

NIST Service Delivery Plan

Discussion Questions:

1. How do you pursue alignment between mission and support organizations?
2. How do you approach service delivery strategically?
3. Do you have similar challenges and opportunities to those we have discussed?

Takeaways

1

We are changing how NIST delivers services to improve our abilities to meet NIST mission needs.

2

We are investing in a service management framework and it is producing results at NIST.

3

We strive to become a transparent data-driven organization that benchmarks with industry leaders.

The challenge of service operations teams

We are faced with a growing body of evidence that suggests that not all of our services are well aligned or meeting mission needs.

When we don't fully understand the performance of our services or how to improve them, we are left with anecdotal experiences that don't provide strategic insight.

Looking forward at NIST, this performance gap has increasing impact as NIST looks to become more agile and flexible in meeting its mission.



Strategic approach to the challenge



Extend service
management across
MR & NIST



Strengthen
partnership and
governance models



Better align risks
and risk acceptance
with NIST mission



NIST's Service Management Vision

VISION: Transform how work gets done at NIST

WHAT IS SERVICE MANAGEMENT?

It is a practice with standardized processes that are centered around meeting customers' needs

WHAT IS SERVICE NOW?

It is an enterprise application that automates and provides data about our processes

The Value Proposition

For Customers

Faster, better aligned services

- ✓ Increased productivity
- ✓ Consistent across all services
- ✓ End-to-end visibility
- ✓ Effortless service delivery

For Service Providers

Better, more effective work

- ✓ Reduced operating expenses
- ✓ Process efficiency
- ✓ Better information
- ✓ Built in communication
- ✓ Happier customers

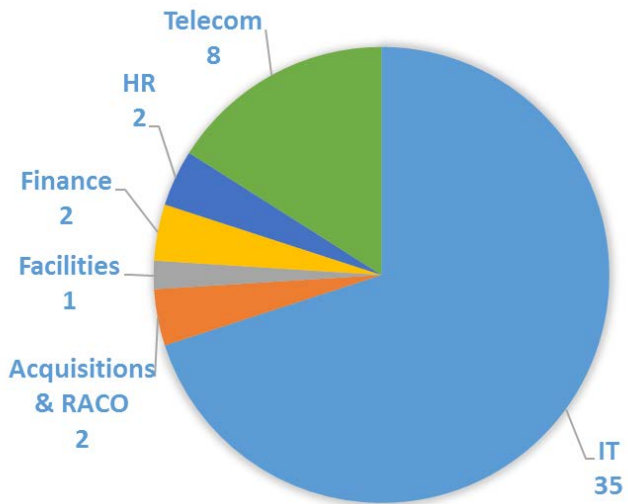
For Leadership

Better insight into NIST services

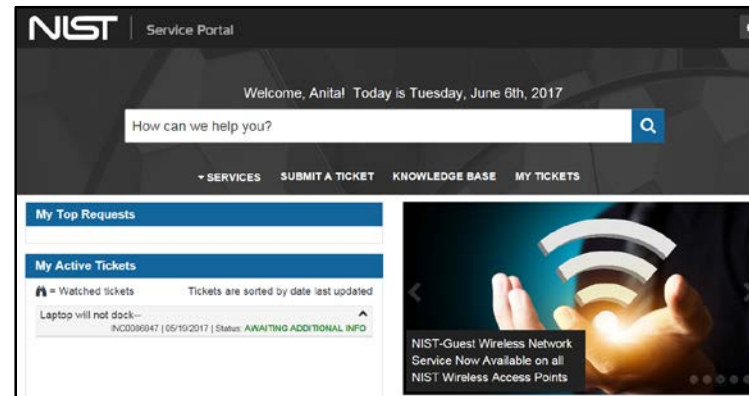
- ✓ Insight into service capabilities
- ✓ Enterprise wide data to make more informed decisions
- ✓ Benchmarking capability

Our Current Service & Platform Capabilities

SERVICE TEAMS



SERVICE PORTAL



- Request services and report problems
- Dashboards and reports
- Single site for all services

