



FAKTA-DREVNE FORBEDRINGER

INSIGHTS & ACTIONS

AGENDA

- Ramboll og SMO
- Udfordringen
 - med transparens når arbejdet er digitalt
 - med transparens når teamet er virtuelt
- Inspiration og analyse
 - Indsigt og handlinger
 - Årsag og effekt
 - Målinger, metrikker og datakilder
- Løsningen
 - Det interaktive og digitale målesystem
 - Ledelse og styring
 - Styringsprincipper

RAMBOLL OG SMO

- Rådgivende ingeniørvirksomhed

- Byggeri
- Transport
- Byudvikling
- Vand
- Miljø og Sundhed
- Energi
- Olie og Gas
- Management Consulting

- Fakta

- 13.000 rådgivende ingeniører
- 300 kontorer globalt
- Shared support enhed
 - IT, HR, FM, Indkøb, Regnskab, Kommunikation
- Service Management Office (SMO) driver udvikling og optimering af
 - Tværgående processer
 - Service integrationer
 - Service rapportering

UDFORDRINGEN

ERKENDELSE

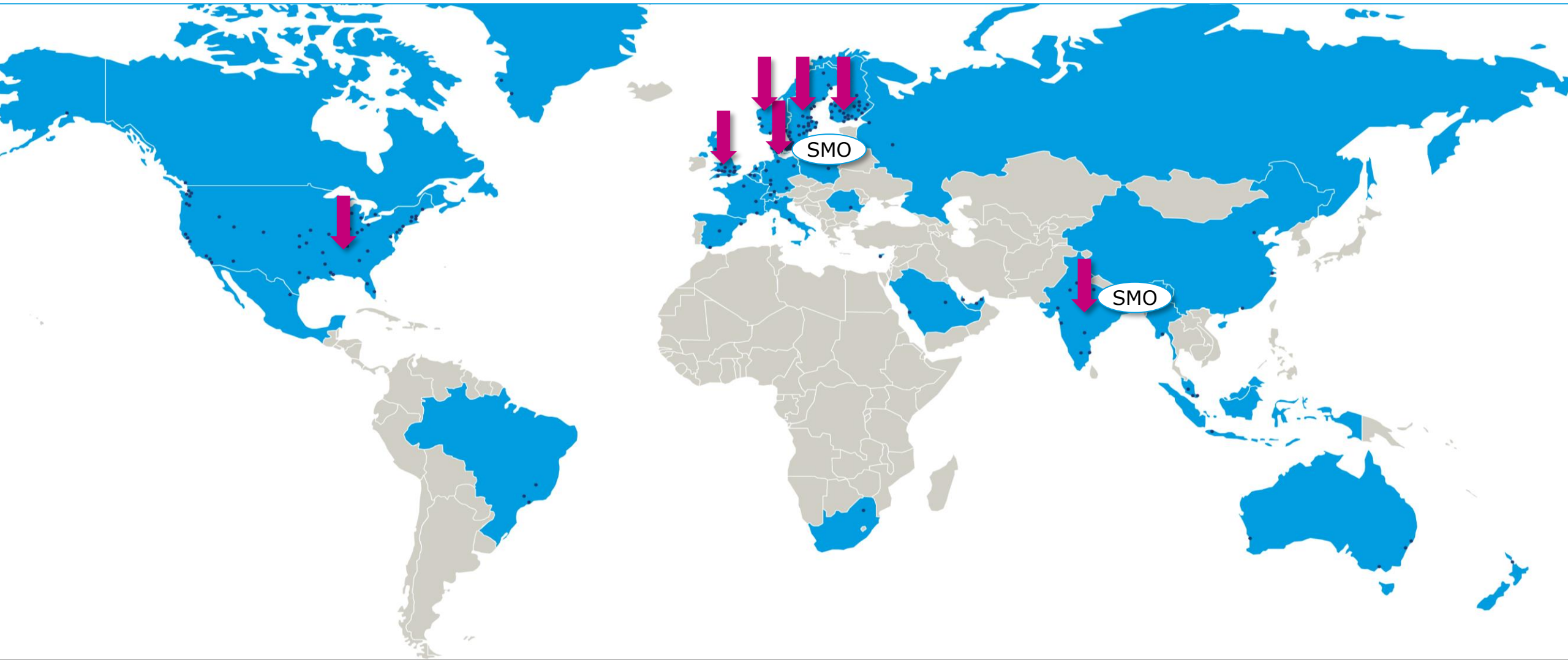
- Vores services er sammensat af både teknologi og mennesker
- Ledere sidder ikke nødvendigvis sammen med deres medarbejdere
- Medarbejdere gør ting forskelligt
- Alle, der arbejder med den samme globale service, skal kunne se servicens performance
- Det er svært at styre og give feedback, hvis der ikke er noget konkret at tage udgangspunkt i

