

University of Maryland, Baltimore County Support Evaluation and Recommendations

December 28, 2008

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1. Executive Summary

On December 15 and 16, 2008, Adam Krob and Travis Hampton conducted interviews at University of Maryland, Baltimore County (hereafter UMBC) to evaluate their current support structure and provide a best-practice recommendation for supporting the launch of their new ticketing system, RT, and the full roll-out of PeopleSoft SA.

The following document outlines the objectives, methodology, and findings of Presidium's onsite visit at UMBC. It provides an evaluation of the current situation, and a set of best-practice recommendations for the implementation of RT and the support for PeopleSoft SA.

2. Introduction

Before launching into this document, Adam Krob and Travis Hampton would like to thank the following individuals for participating in these interviews:

- Jack Suess
- John Fritz
- Michael Carlin
- Joe Kirby
- David Souder
- Bob Armstrong
- Jim Keys
- Jessie Beaman
- Anna Sniadach
- Michael Busges

3. Objectives

Based on information gathered in the onsite interviews conducted on December 15 and 16, 2008 and on Presidium's best practices, Presidium agreed to deliver a support evaluation and recommendation that contains:

1. A visual representation of UMBC's suggested Service Desk structure. This functional structure will outline the flow of support for UMBC students, faculty, and staff through the level zero and level one support. It will also outline the escalation paths for service requests that require level two or level three escalations.
2. A high-level outline of the support request process including a suggested list of categories and subcategories. This outline will be functional and thus be independent of any particular Service Desk software.
3. A recommendation for service levels and an outline of the operational level agreements, escalations, and alerts that will support these service levels. In addition, it will include a template operational level agreement for UMBC's use
4. A recommendation of appropriate reports and metrics for UMBC's Service Desk.

4. Methodology

The methodology employed by Presidium in this engagement centered on three interrelated tasks.

Task 1: Conduct onsite interviews. The first task was to conduct onsite interviews to gain a depth of understanding about the needs for the RT implementation and PeopleSoft SA support roll-out at UMBC. Adam Krob and Travis Hampton conducted these interviews with key stakeholders at UMBC over a 1.5 day period.

Task 2: Compare data to Presidium's Education Services Management best practices. The second task was to evaluate the data collected and compare them to the best practices gleaned from Presidium's nearly 700 customers. We consulted with account managers and executives at Presidium to determine the best fits for UMBC needs and adapt a series of best practices to them.

Task 3: Create support evaluation and recommendation document. The final task was to transform the best practices by applying them to UMBC's overall support structure, the PeopleSoft SA roll-out, and the RT ticketing system implementation. They are described in detail below.

5. Findings

5.1 Current situation and gap analysis

In our interviews with the UMBC team, we were able to identify certain trends affecting the current support structure, many of which informed our best practices recommendations. The trends that we identified were in three areas: the Office of Information Technology Help Desk, level two support, and Blackboard support. Before launching into the specific trends that we observed in each area, one more general trend was very clear. The support team at UMBC is very strong and the commitment to customer service is evident throughout the organization. This foundation will be critical as the support demands increase with the upgrade of Blackboard and the full roll-out of PeopleSoft SA.

5.1.1 Help Desk

The Help Desk is undergoing a transformation at UMBC. According to several of the staff members we interviewed, there has historically been little reliance on the Help Desk to provide support for new initiatives. As a result, the Help Desk's scope of support has remained relatively small, in comparison to other universities' Help Desk.¹

The transformation of the Help Desk began with the pilot support for Blackboard. The results have been universally described to us as positive. The Help Desk is now able to resolve a number of requests that had been going directly to an Instructional Designer/Blackboard Administrator. The Help Desk staff member in charge of the Blackboard pilot reported that he is able to resolve as many as 75% of Blackboard issues. In addition, the Blackboard pilot has created a close relationship between the level one and level two support for the platform. This relationship will allow the Help Desk to continue to expand its scope of support for Blackboard.

The Blackboard pilot has also uncovered several areas where the Help Desk needs to continue to grow and evolve. First, there are inadequate measures of the Help Desk's performance. The most important of these is the number of calls coming to the Help Desk. This metric is fundamental to understanding support demand and forecasting future demand. Both are crucial for creating a staffing model—using both full-time staff and student workers—that matches the demand. This foundation level of demand must be established with a baseline in order to communicate attainable service levels—for wait time, length of call, among others—and set customer expectations. Without this fundamental metric, it will be impossible to support a service level culture of baselining performance, setting goals for improvement, and charting the improvement in performance (both for the individual agent and for the Help Desk as an organization).

