

Preliminary Findings ECAR Help Desk Study 2007

Mark Sheehan

A presentation at the 2007 ECAR/HP Summer Symposium for
Higher Education IT Executives
Boulder, Colorado, June 11-13, 2007

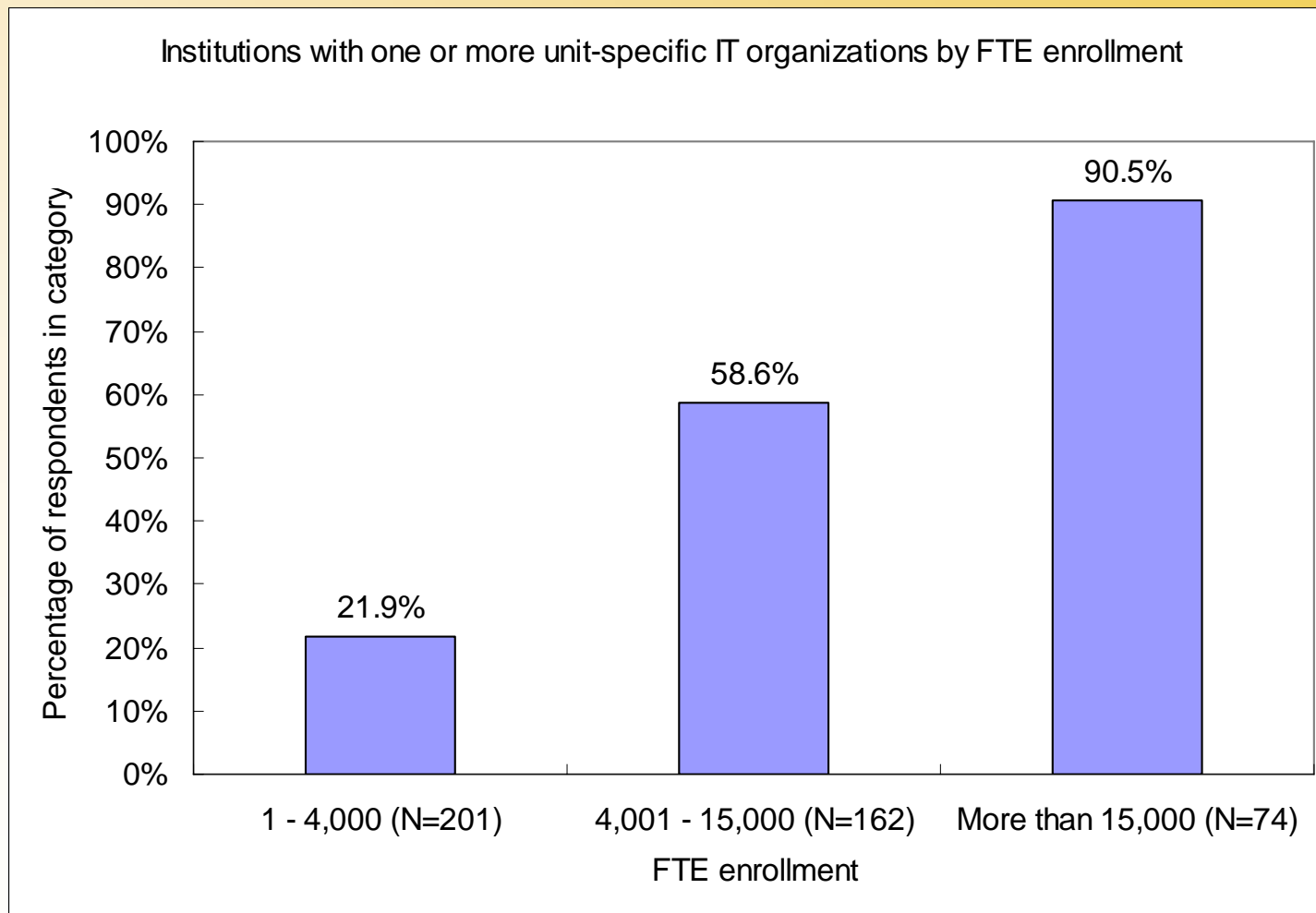


Copyright 2007 EDUCAUSE. All rights reserved.

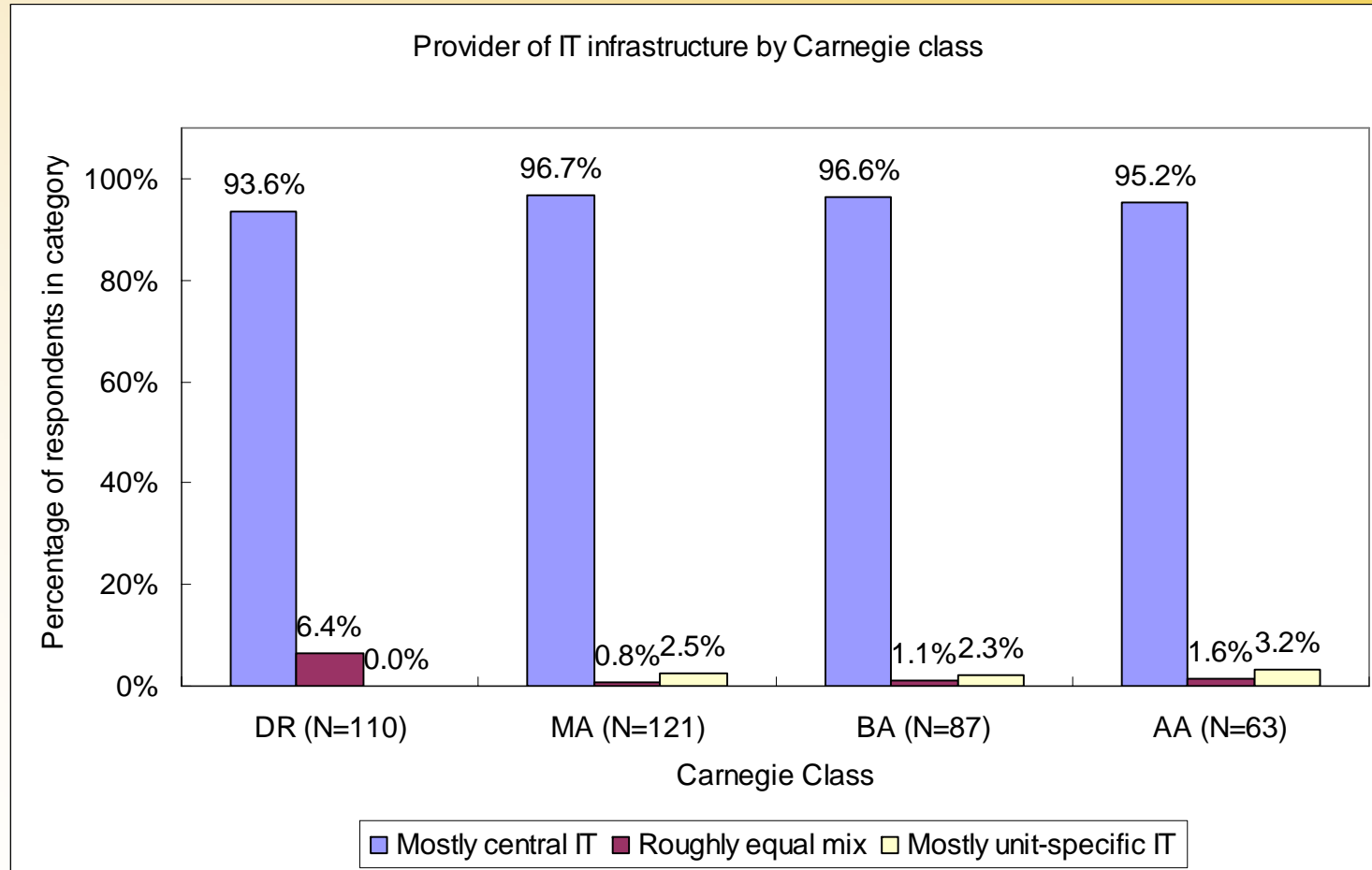
Respondent Demographics

- 454 institutions
- 51% CIOs, 24% help desk managers, 25% others.
- 24% DR, 27% MA, 19% BA, 14% AA, 16% others.
- 46% 4,000 FTE or less; 20% 4,001-8,000; 17% 8,001-15,000; 17% 15,001 or larger.
- 58% public, 42% private.