SERVICE DESK



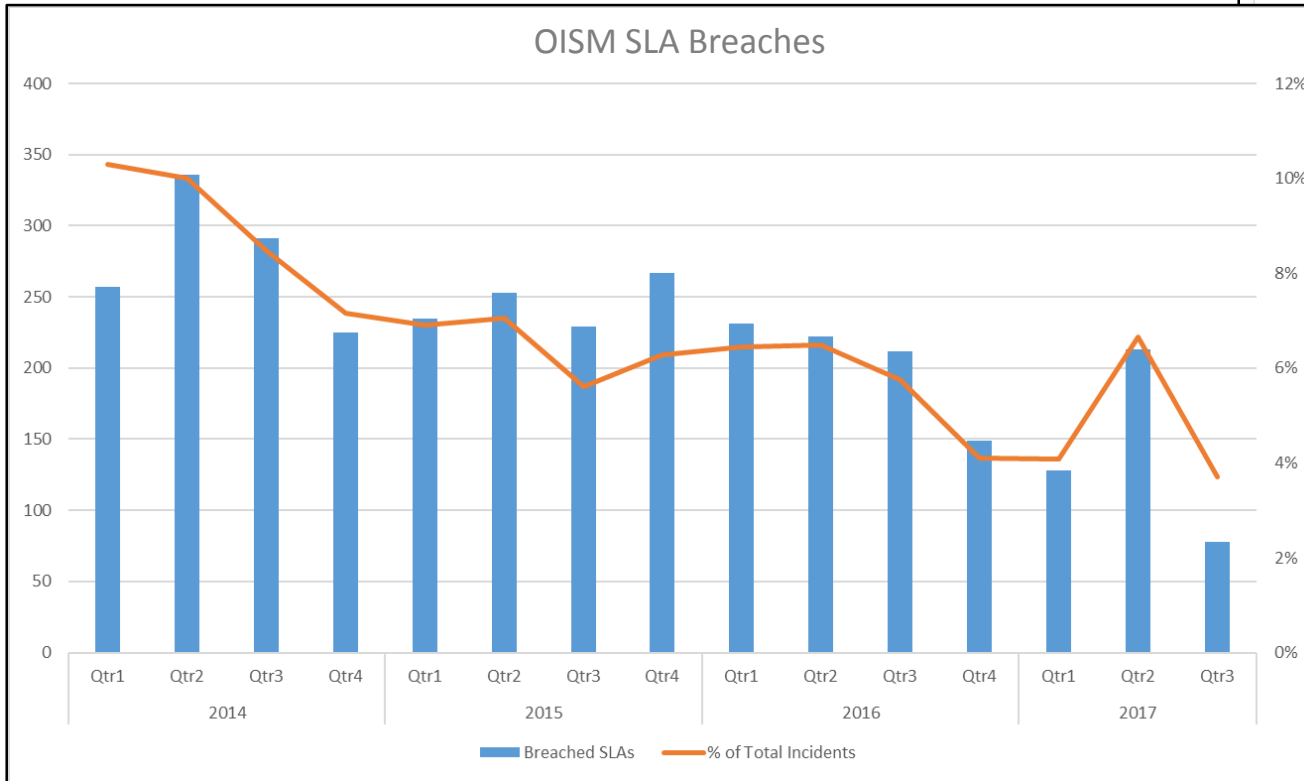
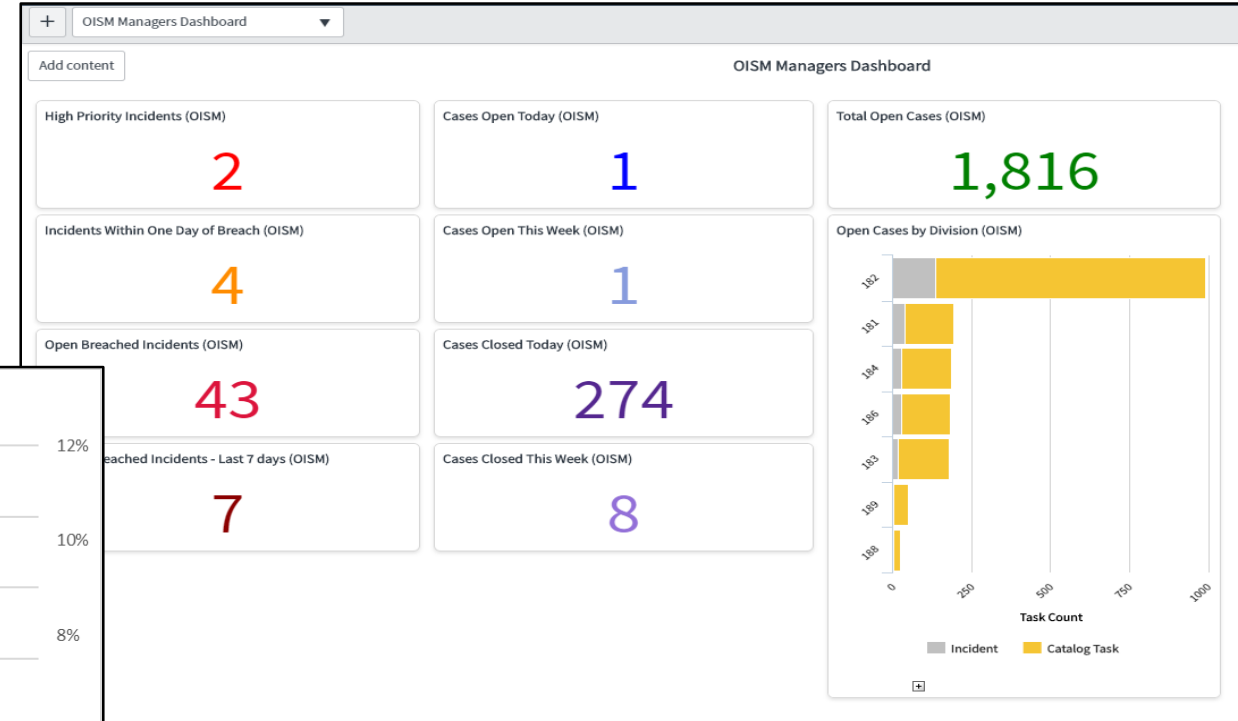
- Phone, email, and walk-in
- Track customer satisfaction
- Evaluating broader service support

