

**Prentice Centre  
The University Of Queensland**

**REVIEW OF CLIENT SERVICE**

**DECEMBER 1993**



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## Introduction

Prentice Centre is a service organisation that provides information technology support for The University of Queensland. The centre deals in a vast array of products and services, however above all, the majority of its clients require SOLUTIONS.

Recognition of this fact lead centre management to develop a Help Desk in 1985 which eventually evolved into the present customer service /reception area. In May, 1993 the Director of the Prentice Centre, Mr Alan Coulter, requested that a committee review the *Client Service* Group and provide recommendations for the future.

A review committee was appointed. Members were Wilfred Brimblecombe, Kym Hosking, Maralyn Kenley and Allan Woodland. Between 31 May 1993 and 5th December it met six times.

The terms of reference established by the committee were to review the function and operation of the group, identify problems and make recommendations regarding:

- responsibilities of the group;
- use of telephones and other PABX services within the group;
- supporting tools such as HOTLINE, diary management systems etc.;
- level of service delivered by *Client Service*, and the level of support or information received by the group from the rest of the Prentice Centre;
- structure, staffing levels and job satisfaction in the group;
- procedures used within the *Client Service* group.

The Prentice Centre provides a very wide range of services. The diversity of these services must be taken into consideration when setting or reviewing customer service objectives and the responsibilities of the *Client Service* group.

In order to support the Centre's range of services the *Client Service* group has a diverse range of tasks and a workload which can vary greatly from day to day. An estimate of how much time per year is spent on various duties is included in Appendix D. It is important to note that all staff provide backup for other members of the group. That is, each staff member has some training in the others' jobs.

## Why Customer Service

"Twenty-six of every twenty-seven people who have a bad experience with you or your firm won't tell you. The principal reason is not surprising: They expect little or no satisfaction if they do gripe..... 91 percent of those with a bad experience won't come back"

"Even worse, the average person who has been burned tells 9 to 10 other people, 1 out of 8 grumblers will speak the bad news to 20 or more people." (David W. Cottle, *Client Centered Service: How to Keep them Coming Back for More*, John Wiley and Sons, New York, 1990 p 3.)

The cost of keeping a current client is 9 to 10 times cheaper than the cost of attracting a new one. (Source: Tom Peters, *Thriving on Chaos*, 1987:91) Therefore attention should be given to developing evaluation methods to monitor client satisfaction levels.

The committee found it difficult to measure the standard of customer service provided by our staff as well as the level of customer service expected by our clientele. Apart from customer feedback there are few concrete indicators of service level. Hence, much of the committee's findings is based on qualitative information and general client feedback.

One area where it was feasible to obtain some quantitative data though, was in the volume of counter, telephone and electronic mail interaction and statistics for this were collected for a period of about 10 weeks. The numbers as well as a conservative estimate of time spent are contained in Appendix B.

A statement of responsibilities for the Supervisor, *Client Service* is attached as Appendix C. It incorporates the objectives of the Group. Also attached (Appendix D) is an estimate of the time staff presently spend on various duties.

*Client Service* is the front line of the Prentice Centre. Indeed, many clients have their first contact with the centre through this small group. Given the extremely visible nature of their work, the group needs to be fully supported in terms of staff resource, training and professional support. Lack of staff results in a vulnerable group highly exposed to an increasingly critical clientele.

It is important to note that while this group is called *Client Service*, they are not the only ones whose role it is to provide customer service; all sections of the centre and indeed, every staff member of the Centre must be responsible for providing quality customer service.

When one looks at the duties currently performed by *Client Service* it becomes apparent that they fulfil many functions not normally associated with a specialised customer service role. They provide a measure of administrative support, public relations, production of publications, a staff answering service and a 'springboard' for general enquires. While the group's service oriented attitudes and effort must be praised, it has become obvious that attempting to do "too much about everything" can dilute the quality of customer service resulting in "too little about anything".

## Recommendations

The Committee's recommendations are presented in two sections, general recommendations and those pertaining to the Centre's problem management system. Some recommendations have already been implemented. Where applicable this is noted.

### General Recommendations

1. The foyer, entrance and Client service accommodation areas of the Prentice building are drab, untidy and cluttered with bins. More often than not a confusion of ad hoc signs adds to the impression of disarray.

