



University of Otago

Information Technology Services

Service Desk Processes and Service Level Targets

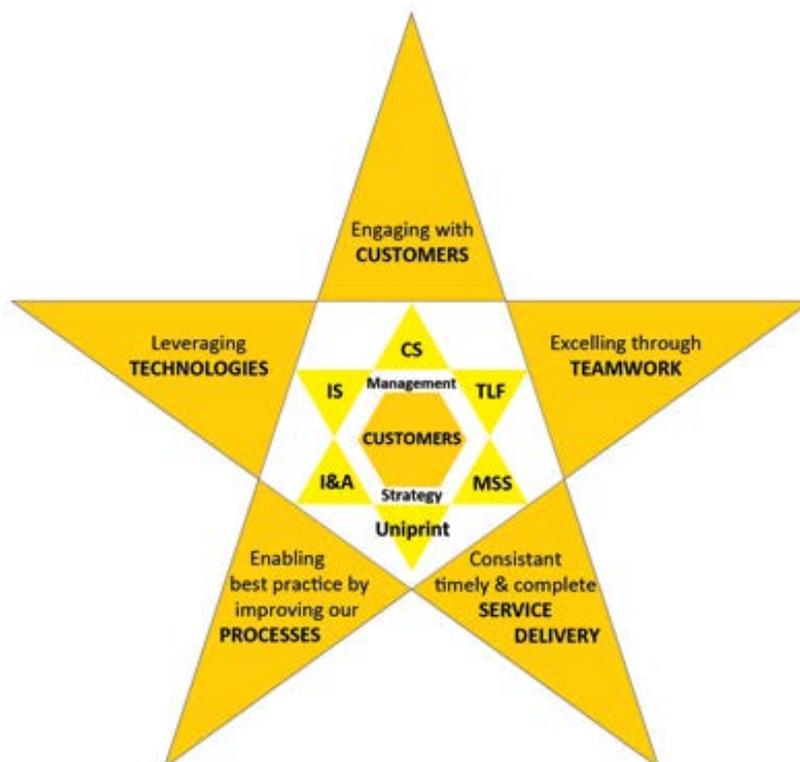


Table of Contents

1	INTRODUCTION.....	4
1.1	Context and Purpose.....	4
1.2	ITS Service Desk.....	4
1.3	Definitions – Incidents and Service Requests.....	5
2	ITS SUPPORT PROCESSES.....	7
2.1	Reporting Incidents and Making Service Requests.....	7
2.2	Remote Assistance.....	9
2.3	System Alerts.....	9
2.4	Responsibility Matrix.....	9
2.5	High Level Support Process.....	10
2.6	Incorrect Call Assignment.....	11
2.7	Call Resolution by External Party.....	11
2.8	Incident and Service Request Management Processes.....	12
2.9	Customer Complaints and Call Escalation.....	15
3	SERVICE AVAILABILITY.....	16
3.1	System Maintenance.....	16
3.2	Service Availability Targets.....	16
4	SETTING INCIDENT PRIORITIES.....	18
4.1	Impact and Urgency.....	18
4.2	Priority Matrix.....	20
4.3	Critical System Identification.....	22
4.4	Incident Service Level Targets.....	23
5	SERVICE REQUEST MANAGEMENT.....	25
6	ROLES AND RESPONSIBILITIES.....	26

.....
DOCUMENT CONTROL

Status

Published.

Versions

Date	Version	Amendments	By
21 March 2012	1	Released version	Nicola Walmsley
8 October 2012	1.1	Updated Service Desk hours	Nicola Walmsley

Related Documents

The following documents relate to this document:

Reference Documents
ITS Service Delivery Charter

Document Ownership and Review

Document Owner	ITS Service Desk Manager
Review Period	The document will be reviewed annually

1 INTRODUCTION

1.1 Context and Purpose

Information Technology Services (ITS) provides a range of services and support to the staff and students of the University of Otago. This document describes the:

- IT Service Management process that ITS will follow for the resolution of incidents and requests for service at the University of Otago.
- services provided and the commitments ITS makes to the delivery of those services. The services and service levels relate to access and normal operation. Disaster recovery situations are excluded.

Priorities and resolution times are described to provide a clear indication on the targets ITS have set for responding and resolving requests for assistance. The targets are referred to as the Service Level Targets (SLTs).

Processes will be put in place to measure performance against SLTs on an on-going basis. Where a significant gap is identified between the target and the actual performance in any particular area, ITS will review the causes and where possible take steps to address the variance.

ITS will annually consult with customers on SLTs, as part of our continuous service improvement process, to ensure alignment of expectations with service delivery capabilities and to reflect changes in ITS Services.

In the context of this document the term “customer” means all those using the University’s ITS services covered by this agreement. This includes staff, students, contractors, visitors and others who have authorised access to the services.

1.2 ITS Service Desk

The ITS Service Desk’s primary responsibility is to receive and resolve service requests and, through diagnostics and trouble-shooting, resolve IT incidents as quickly as possible.

The ITS Service Desk is a key contact point for customers and has a central role in implementing continuous service improvement.

The role of the ITS Service Desk is to:

- be the first point of contact for many ITS services, and for answering general IT enquiries (via all contact channels - phone, email, in-person, web, self-service or paper).
- take ownership of enquiries, requests and problems, ensuring that they are monitored, reported, followed up and resolved to the customer’s satisfaction.
- understand our customers’ operations, and ensure that ITS is responsive to these drivers. The ITS Service Desk will take responsibility for ensuring that our customers know and understand what is happening in ITS.
- take responsibility for constantly improving ITS’ service delivery, processes and knowledge. Strive to allow customers to help themselves as much as possible by driving process improvement and facilitating direct access to services.

- maintain information sources that are up-to-date, accurate and relevant.
- obtain regular feedback from our customers and take the lead in communicating service information.

All ITS staff have a role to play in achieving a positive outcome for customers and supporting the Service Desk (see section 6).

1.3 Definitions – Incidents and Service Requests

1.3.1 Incident

An incident is where an error or disruption to an existing service (software and/or hardware) has occurred that disrupts normal work. It may affect one or many people. Incidents are allocated priorities according to the business impact and urgency of the situation. For example: failure of the central Exchange email (StaffMail) service, degraded response from the Managed Student Desktop, failed hard disk in a desktop/laptop computer or underground telephone cabling cut.

The goal of Incident Management is to restore normal service operation as quickly and effectively as possible and to minimise the impact on business operations.

Incidents are categorised (high level) as:

- application (software) issues
- hardware issues
- network issues
- printing issues
- telecommunications issues
- security issues.

Incident Management activities that the Service Desk team will follow are:

- detection, recording and collation of incidents
- initial trouble-shooting and resolution – the goal is to resolve incidents on first contact to customers' agreed satisfaction
- prioritisation and categorisation of incidents in line with agreed priority definitions
- investigation, diagnosis and trouble-shooting
- ownership, monitoring, tracking and communication
- resolution and recovery within agreed targets
- closure of calls to customers' agreed satisfaction
- escalation – functional (skill) and hierarchical (authority).

Where an incident is related to a known problem or known error and is reoccurring or on-going, then an 'underlying problem' classification will be used in place of a Problem Management practice. A Problem Management practice will be defined at a later date.

