

PARINATI – Redefining Driving “Quality” in IT Service Management

NGA HUMAN RESOURCES

Samira Pujari

Operational Excellence – Regional Leader

ABSTRACT

In Information Technology (IT) Services, Excellence is defined by providing uninterrupted services to clients and staying ahead in technology implementations. This means any interruption in services is referred as an Incident while any enhancement in the features is termed as change. An incident reflects cost to company while change is a revenue generator for the company.

This article focuses on how the quality concepts of ITIL® Framework and Lean Six Sigma Tools & Techniques were extended to reduce the cost and improve overall revenue of the services provided to clients. The PDCA approach was adopted to build the model in the structure of “Define-Monitor-Improve” and ingrained various quality concepts within the model. The culture of excellence within the organization was built by integrating power of measures with Continuous Improvement.

Keywords: KYP: Know Your Process; OPMS: Operational Performance Management System; OSE: Overall Service Effectiveness; i4i: Idea for Improvement; ILS: Integrated Learning System; ODC: One Degree Change.

Introduction

NGA Human Resources is a global HR & Payroll Service provider, with over 40+ years of experience for serving customers in process and technology. Organization has well established processes and applications in HR and payroll processing for referenceable clients. However, with the changing market trends it was realized that the traditional approach or legacy systems will not yield the results and to be at par with the market the axe has to be sharpened.

As part of the journey, NGA introduced Service Delivery Architecture and Development (SDAD) team to drive Operational Excellence for every activity being performed within IT Service Management.

Here is the model of SDAD, Figure 1:

- Define – Establish Service Delivery Framework
- Monitor – Enable Data Measurement & Monitoring
- Improve – Enable Continual Service Improvements



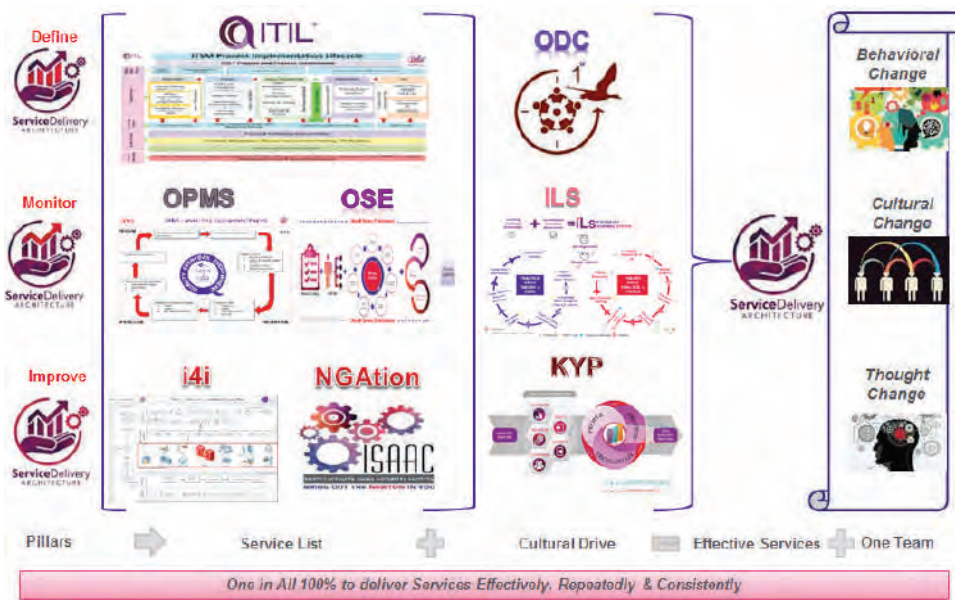


Figure 1: Service Delivery Architecture Model

Business Case

The IT Service Management was facing issues with high cost on Incident Management process and revenue leakages in the Change Management Process. The objective of the project was to reduce the Cost per Incident and improve the Revenue per Change.

Baseline

Defining the critical ITSM processes according to the ITIL® framework would help in aligning the process to the standard.

