AUDITOR GENERAL'S REPORT
ACTION REQUIRED

IT Service Desk Unit – Opportunities for Improving Service and Cost-Effectiveness

Date:	September 18, 2013
To:	Audit Committee
From:	Auditor General
Wards:	All
Reference Number:	

SUMMARY

The Auditor General's 2013 Audit Work Plan included a review of the IT Service Desk Unit in the Information Technology Division. The objective of this review was to assess adequacy of management controls to ensure the effective operation of the IT Service Desk and timely resolution of end-user requests, incidents and problems.

This report contains 11 recommendations with a management response to each of the recommendations. The implementation of these recommendations will enhance management control and improve cost-effectiveness and efficiency.

RECOMMENDATIONS

The Auditor General recommends that:

1. City Council request the City Manager, in consultation with the Chief Information Officer, to undertake an assessment of divisional level service desk functions. Such an assessment consider the transfer of divisional service desks to the IT Service Desk Unit. Further the review consider operational need, resource requirements and service levels.

2. City Council request the Chief Information Officer to review the IT Service Desk Unit's first level resolution rate to determine if efficiencies can be gained by bringing the rate more in line with the industry average.

3. City Council request the Chief Information Officer to enhance IT Service Desk Unit's operations through the development and use of additional industry best practice performance metrics.

4. City Council request the Chief Information Officer to implement proactive problem management for the IT Service Desk Unit to improve the efficiency and cost-effectiveness in providing information technology support.

5. City Council request the Chief Information Officer to ensure that staff comply with City procedures and administrative practices governing IT Service Desk Unit activity.

6. City Council request the Chief Information Officer to ensure management reports designed to track and monitor service requests are distributed to appropriate individuals for review and corrective action where required. Evidence of such review and action taken should be documented and reported to the Chief Information Officer.

7. City Council request the Chief Information Officer to make it mandatory within the project management framework to include the IT Service Desk Unit as a project member should there be an expectation that the IT Service Desk Unit will be providing support to new IT initiatives.

8. City Council request the Chief Information Officer to explore the option of allowing users to check on the status of their service request directly through access to the IT Service Desk Unit's incident tracking system.

9. City Council request the Chief Information Officer to review staff scheduling to ensure that the number of staff available is appropriately matched to service demand levels.

10. City Council request the Chief Information Officer to review internal IT Division work tasks being referred to the IT Service Desk Unit to ensure that is an appropriate and efficient use of IT Service Desk Unit resources.

11. City Council request the Chief Information Officer to put in place a process for the timely collection and analysis of user feedback in relation to the IT Service Desk Unit.

Financial Impact

The implementation of recommendations in this report will enhance the Service Desk's ability to meet service demands in a cost-effective, controlled and efficient manner. The extent of any resources required or potential cost savings resulting from implementing the recommendations in this report is not determinable at this time.

COMMENTS

The City's IT Service Desk plays an important role in quickly responding to calls and email received from city staff when they experience problems with their IT service. The implementation of these recommendations will enhance the IT Service Desk Unit's ability to meet service demands in a cost-effective, controlled and efficient manner.

The audit report entitled "IT Service Desk Unit - Opportunities for Improving Service and Cost-Effectiveness" is attached as Appendix 1. Management's response to the audit recommendations is attached as Appendix 2

CONTACT

Jerry Shaubel, Director, Auditor General's Office
Tel: 416-392-8462, Fax: 416-392-3754, E-mail: jshaubel@toronto.ca

Ben Smid, Senior Audit Manager, Auditor General's Office
Tel: 416-392-8478, Fax: 416-392-3754, E-mail: bsmid@toronto.ca

SIGNATURE

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Jeff Griffiths, Auditor General

13-ITD-02

ATTACHMENTS

Appendix 1:   Review of IT Service Desk Unit - Opportunities for Improving Service and Cost-Effectiveness

Appendix 2:   Management's Response to the Auditor General's Review of IT Service Desk Unit - Opportunities for Improving Service and Cost-Effectiveness

AUDITOR GENERAL'S REPORT

IT Service Desk Unit
Opportunities for Improving Service and
Cost-Effectiveness

September 18, 2013

Jeffrey Griffiths, CPA, CA, CFE
Auditor General

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

The Auditor General's 2013 Audit Work Plan included a review of the IT Service Desk Unit, (Service Desk) in the Information Technology Division. The audit covered the period from June 2012 to June 2013.