1.3.2 Service Request

A service request is any customer interaction (either by phone, email, web or in person) that does not concern an interruption to existing services. They are usually something that is currently not available to the customer and is a new requirement for the customer. For example: setting up a new computer, installing software, requests for information, functional questions, system/service enhancements and adding, changing or removing access to an online application/database.

1.3.3 Summary

The ITS Service Desk will receive and handle incidents and service requests using the same process (see Figure 1).

All incident and service requests will be monitored to ensure they are resolved in a timely manner and to the customer's satisfaction.

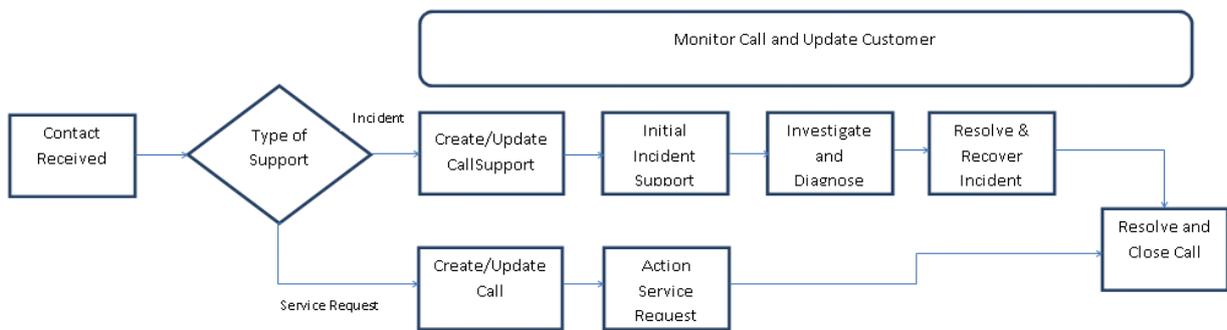


Figure 1: High Level Incident and Service Request Management Process

2 ITS SUPPORT PROCESSES

This section describes the processes ITS will use to receive and respond to customer support requests (incidents and service requests).

2.1 Reporting Incidents and Making Service Requests

Staff, students and other stakeholders are to report incidents and make service requests (collectively referred to as 'calls') by contacting the ITS Service Desk (excluding where separate support agreements are in place with key corporate customers, for example Financial Services, Human Resources and Student Administration). The ITS Service Desk should always be the first point of contact for queries about call progress, priority or quality of resolution.

Incidents and Service Requests		
Telephone	+64 3 479 8888 or 0800 479 888	8:30am to 9:00pm, Monday to Friday and 10:00am to 5:00pm, weekends*, **
Email	its.servicedesk@otago.ac.nz	8:30am to 9:00pm, Monday to Friday and 10:00am to 5:00pm, weekends*, **
Visit	ITS Building (270 Leith Walk), Dunedin campus	8:30am to 5:00pm, Monday to Friday**
	Information Services Building (Ground Floor), Dunedin campus	5:00pm to 9:00pm, Monday to Friday and 10:00am to 5:00pm, weekends**
Web Forms	www.otago.ac.nz/its/forms	8:30am to 9:00pm, Monday to Friday and 10:00am to 5:00pm, weekends*, **
After-Hours Critical Service Incidents		
Telephone	+64 3 479 8000	5:00pm to 9:00pm Monday to Friday and 10:00am to 5:00pm weekends**

Table 1: ITS Service Desk contact details and hours of availability

- * Voicemail, email and web forms requests received outside of these hours will be responded to the next business day.
- ** Semester One to end of Semester 2 exams. University and public holidays are excluded. At other times the service hours are: 8:30am to 5:00pm, Monday to Friday.

Communication channels are prioritised within the Service Desk. Our service targets¹ (excluding major incident occurrence and peak workload periods) are to:

- answer telephone calls within 30 seconds 90% of the time
- respond (reply or log call) to email and web form requests within one business day
- attend to you in person within 10 minutes of your arrival.

Peak workload periods each year for the ITS Service Desk are:

- mid-February to mid-March (week prior to course approval to approximately the third week of teaching). This is the major workload peak each year when on average 280 contacts are made to the ITS Service Desk each week day.
- end of June to end of July (week prior to second semester course approval to approximately the second week of teaching).

¹ Targets to be validated with customers.

The supported after-hours critical incidents service is intended to cover restoration of critical services (see Table 8, section 4.3) which have failed outside of normal business hours (8:30am to 5:00pm, Monday to Friday) and which are essential to the running of the University. It is provided on a best efforts basis. Other support calls received during that time may be referred to the next business day for resolution.

Outside of the times given in Table 1, there is no formal support provision.

Other contact points exist for some specific service areas within ITS for reporting incidents, making service requests and/or communication relating to on-going project work, for example, Lecture Theatres, Uniprint, Media Production, Systems Services, Application, Operations Services, IT Training, Software Procurement and Student IT (see Appendix I for contact details). The Service Desk does not supersede those contact points and works with all of ITS to ensure positive outcomes for customers.

2.1.1 Self Help

All customers are encouraged to browse ITS' web resources in order to find answers to common IT issues. A FAQ (Frequently Asked Questions) database is incorporated into the ITS website (www.otago.ac.nz/its). A formal process has been established for the creation and maintenance of website and FAQ content.

2.1.2 Logging Calls

Each call received will be categorised by a member of the ITS Service Desk. The call prioritisation process is discussed in section 4. Calls will be categorised as either incidents or service requests. In general, resolution of incidents takes precedence over fulfilment of service requests. Service Level Targets (maximum resolution times) are defined for incidents and service requests (sections 4 and 5). All calls will be allocated a unique reference number and acknowledged by email.

The ITS Service Desk will liaise and coordinate with the ITS staff support teams to answer and resolve incidents and requests for assistance. This will be a seamless process.

The ITS Service Desk will be aware of the availability of ITS services and in the event of a service outage is the first point of contact for queries or requests for assistance.

All ITS Service Desk calls are allocated a Priority from 1 (Critical) through 5 (Standard). It is recommended that Priority 1 and 2 incidents are reported by telephone to the ITS Service Desk. Priority 3, 4 and 5 incidents may be reported by any means (email, phone or in-person).

Service Requests will not usually be logged as Priority 1 or 2. The exception to this is if the reason is to avoid significant negative impact to the University's teaching, research and management (financial, reputation, legal and human resources) obligations.

If a customer believes that their call should receive a higher priority than allocated they should raise the issue with the Service Desk, and then follow the escalation path (section 2.8) if unresolved.

2.2 Remote Assistance

ITS support staff may use remote assistance tools to connect to a customer’s computer to help diagnose and fix an incident without having to physically visit them. In all cases this will be done with the agreement of the customer.

2.3 System Alerts

Service performance alerts generated by computer systems (e.g., component failure, storage shortage, software failure) are monitored by ITS staff (including after-hours). When alerted to an incident affecting critical services, the ITS staff member will contact the ITS Service Desk immediately to advise of its impact on customers, resolution process and estimated resolution time. Outside of Service Desk hours, this will be via an email to the Service Desk or voice mail message (8000 extension).

2.4 Responsibility Matrix

The following tasks and functions form the ITS Service Desk process at the time of service launch. The table will be regularly reviewed as part of ITS’ continuous improvement process.

