

Kirk, Jim

From: Kirk, Jim
Sent: December 24, 2014 9:09 AM
To: @DL-FICT-ICT-Service Mgmt & Operations
Cc: @DL-FICT-ICT-Management; @DL-FICT-ICT-Strategic Planning & Delivery
Subject: 2014 was great, let's make 2015 even better!
Attachments: sd-contact-volume.PNG; sd-accessibility.PNG

Importance: High

Team,

As the beginning of 2015 draws near, I thought I would take a moment to reflect on 2014 and some of the amazing things we accomplished together. On a personal level, 2014 was easily one of the busiest and most challenging years of my career. I'm sure many of you feel similarly – the good thing about this is that it's often these periods when you truly stretch yourself and grow professionally.

2014 may have been the year of the upgrade. We spent a lot of time and energy upgrading infrastructure and applications that were in need...

On the Application side, we upgraded SAP, WinTik, OpenText, FDM, CityWatch, ServiceNow and GIS just to name a few. We successfully migrated Legal's iVos application in from Bell Aliant to our data center. We also delivered on a much needed refresh of Halifax.ca! We also focused on many of our internal web applications, replatforming them from legacy technologies to new technologies we feel we are better able to support.

On the Infrastructure side, we upgraded VMWare, our Corporate WiFi management software, implemented a new C7000 blade enclosure (we affectionately referred to this as "the Terminator project") and continued to decommission legacy infrastructure and increase our overall density through virtualization.

But we didn't just perform upgrades, we also implemented new technology to provide efficiencies and new capabilities to the business...

We implemented Microsoft Lync which we hope will make the organization more efficient and effective through improved collaboration and a reduction in inter-municipality travel.

We also stood up Microsoft SharePoint and used it to deliver on the Council Report Center – helping to optimize how Council Reports are developed, tracked and delivered back to Regional Council.

We implemented Microsoft DirectAccess which will radically improve the experience our users have when they must connect to our network remotely.

We implemented Microsoft System Center Operations Manager which has improved how we proactively (as opposed to reactively) maintain our infrastructure thus making the services we deliver more highly available for the business. This is a technology that we're just beginning to scratch the surface on and I know we will maximize its value in the coming years.

We purchased new, modern backup technologies that I know the team is anxious to turn on (early 2015, right Jason?). This was a critical piece of work for us giving the risks associated with our current backup system and the ever increasing amount of data that we need to be able to successfully backup and restore in the event of a disaster.

We delivered the new Xerox Managed Print Service. You might be surprised to see this listed here because it was a painful project, but this is exactly why we should take a moment to celebrate it. It was a tough road but we delivered on a solid user experience that also makes printing more secure and we will be able to report on our usage so we can optimize how and when we print.

We also supported and delivered on many other projects, both big and small (Lite!) and straight forward and complex.

Of course, we don't just deliver on projects around here. 2014 also kept us very busy with operational support and driving operational improvements.

The implementation of ICT Service Now really started to reap benefits for us as our customers increased their usage of our self-service portal. We enjoyed months this year when ~40-45% of our requests were submitted through self-service. This has had many positive side effects – most notably a significant reduction in the amount of email requests the Service Desk receives. As many of you know, requests by email are very inefficient (due to the lack of structured requirements, details). We see a point in the not so distant future when the email channel will be decommissioned. That will be a good day!

The attached email contacts graphic really illustrates the above points. In October, 2013 the Service Desk manually processed 935 emails. In October, 2014? Only **170!**

These improvements have also allowed the Service Desk to become more accessible to our customers. The attached graphic (sd-accessibility) demonstrates those improvements. October, 2013 saw only 44% of calls answered within 60 seconds. October, 2014? **77%! Great results.**

Other operational improvements were a plenty in 2014. We pushed to evolve our weekly Continual Service Improvement meetings to make them more effective and to better track our service improvement items in ServiceNow. Since implementing the CSI Register in ServiceNow, we logged 58 discreet improvement items. The highlights of those that we've completed include:

- Improvements to our Executive Support service through VIP ticket notifications and improvements to how we monitor those incidents and requests.
- Providing the Service Desk with the ability to unlock Citrix accounts.
- We implemented measures around how we execute our Major Incident process to gauge our compliance and performance.
- We implemented a weekly report around what services are driving call volume to the Service Desk so we can better understand what generates volume and why.
- We implemented improvements to our monthly desktop patch management processes so these deployments happen more consistently, keeping our desktop environment more secure.
- We implemented the 2.0 release of our ICT Service Catalogue which was a major step forward for us. We also now make this service catalogue available to our customers via Service Now with actionable links so they can submit incidents and requests directly from each service entry.

Many more improvement initiatives continue to be worked on and I'm really proud of the team for their commitment to continuous improvement. Much more to come here in 2015!

Another key piece of improvement work for us from an ITSM perspective was the recent implementation of our new ICT Change Management process leveraging ServiceNow. The process allows for improved upfront resource and business authorization, involves the appropriate technical resources for authorization and allows us to "connect the dots" in ways we haven't been able to in the past. What configuration items are being changed? What incident(s) drove the necessity for that change? What change(s) drove some incidents following implementation? This type of data will become valuable information for us as we continue to push the envelope on improvement.