The Service Desk is the first point of contact for end-users

The Service Desk is the first point of contact for information and technology needs. The Service Desk initiates the process for

- addressing computer problems
- handling requests from end-users for information or access to an IT service
- informing staff across the City of any major disruptions of IT services.

Service Desk operations in other divisions

Although the majority of end-user contact is through the Service Desk there are a number of individual divisions that operate a service desk function that serves as the first point of contact for their divisional staff.

15 staff members to handle a projected 155,000 calls and emails in 2013

The Service Desk within the IT Division has 19 staff, 15 of whom handle incoming calls and emails, (127,000 in 2012 and projected to reach 155,000 in 2013). Management expects the increase in volume of end-user requests to continue as a number of new IT initiatives are underway that will require support in the future.

The 2013 approved budget for the Service Desk is $1.8 million, ($1.6 million in 2012).

Audit Objectives

The objectives of this review were to:

- assess the adequacy of management controls over the Service Desk operation
- evaluate if end-user requests and incidents are resolved in a timely manner
- determine whether services provided by the Service Desk are delivered in an efficient and cost-effective manner.

Strategic changes will improve service and cost-effectiveness

The Service Desk is responding to service requests on a timely basis and managing its day-to-day demands and work load. However making certain changes will assist the Service Desk to improve service and do so in a more cost-effective manner. We noted the following:

Six divisions other than IT Division perform a certain level of service desk activities

1. Six divisions, other than IT Division perform a certain level of service desk activities. There may be opportunities to achieve efficiencies by consolidating some or all of these activities into the corporate Service Desk.

City's first level resolution rate is below industry average

2. A significant Help Desk industry benchmark is the percentage of calls resolved at the first point of contact. The city's performance on the "first level resolution rate" is 42 per cent, considerably lower than the 67 per cent industry average reported in a 2012 survey conducted by the Help Desk Institute. Improving the rate of first level resolution increases efficiencies and reduces costs.

Root problems need to be addressed

3. The Service Desk does not have an active problem management process to reduce the number of calls received by addressing the root problem rather than individual incidents.

   For example, we noted there were approximately 18,500 incident tickets to reset passwords in the period we reviewed (21 per cent of the total incident tickets).

   There are methods to securely automate password resets. Automating this high demand service would reduce the Service Desk workload.

Difficult to identify areas that need attention

4. Limited performance metrics are used to measure the results of services provided to fix computer problems. Very few statistics, performance, results or trend analyses are prepared. The limited use of performance metrics makes it difficult to identify areas requiring attention.

Other observations   Other observations identified opportunities to:

- improve oversight of activity where end-user incidents are escalated to a specialized support function

- ensure lead time necessary to support new initiatives is provided

- enhance operational processes.

Conclusion

There is an opportunity for the City to improve the efficiency and cost-effectiveness of the City's Service Desk. This report contains 11 recommendations to improve cost-effectiveness, efficiency and management control.

BACKGROUND

Service Desk is the first point of contact for users with IT problems   The IT Service Desk Unit, (Service Desk), in the IT Division is the first point of contact for most city staff experiencing problems with their IT services. The ultimate goal of the Service Desk is to provide problem resolution as often and as quickly as possible.

Unresolved end-user incidents are escalated   The Service Desk is responsible for registering, prioritizing, classifying, and making every effort possible to resolve issues immediately. Where this is not possible, problems are passed on to one of 70 support functions with the technical knowledge necessary to resolve the issue. The main second level support function used in the City is the Desktop Support Unit. These are the staff who physically attend a workstation to resolve issues.