The other general area of measurement that is inadequate is the ticketing approach. The first general trend that we observed is a culture in the Help Desk of putting tickets in when a support request needs to be escalated to a level two team member. The goal is laudable, to resolve a support request as quickly as possible, but the result is a ticket sample that is skewed toward support requests that are not resolved by the Help Desk. A bi-product of this culture is that the reported

¹ Many of Presidium's full level one Help Desk clients channel dozens of services through the Service Desk. One client provides support for 56 services through the level one Service Desk.

resolution rate of the Help Desk varied from person to person. One of the Help Desk staff members reported a resolution rate of 33% while another reported a resolution rate above 75%.²

The second area that the Blackboard pilot has uncovered areas for improvement is in the scope of support for other services. The Help Desk has demonstrated in the Blackboard pilot that they can take on a greater scope of support and will need to continue to do so. In particular, we learned that many of the application configuration support questions are escalated to the desktop team. The Help Desk should be able to resolve all desktop application configuration questions for the Oracle Calendar and Email systems.

Third, we observed that the Blackboard support pilot has been successful because of the relationship between two individuals which has resulted in a specialization of functions within the Help Desk. The specialization of functions—such as expertise in Blackboard or Email configuration—can be extremely useful as an informal level two support within the Help Desk, but will not scale well as the scope of support expands. We found that there are no formal means of transferring knowledge between Help Desk agents, which reinforces the specialization of roles.

This lack of a formalized knowledge transfer process highlights the need for a formal staff development and training process for the Help Desk. Each member of the Help Desk should have a formal training plan that tracks with a broader career plan to show the Help Desk staff that there are growth opportunities beyond the phones.

5.1.2 Other support structure observations

In addition to the observations related to the Help Desk, there are three other observations related to the general support structure at UMBC. The first is related to the level zero knowledge base at UMBC, hosted on a Confluence wiki. The confluence wiki search results page does not match the branding for the myUMBC: Information Technology site. As a result, there is not a consistency in the support experience. In addition, there is not an easy way to create a support request when the knowledge base article does not resolve the issue.

The second observation is that the desktop team does not charge for any of its services. The result is that there are not incentives for more effective computing practices. For example, there is no cost allocated to an individual whose computer crashes and needs data recovery services, even if this individual did not take advantage of the shared drive space provided by the Office of Information Technology.

Our final observation is that the large number of decentralized support agents at UMBC does not support the overall goals of the Office of Information Technology. While they meet regularly with Information Technology representatives, they do not coordinate their efforts with the Help Desk or desktop team.

² Presidium best practices suggest that a 70-80% resolution rate would be truly best practices, while the Gartner Group's research suggests that best-of-breed Help Desk resolve 80% of support requests. "Learn what every help desk manager should know about benchmarking" 2002 TechRepublic.

5.2 Recommendations

This section outlines the recommendations that we distilled from our Presidium's Education Services Management (ESM) best practices and applied to three specific areas: UMBC's support structure, for their support of PeopleSoft SA, and for the implementation of RT. The five areas of Presidium's ESM best practices are change management, multi-modal support, operations management, service-level management, and multi-sourcing.

5.2.1 UMBC support recommendations

Our recommendations for the UMBC support structure fall into three categories: general recommendations, recommendations specific to the Help Desk, and recommendations for the level two support teams.

General recommendations

Active Measurement for Service Level and Operations Management

The first general recommendation is that UMBC must begin to actively measure all areas of the support experience to support a service-level culture and to allow for better management of the level one operations. This begins with the volume of support requests from each mode of support request intake—online ticket submission and live agent contacts. There are several key metrics that must be tracked to create a service-level culture

- Time required to act on a support request – call wait times for live agent calls and queue wait times for online ticket submissions
- Time required to resolve a live support request – call handle times for live agent calls
- Number of support requests accepted – both the number of requests created in the RT system and the number of calls answered and the percentage answered
- Time to closure for a support request in the RT system

