

Technical Services and Operations

EXECUTIVE REPORT

ON SERVICE REQUESTS

Spring 2016 (January 11 - May 13)

Visit AnnenbergTechOps.com

Stop-by ANN L103 or ASC 124

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Call 213-740-5297

@ASCJTechOps



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TechOps leverages central campus resources and specializes in areas that are unique to Annenberg's curricular requirements. Our team provides technology and facilities support for the school, with an emphasis on technologically enhanced learning, training and assistance. Our team is structured by five Areas of Specialization: Curricular Support, Centralized Technology, Multimedia Production, Facilities Maintenance and Event Services.

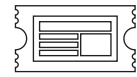
As part of our management of the school's technology and facilities ecosystem, starting the first day of the Spring 2016 semester we launched a service request system, Zendesk. This report

analyzes data from our first semester using this system from January 11, 2016 until May 13, 2016. Our goal is to document the services we provide for Annenberg faculty, students and staff, including the demographic of customers, frequency and quantity of requests. This report does not reflect projects and other types of work performed by the TechOps Team, focusing instead on services we provide directly to our customers.

After analyzing the data, we have identified measurements for success. We will refer to these metrics throughout this report and provide recommendations on customer outreach, workflow and programming improvements.

MEASUREMENTS FOR SUCCESS

Assignment Time



Assignment:
The time it takes a team member to take responsibility for a request. Quick assignment results in faster resolution times.

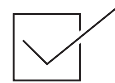
Customer Communication



Fast and efficient responses in quick customer communication.

First Reply:
Time elapsed between submission of a request by a customer and the first response from our team.

Efficient Resolution

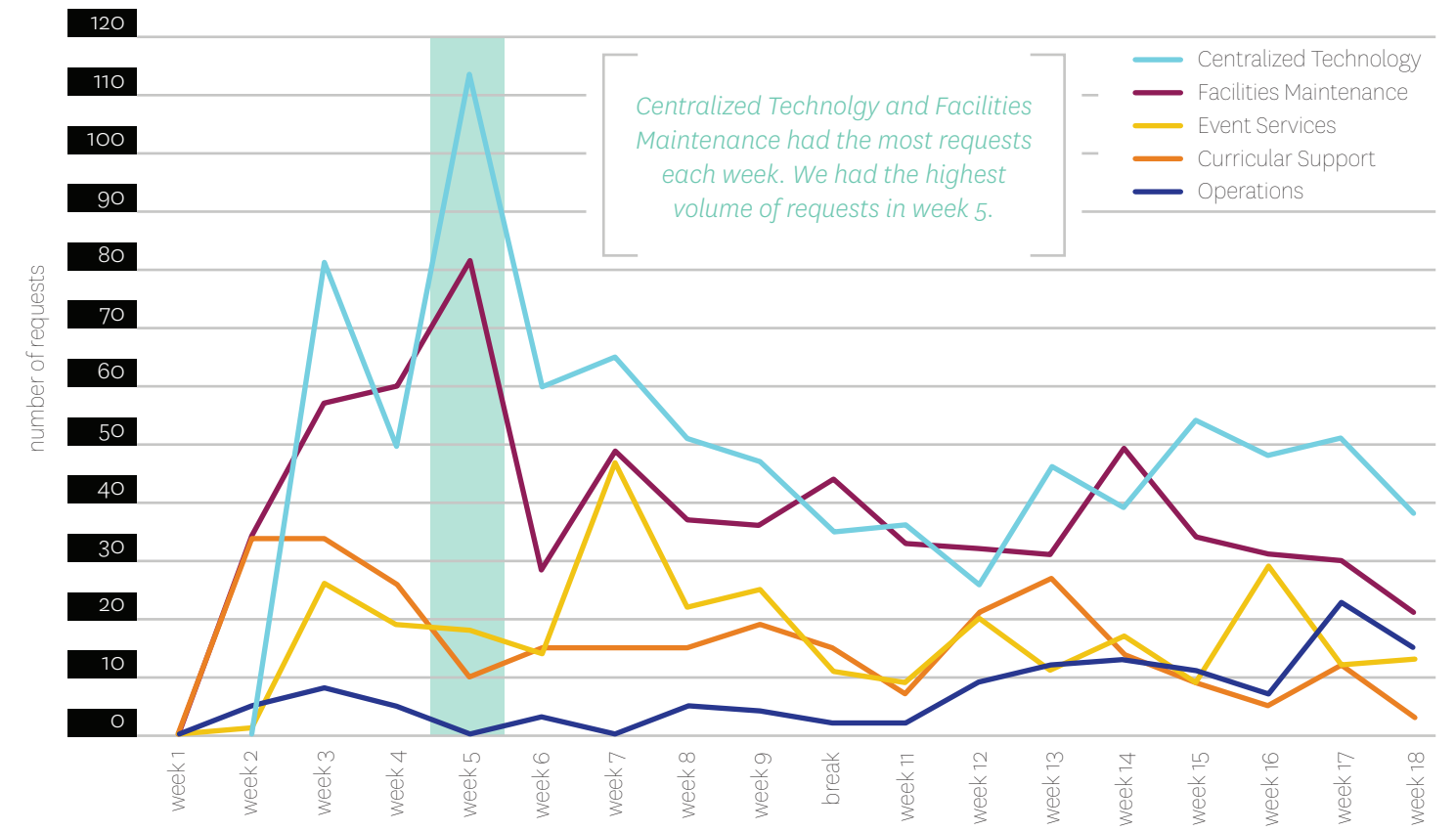


Minimize unnecessary back-and-forth exchanges by reading and answering requests carefully while aiming to resolve as quickly as possible. We measure this in:

One-Touch Requests:
Requests resolved with just one reply to the customer. Higher one-touch percentages are an indicator of greater efficiency.

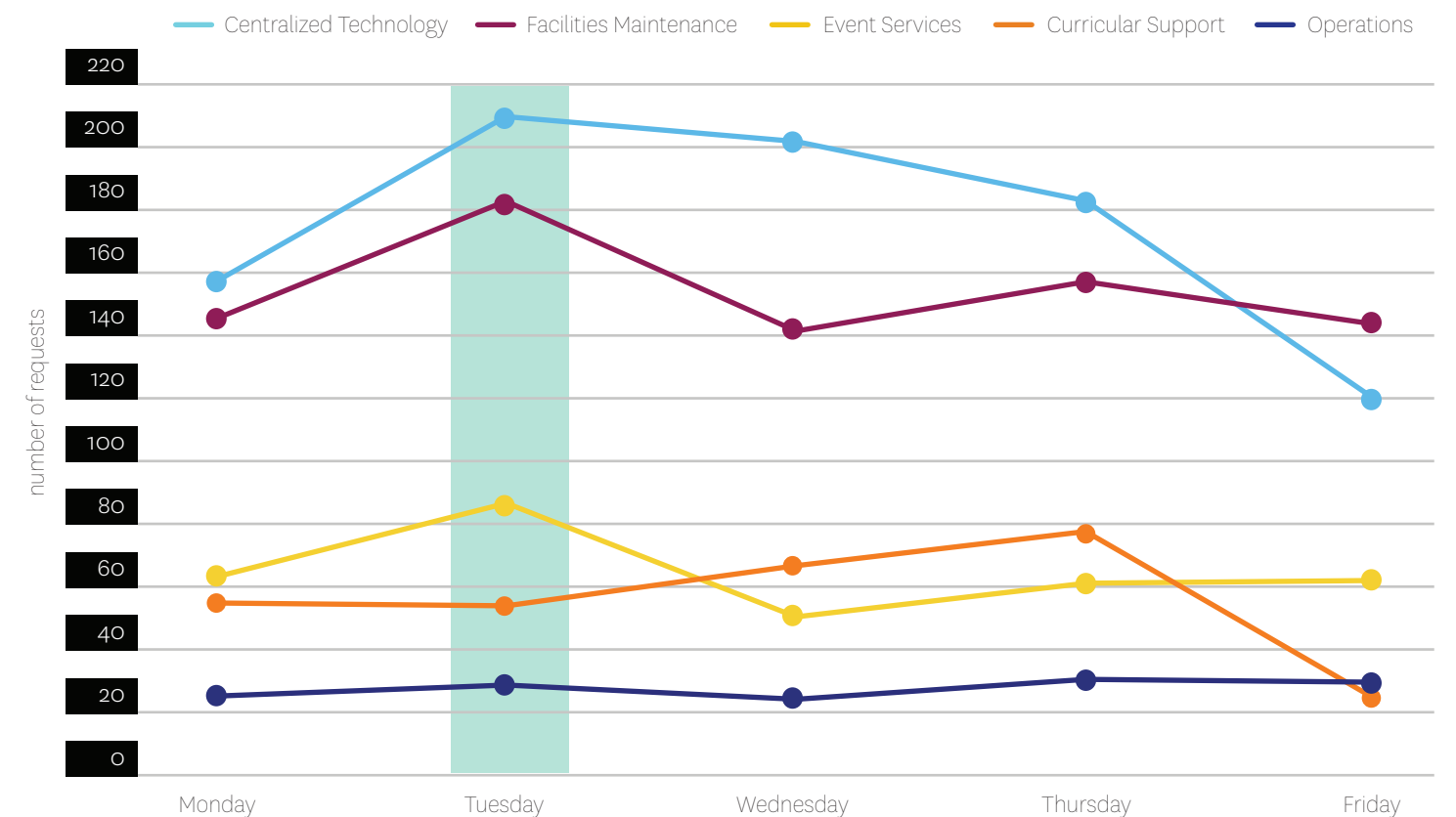
Full Resolution:
Time it takes for a team member to resolve a request. Quicker resolution times allow customers to get back to their core responsibilities.