It is recommended that :

- a) The areas be repainted;
  - b) Fixed signs be repainted and updated;
  - c) Rubbish and recycling bins be relocated away from the front of the building and from the area near *Client Service*;
  - d) Ad hoc signs around the building be minimised but where necessary, at least made consistent;
  - e) Touchscreen be kept up to date.
2. It is recommended that attention be given to creating a *boundary ritual* when any group of the Prentice Centre hands over a completed job to a client.

This will formalise and ritualise the *hand-over* to create in the mind of the client a boundary between the development stage and the on-going maintenance stage of a job. This boundary is intended to result in more maintenance calls being directed to *Client Service* rather than to the development staff originally associated with the job.

There are benefits in having more maintenance calls directed to *Client Service* in the first instance. Firstly, the number of unanswered problem calls Centre wide should reduce, with the follow-on effect of fewer transferred calls. Secondly, it should allow us to consistently respond more quickly to our clients' needs. The key word is *consistency*. If a staff member's phone is not answered for a problem call, we are plainly unaware of the clients' problem and cannot respond. If it is answered by somebody else in their absence, there are no guarantees as to the quality of the message taken or even as to the timely delivery of the message. A third benefit is that staff would be interrupted less often (at least by phone calls reporting problems) and could schedule their normal work around work which comes in via *Client Service* and HotLine.

3. Whilst the taking of calls relating to problems as above is seen as a legitimate activity for *Client Service*, it is recognised that at present there are considerable difficulties being experienced by clients attempting to reach not only *Client Service*, but a significant number of other Centre staff. This applies particularly where staff call-forward to *Client Service*. Their normal calls then add to the traffic which must be handled by the same number of phones (and people). This is particularly frustrating for *Client Service* staff when, as in a majority of cases, they have been given no information as to the whereabouts or likely time of return of the person concerned.

Attempts have been made to obtain statistics on the extent of phone queuing in *Client Service*; however, no useful data has been obtained to date. We now understand that at this stage it is not possible to obtain information in this regard. Even without statistics it is patently clear from the number of complaints that our clients are having great difficulty in getting through to *Client Service*. The *Client Service* group frequently fails to deliver good customer service over the phone because of a lack of staffed stations for the call load.

The practise of staff forwarding their phones to the *Client Service* Group when they are not in their offices was considered at length.

The use of *Client Service* by Centre staff for call forwarding — and in particular without any indication of the relevant staff member's whereabouts or likely time of return — causes saturation of the UCD phone group and consequent client dissatisfaction, without any benefit to the Centre. *Client Service* — and consequently, the entire Centre — look silly in the eyes of the client when they have to say that they don't know where the sought staff member is or when he/she is likely to return. It is hoped that wider use of voice-mail will alleviate this problem but in addition, the committee recommends:

- a) that in general there be NO call-forwarding from within the Centre to *Client Service* phones.

If we are eventually able to collect statistics, we will then get a better idea of the genuine *Client Service* call rate as calls for other staff will not distort the figures. Call-forwarding where necessary (taking the availability of voice-mail into account) should be either to the Departmental Secretary (senior Centre Management) or within a staff member's group.

Other recommendations related to phone usage are:

- b) X53938 (Secretary, Technical Services) be connected to voice-mail so that it need never be call-forwarded to *Client Service*. (Under way.)
- c) Account set up and maintenance is essentially a full-time job. Therefore X53765 (Accounts) should not be locked into the 54116 (54400) UCD. (Completed)

Note: The old 54116 number has been replaced by a new, more easily remembered number, 54400. Either number can now be used.

- d) For flexibility, X53765 (Accounts), X53698 (Supervisor, *Client Service*) should be given the ability to be included or excluded from the UCD group as desired.

Cost is \$20 per station. Inclusion /exclusion can then be done dynamically by *Client Service* according to demand. (Completed)

- e) Our advice is that it is inappropriate to include phones with voice-mail in UCD groups.

Therefore, we recommend that an additional phone (number not to be published) be obtained and also given ability to be put in and out of the UCD group as desired.

This could be used either by Sylvia (second phone) or by casual or seconded staff to assist in coping with peak periods.

