

IT'S NEVER ENDING

**LEADERSHIP AND CHANGE
MANAGEMENT FOR IT SERVICE**

ABOUT ME:

- IT Service Desk (1998)
- Varied roles - PC Support, IT Manager, Head of IT, Service Improvement Manager.
- Currently Head of Service (Deputy CIO) at Oxfam GB.
- Public, Charity and Commercial experience with max 12,000 internal users.
- MSc IT and Management, CITP, ITIL, PRINCE2 and Agile Service Manager...



OXFAM:

- Helps communities and families lift themselves out of poverty.
- Works with communities, save and rebuild lives after disasters.
- Use our influence to challenge the things that keep people poor.





PART I

EXPERIENCES OF RUNNING AN
EFFECTIVE IT SERVICE IN
ENVIRONMENTS WHICH ARE
OFTEN CHALLENGING AND
ENDLESSLY CHANGING

WITHIN THE OXFAM
CONTEXT.



OUR REACH AND SCALE 2017-18

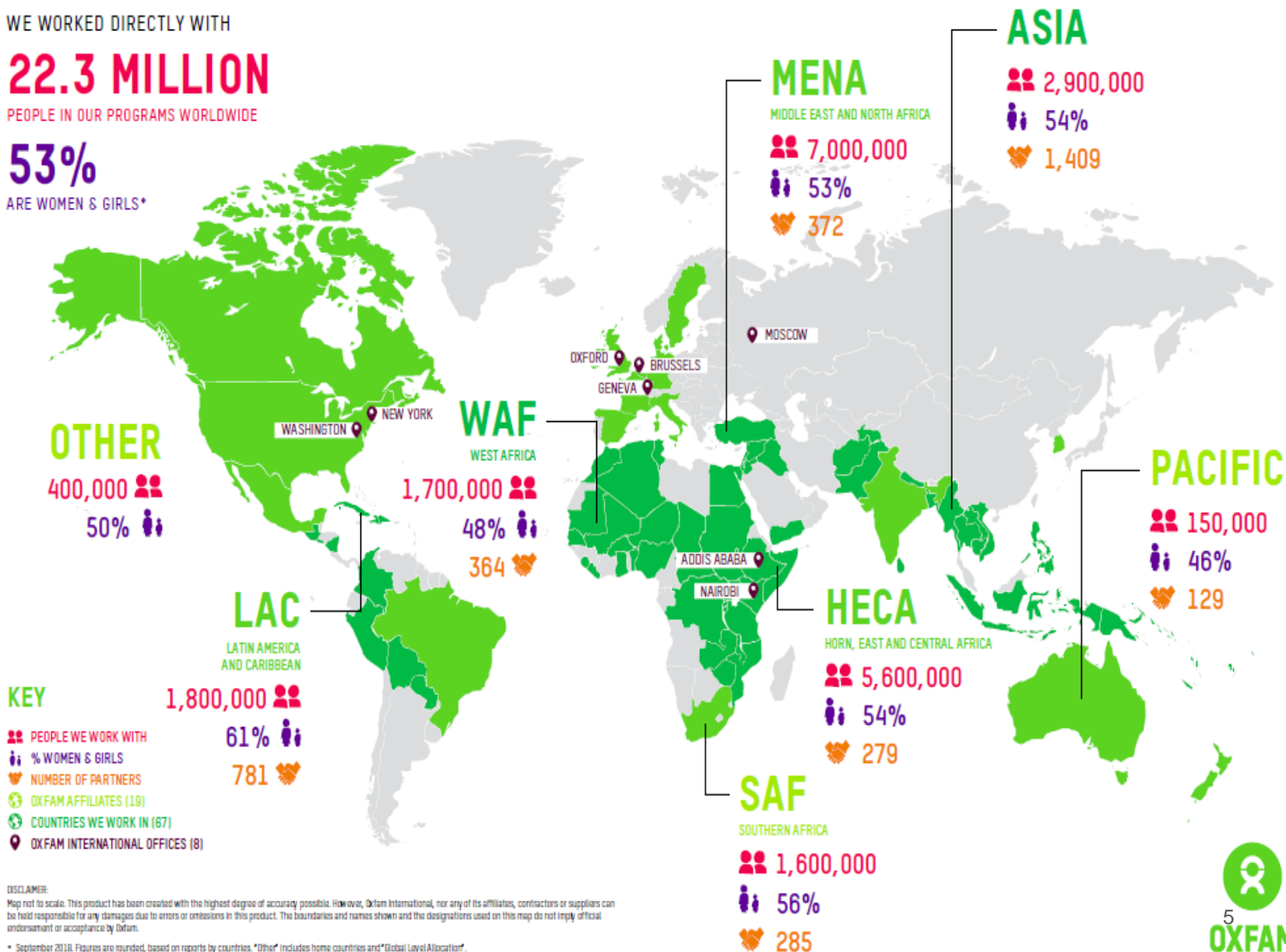
WE WORKED DIRECTLY WITH

22.3 MILLION

PEOPLE IN OUR PROGRAMS WORLDWIDE

53%

ARE WOMEN & GIRLS*

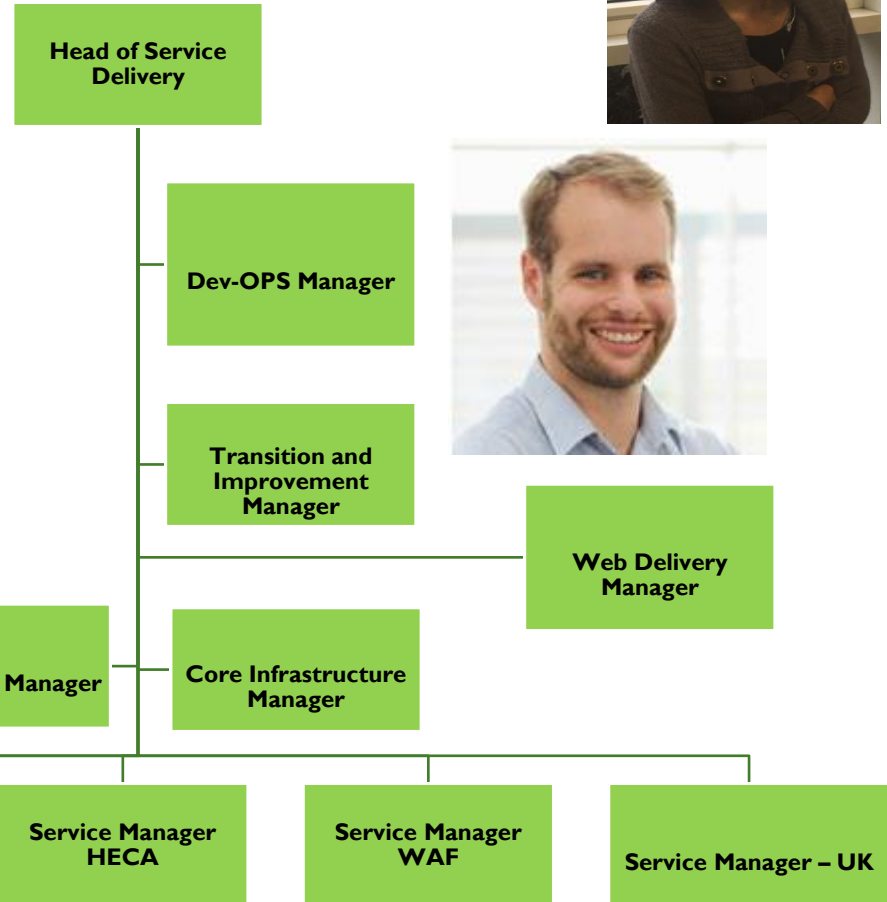


OXFAM GB STAFF...

**HAVE A ONE FRONT DOOR TO SERVICE,
ACROSS THE UK AND OUR 27 PROGRAMME COUNTRIES
WITH A
GLOBAL SERVICE DESK FOR SHARED SERVICE
APPLICATIONS**



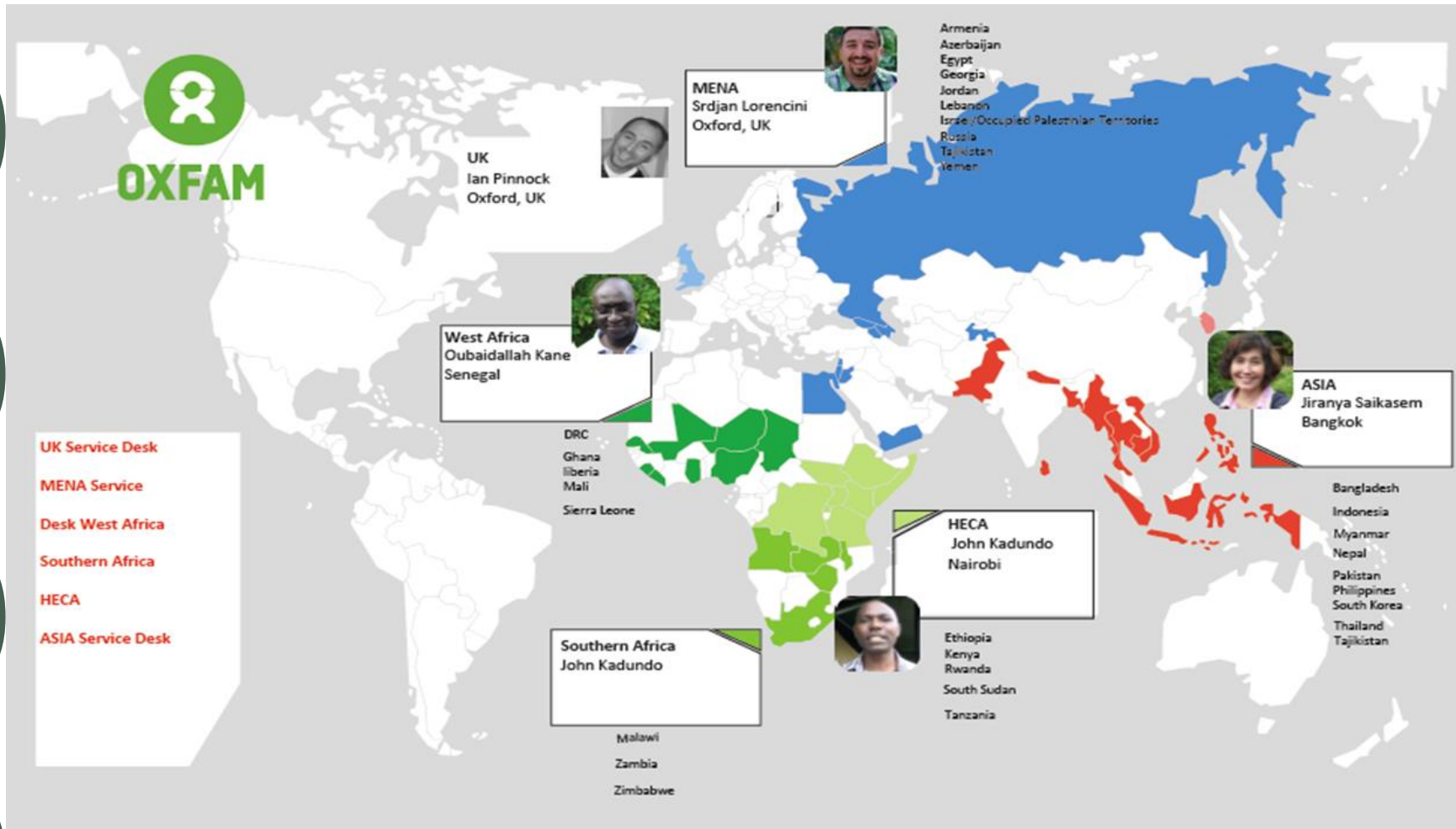
THE OXFAM GB SERVICE DELIVERY LEADERSHIP TEAM IS RESPONSIBLE FOR THIS GLOBAL SERVICE



