Session 605 – Mapping the Incident Management Process: Blueprint for Success

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Background

- International Keynote Speaker, Author, Consultant & Trainer
- Passionate organizational change agent providing imaginative insight and dynamic leadership to transform organizations into best practice, customer-focused environments
- Faculty member with HDI, ITIL Expert, CGEIT, CHDO
- Bachelor in Computer Science from The Ohio State University
- Masters in Adult Education from University of Phoenix
- Currently studying in PHD program in Organizational Leadership in Information Systems

Overview

- What is a Flowchart & Why use it?
- Step 1 - Choose your tool
- Step 2 - Choose your method
- Step 3 - Identify functions
- Step 4 - Identify processes
- Step 5 - Drawing a functional flow diagram
- Step 6 - Map out Incident Management
- Step 7 - Real world examples
- Step 8 - Enhancing diagrams
- Step 9 - Putting it all together
- Step 10 - Next Steps
What Is A Flowchart?

- A Flowchart is a diagram that uses graphic symbols to depict the nature and flow of the steps in a process

- Another name for this tool is "flow diagram"

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When Should You Use A Flowchart?

- Promote understanding of a process by explaining the steps pictorially
  - A Flowchart can help you gain agreement about the sequence of steps
  - One good Flowchart can replace pages of words

- Provide a tool for training employees
  - Flowcharts can be very helpful in training employees to perform the process according to standardized procedures
When Should You Use A Flowchart?

- Identify problem areas and opportunities for process improvement.
  - Once you break down the process steps and diagram them, problem areas become more visible.
  - It is easy to spot opportunities for simplifying and refining your process by analyzing decision points, redundant steps, and rework loops.
- Depict customer-analyst relationships
  - Helping the process workers to understand who their customers are.

Keys To Success

- Start with the big picture
- Observe the current process
- Record process steps
- Arrange the sequence of steps
- Draw the Flowchart
Step 1: Choose Your Tool

- PowerPoint
  - Limited abilities
  - Has most flowchart basic shapes
  - Connectors will auto-attach to shapes
  - Must manually create swim lanes
  - No graphic icons, but can use clipart
  - No built in macros

Step 1: Choose Your Tool

- Visio
  - Very powerful
  - Built-in cross functional flows
  - Auto-everything
  - Wide variety of connectors
  - Many graphic icons
  - Built-in macros for off-page connectors
  - Reduced time to completion
Step 1: Choose Your Tool

- Other Options
  - eDraw
  - Concept Draw

Step 2: Choose Your Method

- Top Down Flow
  - Support process flow is mapped from the top of the page down
  - Limited ability to show additional information
  - Excellent for mapping ACD queuing process
Step 2: Choose Your Method

New Employee Process

Top Down Flow

Pros
- Basic mapping technique
- Steps are sequential and flow from the top of the page to the bottom
- Allows simple branching and looping
- Easy to understand
- Can use any tool (PowerPoint or drawing)

Cons
- Often used for complex flows
- Does not provide a view of roles and responsibilities
- Difficult to demonstrate integration with technologies
Step 2: Choose Your Method

- Cross-Functional Flow
  - Defines roles and responsibilities by adding “functional” flow lanes to the top-down flow
  - Provides much more information including the identification of key communication points with customer
Step 2: Choose Your Method

New Employee Process - PG2

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Functional Flow

**Pros**
- Clearly identifies roles and responsibilities
- Top down flow
- Easy to read
- Can integrate technology role into the flow

**Cons**
- Usually flows span multiple pages
- Can be complex to manage loops back to previous pages
- Needs more complex tool to design (Visio)
Step 3: Identify Functions

- Customers
- eService
- Service Desk
- Technical Support Partners
- Management
- Technology Vendors
- Technology
- Other

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Step 3: Identify Functions

- Management
  - Infrastructure
  - Application Development
  - Operations
  - Support
  - Security
  - Client/Server

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Step 4: Identify Sub-Processes