AVERAGE NUMBER OF REQUESTS SOLVED EACH WEEK



AVERAGE NUMBER OF REQUESTS BY DAY OF WEEK

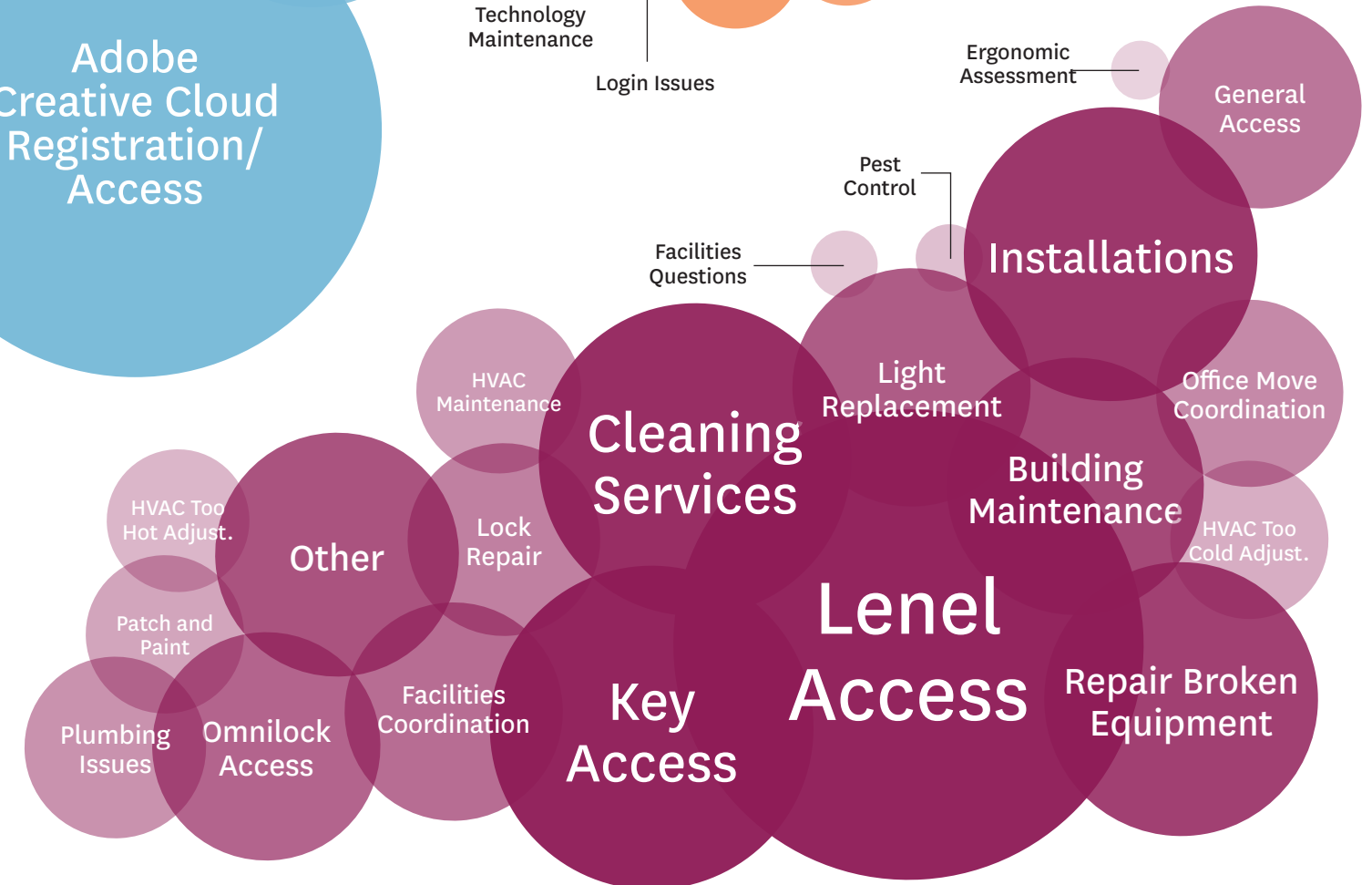
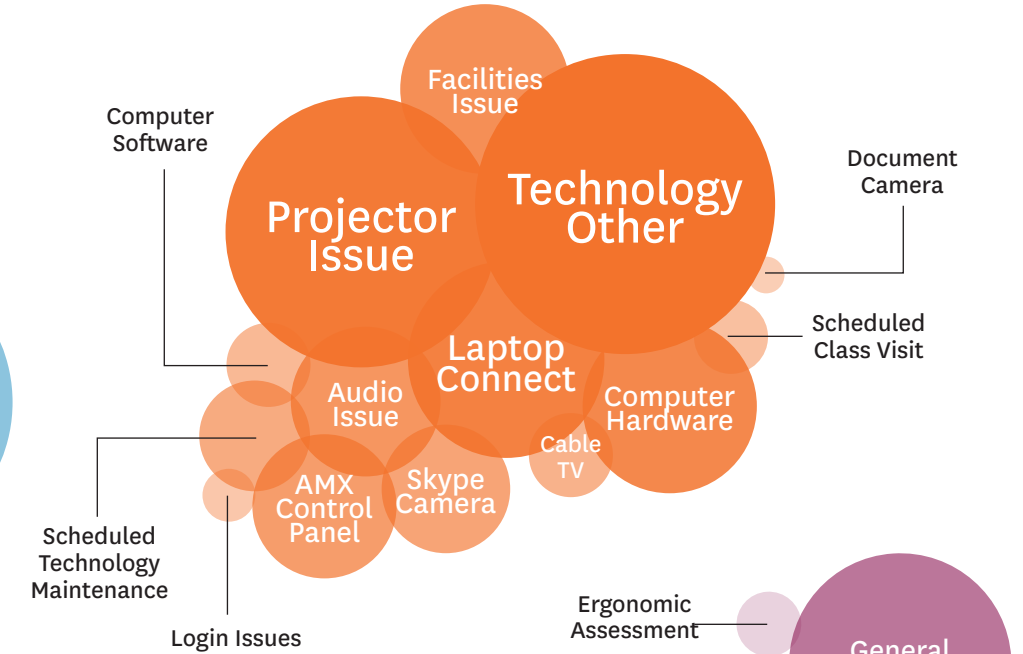
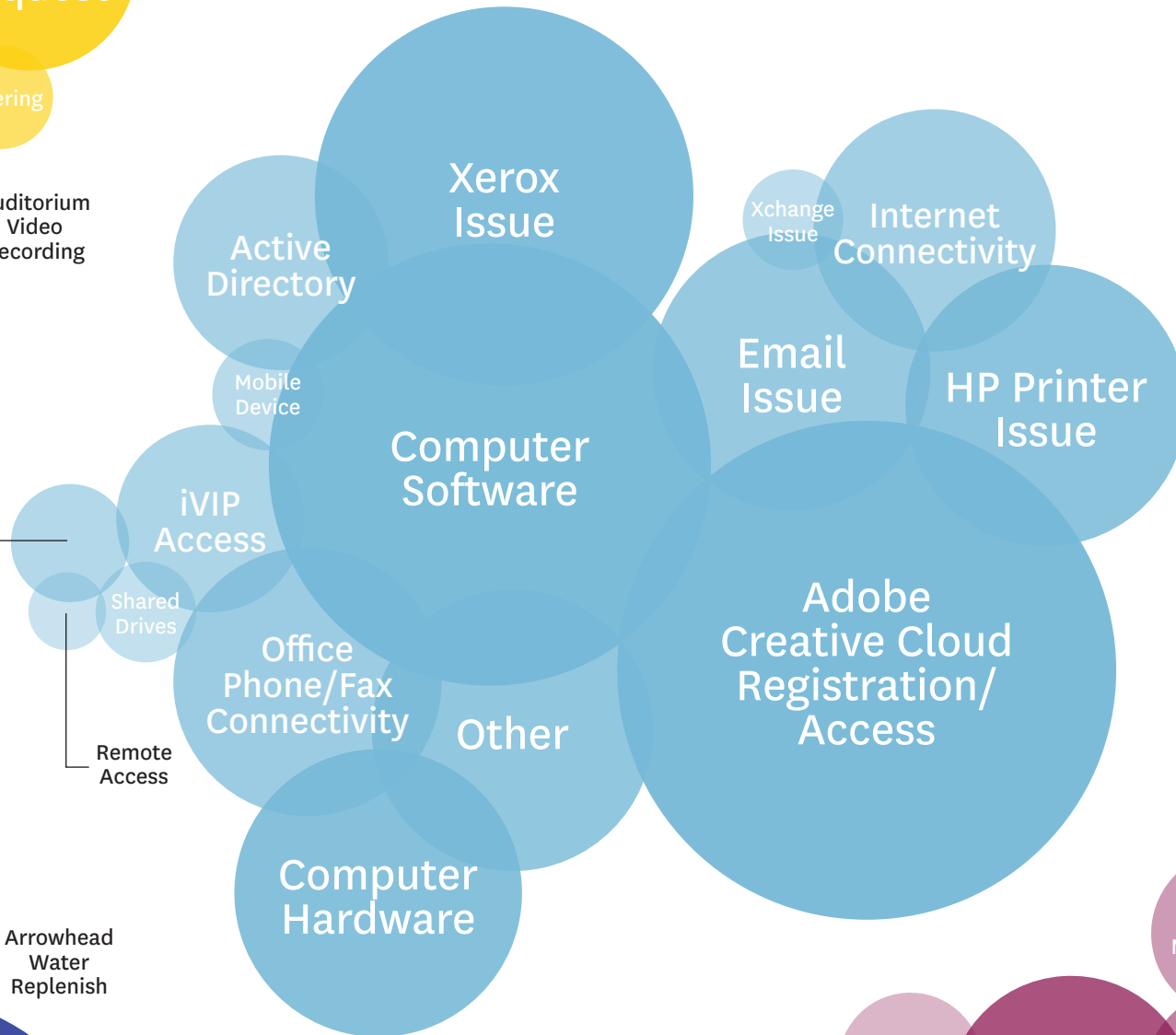
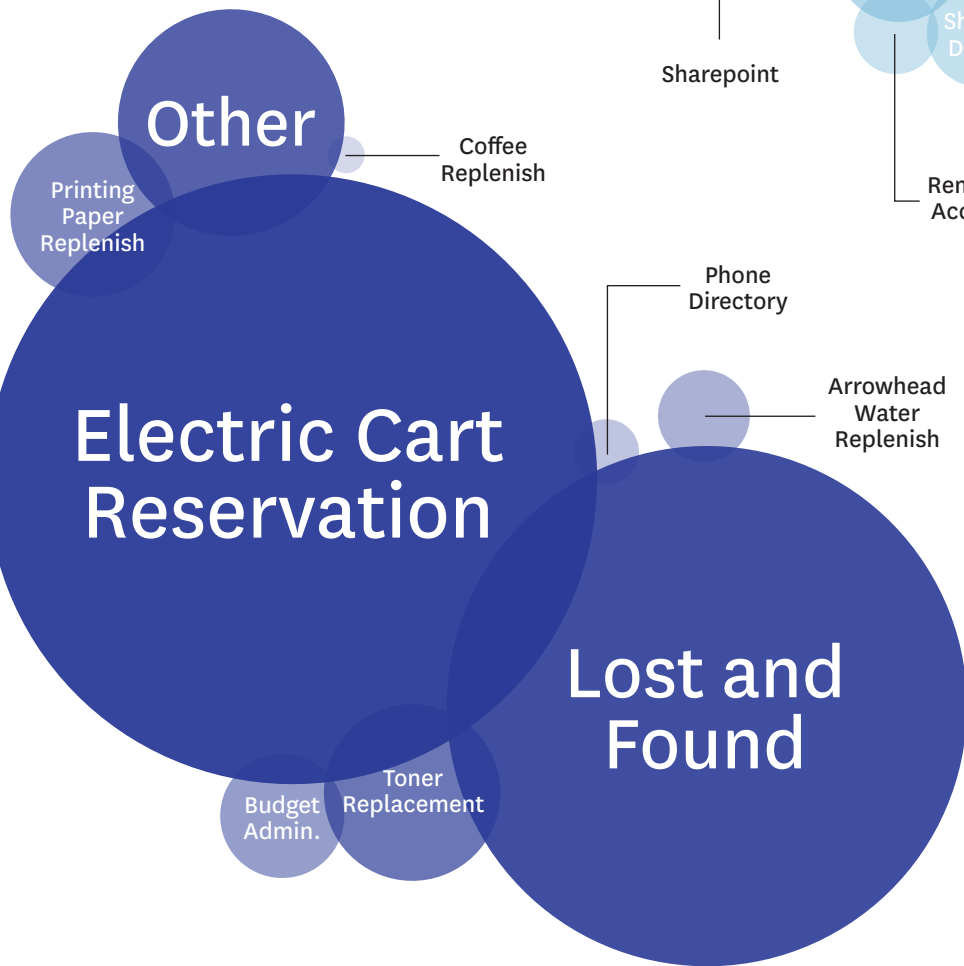
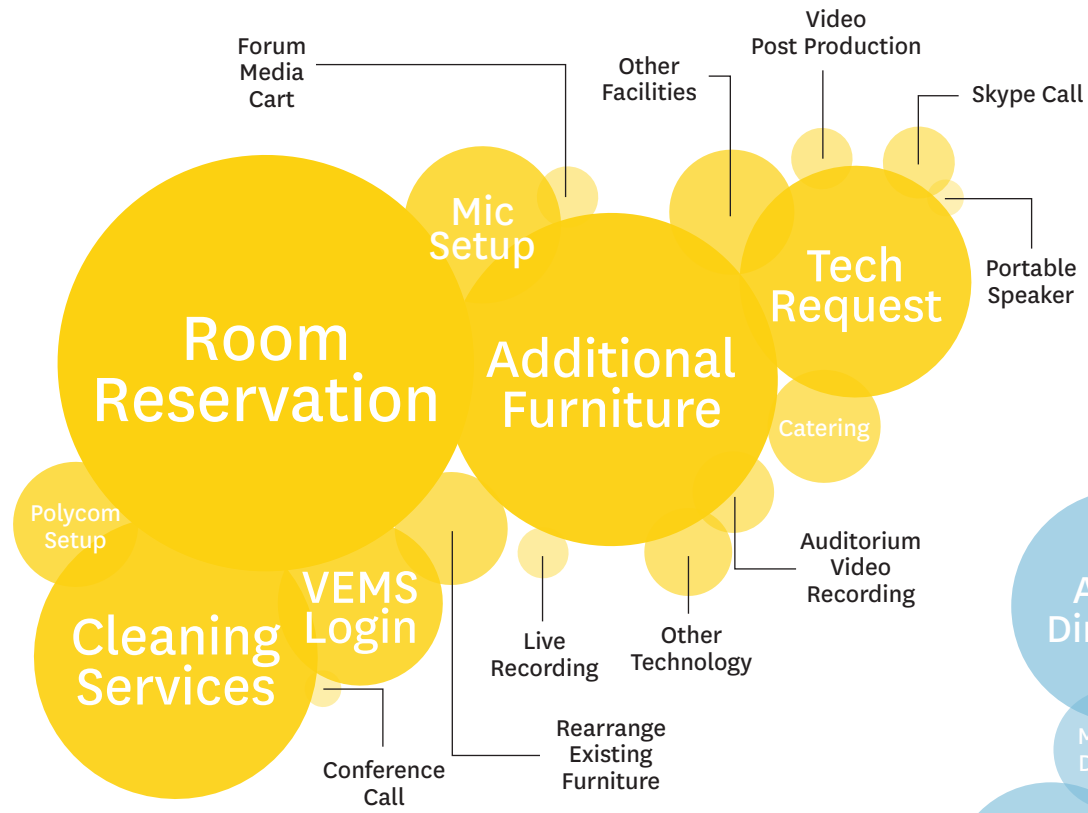
Tuesdays were the busiest days on average.



TYPES OF REQUESTS

Volume of requests per Area of Specialization.

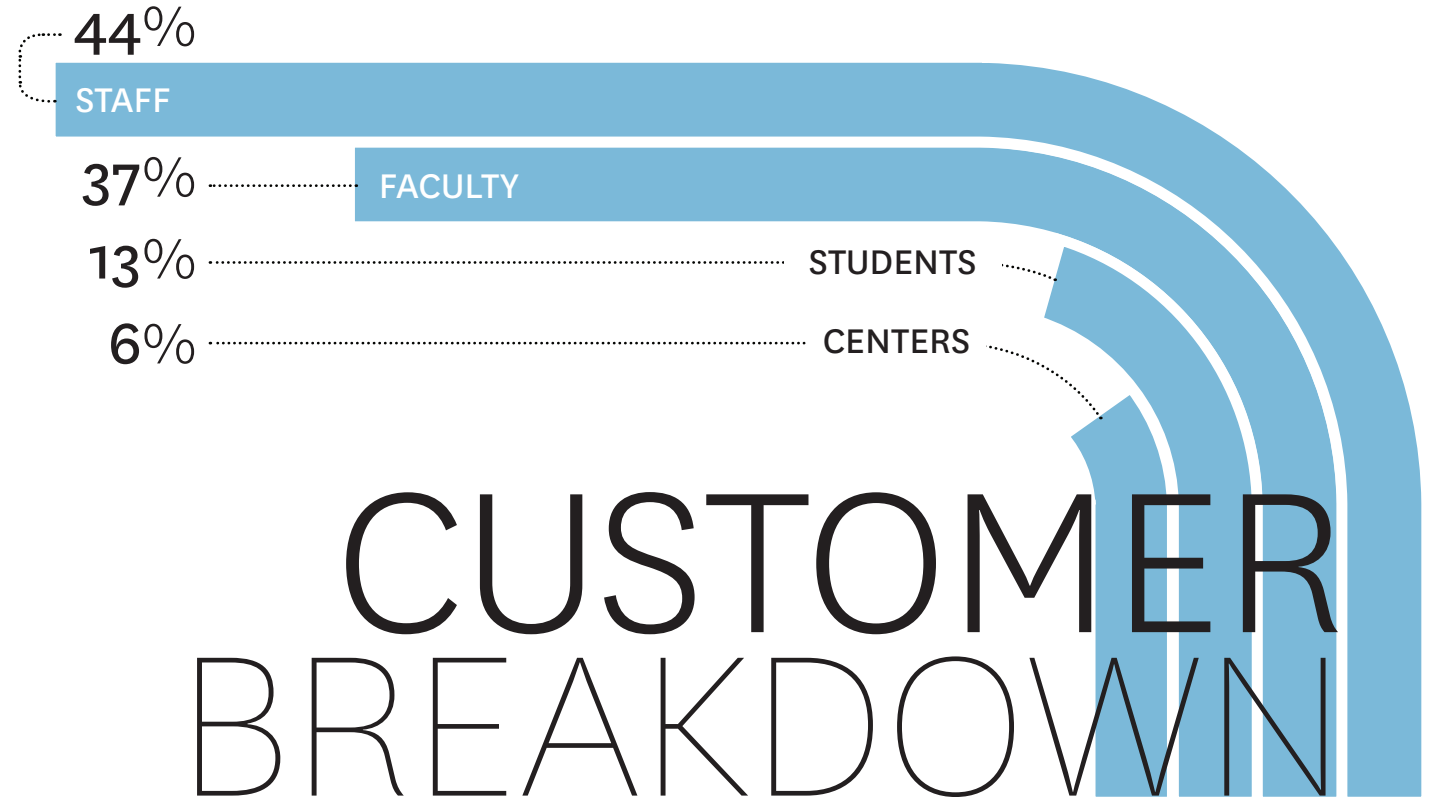
- Event Services
- Curricular Support
- Operations
- Facilities Maintenance
- Centralized Technology



We support over 2,700 students, 160 staff and 180 faculty members at the Annenberg School. The school's faculty have earned Emmy Awards, National Communication Association research awards, Pulitzer Prizes, Guggenheim Fellowships and PRSA Silver Anvils, all while authoring dozens of books and hundreds of articles. The school's students come from a variety of different backgrounds, expanding their learning experiences by choosing from over 10 different undergraduate, graduate and doctoral programs as well as dozens of student organizations. Students and faculty are supported by the school's staff, who provide a wide range of administrative services.

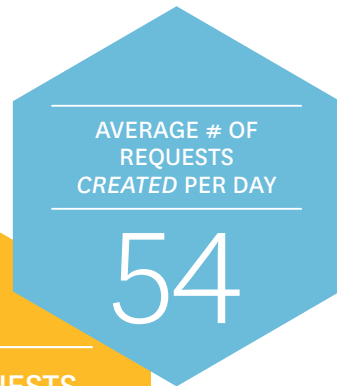
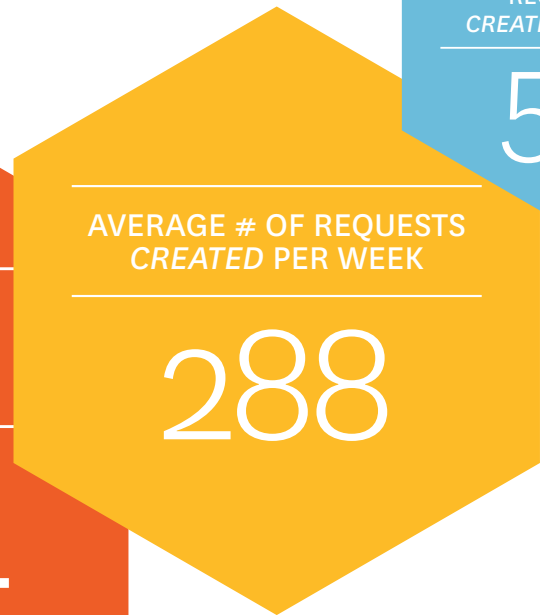
TOP TEN CUSTOMERS