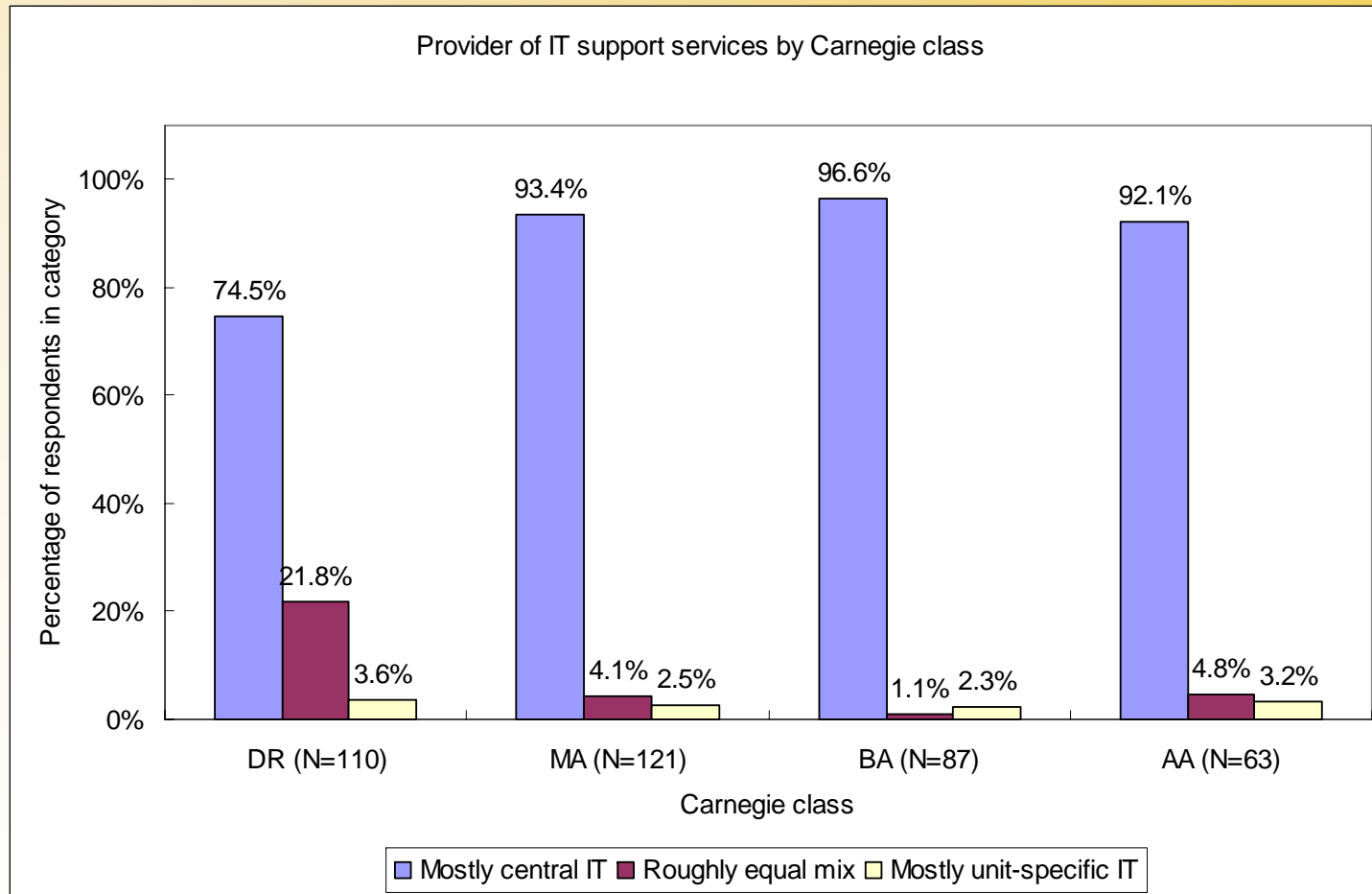
Distribution of Unit-Specific IT



Providers of IT Infrastructure



Providers of Support Services

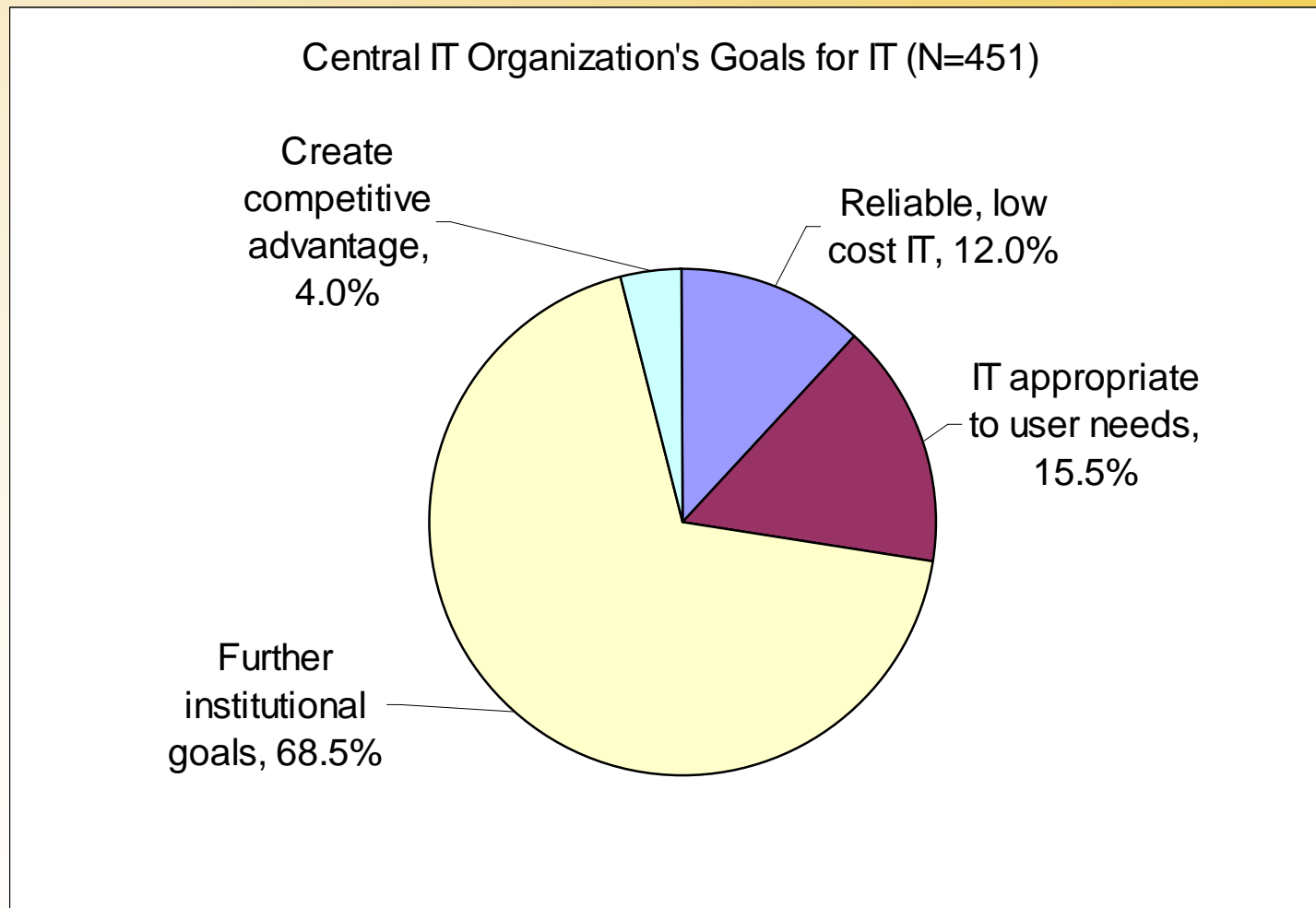


Central IT Organization's Goal for IT

Best fit among:

- *Provide reliable IT infrastructure and services at the lowest possible cost.*
- *Provide appropriate IT infrastructure and services to different users, based on their needs.*
- *Provide IT infrastructure and services that further the institution's strategic goals.*
- *Provide IT infrastructure and services to create institutional competitive advantage.*

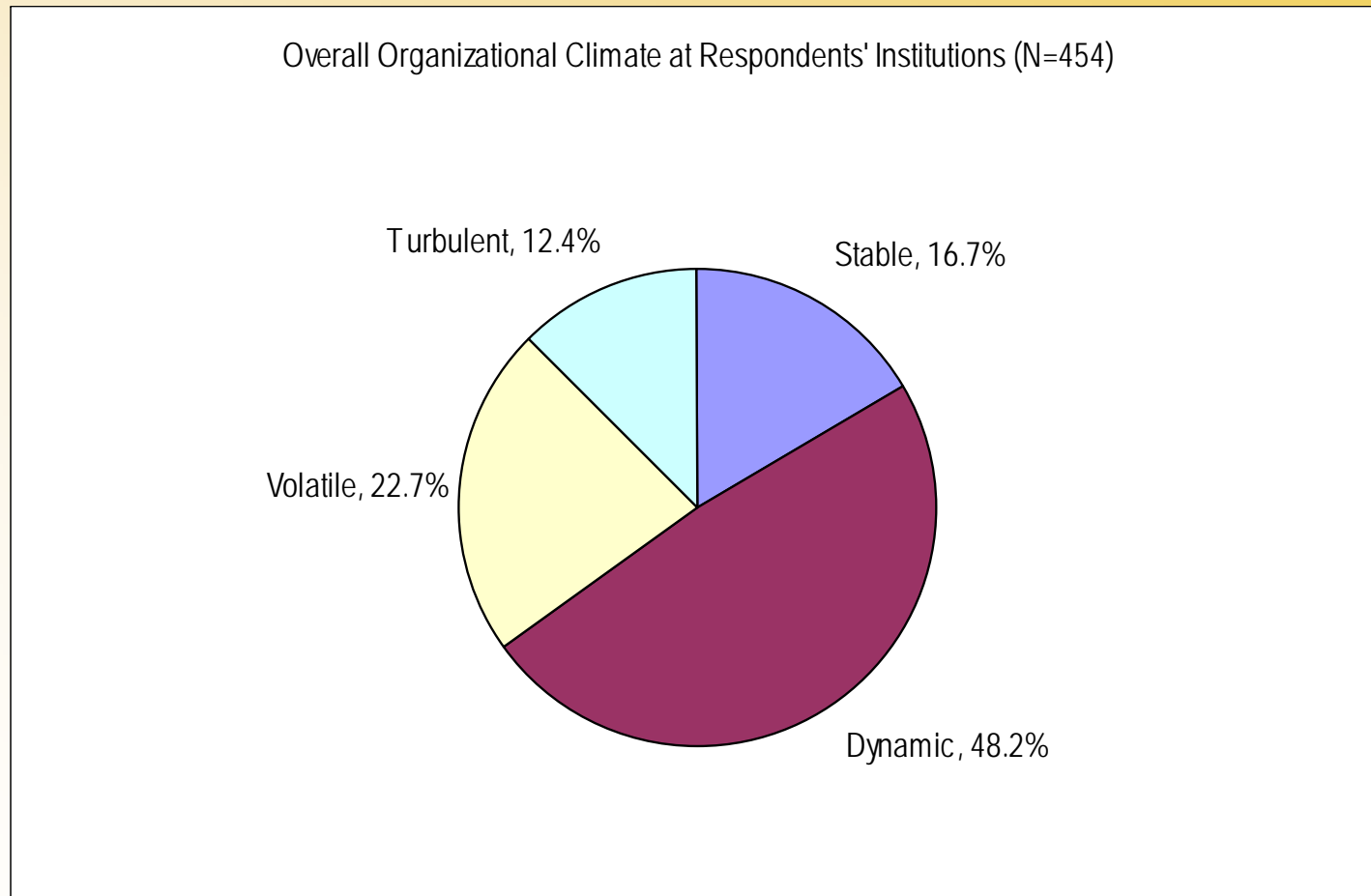
Central IT Organization's Goals



Overall Organizational Climate

- **Stable** – *Change is slow or rare.*
- **Dynamic** – *Change is continuous, orderly, planned, and navigable.*
- **Volatile** – *Change is episodic, discontinuous, and requires care.*
- **Turbulent** – *Change is often driven by events, is unpredictable, and can disrupt ongoing operations.*