- 50 active services
- 6 different functional areas
- Engineered processes

It Works: The NIST Story

IT Incident Response

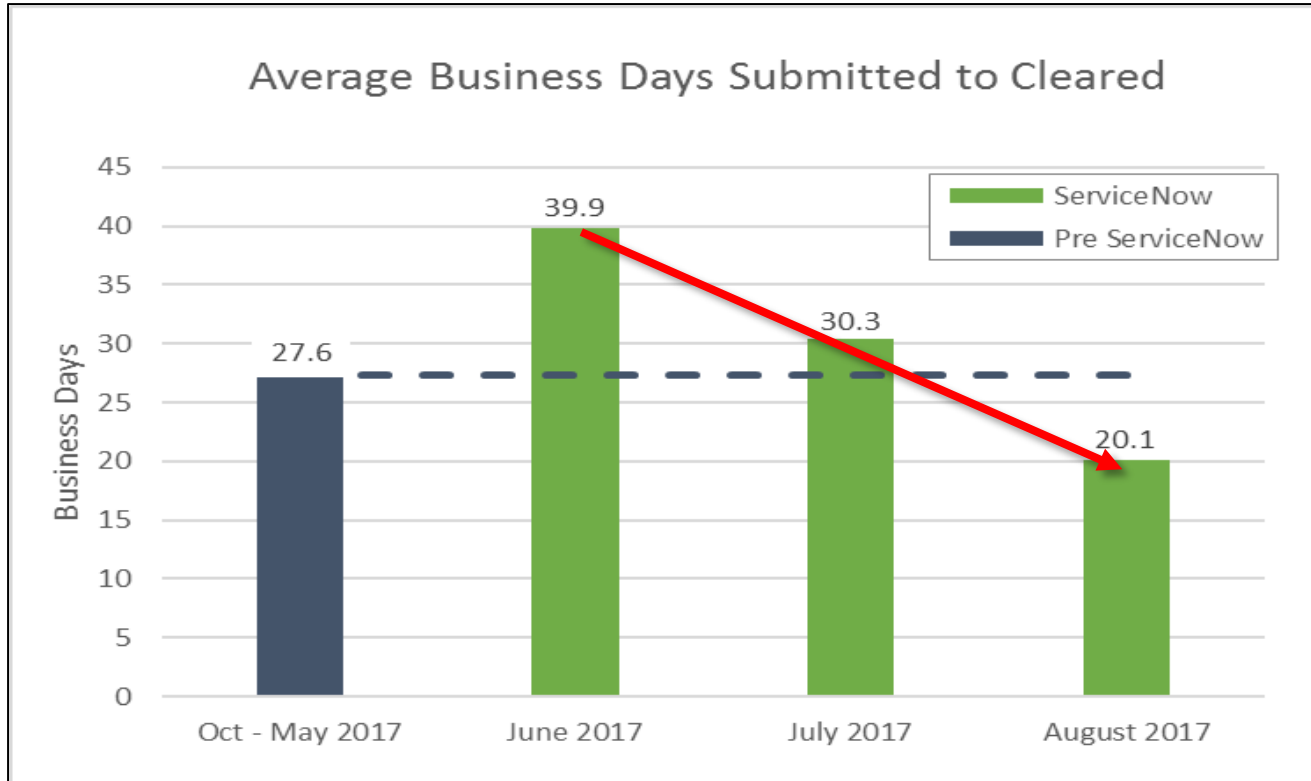
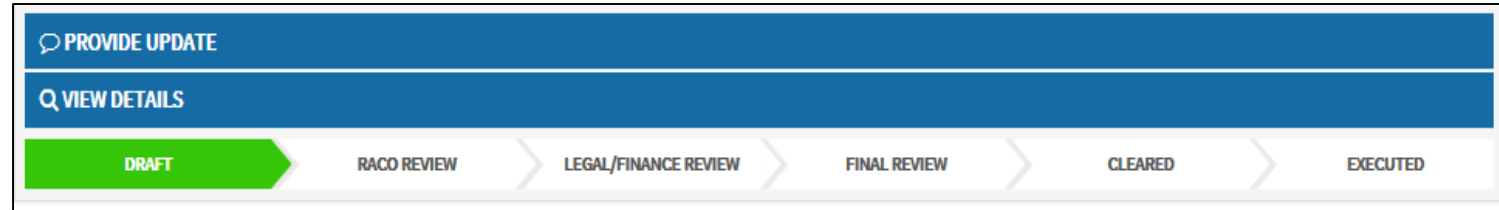
Incident Dashboard



