Service Desk Institute -
Boeing – The Journey and Knowledge

22 May 2019

Presenter – Darren Savage – Service Management

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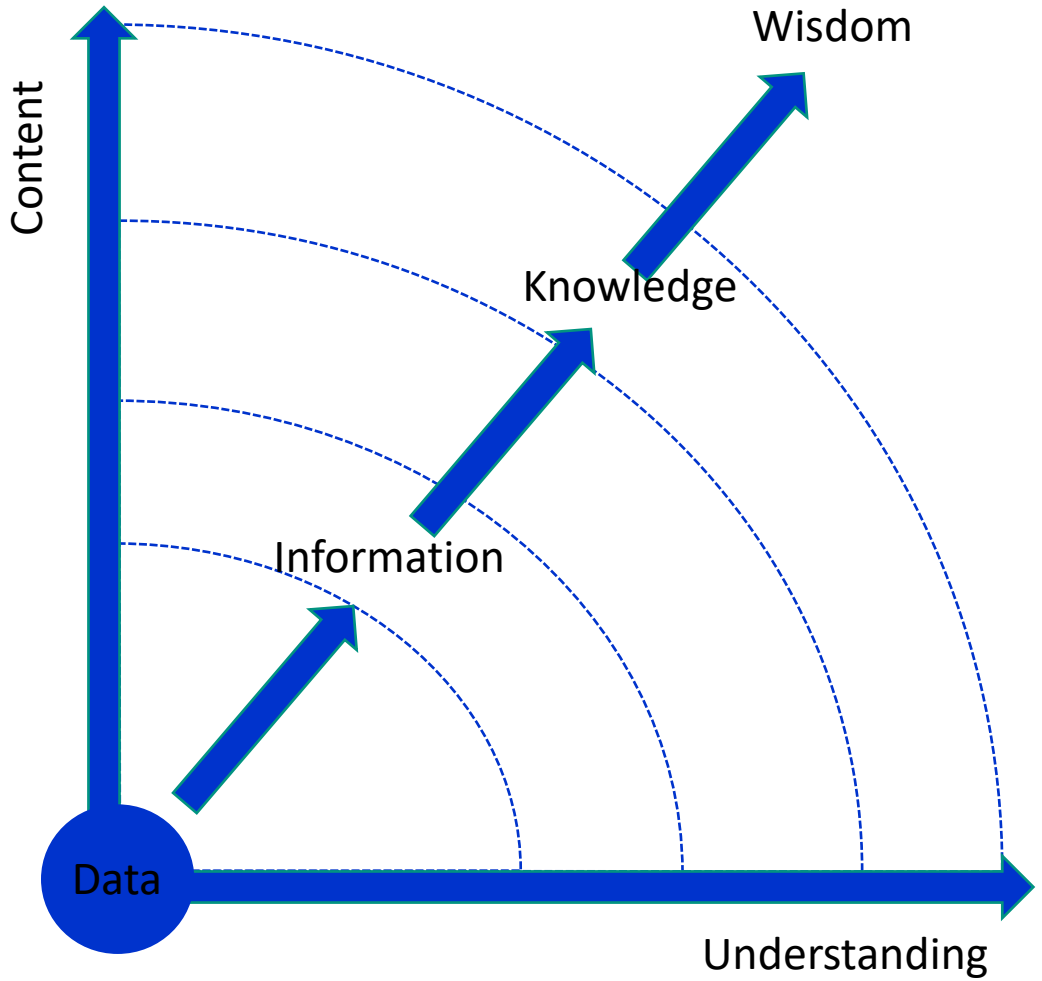
The Requirement – The Vision building the KMS



Knowledge Management System

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Early days

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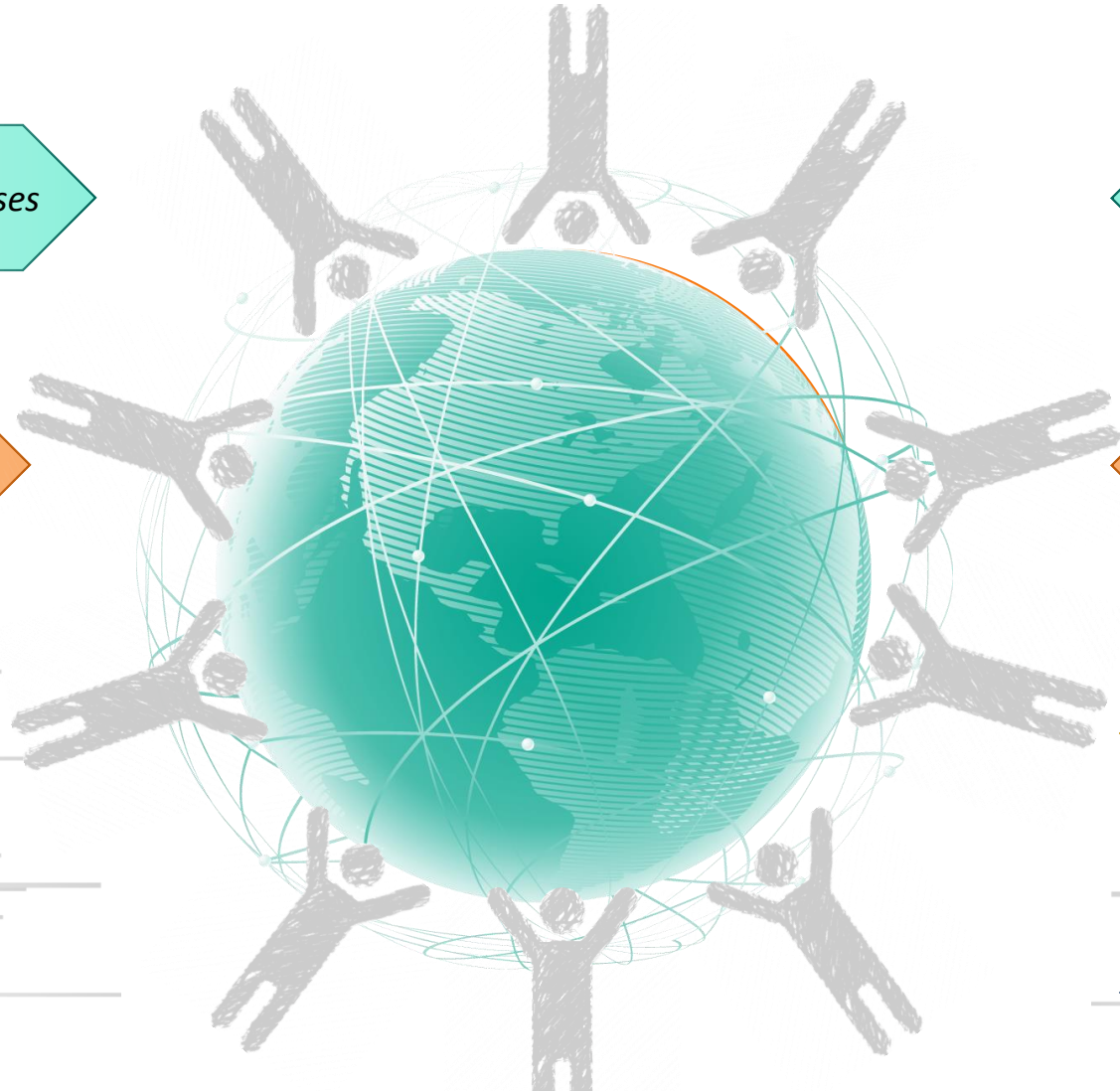
New world