SUPPORTING 110 AMAZING SERVICE STAFF!!



SERVICE MANAGERS MANAGE THE DAY TO DAY RELATIONSHIP WITHIN COUNTRIES; INCLUDING IT OFFICERS AND “FOLLOW THE SUN” SERVICE DESKS....



Supported through the UK Head office in Oxford where the UK Service Desk and most Tier 3 / Security Teams are based).





SERVICE MANAGERS HAVE REGIONAL FLEXIBILITY, AS LONG AS THEY FOLLOW GLOBAL STANDARDS. SUPPORTING FUNDRAISING, PROGRAMMES AND HUMANITARIAN RESPONSE



PART II

HUMANITARIAN CASE STUDY

HOW OXFAM IT RESPONDS TO CRISIS



IN AN EMERGENCY THERE IS A SITE ASSESSMENT



Telecom Emergency Kits are essential
for the assessment team
BGAN (voice and Data)
Satellite Phone (voice)
Isavi (data), Thuraya IP+ (data)



TEMPORARY OFFICE SET UP



ON-SITE IT SUPPORT & COMMAND CENTER



Dealing with:

- PC hardware problems
- PC Configuration problems
- Virus incidents
- Mobile Devices
- Loan IT accessories
- HR requests & IT inductions for new staff
- Logistic and HR need a dedicated printers, additional LAN ports
- Email issues
- Wifi and connectivity.

HARDWARE PROVISION FOR HUMANITARIAN STAFF



TO ENSURE THE DELIVERY:



What we do

Get involved

Shop online

Donate

CYCLONE IDAI APPEAL

We urgently need your help to reach people in Malawi, Mozambique and Zimbabwe who have been affected by Cyclone Idai. Please give what you can today.

Donate now

[Find out more about our response](#)



OXFAM
DEC MEMBER
TOGETHER
WE'RE
STRONGER



Photo: Tsvangirayi Mukwazhi/API/REX

OXFAM IS ALREADY RESPONDING WITH WATER AND SANITATION...



A decorative wavy line in green and white runs vertically down the left side of the slide.

PART III

BEST PRACTICE ADVICE AND EXPERIENCE ON:

Service Strategy

Leadership skills

Running the Service team

Improving service

Delivering transformational change



DO YOU KNOW WHAT YOUR CUSTOMERS' WANT?