Overall Organizational Climate



About Help Desks

- 74% of respondent institutions had central IT help desks only (no unit-specific help desks).
- 76% had only one central IT help desk; 14% had two; 3.5% had more than five.
- 18% of help desk managers report to the CIO; 54% report to a central IT unit head.
- 84% do no outsourcing; 13% outsource 25% of services or less; 3% outsource 75% or more

Help Desk Goals

(select three)

- Top goals are:
 - Improving user satisfaction (78%)
 - Meeting changing needs of users (69%)
 - Improving help desk efficiency (54%)
 - Meeting institutional strategic goals (31%)
 - Meeting central IT strategic goals (26%)

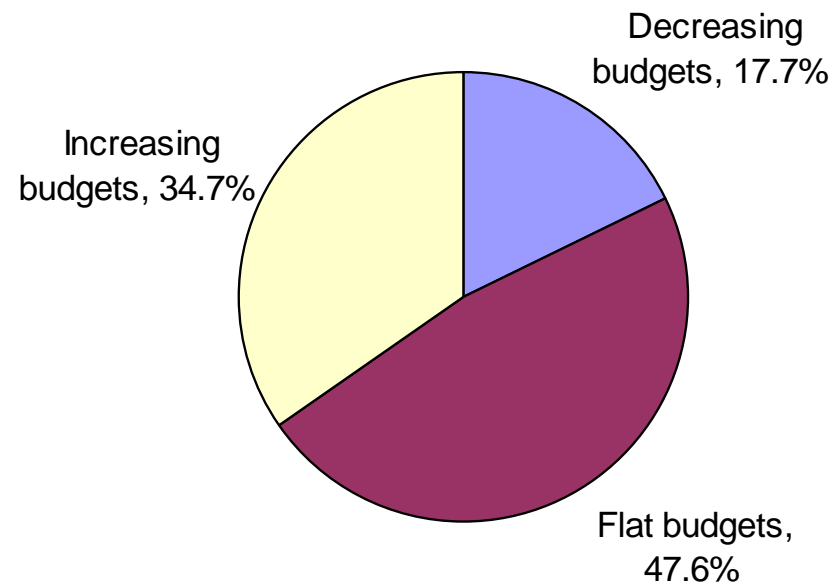
Help Desk Barriers

(select three)

- Top barriers to improving the help desk are:
 - Rapid growth of user demand (51%)
 - Lack of adequate funding (50%)
 - Lack of staff expertise (31%)
 - Difficulty developing policies and procedures (22%)
 - Lack of engagement by users (15%)

Budget Climate, 2004-2006

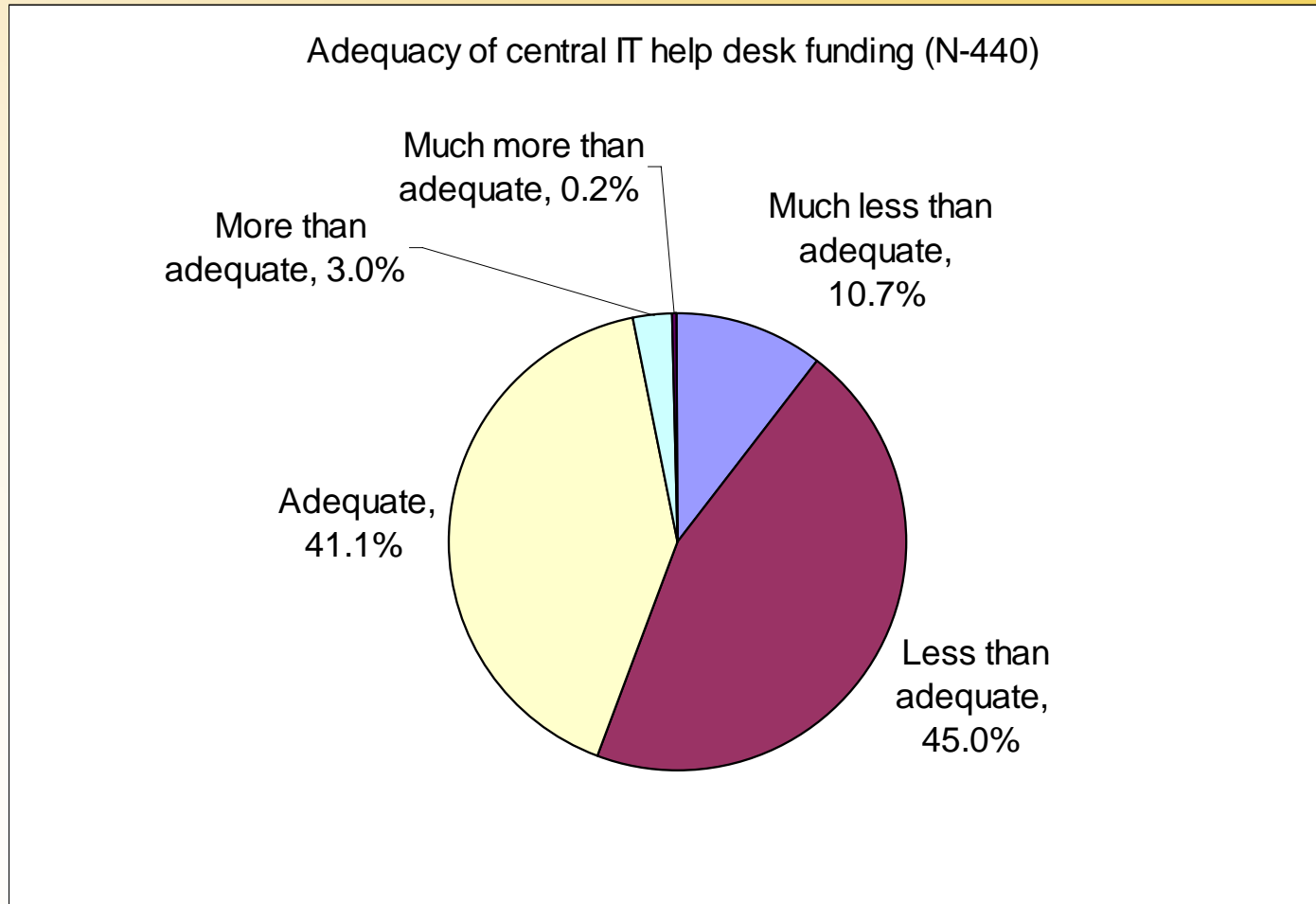
Budget Climate of Central IT Organization in Past Three Years (N=452)



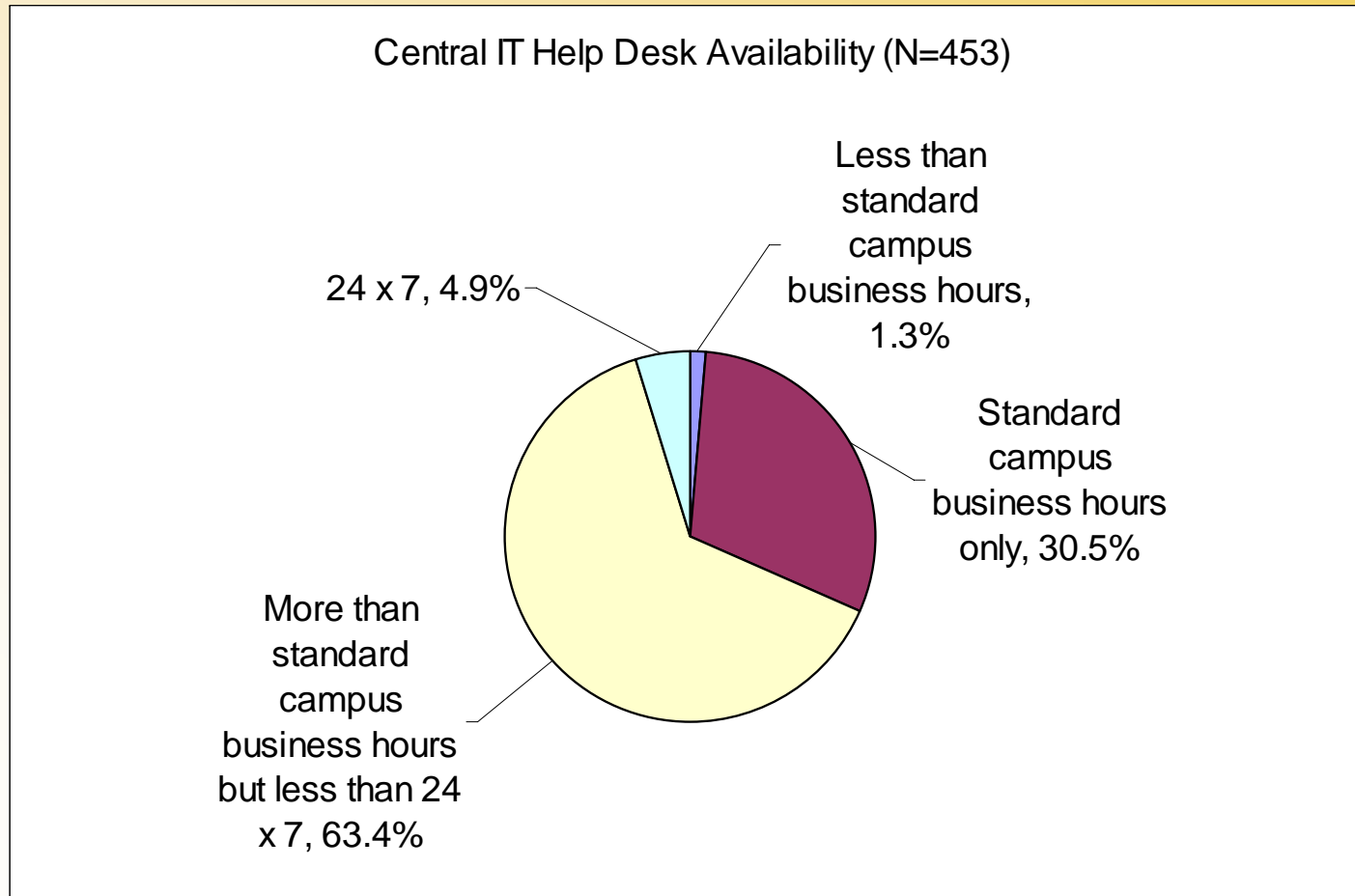
Help Desk Funding

- 64% of central IT help desks receive 10% of the IT budget or less.
 - 23% receive 11-20%
 - 9% receive 21-30%
 - Less than 3% receive more
- 93% say the central IT budget is a major source of funding
 - 12% cite student fees; 3% cite recharges; 1% cite fees for services