Unified Processes

Unified Documents

Management of RIO's

Common KPI's and SLA's



Unified data set (Basic is best)

Deliver to sustainment baselines

Standard team structure scaled appropriately to region size

Structured communication channels

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New World (cont'd)

- *Eradicates Single Point of Failure*
- *Reduces duplication of effort*
- *Broadens visibility across service lifecycle*
- *Standardises methods and procedures*
- *Promotes Flexibility and efficiency*
- *Removes Process silos*
- *Produces SME's in service not process*
- *Provides greater value to the customer*

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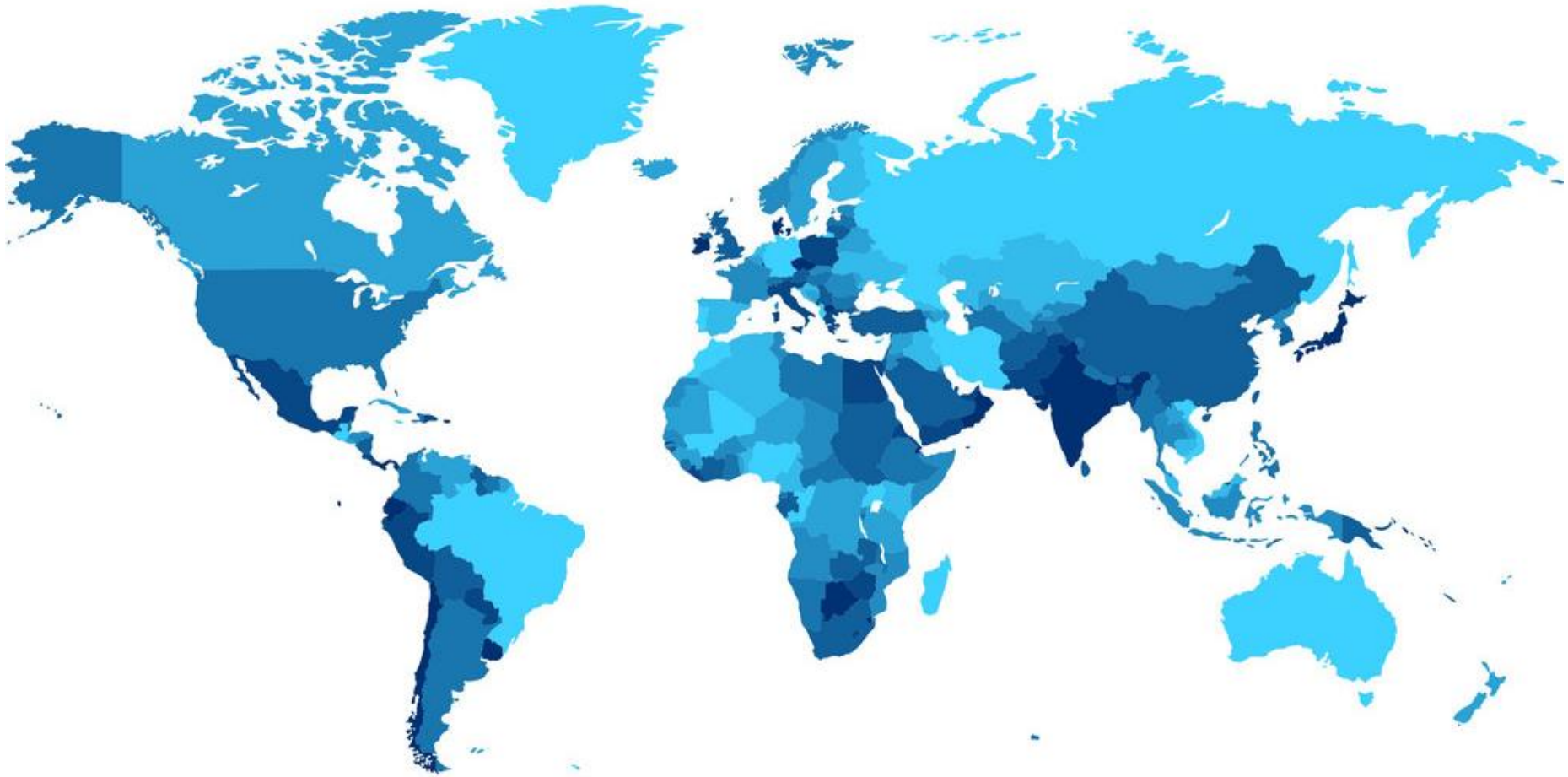
Boeing Never Sleeps.....*Why Should IT!*



