

CLAC Presentation - slide 1

jà □ Org Chart - **slide 2**

- □ Teams in blue
- □ Services in green
- □ ITS staff in black
- □ Student workers in rust

jà □ Outsourcing in purple

- □ TAG for telecommunications support
- □ Advantage for help line support

jà □ Help Line - **slide 3**

- □ Help Line was handled in-house prior to 2002
- □ Some staff had been on the help line 8 years
- □ Turn over rate for help line employees in the industry was 18 months
- □ Being new and wanting to make a quick mark, probably gave more weight to the faculty complainers than necessary
- □ Help line was only available from 8 am to 4 pm and closed for an hour during lunch
- □ No one followed the rules, No one called the help line - faculty just called whoever they wanted - the whole staff provided support at the cost of getting strategic initiatives accomplished

jà □ Goal of outsourcing the help line

- □ Improving service- **slide 4**
- □ Free up staff to focus on higher value-add tasks

jà □ Process

- □ Established what services we wanted from the vendor and
- □ Hired a consultant to narrow the field- **slide 5**
- □ For instance if the firm did not support Macs, we rejected them
- □ Brought four firms on campus for demonstrations open to all

jà □ Selected Advantage Communications - **slide 6**

- □ They seemed to have a strong help ticket software solution
- □ They could handle Mac
- □ Competitively priced

jà □ How was this supposed to work?

- □ 4 digit help line number remained the same
- □ Mandated the help line as the single point of contact for service - **slide 7**
- □ Had dedicated Colgate help line personnel at Advantage
- □ Advantage handled all calls and what they couldn't resolve was escalated to the Colgate desktop support team - **slide 8**
- □ We had great synchronicity between Advantage and Colgate (or so I thought) until the fall of 2003 - no one was really too sure

- ☐ Nachi virus hits networks across the world from within and Colgate was hit hard
 - ☐ Almost a total breakdown in support in every way which resulted in a lot of angry people - **slide 9**
 - ☐ We learned a lot about our own support infrastructure and that of Advantages
 - ☐ For instance I realized people were still breaking all the rules and ignoring the single point of contact for service - **slide 10**
 - ☐ Our staff continued to provide help service because they hadn't learn to say no
- ☐ Got everything under control by the beginning of 2004 - **slide 11 (this is actually the best way to get to work in Hamilton during the school year)**
 - ☐ Advantage and Colgate started to work well together to the point that new faculty didn't even know that "Dave" and "Dean", the Colgate help line professionals were in Prince Edward Island
- ☐ Statistics
 - ☐ Hours of service (7 am to 10 pm M-F 10 am to 10 pm Weekends)
 - ☐ Equivalent FTE (from 3.5 to 4 FTE)
 - ☐ Resolution ratio
 - ☐ Cost as a percentage of operations budget (2.5%)
- ☐ Lessons learned
 - ☐ Clearly define the services you want from the vendor
 - ☐ Make sure that the in-house staff understands how the integration will work between them and the staff of the vendor
 - ☐ Do proper expectation setting on campus with constituents - don't oversell
 - ☐ Someone at the institution must be charged with managing the relationship as if they were the institution's employees
 - ☐ Cross training, visit them, bring them to campus and give them Colgate t-shirts to wear back in Prince Edward island
 - ☐ GIVE IT TIME!
 - ☐ The Big Win - outsourcing the helpline more than any other single thing galvanized my organization into a more strategic and less tactical entity