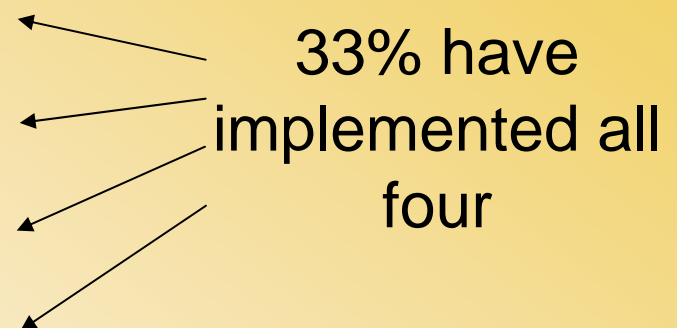
Adequacy of Help Desk Funding



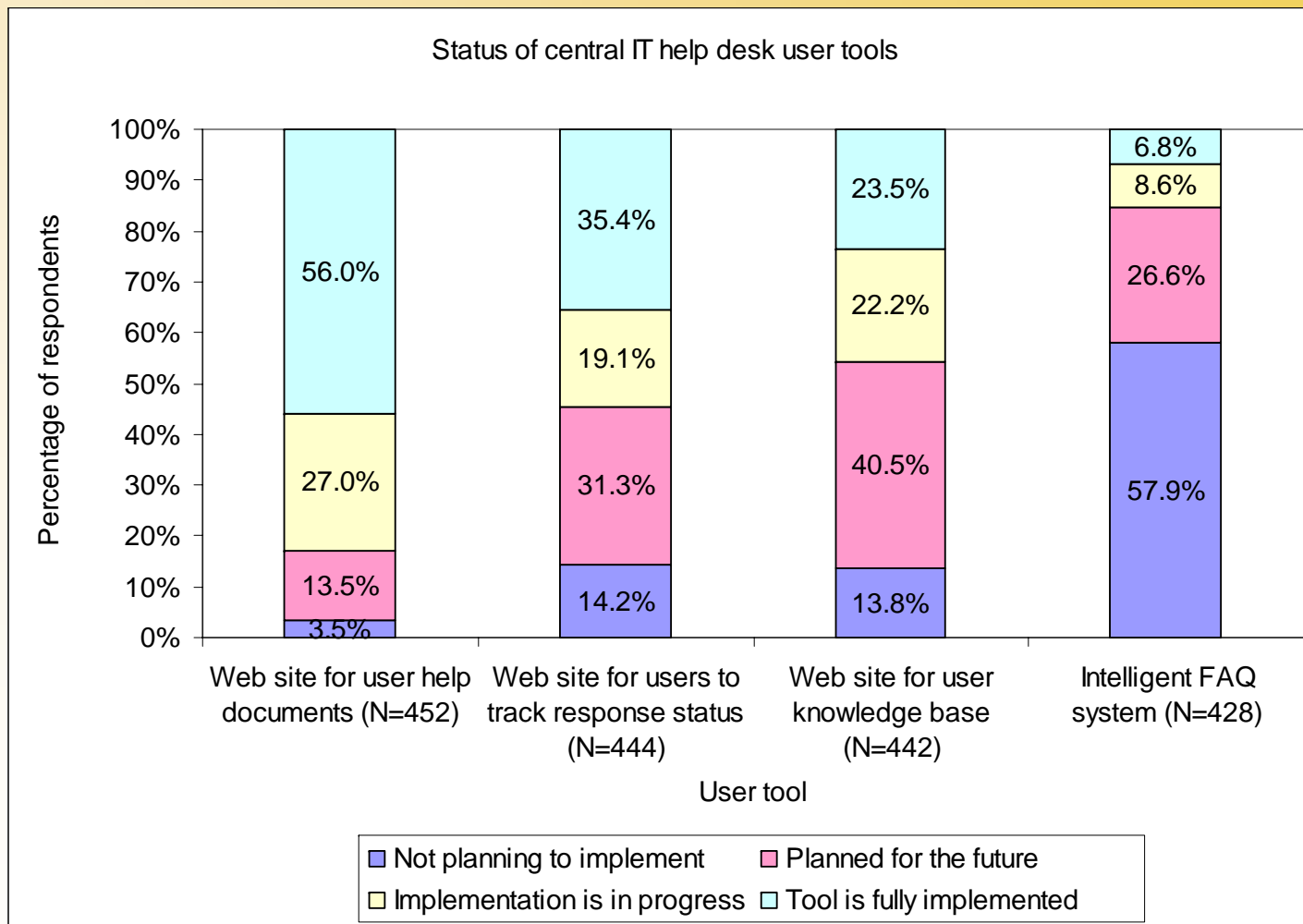
Help Desk Availability



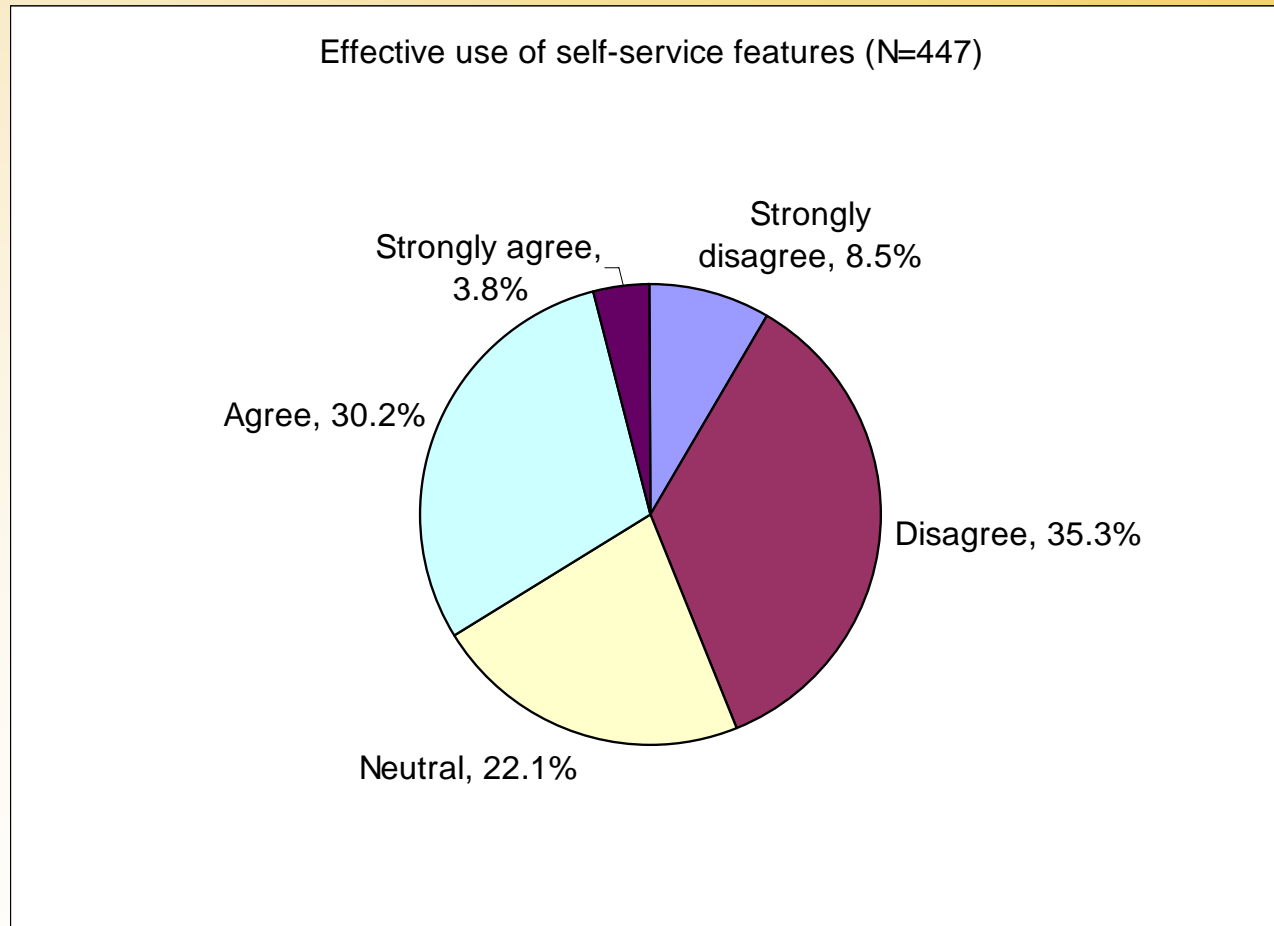
Help Desk Automation Tools

- 72% of respondents maintain a call database. (80% of those have implemented query and reporting tools for it.)
 - 60% automate call routing.
 - 67% automate call logging.
 - 51% automate call escalation.
 - 69% have an integrated help desk automation system.
 - Most use commercial vendor software
- 33% have implemented all four
- 
- A diagram consisting of four arrows pointing from the text '33% have implemented all four' to the four bullet points: '72% of respondents maintain a call database.', '60% automate call routing.', '67% automate call logging.', and '51% automate call escalation.'