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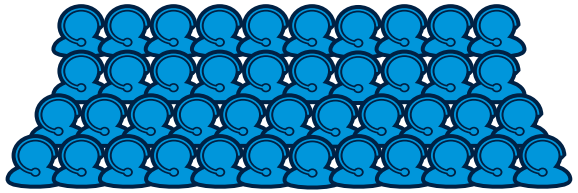
Customer Base

39 Members of Staff



3 Customers

SCIS

Customer base **100,000+**

SBLS

Customer base **2,500+**

BDUK

Customer base **3,000+**

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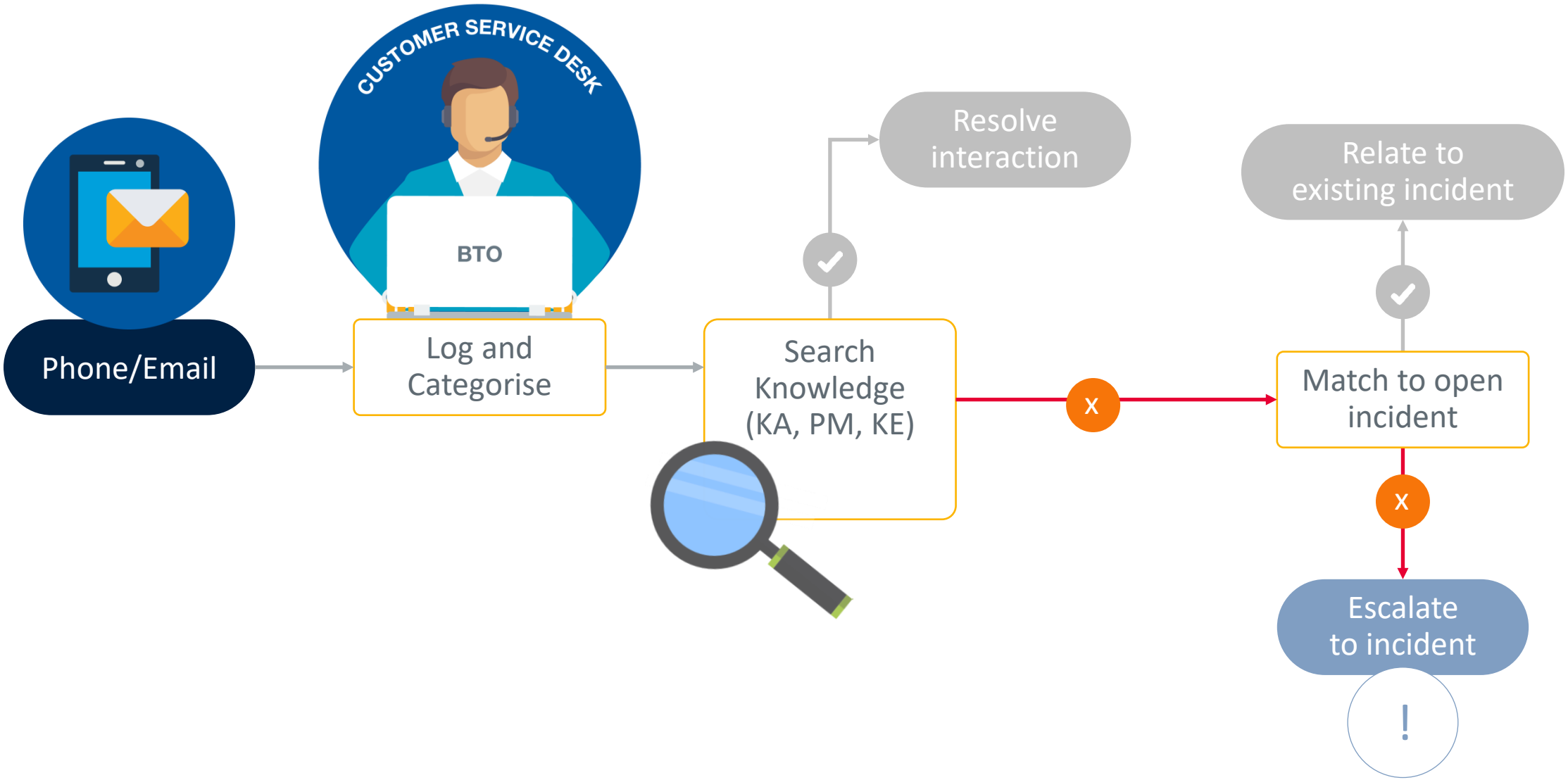
Service Desk