UDFORDRINGEN MED IT SERVICES

This is
where the
MAGIC
happens



UDFORDRINGEN MED GLOBAL IT

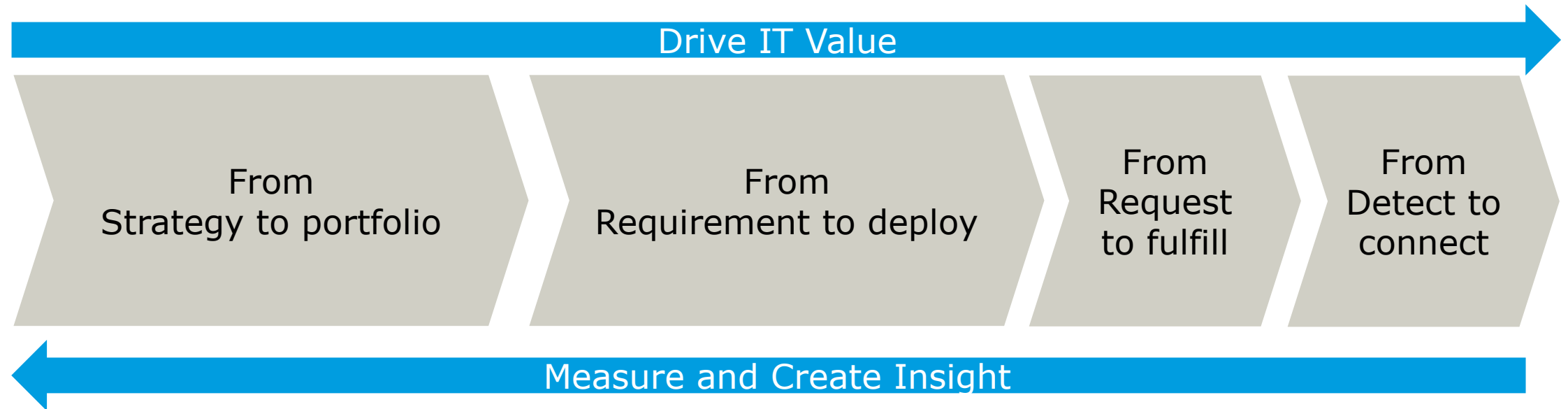


UDFORDRINGEN

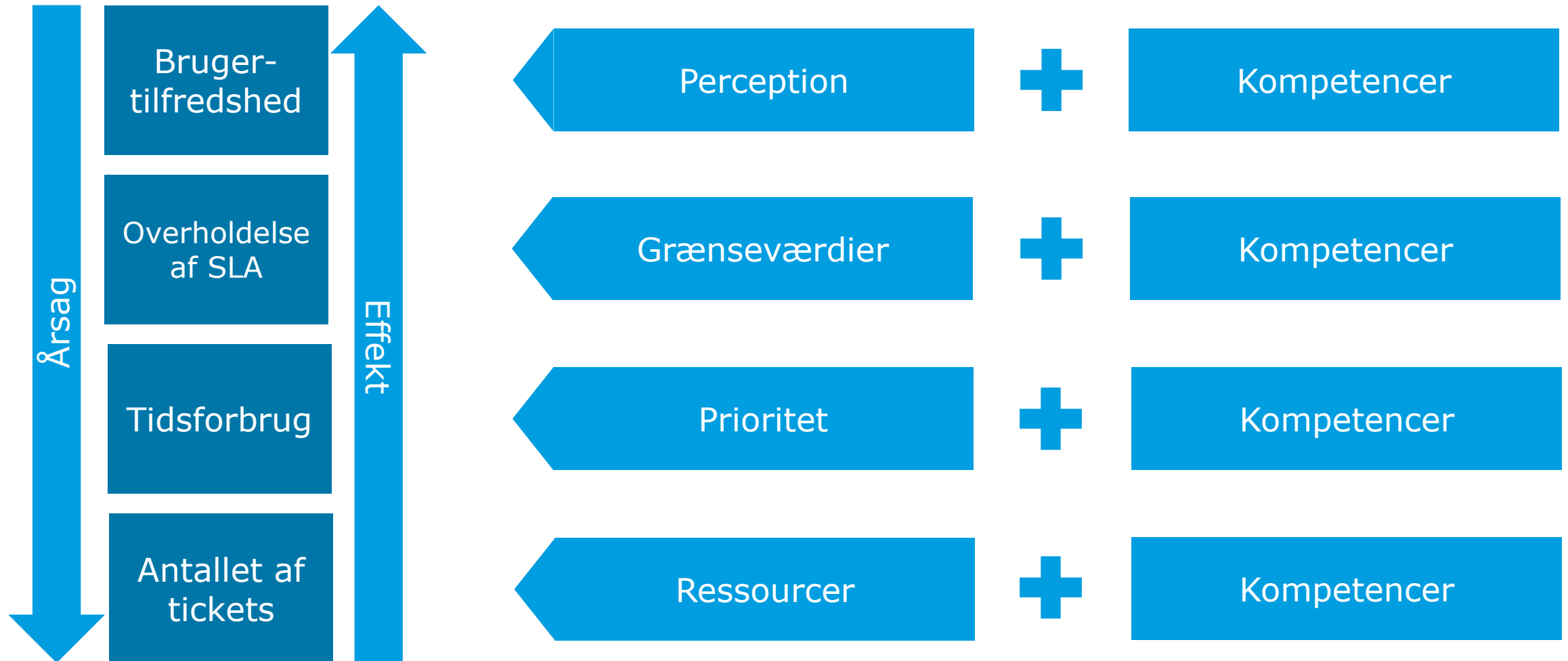
- Vi er både globale og lokale
- Vi vil gerne have globale services
- Vi vil gerne håndtere alle vores brugere ens
- Vi vil gerne leve op til vores serviceaftaler
- Vi vil gerne arbejde effektivt
- Vi vil gerne kunne styre vores services
- Vi vil gerne sikre at vi vurderer vores services ens

