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

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Background

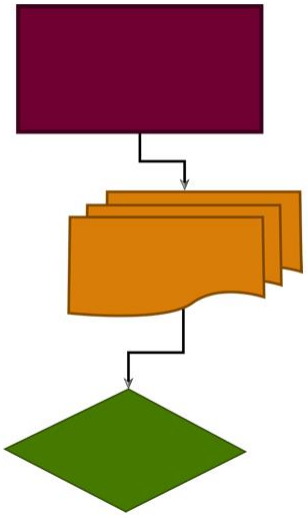
- International Keynote Speaker, Author, Consultant & Trainer
- Passionate organizational change agent providing imaginative insight and dynamic leadership to transform organizations into best practice, customer-focused environments
- Faculty member with HDI, ITIL Expert, CGEIT, CHDD
- Bachelor in Computer 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"



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

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Step 1: Choose Your Tool

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- 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

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Step 1: Choose Your Tool

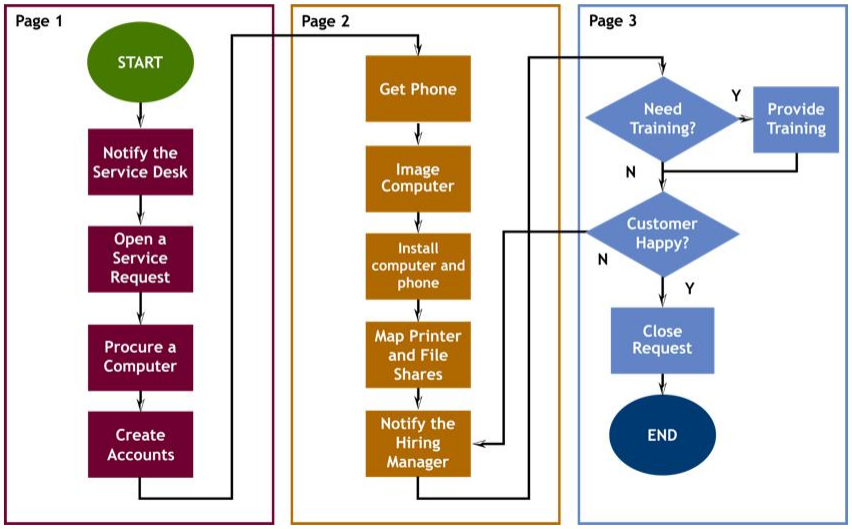
- Other Options
  - eDraw
  - Concept Draw

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



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Step 2: Choose Your Method

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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

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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

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Step 2: Choose Your Method

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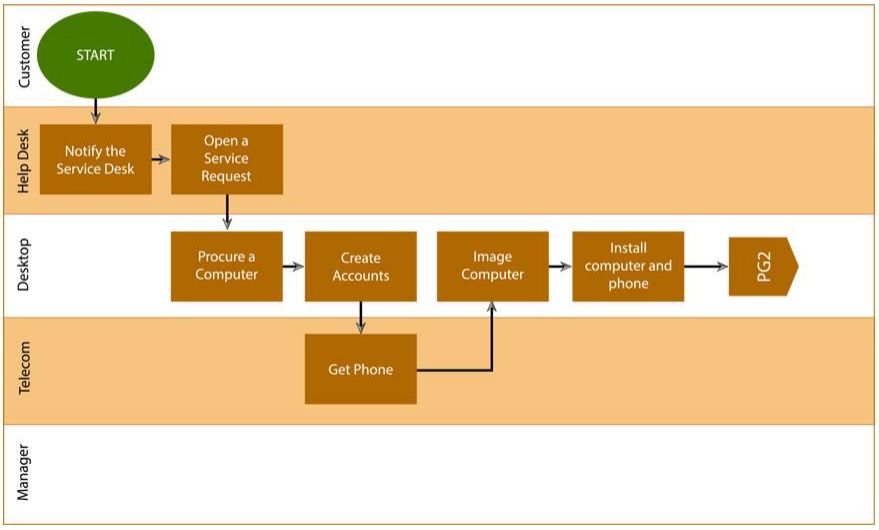
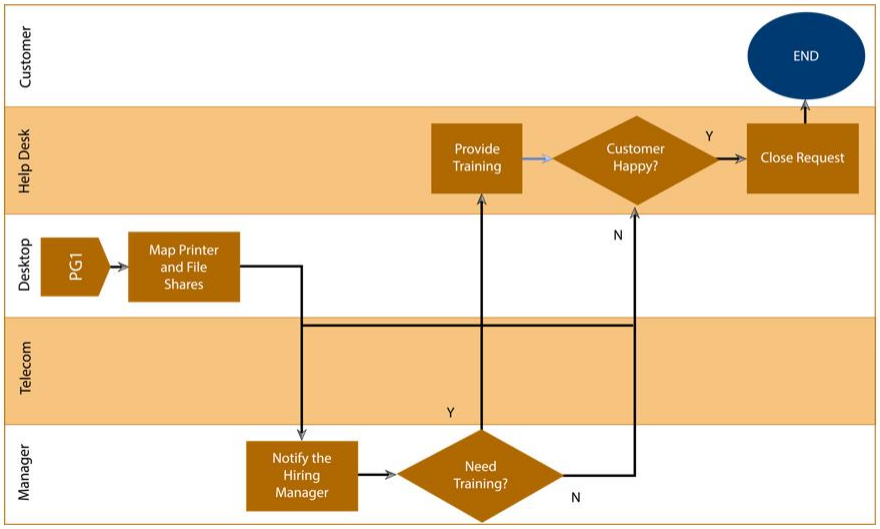
New Employee Process – PG1