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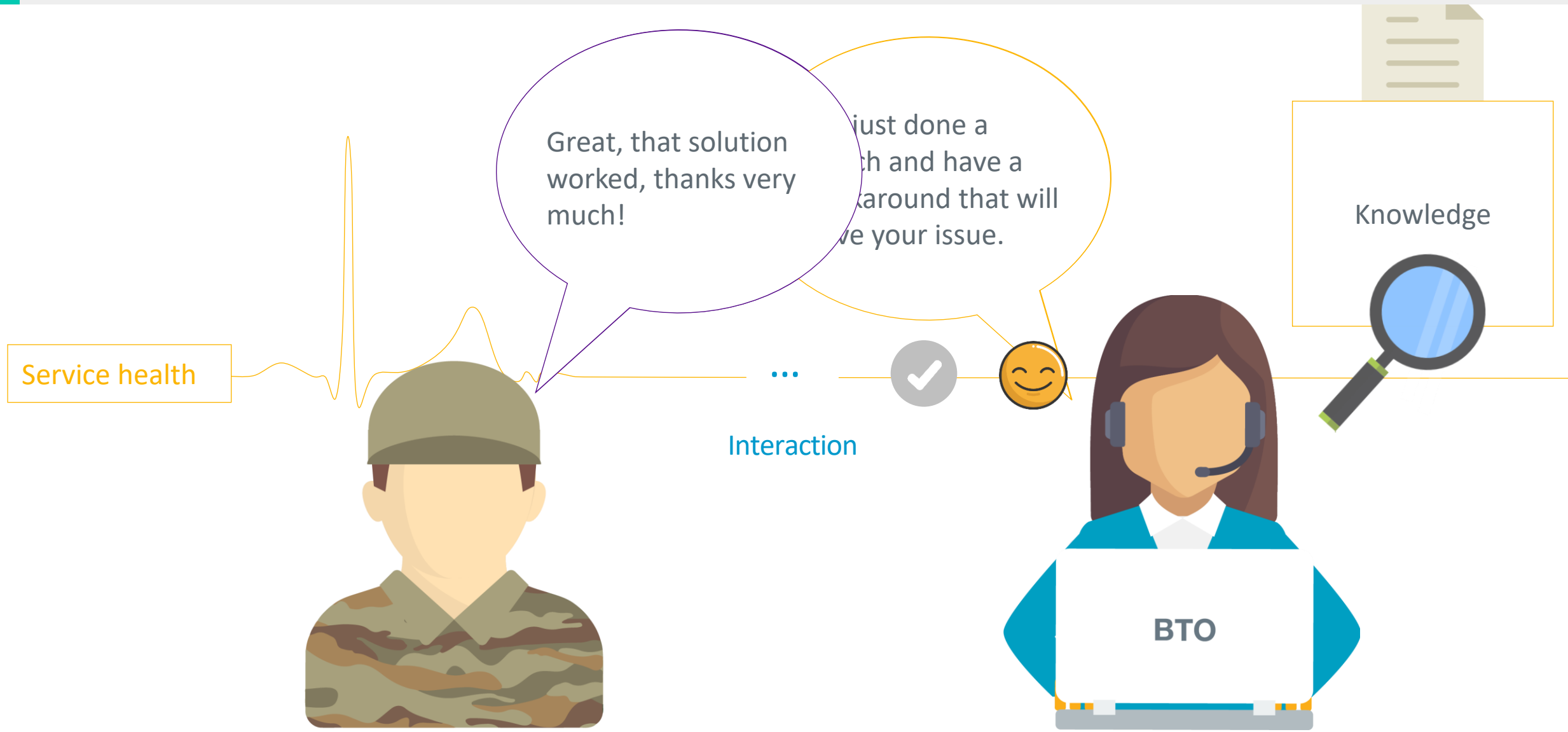
The ideal situation



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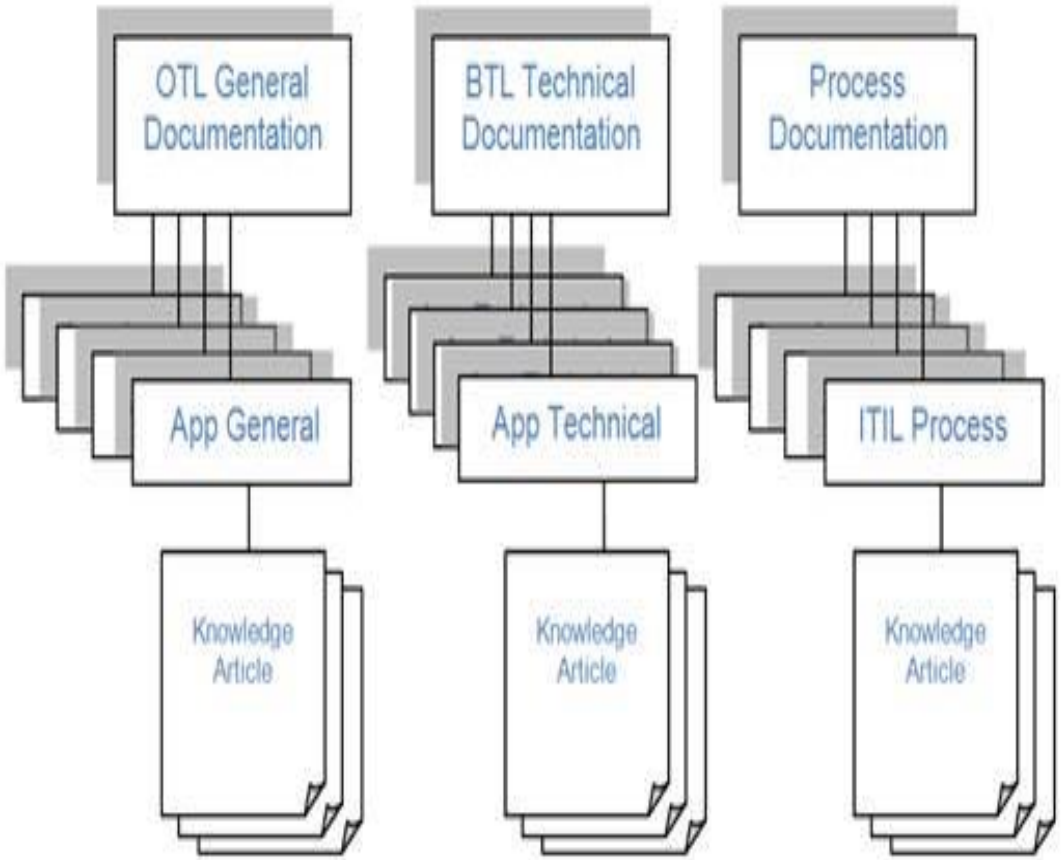
Business Requirements