There are two tasks that will be required to capture these metrics. First, UMBC should invest in an Automated Call Distributor (ACD) system to track the number of calls, the length of calls, the average speed of answer, the number of calls answered, and these same statistics broken down by individual Help Desk staff member. Second, UMBC will need to create a culture of measurement and accountability in the Help Desk which begins with the creation of a ticket in RT for each support request—either in person or on the phone. We found that the ticketing system is seen by some in the Help Desk as a means of escalating issues, not of documenting their work. The ACD system will allow management to measure the number of phone contacts, which can be compared to the number of tickets submitted in the same period in RT. We recommend setting a baseline of 90% tickets/calls ratio for each Help Desk agent, as some calls will require an update to an existing ticket, rather than the creation of a new ticket.

Service-Level Management and Culture

The second general recommendation is to begin the process of creating a service-level culture to manage expectations for the services that UMBC's Office of Information Technology provides. We

recommend the creation of a specific Web site that lays out the service levels for the services provided by the Help Desk. It should include

- A description of each service and the appropriate expected service level (e.g., phone contacts, the percentage of calls answered in a specific period of time)
- A quarterly report that outlines performance against the service levels and survey responses
- A specific list of the support responsibilities at each level, with a focus on what can be resolved over the phone and what will require an in-office or in-residence hall visit
- A list of support options, including where to put in a ticket online and the number for the Help Desk

The Office of Information Technology should actively market this Web site in all of its communications. It should also create surveys that measure satisfaction with the services beyond the statistics gathered from the ACD and RT. These surveys should be sent when each ticket is closed and quarterly via email to the entire UMBC community.

Problem management and change management

The third general recommendation is to create a committee to examine the tickets created in RT, identify trends, and anticipate changes that might generate a large volume of support requests. The problem management committee represents another step in the service-level culture by moving the dialogue from individual support requests to trends drawn from these support requests. The problem management committee should meet at least bi-weekly for one hour, should be made up of representatives from each area of the Office of Information Technology, and should be chaired by the most senior person/manager at the Help Desk. This committee will create a database of problems drawn from the individual tickets, develop solutions, and present them to the appropriate team for resolution. The committee will also serve as change management role by discussing upcoming changes and anticipating what effects these changes might have on support requests.

Help Desk

Within the Help Desk, we have several recommendations.

Operations Management

The first is that the volume created by the addition of PeopleSoft SA and the new version of Blackboard will require two additional full-time staff equivalents. Our experience is that the addition of a new set of services, such as PeopleSoft SA in an environment of approximately the same size (12,000 students) will result in at least an additional 10,000 support requests in the first year, which would be equivalent to the need to expand to two additional agents. Using the Erlang formula, the 4 full-time equivalents would be required to take 10 calls per hour (approximately 20,000 calls per year) with an 8 minute average call time, and 90% of calls answered within 2 minutes.³ We strongly recommend that these additional resources be full-time staff members, as the access required to

³ The Erlang formula is used to calculate the number of agents necessary for a specific call volume, call length, and service level.

provide support for Blackboard and PeopleSoft SA will more than what security best practices would allow for student workers.

In addition to the growth of the Help Desk in anticipation of further expansion of their services to include PeopleSoft SA support, we recommend four management and cultural changes:

- Hire a senior-level Help Desk Manager/Director of Client Services specifically tasked with managing and representing the Help Desk. In light of UMBC's current financial state, we recommend re-tasking an existing senior-level staff member such as Jesse Beauman, whose experiences in desktop support supervision and lab management make him a very good fit for such a position, to perform this role until the budget can be made available to hire a Help Desk Manager/Director of Client Services
- Create an internal Office of Information Technology knowledge base and train the Help Desk staff members to use it as a part of their troubleshooting process
- Alter the Help Desk greeting to ask for the UMBC username first, making the ticket creation process the first part of a support request
- Create a ticket rating system and quality monitoring process for each agent with at least one quality review per staff member performed by the Help Desk manager each week

Services and modes of obtaining services

These management and cultural changes will reinforce the more general service-level culture and provide opportunities for the Help Desk to focus its services. We recommend that the Help Desk