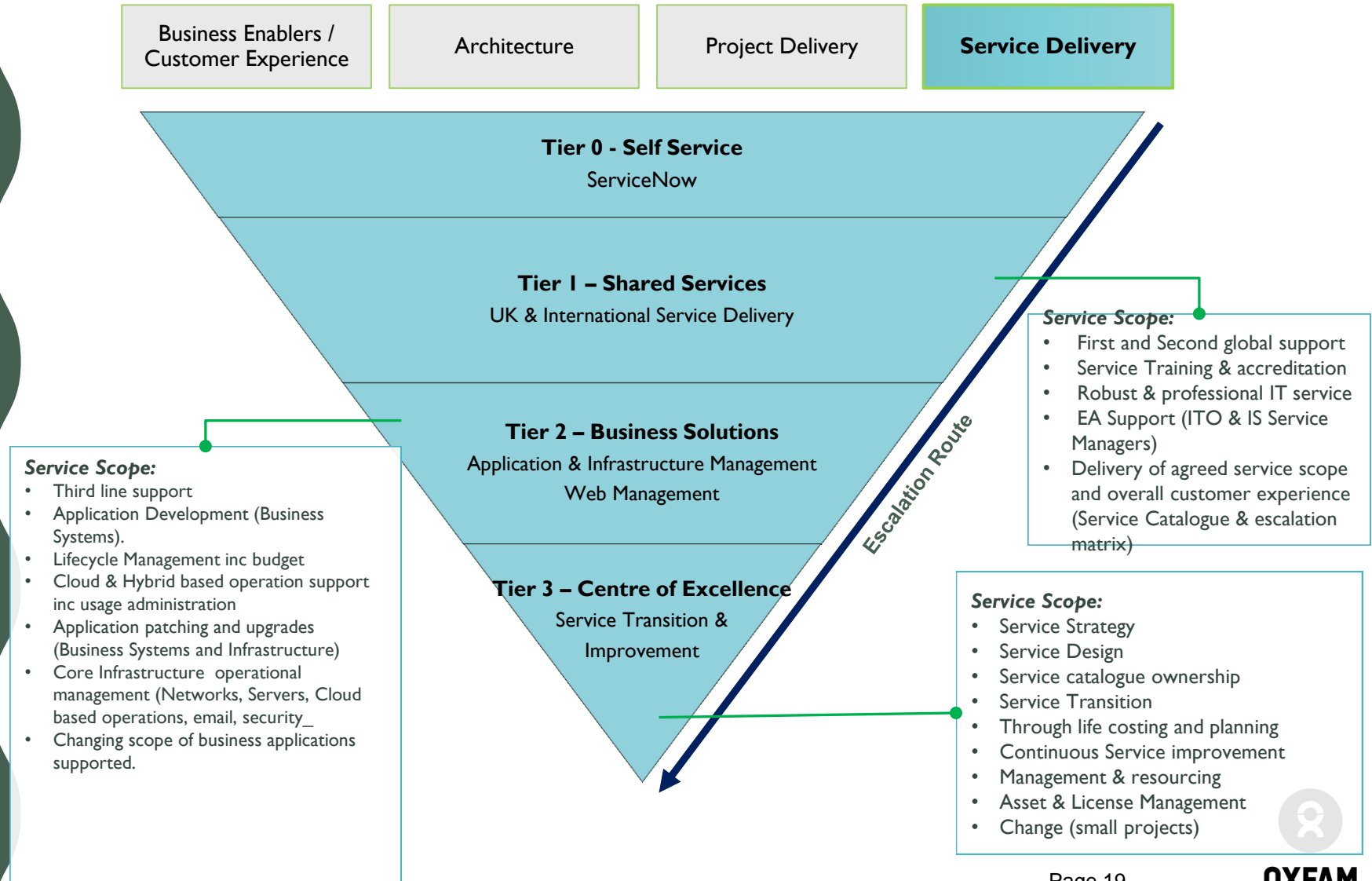
- Supporting Humanitarian, Programmes, Trading (Shops) and Campaigns to deliver their objectives.
- Supporting digital ways of working and engagement.
- Supporting Agile and new ways of working.

Which Requires...

- Robust IS Systems and Infrastructure.
- A Quality IT Service – with a customer first approach.
- Finishing & delivering business projects to enable the business.

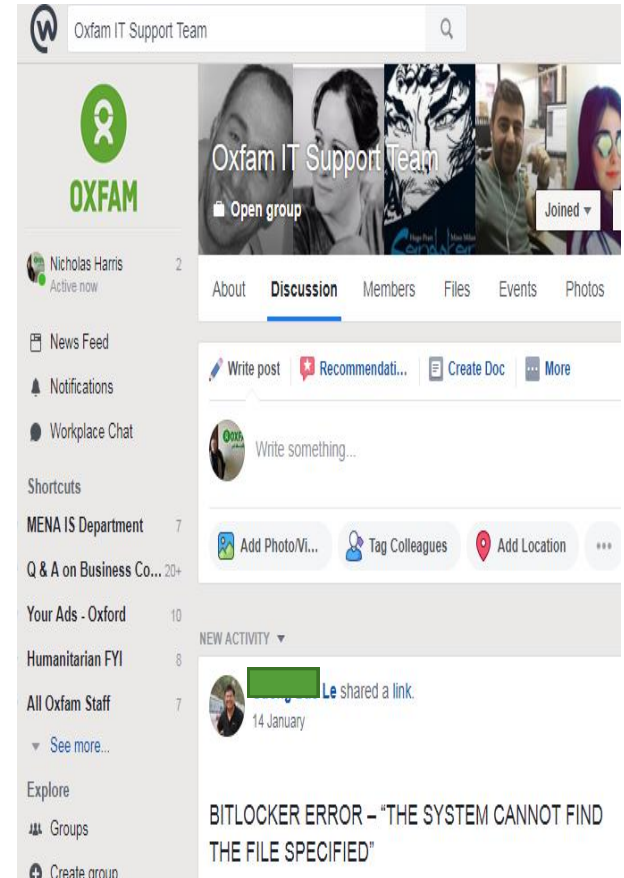


HAVE A TARGET OPERATING MODEL, SERVICE STRATEGY AND OPERATIONAL PLAN



ENSURE TEAM COMMUNICATIONS

- Business IT Board – Quarterly
- ISMT – Weekly
- All - Finance and IS Meeting – Quarterly
- All – IS Department Meeting – Quarterly
- Weekly UK Ops Meeting – Chair SDM (UK)
- Weekly International Ops Meeting – Chair HofS
- Monthly UK Strategic Meeting – Chair HofS
- Monthly International Strategic Meeting – Chair HofS
- Weekly Service Desk Meeting – Chair SDM (UK)
- All - I2I's – Bi Weekly
- Workplace – Different groups (IT Officers, Service Desk, Global Service Desk)
- WHATSAPP – Major incidents, ISMT and IT groups



USE AN EFFECTIVE ITSM TOOLSET

Nicholas Harri



Welcome to your IT Self Service

Home Service Desk Service Specific Requests My IT Self Service



Service Desk

Request a service from your local IT team

- > Something Broken
- > Accounts & Access
- > Borrow IT Equipment (UK only)
- > Software Requests
- > Telephony & Network
- > Generic Request

Service Specific Requests

Service requests with specific requirements

- > Email
- > HELIOS
- > PeopleSoft HR (GOLD) Help
- > ICT4D Requests
- > Collaboration Requests
- > Box | Workplace | eLearning

