Hewlett Packard Enterprise

City of Tempe sets new standards for IT service delivery

HPE Applied Service Management Workshop shows how to implement ITIL® best practices

Objective
Successfully implement IT Service Management (ITSM) best practices and processes

Approach
Asked the advice of its HPE account team, then took part in a one day seminar to show the benefits of an ITIL-based implementation workshop
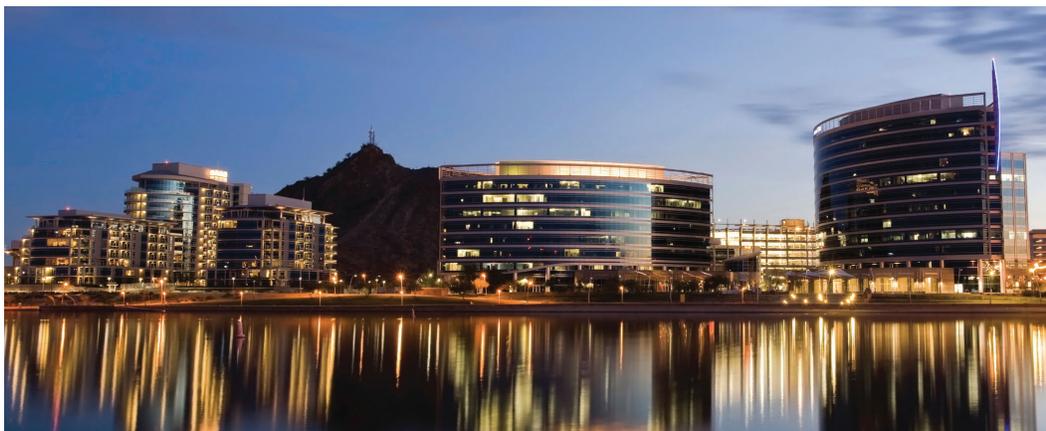
IT Matters
- Helps define and implement industry best practices that are specific to the needs of the IT organization

- Defines and sets up new processes and ensures that they are successfully implemented

- Promotes buy-in and acceptance by staff

Business Matters
- Increased first call problem resolution by 15 percent; more than halved expensive field visits and increased number of issues closed on agreed date by seven percent

- Raised user satisfaction and customer confidence by 25 percent; uses formal processes and documentation to avoid knowledge drain and improve service to citizens

Arizona's City of Tempe local authority delivers crucial IT services to eight major city departments but was concerned that the lack of defined processes was damaging service levels and customer satisfaction. That trend is now being reversed following an HPE Applied Service Management Workshop.

Challenge

Legacy knowledge threat
Tempe is situated in the south east part of the Greater Phoenix area in Arizona. With approximately 170,000 residents, it also has a large student population since it is home to the Arizona State University.

Local government is provided by the City of Tempe authority and some of its most crucial services are delivered by the IT team who deliver centralized support for staff at eight city departments such as fire, public works, and police.

"Before, if it was working we left it alone but the Hewlett Packard Enterprise workshop has changed our mind-set. Now we know we can work smarter and achieve continual service improvement."

– Mark Wittenburg, IT manager, City of Tempe

15%

improvement in first
call resolution rates

Hewlett Packard Enterprise servers and storage form part of a highly virtualized environment and a variety of applications support vital services such as dispatch and records management for the police and the city's traffic management system. Tempe relies on efficient delivery of these services but this had been done in the same way for 30 years. IT processes were out-of-date and no longer relevant.

"We were operating on the legacy knowledge of staff that had been here for a long time," says City of Tempe's IT manager, Mark Wittenburg. "Average service here was 17 years but we were starting to see retirements and with the economy improving, there were more external opportunities. Our knowledge was walking out of the door and we didn't have any formal documented policies and procedures to replace it."

In an effort to establish a baseline Tempe commissioned an assessment of our processes using the COBIT Maturity Model. The assessment clearly showed areas where our maturity level was lagging and gave Tempe IT the understanding needed to approach implementing improvement.

Solution

Expert ITIL advice
City of Tempe asked advice from its HPE account team who suggested an interactive simulation on IT Infrastructure Library (ITIL) and IT Service Management (ITSM) run by an expert from Hewlett Packard Enterprise. The entire IT organization took part in simulations to demonstrate how implementing ITIL standards could help and this led to a seven-day HPE Education Applied Service Management Workshop attended by a cross functional taskforce of 10 people.

Incident management and request fulfilment were the topics chosen for the workshop. The HPE instructor visited Tempe on three occasions, delivering three days of instruction on how ITIL could be applied to these processes, advising on break-out sessions to identify opportunities, challenges, scope and critical success factors and develop scorecards then finally returning to hear presentations on how attendees had progressed with their allotted projects.

Customer at a glance

HPE services
- HPE Education Applied Service Management Workshop
- ITIL and ITSM

"Now we have processes in place, people know their roles and what they are supposed to be doing. With formal documentation on IT services we're able to provide a much higher level of IT support."

– Mark Wittenburg, IT manager, City of Tempe

Benefits

Measuring service improvement

One of the main benefits of the course was the development of a project which measures success surrounding service levels and customer satisfaction and these measurements have already shown market improvements. "We were able to drive up our first call resolution average from 52 percent to 67 and with continual service improvement we're targeting 75 percent. What that means to the customer is that 67 percent of the time they are now getting their issue resolved right there on the phone and that drives up customer satisfaction," says Wittenburg.

Measurements show that the number of trouble tickets requiring inefficient and expensive field visits has fallen from 25 percent to 12 percent with the target of further reducing this to just five percent. Also, the number of issues closed by the agreed due date has increased from 88 percent to over 95 percent.

The organization wanted to move from a COBIT process maturity level of one up to level three, which would typically take a full year. Thanks to the HPE Applied Service Management Workshop, Tempe achieved this in just eight months and it is now planning further workshops on other processes, starting with change management. Having its processes properly documented is also eliminating the risk if long-standing staff members leave and take their knowledge with them.

"With documentation and knowledge databases that we have now created, the service desk has all the information they need at their fingertips when they would previously have had to waste time by forwarding the call on to a third level service practitioner," concludes Wittenburg. "Having agreed processes in place has increased the productivity and efficiency of IT staff and it has also improved the service we give to the citizens of Tempe."

Learn more at
hpe.com/ww/learn

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