- Key Incident Management sub-processes include:
  - Detect, Avoidance & Initiation
  - Record, Validate & Log
  - Classification and Matching
  - Troubleshoot, Resolve & Escalate
  - Level 2 Troubleshoot & Resolve
  - Confirm Resolution & Knowledge Transfer
Step 5: Map the Functional Flow

- What is a Functional Flow?
  - A functional flow maps the high-level flow across the key stakeholders
  - Provides a starting point in understanding the customer's relationship with IT
  - Defines the relationships internally throughout the key stakeholder groups

Organization Levels

<table>
<thead>
<tr>
<th>Level “0”</th>
<th>Status Check</th>
<th>Downloads</th>
<th>FCR 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Support</td>
<td>Fulfillment</td>
<td>Online Manuals</td>
<td>65%</td>
</tr>
<tr>
<td>FAQs</td>
<td>Web-based Ticket</td>
<td>Links</td>
<td>60%</td>
</tr>
<tr>
<td>Knowledge base</td>
<td>Bags</td>
<td>Feedback</td>
<td>40%</td>
</tr>
<tr>
<td>Support Forums</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level “1” - Service Desk</th>
<th>Tier I - Technical Generalists</th>
<th>Tier II - Technical Specialists</th>
<th>FCR 60%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Duration, Limited Troubleshooting</td>
<td>High Dependence on KB for resolution</td>
<td>Advanced Technical Knowledge Required</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>Tier I - Technical Generalists</td>
<td>Tier II - Technical Specialists</td>
<td>FCR 40%</td>
</tr>
<tr>
<td></td>
<td>Short Duration, Limited Troubleshooting</td>
<td>High Dependence on KB for resolution</td>
<td>Advanced Technical Knowledge Required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level “2” - Technical Support Partners</th>
<th>FCR 20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>First level of dispatch outside of Service Desk</td>
<td>20%</td>
</tr>
<tr>
<td>Functional escalation for more in-depth technical knowledge or specialized skills</td>
<td>20%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level “3” - Engineers, RS0, Vendors &amp; Service Providers</th>
<th>FCR 5%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>
Sample Flow for Incident Management

Stakeholders
- Customer
- ACD
- Service Desk Tier 1
- Service Desk Tier 2
- Technical Support Partners

Flow
- Customers only call into the Service Desk
- Provided with 4 options and upon choice are sent to a Service Desk Analyst
- Tier 1 attempts to resolve before handing off with a warm transfer to Tier 2
- If cannot be resolved at the Service Desk, ticket is escalated to appropriate Technical Support Partner
Step 6 - Map out Incident Management

Develop a Process Key

Process Development Overview

The following shapes were used to create this Help Desk Process Development Workbook. A brief description is provided to help you better understand how the shape is used.

This is an offset arrow connector and is used to show where a process goes when it leaves the current page. These are always shaped people.

This shape is used to show when a person first gets involved with the process. It displays the “people” input.

This shape demonstrates what the customer has to do to work to report a problem.

This shape is used to show the distribution that occurs in the A2Z system.

This shape is used to show the broadcast message to a call appointment strategy.

This shape identifies a task that is accomplished during the process.

This shape indicates a pre-defined process and should have its own process diagram.

This shape indicates a decision during the process and should have a Y and N option.

This shape denotes someone waiting for something to occur.

This shape demonstrates when the customer is returned to service and continues their business process.

This shape indicates that data is being stored in a help desk technology such as the problem management system.

This shape indicates when the customer can check their own status in the problem management system of analysis.

This shape indicates contact with the customer to determine their satisfaction or resolution.

This shape indicates a recurring task within a process.

This shape indicates when multiple people are involved in a task.

This callout indicates an alert to management or something important to develop or consider.

This callout indicates when service levels are tied to the process.