CUSTOMER BREAKDOWN

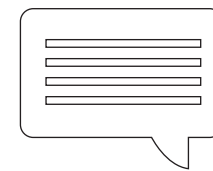


equipment room not included*
other customers not shown*

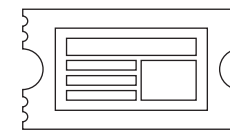
REQUEST OVERVIEW



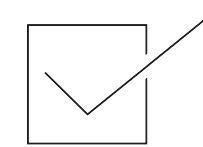
84%
ONE-TOUCH REQUESTS



FIRST REPLY
1.9hrs

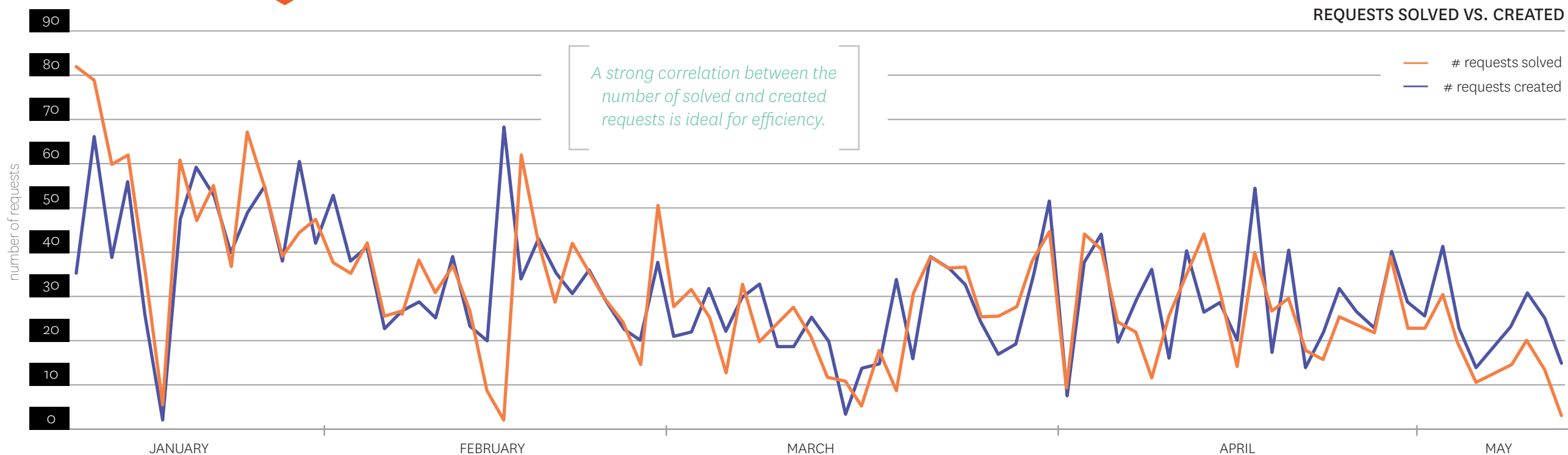
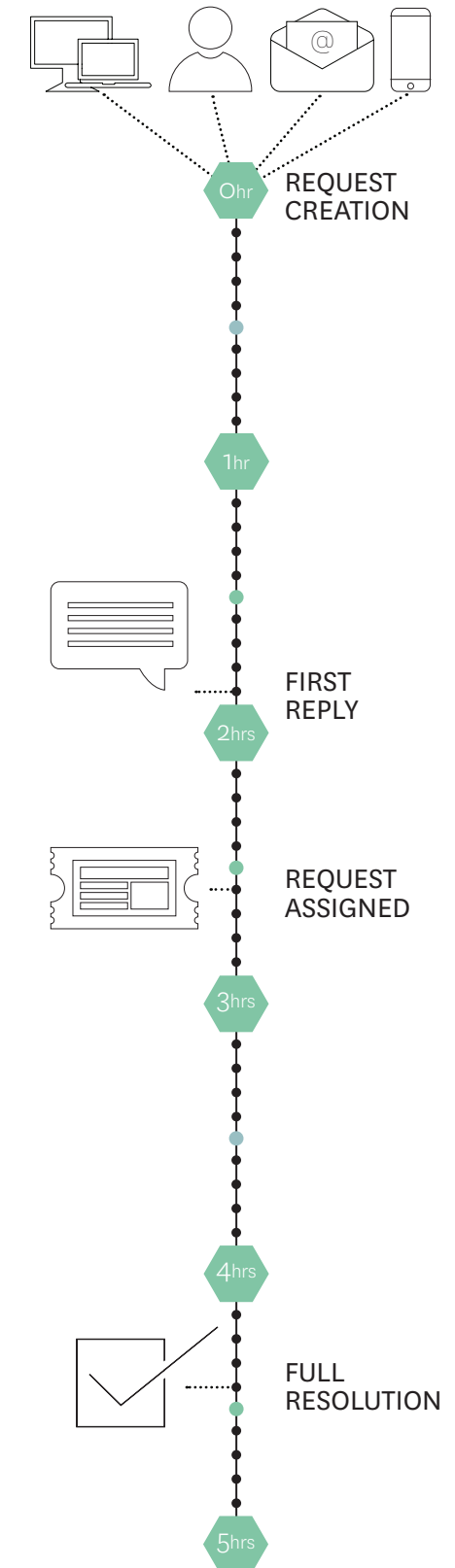


REQUEST ASSIGNED
2.6hrs



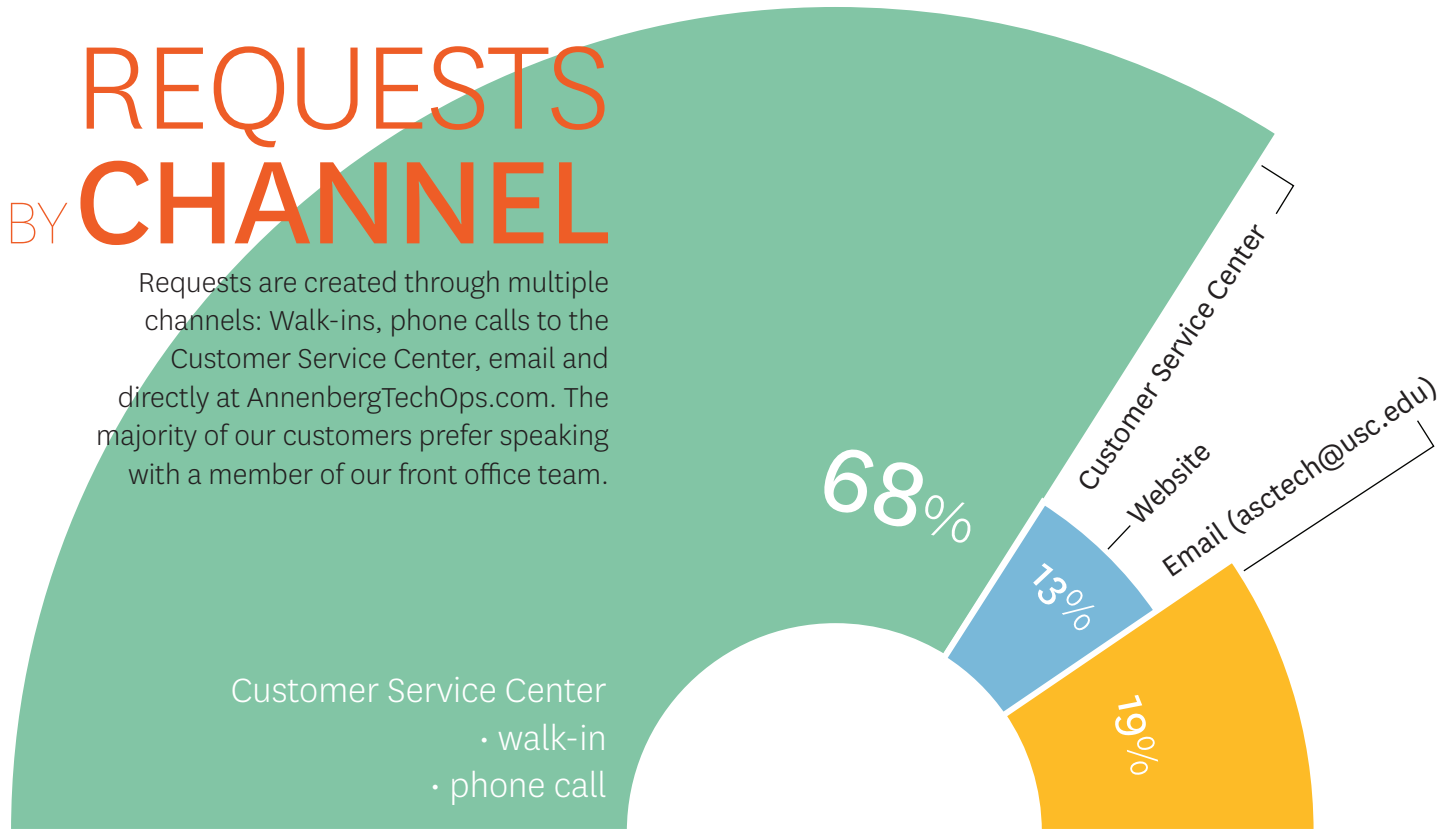
FULL RESOLUTION
4.4hrs

REQUEST TIMELINE



REQUESTS BY CHANNEL

Requests are created through multiple channels: Walk-ins, phone calls to the Customer Service Center, email and directly at AnnenbergTechOps.com. The majority of our customers prefer speaking with a member of our front office team.



DEVICE AND BROWSER

This data is based on the 13% of customers who used AnnenbergTechOps.com to submit their requests. Google Analytics gives us a snapshot of who uses our website. The most popular mobile device amongst customers is the Apple iPhone, and the most popular browser for accessing the website is Google Chrome.

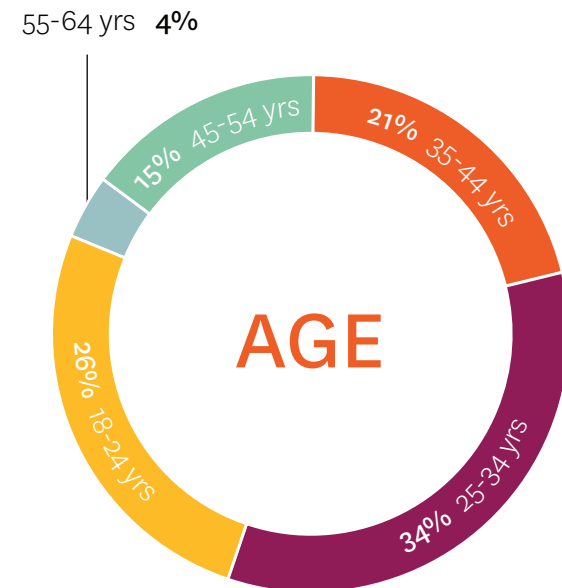
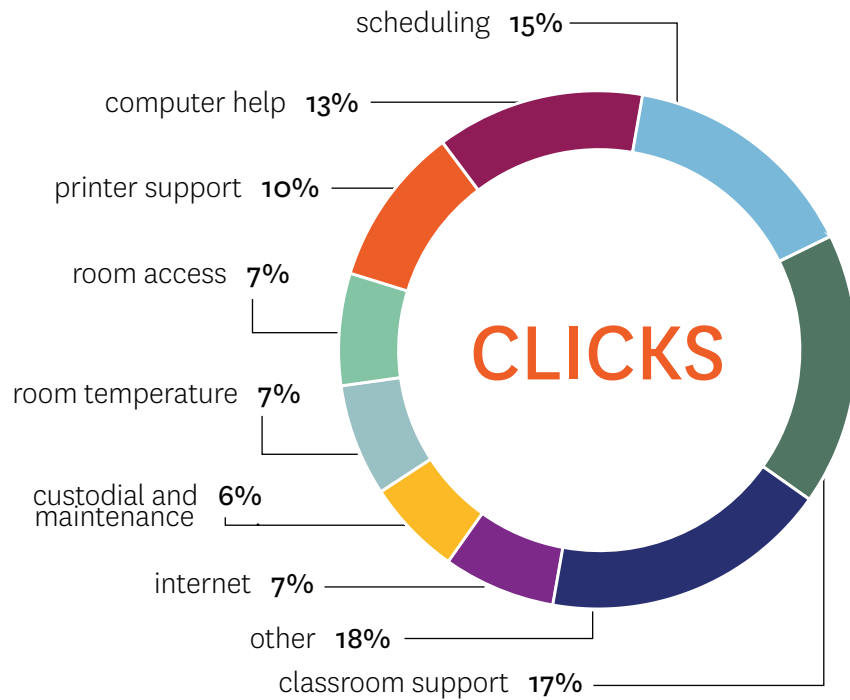
MOBILE OS

Apple iPhone	74%
LG	16%
Samsung	7%
iPad	3%

WEB BROWSER

Chrome	56%
Safari	20%
Firefox	14%
Internet Explorer	10%

WEBSITE ANALYTICS



2,294 views

1,771 unique views

00:01:49 average time on website

Our website is mobile friendly but we have a small number of mobile pageviews.