My IT Self Service

Your personal IT Self Service experience

- > My Active Calls
- > My Completed Calls
- > My Approvals
- > My Profile
- > About ISD



Request									
Create New	<input type="checkbox"/>	INC0308895		1 - Critical	New	IT Support Services	Major Incident - all passwords for all Oxfam web logins were reset, disabling people's ability to log into any Oxfam website	Application Support AU	28-02-19 03:35:52
Catalog	<input type="checkbox"/>	INC0243914		2 - High	Resolved	Web / Digital Services	Internal Donation form issue	RAD Team	17-03-17 12:43:40
Assigned to me	<input type="checkbox"/>	INC0262885		2 - High	New	Email	Domain name Oxfam is missing when registering new accounts by message broker	RAD Team	01-11-17 14:48:10
Open	<input type="checkbox"/>	INC0307772		1 - Critical	Waiting	Desktop Services	Flood in Oxfam House	Infrastructure Team	18-02-19 07:26:14
Open - Waiting	<input type="checkbox"/>	INC0308764		2 - High	Active	Desktop Services	Merlin Down (IBM Notes)	SD Tier 2	27-02-19 08:27:06



COMMUNICATE SUCCESS

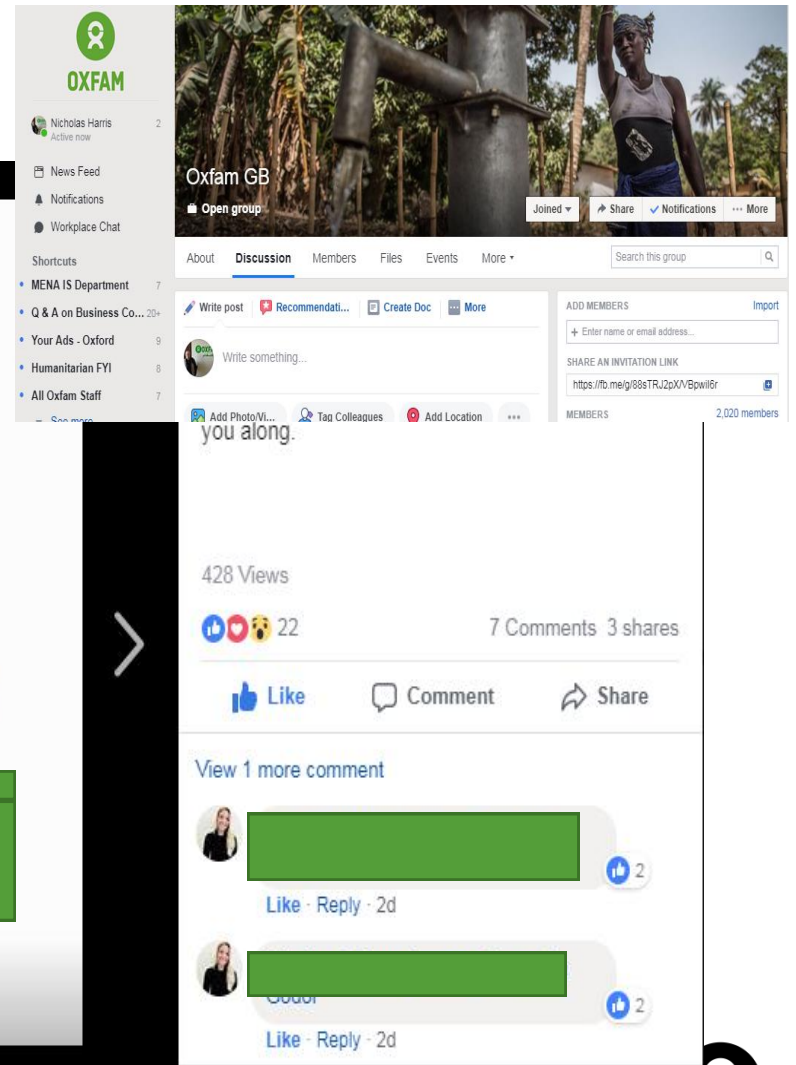
Just to say that I really appreciate the work that the IS team has done and is doing so that we can continue the work from wherever we are.

It is marvellous that in spite of the closure and damage, essential work could still continue; an excellent example of resilience.

K... work!

I have still been able to do my EU fundraising work and that is thanks to the hard work and dedication of our IS colleagues.

A big thanks to all of you!



REPORT SLA'S, RESULTS AND LEARNING...