Divisions in the City carry out service desk activities	In addition to the corporate Service Desk, there are six City divisions that have staff performing service desk related activities. These are: • City Clerk's Office • Children's Services • Employment and Social Services • Legal Services • Long Term Care Homes and Services • Accounting Services for SAP related matters These separate service functions were established to address specialized user groups or operational needs.
Number of calls and emails is expected to increase	In 2011 and 2012 the Service Desk handled approximately 118,000 and 127,000 calls and emails. This number is expected to reach 155,000 in 2013. The transfer to the Service Desk of calls formerly administered within Toronto Water Division have contributed to certain of the increase in volumes. Increases in the volume of end-user requests is expected to continue as a number of new IT initiatives are underway that will require support in the future.
City spends $5.3 million to resolve end-user incidents and requests	The Service Desk's 2013 gross operating budget was $1.8 million with an approved complement of 22 full time staff (currently three positions are vacant to meet gapping and hiring freeze requirements). There are also 36 staff in the Desktop Support Unit who handle the majority of incidents that are escalated. This Unit's approved gross operating budget for 2013 was approximately $3.5 million.
Corporate system used to track end-user incidents and problems	In 2012 the Service Desk implemented a new system to process and track end-user incidents or problems. Service Desk staff enter information provided by the end-user which results in the creation of a ticket. Information related to the incident is updated from initiation through to resolution. This system is relied on to track the status of incidents and is the source for measuring the success of meeting established performance objectives.

AUDIT OBJECTIVES, SCOPE AND METHODOLOGY

Auditor General's 2013 Work Plan

The Auditor General's 2013 Audit Work Plan included a review of the Service Desk.

The objective of this review was to assess adequacy of management controls to ensure the effective operation of the Service Desk and timely resolution of end-user requests, incidents and problems.

Audit scope

Based on the objective outlined above, we reviewed:

- service desk strategies to improve cost-effectiveness
- management control practices including reporting of performance
- operational processes and technology used to support service desk activity.

The review covered the period from June 2012 to June 2013.

Audit methodology

Our audit methodology included the following:

- review of policies and procedures
- interviews with relevant City staff
- examination of documents and records
- evaluation of current management control processes
- review of related reports issued in other municipalities
- review of Service Desk Industry benchmarking studies
- other procedures deemed appropriate

Compliance with generally accepted government auditing standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

AUDIT RESULTS

A. STRATEGIES FOR OPTIMIZING IT SERVICE DESK OPERATIONS

A.1. Opportunities Exist to Transition Independent Service Desk Activities to the IT Service Desk Unit

Service Desk is the first point of contact

IT Division management staff set an objective to have the Service Desk be the first point of contact for end-users experiencing a problem with an IT service. This objective was set to maximize efficiency, ensure cost-effectiveness and improve management control over service desk operations.

Opportunities remain to improve efficiencies and cost-effectiveness

The City has taken steps to achieve this objective with the most recent example being the transition of Toronto Water Division's help line operations to the Service Desk. Opportunities remain to improve efficiency and cost-effectiveness through the transition of other independent service desk activities to the Service Desk and/or providing a more integrated environment.

Six divisions perform some level of service desk activity

Six City divisions, City Clerk's Office, Legal Services, Children's Services, Employment and Social Services, Long Term Care Homes and Services and Accounting Services maintain some form of a service desk operation. Two of these divisions, Legal Services and Employment and Social Services, do not monitor or track service desk related activity.

As an example of the inefficiencies this creates, during the period under review the Service Desk did not have the authority to deal directly with some 6,500 calls for password resets. These incidents had to be escalated to the separate divisional service desks for resolution. Providing the Service Desk with greater authority to administer password resets is one example of how consolidating service desk functions will ensure quicker response times and reduced effort for various service desk staff.

Tracking systems being developed in isolation

Resources and time are being spent on developing tracking systems without evaluating the possibility of using the corporate incident tracking system used by the Service Desk.

For example, Long Term Care Homes and Services is developing a call tracking system using existing corporate software. There are opportunities for divisions to avoid time and effort in implementing a new solution and take advantage of the corporate incident tracking system.

