Challenges, solutions and lessons learnt in 7 years of Service Management at CERN

David Martin Clavo

CERN, IT Department, Computing Facilities Group,
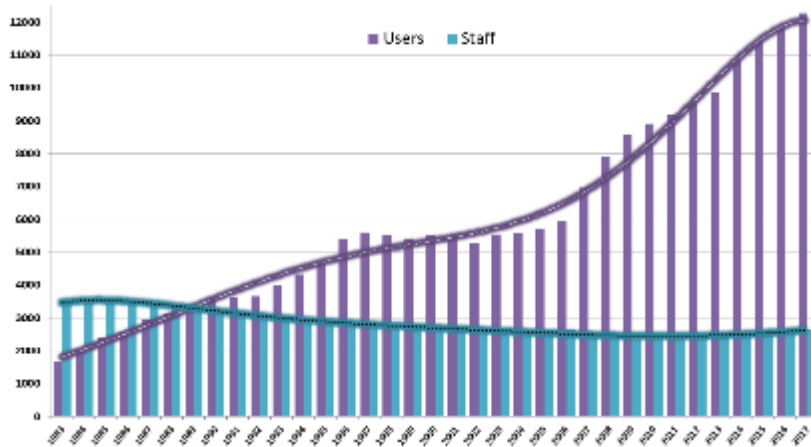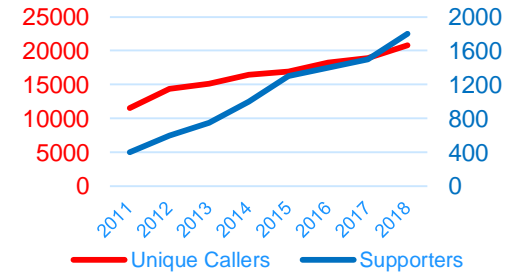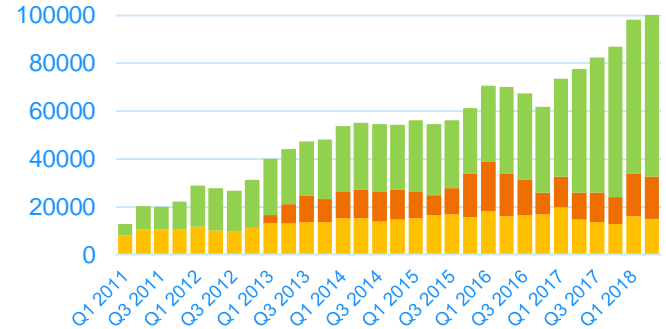Service Management section

10 July 2018

Agenda

Introduction

Bringing services on board

User experience

Tool configuration

Conclusion and Future

1. Introduction

## LHC Operation phase: more users, less staff

Service Management growth

2. Bringing services on board

Service Catalogue

- **Two dimensional** catalogue splits the *what* from the *how*
- Original challenge: convince service owners of value
- Solution:
  - Initial big bang + review
  - Now: step-by-step, handholding
- **Continuous improvement** and maintenance of the catalogue are critical
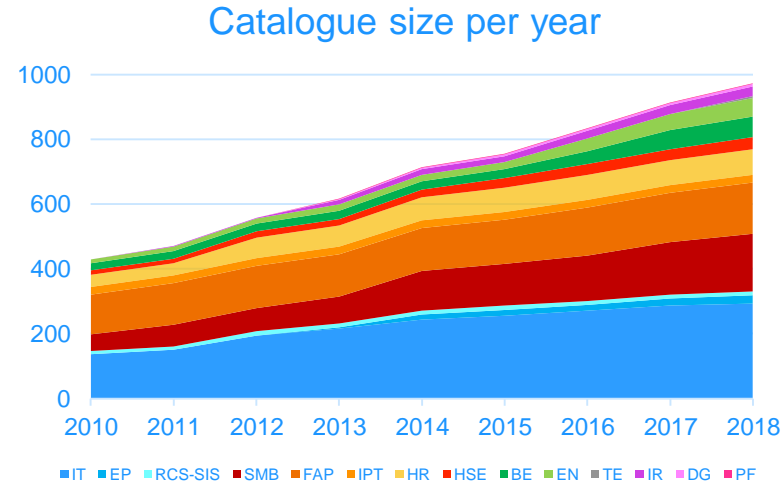
Catalogue size per year