Step 2: Choose Your Method

New Employee Process – PG2



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Step 2: Choose Your Method

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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

Level - O

Level - 1

Level - 2

Level - 3

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Step 3: Identify Functions

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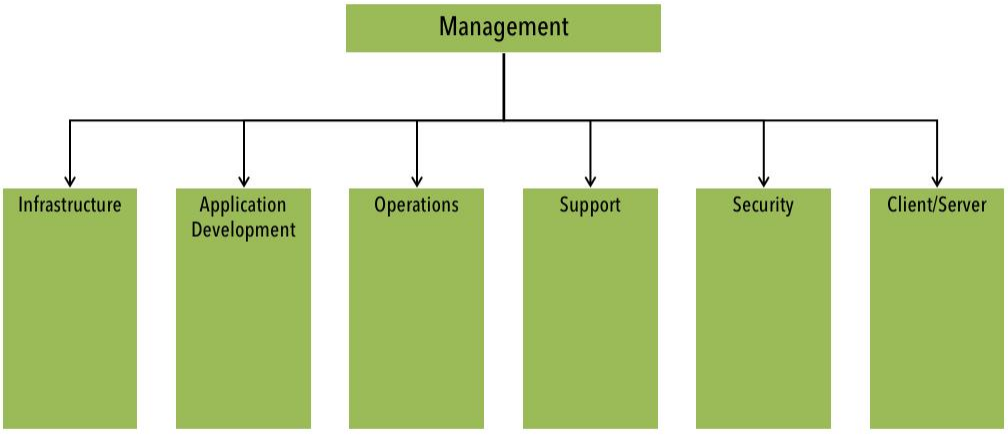

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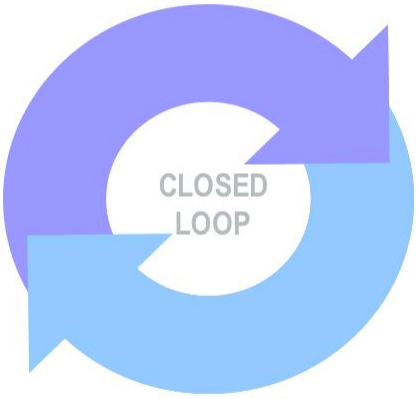
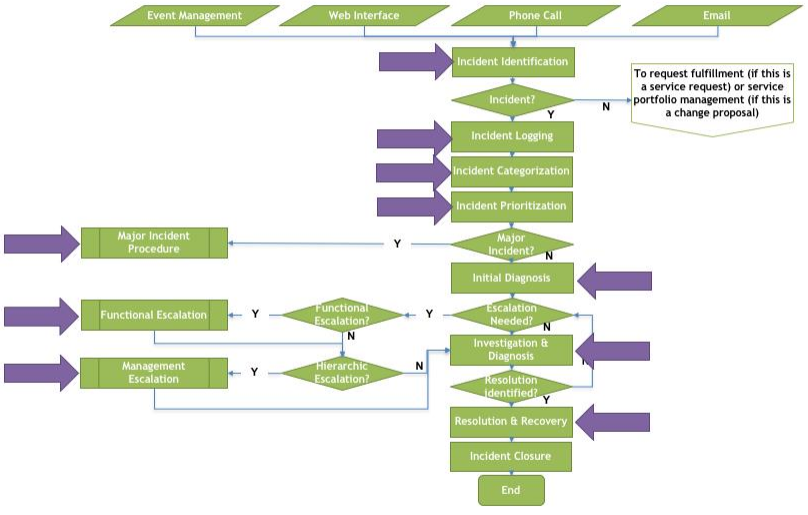
Step 4: Identify Sub-Processes

- 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 4: Incident Management



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

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Step 5: Map the Functional Flow

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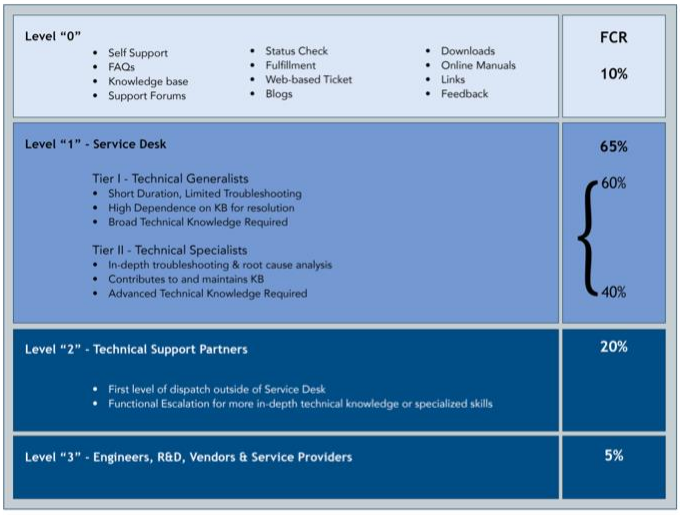
Organization Levels