A review is warranted

There is a need for an independent assessment of the current partially decentralized service desk operations. Such a review will likely result in improved service levels, efficiency gains and overall prove more cost-effective.

This is not a new suggestion. A 2006 consultants IT Governance and Organizational Design Review contained numerous recommendations, including the need to assess the opportunities available to provide Service Desk functions through a shared service model. The intent to do this was formalized in the I&T Governance and Transformation Project initiated in 2008. This initiative has not been completed due to other priorities.

> **Recommendation:**
>
> 1. **City Council request the City Manager, in consultation with the Chief Information Officer, to undertake an assessment of divisional level service desk functions. Such an assessment consider the transfer of divisional service desks to the IT Service Desk Unit. Further the review consider operational need, resource requirements and service levels.**

A.2. Efficiencies Possible By Improving Service Desk First Level Resolution Rate

City goal to achieve a first level resolution rate of 70 per cent

Our review of industry publications indicates that the more requests service desk staff are able to resolve without escalation the lower the total support cost will be. A 2005 consultants report prepared for the City concluded the Service Desk was resolving calls without escalation 40 per cent of the time. Management indicated their goal was for the City to improve this first level resolution rate to 70 per cent by March 2006.

Current rate is 42 per cent	The Service Desk is currently resolving 42 per cent of user requests without escalation. This is below the industry average of 67 per cent reported in a 2012 survey conducted by the Help Desk Institute and well below the internal target of 70 per cent set in 2006.
Escalating calls has significant impact on cost of fixing a problem	MetricNet, an online benchmarking website for Information Technology and Call Centre Professionals estimates that escalating a help desk call costs an additional $62 per call escalated.
City will benefit by increasing the first level resolution rate	For illustrative purposes, using this independent estimate, increasing the City's first level resolution from 42 per cent to 52 per cent would reduce the City's costs by $545,600. While it is unlikely the City will realize hard dollar savings of this magnitude, it is realistic to expect that improvements in the first level resolution rate will enhance service response times and allow and improve incident response efficiencies.
Skills may need to be upgraded	Management advises that the skill set of Service Desk staff may need to be upgraded to achieve significant improvement in the first level response rate.

Recommendation:

2.   City Council request the Chief Information Officer to review the IT Service Desk Unit's first level resolution rate to determine if efficiencies can be gained by bringing the rate more in line with the industry average.

A.3.   Additional Key Performance Metrics Are Required

Limited number of performance metrics used	The IT Division has established a number of metrics for monitoring Service Desk performance. However, only a limited number of these performance metrics are actually compiled, analyzed and monitored.
93 per cent of calls answered within 2 minutes	The Service Desk has defined performance targets for the number of calls answered within two minutes and time to respond to voicemail and email.

During the period under review the Service Desk answered 93 per cent of calls within 2 minutes. This performance exceeds the internal goal of 80 per cent. However we could not identify a comparable industry standard for this performance measure.

We did review industry standards and were able to compare the Service Desk's performance to the industry for average call answer time. The Service Desk's average response time was 28 seconds. By comparison, 49 per cent of the industry had a call answer time of 20 seconds or less, 17 per cent were at 21 to 30 seconds, and 34 per cent were taking more than 30 seconds to answer calls.

In addition, we note that the Service Desk responds to just over 50 per cent of its calls within eight seconds.

Management has also established a target of responding to voicemail and email within 4 hours, however there is no process to measure actual results. The number of emails received by the Service Desk exceeds the number of calls received and warrants tracking, in a cost effective manner, actual performance against the objective.

More best practice metrics will improve city staff ability to effectively manage

The limited use of performance metrics makes it difficult for City staff to identify where improvements are necessary. The Help Desk Institute has identified numerous performance metrics used by organizations to manage and monitor help desk operations. City staff can enhance their ability to effectively manage and improve Service Desk operations by increasing their use of these best practice metrics for service desk operations.

Recommendation:

3.   City Council request the Chief Information Officer to enhance IT Service Desk Unit's operations through the development and use of additional industry best practice performance metrics.