- 4. The committee feels that in order for *customer service* to be taken seriously in the Centre and for the current *Client Service* Supervisor to be allowed to concentrate on the smooth running of day to day activities, there is a need for someone to provide higher level management, planning and direction for the group. At the same time it is recognised that the group is too small to justify a high level position in its own right and that there would be advantages in terms of staffing flexibility in having the same position controlling the Operations Group.

The committee recommends the appointment of a Manager at HEW Level 8 to be responsible for *Client Service*, Operations Group, Workstation Lab, Software Library and Centre publications.

The position would be responsible for the *higher level* functions of the previous Operations Coordinator, be delegated authority to implement policy with regard to access, credits etc. and would oversee the above functions and deploy staff within the above areas. This would provide greater flexibility to deal with variable demands in all areas thereby also providing opportunities for multi-skilling of staff.

The position would also be responsible for analysis of HotLine problems and some maintenance and configuration of the HotLine system. A person at this level would have more authority within the Centre to insist on resolution of problems and adherence to problem resolution procedures. From the *Client Service* point of view this person would have power to interchange staff in emergencies (staff absences etc.).

A draft statement of responsibilities for the position is attached as Appendix A.

5. A mechanism is needed to ensure that *Client Service* staff above all others are kept informed of all developments. This includes decisions made by groups within the Centre, decisions made by Prentice Centre management, and changes in the University in general which may affect Prentice Centre business procedures.

**We recommend *Client Service* have representation on the Prentice Management Committee.**

6. Presently the *Client Service* group performs reception functions as well as network and host accounting functions — username creation, accounting, and maintenance. Typical ideas about client service do not include this type of work.

Nevertheless, in order to maintain a “critical mass” of staff who understand *Client Service* duties, as well as the machine accounting function, it is recommended that the above-mentioned tasks stay with the group.

7. In view of the Objectives of the *Client Service* Group, the duties of the group and their current workload (appendices A, B, C, & D) as well as the need for sufficient staff to ensure viability in times when others are on leave or sick, we recommend that an extra staff member at the client service *coal-face* be appointed.

This person would be shared between the *Operations* and *Client Service* Groups to satisfy varying workloads and needs occasioned by recreation and other leave in both units.

8. The DEC Large Site agreement is presently managed by Maralyn Kenley who brought this function with her when she joined the *Client Service* group. Thus, the reason this function is with *Client Service* and not with the Software Library is historical. The Committee recommends a break with recent tradition.

**Recommendation: That the DEC Large Site Agreement administration function be moved to the Software Library.**

9. Optical Mark Reading and the processing of questionnaires involves customer liaison, bookings, charging, actual marking and follow-up. Some of these tasks have been performed by *Client Service*; however, their involvement was found to cause inefficiencies and delays to occur.

**It is recommended that all tasks involved with the processing of Multiple Choice Questions be performed by the operators. (Implemented.)**

10. Course and course room bookings have presented a number of problems; viz., lack of time to coordinate properly, difficulty in obtaining payment as our educators typically do not provide a list of actual attendees and do not do a roll-call, and inability to enforce cancellation fees — again due to lack of information about enrolments versus actual attendees. Some procedures for Course and Room bookings have been refined and documented but difficulties remain due to a lack of inter-group coordination.

There was some discussion about whether this task should be moved away from *Client Service* but on balance it was felt that with an additional *coal-face* person and Manager (HEW 8) combined with the lack of a suitable alternative group within the Centre, it should remain with this group.

**We recommend that procedures to control and record attendance be developed and instigated in conjunction with the Production Section.**

11. The committee recommends that suitable training of *Client Service* staff be made available and that time be set aside for such.

Opportunities for *Client Service* staff to visit *Client Service* groups at other sites should be sought. Refresher courses on *Delivering good customer service* should be attended from time to time. The committee notes activities such as these are currently very difficult to organise due to the current staffing level and the responsibilities of the group.

12. The committee recommends that a *Skills Register* be drawn up for all Prentice Centre staff and that this register be made available to *Client Service*.

13. While it is one of *Client Service's* roles to promote good customer service, it does not have the resources to teach it. The committee notes that the only person who has taught Customer Service within the Centre, Mark Noonan, is currently 100% occupied in other duties.

The committee recommends that if possible, general staff development of Centre staff include an awareness of *What Is Customer Service*.