Document Segregation



Customer Segregation

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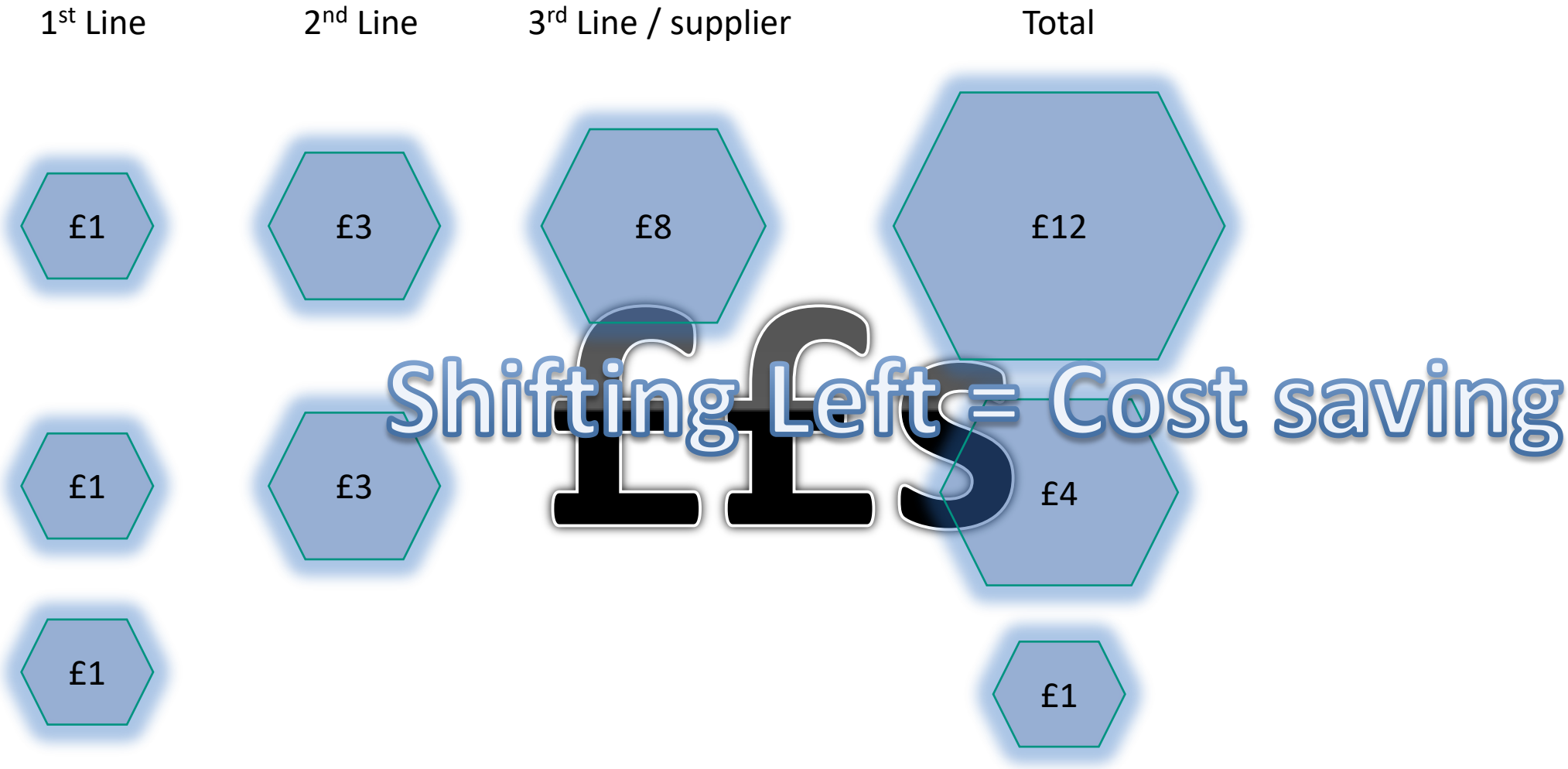
“Cost” v “Value” v “Support” – (1st line v 3rd line)



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Shifting Left

- 4th line to User – Frees up SMEs
- Sharing knowledge at correct level
  - Making sure it's understood at the correct level
- Customer Service Resolution Quick especially at 1st line
- Reduces Business Cost

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Knowledge in the Service Desk

- Putting Knowledge in Call Quality Checks
- Putting Knowledge in BG&Os
- Checks on 1st time fix levels
- Affiliation of CSD agents with 2nd line – exposing them to 2nd line SMEs