- Pilot real-time chat for students, faculty, and staff as a means to obtain support. This can be done at no additional cost using existing chat services, such as Yahoo! Instant Messenger, AIM, or ICQ. The pilot times and service-level expectations should be communicated on the Office of Information Technology Web site and with an automated message sent for each chat request.
- Add services for email client and Oracle calendar application configuration and the top 10 issues for each area of PeopleSoft SA support. The scope of this service expansion should be clearly explained on the Office of Information Technology Web site and should be marketed in a communication to the UMBC community.
- Begin to delimit the clients supported for email access. Restricting the number of clients supported will allow the Help Desk staff members to know them at a great depth.
- Proactively engage new instructors by scheduling a call with them three weeks before the beginning of each term to answer any questions about Blackboard and provide a desktop computer "check-up".
- Move the scheduling of the labs to an Oracle Calendar or Resource 25 calendar to be managed by either the Registrar's office or a support staff member in the Office of Information Technology.

Training and Staff Development

The final area of recommendations for the Help Desk centers on training and staff development. We recommend the following

- Include a representative from the Help Desk in project planning meetings. Ideally, this would not just be the Help Desk manager, but rather a rotating position who gains a deeper understanding of new projects and their potential impact on the volume of support requests.
- Establish a training program for all Help Desk staff members, focusing on new technologies. This training program would be administered by the Help Desk manager, but the content of the training and the execution of the training sessions would be done by Help Desk staff members, fostering a learning culture within the Help Desk.
- Create a specific training for the Identity Management changes that will affect Blackboard, focusing on the general concepts of the Shibboleth System, email client configuration, Oracle calendar configuration, and the use of the Confluence Wiki for troubleshooting.
- Create an explicit career plan for all Help Desk staff members to ensure that they see opportunities for growth both at UMBC and outside. The Help Desk manager should use this career plan to tailor training opportunities for each staff member.

Level two support recommendations

In addition to the general recommendations and Help Desk-specific recommendations, there are three additional recommendations that affect the level two support teams:

- Implement a real-time chat tool to be used by the Help Desk to communicate with the level two teams when the staff member cannot resolve a live support request. This communication will lead to an improved relationship between the Help Desk and level two staff and will, eventually, lead to an increased percentage of support request resolutions at the Help Desk.
- Recentralize the Decentralized IT Staff (DITs). These decentralized staff members are not receiving centralized training or management and are generating support requests that they should be equipped to handle. We recommend that the Office of Information Technology pilot a program where the DITs are managed centrally, but are a semi-dedicated resource for the department providing their funding. Tulane University and Yale University have successfully implemented similar programs.
- Charge for specific level two services. We recommend that the Office of Information Technology charge back for some the services provided by the desktop team to reinforce broader organizational goals. The desktop team should charge an hourly fee for data recovery services if the person requesting service has not used the centralized shares to backup his or her data. In addition, the desktop team should charge a nominal fee for any support request that does not originate as an online ticket or as a ticket created in the Help Desk.

5.2.2 PeopleSoft SA support recommendations

Support for student services has evolved significantly in the last two decades. In the 1990s, a trend emerged in student services support, the one-stop shop. Higher education institutions—one excellent example is Tufts University—revised the physical layout of their student services support. These institutions realized that students would receive better service if there were a single location to provide support for all student services. They built a consolidated location staffed by student services “generalists” who understood the services at a high level and could provide support for a large percentage of student requests.

This trend continued with higher education institutions also created what they termed “no-stop shops” with online tools built on top of Student Information Systems such as PeopleSoft SA. The rationale was that tools like PeopleSoft SA would allow students to self-service most of their needs, allowing student services professionals to focus on more complicated and higher value issues.

Another trend is now emerging in student services, the application of customer relationship management systems, or CRM systems, to tracking support requests. Institutions such as DePaul University have adopted CRM solutions to track students’ support requests, identify trends, and report on the services provided.

We recommend a best practices approach that combines these key trends by applying a tiered support structure to student services, building a strong “no-stop shop” through a knowledge bases, creating a foundation for service management that includes ticketing, escalations, and alerts, and answering a high percentage of the tier one support requests in a friendly, accurate, and consistent fashion. In creating this best practices approach, we draw on the one-stop shop by centralizing support as much as possible and the creation of specialized levels of support. This approach is an emerging one and has been used successfully at Delgado Community College and is now being implemented for Chapman University’s online programs.