INSPIRATION & ANALYSER

IT 4 IT GOVERNANCE



ÅRSAG OG EFFEKT



INITIAL ANALYSIS OVERVIEW OF REPORTING DRILL-DOWN

THEME	GLOBAL IT	OPERATIONS	TEAM	TICKET
	GIT / ITL	Director	Team Leads	Operational
Customer Satisfaction	<ul style="list-style-type: none"> Score 	<ul style="list-style-type: none"> Score 	<ul style="list-style-type: none"> Score 	
Service Levels	<ul style="list-style-type: none"> Percentage compliance 	<ul style="list-style-type: none"> Percentage compliance Breached 	<ul style="list-style-type: none"> Percentage compliance Breached tickets 	<ul style="list-style-type: none"> Breached tickets
Time spend	<ul style="list-style-type: none"> Avg. duration Avg. pause 	<ul style="list-style-type: none"> Avg. duration Avg. pause 	<ul style="list-style-type: none"> Avg. duration Assignment count Re-opened 	<ul style="list-style-type: none"> Avg. duration Assignment count Re-opened
Volume	<ul style="list-style-type: none"> Created Resolved 	<ul style="list-style-type: none"> Created Resolved Backlog 	<ul style="list-style-type: none"> Created Resolved Backlog Knowledge articles 	<ul style="list-style-type: none"> Created Resolved Backlog Knowledge articles
Drill down options	<ul style="list-style-type: none"> Global Country Business Unit 	<ul style="list-style-type: none"> Organization Category Assignment groups 	<ul style="list-style-type: none"> Team 	<ul style="list-style-type: none"> ...