Legend: IT, EP, RCS-SIS, SMB, FAP, IPT, HR, HSE, BE, EN, TE, IR, DG, PF
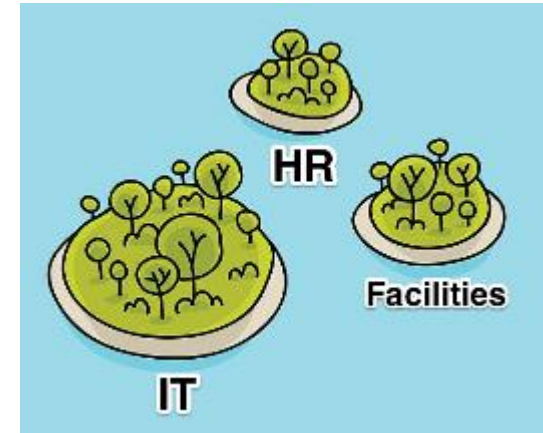
2. Bringing services on board

Single process set

- A single and simple set of processes enables scalability
  - Services typically added in ½ day

2. Bringing services on board

Single process set

- A single and simple set of processes enables scalability
  - Services typically added in ½ day
- Opposite: "island" organization
  - Increased overhead
  - Different workflows
  - Ticket conversions

Service Management			
IT	Facilities	HR	Finance

2. Bringing services on board

Single process set

- A single and simple set of processes enables scalability
  - Services typically added in ½ day
- Opposite: "island" organization
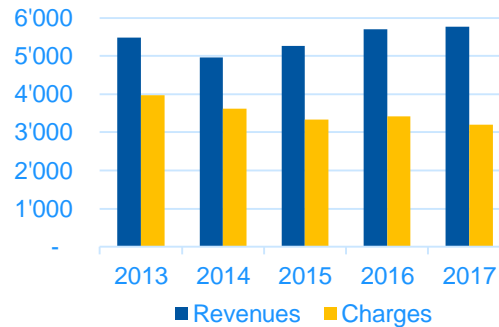 - Increased overhead
  - Different workflows
  - Ticket conversions

Service Management			
IT	Facilities	HR	Finance
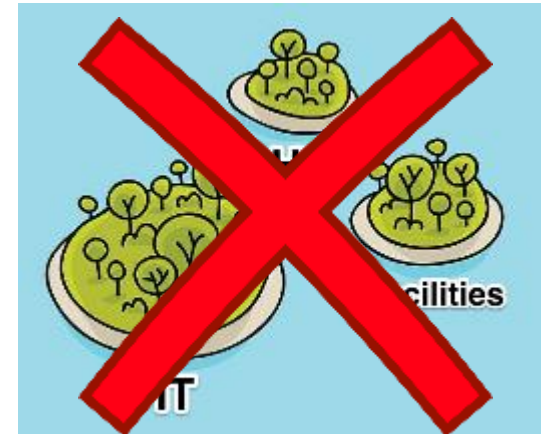
2. Bringing services on board

Positive outcome examples

CERN Hotel

Data Centre Hardware repairs

Hotel Operation (kCHF)

Legend: Revenues, Charges
X-axis: 2013, 2014, 2015, 2016, 2017
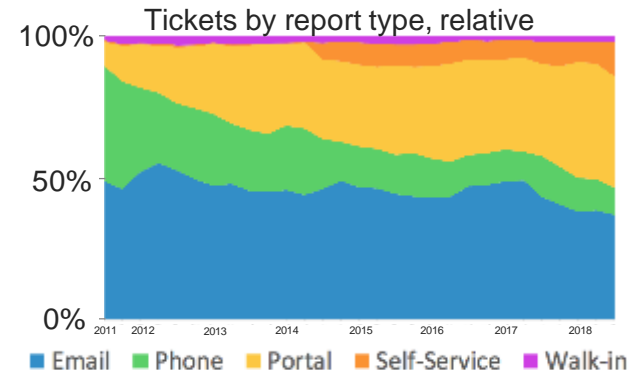Y-axis: -, 1'000, 2'000, 3'000, 4'000, 5'000, 6'000

3. User experience

Same process set for all tickets:

- No matter the interface: Service Portal, Service Desk, E-mail… the resulting ticket is the same

- Simple process: easier to scale

- Single process, catalogue, point of contact for users

Service Portal	ServiceNow	Service Desk
Service Management		
IT	Facilities	HR	Finance

3. User experience

Same process set for all tickets:

- No matter the interface: Service Portal, Service Desk, E-mail… the resulting ticket is the same

- Simple process: easier to scale

- Single process, catalogue, point of contact for users

Service Portal	ServiceNow	Service Desk
Service Management		
IT	Facilities	HR	Finance

