

## Lines of Business

LOB #132:

### **END USER SERVICES**

#### **Purpose**



The End User Services LOB in the Department of Information Technology is responsible for providing direct technical support services for over 17,000 end-users, with first tier service to 22 agencies and partners with remaining County agencies for second tier technical support (those agencies have their own agency-based IT staff). The role of End User Services is comprehensive, providing a wide-range of technical services, including help desk support (IT Service Desk), dispatched technicians, desktop hardware and software administration and management, network user access and authentication. The activities in this LOB spans the spectrum from daily operational requirements for users, installation of software and hardware, and standards compliance to training for agency-based analysts and support in implementation of IT initiatives.

#### **Description**

The End User Services LOB is a county-wide single program in the Department of Information Technology (DIT) providing direct One Stop services for end-user installation, problem resolution and IT commodities administration. The basic services provided have been a part of DIT's core mission since its inception, but over the years have expanded dramatically in the scope of technology commodity types (desktops, laptops, tablets, smartphones, printers, etc.), software and security device configuration complexity, new County facilities, and expected hours of support since many agencies have services that now operate 24x7 and heavily rely on their IT equipment to function.

Over time, systems crash, hard drives fail, monitors malfunction, and keys stick. It is inevitable that clients will need assistance with one of their computing or mobile devices. Getting help is as easy as contacting the Service Desk, who will then contact the Desktop Support group. Desktop Support staff are trained and certified to perform repairs, and configure desktops and other devices. Desktop Support staff have the ability to remotely access a client's system to investigate and address software problems. If the problem cannot be addressed remotely, support staff are available to arrive on-site to resolve the issue. The organizational structure has evolved into an integrated business unit of several teams:

Desktop Support Services – technicians are organized in teams assigned to five core sites around the County so that travel time for responding to agencies is minimal. The teams respond to end-users for trouble shooting, repair and installs. The teams also assist agencies with desktop printers and scanners independently acquired by agencies (that are not part of the Multi-Functional Device program), and support installation of the devices in the PC Replacement Program.

The Desktop Support staff also conduct County agencies' workplace moves/rearrangements and changes; outfitting new buildings coming on-line; emergency operations activation (EOC) requirements such as setting-up temporary work sites; and elections. Most of this work is conducted on extended work hours, often times weekends and holidays. Also, in this program, staff are expected on duty irrespective of emergency event situations whereby the County is in either unscheduled leave status or closed. The scope of work also includes Public Access PCs in Libraries, Rec Centers and Senior Centers, special support for ad hoc events, such as: Celebrate Fairfax, Fall for Fairfax, job fairs, and special events in the Libraries.

In FY 2015 desktop staff closed 31,908 service tickets. The overall number of devices in the response portfolio is 23,000. Twelve positions are assigned to this group, for a support ratio of 1,917:1 for devices; 1,400:1 for users. Industry standard is 300:1 for PCs only.

## Department of Information Technology

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The IT Service Desk (aka Help Desk) – IT Service Desk is a single point of contact One Stop to report a problem, request services, or ask a question. Its primary purpose is to respond directly to the individual users' technical needs via the phone or dispatch to first and second tier technical staff. IT Service Desk takes ownership of the problem or request and works to resolve it as quickly as possible. They can resolve a good percentage of the calls remotely, without having to dispatch a technician. This saves the County time and fuel costs, and minimizes loss of productivity due to equipment down time. All reported problems or service requests are logged as a ticket in the IT Service Desk's Incident Management System (IMS). Once logged, an e-mail confirming that a ticket has been generated and is being addressed is sent to the originator. Access to the IMS is offered through the Fairfax Portal so clients can view the status of their ticket or add notes. The IT Service Desk staff can perform all duties either at the normal work-site in the Government Center, or remotely from anywhere.

The IT Service Desk is responsible for the dissemination of problems to the appropriate and responsible division in DIT, whether internal response or through a third party vendor. Regardless of who can resolve the problem, the IT Service Desk always retains the oversight and responsibility for problem resolution and request fulfillment. DIT is accountable to its clients to ensure the problem or service request is handled quickly and effectively.

DIT IT Service Desk uses automation for efficiency and to support demand. These include self-service options. One example of how the automation of processes has resulted in significant annual cost avoidances is the process of automated password resets. Employees and staff are now able to access services from anywhere through the County portal thereby extending their office experience outside of their Fairfax County office. As a result of deploying self-service password management, a measurable per incident cost avoidance exists as a result of automating password resets. In FY 2013, 18,083 password management requests were resolved via self-service and there was a total cost avoidance of approximately \$723,000 in support costs. For password management, the design and upgrade of the Password Help application provides County users with a self-service portal for password management. This initiative was extended county-wide and allows users to manage their own Windows and Mainframe passwords. Additionally, the team developed instructional videos to assist users in understanding how to use the self-service portal.

In addition to responding to problems and service requests, the IT Service Desk focuses on problem prevention. Reported problems are reviewed and correlated to identify trends and enlist engineering and technical support to prevent them. Addressing the root causes of problems is carried out to prevent future occurrences.

Fairfax County Government's IT Service Desk is operated from 7:00am to 7:00pm Monday through Friday, 10:00am-5:00pm Saturday, and 12:00pm-6:00pm Sunday (excluding holidays) with off-hour calls rolling to the Enterprise Technology Operations Center (ETOC) staffed with "*cross-trained*" personnel to insure clients receive the help they need when they need it.