To be implemented in service now

Weekly reporting
Bi-monthly meeting

Weekly reporting
Bi-monthly meeting

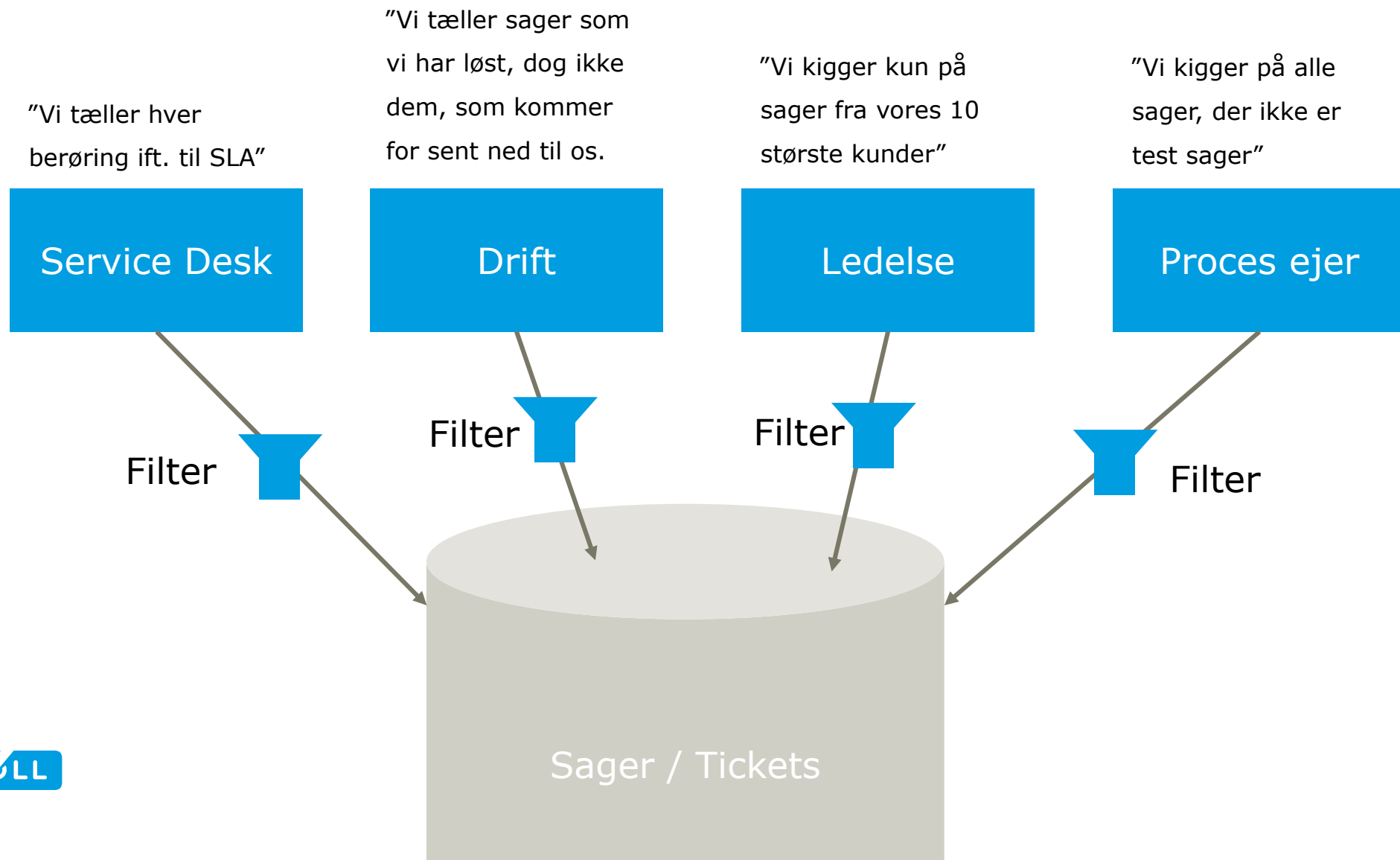
Weekly reporting
weekly meeting

Real-time reporting
Daily follow-up

EN PRAGMATISK TILGANG TIL SANDHED

- Der er en de-kobling mellem arbejdet og dataen
- Vi skal finde en måde at ensarte den måde, vi vurderer arbejdet på
- Vi kan definere nogle principper
- Vi bliver nødt til at være klar over hvilken data vi kigger på, når vi taler om
 - Vores kunders efterspørgsel
 - Hvilken kvalitet/performance vi leverer til vores kunder
 - Hvor meget arbejde vi har liggende

FORSKELLIGE AFDELINGER HAR FORSKELLIGT FOKUS PÅ DATA, DER BESVÆRLIGGØR DIALOG PÅ TVÆRS(EKSEMPLER)