340 pageviews

MOBILE DEVICE

1,596 pageviews

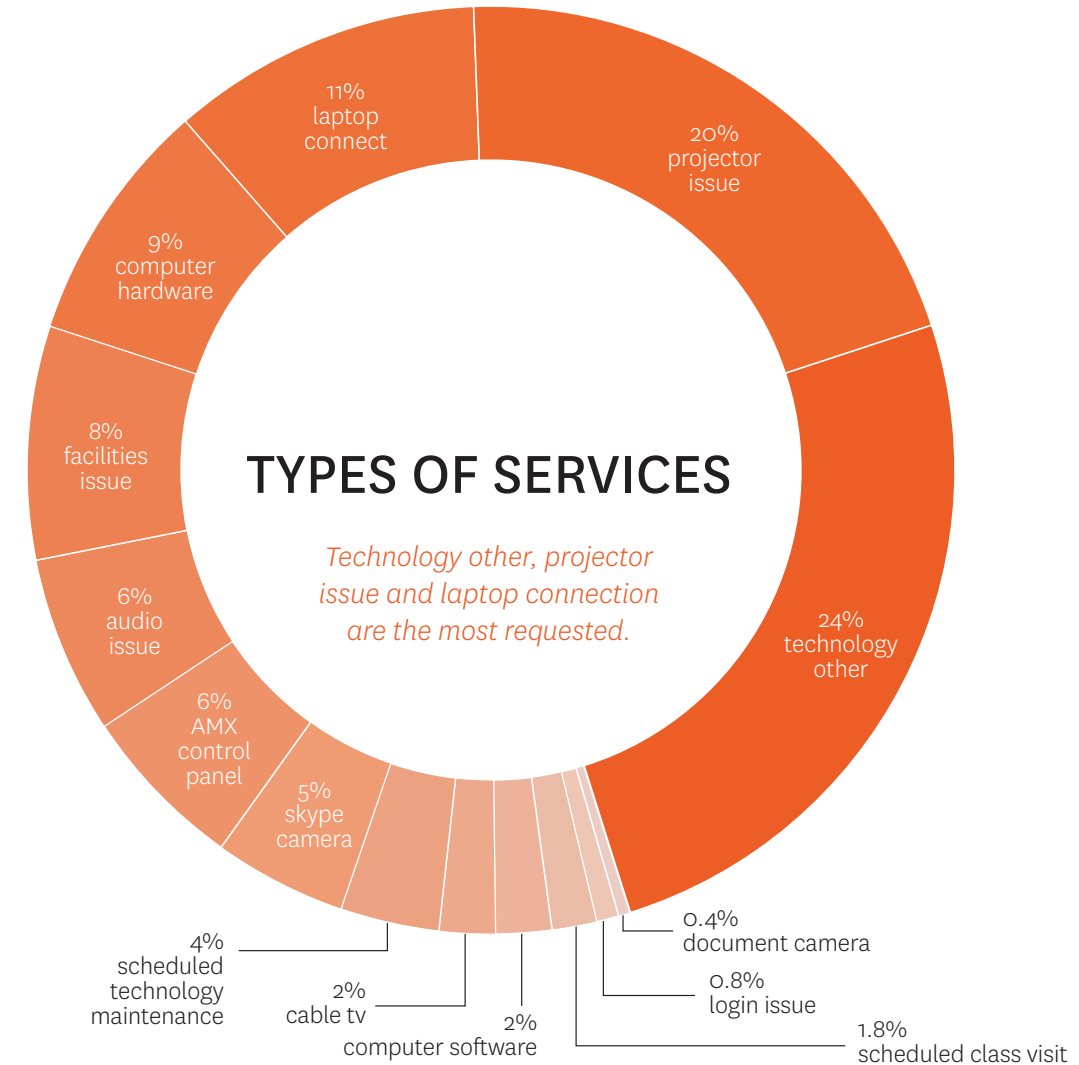
COMPUTERS

298 total requests

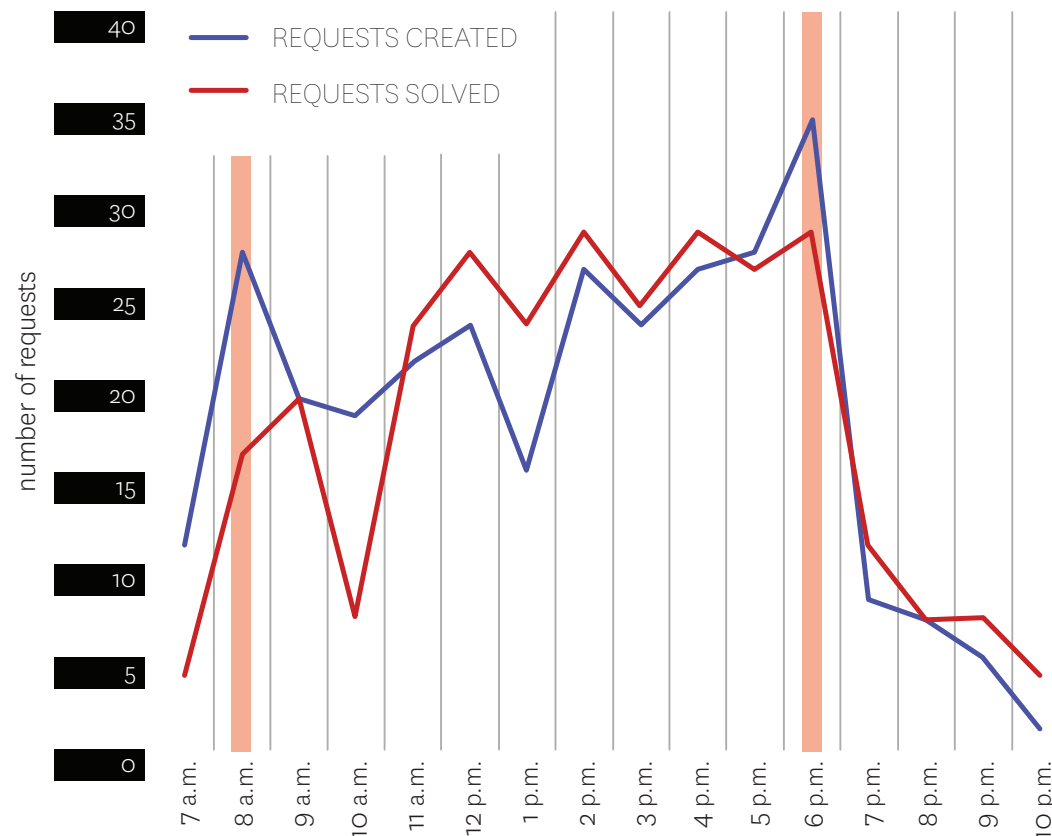
one-touch requests 75%

We support 38 learning spaces for the Annenberg community. Our technicians maintain equipment, touch panel controls, built-in projectors and screens, desktop and laptop connection functionality. Each learning space has access to network connectivity, Microsoft Office Suite, SPSS, Adobe Creative Cloud, Skype and a Web/Document Camera. Learning spaces come in a variety of sizes and furniture options, from rooms that seat five, to a 220 seat auditorium.

CURRICULAR SUPPORT



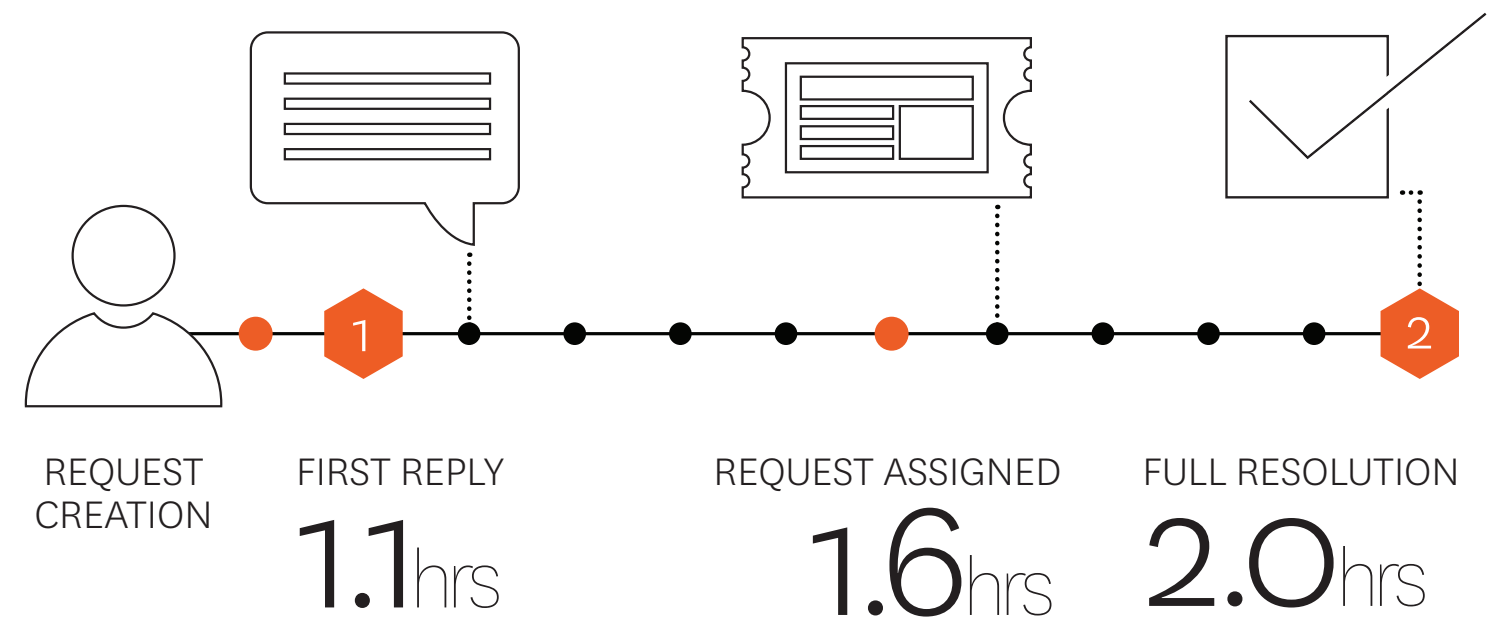
REQUEST DISTRIBUTION THROUGHOUT THE DAY



8:30 a.m. and 6:30 p.m. PEAK HOURS

4
AVG. REQUESTS CREATED PER DAY

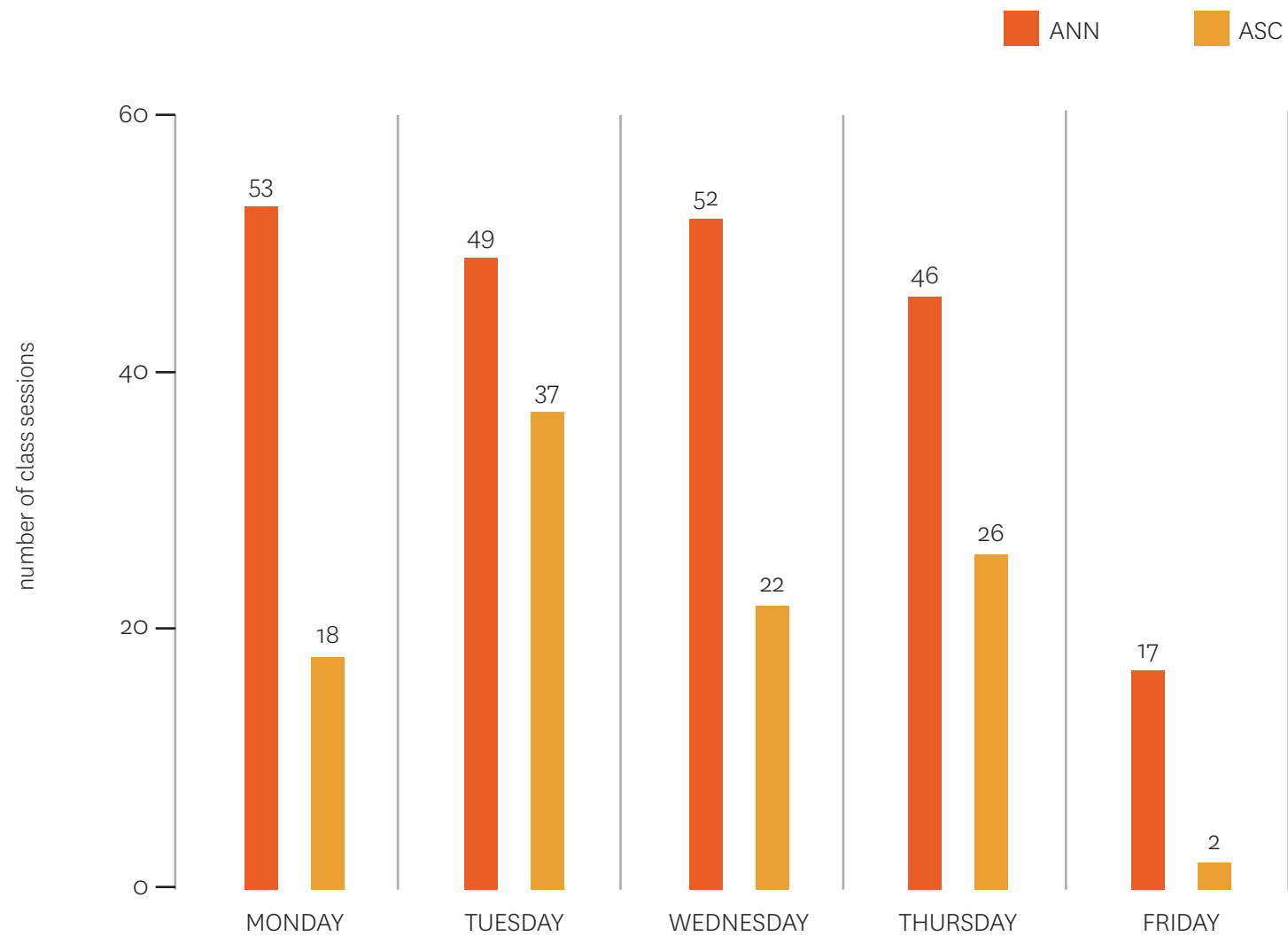
20
AVG. REQUESTS CREATED PER WEEK



CLASSROOM OPERATIONS

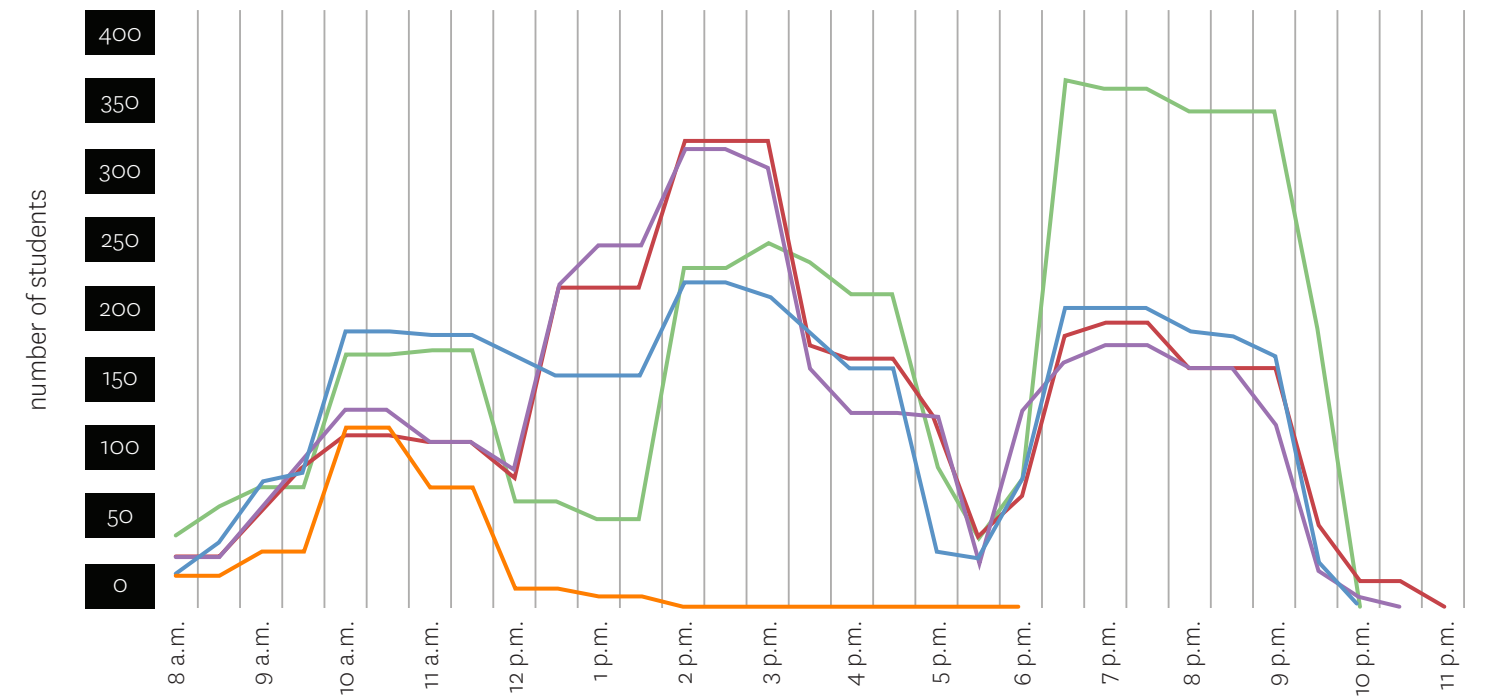
Our team works with the school's faculty to ensure they are scheduled in the best learning spaces for their teaching needs. While classes are in session, our Classroom Support Hotline provides troubleshooting support, either via phone or in-person. We also provide training sessions to familiarize faculty with the learning space technology.