IT SERVICE SUPPORTING ONE OXFAM			
ENABLE OXFAM TO DELIVER BY PROVIDING THE BEST IT SERVICE POSSIBLE WE WORK COLLABORATIVELY TO OVERCOME OBSTACLES AND TRUST EACH OTHER TO DELIVER A CONSISTENT AND QUALITY SERVICE			
Month	Jan19		
IS Service Delivery Staff (UK/Int*)	47	Vacancies	1 Service Vacancy
IS Service Delivery Staff ITO	tbc	Countries Supported outside UK (EA)	27
Executive Summary	CSAT breakdown from survey in January were considerably improved. Up 4% on last month for Service Desk understanding requirements, up 5% on communications throughout lifecycle of We received 82 more survey responses than December Completed infrastructure 3 month resource strategy session. Outcome was to ensure the minimum resources and planning to achieve multiple work streams. All service delivery BAU activities were identified at the ISMT away day, and 12 month timetabled Positive discussion with ICT4D to increase collaboration on their future roadmap. Requirement to increase ITO involvement in ICT4D.		
Key Risks	Considerable effort on Office 365 invested to resolve issues around customer impact from AD Sync, and reducing technical/customer risk Emergency changes on Telephony have been escalated to ISMT. Risk of flooding to Server and equipment Rooms. 2 floods occurred on ground floor in Jan. 1 flood on 2nd floor (Feb). Risk to resource management/capacity issues. Operational big plan, devOps roadmap, PMO Pipeline, BAU, Trading roadmap (AD, Barclaycard refresh, Win10, Shop superstore, e		
Big Plan Updates	CER project - PulseSecure DR complete, UPS complete, StorSimple cutover planning delayed due to O365 Outlook prioritisation Win10 - 53% complete and planning for targeted rollout from April underway Meraki MX pilot management causing additional workload and distraction to busy transition and infrastructure teams		
Number of users	5044	Number of devices - Computers	4600
Server estate - non PO	306	Number of devices - Tablets (UK)	85
Server estate - PO	60	Supported applications	79
		CSAT Score (overall) quality of support	93%
		Total Cost of Service Delivery*	£2,602,995

Hierarchical Escalations to Management	0.7%	<5%
Functional Escalations to 3rd line or Sup	0.4%	<25%

		TARGET
Phone Calls received - 01865 473464	1089	504
Abandoned Call Rate	39.03%	10%
Phone calls received - Shops	1361	600*
Abandoned Call Rate - Shops	41.88%	10%

		TARGET
Changes Opened Last month	91	90
Changes Closed Last month	94	88-92
Changes Cancelled Last month	7	4.7
Closed as Failed	1	1.88
Closed as Successful	85	87.42
Change Backlog (past due date)	18	4.55
Incidents as a Result of Change	5	4.7

	JANU1	P1 (req)	P2 (req)	P3 (req)	P4 (req)
Requests Opened Last month	4175	4035	2%	17%	9%
		67	726	392	2990
Requests Resolved Last month	4170	3966	1.56%	17%	11%
		65	721	473	2911
Average time to resolve (req)	1 day 13hrs 50 secs	5 days	9 hrs 17 mins	1 day 5hrs 51 mins	2 days 8hrs 34 mins
Requests resolved in SLA	90.15%	80%			
Cost per Service Request	£25.22	TBC			
First Level Fix (req)	55.20%	50%			
First Time Fix (req)	59.38%	50%			
		2019 (req)	2018 (req)	2017 (req)	2016 (req)
Service Request Backlog Management	1628	0%	46%	41%	10%
		2015 (req)	2014 (req)	2013 (req)	2012 (req)
		3%	0.13%		

		Phone (req)	Self-Service (req)	Proactive (req)	Walk-In (req)	Email (req)	IM (req)
Request opened by contact type	4175	%	5%	72%	14%	4%	3%
	Amount	225	3014	575	158	134	17

Operational Summary and trend analysis	<p>In January 1790 Incidents were opened in Service Now across all OGB IS teams (4% of which were P1 / 2% were P2 / 22% were P3 & 73% were P4) and 1711 were Resolved (80% within SLA)</p> <p>4175 Service Requests were opened in Service Now across all OGB IS teams and 4170 were Resolved (90.15% within SLA)</p> <p>The Service Desk took 1089 phone calls to 01865 473464 with an Abandoned Call Rate of 39.03% and 1361 phone calls from Oxfam Shops with an Abandoned Call Rate of 41.88% (Total Phone calls 2450)</p> <p>Incident Backlog - 789 (-44 from December)</p> <p>Service Request Backlog - 1628 (-168 from December)</p>
Actions planned from the OIO report	(Action delivered) reduced staff on phones, welcome desk open hours reduced and Saturday overtime delivered (2nd and 9th Feb) - to allow staff to focus on reducing backlog
Actions delivered from the OIO report	(Impact) High abandon call rates due to reduced staff on the phones, and reduced backlog - circa 300 (incidents and requests), downward trend Nov, to Dec, to Jan.
(and recorded in SD folder)	(Benefit) Positive feedback from business regarding opening times which means business having to focus on priorities.
	(Action) Confirm with Evelyn D that retrospective resource has been budgeted and approved for budget year 2019/20*
	(Action) review where the backlog is in IT for incidents and request over 12 months old (2014, 2015, 2016, 2017, 2018, 2019, and reduce to 0%
	(Action) Deliver comms for the new feature: Hierarchical Escalations to Management or a Team Lead
	(Action) Clarify how the new stat: Functional Escalations to 3rd line or Suppliers - operates and communicate to support teams

LEADERSHIP & MANAGEMENT SKILLS...

A Manager is someone who runs an organisation, someone who plans, organises, and coordinates, whereas a Leader is a person who guides, inspires, and motivates and sets new directions or vision.

SDI

Managers	Leaders
Have employees	Have Followers
Create goals	Create Vision
Maintain status quo	Embrace change
Minimise risk	Take risks
Short-term focus	Long-term focus
Build systems and processes	Build relationships
Direct	Coach



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SOME SERVICE LEADERSHIP/ MANAGEMENT TIPS...



- Everyone has a view on service.
- You have to be robust.
- Try and take criticism well and do not get defensive.
- Sometimes simply listen. It's fine to say “I don't know but I will find out...”
- Resist solution / detail mode....
- Say sorry for poor service and acknowledge where things could have been better.

TIPS CONT...

- Protect / support the team where you can.
- You must continue to learn and adapt daily in terms of your style.
- As a Leader / Manager you'll never quite get it right and a decision is sometimes better than no decision at all.