The Figure 2 guides on the approach taken for defining the processes:

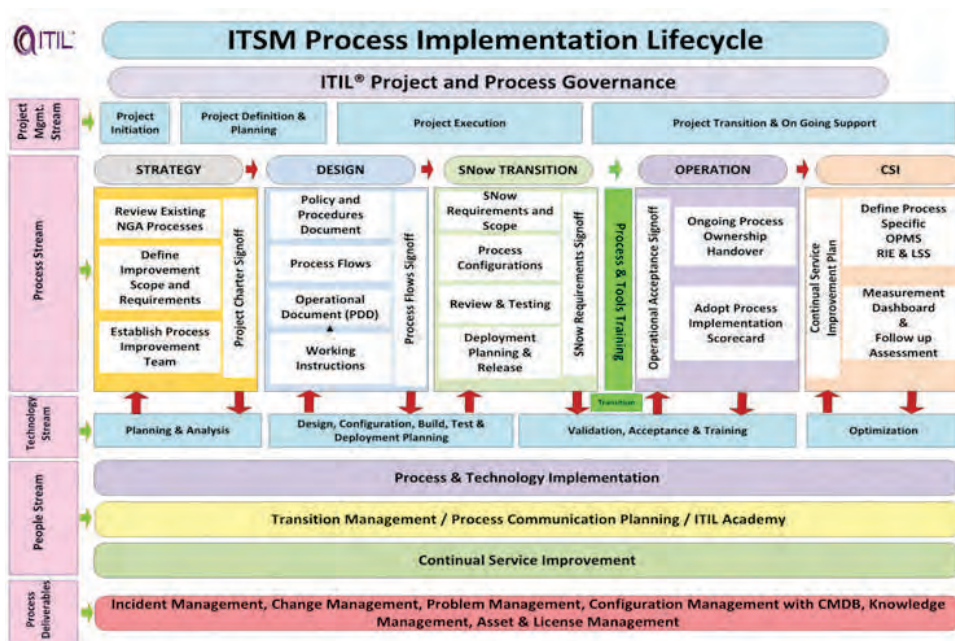


Figure 2: Service Delivery Framework

In Service Delivery Framework, mapping each service management process to align with the process defined in ITIL framework helps in identifying gaps in the process and reducing the deviation from the standards.

Few of the important steps to follow while defining the process are:

- The action items identified to mitigate the gaps in the process should be discussed with key stakeholders & calibrated.
- Post that the agreement the changes should be implemented in the service operation ticketing tool.
- Awareness sessions & trainings should be conducted with employees to help them handle the updated process
- Continuously publish the progress & changes observed through ITSM Scorecard

The outcome of the define phase is in improving the incident resolution time quarter on quarter and increasing change revenue 5% quarter on quarter.

OPMS – Identify & Quantify Lean Wastes

It is Important that the defined processes are constantly monitored to see how the updated process are adding value to business, Customer, Process and employees. This also creates an awareness & responsibility in individuals to perform better every day fostering the culture of healthy competitiveness.

In Operational Performance Management System (OPMS) commonly known seven Lean wastes are aligned to each of the IT services key process deliverables to quantify and measures the waste present in the process and its impact on the customer & process.

Quantifying the Seven Lean Wastes will reduce or eliminate the Non Value Added activities present in the process by

- Identifying key measures for each of the service
- Mapping one or more Lean waste to each of the process (not more than seven measures)
- Documenting operational definition for each measure
- Standard process to record & drive observations

Results

- 30% reduction of Backlog
- 20% reduction in the resolution time
- CSAT improved from 4.7 to 5.5 on a scale of 1 to 6 (with 6 being most satisfied)

OSE – Single Unit of Measure for Service Effectiveness

Overall Service Effectiveness (OSE) is conceptualized based on the Lean tool Overall Equipment Effectiveness (OEE) which is the product of Utilization, Performance & Quality.



For OSE to meet the IT service industry requirement the concept is customized as Overall Service Effectiveness which is computed as:

Overall Service Effectiveness= Availability X Performance X Quality

Where

Availability = Actual Available Hours/ Total Expected Available hours

Performance = Approximate Time for Work/Actual Time for Work

Quality = *Quality hours/ Performance Hours

*For quality hours subtract hours spent on rework

The Key features of OSE are:

- It is a single unit of measure for service effectiveness
- Easy to see the trends, progress & compare
- Daily measure that can be drilled to understand underlying causes

Results

- Identified 10000 + combinations for estimating performance for each ticket resolved
- Automated entire scorecard to reflect OSE on a daily basis for 1500+ employees

i4i – One Source for Improvement

Monitoring helps in constantly evaluating the performance and looking for opportunities to improve

idea for improvement (i4i) is a single platform for best practice sharing where all the ideas are registered. The salient features of i4i are:

- Tool inbuilt on the service operating platform for easy access & acceptance
- Drive Continuous improvement through structured methodology & governance
- Standard review process at every phase and support by experts

Results

- 500+ ideas registered within 12 months of implementation
- 20% ideas are replicated as best practice sharing
- Completion of any process improvement project in less than 60 days.

ISAAC – Methodology for Automation

ISAAC stands for identify, simulate, assess risk, automate and control.