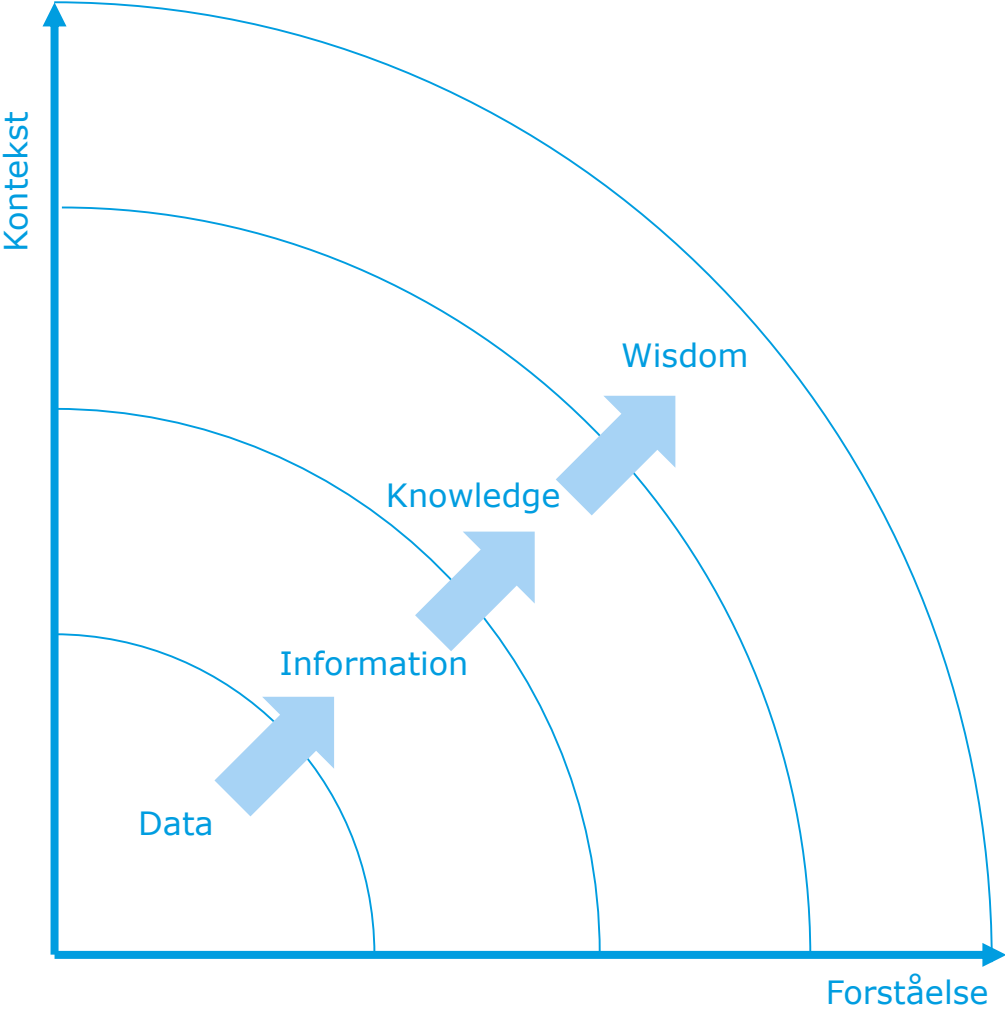
KRAV TIL RAPPORTERING

- Vi vil have en konsistent datamodel, så alle bruger samme data
- Vi vil benytte "slicers" frem for filtre og vi viser som udgangspunkt altid al data
- Vi arbejder med 3 standard opdelinger af data
 - Oprettet data (efterspørgslen)
 - Afsluttet data (udført arbejde)
 - Åben data ("backlog")