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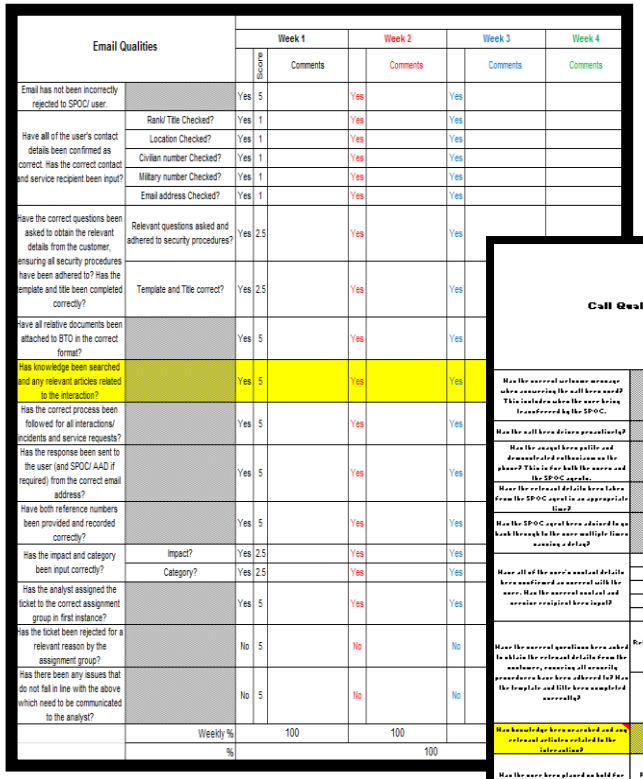
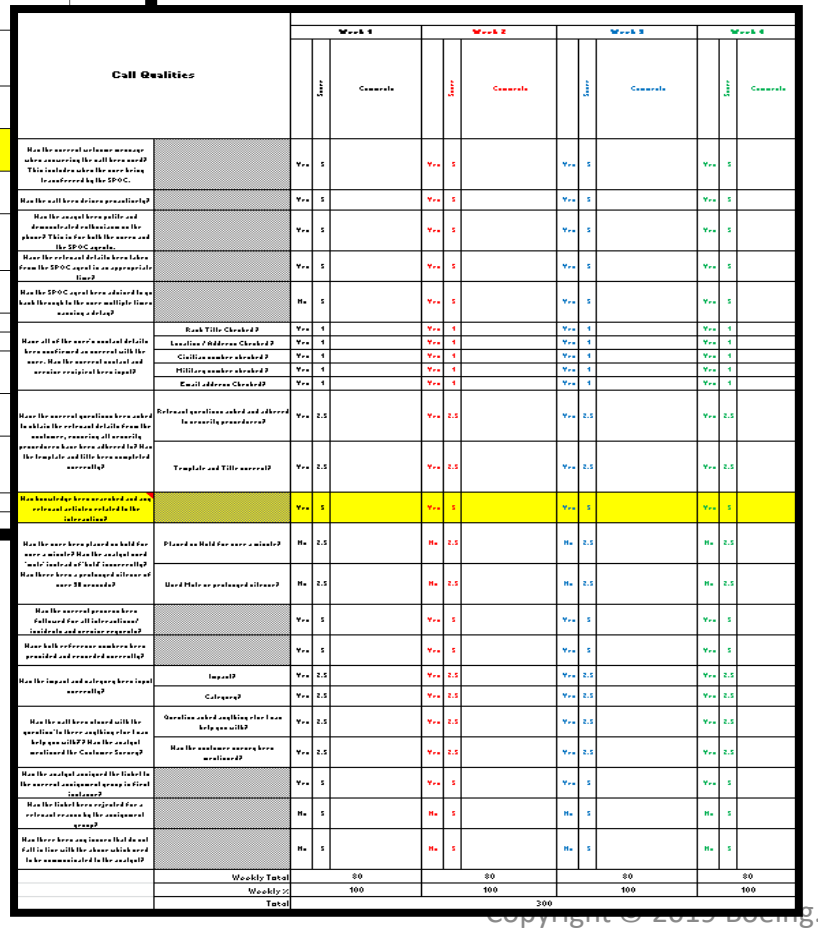
Audits/Reviews/Evaluation – cont'd



Email Qualities		Week 1			Week 2		Week 3	Week 4
			Score	Comments		Comments	Comments	Comments
Email has not been incorrectly rejected to SPOC/ user.		Yes	5		Yes		Yes	
Have all of the user's contact details been confirmed as correct. Has the correct contact and service recipient been input?	Rank/ Title Checked?	Yes	1		Yes		Yes	
	Location Checked?	Yes	1		Yes		Yes	
	Civilian number Checked?	Yes	1		Yes		Yes	
	Military number Checked?	Yes	1		Yes		Yes	
	Email address Checked?	Yes	1		Yes		Yes	
Have the correct questions been asked to obtain the relevant details from the customer, ensuring all security procedures have been adhered to? Has the template and title been completed correctly?	Relevant questions asked and adhered to security procedures?	Yes	2.5		Yes		Yes	
	Template and Title correct?	Yes	2.5		Yes		Yes	
Have all relative documents been attached to BTO in the correct format?		Yes	5		Yes		Yes	
Has knowledge been searched and any relevant articles related to the interaction?		Yes	5		Yes		Yes	
Has the correct process been followed for all interactions/ incidents and service requests?		Yes	5		Yes		Yes	
Has the response been sent to the user (and SPOC/ AAD if required) from the correct email address?		Yes	5		Yes		Yes	
Have both reference numbers been provided and recorded correctly?		Yes	5		Yes		Yes	
Has the impact and category been input correctly?	Impact?	Yes	2.5		Yes		Yes	
	Category?	Yes	2.5		Yes		Yes	
Has the analyst assigned the ticket to the correct assignment group in first instance?		Yes	5		Yes		Yes	
Has the ticket been rejected for a relevant reason by the assignment group?		No	5		No		No	
Has there been any issues that do not fall in line with the above which need to be communicated to the analyst?		No	5		No		No	
	Weekly %		100		100			
	%			100				

