

Tier I and Tier II Help Desk

Consolidating help desk operations for 75,000 North American users

Overview

Country: Canada

Industry: Technology

Service areas: Help Desk

Customer Profile: The client is one of world's largest computer hardware manufacturers—a Fortune 20 technology company providing infrastructure and business offerings that range from handheld devices to some of the world's most powerful supercomputer installations.

Business Challenge: The company needed to consolidate several regional and specialized technical IT help desks into one organization that could provide support for 75,000 internal users throughout North America.

VMC Solution: VMC consolidated disparate help desks scattered across the continent into a single, location providing efficient, integrated help desk support.

Benefits:

- Single location increased efficiencies, and created process improvements and innovation.
- High performance levels are maintained consistently for all users throughout the organization.

Business Challenge

The client was operating several regional and specialized technical IT help desks providing Tier I and Tier II hardware, software, and network support serving 75,000 internal users scattered throughout North America. The company wanted to consolidate help desk operations to improve efficiency and consistency.

The objectives for the help desk operation were:

Tier I Support

- Using a single-point-of-contact (SPOC) concept, resolve 60-80% of issues at Tier 1
- Perform triage on target issues and dispatch complex issues requiring deep level support to appropriate teams
- Provide support for Microsoft® Office applications, basic networking issues, remote access support, select in-house applications, and numerous third-party software applications

Tier I Service Levels

- Response time: 80% of all calls answered within 30 seconds
- Abandonment rate: less than 5% of all calls
- First call resolution rate: 80% or higher for supported products
- Customer satisfaction rate: 80% or higher

Tier II Support

- Provide in-depth support for Microsoft Office applications, networking issues, and remote access support

Tier II Service Level Objectives

- Response time (direct contact): 80% answered within 30 seconds
- Response time (non-direct contact): 90% accepted and responded to within 1 hour during normal business hours
- Abandonment rate (direct contact): less than 5% of all calls
- Resolution rate: 90% or above for supported products

VMC Solution

Through a phased approach of define, deploy, and normalize, VMC began implementing the consolidated help desk solution at a location in Kirkland, Quebec, a suburb of Montreal. VMC first set up a standardized process for interviewing and testing help desk applicants. The process included skills testing at the interview stage enabling VMC to select candidates with the highest likelihood of success.

VMC's dedicated onsite trainer provided a solid, streamlined training program. Technical written tests given during the interview process helped to identify candidate strengths and weaknesses, providing the site trainer with a comprehensive profile of new hires, allowing him to develop a more focused training program. Continued input from the training team and close monitoring by team leads resulted in an average ramp-up to "Green Metrics" (performance levels that meet or exceed SLAs) nearly 50% faster than baseline.

To meet the customer's need for a scalable service model to respond to variable demand, VMC formed core and flex teams that permitted rapid adjustments to fluctuating call volumes. At its peak, the team consisted of 200 Tier I and II representatives, and an additional 20 subject matter specialists.

The VMC help desk management team created a STARs (Single-point-of-contact Technical Assistance Rovers) program that recognized exceptionally skilled representatives and created a fast-track for technical advancement. STARs also provides coaching and mentoring opportunities for new representatives.

VMC used Six Sigma™ Green Belt program methodology to develop a Resource Management Center—a centralized "command post" for the help desk operation. By incorporating the IEX TotalView workforce management tool, VMC was successful in providing accurate, real-time forecasting, interval staffing, and performance and quality monitoring.

Results

Since the help desk went live, VMC has delivered Green Metrics in every category. The client has benefited from improved processes and reference materials created as a result of feedback from Tier II subject matter experts. For example, the industry-leading expertise of VMC's Tier II representatives enabled them to develop inoculation and repair procedures for new in-the-wild malware even before the anti-virus vendor company had done so.

VMC's onsite management team continually implemented best practices throughout the operation. Applying their expertise and making use of state-of-the-art tools, they were able to quickly identify bottlenecks and process gaps and create solutions that could be rolled out throughout the operation for continuous improvement in client service delivery.

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