NUMBER OF CLASS SESSIONS PER DAY

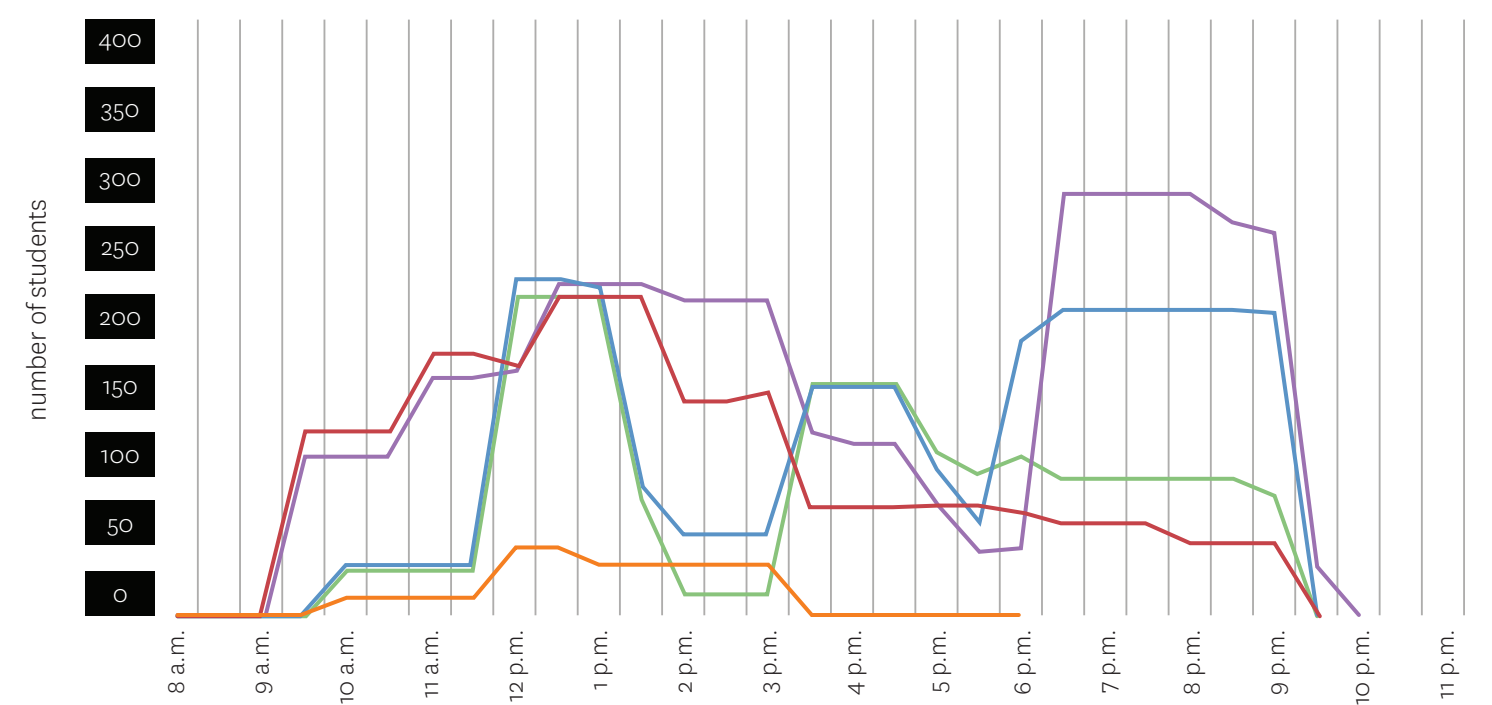


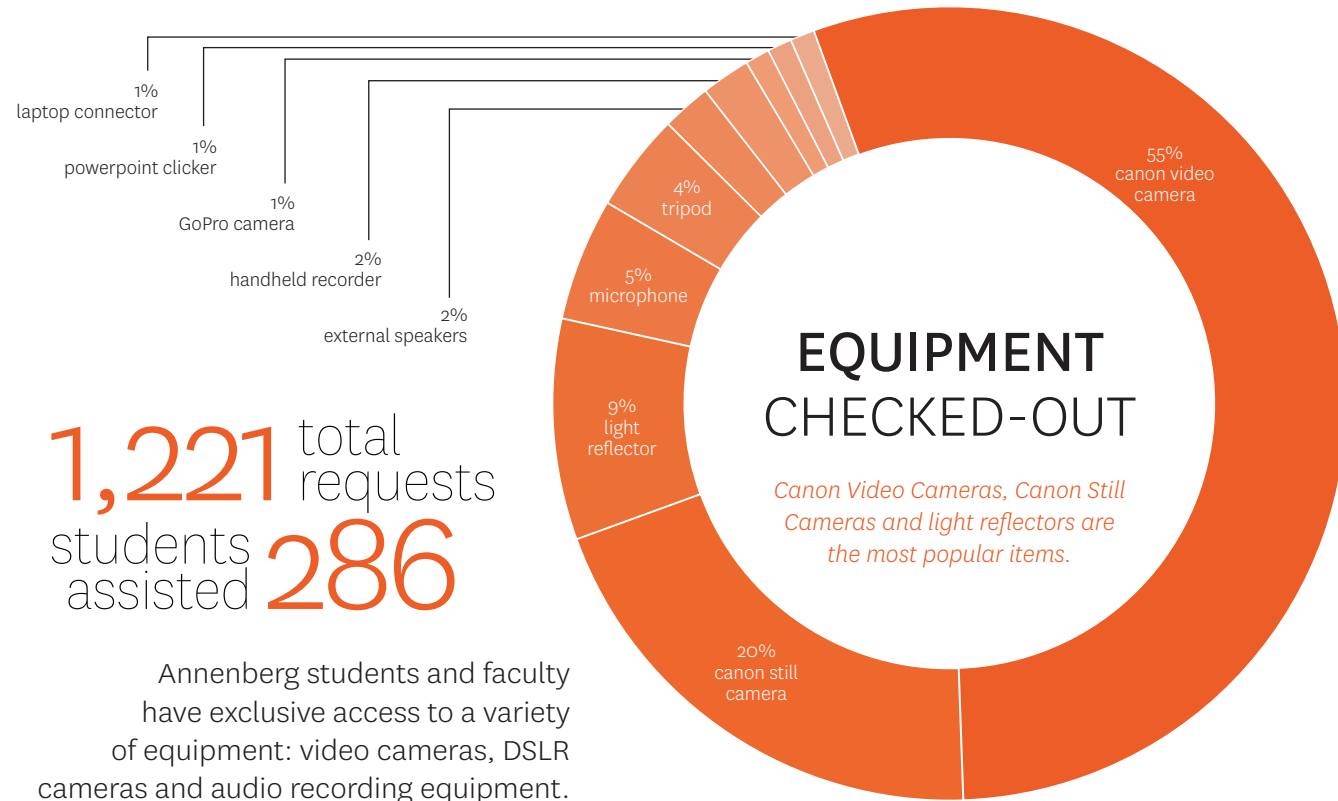
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
PEAK HOURS	6:30 p.m. - 7:00 p.m.	2:00 p.m. - 3:00 p.m.	6:30 p.m. - 8:00 p.m.	3:00 p.m. - 3:30 p.m.	11:00 a.m. - 12:00 p.m.
STUDENTS IN CLASS	450	529	434	467	272

NUMBER OF STUDENTS IN CLASSES PER DAY IN ANN



NUMBER OF STUDENTS IN CLASSES PER DAY IN ASC

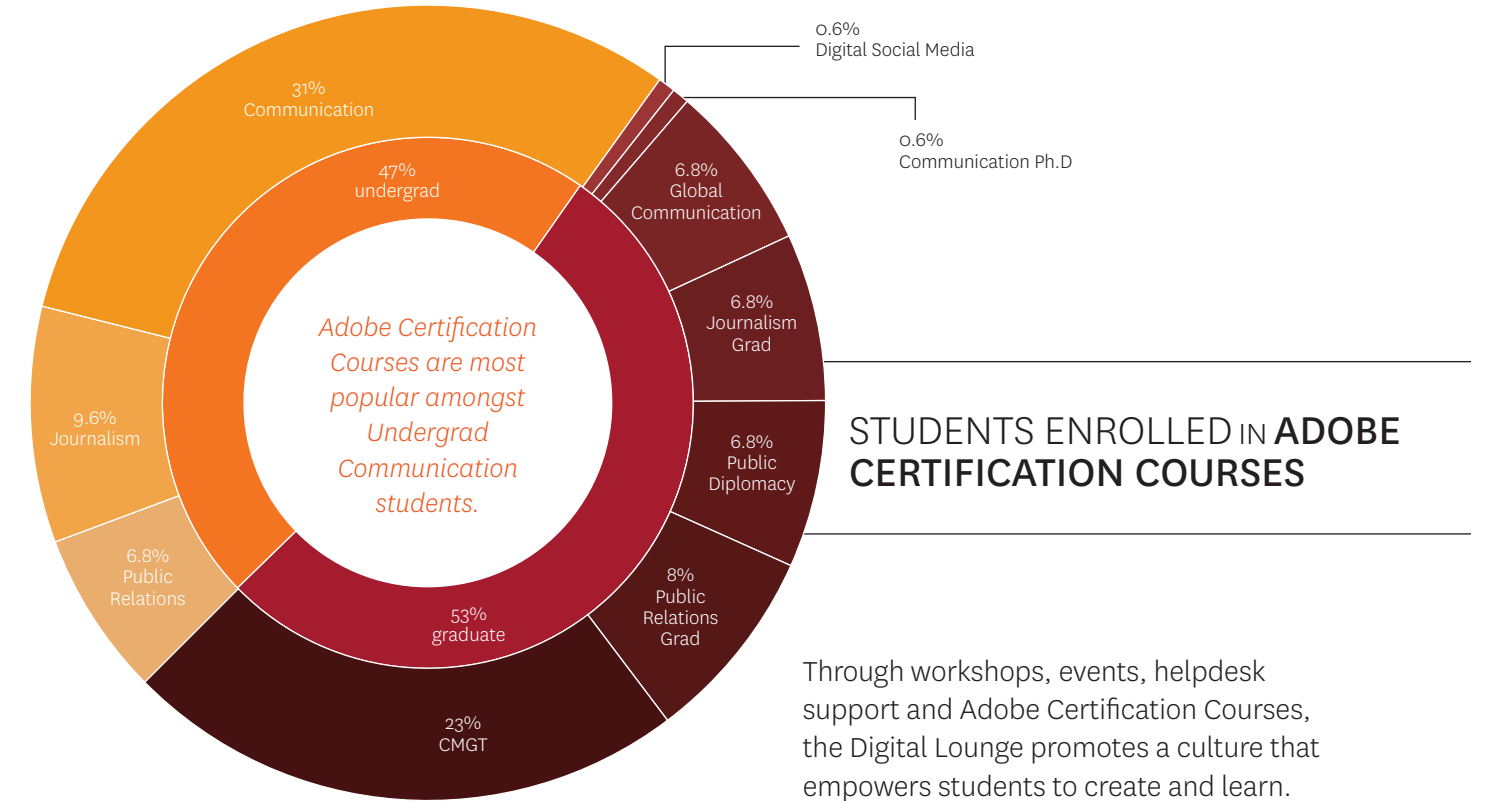




1,221 total requests
 students assisted 286

Annenberg students and faculty have exclusive access to a variety of equipment: video cameras, DSLR cameras and audio recording equipment.

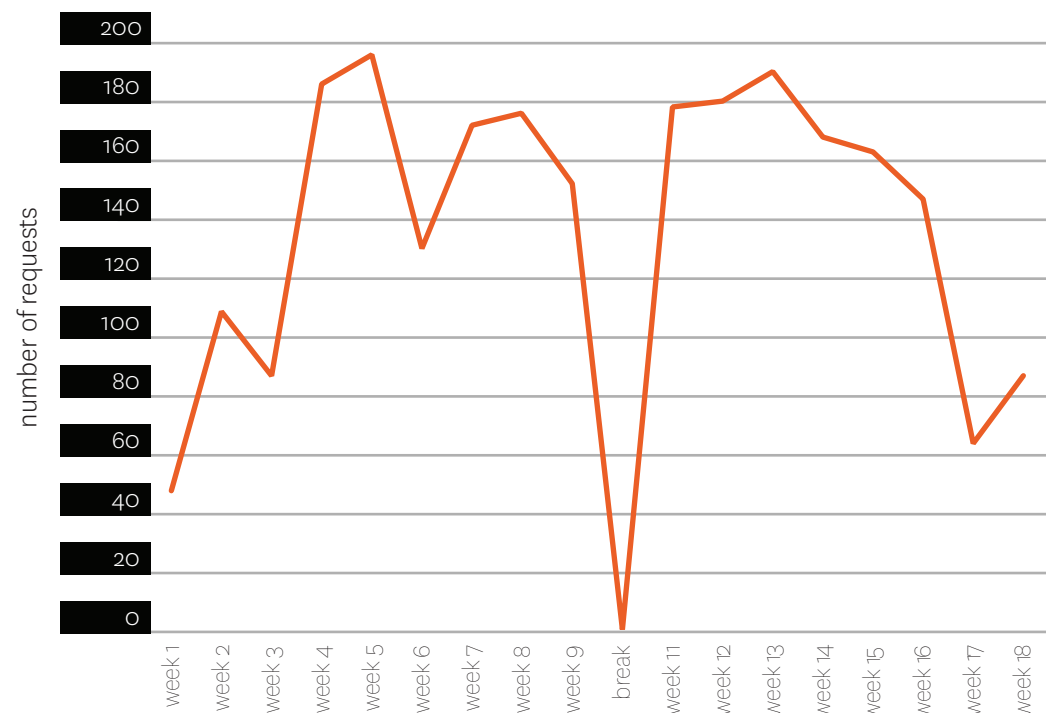
EQUIPMENT ROOM



Through workshops, events, helpdesk support and Adobe Certification Courses, the Digital Lounge promotes a culture that empowers students to create and learn.

DIGITAL LOUNGE

NUMBER OF TRANSACTIONS BY WEEK



14
 AVG. REQUESTS
 CREATED PER DAY

68
 AVG. REQUESTS
 CREATED PER WEEK

8 workshops
 per semester

6 Adobe Certification Courses
 3 Photoshop
 1 Illustrator
 1 Premiere Pro
 1 InDesign

PASS RATES AND # ENROLLED

Ps 76 enrolled
 69% passrate

Id 18 enrolled
 62% passrate

Ai 29 enrolled
 64% passrate

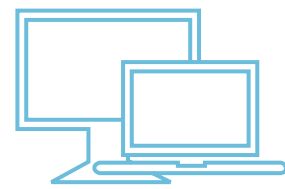
Pr 26 enrolled
 77% passrate

967 total requests

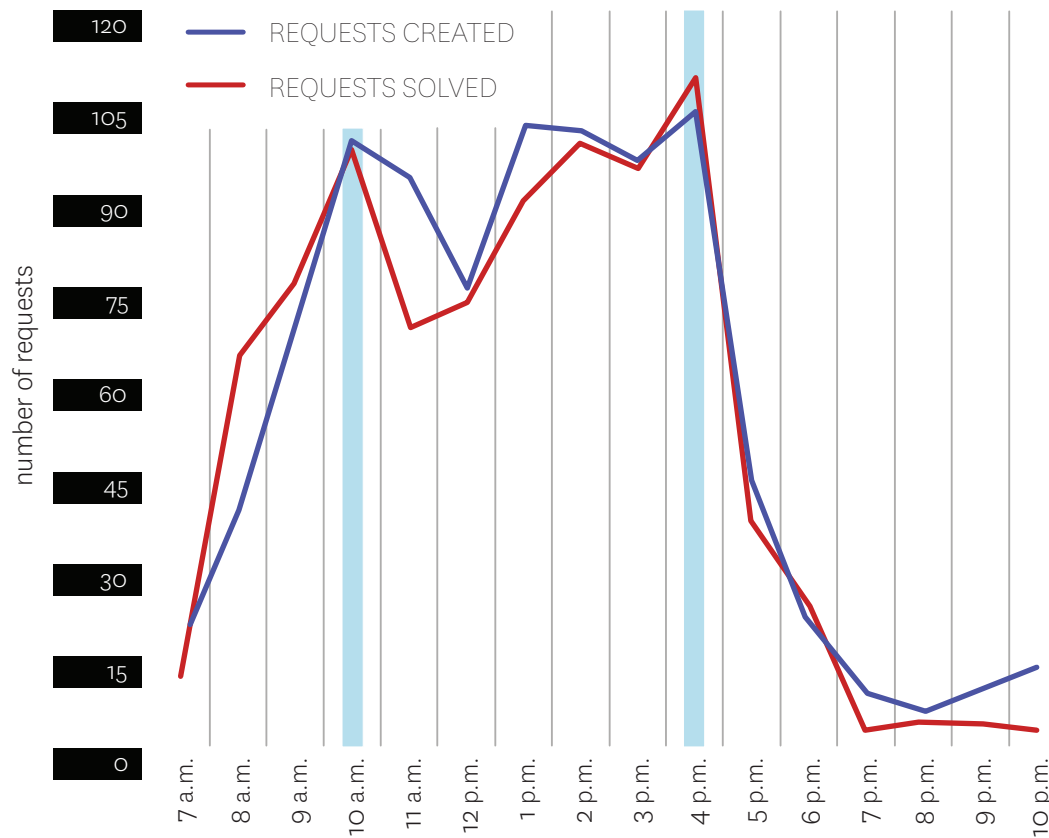
one-touch requests 67%

Our team provides a wide range of administrative, academic and creative software applications. We support both Mac and Windows and offer training and troubleshooting for Annenberg faculty, staff and students. Software applications we support include the Adobe Creative Cloud and Microsoft Office Suites. We maintain and secure the school's servers and infrastructure. To support administrative and academic functions we maintain a fleet of printers with email and copy capabilities. We also support phone and email services.