14. There is a need to raise the profile of the group and ideas of customer service within staff ranks.

The Committee recommends that all new staff spend one full day in the *Client Service* area within the first few weeks of commencing employment.

15. The effects of staff morale on the quality of customer service delivered should not be underestimated. Staff morale needs to be monitored and maintained at a productive level. All staff should be kept informed of relevant events in the Prentice Centre as one way to maintain morale.

The committee recommends that a regular *Inside Prentice* publication to be distributed to all Prentice Centre staff should be considered.

16. The committee recommends that a formalised system of staff reporting and customer-service related feedback be instigated.

Prentice staff receive comments from clients which, if passed on to *Client Service*, would provide valuable information, suggestions and ideas for the organisation. Systematic reporting of such (via e-mail) should assist the Client Service supervisor/manager in providing responses to client-based input.

### Problem Management System Recommendations

1. Usage of the HotLine system in the Centre is somewhat disappointing. We are presently logging about 10 problems a day. The HotLine software itself has taken a lot of *flak* for having a dated user interface, for running in a VMS environment, for not supporting a Client-Server mode of operation, for having a complex user interface difficult for infrequent users and for not easily supporting various notification and reporting functions.

It is doubtful that all of the blame for the lack of HotLine use lies with the HotLine software itself. There was quite intense resistance by some staff to the use of HotLine when it was first introduced. This resistance continues in some areas of the Prentice Centre. In addition, problems with phones in the *Client Service* area will have contributed to the low problem logging rate. The committee feels that acceptance has grown but that it is certainly not a *perfect* system.

We recommend that the continued use of HotLine as our Problem Management system be not "set in stone".

2. HotLine must be actively managed. Changes in organisational structure must be reflected in its configuration; new staff need to be added and resigned staff need to be removed from the system. If we improve the problem logging rate then the management of the problems themselves (archive, inclusion of problems in expert system etc.) will need frequent attention.
  - a) We recommend that the HotLine DBA be informed as a matter of course of organisational changes so that the HotLine Database will always reflect the latest organisational structure.
  - b) We also recommend that the HotLine DBA and the HotLine "advocacy", promotion, policy, and training functions be given a high priority.

These functions should come under the control of the previously recommended Manager (HEW 8) who will have authority to insist that problem management procedures are followed. The time required for effective management and advocacy of HotLine should not be under-estimated.

3. It should be possible to determine requirements for specific articles or desirable training by looking at the contents of HotLine or from general observations of *Client Service* staff. In order to better achieve this, it is recommended that the following usage policies be adopted:
  - a) That the approach to be taken as to what goes into HotLine be flexible but based on:
    - need to be able to determine extent of deficiencies in customer knowledge and/or understanding;
    - need for development of expert database sub-system.

In some instances a simple question which is asked many times over a period of six months should be recorded. On the other hand simple questions which occur once and can be answered without effort by *Client Service* Staff may not need to be recorded. In the first instance it is to our benefit to know the types of questions being asked regularly. We can then tailor our courses or modify our promotions to answer these questions before they are asked.

- b) The committee recommends that HotLine should NOT be used as a general phone message system.

### Notes on HotLine

1. Staff acceptance of HotLine. The Graphs of HotLine usage in Appendix E provide some useful information. *Who Closes the Problems* tells us that progressively since September 1992 there has been an increased acceptance and use of HotLine by staff in general. This conclusion is drawn from the decreasing proportion of problems which *Client Service* closes — the problems are being closed by staff instead. Although acceptance is improving we have still a disappointing problem log rate (as mentioned previously).
2. Responding to Client Problems. *Total Average Response Time* (Appendix E) indicates that we are, on average, closing problems for all priorities in under 16 working hours; that is, within two days. Furthermore, we can see from the *Average Response Time* graph that Priority 1 problems are being solved within 10 working hours, Priority 2 problems within 10 working hours, and priority 3 problems are being solved within 20 working hours.