Takeaways:

- **Results:** SLA breaches improves from 8.9 to 5.5%
- **Lesson:** Service management can lower costs and reduce down-time.

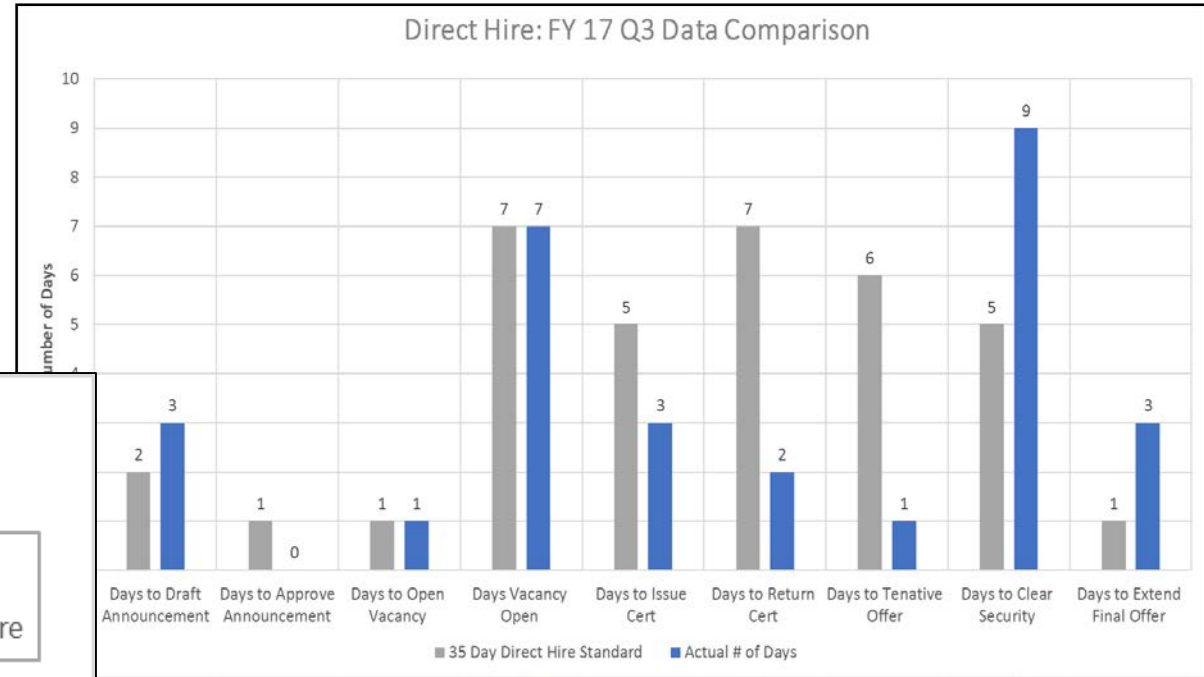
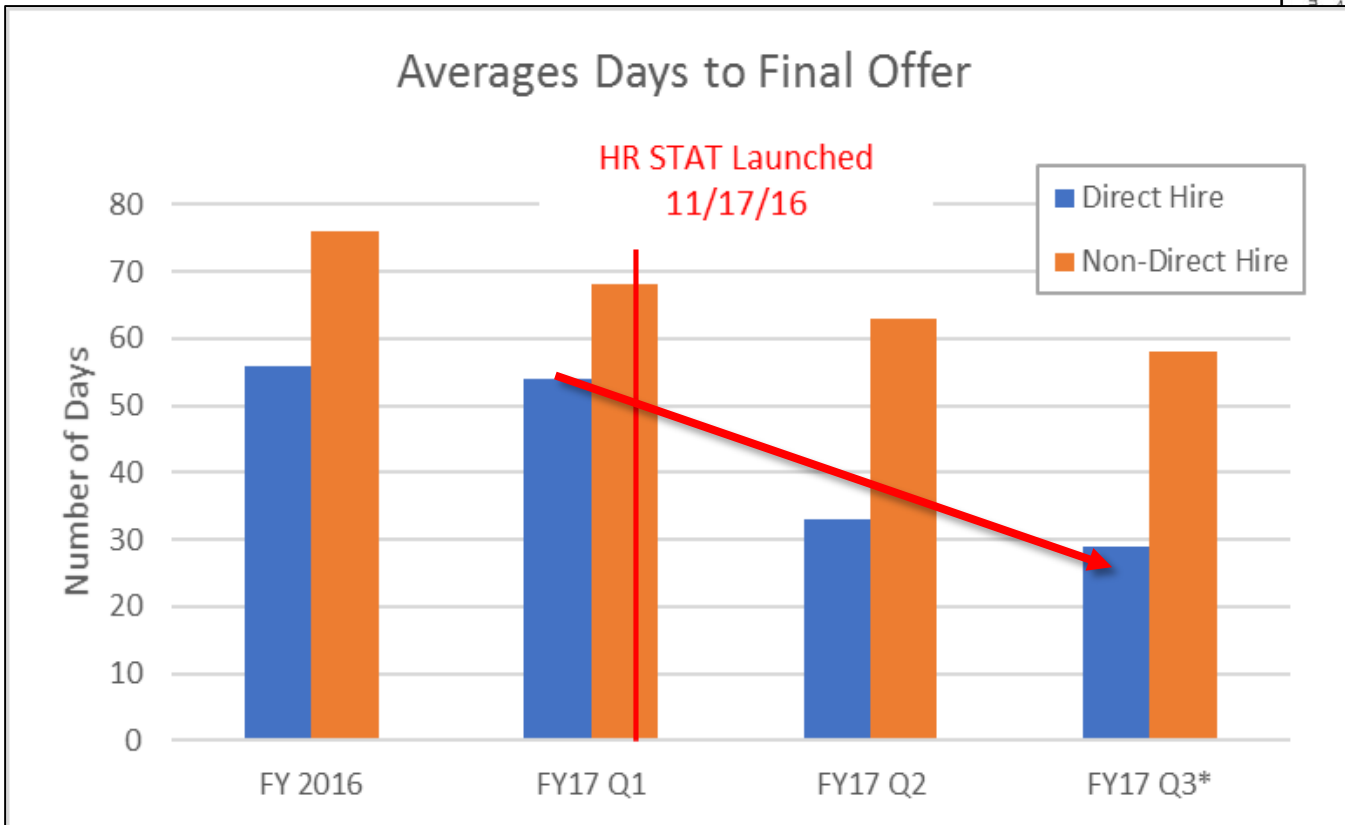
Reimbursable Agreements



Takeaway:

- **Results:** Processing agreements improves from over 27 to 20 business days
- **Lesson:** A standard process improves performance and is valued by both customers and providers.

Recruitments



Takeaway:

- **Results:** Time to hire improves from 53 to 30 days.
- **Lesson:** We can use data to understand and improve our performance.

What are our next steps?