Figure 1 outlines a suggested structure for the support of PeopleSoft SA

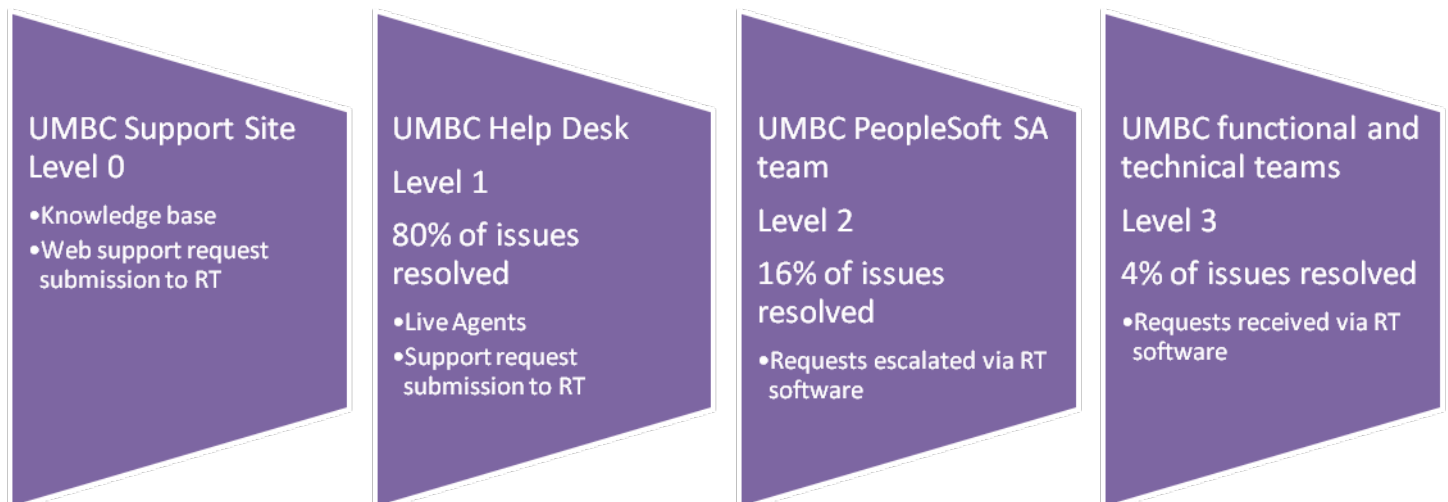


Figure 1

Our suggested structure begins with the UMBC Support Site. The UMBC Support Site and associated knowledge base would provide a single location for UMBC students to receive support for PeopleSoft SA and technical questions. If a student's support request is not resolved by an entry in the knowledge base, then the student can easily submit a ticket through RT or contact a member of the Help Desk. The Help Desk would be provided with training on the top 10 issues in each area of PeopleSoft SA and this training would also be adapted to knowledge base articles for the Confluence knowledge base. This scope of support would also be explicitly stated on the Office of Information Technology's Web site and in all communications about PeopleSoft SA support. Based on our experiences, we project that level zero and level one support can resolve approximately 80% of support requests. Requests not resolved at this level would be sent to the second tier via RT.

Built on top of the UMBC Help Desk and knowledge base would be the UMBC PeopleSoft SA team. These PeopleSoft SA specialists would take ownership of the students' support requests and ensure that requests are fulfilled and appropriate service levels are met. Staff members in this level would provide feedback to the UMBC Help Desk staff members as a part of a constant improvement process. They would also be available via a live chat tool to provide instant feedback on issues that could be resolved on first contact, but that are not part of the standard questions resolved by the Help Desk. In addition, this team would be responsible for training for the Help Desk, and providing quality assurance for support requests escalated to their level through an active feedback process with the Help Desk. We project that this level will be able to resolve 80% of the requests escalated to them, or 16% of total support requests. Issues not resolved at this level would be sent to the third level via RT.

The third level of support would be provided by UMBC specialists in student services. The PeopleSoft SA team would escalate support requests based on the students' needs to the appropriate department at UMBC. These specialists would then be free to focus on these more complicated issues.