Task/Function	SD	I&A	IS	T&LF	CS	UP	MSS	S&P	Mgmt	Vendors
First level service desk – business hours	✓									
Supported after-hours service issues		✓							✓	
Next level support		✓	✓	✓	✓	✓	✓	✓		✓
Incident and service request resolution	✓	✓	✓	✓	✓	✓	✓	✓		✓
Assign calls to other ITS groups (if clearly their responsibility)	✓	✓	✓	✓	✓	✓	✓	✓		
Manage supplier/vendor assigned requests	✓	✓	✓	✓	✓	✓	✓	✓		
Monitor and respond to system alerts		✓	✓							
Major incident (Priority 1 and 2) management and communication	✓	✓	✓						✓	✓
Service level target reporting	✓	✓							✓	
Post incident reviews	✓	✓	✓	✓	✓	✓		✓	✓	✓
Customer satisfaction surveys	✓								✓	
Customer engagement	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Customer communication	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Call quality assurance	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Call closure	✓	✓	✓	✓	✓	✓	✓	✓		✓

Table 2: ITS Service Desk responsibility matrix

Key:

SD – Service Desk

I&A – Infrastructure and Applications

IS – Information Security

TLF – Teaching and Learning Facilities

CS – Customer Services

UP – Uniprint

MSS – Management Support Services

S&P – Strategy and Planning

Mgmt – ITS Senior and Activity Management team staff

Vendors – external businesses providing products and/or services to ITS

2.5 High Level Support Process

The high level support process is as follows²:

1. A customer contacts the ITS Service Desk to report an incident or make a service request.
2. The Service Desk logs the incident/request in the ITS Service Desk tool with the information gathered from the customer. This is referred to as the 'call'.
3. The Service Desk will attempt to resolve the call through initial analysis and first level support activities including reference to the Service Desk knowledge base.
4. If unable to resolve, the call will be updated with trouble-shooting and diagnostic information and the Service Desk will assign the incident to the appropriate support team.
5. The support team will accept the call and carry out more detailed analysis and attempt to resolve the incident/service request. If necessary, the support team will coordinate with suppliers/vendors as required and contact the customer to resolve the call.
6. If the support team member is unable to resolve the call, they are to escalate as required to the appropriate contact.
7. The Service Desk continues to own the call until the customer confirms that it has been resolved.
8. The Service Desk will monitor the open call and progress being made against the service level targets.
9. The Service Desk will escalate any open calls that are not being resolved.
10. The ITS Service Desk knowledge base is to be checked/updated as required to improve the incident/request management process next time around.

² This process will focus initially on ITS. Areas outside ITS will be consulted after the process is successfully implemented within ITS.

2.6 Incorrect Call Assignment

If the assigned party realises that the call does not relate to them or their team, the reassignment process is to:

1. update the record within the ITS Service Desk tool with the reasons for reassignment, and
2. assign the call to the appropriate person or team.

Calls are not to be reassigned without an explanation.

If the assigned party cannot identify a suitable person or team, they will:

1. Reassign the call to the ITS Service Desk.
2. Update the record with the reasons why the incident request does not sit with them.
3. The Service Desk will then decide who the incident should be assigned to.
4. The Service Desk will reassign the incident to the correct ITS group.

Feedback should be provided to the person who incorrectly assigned the call and, if required, documentation updated.

2.7 Call Resolution by External Party

Where an external (to the University) party is required to resolve a call, the call will remain assigned to the internal support team and they will liaise with the external party for updates and resolution details. There may be an exception to this where the external party has a presence in the Service Desk tool. In which case, the Service Desk will liaise with the external party to ensure resolution of the call in accordance with service level targets.

When incident requests are assigned to external support:

- Phone calls need to be identified and recorded in the ITS Service Desk tool and a description of the investigation undertaken.
- Emails need to have at least the priority, and the call reference number identified in the subject line.

Resolution times for incidents requiring involvement by external parties may be longer due to the service level agreement in place between ITS and the third party. Service level agreement factors include business impact, urgency and cost.

2.8 Incident and Service Request Management Processes

This section describes the high level processes comprising incident and service request management.

2.8.1 Incident and Service Request Resolution

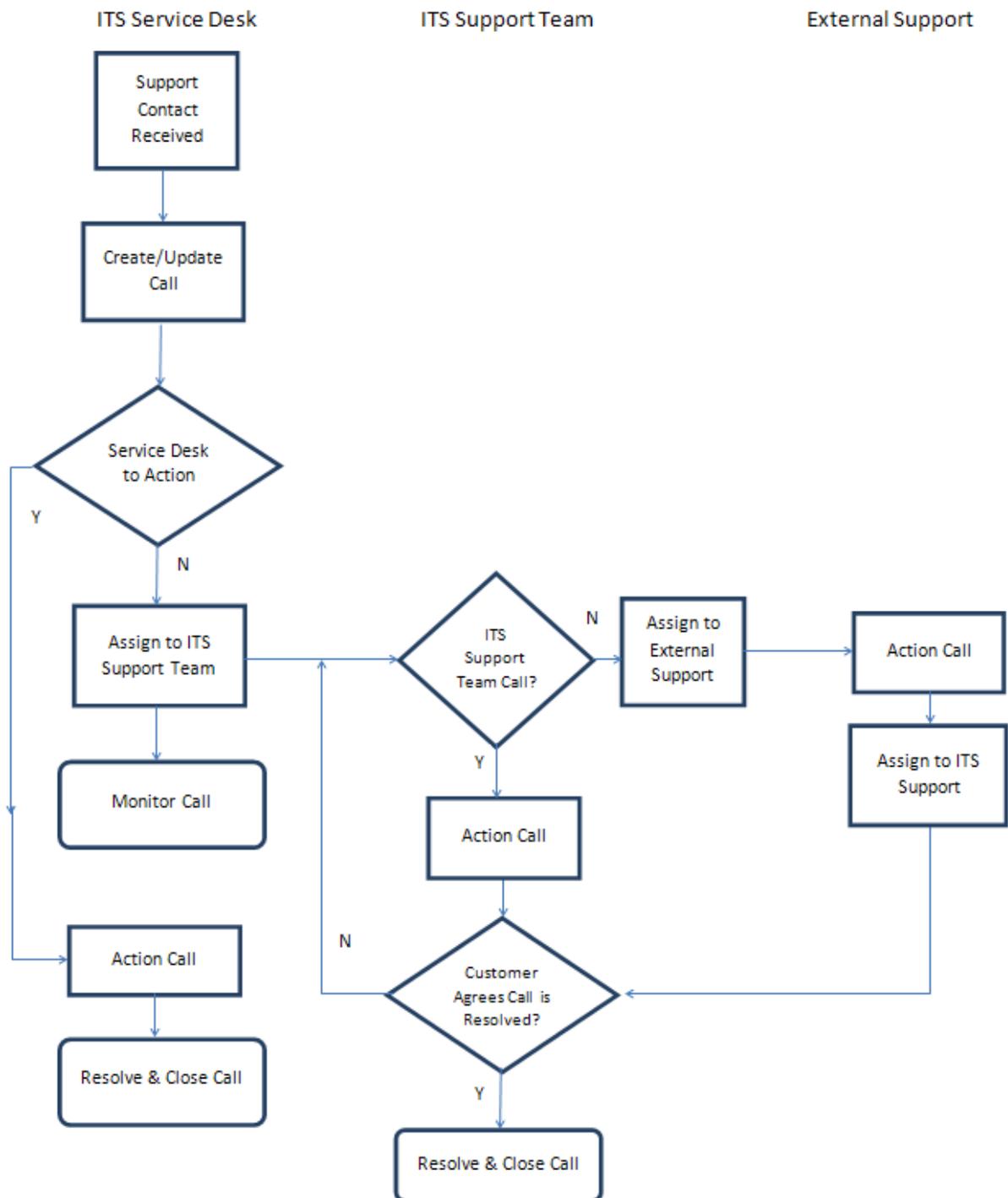


Figure 2: Incident and Service Request Resolution Process

Action Call. This is the steps involved in diagnosing and resolving the incident or service request. It includes contacting the customer with an ETA for work/resolution initially and as work proceeds, as well as noting progress/information in the call in the Service Desk tool.