Email

Calls



Call Qualities		Week 1			Week 2			Week 3			Week 4		
			Score	Comments		Score	Comments		Score	Comments		Score	Comments
Was the correct welcome message when answering the call been used? This includes when the user being transferred by the SPOC.		Yes	5		Yes	5		Yes	5		Yes	5	
Was the call been driven proactively?		Yes	5		Yes	5		Yes	5		Yes	5	
Has the agent been polite and demonstrated enthusiasm on the phone? This is for both the users and the SPOC agents.		Yes	5		Yes	5		Yes	5		Yes	5	
Have the relevant details been taken from the SPOC agent in an appropriate line?		Yes	5		Yes	5		Yes	5		Yes	5	
Has the SPOC agent been advised to go back through to the user multiple times causing a delay?		No	5		Yes	5		Yes	5		Yes	5	
Have all of the user's contact details been confirmed as correct with the user. Has the correct contact and service recipient been input?	Rank/ Title Checked?	Yes	1		Yes	1		Yes	1		Yes	1	
	Location / Address Checked?	Yes	1		Yes	1		Yes	1		Yes	1	
	Civilian number checked?	Yes	1		Yes	1		Yes	1		Yes	1	
	Military number checked?	Yes	1		Yes	1		Yes	1		Yes	1	
	Email address Checked?	Yes	1		Yes	1		Yes	1		Yes	1	
Have the correct questions been asked to obtain the relevant details from the customer, ensuring all security procedures have been adhered to? Has the template and title been completed correctly?	Relevant questions asked and adhered to security procedures?	Yes	2.5		Yes	2.5		Yes	2.5		Yes	2.5	
	Template and Title correct?	Yes	2.5		Yes	2.5		Yes	2.5		Yes	2.5	
Has knowledge been searched and any relevant articles related to the interaction?		Yes	5		Yes	5		Yes	5		Yes	5	
Has the user been placed on hold for over a minute? Has the analyst used 'mute' instead of 'hold' incorrectly? Has there been a prolonged silence of over 30 seconds?	Placed on Hold for over a minute?	No	2.5		No	2.5		No	2.5		No	2.5	
	Used Mute or prolonged silence?	No	2.5		No	2.5		No	2.5		No	2.5	
Has the correct process been followed for all interactions/ incidents and service requests?		Yes	5		Yes	5		Yes	5		Yes	5	
Have both reference numbers been provided and recorded correctly?		Yes	5		Yes	5		Yes	5		Yes	5	
Has the impact and category been input correctly?	Impact?	Yes	2.5		Yes	2.5		Yes	2.5		Yes	2.5	
	Category?	Yes	2.5		Yes	2.5		Yes	2.5		Yes	2.5	
Has the call been closed with the question "is there anything else I can help you with?" Has the analyst mentioned the Customer Survey?	Question asked anything else I can help you with?	Yes	2.5		Yes	2.5		Yes	2.5		Yes	2.5	
	Has the customer survey been mentioned?	Yes	2.5		Yes	2.5		Yes	2.5		Yes	2.5	
Has the analyst assigned the ticket to the correct assignment group in first instance?		Yes	5		Yes	5		Yes	5		Yes	5	
Has the ticket been rejected for a relevant reason by the assignment group?		No	5		No	5		No	5		No	5	
Has there been any issues that do not fall in line with the above which need to be communicated to the analyst?		No	5		No	5		No	5		No	5	
	Weekly Total		80			80			80			80	
	Weekly %		100			100			100			100	
	Total						300						

Quarter 1 Results

Subject	Target	January	February	March	Year Average
Emails Logged	24	98	122	101	107
Interactions Raised	235	321	403	418	381
Actions Carried Out	1005	1731	2201	2065	1999
First Time Fix	50%	-	61%	60%	61%
Call Qualities	<95%	99%	98%	99%	98%
Email Qualities	<95%	98%	100%	99%	99%
Knowledge Contributions	3	0	2	1	1
Number of Breaches	0	0	0	0	0

*5% deduction for failure to mention survey twice in month

Subject	January	February	March	Rolling 12 month
Lateness Count	0	1	1	-
Sickness Count	0	0	2	2
Time Taken Over Break (Over 3 mins)	1	0	0	-
Time Taken Over Lunch (Over 3 mins)	0	1	1	-
Time on Personal (Over 15 mins per day)	0	2	0	-
Time in Operational Tasks	9:51:05	13:48:28	11:10:32	-
Average ACW Time	0:00:39	0:00:34	0:00:48	-
Total Not Operational (%)	**2.66%**	**6.53%**	**3.99%**	**-**

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Challenges

- Process
  - Too much knowledge at the wrong level
    - Searching takes too long
  - Too technical at the wrong level
  - Duplication
  - Out of date KM articles
    - Causes miss information and leads to further issues
- People
  - Staff turnover
  - People not wanting to share “if I give it up, I’ll lose my job”
  - Training
- Technology
  - Toolset – needs investment (10yrs into the current toolset journey)
  - Not always easy to locate the correct document 1st time
  - Customisation

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Inputs / Outputs - KMS

- Service Operations
- Service Transition
- CSI
- Data Repositories
- Customer feedback
- Performance Reporting
- 3rd Party Suppliers / SPOC KB
- BDUK RIM
- OSA Review

- Service Improvements
- Archived data and information
- Feedback to Authority via reporting
- Collaborative working with 3rd party suppliers
- Knowledge Sharing with ATLAS SPOC
- Customer ‘self-help’

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Toolset Requirement

- Knowledge article information segregation between separate customers/contracts.
- Knowledge article information segregation between different ‘user groups’.
- Knowledge Management to be as ‘ITIL compliant’ as possible.
- Regular scheduled review of knowledge articles
- Ensure the relevancy of submitted ‘feedback’ prior to publishing.
- Knowledge articles to fall under the Change Management process (as per best practice/ITIL).
- Method for ‘chasing’ of outstanding KM Document change tasks.
- Knowledge article statistical reporting.
- Knowledge available to the customer / Self-Service.