A.4.   Proactive Problem Management Will Improve Cost-Effectiveness

Problem management is an industry best practice

Problem management is the identification and classification of problems, root cause analysis and resolution of problems.

	This is consistent with what the majority of call centres are doing. The Help Desk Institute reports that 73 per cent of help desks at state/local government and 91 per cent at the federal level either use, or plan to adopt, problem management.
Proactive problem management is not carried out	Although IT management staff have identified proactive problem avoidance as a major function of the Service Desk, it has not yet been implemented. Staff indicate that this is a result of a lack of resources to systematically review the data on calls to evaluate trends, training needs of both the Service Desk staff and end-users, identify root causes of reported problems and develop permanent solutions. Management indicated implementing best practices for problem management is now a priority for the IT Division and steps are being taken to make this a reality.
Dealing with root causes of problems has benefits	It is difficult to quantify the positive financial and/or operational benefits in identifying and addressing root causes. However, at a very basic level dealing with a root problem means eliminating future calls and as a result eliminating cost associated with following up on calls which are now avoided. This also frees up staff time to respond to other calls or operational needs.

> **Recommendation:**
>
> **4.   City Council request the Chief Information Officer to implement proactive problem management for the IT Service Desk Unit to improve the efficiency and cost-effectiveness in providing information technology support.**

B.   MANAGEMENT CONTROL PRACTICES

B.1.   Oversight of Second Level Support Groups Needs Improvement

For Service Desk calls escalated to one of the 70 support functions, there is a need to strengthen supervisory level review to ensure timely resolution of problems and that approved procedures and practices are followed.

Resolution targets are linked to assigned priority

Calls to the Service Desk are generally either an incident (a problem with hardware or software), or a service request, (for example, a request for enhanced access). Each incident and service request is assigned a priority. Incidents are prioritized as critical, high, average or low. Similarly service requests are prioritized as high, average or low. Targeted resolution objectives are based on the priority level assigned.

The table below illustrates the average resolution time for calls received from June 2012 to June 2013 as compared to the established target.

Incident		
Classification	Average Time to Resolve	Target
Critical	4 days & 22 hours	2 hours
High	6 days & 8 hours	1 day
Average	8 days & 8 hours	3 days
Low	8 days & 8 hours	6 days
Service Request		
High	11 days 9 hours	1 day
Average	6 days 7 hours	3 days
Low	5 days 6 hours	6 days

Our review of system data on results for the 70 support functions revealed:

- 6 functions consistently met the resolution time targets

- 22 functions met the resolution time targets 80 per cent to 99 per cent of the time

- 27 functions met the resolution time targets 50 per cent to 79 per cent of the time

- 13 functions met the resolution time targets 1 per cent to 49 per cent of the time

- 2 functions never met the resolution targets.

| *109 incident tickets outstanding for more than a year* | Our analysis of all outstanding incidents as of July 18, 2013 identified 109 incidents where the ticket has been outstanding for over a year. Management indicated that the majority of the long outstanding items had been resolved but not closed on the system. Closing an incident on the system is not always completed. Outstanding items should be reviewed on a regular basis and action taken to address any unusual items. |

| *Management review of available reports needed* | There are a number of reports available to management to monitor Service Desk activity. The table above demonstrates that management needs to review these reports more closely to improve service levels. |

Recommendations:

5.   **City Council request the Chief Information Officer to ensure that staff comply with City procedures and administrative practices governing IT Service Desk Unit activity.**

6.   **City Council request the Chief Information Officer to ensure management reports designed to track and monitor service requests are distributed to appropriate individuals for review and corrective action where required. Evidence of such review and action taken should be documented and reported to the Chief Information Officer.**

B.2.   Service Desk Needs to Be Involved in IT Initiatives

| *The Service Desk is not always provided with preparation time needed to support new initiatives* | The Service Desk is not always notified of new initiatives or forthcoming technical changes before they are rolled out to the user community. On several occasions Service Desk staff received requests for assistance from users either without any prior knowledge of the technology or software being implemented or where insufficient lead time was provided to adequately prepare for and/or train staff sufficiently. Examples include the PCard initiative, Learning Management System, new voice mail system and changes to the Blackberry environment. In each of these cases the IT Service Desk was not given time to set up groups needed to support the new initiative and train Service Desk staff. |