Help Desk User Tools

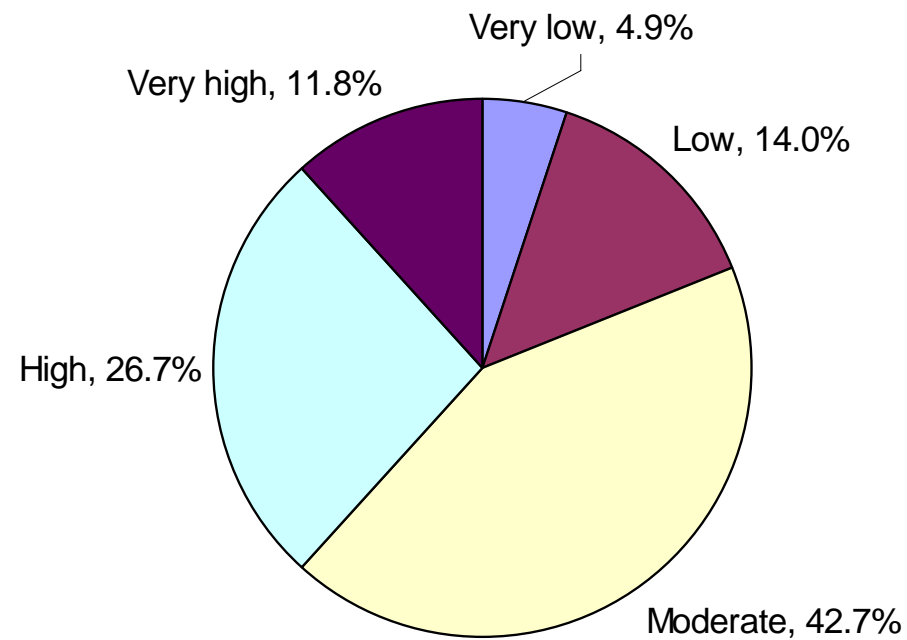


Use of Self-Service Tools



Partnership with Central IT

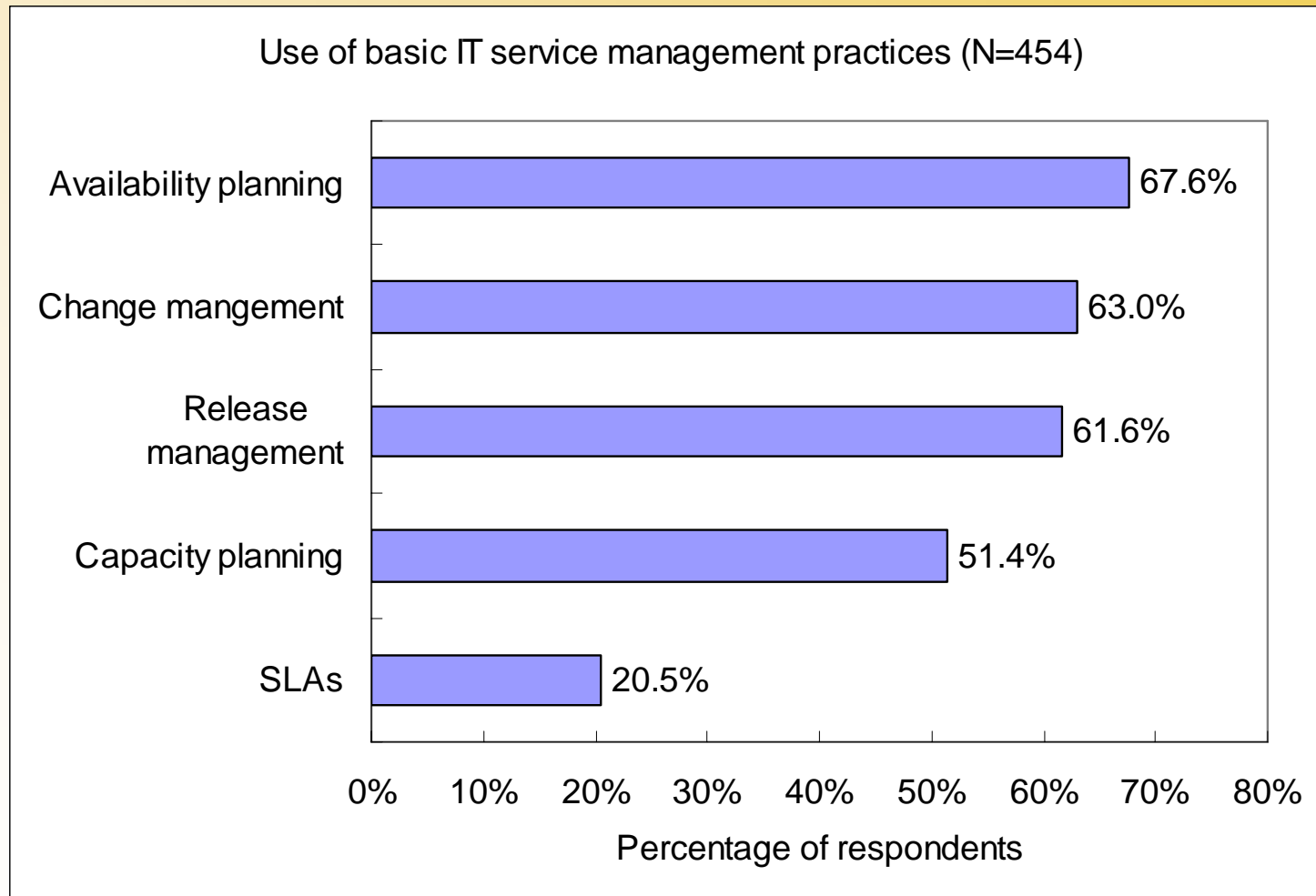
Priority central IT places on deploying easy-to-support systems (N=452)



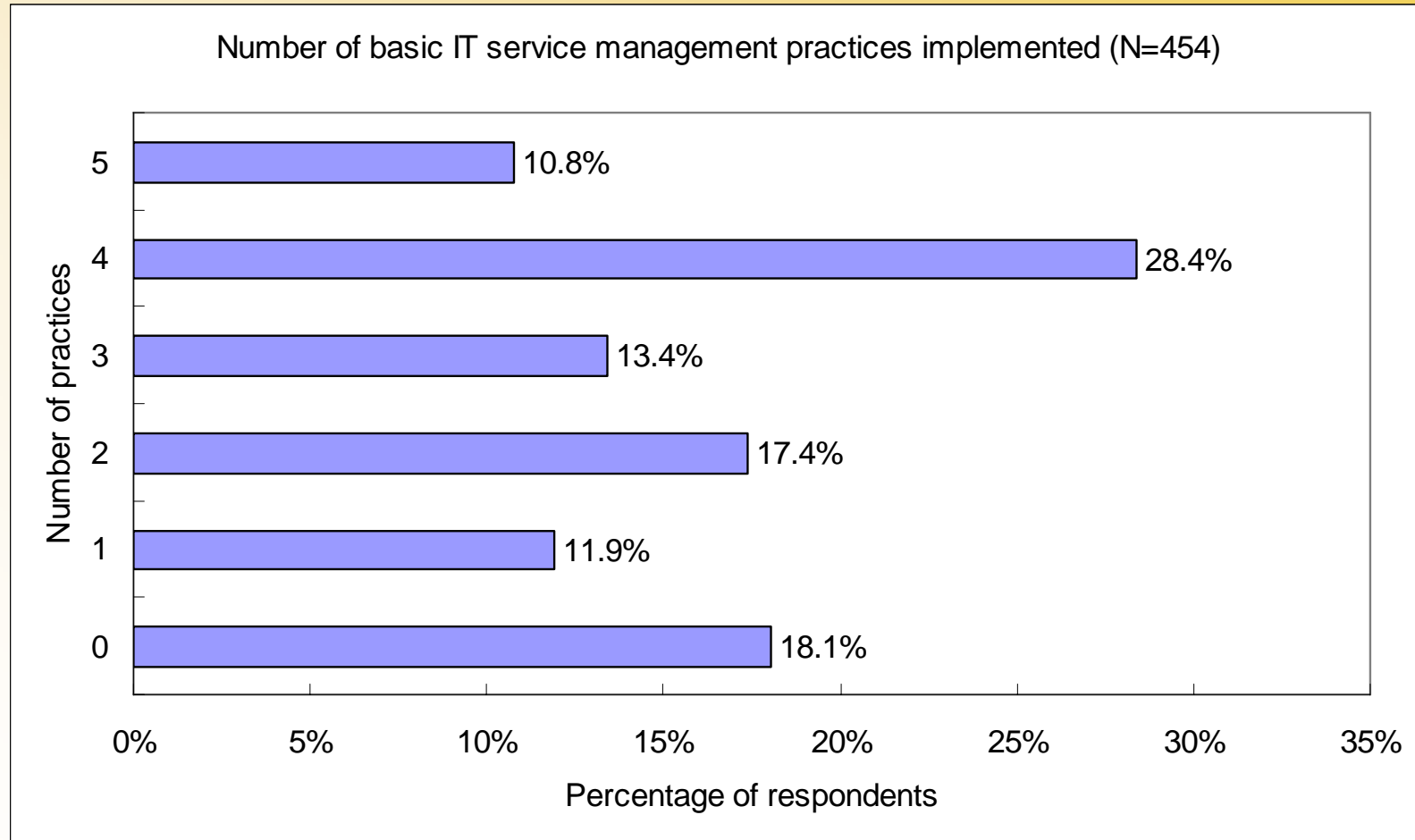
IT Service Management

- **Capacity planning** – *Ensures that systems and services are sufficiently robust to support the organization's commitments to users.*
- **Availability planning** – *Ensures that systems and services are available when, where, and to whom the organization says they will be.*
- **Change management** – *Ensures that changes to systems and services are orderly, support the organization's commitments, and so forth.*
- **Release management** – *Ensures that new systems and services are well tested, that version control is maintained, and so forth.*

