

# SPUSC 2011

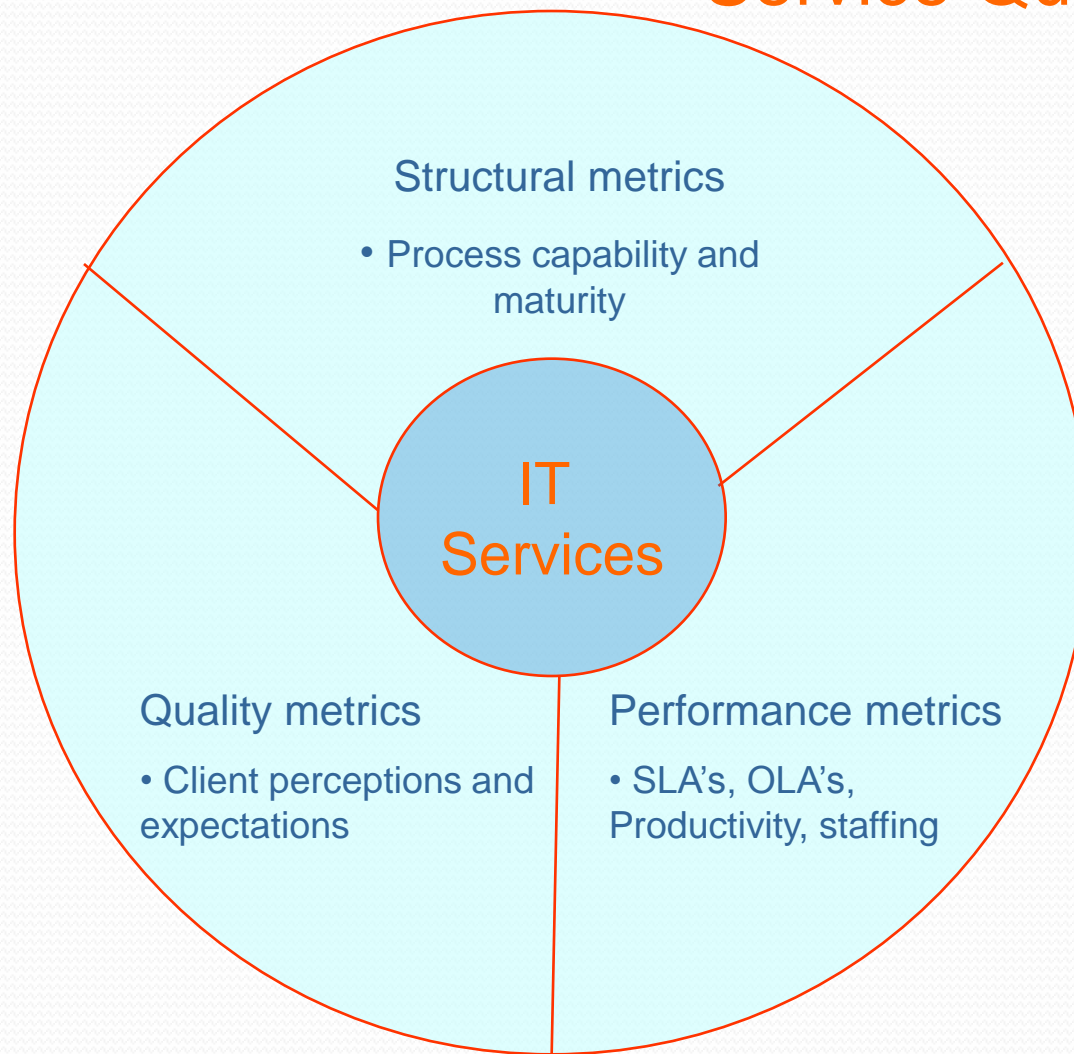
## University IT Service Quality Benchmark Project