The current organizational structure has resulted from streamlining efforts and enhancing DIT's capability to handle expansion in technology components without staff increases. This has enabled the organization to leverage staff and resources effectively and provide services in a rapidly changing technological environment, which has continued to experience phenomenal growth in both the expanded use of new technology and in the services provided to support it.

# Department of Information Technology

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## Benefits

The DIT End User Services LOB serves an extremely important county-wide service in keeping employees able to perform their jobs, so agencies can meet their operational and service missions, being responsive and enhancing productivity. Examples include conducting inspections, collecting revenues at counters, maintaining client records on demand, responding to public inquiries, etc.

This support model is recognized as being highly efficient which results in services being provided at the lowest cost point possible for an organization the size and complexity of Fairfax County. Goals and operational improvements have been and continue to be centered on the following strategies for an overall benefit in use of IT, increased effectiveness and efficiency in County business operations, increased user satisfaction, and a reduction in the overall cost of IT. These benefits are realized through:

- Automation of processes for increased productivity of County business operations
- Standardization of IT
- Consolidation and simplification of IT to increase efficiencies and reduce the total cost of IT
- Adopting Self-Service- resulting in increased business productivity and user satisfaction
- Keeping systems available, operational, and secure
- Trained staff

DIT is able to perform this function more efficiently and with greater effectiveness than would be the case if each agency had to deal with this process on its own. DIT also has the expertise and resources required to select properly managed infrastructure services, test technologies before deployment, and modify infrastructure services to ensure that they will operate properly and securely within the County's IT enterprise environment.

- The End-User Services LOB provides County users with a central point of contact for technical support with an efficient process;
- Desktop Support Services put the teams most directly involved with user support together for faster service delivery and reduced transportation time and costs;
- User outreach programs that include staff focused on direct interface for high level agency user needs and to provide an additional technical support liaison with DIT staff;
- Special support for ad hoc events, such as: Celebrate Fairfax, Fall for Fairfax, elections, job fairs, special events in the Libraries and Emergency Operations support.

## Mandates

This Line of Business is not mandated, but it supports agencies that provide services which are mandated.

# Department of Information Technology

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## Trends and Challenges

Trends affecting the End User Services LOB include expansion of other technologies throughout agencies that include:

- Audio/Visual Teleconferencing rooms
- Automated Industrial systems
- Growth in the overflow of expert support for County agencies whose technology systems complexity has outpaced the ability of agency-based IT staff
- Expansion of the Digital workplace
- Integration of technology in the environment essential for end-users productivity
- Mobile printing (e.g. e-ticketing)
- Interfacing with 'clouds' in trouble-shooting reported problems
- Real-time, interactive support
- The 'Amazon' experience; i.e. the expectation of a quick, seamless experience

The major challenge has been accommodating support requirements in a timely manner with limited resources. DIT has done as much as possible to work within the limited resources, absorbing a wave of expansion in the scope of IT, and expectations to be available 24 x 7. Most of the staff have to work evenings, weekends and holidays to support moves, system upgrades, and new installs.

Recruiting and retaining qualified IT technicians in the highly competitive market is becoming more and more challenging. DIT has been fortunate so far by providing interesting work and on-the-job training, however, the salary scales need to be adjusted more in line with the market.

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #132: End User Services</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$2,474,596	\$2,322,970	\$2,803,474
Operating Expenses	468,676	307,018	816,777
<b>Total Expenditures</b>	<b>\$2,943,272</b>	<b>\$2,629,988</b>	<b>\$3,620,251</b>
General Fund Revenue	\$0	\$0	\$0
<b>Net Cost/(Savings) to General Fund</b>	<b>\$2,943,272</b>	<b>\$2,629,988</b>	<b>\$3,620,251</b>
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	30 / 30	30 / 30	30 / 30
<b>Total Positions</b>	<b>30 / 30</b>	<b>30 / 30</b>	<b>30 / 30</b>

# Department of Information Technology

## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percentage of Service Desk Requests Closed in 24 Hours	83%	85%	88%	88%	88%

The Fairfax County IT Service Desk is a single point of contact to report a problem, request services, or ask a question. The IT Service Desk takes ownership of the problem or request and works to resolve it as quickly as possible. All reported problems or service requests are logged as a ticket in the IT Service Desk's ticket system. The IT Service Desk is responsible for the dissemination of problems to the appropriate and responsible organization, whether internal or through a third party vendor. Regardless of who can resolve the problem, the IT Service Desk always retains the oversight and responsibility for problem resolution and request fulfillment. DIT is accountable to its end-users and agencies to ensure the problem or service request is handled quickly and effectively.

The method by which DIT measures the effectiveness of the IT Service Desk is the time it takes to close customer tickets. The IT Service Desk at Fairfax County is supporting a large user community with only a minimal number of staff. In order to ensure the same levels of customer satisfaction and turn-around time with tickets and requests, either an increased number of service desk personnel will be required, or an increased level of process automation and self-service requests will need to be developed where users can manage and fulfill their own requests through automated self-service provisioning.

Based on collected data over the past several years there has been an increase in the number of calls and tickets which is associated with implementation of new technologies in areas of government business and operations. This collected data shows an increased level of effectiveness in the maturity and service delivered by the County IT Service Desk.