I recognize that this is a long email. I chose to do this on purpose to remind you all of **your** accomplishments this year. This isn't even a complete list! I hope everyone goes into the holiday season with a great sense of pride for the things you've contributed to and delivered this year. We continue to improve every day, despite significant pressure being placed on us. That's a testament to you and your desire to deliver for our great city.

I hope everyone has a relaxing holiday season with friends and family. I look forward to even greater accomplishments with you in 2015!

Thank you

Cheers,

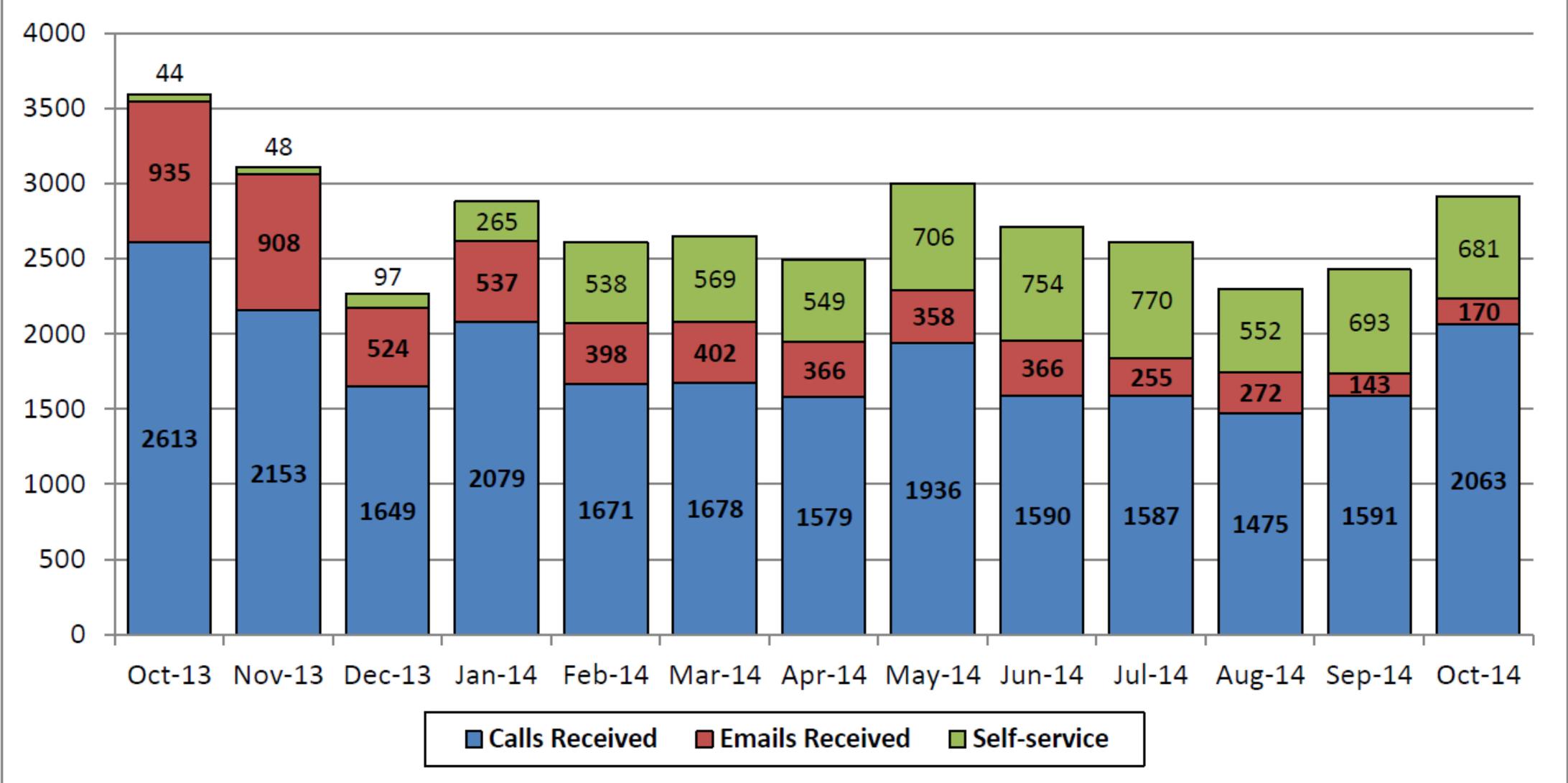
JIM KIRK
MANAGER, SERVICE MANAGEMENT & OPERATIONS
FINANCE AND INFORMATION, COMMUNICATION & TECHNOLOGY

HALIFAX

PO BOX 1749
HALIFAX NS B3J 3A5
C. 902.237.9117

halifax.ca

Contact Volume Over Time



Percentage of Calls Answered Within Target (60 seconds)