Monitor Call. This is the process used by the Service Desk to ensure that all calls are completed in a timely manner and to the customer’s satisfaction.

2.8.2 Call Closure

The following is the high level process diagram showing the steps to be taken to contact a customer and close a call.

A call has a status of:

- ‘resolved’ when the ITS staff member working on it thinks the work is complete
- ‘closed’ when the customer agrees that the work is complete or that no further action is to be taken.

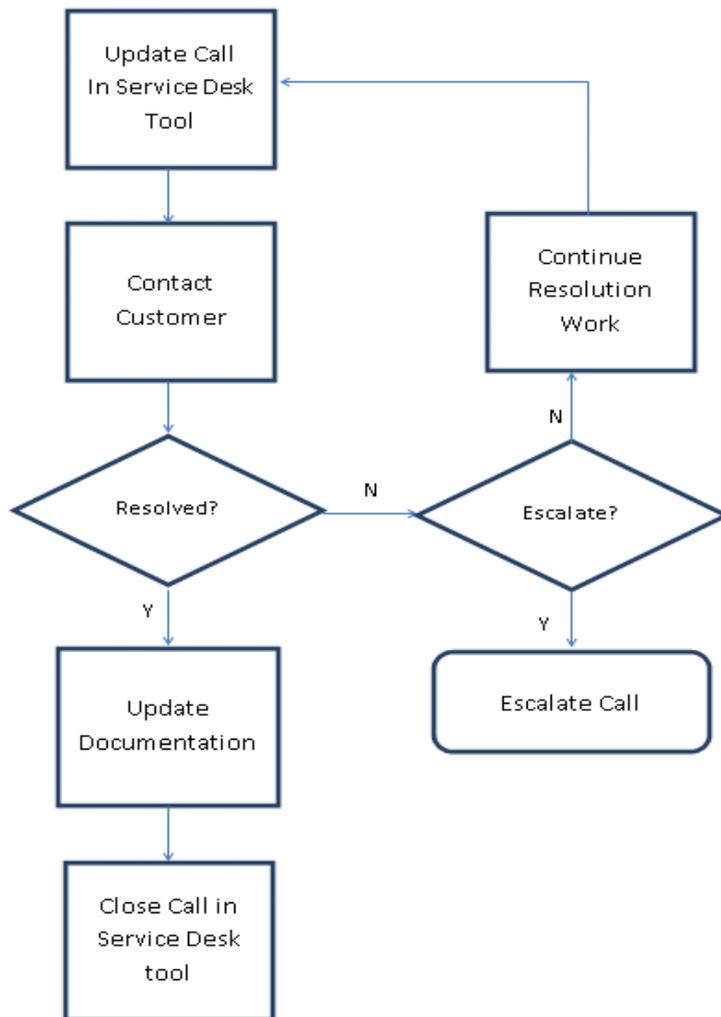


Figure 3: Call Closure Process

Contact Customer. At least three attempts are to be made to confirm with the customer that an incident has been resolved to their satisfaction. Contact attempts should be made over an appropriate period of time (e.g., over 1-2 days not within minutes of each other) and via an appropriate variety of means (e.g., leave voicemail, email, leave a message with department administration) to optimise making contact. Update the call with each contact attempt (when, how, what). No response from the customer after three attempts will be taken as confirmation that the incident has been resolved to their satisfaction.

Notification that a service request has been completed may be in the form of one email to the customer and no reply will be taken as confirmation that the service request has been resolved to their satisfaction.

Escalate Call. If the customer does not agree that the call is resolved, will further work be undertaken by the current staff member/team or does it need to be escalated? The escalation could be to another support team (functional escalation) or to a team leader/manager (hierarchical escalation). See Figure 5 in section 2.9.

Update Documentation. If any documentation/information needs to be updated/created (e.g., ITS website, FAQ system, Service Desk knowledge base, procedures manual, etc.) as a result of resolving this call, do so (following agreed processes).

2.8.3 Call Follow Up

The following is the high level process diagram showing the steps to be taken when a customer requests follow up to an open call.

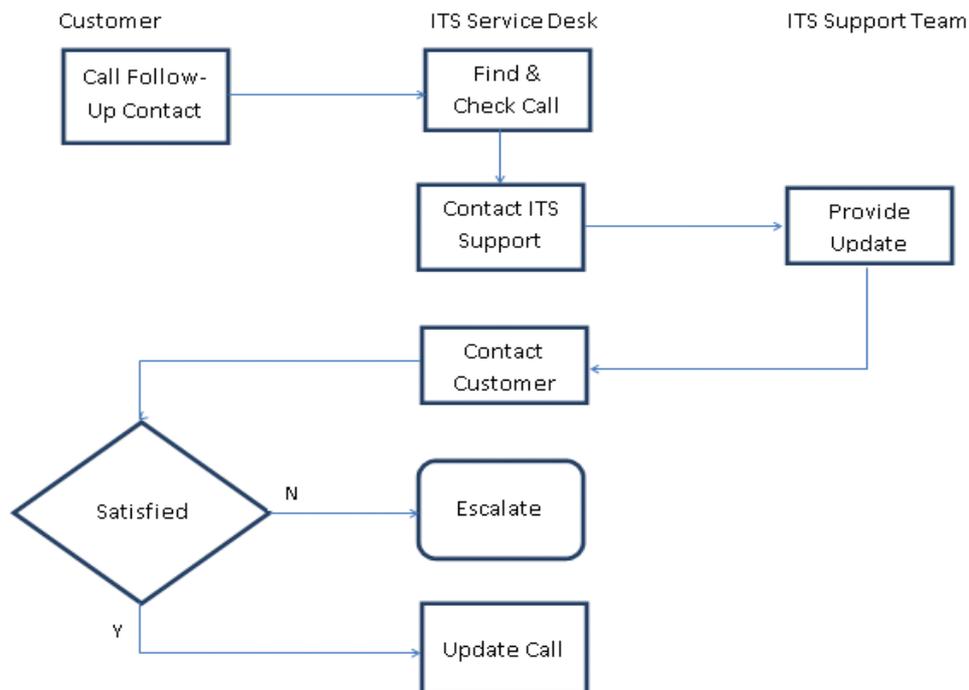


Figure 4: Call Follow Up Process

2.9 Customer Complaints and Call Escalation

Customer feedback on the quality of service provided by ITS is encouraged and may be directed to any member of ITS staff or given via the feedback form on the ITS website (www.otago.ac.nz/its) or by emailing its.feedback@otago.ac.nz.