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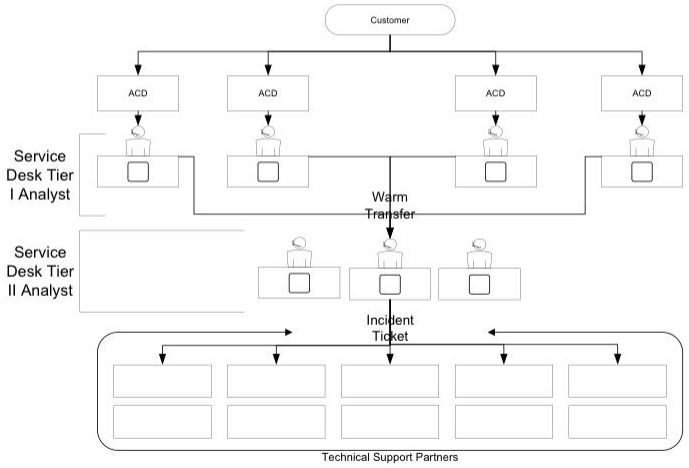
Step 5: Map the Functional Flow

Sample Flow for Incident Management



Sample Flow for Incident Management

Stakeholders

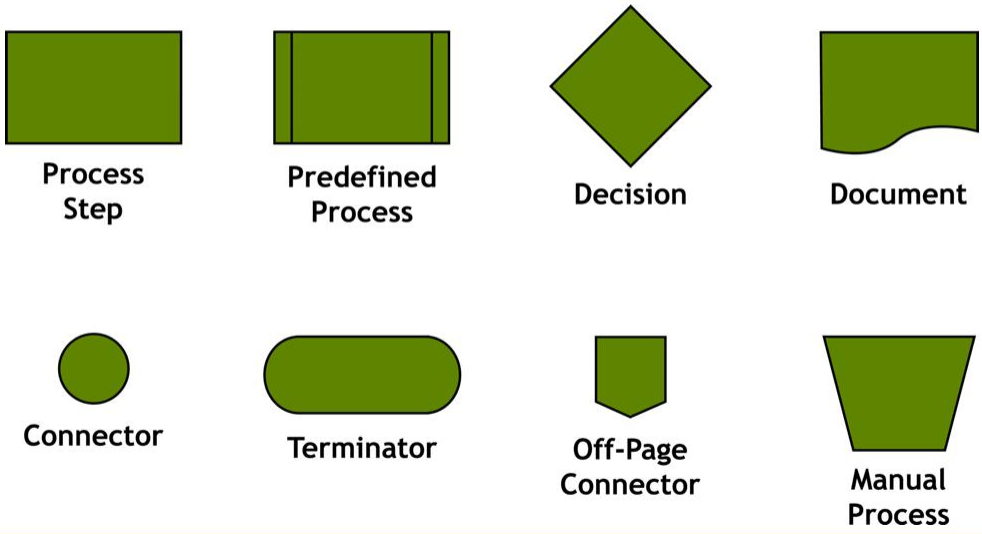
- Customer
- ACD
- Service Desk Tier 1
- Service Desk Tier 2
- Technical Support Partners

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

Common Symbols



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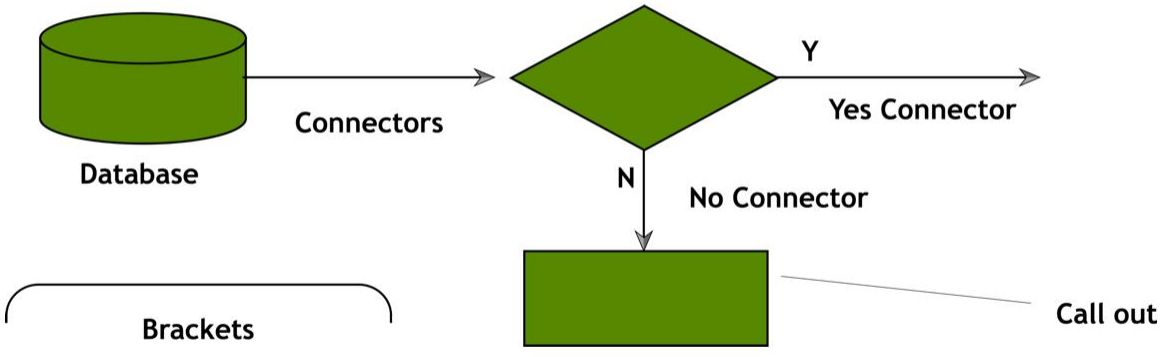
Step 6 - Map out Incident Management
CONNECTING THE WORLD OF SERVICE & SUPPORT
Common Symbols



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Develop a Process Key

Process Development Overview

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

This is an off-page connector and is used to show where a process goes once it leaves the current page. These are always shaded purple.

