

Case Study: Outsourcing Failure Recovered

Messaging team analysis for case study, issues, resolutions and results.
Assessment of Pain points for all Tier 1 Enterprise systems and Team focus

Team Character	Strong/Weak
Technical leadership	Weak
Technical understanding	Strong
Basic Administration	Strong
Knowledge sharing	Weak
Cohesive	Weak
Integrity	Weak
Discipline	Weak
On call responsiveness	Weak
Honesty	Weak

Team Character Assessment

Issue: Team leaders and technical leaders were bickering and not doing their part to help, only wanted to create mailboxes. Cause aged tickets over 200 days.

Resolution: Removed titles from everyone and expected all to take tickets of all kinds as handed out by shift managers.

Result: Leadership rose to the top from real leaders. Aged tickets over 30 days were less than 7 from the 200 days they were at. Eventually no tickets were aged.

Team Character

Issue: Team over all character - Overall the team was unsuccessful at being a team due to lack of leadership and negativity of some of its elder members.

Resolution: Leveled playing field and told all team members they must earn their keep

Results: Younger leaders rose to the challenge, obstinate members demanded their titles back but instead were terminated by senior management. Team came together and could work fluently together.

Steady State Documentation

Technical Documentation

Issue: The process' for developing and storing documentation in use was very loose and

uncertain due to the age of the process modifications; basically they were no longer living documents.

Resolution: I gave instruction to use the messaging Sharepoint site existing and start updating the documents to correctly reflect what we are doing today. First person due in the office on each shift, was made responsible to make sure documentation was updated throughout the shift.

Result: Life to death of document could be plainly seen and handed off to next shift.

Stability in Servers and Resources Assessment

Areas examined:

Change control methods aging tickets

Daily management incident ticket queue

Automation of provisioning for BB, Exchange, Sharepoint, OCS

Server resource usage on a Product to Server basis

Server build and networking process

Remedies and other emerging issues to resolution:

- *Created constructive team competition in the leadership and ownership areas of critical incident management, detailed fixes in tickets, good note documentation in tickets and good ongoing proactive thought.
- * Developed, documented and encouraged automation of provisioning to reduce overall workload.
- *Proactive system checks to find problems before a failure occurs. This action led to the team consistently verifying, validating and looking for things that might be wrong in our systems. Basically ownership and pride in their work.
- * Started cross training between technologies and team members to have no single point of failure in support. This action leveled the playing field to allow those that wanted to be involved at another level, prove they could do the work and made the L3 guys compete for their positions on the team.

*Replaced Ticket Remediation process:

1st contact via email to 1st contact to customer is by phone and email to confirm the contact. This gives the customer the comfort that their complaint is heard and being acted upon, while reducing the amount of time a team member is spending per ticket. These were mainly due to lack of understanding the issue that email communication brings. Customer satisfaction is also improved ongoing by building relationships with our user community.

*Created extended change control time frames to ensure all mops are correct, so the customer understands our direction; all major changes are reviewed by the business to reduce human error.

This action caused the EUC team and messaging team to draw closer together as a collective team.

*A weekly call was created to do a walk through with Company, every Wednesday prior to ccb.

This action was taken to prevent all other teams that were making changes that affected the Messaging environment, to require messaging team's approvals. Also caused the team leads to present their mops on all systems that might have an effect on the environment.

* Automated provisioning of mailboxes, OCS, bb and Sharepoint permissions and devices. Scripts were created by the team to do timed tasks and then trained, documented and passed all the abilities to do the work to the desk side crew for a one touch look and feel for company provision of these systems.

*Monitoring alerts were restructured to look for the proper events that might point to an incident or trends beginning or warning thereof. This allowed for full proactive and preventative actions. The alerts that were critical were escalated to create an automatic sev 2 ticket and have an email sent to the oncall person. [\(P-SLR\) Proactive Single Level Response](#) method.

Provider had no internal change process to verify changes before presenting to client causing embarrassing failures.

Created Internal CCB

Issue: Production Change controls were failing

Resolution: Created an internal Change Control Board review for all changes prior to be delivering to

Customer accounts. We worked with a company team to create a meeting for just internal change control as an answer to the many failed change controls that were occurring at the time.

Developed guidelines with the teams to get commitments to have one member represent the changes for its group to the internal ccb.

Results: This practice encouraged track leads to review their teams' changes and be their own best critic. Results of this action was sev 1 outages due to change control failure was reduced to almost null.

Ongoing practice will continue to improve technical methods on changes and bring confidence to the client in our abilities to maintain their systems. Dynamic process development is done on an ongoing basis.

Problem Management :

RCA analysis

Reviewed the process for problem management and identify gaps, brief teams on errors in process, make recommendation to aid in changing the process to work.

Issue: Found Root Cause Analysis was being looked at from the same view point as the problem.

Resolution: Trained people and teams to have responsible engineer for resolution
develop Root Cause

Analysis documents. Then have team lead review with team and signoff approval.

Present to delivery

manager in problem managers meeting same day if not earlier.

Results: Company was able to sign-off on Sev 1 analysis approval for next step, long
term fix.

Case Study Results:

Company IT provider was at negative -89% Customer Satisfaction rating.

The following review changed to positive 94 % Customer Satisfaction rating using ATSD

Management