> **Recommendation:**
>
> **7. City Council request the Chief Information Officer to make it mandatory within the project management framework to include the IT Service Desk Unit as a project member should there be an expectation that the IT Service Desk Unit will be providing support to new IT initiatives.**

C. OPERATIONAL PRACTICES

C.1. Significant Number of Non Service Requests Received By Service Desk

A number of calls are status enquires

Between June 2012 and June 2013 calls, emails and voice messages totaled approximately 139,000. Of these calls, 37 per cent, (over 51,000) were not calls for service. These calls included requests for additional information on the request, users requesting status of the service request, internal broadcast emails etc. Although they could not be specifically identified, we understand that a large number of these calls are from users enquiring on the status of their request.

These calls take away time available to Service Desk staff to provide more value added service.

System has capability for end-users to do this directly

The Employee Self Service component of the Service Desk incident tracking system allows end-users to enquire on the status of their ticket. However, enhancement of the basic functionality is required prior to making this available to city staff.

Activating this functionality would reduce demands on Service Desk staff allowing them to perform more value added tasks.

> **Recommendation:**
>
> **8. City Council request the Chief Information Officer to explore the option of allowing users to check on the status of their service request directly through access to the IT Service Desk Unit's incident tracking system.**

C.2. Matching Staff Resources With Service Demand Could Be Improved

Staff resources not always aligned with service demand

Matching staff levels to service demand is a key to achieving performance objectives and providing efficient service. Our review of call volumes and staff scheduling shows that staff resources are not always in line with service demand.

Figure 1: Average Calls Received by Day and Time Between June 2012 and June 2013
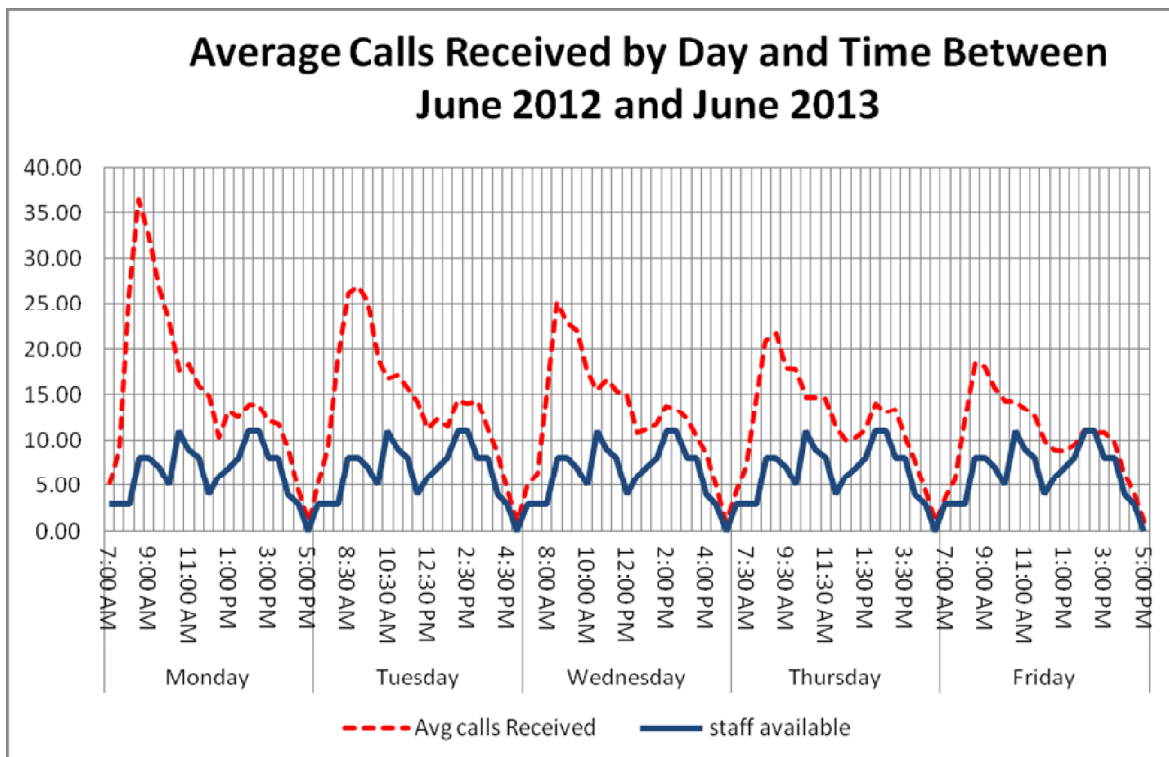
Merit in reviewing staffing levels

