1	
<b>Importance - IT</b>	1		2		3

# Ideas on a Page : Improving Customer Service



# Sample Happy Feedback

**Feedback for: x, SSC**

Advice was timely and spot-on! Solved my problem in just a few minutes. Thank-you.

**Feedback for: x, ITS Service Operations**

Excellent - quick and great solution from x. Also, the last person I spoke with at SSC/IT regarding a potential update to this ticket provided great advice and service. Thanks.

**Feedback for: x, IT**

Very happy with the promptness and quality of service! Thank you Latha!! :)

**Feedback for: x, IT**

The spirit, attitude and behaviour of the staff members engaged in solving the problem(s) with myself made the service very user friendly.



**Feedback for: x, FMHS**

x was really helpful and got it sorted out for me without any interruption to my lab experiments which I really appreciated.

**Feedback for: x, Science IS**

Must say really great, the guy (didn't get his name) came and sorted my problem out in person and even showed me how to fix it myself, top notch stuff

**Feedback for: x, ITS**

Thank you so much for your support and having the microphones set up! It allowed for seamless delivery :)

**Feedback for: x, ITS Application Support**

Thank you Robert. As usual, great communication all throughout the ticket resolution.

**Feedback for: x, ITS Network Operations**

Quick response by x in our other IT Team.  
Called and asked me to check the fix applied had worked from a user perspective.  
Great teamwork & communication.  
Thanks.

**Feedback for: x, Staff Service Centre**

Pro-active, personal contact with explanation of what happened as well as efficient resolution. My compliments to x.



## Sample Neutral & Unhappy Feedback

"The reply was prompt, but I am not sure that the problem is resolved. I have to wait and see. I am not sure what has been done."

We have requested this as Urgent on 5th of July and was only able to setup on the 22nd of August (almost 2 months). Thanks!

"Needed to access the shared drive and issue took hours to be answered with a potential solution. I resolved the issue myself in the end."

"Pro: good service time, answered on weekends. Con: too many short emails back and forth, not enough initiative in solving the problem without me having to give information "

"Only problem is that it took 2.5 days to action. I got this message when I logged the job: "Your request will be assessed and referred to one of our support staff to clarify, update, resolve or escalate within 4 hours" but I didn't have any updates until it was actioned 2.5 days later. I would prefer to have an accurate estimate of a timeline."



"I needed this urgently so I logged a request on the 17th (Thursday). I didn't get a response until the 21st (Monday). While this is only 2 working days later, it was too late for me and I had to solve the problem myself (which took me 10 hours). It would be helpful to know how to log an issue as high priority."

"The result wasn't what I asked for."

"No update was given as to why it did take so long to fix it. An opportunity for improvement :- ) Thanks"

"Staff were helpful but the difficulty of communicating via the SSC email system without ever having a simple phone number for the person who is assisting you is a real problem with the current workflow. My requests would always be resolved much more quickly and easily if once it was assigned to somebody, they could email me with a contact phone number to enable me to communicate directly and make a plan for the job to be done."

# Other benefits we achieved

- Momentum and support for existing initiatives
- It has been noted the personal/ professional development of the innovation and facilitation teams
- Permanent connections have been created throughout the UoA
- A new energy throughout service teams





## Lessons Learnt

- Adjust to fit
- Resources needed
- Panel – preparation, presentation
- Sponsors – change management
- Don't make everybody a presenter
- 4 weeks commitment
- More visionary, less pain
- Data/metrics to support at the start