SDM / TEAM MANAGEMENT...



DEVELOPING:



<https://www.servicedesk institute.com/training-development/service-desk-manager/sdm-spidergram/>



DO YOU KNOW YOUR STAFF AND YOUR OWN PERSONALITY?

ENFJ = “THE PROTAGONIST” EXTRAVERTED, INTUITIVE, FEELING, JUDGING

- **Strengths** - Tolerant, Reliable, Charismatic, Altruistic, “Natural” Leader
- **Areas to watch** - Overly Idealistic, Too Selfless, Too Sensitive, Fluctuating Self-Esteem, Struggle to Make Tough Decisions.

Take the test for free: <https://www.truity.com>



RUNNING THE SERVICE DESK TEAM... SOME TIPS...

- Get feedback from customers' quickly about their levels of happiness and review Service Desk interactions.
- Monitor Incidents and Requests prioritisation to ensure customers are getting a fair and consistent service.
- Sell the message that all calls should be logged by the customer or directly through your staff, so you can accurately prioritise, assess volume & resources.



TIPS CONT...

- Recruit the right people with good service / customer skills.
- Challenge poor performance or things you are unhappy with as soon as possible.
- Difficult staff; make use of their skills (if not, ideally manage them out or change their role).
- Develop and invest in your staff.



TIPS CONT...

- Recognise your staff for good work and say thank you.
- Delegate effectively and don't undermine.
- Meet regularly and always share relevant information with the team.



ENSURE STAFF HAVE A MISSION...

**OUR MISSION IS TO ENABLE
OXFAM TO DELIVER BY PROVIDING
THE BEST IT SERVICE POSSIBLE**

We work collaboratively
to overcome obstacles
and trust each other
to deliver
a consistent and quality service

**IT SERVICE
SUPPORTING
ONE OXFAM**



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SERVICE IMPROVEMENT: SERVICE DESK ACCREDITATION

Gaining certification shows the business our Service Desk and Service Delivery Teams are dedicated to best practice and fosters a culture of business-focused service improvement.