IT Service Management Practices

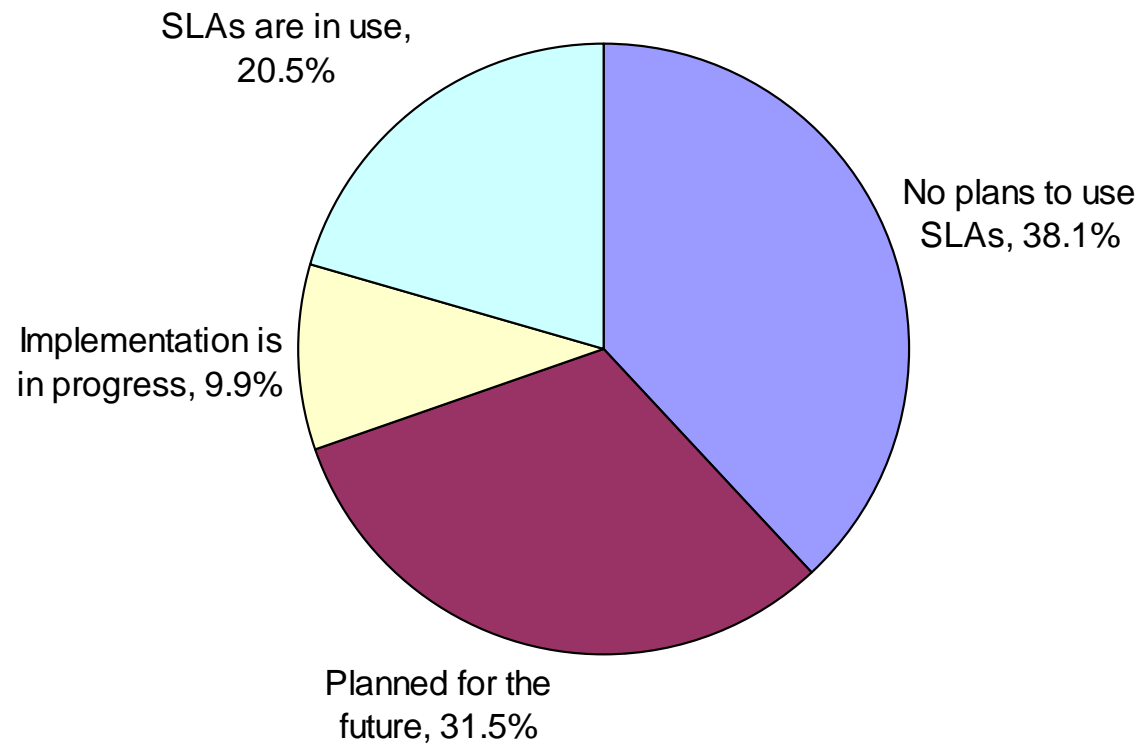


Adoption of ITSM Practices



Service Level Agreements

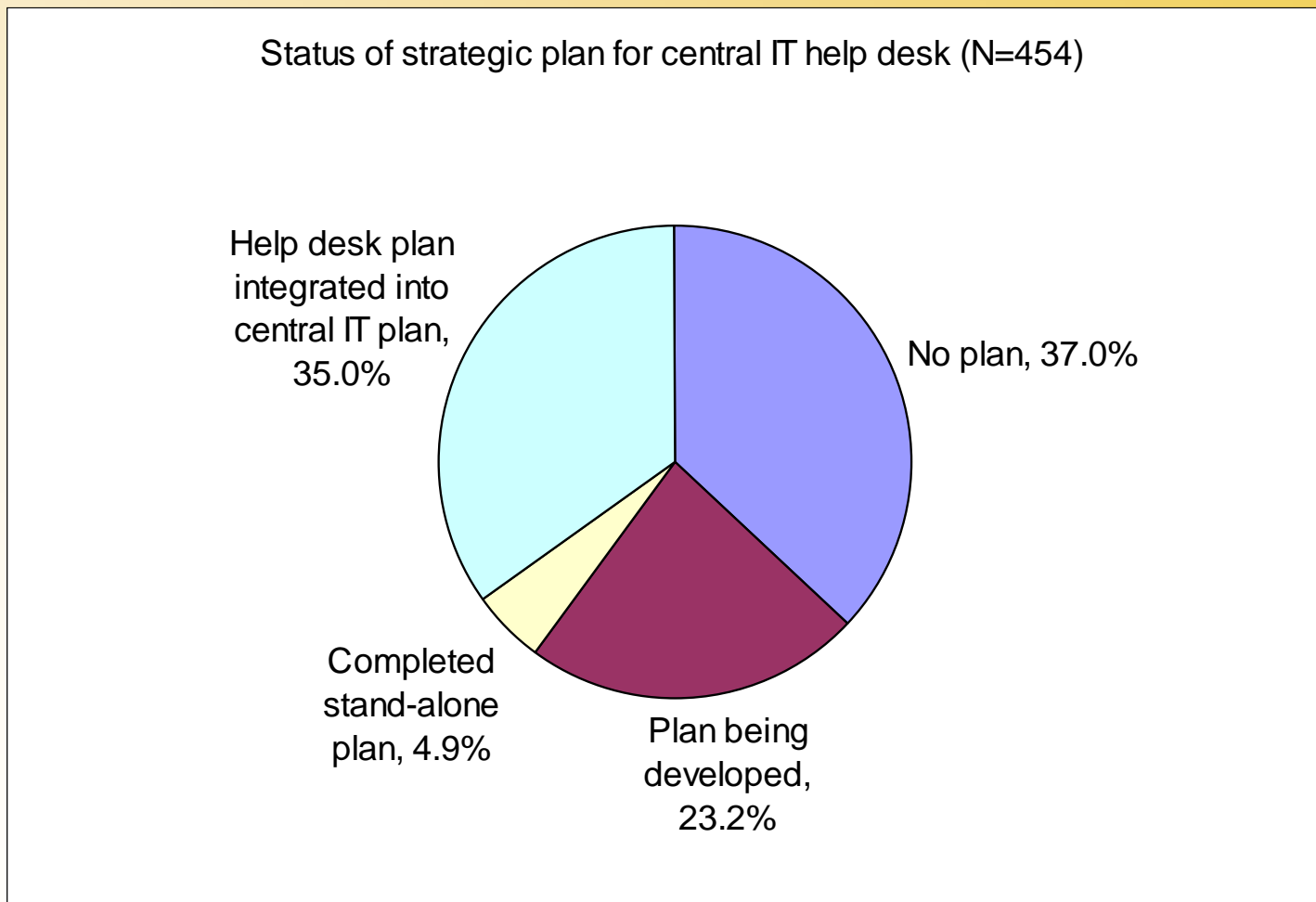
Status of formal, documented SLAs for central IT help desk services (N=454)



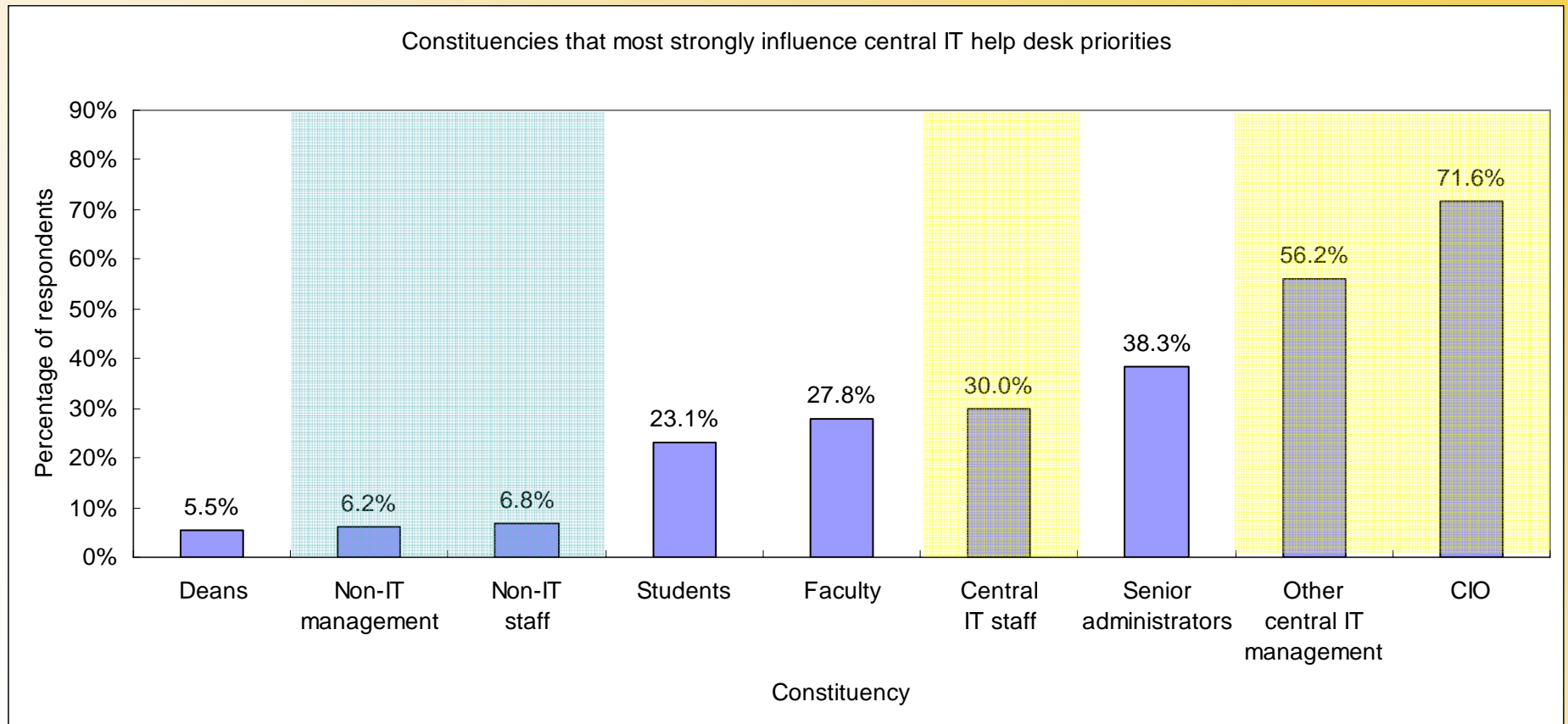
SLAs by Demographics

- SLAs are most commonly in use in DR (32%) and AA (19%) institutions.
- BA institutions are least likely to implement them (54% have no plans to do so).
- Institutions larger than 4,000 FTE are most likely to have SLAs in use (26%).
- Public institutions (23%) are somewhat more likely to have SLAs in use than privates (19%)