CENTRALIZED TECHNOLOGY



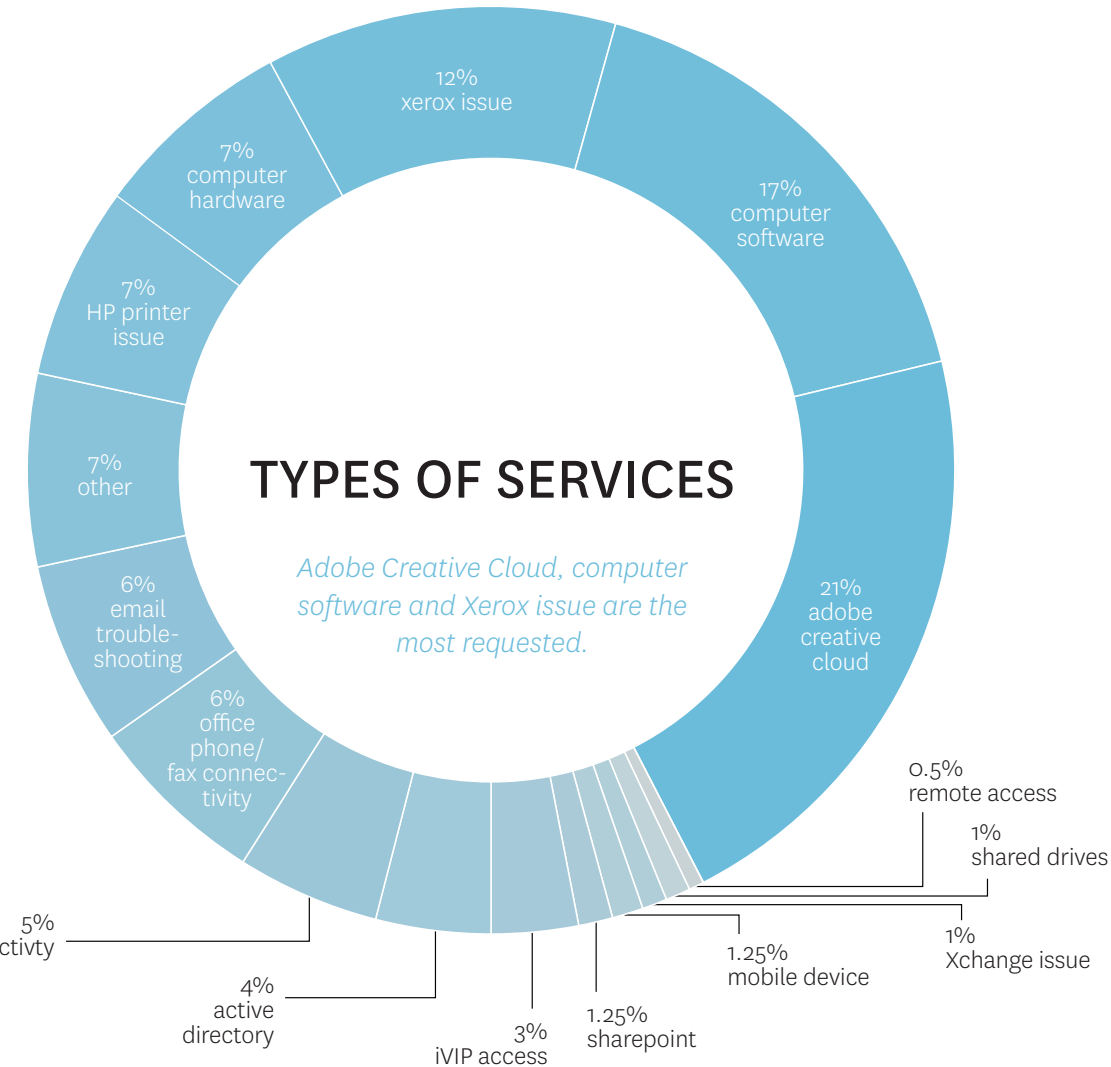
REQUEST DISTRIBUTION THROUGHOUT THE DAY



10:30 a.m.
and
4:30 p.m.
PEAK HOURS

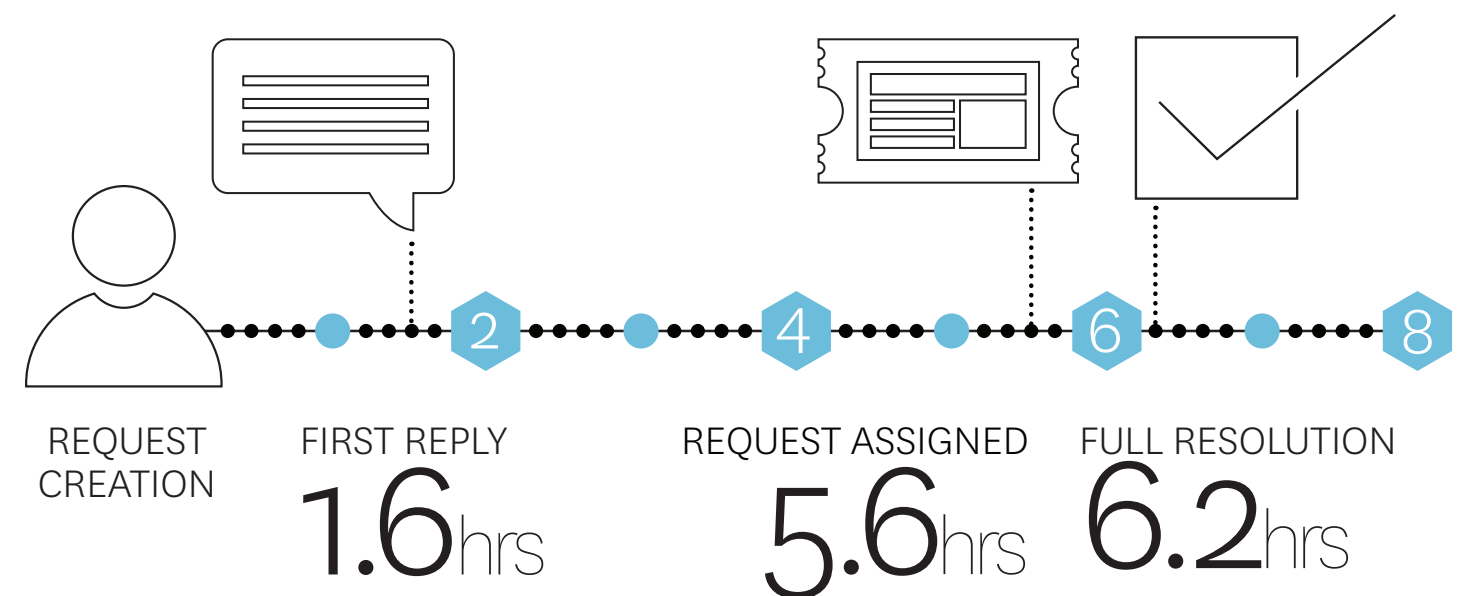
11
AVG. REQUESTS
CREATED PER DAY

57
AVG. REQUESTS
CREATED PER WEEK

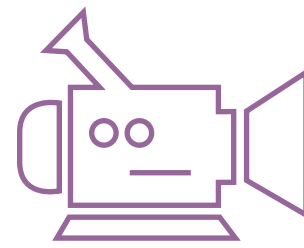


TYPES OF SERVICES

Adobe Creative Cloud, computer software and Xerox issue are the most requested.



MULTIMEDIA PRODUCTION



425 students work in the Media Center
workshops hosted 113

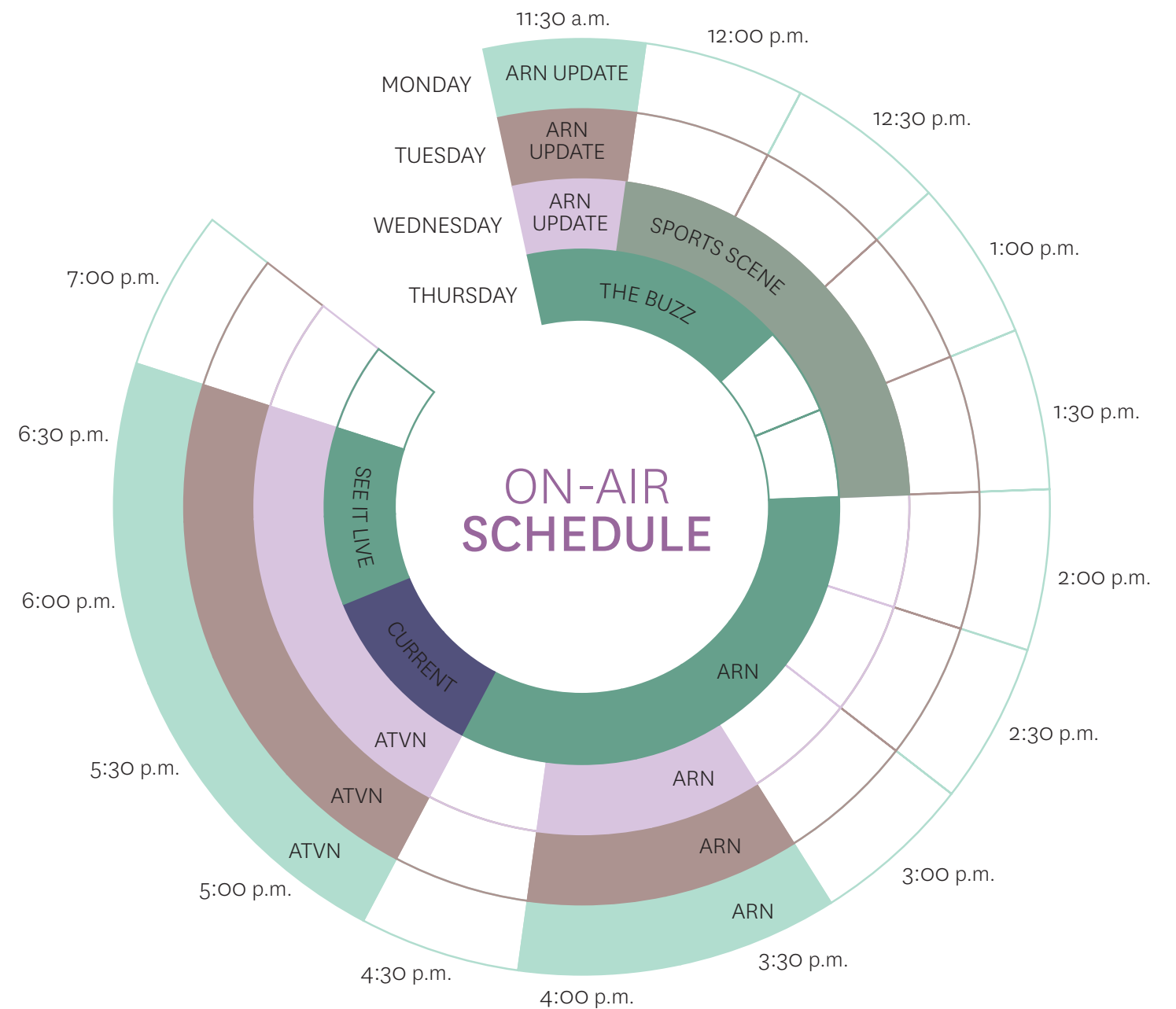
Our team helps students develop their production skill-set in a professional studio environment by offering media editing training, and teaching camera and audio recording techniques. We supervise live technical production and ensure radio and television broadcast equipment is operational for student-run media including Annenberg Television News, Annenberg Radio News, Annenberg Impact and more.

MEDIA CENTER

WORKSHOP AND TRAINING	# OF SESSIONS	HOURS PER WORKSHOP	# OF STUDENTS
AUDIO EDITING (AUDITION: BEGINNER)	2	1.5	30
AUDIO RECORDING	14	0.5	98
CAMCORDER	3	4	75
STUDIO A OPERATION	12	1.5	27
STUDIO B PRODUCTION	14	0.5	98
STUDIO C PRODUCTION	10	2	24
STUDIO DIRECTOR	12	1	12
VIDEO EDITING	5	4	50

CLASS TRAINING

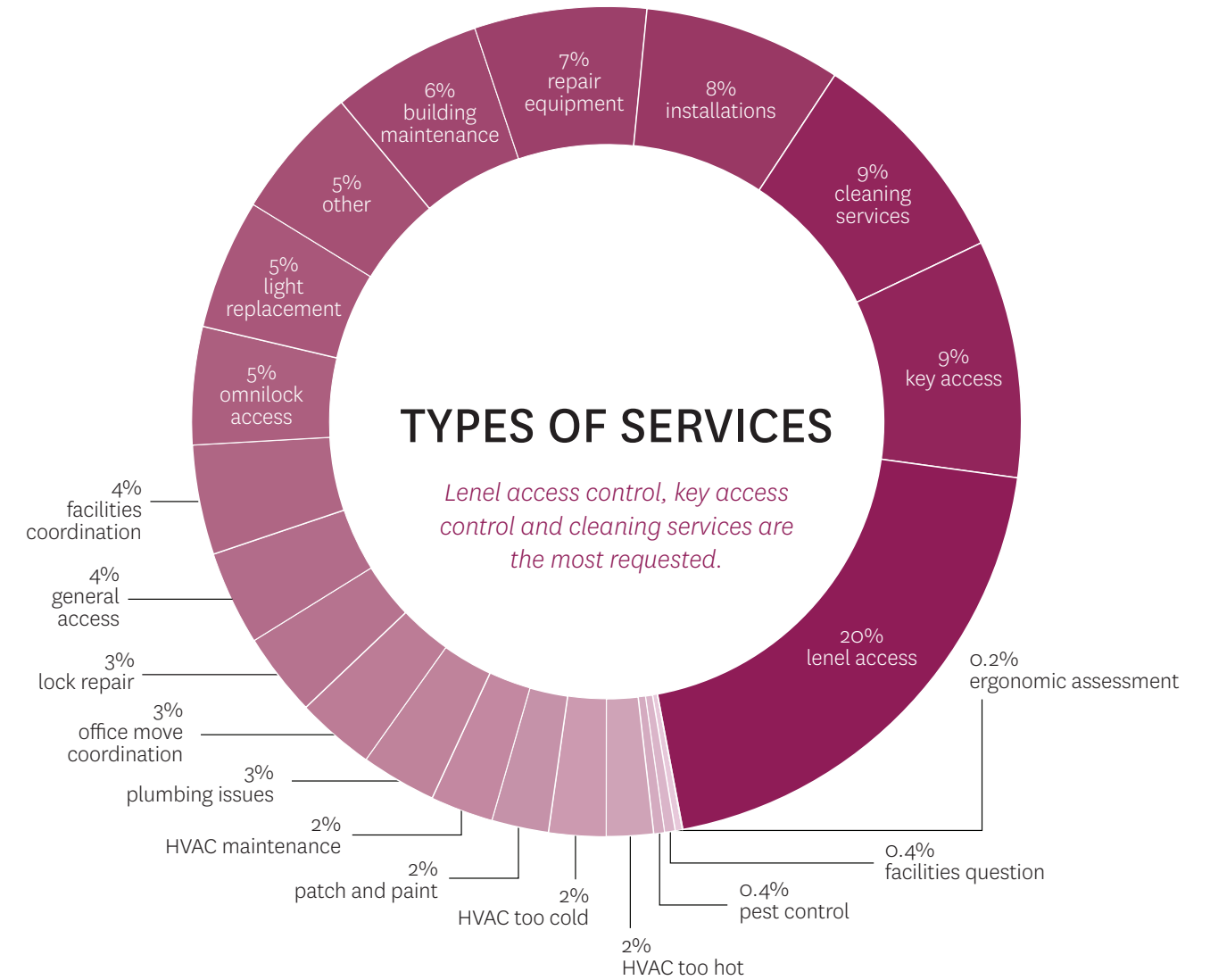
WORKSHOP AND TRAINING	# OF SESSIONS	HOURS PER WORKSHOP	# OF STUDENTS
AUDIO EDITING (AUDITION: BEGINNER)	1	1.5	10
AUDIO EDITING (AUDITION: ADVANCED)	1	1	10
CAMCORDER BASICS	1	1.5	12
CAMERA (DOCUMENTARY)	4	3.5	68
VIDEO EDITING (DOCUMENTARY)	6	1.5	105
VIDEO EDITING (PREMIERE: BEGINNER)	12	3.5	185
VIDEO EDITING (PREMIERE: GFX+)	7	3	185
VIDEO EDITING (PREMIERE: PACKAGES)	9	3.5	185