Bronwyn Fletcher  
Executive Director  
Systems Thinking Pty Ltd

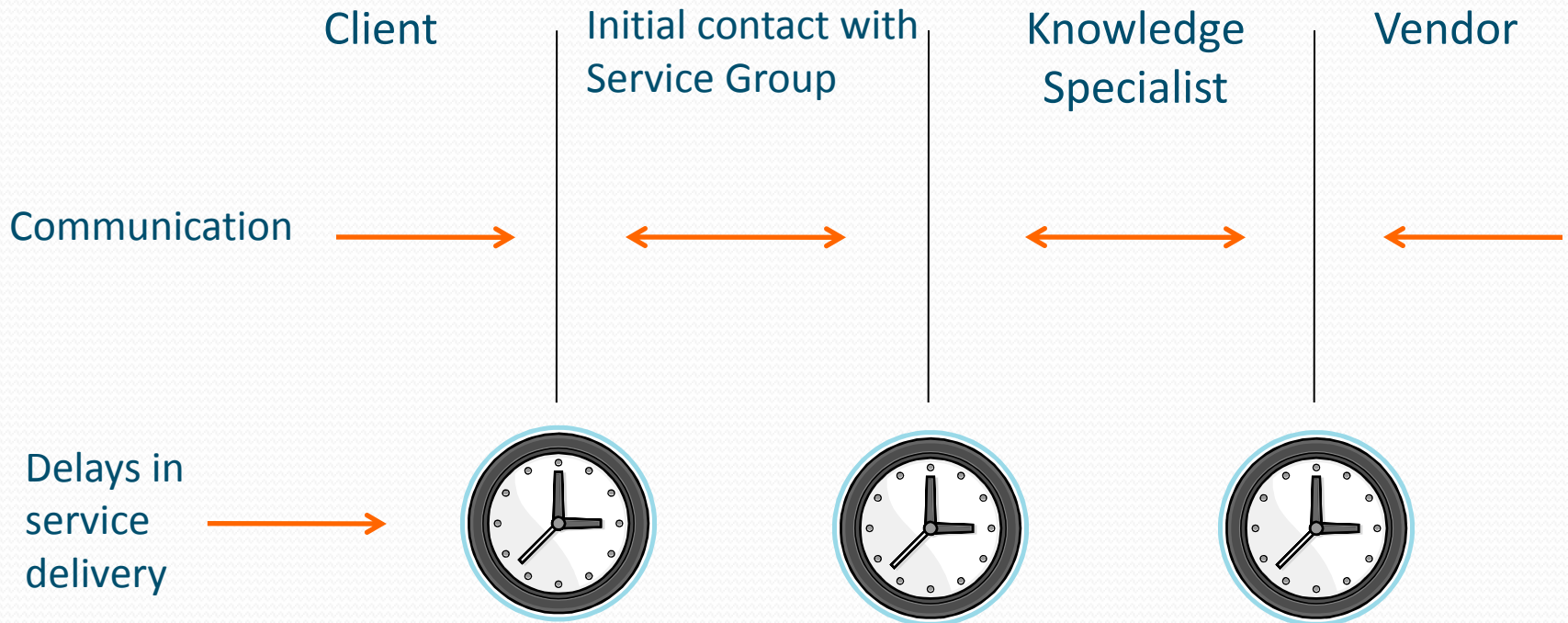
## Measure and mature the service quality of corporate services

1. Repositioning the service group
2. Correcting client misconceptions
3. Identifying service improvements
4. Changing the engagement model
5. Promoting client self reliance and self help