Strategic Planning for Help Desk



Constituencies Influencing Help Desk Priorities

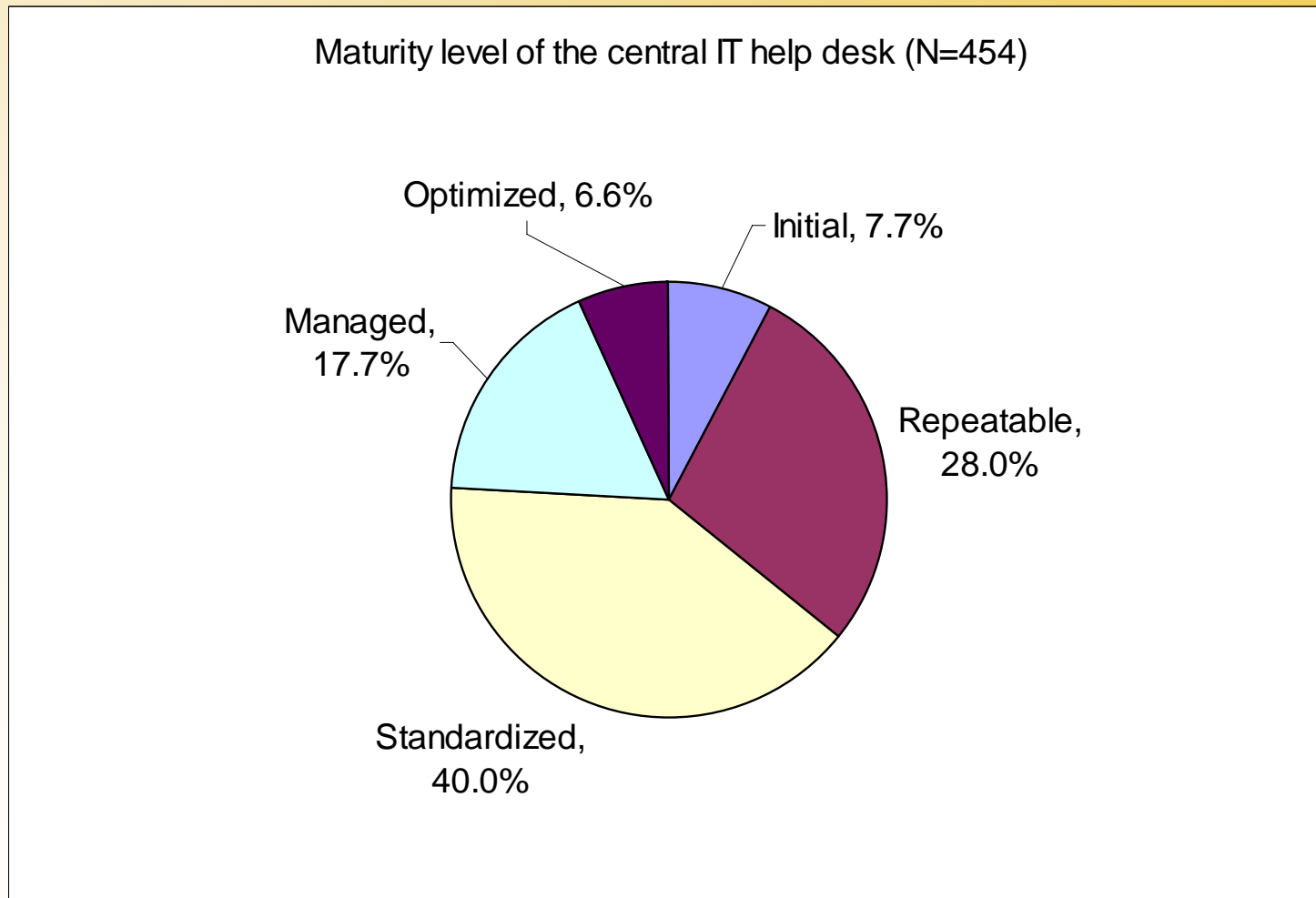


Help Desk Maturity

(Derived from the Software Engineering Institute's Capability Maturity Model)

- **Initial** – *Services are usually provided ad hoc and rely on individual efforts; past successes are often not repeatable.*
- **Repeatable** – *Service responsibilities are formally assigned, success is usually repeatable, and basic project management techniques are used.*
- **Standardized** – *Service quality standards are in place and used, consistency of services is a priority, and process improvement is a goal.*
- **Managed** – *Quantitative performance goals are in place, service performance is measured, and service quality is predictable.*
- **Optimized** – *Services are closely aligned to business strategies, services are easily changed to meet emerging needs, and process improvement is continuous.*

Help Desk Maturity Findings

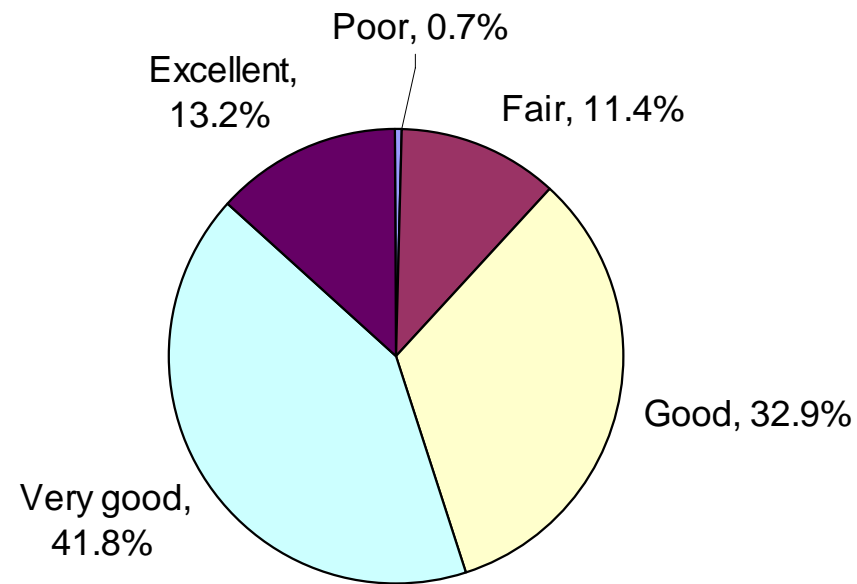


Positive Associations with Help Desk Maturity

- Number of ITSM practices adopted
- Existence of a strategic plan for the help desk integrated into an overall plan
- Number of help desk automation features implemented
- Effectiveness of self-service features
- Overall quality of help desk services
- Number of documented help desk goals
- Number of positive impacts of the help desk

Overall Quality of Help Desk Services

Overall service quality of the central IT help desk (N=447)



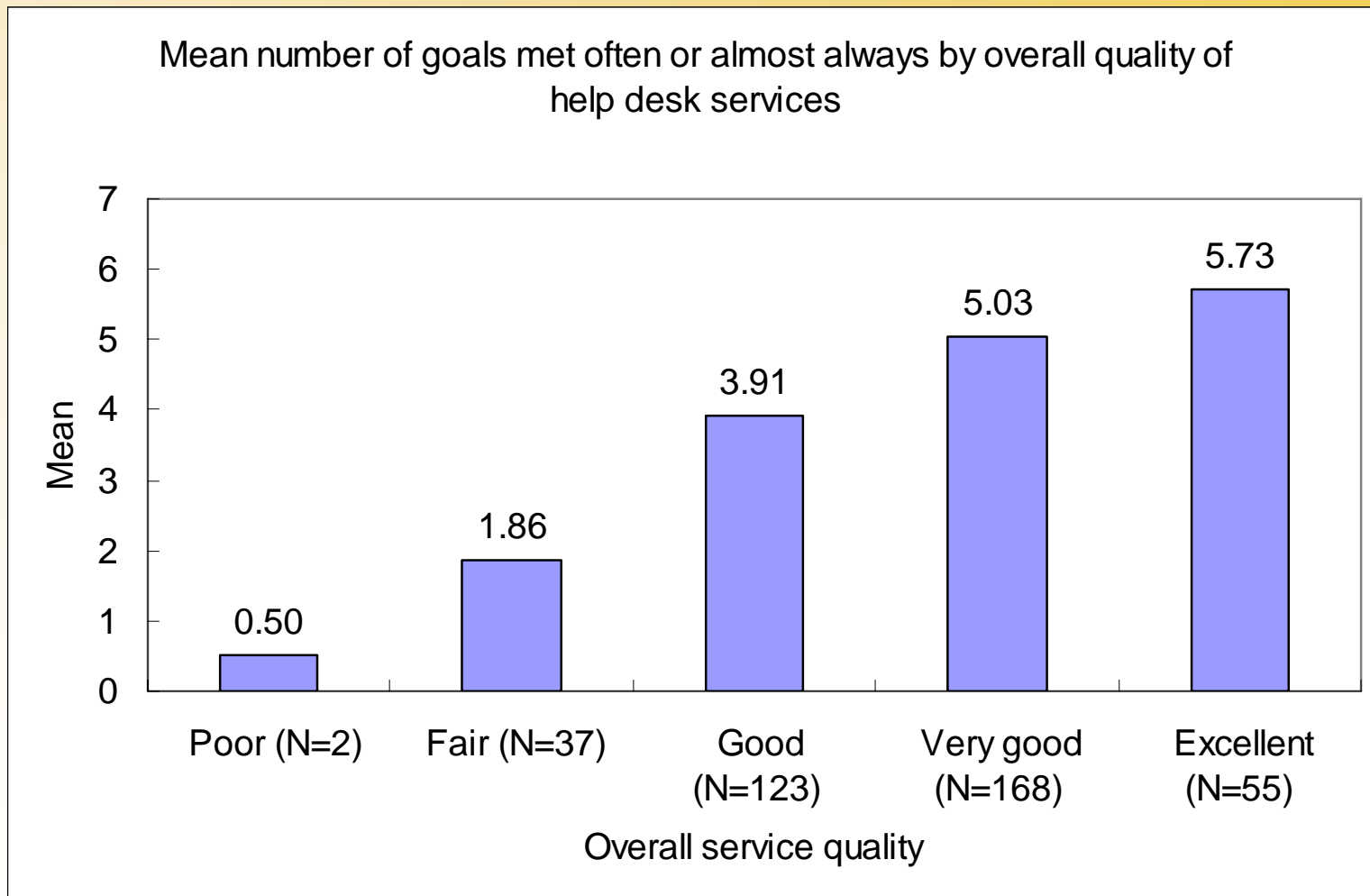
Positive Associations with Overall Quality of Help Desk Services