This structure successfully fulfills several objectives by:

- Creating a single location for support with a searchable knowledge base, thus reducing confusion about who a student would need to contact for support
- Tracking all support requests to baseline service levels, make escalations from one department to another seamless, and ensure that no student's support request is lost
- Moving the bulk of support requests to level zero and level one, allowing student services professions to focus on more complicated, and higher value, solutions. If the launch of PeopleSoft SA generates 10,000 new support requests a year, then their resolution would be as follows:
 - 8,000 would be resolved by knowledge base articles or the Help Desk
 - 1,600 would be resolved by the PeopleSoft SA team
 - 400 would be resolved by the UMBC student services specialists

5.2.3 RT system recommendations

Our third area of recommendations relates to the RT system recommendations, including both structural and process/management recommendations.

Structural recommendations

Figure 2 is a visual representation of the suggested structure for the RT ticketing system. Given the software design of RT, the structure of the ticketing system should be based on the queues as laid out below (at a very high level). This visualization represents a general approach and is certainly not exhaustive. During our onsite visit, we were able to see the RT system and saw that there are additional queues already created.

After the queues are created, the most important element in implementing RT will be the creation of the custom fields for each queue. We recommend that the owner of the RT system use the Operational Level Agreement template (found in Appendix A) to uncover what information each second-level department will require for an escalated request. This will guide the development of the custom field for level two requests. For example, requests to the New Media group related to Blackboard support might require the course number and section number as well as a selection of specific error type or a field for an error message. These custom fields should then become part of the purview of the problem management committee and should be reviewed by them on a quarterly basis.

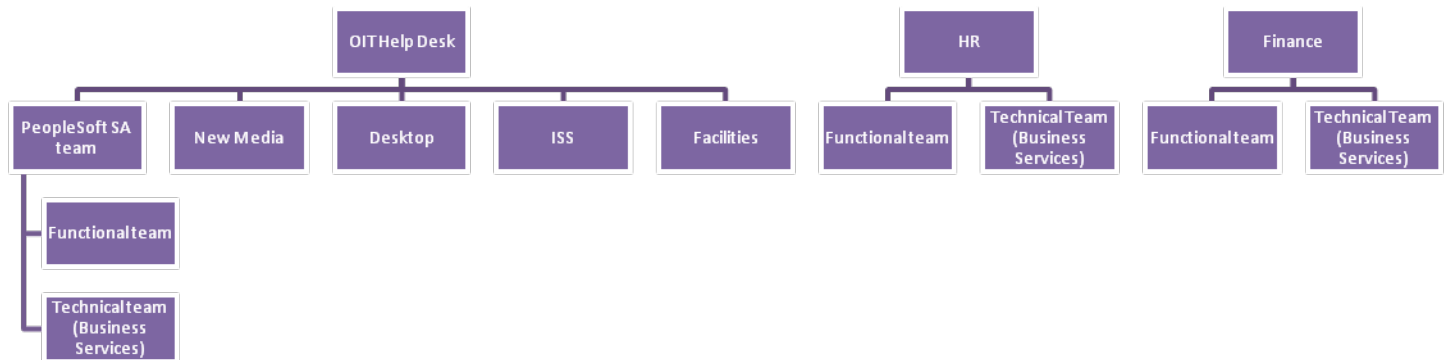


Figure 2

Process and Management Recommendations

In addition to the structure of the RT system, there are several other important recommendations for the system.

- Appoint a single person as the owner of the RT system. A single owner will reduce confusion about who is responsible for making changes to the system and ensure consistency in language and the approach to the queues and custom fields.
- Create alerts based on the service level standards created by UMBC. These alerts will be invaluable to managers as they implement a service-level culture, as they provide a notification of service failures before they become trends.
- Create a ticket quality process. A sample of tickets should be examined and graded on a weekly basis by the Help Desk manager and, optimally, by representatives from the teams who receive escalated tickets from the Help Desk.
- Create a queue for facilities services. A trend that emerged in our conversations with the Help Desk was that facilities questions represent a large percentage of the non-supported calls they receive. Determining a contact in facilities services to receive these tickets will be equally important. One approach would be to create an email alert to facilities services when a ticket enters their queue and marking the ticket “escalated to facilities services”.
- Build a specific process for VIP requests. VIP requests should be automatically escalated and alerts sent to the appropriate manager to ensure that these requests are handled with a greater urgency than standard requests.
- Establish a dedicated knowledge manager position to maintain the Confluence Wiki and the internal knowledge base.