Person 1

This shape is used to show when a person first gets involved with the process. It denotes the "people" input.

STOP

This shape demonstrates when the customer has to stop working to report a problem.

ACD

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

Broadcast Message

This shape is used to show the broadcast message in a call avoidance 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.

Go

This shape demonstrates when the customer is restored to service and continue their business process.

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

Status Check Available

This shape indicates when the customer can check their own status in the problem management system (if available).

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

This shape indicates a recurring task within a process.

Level 1 Staff

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

Alert

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

SLA

This callout indicates where services levels are tied to the process.

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Step 6 - Map out Incident Management
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"SWIM LANE" FOR EACH FUNCTION

CHANGE LANES WHEN RESPONSIBILITY CHANGES

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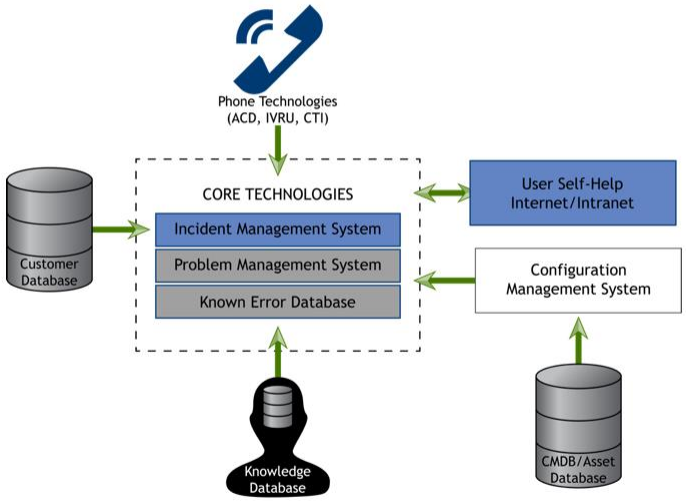
Step 6 - Map out Incident Management

Supporting Technologies



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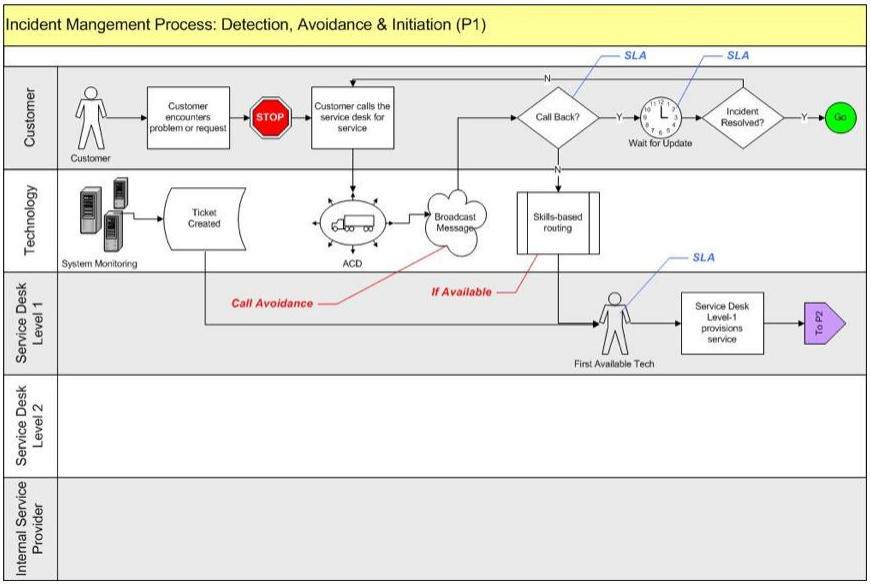
Step 6 - Map out Incident Management
CONNECTING THE WORLD OF SERVICE & SUPPORT



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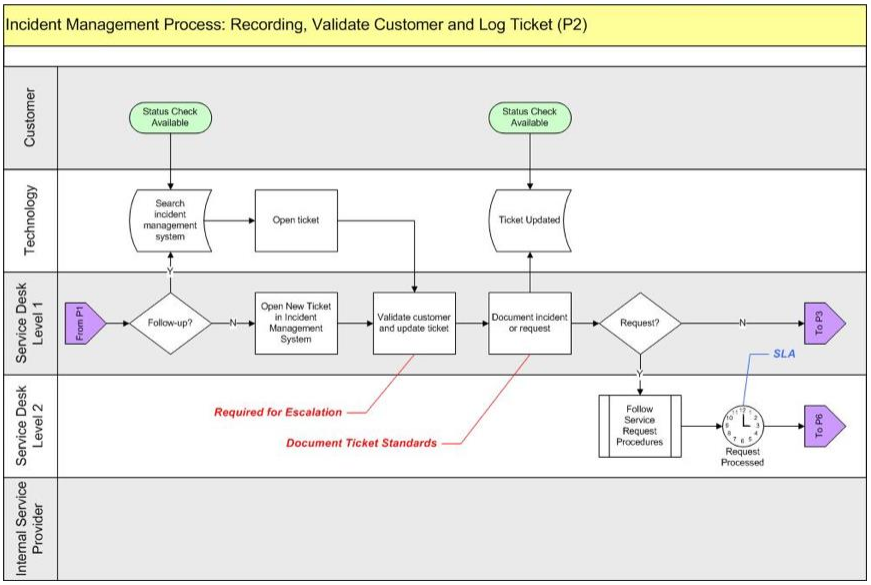
Step 6 - Map out Incident Management