Customer complaints should be made and will be escalated following these steps in order:

1. Contact the ITS Service Desk:
 - o Telephone: +64 3 479 **8888** or 0800 479 888
 - o Email: its.servicedesk@otago.ac.nz
 - o Visit: ITS Leith Building (270 Leith Walk)
2. Contact a Senior Customer Service Representative (email: its.scsr@otago.ac.nz):
 - o Gary Maclachlan
 - o Leigh Bateup
 - o Monica Barkman
3. Contact the ITS Service Desk Manager – Murray Craig (Telephone: +64 3 479 8599, email: its.sdmanager@otago.ac.nz).
4. Contact the Customer Services Manager – Nicola Walmsley (Telephone: +64 3 479-8568, email: nicola.walmsley@otago.ac.nz).
5. Contact the ITS Director – Mike Harte (Telephone: +64 3 479 8056, email: mike.harte@otago.ac.nz).

Customer calls that need to be escalated will follow the process outlined below. ITS team managers, or their nominated representatives, will be the first point of escalation for any service requests assigned to their team that exceed ITS Service Level Targets.

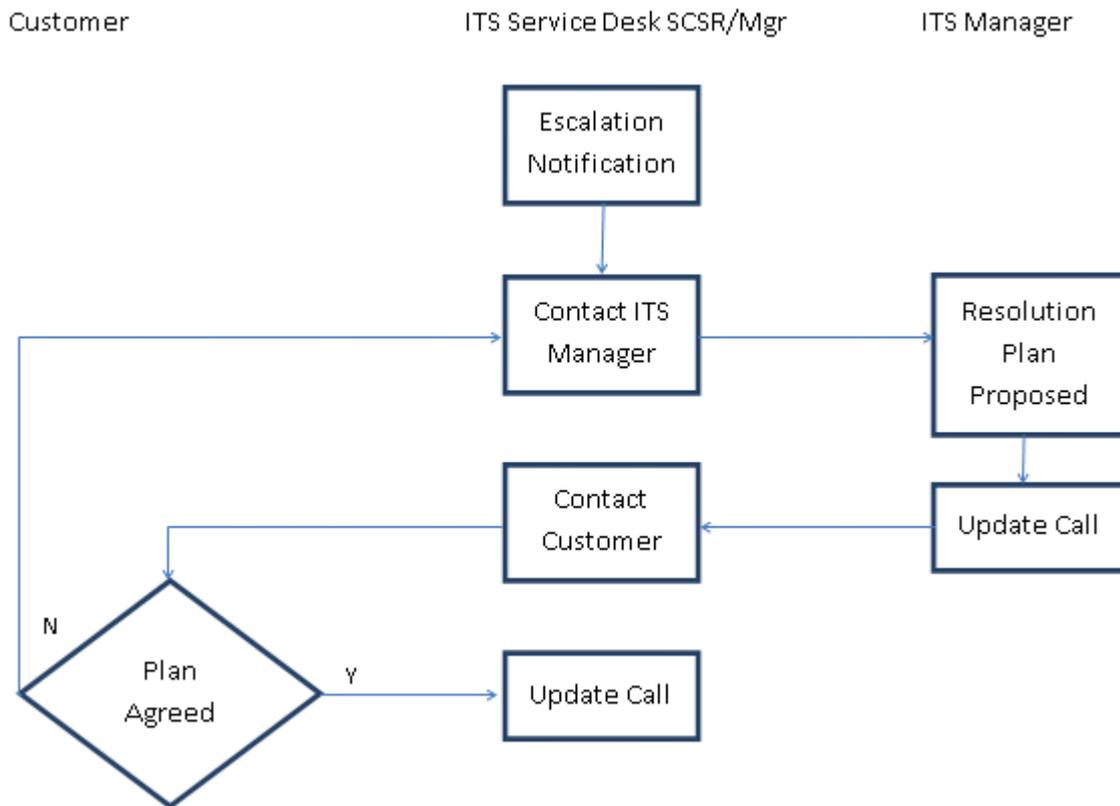


Figure 5: Call Escalation Process

3 SERVICE AVAILABILITY

All ITS services are available during normal business hours. Online services are available 24x7. Periods of agreed system maintenance are documented below.

3.1 System Maintenance

It is necessary to take systems out of service from time to time to allow upgrade of hardware, operating system and applications. It is also necessary from time to time to apply urgent fixes for security, operational or business reasons. In general ITS will endeavour to do this work with the least possible disruption to business services. Occasionally the need will be so urgent that a service will need to be made unavailable for maintenance at other times. In such events ITS will endeavour to give customers as much notice as possible.

Our standard is to provide customers a minimum of three working days' notice before starting service maintenance.

3.2 Service Availability Targets

ITS have set targets for service availability to indicate to customers what the targets are for providing IT services to the University. Targets for unscheduled outages are also indicated. Unscheduled outages are when services are not available due to an unforeseen event or the need to perform emergency maintenance.

To measure the availability of ITS services, services have been grouped into three categories: critical, significant and non-critical services. A service availability target has been agreed for each of these categories.

Critical	Critical to the University's daily teaching, research and management (financial, reputation, legal and human resources) obligations. An alternative is not available. Critical systems/services are listed in Table 8, section 4.3.
Significant	Not critical for daily operation of the University as a whole; have a lesser or no impact to the University's daily teaching, research and management (financial, reputation, legal and human resources) obligations or are critical for a particular part of the University. Significant systems/services are listed in Table 8, section 4.3.
Non-Critical	Less use or minimum impact if degraded or unavailable. For example: <ul style="list-style-type: none"> • email list management • email to text messaging • UO-GUEST network service.

Table 3: ITS service availability categories

ITS' service availability targets are given in the following table.

Service Availability Targets				
Normal Business Hours: 8:00am to 5:00pm, Monday to Friday			After-Hours Support: 5:00pm to 9:00pm, Monday to Friday and 10am to 5:00pm weekends	
Service	Service Availability Target*	Maximum outage time per week	Service Availability Target*	Maximum outage time per week
Critical	99%	22.5 minutes	98%	45 minutes
Significant	98%	45 minutes	97%	1 hour and 7.5 minutes
Non-Critical	96%	1 hour and 30 minutes	95%	1 hour and 52.5 minutes

Table 4: ITS service availability targets

* Targets exclude scheduled maintenance time.

ITS currently monitors and reports on performance against these Service Availability Targets for several critical services. Over time (as budgets allow) , performance monitoring and reporting will be extended to cover all critical services.

4 SETTING INCIDENT PRIORITIES

Setting the priority for an incident requires examining the impact of the reported incident on the University and the criticality of system being impacted. The priority of an incident defines the timeframes that ITS will endeavour to meet to resolve the incident.

4.1 Impact and Urgency

The **impact** of an incident is the measure of how **business critical** it is. Impact is rated at High, Medium or Low. The following will be considered by the ITS Service Desk when allocating the call priority:

- impact to the University’s teaching, research and management (financial, reputation, legal and human resources) obligations
- risk of further unplanned service disruption
- a security breach where either a major loss or impact has been sustained, or where a major vulnerability has been exposed
- specific service level targets are at risk of being breached, especially where significant financial penalties could be incurred
- sensitivity to critical business periods.