NGAion is a program driving Robotic Process Automation (RPA) in a structured manner. ISAAC is the methodology built to drive this program where:

- Exclusive governance designed to evaluate automation ideas and risk attached



- Simulate the process to ensure gaps are identified proactively
- Evaluate before & after results and implement controls to sustain results

Results

- Completed 30+ automation projects within 6 months of launch
- 12% of manual efforts are eliminated/reduced

ODC – Platform to spread CI Culture

All the above mentioned service delivery frameworks are beneficial when they become part of organizations inseparable culture. To drive such cultural change strong platforms are needed that ensure there are constant awareness, Training & self-evaluation.

Once such platform is One Degree Change (ODC) that motivates the value of one team by identifying one small change that is applicable across the organization and results in improvement of Efficiency, effectiveness or compliance.

- The change identified to improve across the organization is termed as theme
- Every theme is executed for 12 weeks to show the improvement
- Strong governance & communication enables the discipline to track & reach the goal

Results

- Every theme resulted in minimum of 20%-50% improvement of baseline
- 50% of the employees acknowledged the change within 5 days of the program launched
- Every theme is closed with > 90% compliance

ILS – System where Learning and Practice go hand in hand

Integrated Learning System (ILS) is driven with the core belief that “Theory without practice is sterile, practice without theory is dark”. Hence both should go hand in hand. Also with the globalization of the organizations the learning platform should be more agile and allow employees to learn anytime anywhere. ILS is one such system in itself.

- Opportunity for individual to attain information and in parallel implements the learning. Yielding both knowledge and experience.
- Any day can be the start day for learning and eliminating waiting time of the individual.
- Conceptualized basis the research on adult learning patterns
- Virtual sessions & fun way of learning through customized case studies related to the industry
- Mentor support to guide from learning to certifications process



Results

- Standard training content across the organization with Zero dependency on people
- High scalability and interest due to no constraints of timings & availability
- 70% resources complete training & project with regular mentoring of experts
- Wide spread culture of learn & practice that results in savings & efficiency for the organization

KYP – Continuous Improvement for Continuous Improvement

Know Your Process (KYP) is a process designed from the tool commonly called as “SIPOC” with an aim to self-evaluate every aspect of the process scope to ensure to consistently out-perform.

- Build a process where every team reviews its own process with regards to supplier, Input, Process, Output, and Customer and drive solution resulting in end to end improvement.
- This process is followed on 1% outcome of the process every week
- Record the observations & share the same to consolidate and raise an opportunity to redefine the process that is not working in the best possible way
- Create awareness of the results generated from this exercise to motivate constancy of the purpose.

Results

- Change in the thought process of rather fixing the issues to end to end solution
- Living by the statement of making continuous Improvement part of the culture & responsibility of every employee
- Looking at the process from customers perspective rather than as process owners



Results

Each of the frameworks described above have played a crucial role in redefining quality in IT Service Management

Framework	Purpose	Results
Define		
Information Technology Infrastructure Library	Define processes as per standards	13% reduction in incident tickets
Measure		
Operational Performance Management System (OPMS)	Quantifying Seven Lean Waste	78% Reduction in the resolution time for Incident tickets
Overall Service Effectiveness (OSE)	Improving service effectiveness	Efforts estimated for 9120 configuration items
Improve		
Idea for improvement (i4i)	Continuous Improvement process	300+ improvement opportunities registered every year resulting in efficient & effective processes
NGAtion	Robotic Process automation	30+ processes automated to be driven by robots. Leading to elimination of manual efforts & errors
Cultural Drive		
One Degree Change (ODC)	Promoting One team concept	5000+ resources coming together to drive one common goal of improving process compliance and adherence
Integrated Learning System (ILS)	Practice as you Learn	500+ resources trained every year across the globe with conversion ratio of 10:7 from training to certification
Know Your Process (KYP)	Consistently Self evaluating the Process	Average 1% of the total outcome tickets are audited to uplift the process

To summarize, all the frameworks have resulted in making the processes more effective & efficient leading in enormous reduction of manual efforts. This will also continue to reap further benefits as these frameworks have become part of the organizations system.

Lesson Learnt

The lesson learnt during this project is not to be too consumed with new tools & technology as they are just enablers while the core of quality & its success is when it's embedded in the organizations culture.

Conclusion

Enabling every resource in organization to understand the importance of Lean & continuously focus in eliminating non value added activities (waste) in the process. Objective of SDAD is to move from Governance to Self Governance



Acknowledgement

Herewith we thank our Chief Operating Officer & entire technology team across the globe for the continuous support in implementing Service Delivery Architecture across the organization.

Reference

1. Referred ITIL® framework and Lean Six Sigma books to understand the quality concepts in detail.