Challenge: usage of mail still important, though decreasing

Tickets by report type, relative

Email Phone Portal Self-Service Walk-in

3. User experience

Incident vs Request

- Different processes are needed
- But should have been hidden better from end users
  - Would have been possible to fix after 2-3 years (with significant work), but impossible now due to integrations
  - Ideal: unique identifier, no conversion between INC and RQF, field to differentiate and drive processes

3. User experience

Ticket Feedback

Before

After
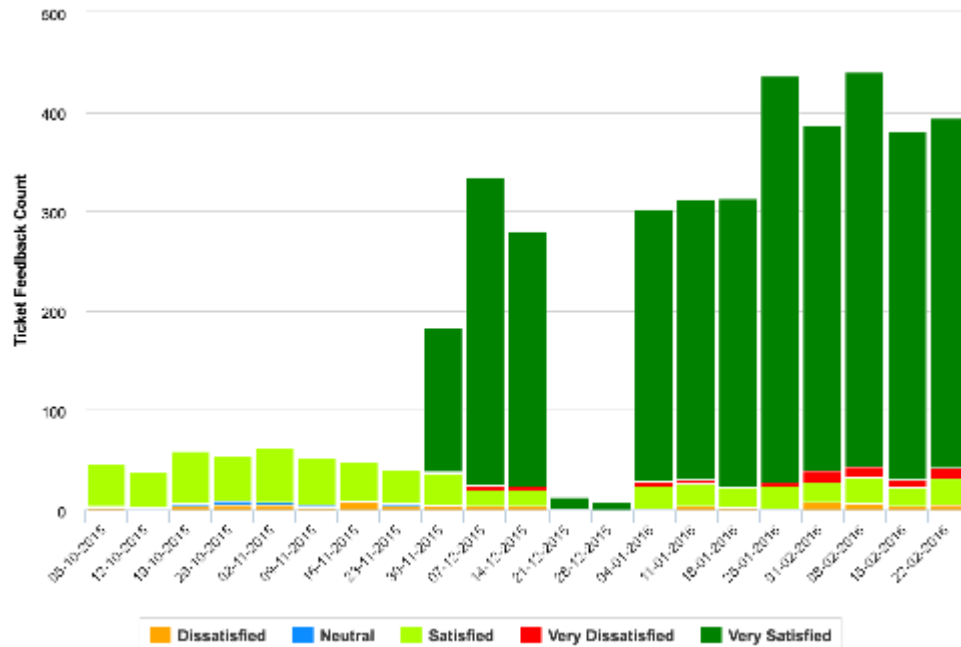
3. User experience

Ticket Feedback

- 10x more user feedbacks
- 12% of users now give feedback on tickets

Challenge: service quality evaluation, not only ticket handling evaluation.

4. Tool configuration

Customise vs Extend vs Out of the box

Customise	Extend	Out of the box
• Modify what is provided out of the box • Some headstart, but upgrade trouble!	• Build new functionality. Do not modify existing • Easier upgrades	• Do not modify or build functionality • No upgrade trouble, but unsatisfied users and supporters!

4. Tool configuration

Customise vs Extend vs Out of the box

Customise	Extend	Out of the box
• Modify what is provided out of the box • Some headstart, but upgrade trouble!	• Build new functionality. Do not modify existing • Easier upgrades	• Do not modify or build functionality • No upgrade trouble, but unsatisfied users and supporters!

Lesson learnt: if you need to modify,
extend instead of customise!

More topics:

Will be covered in the paper:

- Change
- Problem
- SLAs
- Quality and Contract management
- Knowledge Base

- Data Privacy Protection / GDPR
- User Interface evolution: new Service Portal
- Work Management
- CMDB
- Integrations

Data Centre and Service monitoring and status: **poster #175**

5. Conclusions

1

Common process and catalogue enables scalability

2

Hide complexity from users

3

Extend instead of customise your platform

Current and future challenges

Current challenges:

- Data Privacy Protection / GDPR
- New Service Portal: UI improvement for end users

Future challenges:

- Service Status Board enhancements (subscriptions)
- AI for automatic classification, agent assist

Thank you!
Any questions?

Many thanks to:
 - Barbara Brugger, Catherine Delamare, Eric Lienard, Isabel Fernández González,
Mats Moller, Nicole Cremel, Olaf van der Vossen, Reinoud Martens, Zhechka Toteva
 - All other present and past members of the Service Management and ServiceNow teams
 - All of our users

david.martin.clavo@cern.ch
snow-team@cern.ch