The final area of process recommendations is our suggested strategy for sunsetting the Remedy system. We recommend the following timeline

- Implement RT for all Office of Information Technology team members by mid-January with the exception of those working on HR and Finance issues.
- Remove the ability for the first set of RT users to create tickets on the same date.
- Remove the ability for the first set of RT users to write to existing tickets on March 1.
- Implement RT for the HR and Finance users and their supporting Office of Information Technology staff members on March 1.
- Remove the ability of this second set of RT users to create tickets on March 1.
- Remove the ability of this second set of RT users to write to existing tickets on April 15.
- Remove Remedy from service on July 1.

5.2.4 Services Levels and Operational Level Agreements

We recommend that UMBC implement a service level where

1. Live contact wait times, based on a quarterly average, are less than or equal to 3:00. Based on our experiences, wait times longer than 180 seconds result in significantly lower customer satisfaction.
2. Requests submitted on the Web are answered in 6 business hours or less.

When support requests are not resolved at level one, the UMBC Help Desk should provide the following service levels for these requests. These internal “service levels” are agreements between the level one and level two teams so that the level one team can correctly set expectations for responses. We recommend that these agreements, called Operational Level Agreements, include the following

1. All support requests escalated to the level two are responded to within two business days. The second level would not necessarily resolve an issue in this amount of time, but would contact the student, faculty, or staff member to explain the status of the support request.
2. An on-call person in each level two department would use a secure instant messaging tool to communicate with level one customer service representatives to resolve issues while they are on a call.

A sample Operational Level Agreement is included in section 6, Appendix A.

5.2.5 Key metrics and reporting

There are several key reports that we believe UMBC should track.

1. A report that summarizes the service level standards for responses in each of the modes of support—chat (if implemented), Web ticket submission, and live agent phone calls.
2. A report that outlines the average time to resolution (and thus the operational level standards) for support requests in each area at levels two and three.
3. A report that provides the top ten issues in each queue by week that is used by the problem management committee and feed into the Help Desk training program.
4. A report that summarizes the total demand broken down by queue on a weekly and monthly basis.
5. A report that provides the top 10 support requestors on a monthly basis.
6. A report that outlines the performance of individual support team members, including the number of live calls or chats performed, the number of tickets generated, the number of tickets resolved, and the average time to resolution.
7. A management dashboard that provides real-time data on average time to resolution and the top ten issues.

6. Next Steps

The UMBC Office of Information Technology management team will need to review all recommendations and accept those deemed appropriate.

Some of the recommendations can be acted upon immediately by UMBC staff members, but we recommend that formal project plans be developed for the roll-out of the implementation RT system and the support for the PeopleSoft SA roll-out and managed by a person or organization that is not part of the day-to-day operations of the UMBC Office of Information Technology.

An operational level agreement and service level agreement development and implementation process should be the first component of both plans and should be carried out in early 2009 to begin the process of creating a service-level culture.

In addition, UMBC should work with Presidium to develop a co-sourcing staffing plan to expand the Help Desk's resources before the launch of PeopleSoft SA.

7. Appendix A

Below is a sample Operational Level Agreement.

Operational Level Agreement (OLA) between the UMBC Office of Information Technology Help Desk and Desktop Team

Effective Date:

Next Review Date:

Document Owner:

Version:

Objectives & Scope

This document is an Operational Level Agreement (“OLA”) between **the Help Desk** and **Desktop Team** that documents service escalations and response times for the following services

- Email client configuration

This OLA is valid until it is revised or terminated. It will be reviewed at least once per year.

This OLA:

- Serves as a reference document
- Defines roles and responsibilities

Services and Escalation Responsibilities

This Agreement covers the following Services.

Service description	Who can use service	Cost of service	Escalation reason	Escalated to
Email client configuration	Faculty, staff, and students	None	Client configuration is not successful	Desktop

Required information for Escalation

This section outlines the additional information required to escalate a request

Service description	Escalation reason	Required information
Email client	Client configuration	Email client name and version, Operating System and version, POP or IMAP configuration,

configuration	not successful	error messages/behaviors
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Response Times

This section outlines the expected response times for an escalation. Incidents that have not been updated in the incident management system before the response time outlined here will trigger an escalation event.

Service description	Escalation reason	Escalated to	Escalated response expectation
Email client configuration	Client configuration not successful	Desktop	Contact within 2 business days