The **urgency** of an incident is how quickly it needs to be resolved from the **customer’s perspective**. This may vary in time (e.g., financial application and end of month financial processes or student course approval application at the start of each semester).

Impact Definitions	
High	A critical service has failed or is degraded and affecting a significant number of customers (e.g., 100+ students or 50+ staff) or A critical service is at risk owing to a threat or potential event (e.g., virus alert, server failure) or Potential for resultant loss of the University’s teaching, research management, data centre or security control functions.
Medium	A critical or significant service has failed or is degraded, affecting a small number of customers or A non-critical service has failed or is degraded and impacting the University’s teaching, research management or security control functions or A customer’s desktop/laptop has failed with adverse impact to the University’s reputation or revenue.
Low	A non-critical service has failed or is degraded affecting a small group or a single person.
Urgency Definitions	
High	Critical deadlines are at risk and no workaround is available to the customer(s).
Medium	No immediate deadline is at risk and no workaround is available to the customer(s) or A critical deadline is at risk, but a workaround is available to the customer(s).
Low	No immediate deadline is at risk and a workaround is readily available to the customer(s).

Table 5: Incident impact and urgency definitions

The initial priority allocation is made by the ITS Service Desk team. If the priority is changed (either up or down) by a next level support team, the reason(s) for this will be recorded in the Service Desk call and, if the previous/new allocation is P1 or P2, also communicated to a Senior CSR or the ITS Service Desk Manager.

For guidance the following ratings are used to categorise incidents on a scale from P1 to P5.

Priority Allocated		Urgency		
		High	Medium	Low
Impact	High	P1	P2	P3
	Medium	P2	P3	P4
	Low	P3	P4	P5

Table 6: ITS incident priority ratings (P1 – P5)

4.2 Priority Matrix

The following table shows how the impact and urgency definitions combine to give the priority ratings for incidents.

Priority Allocated		Urgency		
		High	Medium	Low
Impact	High	<p>P1 - Critical</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A critical service has failed or is degraded and affecting a significant number of customers (e.g., 100+ students or 50+ staff) or A critical service is at risk owing to a threat or potential event (e.g., virus alert, server failure) or Potential for resultant loss of the University's teaching, research management, data centre or security control functions. <input checked="" type="checkbox"/> Critical deadlines are at risk and no workaround is available to the customer(s). 	<p>P2 - Urgent</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A critical service has failed or is degraded and affecting a significant number of customers (e.g., 100+ students or 50+ staff) or A critical service is at risk owing to a threat or potential event (e.g., virus alert, server failure) or Potential for resultant loss of the University's teaching, research management, data centre or security control functions. <input checked="" type="checkbox"/> No immediate deadline is at risk and no workaround is available to the customer(s) or A critical deadline is at risk, but a workaround is available to the customer(s). 	<p>P3 - High</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A critical service has failed or is degraded and affecting a significant number of customers (e.g., 100+ students or 50+ staff) or A critical service is at risk owing to a threat or potential event (e.g., virus alert, server failure) or Potential for resultant loss of the University's teaching, research management, data centre or security control functions. <input checked="" type="checkbox"/> No immediate deadline is at risk and a workaround is readily available to the customer(s).

Medium	Medium	<p>P2 - Urgent</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A critical or significant service has failed or is degraded, affecting a smaller number of customers (e.g., 70+ students or 30+ staff) or A non-critical service has failed or is degraded and impacting the University's teaching, research management or security control functions or A customer's desktop/laptop has failed with adverse impact to the University's reputation or revenue. <p><input checked="" type="checkbox"/> Critical deadlines are at risk and no workaround is available to the customer(s).</p>	<p>P3 - High</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A critical or significant service has failed or is degraded, affecting a smaller number of customers (e.g., 70+ students or 30+ staff) or A non-critical service has failed or is degraded and impacting the University's teaching, research management or security control functions or A customer's desktop/laptop has failed with adverse impact to the University's reputation or revenue. <p><input checked="" type="checkbox"/> No immediate deadline is at risk and no workaround is available to the customer(s)</p> <p>or</p> <p>A critical deadline is at risk, but a workaround is available to the customer(s).</p>	<p>P4 - Medium</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A critical or significant service has failed or is degraded, affecting a smaller number of customers (e.g., 70+ students or 30+ staff) or A non-critical service has failed or is degraded and impacting the University's teaching, research management or security control functions or A customer's desktop/laptop has failed with adverse impact to the University's reputation or revenue. <p><input checked="" type="checkbox"/> No immediate deadline is at risk and a workaround is readily available to the customer(s).</p>
	Low	<p>P3 - High</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A significant or non-critical service has failed or is degraded affecting a small group or a single person. <input checked="" type="checkbox"/> Critical deadlines are at risk and no workaround is available to the customer(s). 	<p>P4 - Medium</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A significant or non-critical service has failed or is degraded affecting a small group or a single person. <input checked="" type="checkbox"/> No immediate deadline is at risk and no workaround is available to the customer(s) or A critical deadline is at risk, but a workaround is available to the customer(s). 	<p>P5 - Standard</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A significant or non-critical service has failed or is degraded affecting a small group or a single person. and No immediate deadline is at risk and a workaround is readily available to the customer(s). <p>P5 - Standard</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Advisory, general enquiry or service request. Any work that is planned of project related.

Table 7: ITS incident priority matrix

4.3 Critical System Identification

As a guide in the identification of Priority 1 (P1) incidents, the systems/services below have been identified as critical³ by ITS. Where these are unavailable, degraded or at high risk of potential failure and have no acceptable workaround/bypass available or occur at a critical time period, they will always be classified as a Priority 1 incident. Critical services are supported (best efforts) after-hours (see 'Hours of Operation', section 2.1).

Incidents involving significant⁴ services will usually be prioritised in the P2-P3 range.

Critical Service/System	Significant Service/System
Learning Management System (Blackboard)	Otago Podcasts
Student Managed Desktop	iTunes U
Student Printing	Otago Blogs
University campus network	HR Recruitment (Taleo)
Commodity Internet	Service Desk Tool (Remedy)
KAREN (Kiwi Advanced Research and Education Network)	Student Health Patient Management System (MedTech)
HR Management system (Talent2)	Dental School Patient Management System (Exact)
Staff Email and Calendaring (Exchange, includes Blackberry Enterprise Services)	Central File Backup (Legato)
Business Objects reporting	Document Management (DocuShare)
Financial System (Finance One)	Wikis
Student Management System	Central Anti-Virus Management (Sophos)
Avaya Phone System (Service Desk, Student Health and University Information Centre)	Audioconferencing
Nortel Phone System (all other University telephony)	Windows operating system updates (WSUS)
University Website	Lecture theatre interlinking
Building Access (Cardax)	Videoconferencing
Central File Sharing (Celerra)	
Otago Connect	
Central Directory Services (Active Directory, LDAP, eDir)	
Student Email and Calendaring (Office 365)	
Internet Traffic Management	
Email spam and antivirus management (Pure Message)	
TalkAPhone (emergency broadcast system)	

Table 8: Critical and significant services

³ Service is essential for the day-to-day operation/functioning of the University as a whole. An alternative is not available.

⁴ Service is not essential for day-to-day operation of the University as a whole or is critical for a particular part of the University.