# Service Quality Metrics



# Service Quality Chain

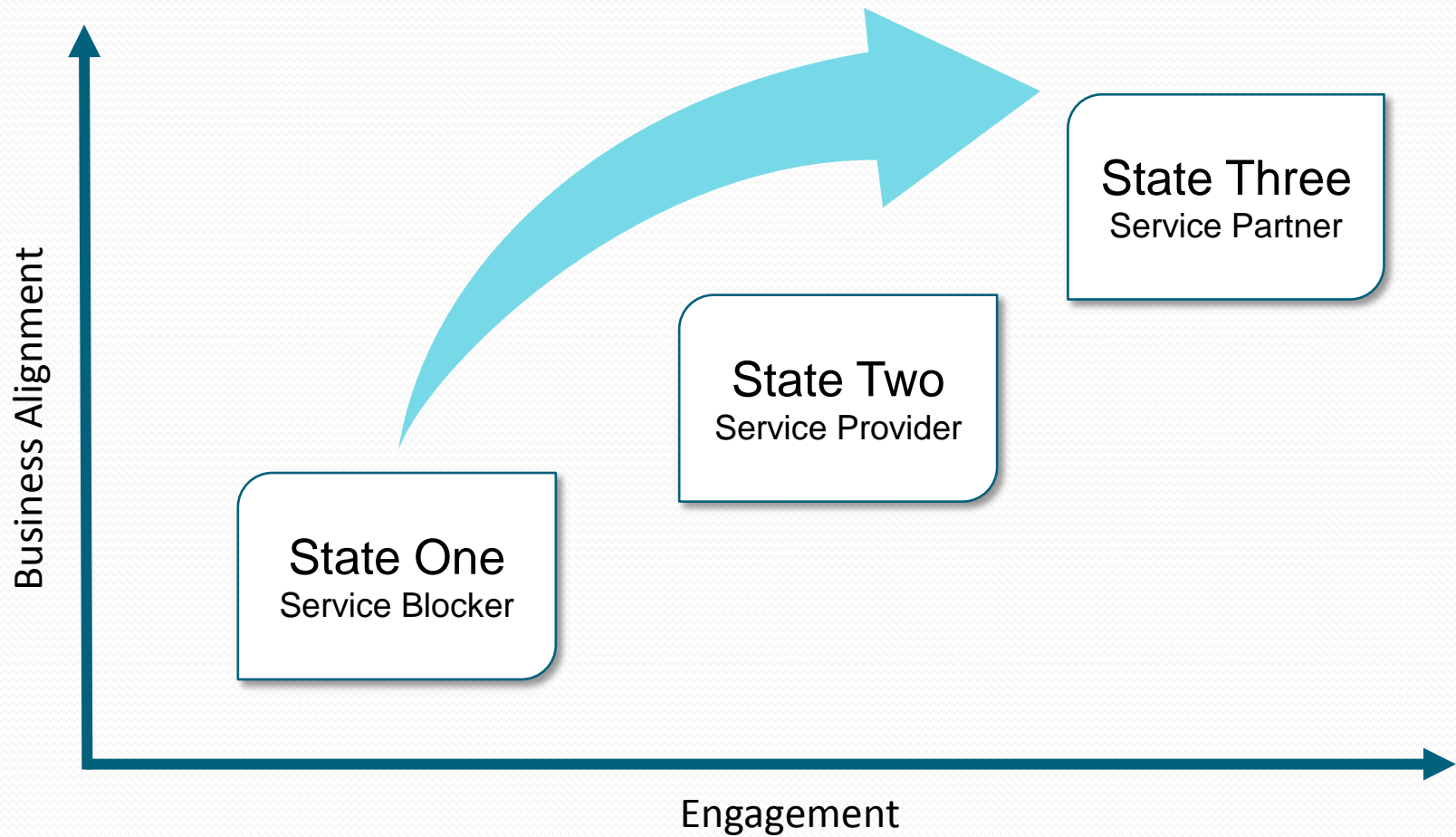


## IT Services Model

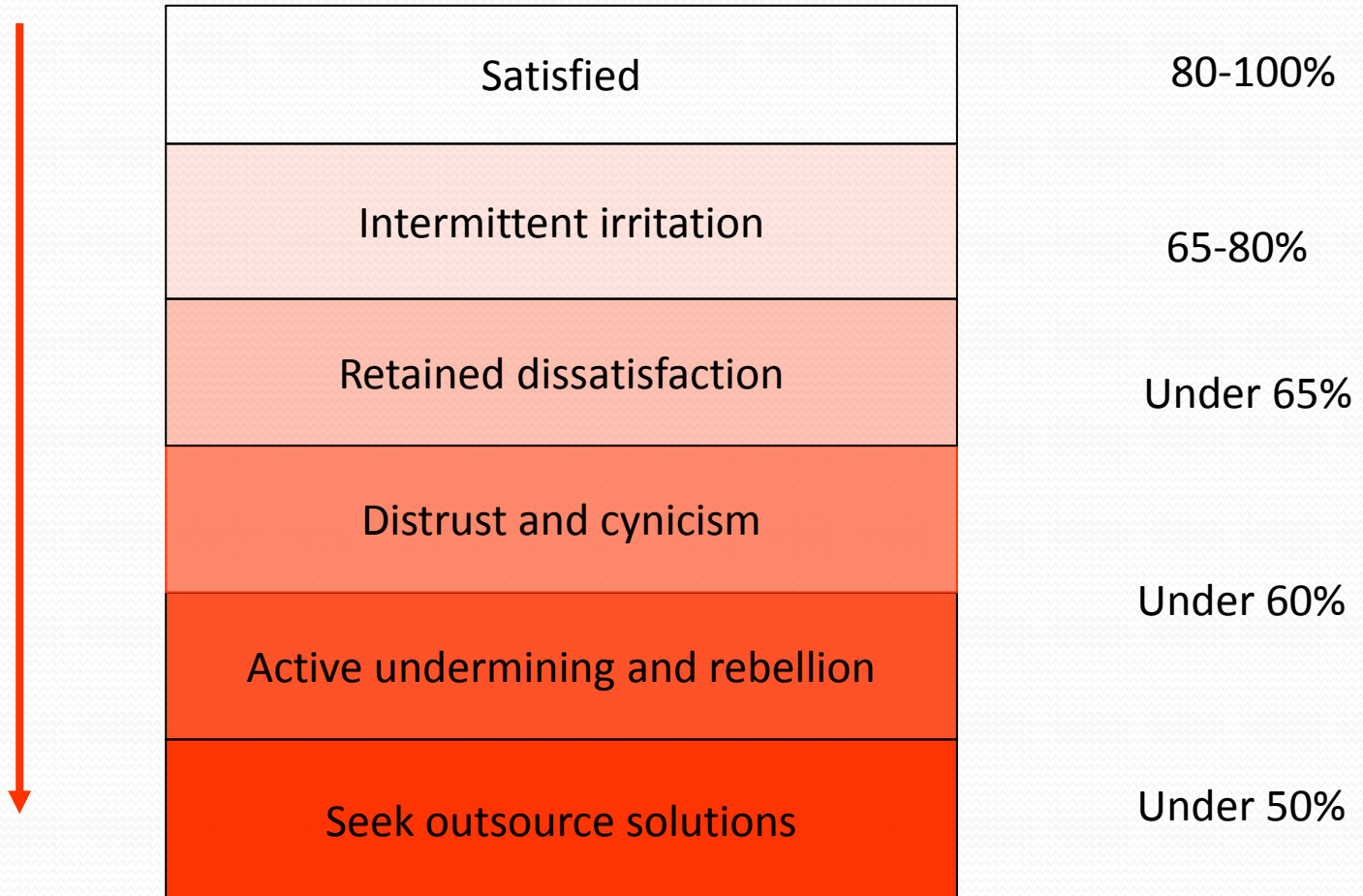


“Our service model is;  
we do all the work  
and they get all the credit!”

# States of Transition



## Escalation of dissatisfaction



# “Better” service isn’t always the answer

## Academic/Lecturer

1. Lectures more interactive
2. No AV training
3. No test run
4. Live to 300 students
5. No non technology lecture back up
6. Blame IT/AV support.....report it in survey

# General Higher Ed themes

1. Transactional customer engagement model
  2. Over-servicing and Best Effort
  3. Outsourcing by stealth
  4. Third tier impacts
  5. Variability in skills and therefore quality
1. Single point sensitivity
  2. High capability and low maturity

The use of IT human resource on:

1. Incidents and requests not in the Service Catalogue
1. Jobs not officially supported, resourced, or trained for

## Best Effort

- Fuels unrealistic expectations
- Educates the customer they can get anything at anytime
- Positions IT services as having open scope
- Increases the difficulty of saying 'no'
- Leads to a decrease in service satisfaction
- Can take more time as no formal training

## Best Effort

- IT management send a mixed message to staff by allowing and often encouraging this practice (unchecked)