Figure 1 above shows the highest volume of calls occurs between 8:00 a.m. and 9:00 a.m. When we matched the number of staff available to handle the call volume we found there may be merit in making more staff available during this peak period. However, we also note that despite the apparent mismatch between staffing levels and call volumes, the Service Desk is meeting its goal of answering calls within two minutes.

We note that addressing other issues raised in this report may reduce call volume and patterns. Once the impacts of implementing the recommendations in this report are known, management should perform an analysis of staffing levels versus call demand to ensure the staffing model accurately reflects service demand levels.

> **Recommendation:**
>
> **9.   City Council request the Chief Information Officer to review staff scheduling to ensure that the number of staff available is appropriately matched to service demand levels.**

C.3.   Service Desk is Being Used to Track Internal IT Division Work Orders

Service Desk handles requests that are not true service requests

Service Desk resources are being used to handle requests initiated by IT Division staff that by their nature are not service requests. Generally, IT staff are using the Service Desk to track their own projects, often to document that they are making requests of other IT Division staff.

Examination of these requests revealed some of these should be handled through the formal change management process while others represented requests between units in the IT Division to complete certain work or tasks.

Change management process not complied with

For example, four of 12 internal IT Division requests provided for our review involved changes that should follow the change management process. Processing these items through the Service Desk means that the changes are not going through the more appropriate and formal change management process.

While it may be efficient to have certain internal IT Division work flow through the Service Desk, there needs to be a determination of which tasks are appropriate for tracking through the Service Desk.

Recommendation:

10.   City Council request the Chief Information Officer to review internal IT Division work tasks being referred to the IT Service Desk Unit to ensure that is an appropriate and efficient use of IT Service Desk Unit resources.

C.4.   Customer Satisfaction is Not Effectively Monitored

Customer satisfaction measured as part of IT Division survey

Customer satisfaction is measured through feedback received as part of the general survey carried out for the entire IT Division. That survey includes high level questions dealing with how often users call the Service Desk, how efficient and effective Service Desk staff deal with users' requests and whether Service Desk staff appear trained, knowledgeable, and capable. The survey is sent only to supervisors and above.

Feedback obtained may not be timely

The Service Desk is only contacted when end-users experience an IT problem. Depending on when the most recent occurrence took place, the current practice of sending out a survey once every two years may not provide accurate, timely feedback.

Customer satisfaction is a key measurement of how well a service desk performs in meeting user needs. The current high level survey questions are of limited use for improving Service Desk operations.
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Recommendation:

11.   City Council request the Chief Information Officer to put in place a process for the timely collection and analysis of user feedback in relation to the IT Service Desk Unit.

CONCLUSION

This report presents the results of our review of IT Service Desk Unit operations. Addressing the recommendations in this report will enhance the IT Service Desk Unit's ability to meet service demands in a cost-effective, controlled and efficient manner.