Embrace: To raise the quality of service delivery by valuing best practice

Engage: To create an inspiring and engaging customer experience

Invest: To empower their teams to be inspired, take action and be better

Shine: To demonstrate and deliver exceptional business value

THE SERVICE DESK STANDARD

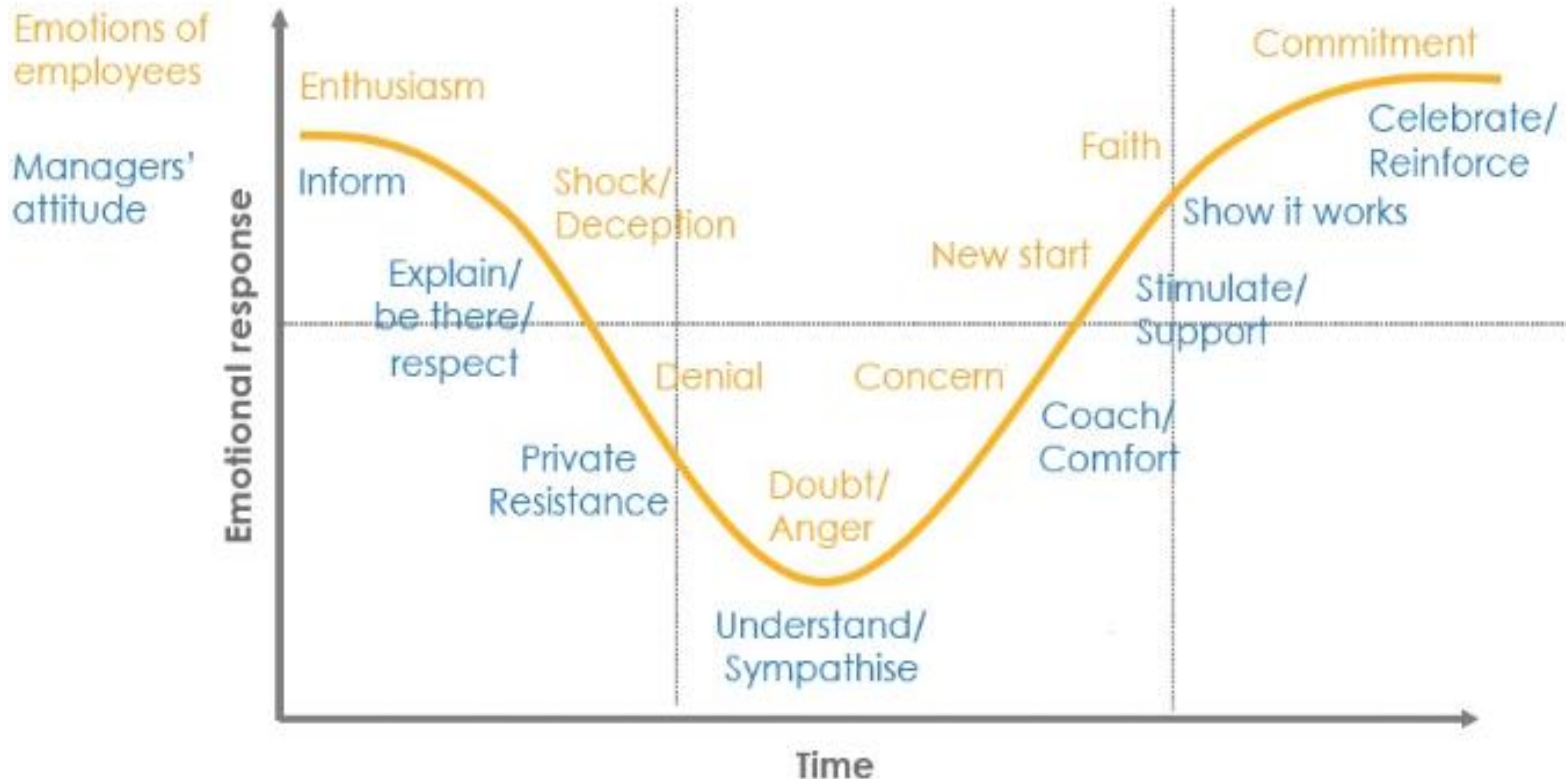


Leadership	People Management	Processes and Procedures	Managing Employee Satisfaction	Management Information and Performance Results
1.01 Alignment with core business outcomes 1.02 Service desk influence 1.03 Collaboration 1.04 Leadership competencies 1.05 Promoting teamwork 1.06 Promoting the service desk transparency 1.07 Service performance transparency 1.08 Critical success factors 1.09 Inspiring and driving continual service improvement (CSI) 1.10 Customer advocacy	3.01 Role profiles 3.02 Recruitment 3.03 Onboarding 3.04 Skills development 3.05 Career development plans 3.06 Personal performance reviews 3.07 Talent management 3.08 Remuneration 3.09 Informal reward and recognition 3.10 Staff attendance 3.11 Service desk aspirational career path	5.01 Governance of processes and procedures 5.02 Risk management 5.03 Service level management 5.04 Managing feedback 5.05 Incident management 5.06 Request fulfilment 5.07 Incident and service request logging 5.08 Status assignment 5.09 Service level monitoring 5.10 Incident and service request closure 5.11 Incident and service request quality monitoring 5.12 Interaction quality monitoring 5.13 Proactive incident detection and remediation (event management) 5.14 Problem management 5.15 IT change management 5.16 Release and deployment management 5.17 Service information 5.18 Configuration and asset management 5.19 Service catalog management 5.20 Access management 5.21 IT service continuity management 5.22 Approval 5.23 Prioritization 5.24 Categorization 5.25 Industry innovation	6.01 Employee satisfaction monitoring program 6.02 Skills and knowledge 6.03 Training plans 6.04 Staff morale 6.05 Employee engagement 6.06 Career development opportunities 6.07 Employee feedback 6.08 Positive team culture 6.09 Team meetings	8.01 Business related metrics 8.02 Reporting activities 8.03 Target alignments 8.04 Number of incidents 8.05 Number of service requests 8.06 Average time to respond to incidents 8.07 Average time to respond to service requests 8.08 Abandon rate 8.09 Average time taken to resolve incidents 8.10 Average time taken to fulfil service requests 8.11 First contact incident resolution rate 8.12 First contact incident fulfilment rate 8.13 First level incident resolution rate 8.14 First level request fulfilment rate 8.15 Re-opened incident rate 8.16 Re-opened service request rate 8.17 Incident backlog management 8.18 Service request backlog management 8.19 Percentage of hierarchic escalations 8.20 Percentage of functional escalations 8.21 Bounce rate 8.22 Average incident resolution time by priority 8.23 Average request fulfilment time by priority 8.24 Average resolution time by incident category 8.25 Average fulfilment time by service request type 8.26 Comparison of service level targets to performance 8.27 Knowledge usage 8.28 Knowledge quality and effectiveness 8.29 Self-help monitoring measured against target 8.30 Monitoring incidents caused by changes measured against target 8.31 Total cost of service delivery 8.32 Average cost per incident by channel 8.33 Average cost per service request by channel 8.34 Employee satisfaction feedback 8.35 Employee turnover 8.36 Unplanned absence days 8.37 Periodic customer satisfaction measurement 8.38 Event based customer satisfaction measurement 8.39 Complaints, suggestions and compliments
Policy and Strategy	Resources		Managing the Customer Experience	
2.01 Vision 2.02 Mission 2.03 Strategic objectives, Critical Success Factors and Key Performance Indicators 2.04 Strategic planning 2.05 Business relationship management 2.06 Stakeholder input 2.07 Financial management 2.08 Diversity and inclusion 2.09 Flexible working practices 2.10 Information security management program 2.11 Strategic value of the service desk 2.12 Service desk project governance	4.01 Physical environment and ergonomics 4.02 Capacity and availability 4.03 Distribution of incoming interactions 4.04 Diagnosis and resolution 4.05 Staffing and scheduling 4.06 IT service management (ITSM) toolset 4.07 IT service management system utilization 4.08 Remote support 4.09 Integrated systems 4.10 Reporting systems 4.11 Knowledge management 4.12 Self-service 4.13 Service catalog 4.14 Security 4.15 Supplier relationship management		7.01 Customer experience management 7.02 Event surveys 7.03 Periodic surveys 7.04 Managing customer satisfaction results (analytics) 7.05 Customer feedback 7.06 Complaint management 7.07 Business relationship management	
			Social Responsibility	
			9.01 Community integration and charitable activities 9.02 Environmental protection 9.03 Health and safety 9.04 Code of practice and ethics	

<https://www.servicedesk institute.com/service-desk-benchmarking/global-best-practice-standard/>



TRANSFORMATIONAL CHANGE – SDI CERTIFICATION



**ANY
QUESTIONS?**

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