- IT support staff trying to enforce IT policies often believe they're undermined or unsupported by management in this area

# Retail/transactional service model



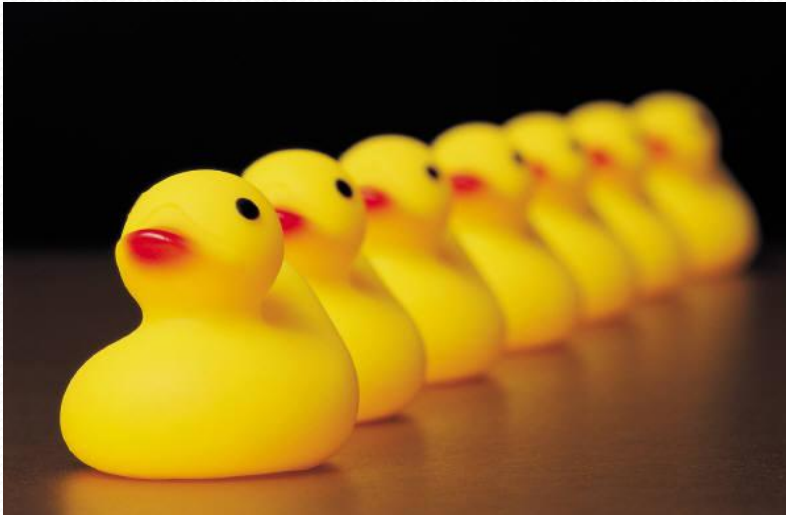
1. The customer is always right
2. Keep the customer happy
3. Exceed their expectations



It takes both parties

Sometimes to get better service;  
you have to be a better customer

## 6 essential actions



1. Segment your clients
2. Set a service expectation
3. Change the language
4. Tackle “best effort”
5. Use tough love
6. Pace yourself

# Segment clients



Identify all client groups and determine what makes them different

## Set a service expectation



# Change language



Ensure the language describing the “new relationship” is understood and articulated by all staff and across all media

## Best Effort

- Get over IT being responsible for customer “happiness”
- Determine the degree of flexibility you can live with
- Provide a mechanism for front line staff to report on trends and raise new items that should be considered for the service catalogue

# Tough Love



# Pace yourself



- Marathon
- 18 months to 2 years to accept the change
- 3 years to reliable metrics



For a Systems Thinking  
Operation Level Agreement  
(OLA) template email:  
[bfletcher@systemsthinking.com.au](mailto:bfletcher@systemsthinking.com.au)