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Step 6 - Map out Incident Management

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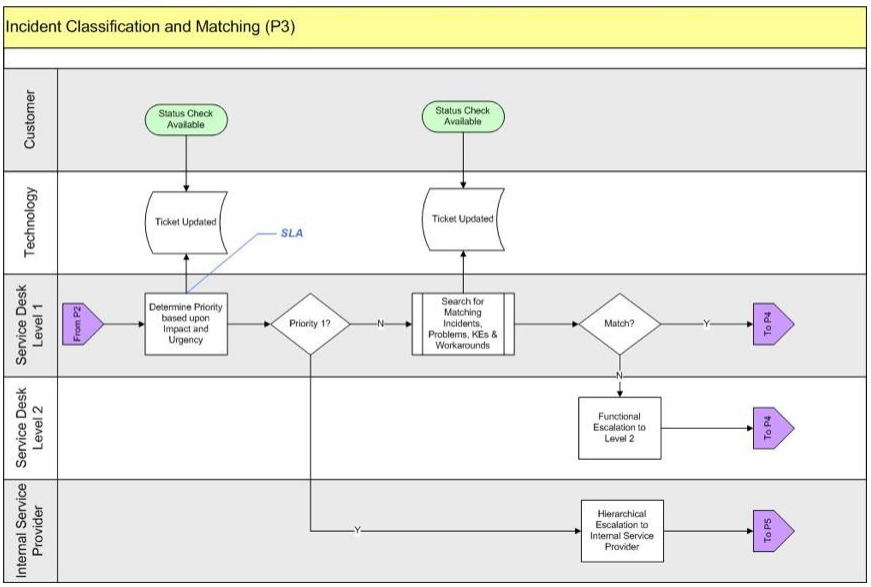

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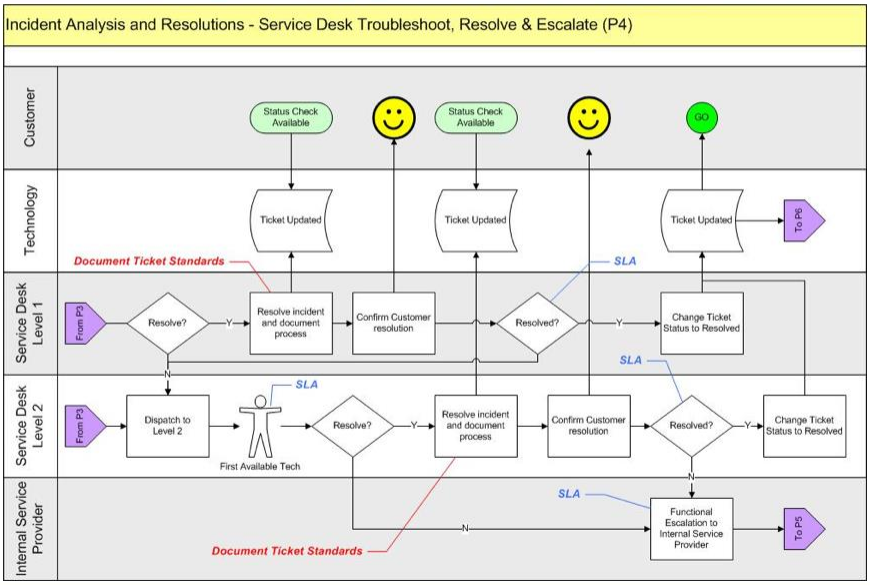

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Step 6 - Map out Incident Management
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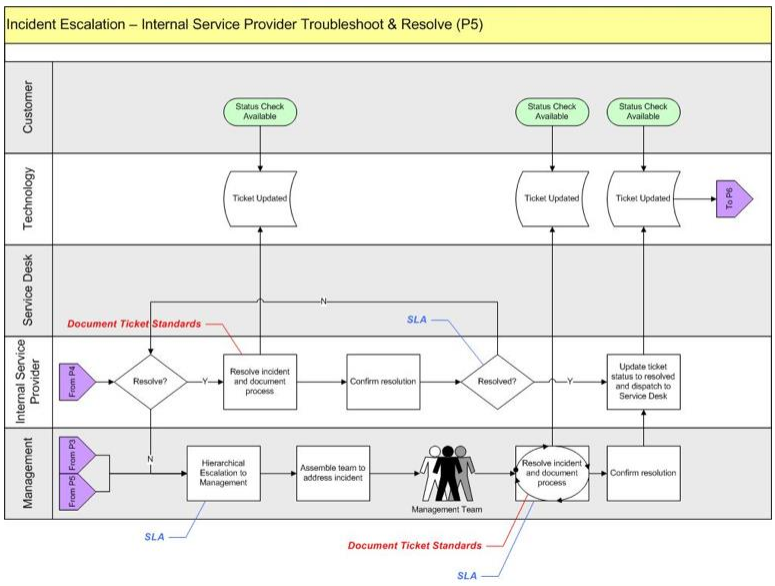