Management's Response to the Auditor General's Review of
IT Service Desk Unit - Opportunities for Improving Service and Cost-Effectiveness

Rec No.	Recommendations	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/Time Frame
1.	**City Council request the City Manager, in consultation with the Chief Information Officer, to undertake an assessment of divisional level service desk functions. Such an assessment consider the transfer of divisional service desks to the IT Service Desk Unit. Further the review consider operational need, resource requirements and service levels.**	X			The City Manager's office will lead the review for opportunities for IT service desk consolidation in consultation with the CIO and City divisions who provide related services. Q4, 2014
2.	**City Council request the Chief Information Officer to review the IT Service Desk Unit's first level resolution rate to determine if efficiencies can be gained by bringing the rate more in line with the industry average.**	X			I&T Division will undertake an assessment to identify and develop a staged implementation plan to increase the first level resolution rate to be closer to industry average. Q2-2014 to complete assessment Q2-2015 to complete implementation

Rec No.	Recommendations	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/Time Frame
3.	**City Council request the Chief Information Officer to enhance IT Service Desk Unit's operations through the development and use of additional industry best practice performance metrics.**	X		The IT Division has already begun work on a Performance Measurement Framework Project which can be leveraged.	I&T Division will investigate industry best practice Service Desk KPI performance metrics and develop a revised monthly, quarterly and annual distribution reporting process. Q2-2014
4.	**City Council request the Chief Information Officer to implement proactive problem management for the IT Service Desk Unit to improve the efficiency and cost-effectiveness in providing information technology support.**	X			I&T Division will initiate an assessment and develop a plan to implement a formal Problem Management function. Q4, 2014
5.	**City Council request the Chief Information Officer to ensure that staff comply with City procedures and administrative practices governing IT Service Desk Unit activity.**	X			The Chief Information Officer will issue a communication to IT staff to educate and reinforce the adherence to Information Technology Service Management (ITSM) Tier 2 Service Desk procedures Q4-2013

Rec No.	Recommendations	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/Time Frame
6.	**City Council request the Chief Information Officer to ensure management reports designed to track and monitor service requests are distributed to appropriate individuals for review and corrective action where required. Evidence of such review and action taken should be documented and reported to the Chief Information Officer.**	X			I&T Division will implement a formal follow-up and tracking procedure to ensure all management performance reports distributed are being reviewed and steps taken for continual improvement. Q1-2014
7.	**City Council request the Chief Information Officer to make it mandatory within the project management framework to include the IT Service Desk Unit as a project member should there be an expectation that the IT Service Desk Unit will be providing support to new IT initiatives.**	X			I&T Division will review and update the Project and Portfolio Management Framework procedures to include any budget impacts for additional expectations on the Service Desk as well as ensure that Service Desk is included in the project planning assessment for all new IT Capital initiatives or IT project implementations. Q3-2014 I&T Division will update the Service Desk internal intake documentation for the on-boarding of new services. Q1-2014

Rec No.	Recommendations	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/Time Frame
8.	**City Council request the Chief Information Officer to explore the option of allowing users to check on the status of their service request directly through access to the IT Service Desk Unit's incident tracking system.**	X		The IT Division has already begun initial planning for utilizing this functionality within the existing tool.	The IT Division will investigate the resources and processes necessary to implement self service. Q2-2014
9.	**City Council request the Chief Information Officer to review staff scheduling to ensure that the number of staff available is appropriately matched to service demand levels.**	X			IT Division will analyze hourly Service Desk staffing levels versus actual call demands and reschedule staff accordingly. Q3-2014
10.	**City Council request the Chief Information Officer to review internal IT Division work tasks being referred to the IT Service Desk Unit to ensure that is an appropriate and efficient use of IT Service Desk Unit resources.**	X			IT Division will analyze IT Division service requests and develop, document and communicate revised procedures for tracking IT work tasks. The Chief Information Officer will issue a communication to IT staff to educate and reinforce the adherence to these procedures. Q2-2014

Rec No.	Recommendations	Agree (X)	Disagree (X)	Management Comments: *(Comments are required only for recommendations where there is disagreement.)*	Action Plan/Time Frame
11.	**City Council request the Chief Information Officer to put in place a process for the timely collection and analysis of user feedback in relation to the IT Service Desk Unit.**	X			The IT Division Customer Service Improvement Initiative team is currently planning and revising the IT Customer Survey. Q2-2014 The IT Division will investigate the resources and processes necessary to implement automated user feedback surveys as this feature is not currently available within the existing tool. Q4-2014