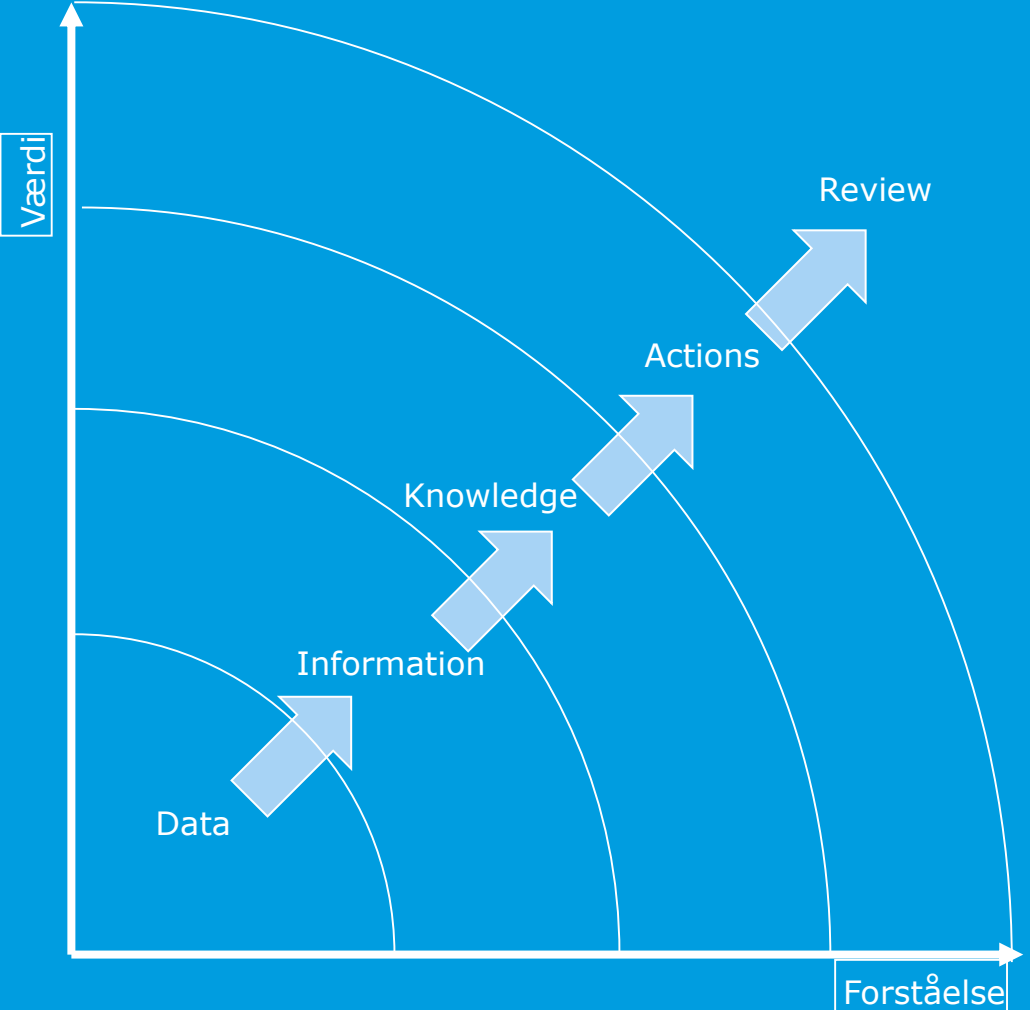
3 DATA KILDER

	Demand (Created tickets)	Backlog (Open tickets)	Performance (Resolved Tickets)
Showing	<ul style="list-style-type: none"> Request and incidents created Showing 13 months of historic data 	<ul style="list-style-type: none"> Request and Incidents not resolved or closed 	<ul style="list-style-type: none"> Showing all tickets where date field for resolved date is not empty being either resolved or closed Showing 13 months of historic data
Not Showing	<ul style="list-style-type: none"> Not showing current month 		<ul style="list-style-type: none"> Not showing current month Not showing following close codes <ul style="list-style-type: none"> Office365 Test Users Request Created No feedback from user Training Issue