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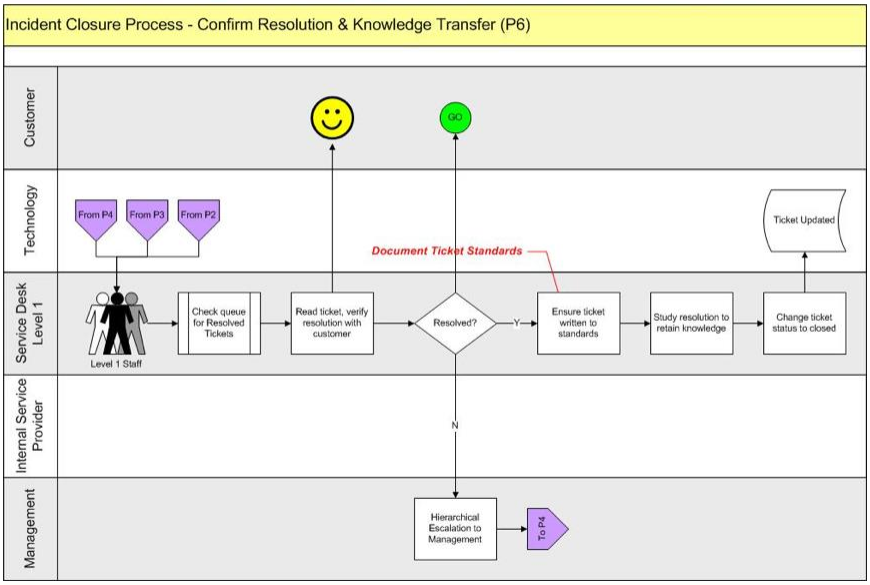
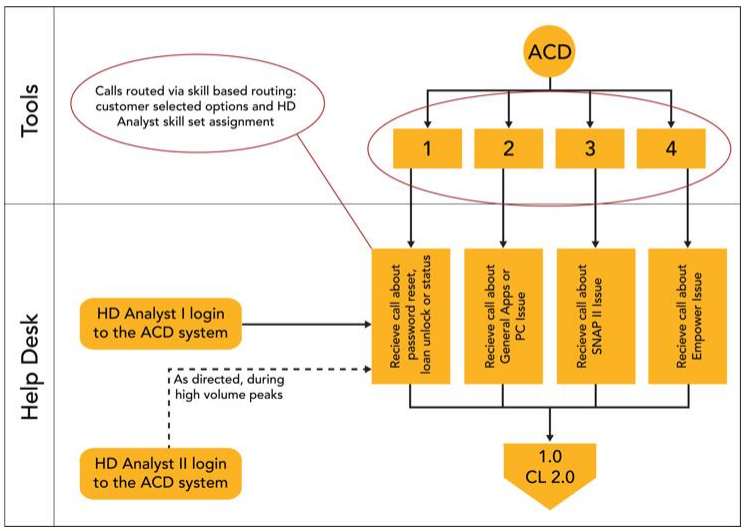


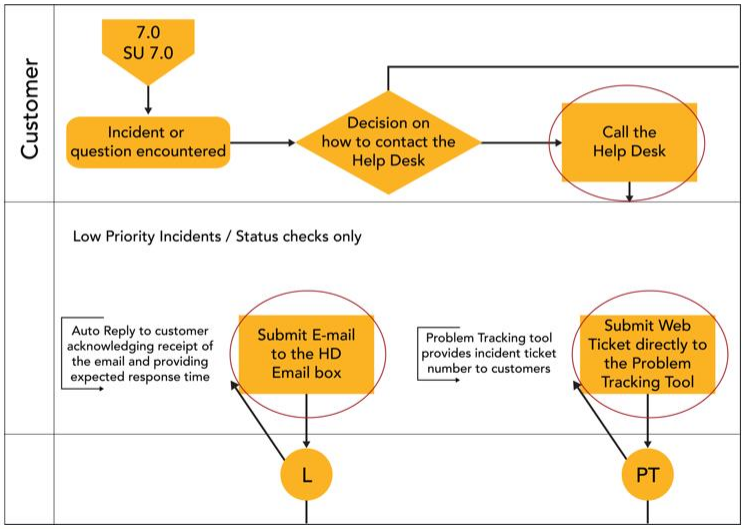
Step 7 - Real World Examples

Skills-based Routing



Step 7 - Real World Examples

Multiple-Channel Support



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Step 7 - Real World Examples