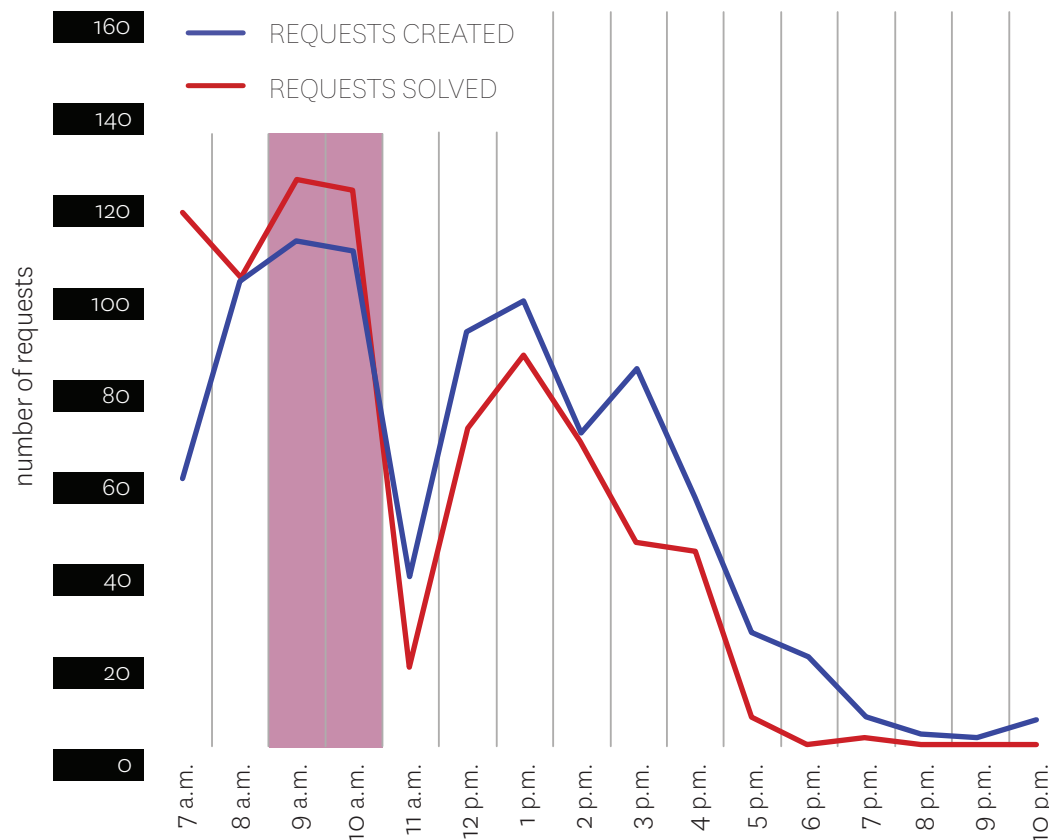
834 total requests
 one-touch requests 59%

We maintain the operations and aesthetics of Annenberg's physical infrastructure, providing a secure building environment while encouraging collaboration and community engagement. With 195,644 square feet spread across three buildings, we work closely with central USC Facilities Management Services (FMS) and a network of contractors and consultants to maintain an appearance and functionality which reflects the school's reputation.

FACILITIES MAINTENANCE

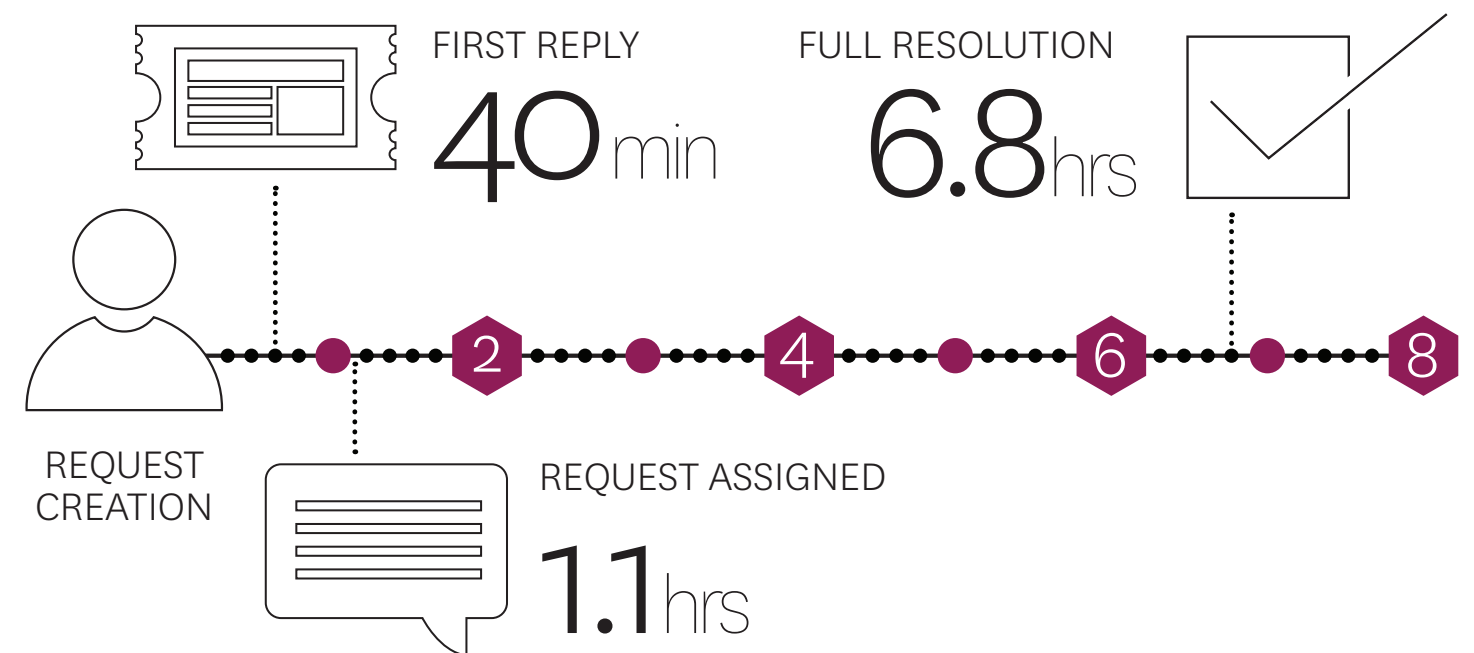
REQUEST DISTRIBUTION THROUGHOUT THE DAY



9:00 a.m. - 10:30 a.m.
 PEAK HOURS

9
 AVG. REQUESTS
 CREATED PER DAY

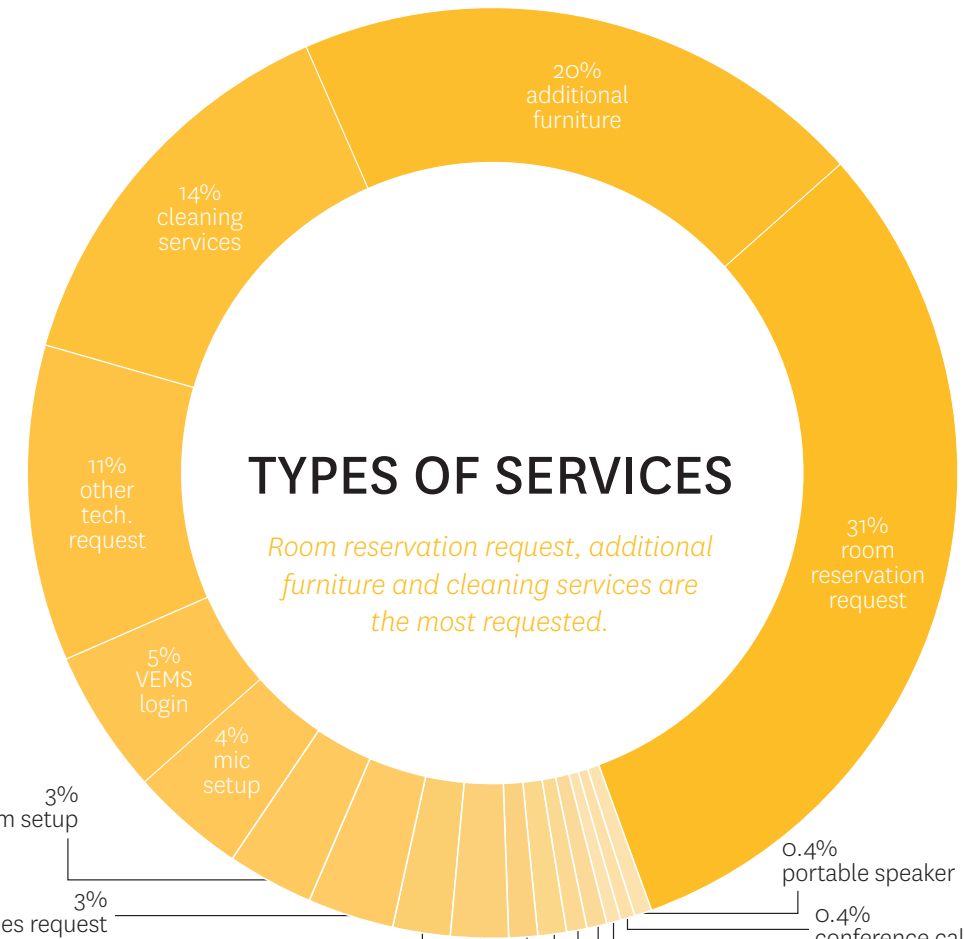
49
 AVG. REQUESTS
 CREATED PER WEEK



460 total requests
 one-touch requests 82%

We help faculty, staff and students prepare before and support during an event or conference. These tasks include room reservation services, rearranging or adding furniture, coordinating cleaning services, adding visual display content and setting up basic technical equipment, such as Skype kits and conference call equipment. We also provide live technical production services, including videotaping, editing and live video streaming.

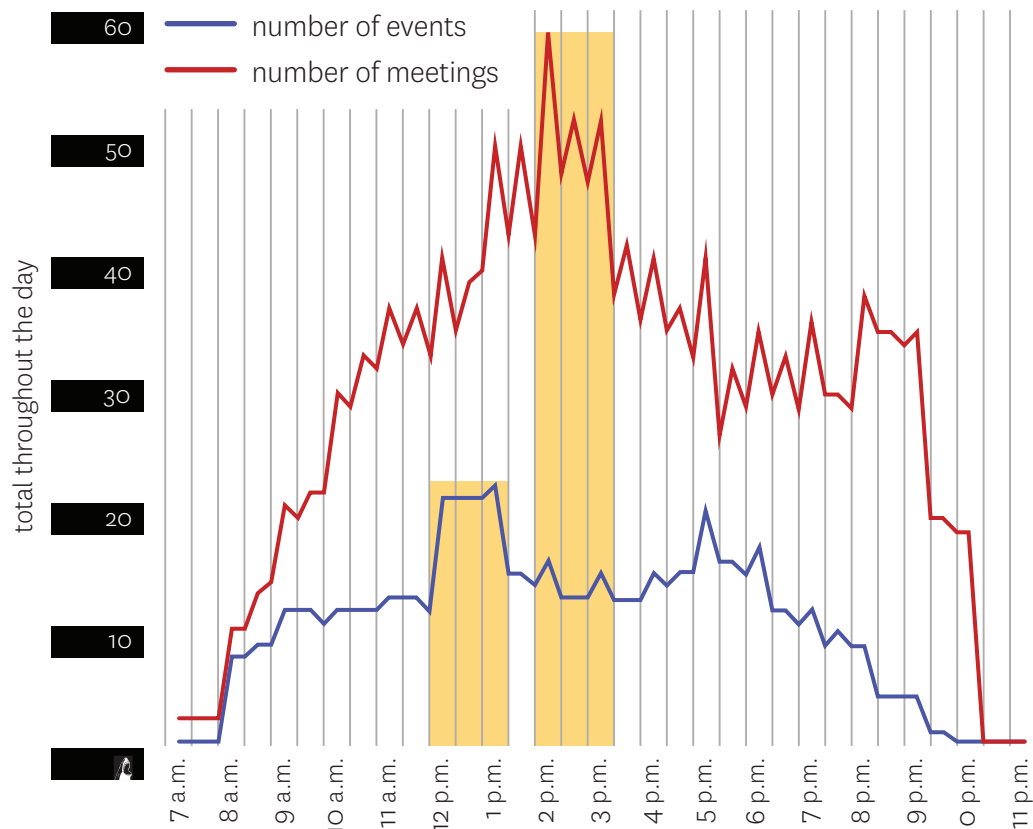
EVENT SERVICES



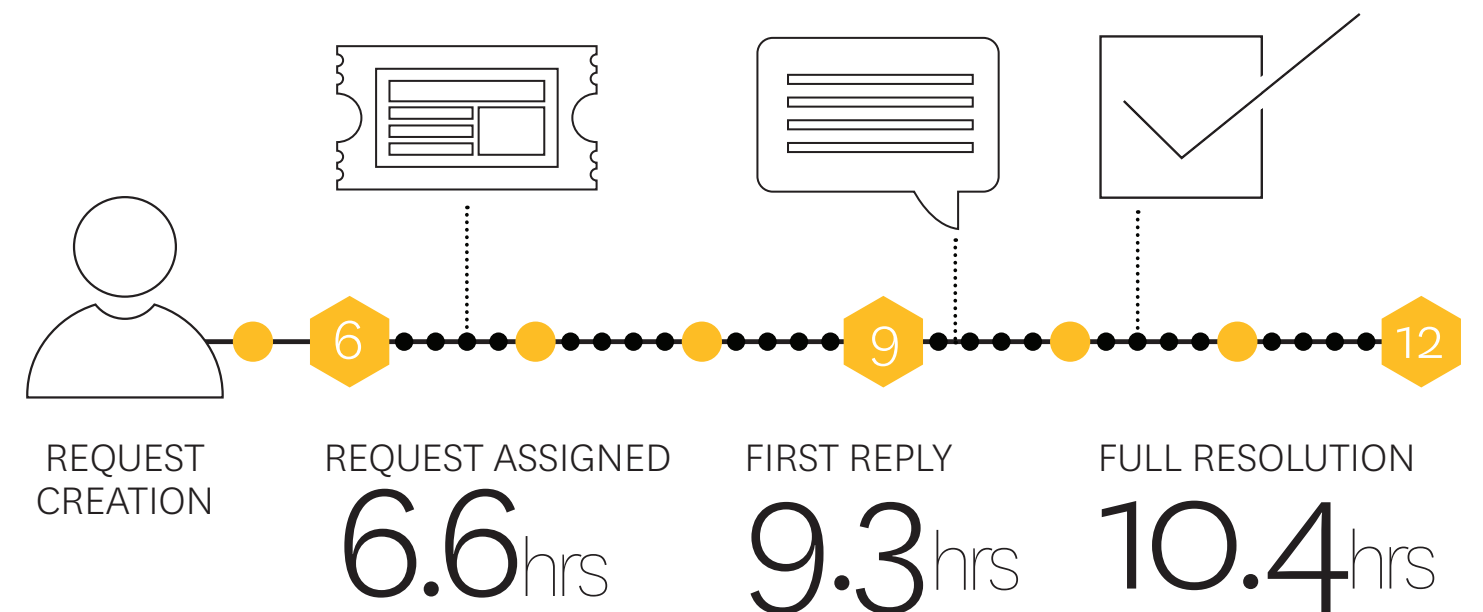
TYPES OF SERVICES

Room reservation request, additional furniture and cleaning services are the most requested.

TOTAL NUMBER OF EVENTS AND MEETINGS THROUGHOUT THE DAY



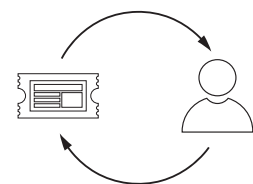
EVENTS	MEETINGS
12:00 p.m. - 1:00 p.m.	2:00 p.m. - 3:00 p.m.
PEAK HOURS	PEAK HOURS
3	6
AVG. EVENTS PER DAY	AVG. MEETINGS PER DAY
22	41
AVG. EVENTS PER WEEK	AVG. MEETINGS PER WEEK



3,371 requests created and triaged
 phone calls per day **40**

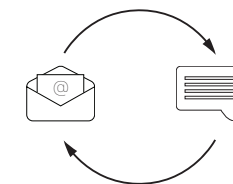
79% of all TechOps requests are created and triaged by the Operations Support Team. Offering a blend of technical and operational services that embody the TechOps name, we maintain AnnenbergTechOps.com, direct customer communication, supervise the Customer Service Center and manage administrative tasks. Our team manages request intakes and workflows. We also plan and program triggers and automations.