DIKW MODEL



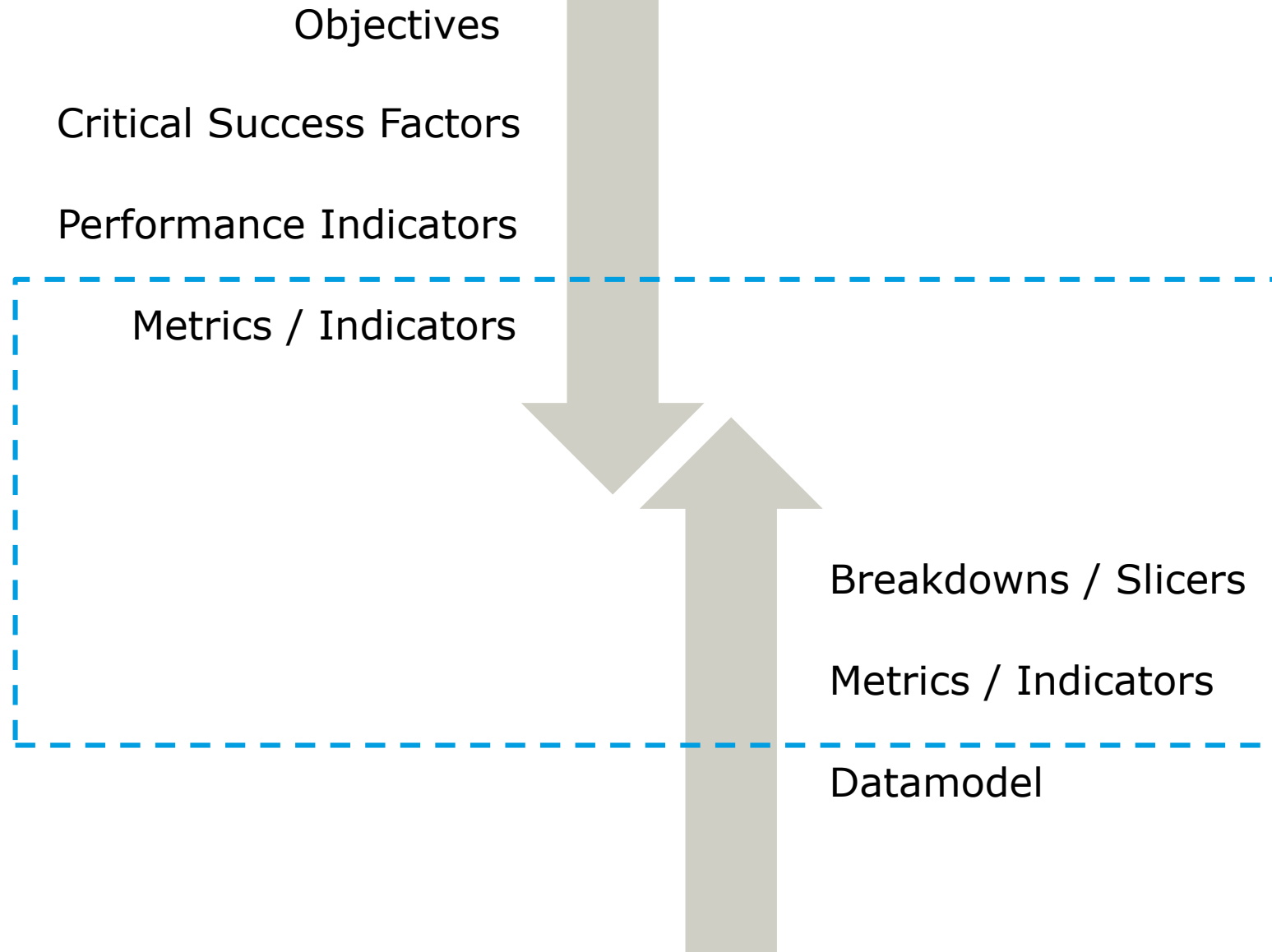
DIKAR MODEL



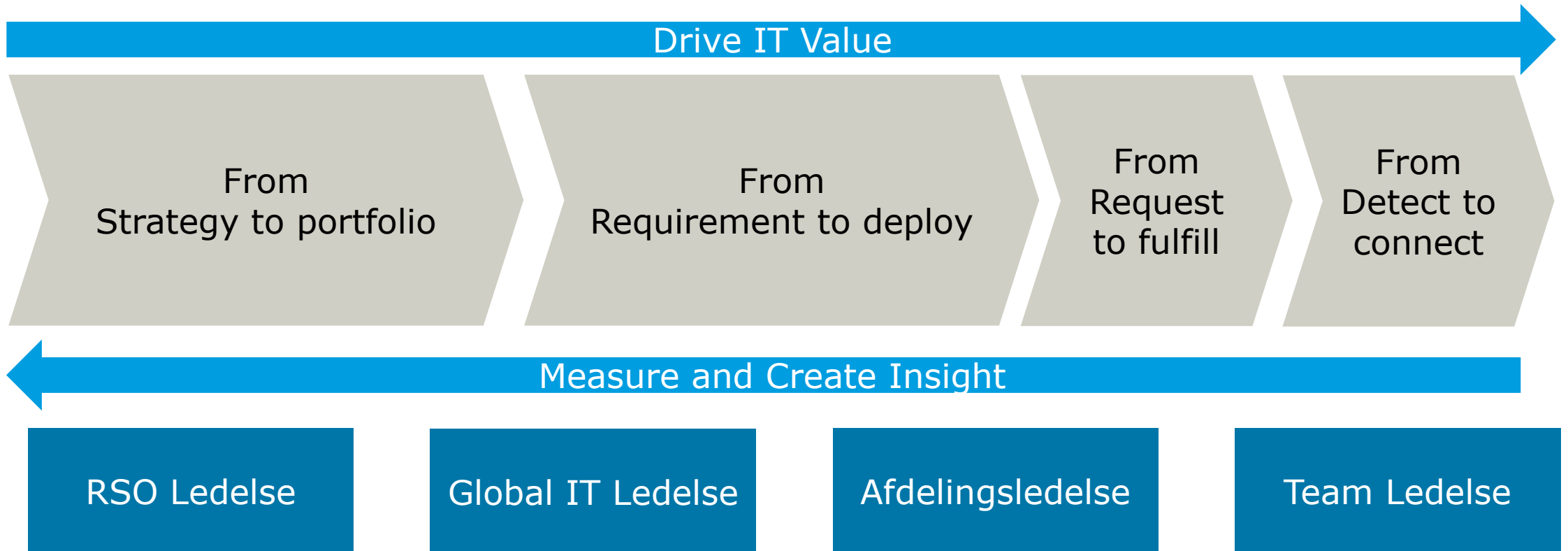
LØSNINGEN

LØSNINGEN (PÅ RETTE VEJ...)