“SWIM LANE” FOR EACH FUNCTION

**CUST**

CUSTOMER EXPERIENCES A PROBLEM

BEGIN WITH A TERMINATOR

CHANGE LANES WHEN RESPONSIBILITY CHANGES

**CUST**

CUSTOMER EXPERIENCES A PROBLEM

**SERVICE DECK**

ANALYST TAKES CALL
Step 6 - Map out Incident Management

Supporting Technologies

Phone Technologies (ACD, IVR, CTI)

CORE TECHNOLOGIES
- Incident Management System
- Problem Management System
- Known Error Database

User Self-Help
- Internet/Intranet

Configuration Management System

Knowledge Database

Incident Management Process: Detection, Avoidance & Initiation (P1)

Customer
- Customer reports an incident

Customer Service Desk Level 1
- Ticket created
- Escalation
- Skills-based routing
- SLA

SLA

First Available Tech

Service Desk Level 2
- Service Desk Level 1 provides service

Incident Resolved

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Step 6 - Map out Incident Management

Incident Closure Process - Confirm Resolution & Knowledge Transfer (P6)

Customer

Technology

Service Desk Level 1

Internal Service Provider

Management

Step 7 - Real World Examples

Skills-based Routing

Tools

Help Desk

ACD

1
2
3
4

HD Analyst I login to the ACD system

HD Analyst II login to the ACD system

Calls routed via skill based routing: customer selected options and HD Analyst skill set assignment
### Step 7 - Real World Examples

#### Management Reports

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT</td>
<td>Report Analyst (狞IV) generate ticket aging reports</td>
</tr>
<tr>
<td>PT</td>
<td>Problem ticket aging report - Priority 1</td>
</tr>
<tr>
<td>No</td>
<td>SPA - review all open Priority 1 tickets for OLA compliance</td>
</tr>
<tr>
<td>No</td>
<td>PMA - review all normal priority tickets for OLA compliance</td>
</tr>
</tbody>
</table>

### Step 7 - Real World Examples

#### Priority-based Dispatch

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0 PM 5.0</td>
<td>Priority 1, 2, 3</td>
</tr>
<tr>
<td>4.1 PM 5.0</td>
<td>Priority 4</td>
</tr>
</tbody>
</table>

Customer informed of dispatch assignment, and priority status

Inform customer of problem ticket #, TSP assignment and OLA response objective

Priority Dispatch function
Step 7 - Real World Examples

Identify Measurement Points

Help Desk

1.1 CH 1.0

Move email to "received" folder

1.1 CH 1.0

Status Update request for previously reported problem?

Yes

No

2.0 M 3.0

Validate customer info, gather & document incident information in the incident ticket

PT

Tools

Step 7 - Real World Examples

Process Termination

Priority 1 - Yes

Auto-Close Ticket

PT

PT

Contact Customer to verify/accept resolution

No

Did TSP obtain customer acceptance or resolution?

Yes

Update Problem Ticket with accept information and Close the ticket

Place Problem Ticket into Closed Status

End Process

Priority 1

PT

PT
Step 8: Enhancing Diagrams

- Use color to represent key requirements
  - Customer contact points
  - Measurement points
  - Start and stop
- Shaded lanes
  - Easier to read

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Step 8: Enhancing Diagrams

- Use call outs to identify
  - SLAs
  - Important alerts
- Use graphics to make it more enjoyable
- Create a key
  - Colors
  - Shapes
  - Graphics
  - Call outs

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Step 9: Putting it All Together

- Assemble project team
  - Help desk management
  - Technical support partners
  - Senior management
- Define high level roles and responsibilities
- Create current process flows as a working model
- Conduct working sessions
- Enhance with feedback

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Step 9: Putting it All Together

- Finalize on flows
- Provide to System Admin for tool upgrade/modification
- Conduct training for all IT organization
- Maintain document and modify when processes require modification
- Modify with original project team
- Train on changes

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Step 10: Next Steps

- Map out the rest of the required processes
  - Proactive incident management
  - Knowledge management
  - Self-service
  - Root cause analysis
  - Problem management
  - Change management
  - Other ITIL processes
Thank you for attending this session.

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