OPERATIONS



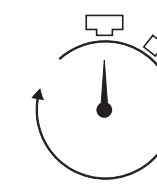
26,060
 assignments triggered

We use triggers to determine priority levels, add reporting tags and send notifications to our team and customers. Our most frequently used trigger types are assignment and notification triggers. We use them in our triaging process for assigning support groups to requests.



6,517
 notifications triggered

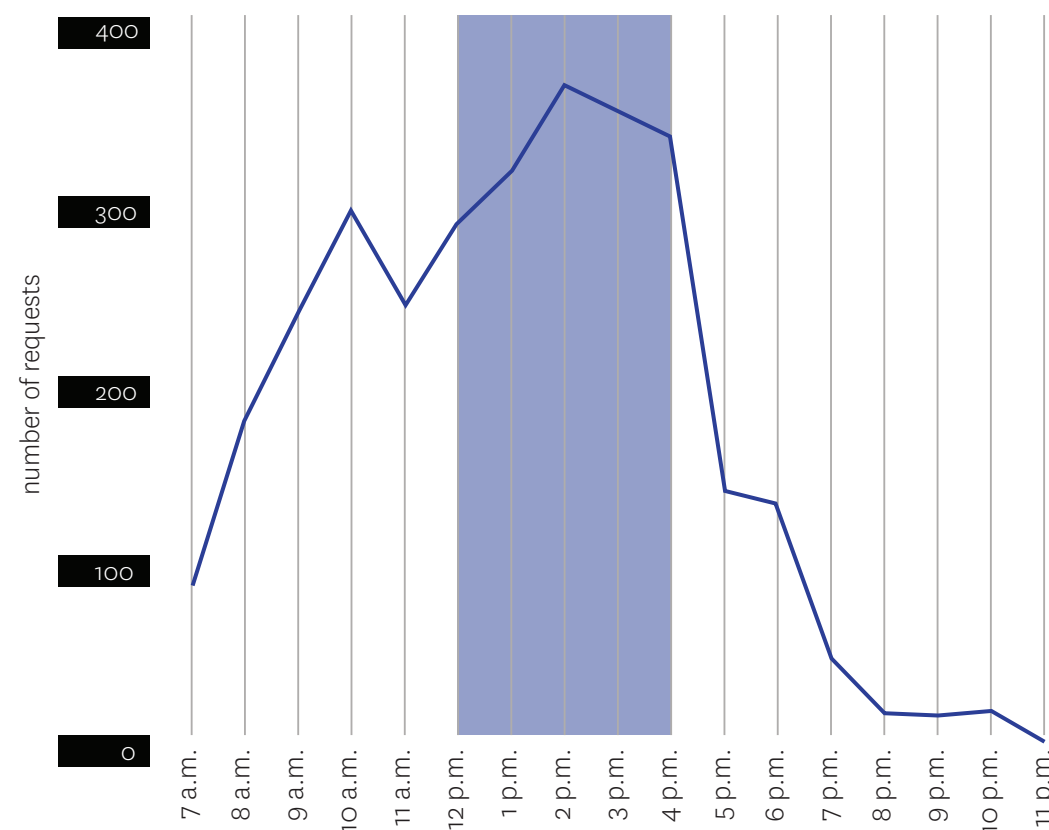
Notification triggers are vital in our workflow because they keep our customers and team in constant communication. If a team member updates a request, a trigger is activated that sends our customer an email with an update. Similarly, if a customer replies to one of these emails, a trigger is activated that updates the request with their response and notifies our team.



5,900
 time-based reminders

We use time-based reminders when we want an action to automatically happen at a specific time in our workflow. For example, we have an automation that reminds our team members to complete a request five days and one day before it is due. We also use an automation to remind our agents if they have breached a Service Level Agreement.

REQUESTS CREATED AND TRIAGED THROUGHOUT THE DAY

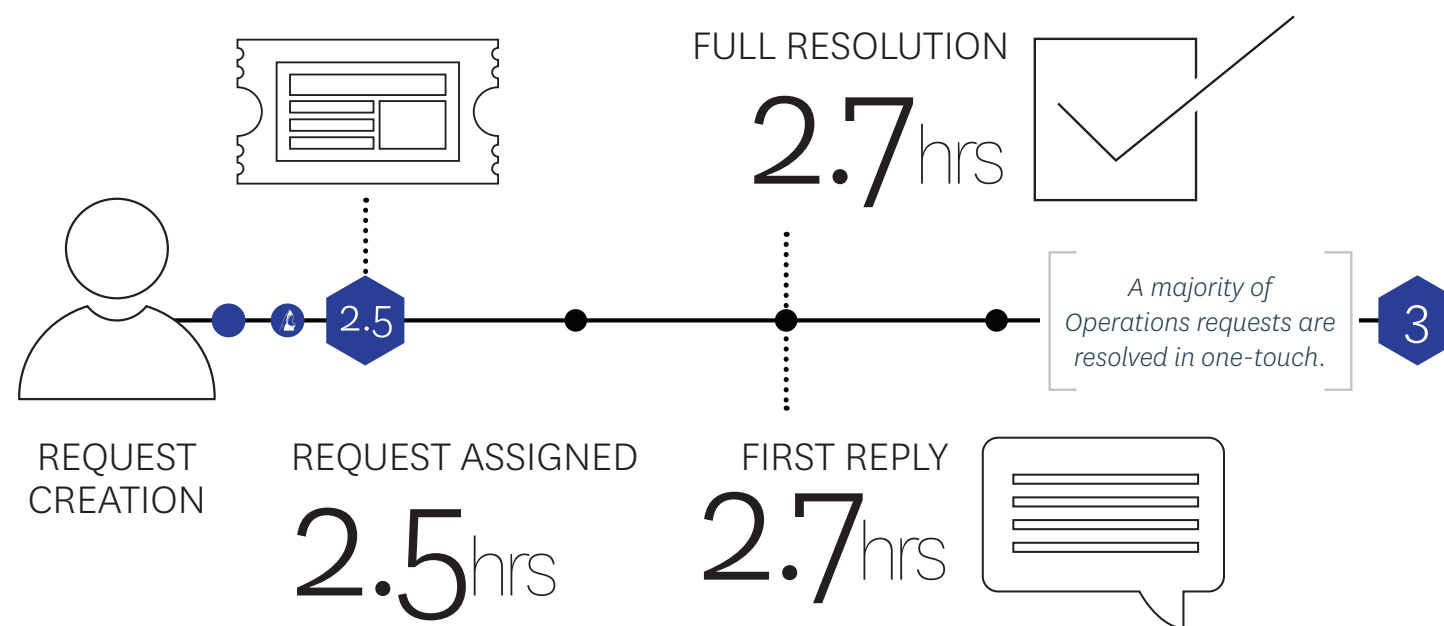


12:00 p.m. - 4:00 p.m.
 PEAK HOURS

41
 AVG. REQUESTS CREATED PER DAY

199
 AVG. REQUESTS CREATED PER WEEK

514 total requests **95%** one-touch requests



ANALYSIS AND RECOMMENDATIONS

Improve Customer Outreach

Plan and execute outreach strategy:

Aligning our outreach efforts on a scheduled calendar and in a systematic workflow will provide us the ability to communicate our service portfolio and important announcements in a strategic manner. We will do this by establishing an outreach strategy that outlines a calendar, content, and channels for communication. This will include our website, social media, email, digital signage, presence at events and our physical office locations.

Host technology training:

Hosting more training sessions and publicizing the ability to make an appointment with our specialists will benefit faculty. This will let our faculty be better prepared to operate equipment in the classrooms, minimizing downtime during class sessions.

Publicize mobile capabilities of our website:

The website is the least-frequently used by customers (p. 10). Requests are submitted through the website only 13% of the time, while the Customer Service Center is used 68% of the time, and email (asctech@usc.edu) is used 19% of the time. Of the website views, 1,596 of those are from computers, while only 340 views are from a mobile device (p. 11). The data shows that customers prefer interacting with our Operations Support Team. For added customer convenience, our goal is to boost website interaction. To do this we will communicate and encourage customers to use our website from their mobile devices. We will publicize the website, emphasizing its mobile-friendly nature, to Annenberg staff, faculty and students.

Inform customers they should reserve their meeting spaces directly through VEMS:

31% of our Event Services requests are for room reservations (p. 24-25). For most classrooms and meeting rooms, customers do not need to schedule the room through our team. We need to remind our customers we have an online

scheduling system (VEMS) where they can browse available space for meetings and reserve instantly. We can create usernames for our frequent space reservation customers to login and reserve their own space instantly.

Communicate Adobe Certification courses:

The Digital Lounge offered eight workshops and six Adobe Creative Cloud Certification courses: three courses for Photoshop, one course for InDesign, one course for Illustrator and one course for Premiere Pro (p. 17). The technology survey administered at the end of the Spring Semester revealed that some students were not aware that the Digital Lounge offered these courses but would have participated if they had known. Students also expressed interest in additional workshops for Microsoft Office products, such as Excel. We will look to add Microsoft Office workshops and increase student enrollment for certification classes. To increase student participation, we will improve our outreach efforts to ensure that all students are aware of Digital Lounge services and workshops. Some potential methods include creating a student email distribution list for publicizing our services or discussing our services in detail during student orientation sessions.

Revise customer satisfaction surveys:

Customers currently have only two options to rate their satisfaction of how their request was resolved: satisfied or unsatisfied. A satisfaction rating is rarely binary; customers may be satisfied with some aspects and unsatisfied with others, and our rating system should reflect these nuances. We will modify our rating system to a five-point scale, with an optional section for comments about their service and see if customers are more willing to provide feedback. In addition, informal interviews of our customers have revealed hesitation to submit negative feedback, knowing the team member will have access to see it. As a means to welcome all kinds of feedback we will add a note stating customers are welcome to contact our Operations Director to provide confidential feedback.

Standardize, Document and Evaluate Workflows

Create standard operating procedures (SOP):

Provide instructions and document how our team should take requests, reply to customers, resolve issues and maintain consistent internal and external communication.

Our average public reply time is 1.9 hours, while our assignment time is 2.6 hours (p. 8-9). This discrepancy means our team is not following protocol and responding to requests before assuming responsibility over them. Similarly, the average time before a Centralized Technology Support team member takes a request, 5.6 hours, is longer than their average first reply time, 1.6 hours (p. 18-19).

Team members will be reminded that any project-related requests we assign ourselves should be submitted as a task with a corresponding due date, which will eliminate the need for creating a pending request.

426 requests were solved using the Default Request form. Default requests do not have trackable properties and were not included in our data analysis. To prevent an error like this in the future, an SOP needs to be created, team members need to be more diligent in ensuring their request fields are entered correctly.

Implement quality control procedures:

Implement set of procedures to ensure the team's services meet expectations in a timely and professional manner. This will provide step by step directions and map out workflow procedures. It will include following up with team members on: requests that breach Service Level Agreement, requests that are marked as pending or on-hold for longer than 5 days, requests that remain unassigned for longer than 3 days, requests that are reopened by the customer and bad satisfaction survey responses.

Designated request monitor:

At all times a member of each Support Team should

be looking at the request queue. This person should assign requests based on the team's work load and priority level of requests. This will help the team improve their first reply and resolution times.

Curricular Support

Data analysis shows that 20% of the 298 Curricular Support requests are solved by members of the Centralized Technology Support Team, not our dedicated classroom technology specialists (p. 16-17). This indicates some overlap in our Areas of Specialization. We should look into better efficiencies between the two Support Teams.

Equipment Room:

Document faculty check-out activity by designing a workflow that incorporates Zendesk to keep track of urgent requests and optimize communication with professors and classes.

Digital Lounge:

Document Genius Bar activity by designing a workflow that incorporates Zendesk. This will help us understand what types of assistance our Genius Bar provides. It will also help in the decision making process for what tutorials, workshops and certification courses we host.

Centralized Technology

Streamline Adobe Creative Cloud workflow:

21% of Centralized Technology requests are related to Adobe Creative Cloud software (p. 18-19). Many of these requests are from students who had sent an email to creative@usc.edu requesting access to Adobe Creative Cloud software. This workflow needs to be examined in a way that could reduce the number of repetitive Creative Cloud issues and find greater efficiencies. It will also help alleviate the Centralized Technology Support Director's request load of 22%.

Facilities Maintenance

Adjust Facilities Coordinator responsibilities:

Facilities Maintenance has the second highest request count for any Area of Specialization (p. 22-23). Data analysis shows that while our only Facilities Coordinator resolves most of the facilities requests, he also solves 32% of Operations requests

(p. 24-25). We will find a way to allow our Facilities Coordinator greater focus on Facilities items.

Event Services

Improve first reply time:

The average time before an Event Services Support Team member takes a request is 6.6 hours, their first reply time is 9.3 hours, and average full resolution time is 10.4 hours (p. 24-25). 82% of their 460 requests were one-touch. The first reply time of 9.3 hours is high compared to our team's overall first reply time of 1.9 hours (p. 9-10).

Multimedia Production

Collect accurate data on student activity in the Media Center:

The Media Center Team only uses Zendesk for equipment issues that they encounter while helping students work in the Media Center. By collecting more data on what the team helps with, it will inform what tutorials and workshops we host.

Operations

Design protocol for lost and found items:

35% of Operations requests are for lost and found items. The lost and found data was exported from our shared folder and incorporated with our data analysis. A procedure for logging lost items in Zendesk, and eliminating the shared folder as our lost and found documentation will help streamline our workflow.

Assess electric cart reservations:

We spent approximately 40 student worker hours managing electric cart reservations for faculty and staff and occasionally transporting them, as well as \$7,000 to maintain the two electric carts. We will examine if this is a service that should still be offered and the business case for it.

Optimize Zendesk Programming

Revise service level agreements (SLA):

Feature a universal first reply time goal of 3 hours across all priority levels and adjusting our goals to a three hour first reply will help us improve our customer service by encouraging faster communication times.

Improve field options:

This consists of two factors: removing seldom used dropdowns and eliminating the frequency of "other".

Removing seldom used dropdowns:

Compare all dropdown options with the categories that were actually used. Remove the dropdown options that were rarely used in order to save our team time when selecting them. Although the Zendesk data has provided insightful feedback on our workflow processes and practices, the amount of request fields has proven to be unnecessary.

Minimize "other" option usage:

Identify reasons for frequent "other" dropdown selections and add them as options. This will give us a more accurate type of request breakdown. For example, the Curricular Support Team has entered 25% of their requests as "tech other" (p.13).

Automate outstanding pending/on-hold requests:

Throughout the semester, the number of pending requests accumulated without being resolved. At the end of January 2016, there were 78 pending requests across the team. By April 2016, that number rose to 141 requests, a 55% increase in 3 months. This backlog of requests may be due to team members forgetting to resolve those issues or creating requests for their independent projects, assigning it to themselves, and submitting it as pending. To improve our workflow, we should program Zendesk to automatically reopen outstanding pending requests after a certain amount of time has passed. This will require team members to communicate with the customer again and assure them that we are still working on their request.

Enable time tracking feature:

Zendesk released a time-tracking feature mid-way through the semester that we should enable. This application will help us analyze team member productivity and time spent on requests in greater detail.

Curricular Support

Add a workflow for the Digital Lounge:

Create a form that the Digital Lounge team can use to track Genius Bar requests.

Add a workflow for the Equipment Room:

Create a form that the Equipment Room team can use to track faculty equipment check-out.

Centralized Technology

In-depth revision of request fields and dropdowns:

The Centralized Technology Support form has a very detailed dropdown logic that needs to be adjusted. There are many levels of the dropdown that can be eliminated that are not needed for our data analysis.

Revise the triggers for setting priority levels:

The Centralized Technology Support Team priority levels in Zendesk are contingent upon two dropdown request fields: "request" and "request type". Depending on the combination of the two a priority level is assigned. This needs to be adjusted to create a simpler SLA to communicate with our customers.

Event Services


Combine AV Event Support and Operations Event Support forms:

Create a new form that combines AV and Operations support for events. Since our team has consolidated the two responsibilities with one single team, the current workflow with separate forms is not fluid. One form for all types of Event Services will optimize our workflow.

Conclusion

TechOps has a few items to adjust for the 2016-2017 academic year in our continued efforts at operational excellence. Overall and for each Area of Specialization we need to:

- Improve Customer Outreach
- Standardize, Document and Evaluate Workflows
- Optimize Zendesk Programming

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