We now understand that Service Management can:

- ✓ **Lower Costs**
- ✓ **Improve Performance**
- ✓ **Make Data-driven Decisions**

We still need to demonstrate that Service Management can:

- ❑ **Transform customers' experiences**
- ❑ **Validate that this approach will also make it easier for external customers to interact and collaborate with NIST**
- ❑ **Create a sustainable model that can react to organizational changes and create competitive advantages.**

Improving the Customer Experience

Align the customer experience to match the customer's needs

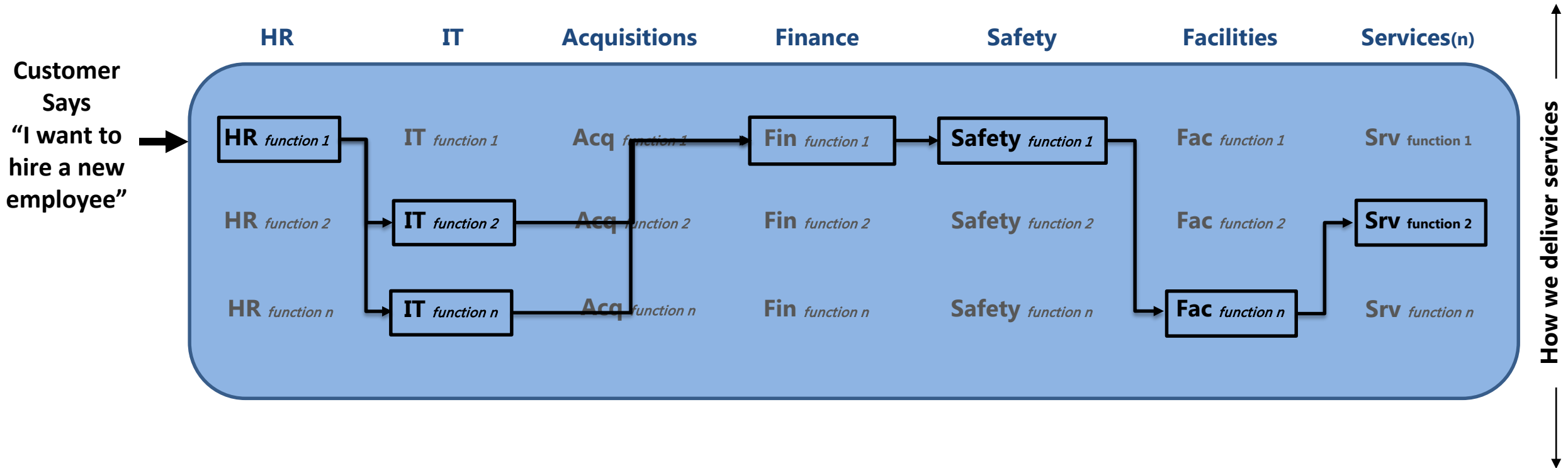
"I need to..."

- Submit an HR Action
- Renovate a Space
- Submit a Telecom Request
- Request IT account and access
- Order equipment
- Schedule training
- ...

"I want to hire a new employee"

What it looks like

Services Providers do not manage services the way customers use services



We need to be able to connect the dots

External Customers and Stakeholders

NIST interacts and collaborates with external stakeholders and customers every day



Reimbursable Agreements,
Payable Agreements, and
CRADAs



Associates, facility users, and
prospective employees



Open Access to Data and
Publications



Standard Reference
Materials, Instruments, Data
and Calibrations



Cybersecurity outreach
and partnerships



Collaboration with other
research partners

Benefitting External Customers

How does applying Service Management principles benefit NIST's external customers and stakeholders?

- The same principles and value proposition applies for both internal and external customers
- We want to improve access to our products, services, and technology so it's easier for customers to interact and collaborate with NIST
- Examples of Current Projects and Potential Future Activities
 - Implementing E-commerce storefronts for Calibrations, SRM, SRI, and SRD
 - Decreasing turnaround time for calibration services
 - Extending internal service processes to include external parties: Onboarding and Reimbursable & Payable Agreements

For Customers

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Sustainable Model

To be successful we must continue to:

Improve our understanding of our customers' needs

- Performance reporting and advisory boards (underway)
- Establishing Governance and Customer & Service Provider Working Groups (Q1 FY18)

Improve our understanding of our services

- Establishing data collection and be able to evaluate our performance objectively (underway for IT Services, HR, RACO, and Acquisitions)

Use the information we gather to inform focused improvement efforts

- Start by making our services consistent by reducing variation
- Then focus on making additional improvements: reduced cycle time, reduced cost, improved quality, better agility...

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