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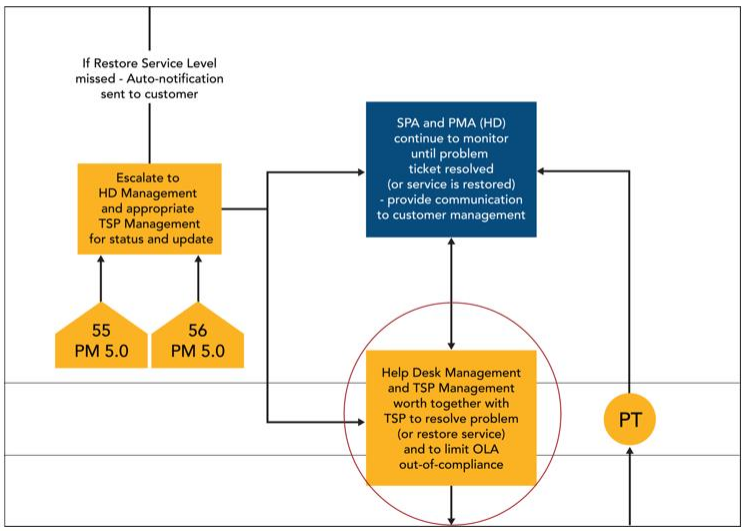
Cross-Function Process



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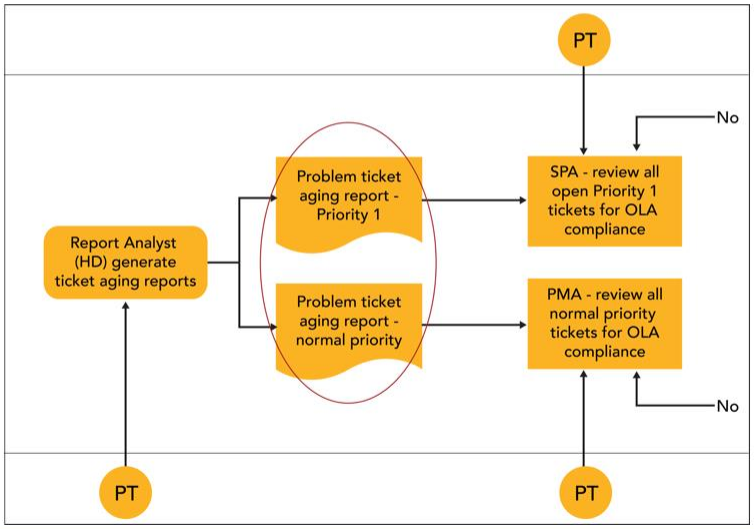
Step 7 - Real World Examples

Management Reports



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Step 7 - Real World Examples

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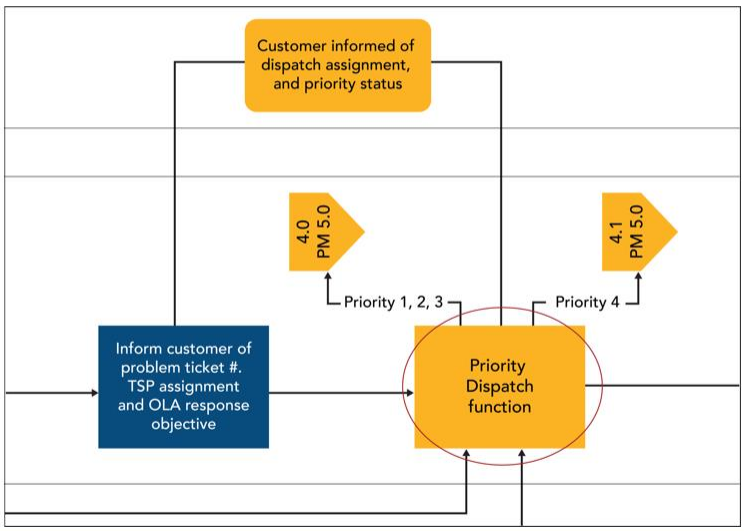
Priority-based Dispatch



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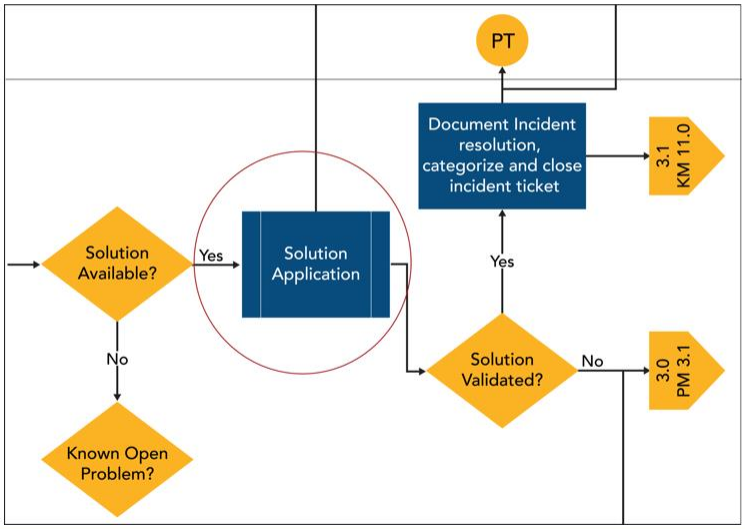
Step 7 - Real World Examples