MÅL



GENNEM HELE VÆRDIKÆDEN OG FRA TOPLEDELSE TIL TEAMLEDELSE SKAL DER SAMARBEJDES OM FORBEDRINGER



CROSS FUNCTIONAL GOVERNANCE ENSURING DIRECTION AND INSIGHTS ARE SHARED THROUGH CASCADE

		RSO	GIT/GBA/HR++	DEPT. / TEAM	TICKET
		Exec. DIR	DIR	HOD	Operational
Frequency	Monthly	8 1	2		
	Weekly		7	3	
	Daily			6	4
	Real time				5
Key Performance Indicators	Customer Satisfaction	A • Score	• Score	• Score	
	Service Levels	B • Percentage compliance	• Percentage compliance Breached	• Percentage compliance Breached	• Breached
	Time	C • Avg. duration • Avg. pause	• Avg. duration • Avg. pause	• Avg. duration • Assignment count • Re-opened	• Avg. duration • Assignment count • Re-opened
	Volume	D • Created • Resolved	• Created • Resolved • Backlog	• Created • Resolved • Backlog • Knowledge articles	• Created • Resolved • Backlog • Knowledge articles
	Drill down options	• Global • Country • Business Unit	• Organization • Category • Assignment groups	• Team • Assigned to	• ...

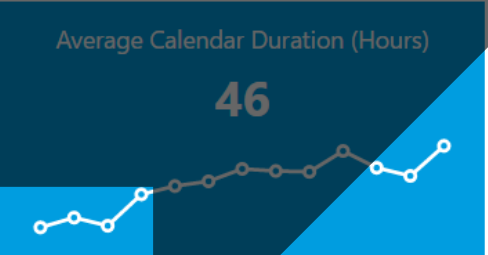
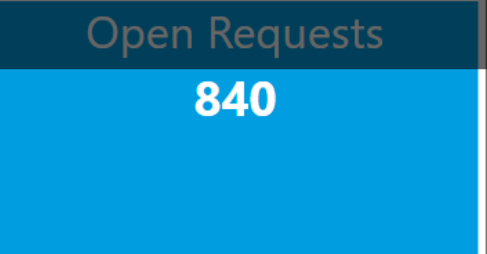
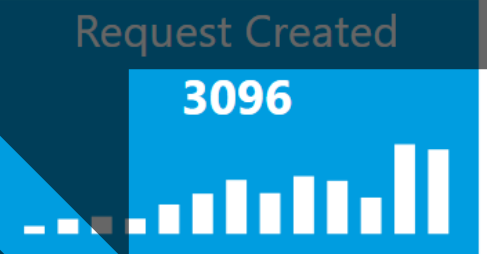
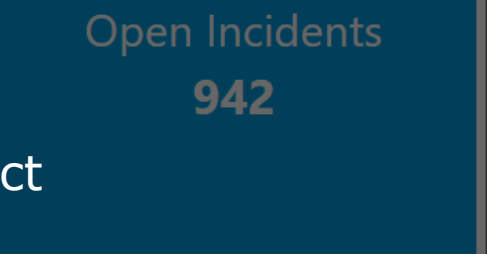
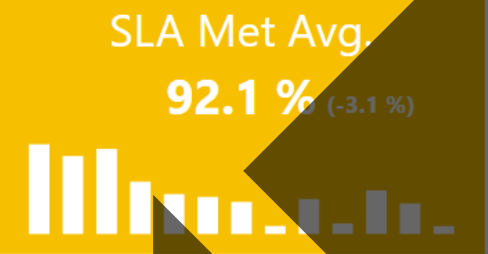
Direction & Insights

Direction	1	Actions for DIR
	2	Actions for HOD / Team Leads
	3	Actions for employees
	4	Daily adjustments based on demand
Insights	5	Daily issues
	6	Status, trends, problems & opportunities from employees
	7	Status, trends, problems & opportunities from HoD
	8	Status, trends, problems & opportunities from DIR
Performance	A	How is customer satisfaction?
	B	Are Service Levels aligned with Customer Satisfaction?
	C	How effective are we to deliver the current service level?
	D	How many tickets are we currently handling?

PERFORMANCE OVERBLIK

Global IT Performance Report Last Months Performance

Category: All | GP: All | Focus: All | Country: All | Function: Multiple Selected | Assignment Group: All



Effect

Cause



1. NIVEAU "BREAK DOWN"



RESULTATER

Data-integritet

Ensartet brug af
performance data

Mødestruktur
sikrer videndeling
og fremdrift

Årsag og effekt
tilgang sikrer at
det er let at tage
handling

Ensartet mål og
målesystem

Grundlag for at
diskutere
performance på
tværs

Mødestruktur og
rapportering
sikrer transparens

Gennem arbejdet
med performance
får vi et grundlag
for at give
feedback

NÆSTE SKRIDT

- Flere brugere på løsningen
- Større transparens for medarbejderne ved hjælp af infoskærme
- Målrettet forbedringsinitiativer baseret på indsigt gennem data
- Standard for performance dialog på team og individ niveau