- Level of maturity of help desk
- Number of help desk automation features implemented
- Number of user support tools implemented
- Number of ITSM practices adopted
- Effectiveness of self-service features
- Existence of a strategic plan for the help desk integrated into an overall plan
- Organizational climate
- Number of documented help desk goals
- Number of documented goals met
- Number of positive impacts of the help desk

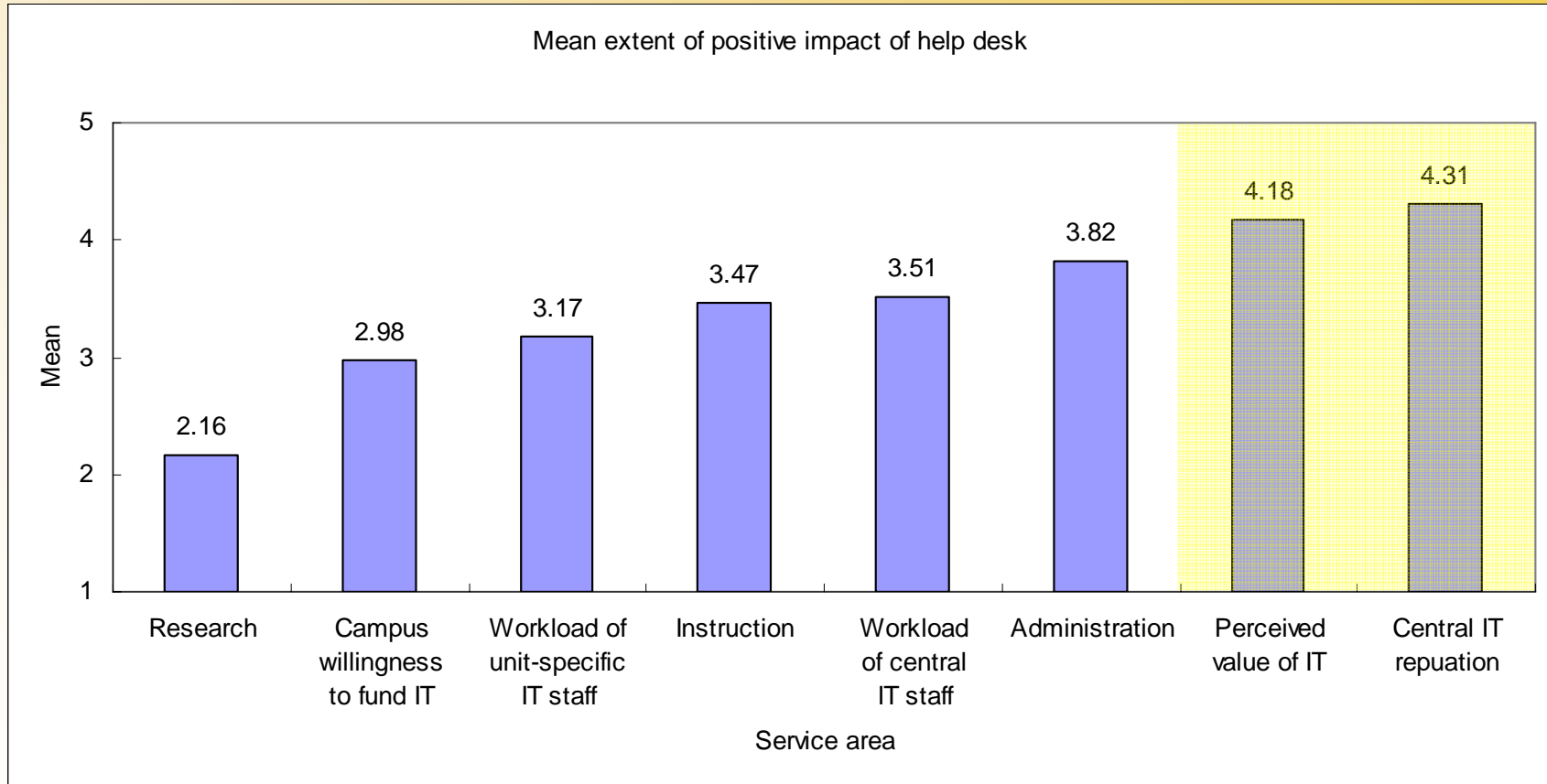
Help Desk Operational Goals

- Availability of support services for users (in hours per day)
- Percentage of total incidents resolved per unit time (service requests, trouble tickets, and so forth)
- Number of incidents handled per FTE staff member per unit time
- Percentage of calls resolved during initial user contact
- Resolution time for calls not resolved during initial user contact
- Telephone customer wait times
- Telephone customer call-abandonment rate
- Percentage of users indicating they are satisfied with services
- Percentage of SLA commitments fulfilled

Success in Meeting Goals

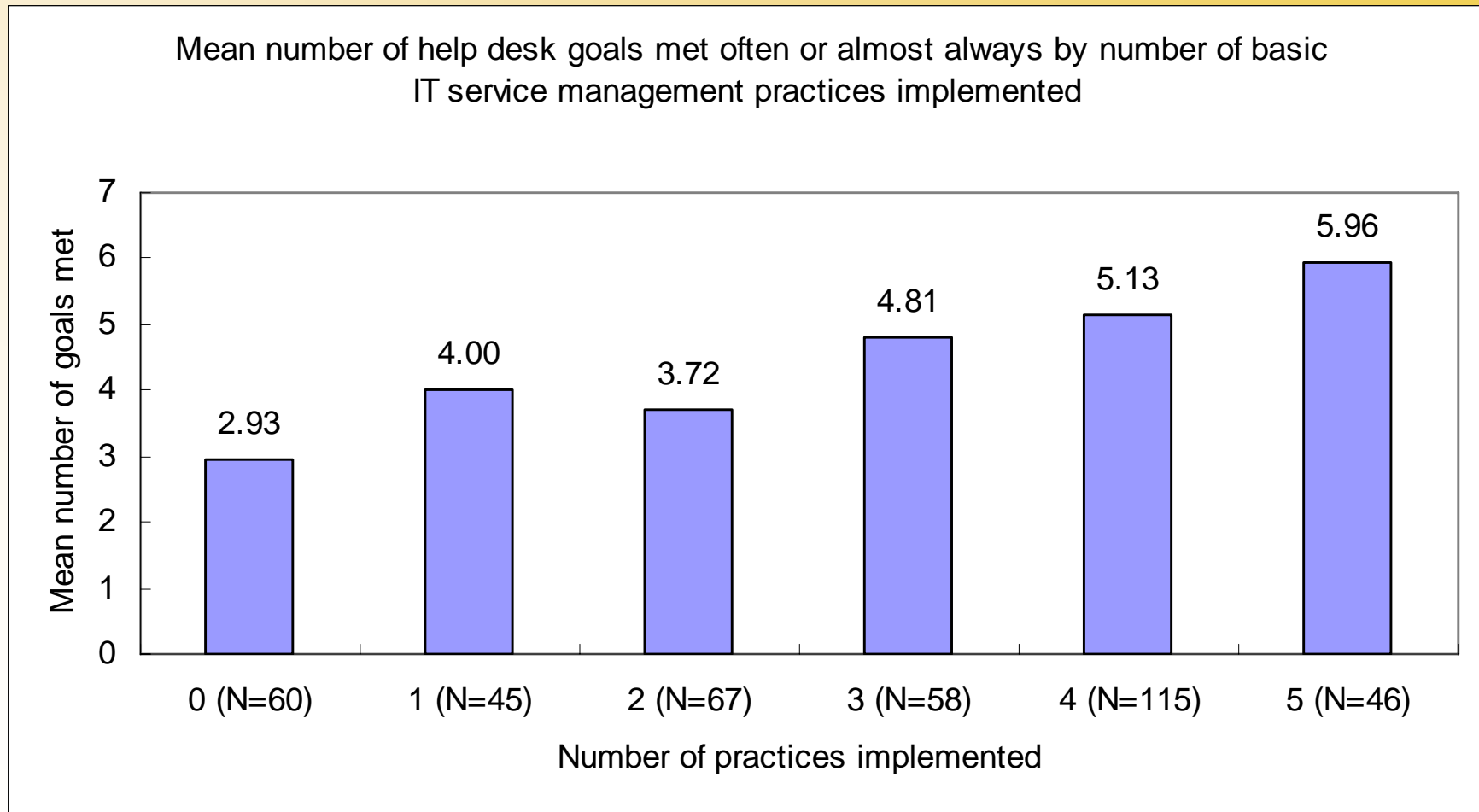


Positive Impact of Help Desk



Scale: 1=Not at all, 2=A little, 3=Somewhat, 4=Considerably, 5=Extensively

ITSM and Help Desk Success



Future

- Qualitative interviews with about 20 institutions have begun.
- Full study report will be published in December 2007.
- Case studies will focus on IT service management, outsourcing, self-service techniques, etc.
- Primary contact:
Mark Sheehan, msheehan@educause.edu