4.4 Incident Service Level Targets

ITS Service Level Targets (acknowledgement and resolution times) are listed according to the priority of the incident. It is important to note that these are best efforts maximum times within normal business hours and may not be achievable in all circumstances. All incidents will be resolved as quickly and efficiently as possible.

Priority	Acknowledgement	Resolution
P1: Critical	15 Minutes	7.5 hours
P2: Urgent	30 Minutes	15 hours
P3: High	4 Hours	3 Business Days
P4: Medium	1 Business Day	5 Business Days
P5: Standard	2 Business Days	10 Business Days

Table 9: ITS incident priorities and service level targets

Acknowledgement and resolution are defined as:

- **Acknowledgement.** The incident has been logged in the ITS Service Desk tool and assigned to the appropriate ITS support team. For P1 and P2 incidents, ITS' Major Incident Response process is invoked.
- **Resolution.** Service is restored, an acceptable workaround in place or the incident is defined as being caused by an underlying problem (see below). Customers have been advised.

Where an incident is related to a known problem or known error and is reoccurring or on-going, then an 'underlying problem' categorisation will be used and resolution times will not apply. A Problem Management practice will be defined at a later date.

The ITS Director and Senior Management team will be notified of incidents categorised as P1 or P2.

Some incident priority examples are given in the following table.

Incident Example	Priority
A staff member calls the ITS Service Desk (8:30am, Monday) with a problem accessing Microsoft Outlook on their desktop computer. They wish to send emails to their students and need the system running today.	P3
A member of the Network Services team calls (10:30am, Tuesday) to say “we have just lost the internet firewall server” - the phones start ringing on the Service Desk as all internet access to the University has gone down.	P1
An email comes through (4:45pm, Friday) requesting help with the performance on their laptop – it has been getting slower and slower and they need a member of the team to cast their eye over it. They are back at the University the following week on Wednesday at 12.45pm.	P4
Call received from Financial Services staff (1:30pm, Wednesday) regarding the Financial Finance One application – they cannot process any invoices on the system and when they access the system it reports an error message. It is month end and they want help immediately.	P1
Phone call from the VC’s Executive Assistant (2pm, Thursday) to say that the VC has a problem printing to their local printer and there is no one around in the Clocktower building to help – an important confidential document needs to be printed by the end of the day. Can someone come and help?	P2
Phone call (9am Thursday) from a staff member who has student in tears in their office as they have lost their dissertation on a USB key. It is due in that day.	P3
Phone call from a staff member reporting flooding in the floor above the ITS data centre. It is getting worse and they have called a plumber but they thought they would call ITS as the flood could affect the ITS data centre.	P2
A staff member calls (4:50pm, Friday) to ask for a new printer – it has all been approved by the divisional manager but they would like ITS to get the ‘ball rolling’	P5
A customer calls (12:30pm, Wednesday) to let you know that the main University web site has been de-faced by an activist group and it looks really bad for the University’s reputation .	P1

Table 10: Incident categorisation examples

5 SERVICE REQUEST MANAGEMENT

In addition to incidents, customers will contact the Service Desk with service requests. These are broadly described as something that is currently not available to the customer and is a new requirement for the customer. For example: creating a role-based email address, setting up a new computer, installing/relocating a desktop phone, gaining access to existing University applications.

Some service requests will require appointments to be made with the customer(s). For example:

- Desktop workstations and printers requests
- Telephony requests (including mobile phones)
- Application/database development requests
- Server requests (including hosting, housing and virtualisation)
- Set up of central file storage and/or sharing (Celerra SAN)

In these cases, ITS will agree with the customer an estimated time for completion.

ITS is working on agreed Service Level targets (SLTs) for all services offered. These are listed in Appendix II. The list will be updated as this work progresses. SLTs will be reviewed annually.

6 ROLES AND RESPONSIBILITIES

Role	Responsibility
Customer Services Representative	<ul style="list-style-type: none"> Respond to support calls (incidents, requests, etc.) and ensure that they are resolved to the customer’s satisfaction. Monitor calls logged by self through to closure. Escalate calls as needed. Use and maintain Service Desk knowledgebase. Report on customer service performance across ITS. Improve services provided by ITS, and by the ITS Service Desk.
Senior Customer Services Representative	<ul style="list-style-type: none"> Respond to support calls (incidents, requests, etc.) and ensure that they are resolved to the customer’s satisfaction. Monitor calls logged by self and non Service Desk ITS staff through to closure. Oversight of all calls. Escalate calls as needed. Use and maintain Service Desk knowledgebase. Coordinate major incident communication. Report on customer service performance across ITS. Take a lead role in improving services provided by ITS and by the ITS Service Desk. Develop, train and mentor CSR staff.
Service Desk Manager	<ul style="list-style-type: none"> Lead the delivery of high quality first level support services. Manage the Service Desk team so they can effectively and consistently perform the delivery of high quality service as per agreed service standards. Maintain effective working relationships with customers to ensure that ITS understands and meets their needs. Maintain effective working relationships with ITS service managers to ensure customer needs and agreed service standards are met. Drive the continuous improvement of the Service Desk. Escalation path.
Customer Services Manager	<ul style="list-style-type: none"> Oversee the delivery of high quality services to customers and to ensure high levels of customer satisfaction with ITS. Drive the continuous improvement of ITS’ customer service. Customer expectation management. Escalation path.
ITS Manager (Various)	<ul style="list-style-type: none"> Manage the work allocation for their team. The team manager will be contacted for all P1 or P2 incidents assigned to their team. First point of escalation for any incidents or service requests that exceed the Service Level Targets. Communicate new and/or changes to services to the Service Desk Develop agreed service standards in collaboration with the Service Desk
ITS Support Teams (Various)	<ul style="list-style-type: none"> Each team member will monitor their individual and groups’ task list within the Service Desk tool and accept/assign calls to them in a timely manner. Update the ITS Service Desk knowledgebase.

<p>ITS Director</p>	<ul style="list-style-type: none"> • Service Level Target (SLT) reporting. • Escalation path.
<p>All ITS Staff</p>	<p>All staff are responsible for ensuring excellent customer service to customers within ITS and the wider university. This includes:</p> <ul style="list-style-type: none"> • responding to Service Desk calls in a timely manner • engaging with customers and understanding their business in order to deliver solutions that meet their needs • establishing and maintaining strong relationships with customers • regularly seeking feedback from customers on the level of service provided • putting customers at the centre of our thinking.