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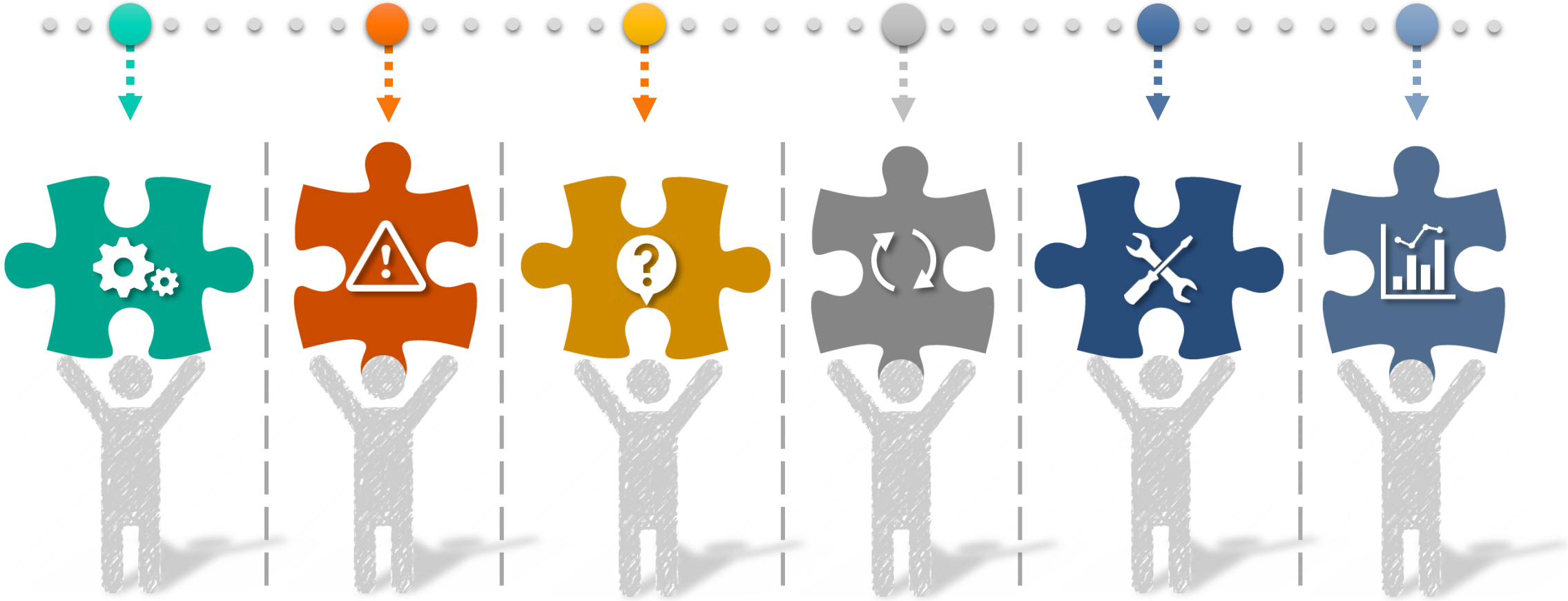
Service Management – *Previous Model*

In order to become more agile the ringfences were removed.
This model encouraged ringfencing which reduced efficiency by limiting knowledge as well as flexibility across each of the six ITIL defined processes.



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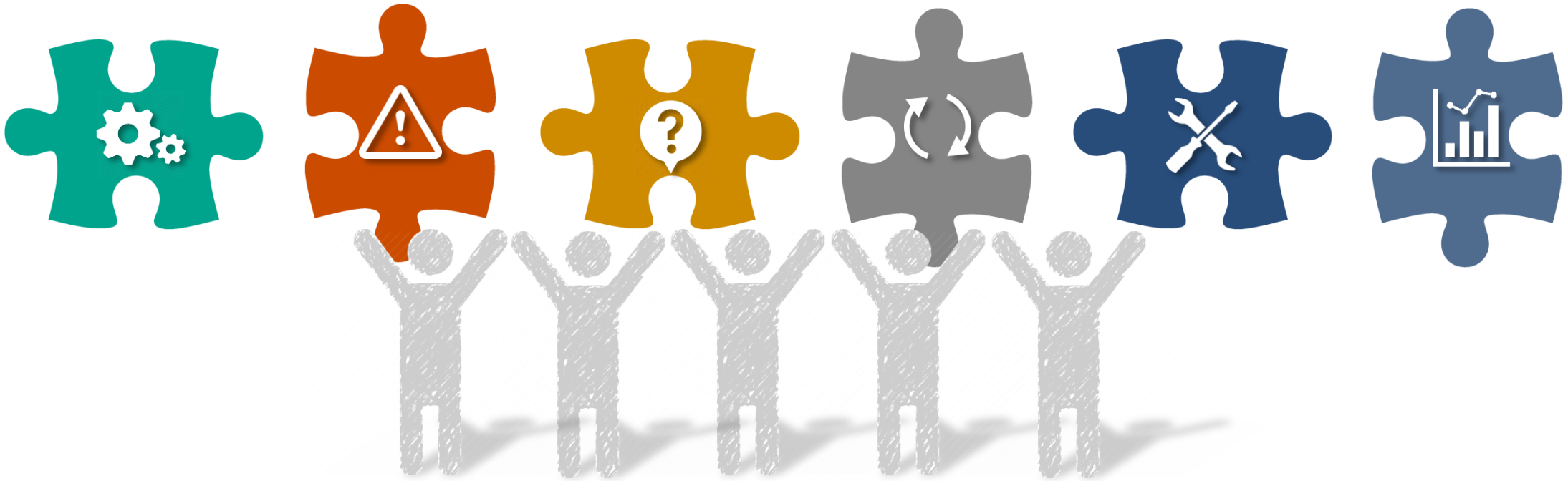
Service Management – New *Model*

The individuals will be cross trained in each of the six processes allowing them to evolve into integrated Service Management specialists, divided accordingly across the service portfolio.



Service Management Specialists

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The Law (getting the message out there)

Fundamental Laws There are fundamental laws we all live by:

- Conservation of energy law
  - *Energy can be neither created nor be destroyed …..*
- Newton's laws of motion
  - *An object at rest stays at rest and an object in motion stays in motion…*

Proposed new law

The Law of Knowledge Management

- ***Knowledge Transferred or Shared is not lost to the originator…***

Based on the new Law of Knowledge Management:

- **Knowledge Sharing is equivalent to Knowledge Transfer**

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Do we have it right?

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Thank you
&
Any Questions

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