Sub-process



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Step 7 - Real World Examples

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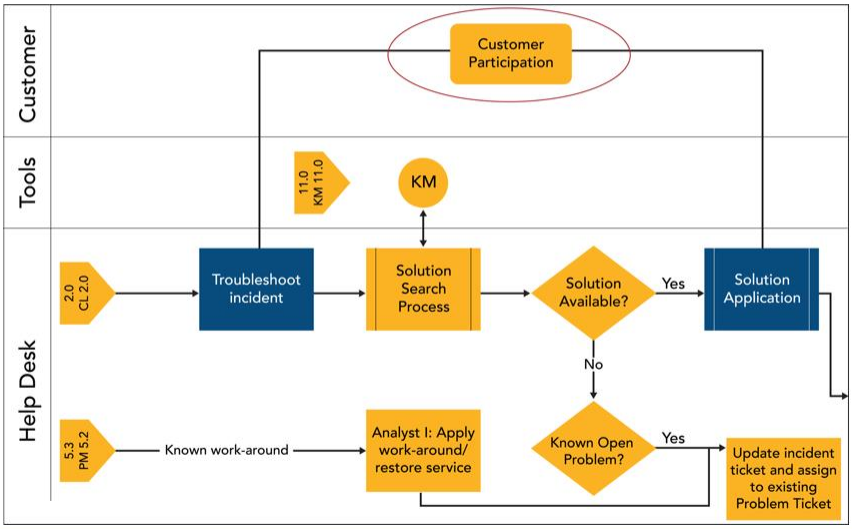
Customer Participation



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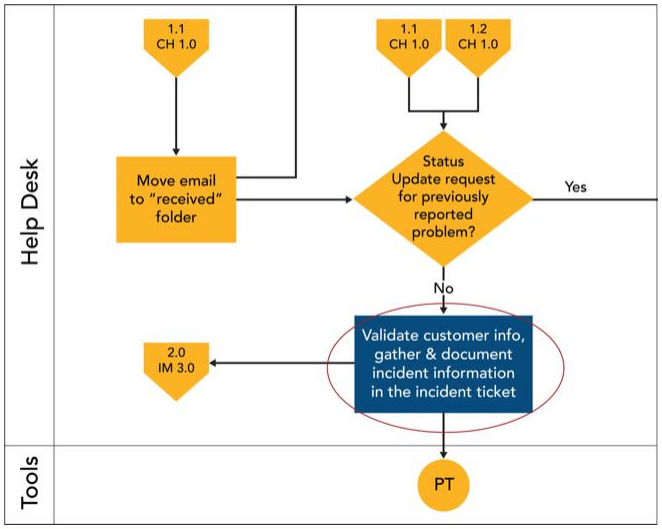
Identify Measurement Points



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Step 7 - Real World Examples
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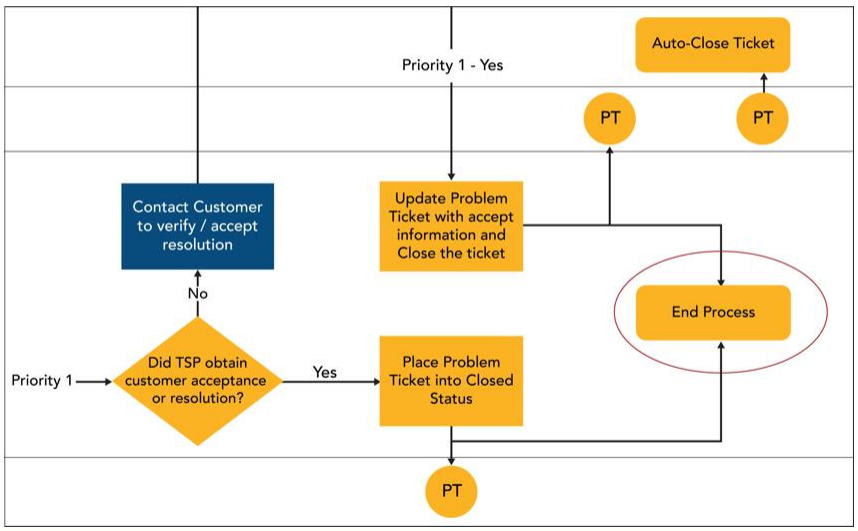
Process Termination



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

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- 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

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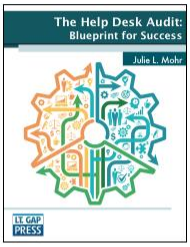
- Finalize on flows
- Provide to System Admin for tool upgrade/modification
- Conduct training for all IT organization
- Maintain document and modify when processes require modification
- Modify with original project team
- Train on changes

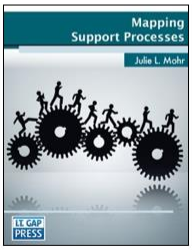
Step 10: Next Steps

- 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

How Can I Help You Get This Right?

Contact Information





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