Table 11: ITS staff roles and responsibilities

Appendices

- I. Other ITS Contact Points
- II. Service Level Targets

Appendix I: Other ITS Contact Points

Desktop Support (Corporate)

Hours: 8:30am – 5:00pm, Monday to Friday	
Telephone	+64 3 479 8295
Email	Its.dscorp@otago.ac.nz
Visit	Clocktower Building (Dunedin campus)
Web	http://www.otago.ac.nz/its/about/whoarewe/otago028192.html

Desktop Support (UOCE)

College of Education customers only

Dunedin Campus, Hours: 8:30am – 5:00pm, Monday to Friday	
Telephone	+64 3 479 7777
Email	Its.uoce@otago.ac.nz
Visit	Level 4, Tower Block
Invercargill Campus, Hours: 8:30am – 12:00pm, Monday to Friday	
Telephone	+64 3 211 6833
Email	marni.stone@otago.ac.nz
Visit	100 Nelson Street, Invercargill

IT Training

Hours: 8:30am – 5:00pm, Monday to Friday	
Telephone	+64 3 479 8466
Email	Its.training@otago.ac.nz
Visit	ITS Leith Building (270 Leith Walk, Dunedin campus)
Web	www.otago.ac.nz/its/training

Lecture Theatres

Normal Business Hours		
Email	lecture.theatres@otago.ac.nz	
Web	www.otago.ac.nz/its/ services/teaching/otago028375.html	
Location	Lecture Theatres Covered	Telephone
Central Campus (Castle G26)	Burns, Castle, and Richardson	+64 3 479 5768 or +64 3 479 7999 (hotline)
North East Campus (Archway)	Archway, Commerce, and Quad	+64 3 479 5488 or +64 3 479 5400 (hotline)
North West Campus (St David G05)	520 Castle St Seminar Rooms, Chemistry, Nutrition, St David, and Union St	+64 3 479 8485 or +64 3 479 5400 (hotline)
South Campus (Level 3, VIP Building)	Dental, Hercus, Lindo Ferguson, Scott, and Surveying	+64 3 479 6525 or +64 3 479 8100 (hotline)
East Campus (G10, College of Education Tower Block)	Auditorium, Drama Centre, Education Centre, Gymnasium, Music, Owheo, Teaching Wing, and Tower Block	+64 3 479 4560 or +64 3 479 4561 (hotline)
After-Hours Hotline		+64 3 479 8486 or +64 21 376 040

Media Production

Hours: 8:30am – 5:00pm, Monday to Friday	
Telephone	+64 3 479 3769
Email	its.avsd@otago.ac.nz
Visit	Level 3, Owheo Building (133 Union St East, Dunedin campus)
Web	http://www.otago.ac.nz/its/services/teaching/otago028795.html

Software Procurement

Hours: 8:30am – 5:00pm, Monday to Friday	
Telephone	+64 3 479 9191
Email	its.software@otago.ac.nz
Visit	ITS Leith Building (270 Leith Walk, Dunedin campus)
Web	http://www.otago.ac.nz/its/services/software

Student IT Services

Hours: 10:00am – 9:00pm during Semester time	
Telephone	+64 3 479 5170
Email	Student.itservices@otago.ac.nz
Visit	Ground Floor, Central Library, ISB Building (Dunedin campus)
Web	http://www.otago.ac.nz/its/services/help/otago028618.html

Systems Services Team, Infrastructure and Applications

Hours: 8:30am – 5:00pm, Monday to Friday	
Telephone	+64 3 479 6545
Email	its.444.systems.services@otago.ac.nz
Visit	Great King Street (Dunedin campus)
Web	http://www.otago.ac.nz/its/about/whoarewe/otago028570.html

Uniprint

Hours: 8:30am – 5:00pm, Monday to Friday	
General Printing Enquiries	
Telephone	+64 3 479 8043
Email	uniprint@otago.ac.nz
Visit	161 Albany St (Dunedin campus)
Web	uniprint.otago.ac.nz
Campus Courier	
Telephone	+64 3 479 8043
Uniprintshop	
Telephone	+64 3 479 4068
Email	uniprintshop@otago.ac.nz
Visit	Ground Floor, Central Library, ISB
Copy Centre	
Telephone	+64 3 479 8066
Email	copycentre@otago.ac.nz
Visit	161 Albany St (Dunedin campus)

Appendix II: Service Level Targets

The following Service Level Targets (SLTs) have been agreed within ITS, will be monitored by the Service Desk and reported on to the ITS Senior Management Team operational meeting (monthly). There will be a two month trial period (April-May 2012) as the monitoring and reporting processes are bedded in.

The list will be updated as further SLTs are agreed. SLTs will be reviewed at least annually.

These requests assume approval (including financial where relevant) has been given from the Head of Department, School, Dean or Director or delegated authority.

Service Category	Service Requested	Current Service Level Target	Service Request Actioned By
University Username	Create a new external University username (individual application)	1 Business Day	ITS Management Support Services
	Bulk-load create, modify or terminate a University username (external or role-based)	3 Business Days	ITS Service Desk
	Modify or terminate an existing external University username	1 Business Day	ITS Service Desk
	Create, modify or terminate a role-based University username	3 Business Days	ITS Service Desk
	Password reset (phone, email or visit Service Desk)	1 Business Day	ITS Service Desk
Staff Email	Create (username exists), modify or remove an email account	1 Business Day	ITS Service Desk
	Create an email account (username also needs to be created)	3 Business Days	ITS Service Desk
Blackboard	Create new paper	5 Business Days	ITS Management Support Services
	Add/modify/remove a person's access to/from a paper	1 Business Day	ITS Service Desk
	Bulk load/remove people to/from a paper	5 Business Days	ITS Management Support Services
	Change paper coordinator	5 Business Days	ITS Management Support Services
	Change paper start/end date(s)	5 Business Days	ITS Management Support Services
	Make a paper active/inactive (no other changes)	5 Business Days	ITS Management Support Services
	Roll over a paper	5 Business Days	ITS Management Support Services

Service Category	Service Requested	Current Service Level Target	Service Request Actioned By
PIMS	Add, modify or removed access to PIMS application for Academic Division staff member	1 Business Day	ITS Service Desk
	Add, modify or removed access to PIMS application for Service Division staff member	3 Business Days	ITS Service Desk
Network	Add, modify or remove standard registration for network device	1 Business Day	ITS Service Desk
	Create username for access to UO-GUEST network service	1 Business Day	ITS Service Desk
	Bulk-load creation of usernames for access to UO-GUEST network service	3 Business Days	ITS Service Desk
	Set up laptop/mobile device for access to wireless network (standard configuration)	1 Business Day	ITS Service Desk
Desktop Telephones (Dunedin campus)	Install a new extension, or move/change/remove an existing extension for a desktop phone (standard or digital phone).	10 Business Days	ITS Telecommunications
	Resolve a fault with an extension	10 Business Days	ITS Telecommunications
	Replace a faulty standard model desktop phone	1 Business Day	ITS Management Support Services
Voicemail	Add, modify or remove a voicemail mailbox or voice menu	3 Business Days	ITS Telecommunications
	Reset a voicemail password	1 Business Day	ITS Service Desk
Mobile Devices	Purchase a new mobile device	3 Business Days	Mobile Phone Vendor
	Replace existing mobile device (upgrade or resign)	3 Business Days	Mobile Phone Vendor
	Change account/plan/customer details	3 Business Days	Mobile Phone Vendor
	Resolve fault/repair mobile device	7 Business Days	Mobile Phone Vendor
	Transfer mobile phone number to/from University	5 Business Days	Mobile Phone Vendor
	Cancel mobile phone, SIM card or vodem	2 Business Days	Mobile Phone Vendor
	Provide information, advice or other support	1 Business Day	Mobile Phone Vendor

Service Category	Service Requested	Current Service Level Target	Service Request Actioned By
	Resolve a billing/charging enquiry	5 Business Days	Mobile Phone Vendor
	Provide replacement SIM card	1 Business Day	ITS Service Desk or Mobile Phone Vendor
	Add, modify or remove Blackberry Enterprise Server access	1 Business Day	ITS Service Desk

Other Service Requests			
	Requests other than noted above	As negotiated	Relevant ITS support team