3. Priority Mechanism is Working: The new priority mechanism which was implemented in April 1993, and on which the new escalation mechanism is founded, seems to be working well. From the table, *Number of Problems in each Priority* (Appendix E) it can be seen that problems appear to be distributed across the priorities in a reasonable way. We are logging fewer than four Priority 1 problems each month — which is about the number of Priority 1 problems the architects of the mechanism hoped for.
4. On the suggestion of staff (Simon Aitkin, Rick Ernst, and Maxwell Norris) some changes have been, or will be made, to the configuration of HotLine .
  - Subtle changes have been made to the wording of priority short descriptions, and more complete definitions of each priority level have been decided.
  - The main problem-logging screen used by *Client Service* staff will be modified to ask for *Building number*, *Room number*, and *Alternate Phone number*.
  - Changes will be made to allow all staff to log a problem on behalf of a client without having to *own* the problem themselves. All problems so entered will still go via *Client Service* in the first instance.
  - The *actual time* spent working on the problem facility in HOTLINE will be turned on. Entry of a value in this field will be mandatory but a zero value will be allowed and will be the default. Those groups who are interested in collecting detailed information about actual time spent on problems will now be able to start collecting data.

It is hoped that the recommendations of the previous section as well as the above changes regarding the configuration of the HotLine software will improve use and performance of the system; however, HotLine usage and performance will need to be kept under review for some time. If it appears that HotLine is still not being accepted on technical grounds then the Centre should consider other Problem Management systems.

## Conclusion

The existence of a client service section should not reduce the efforts of all Prentice staff in providing quality service. Indeed, this section should not *own* the entire responsibility for customer satisfaction and service. Hence, *Client Service* should be seen as a tangible vehicle that encourages client access to the Prentice Centre's varied and complex services.

It should be the initiative of management to reinforce the benefits of quality service through in-house training and other appropriate methods which will influence the customer service concept into the organisational culture and to uphold its commitment to quality service.

The committee feels that within the constraints imposed by current staffing levels compared with the breadth of duties — many that would not ordinarily fall within the realm of a customer service unit — our *Client Service* Group does an excellent job. In the face of much criticism of the Centre and unreasonable expectations by some Centre staff, they manage almost always remain cheerful and friendly, and they promote a customer-service culture.

Unfortunately, and primarily due to a lack of staff resource, they are the first to admit that *Client Service* is mainly operating *reactively* rather than *pro-actively* as we all would prefer.



## **APPENDIX A**

Draft 23/12/93

### **PRENTICE CENTRE**

#### **Responsibilities of the Position of: Manager, Client Service & Operations**

**Section: OPERATIONS**

**Groups: Operations and Client Service**

#### **1.0 Functions of the Groups**

##### **1.1 Operations Group**

- 1.1.1. The Operations Group is a unit of the Prentice Centre responsible for the operation of audiovisual/computer systems and the provision of prescribed services in the field of information technology at approved charge rates to support the teaching, research, administrative and academic service areas of the University.
- 1.1.2. The Unit monitors and operates the Centre's central host computer systems, central video replay system, workstation laboratory systems and ancillary devices including impact printers, laser printers, typesetter and developer, optical mark reader, image scanner and photocopiers.
- 1.1.3. The Unit may, subject to the approval of the Director, provide these services to other clients.

##### **1.2 Client Service Group**

- 1.2.1. The Client Service Group is a unit of the Prentice Centre responsible for the provision of front-line support via a Help Desk Service for the Centre's clients - including "customers" internal to Prentice.
- 1.2.2. The Unit also manages on-line information files, distribution of publications, course room bookings, Centre course bookings and postmaster functions for electronic mail. They manage an information and messaging voicemail system and provide the Centre's primary reception area.
- 1.2.3. The Unit is responsible for machine access and accounting for UQVAX, UQADM, BROLGA, PELICAN, YABBY AND COVAX as well as Dial-in access.

#### **2.0 Line of Reporting and Control**

- 2.1. This position, currently at the level of HEW Level 8, is responsible to the Director, Prentice Centre, through, for the time being, the Associate Director (Operations), hereinafter called the Supervisor, for the following:

#### **3.0 General Responsibilities**

- 3.1. Supervise the work of the Group to meet the functions described in 1.0 above at accepted industry and professional standards and within approved budgets.
- 3.2. Control planned leave, ensure weekly time-sheets are submitted on time and manage all activities of the Group in accordance with the policies and procedures of the University and the Prentice Centre.

- 3.3. Participate in the recruitment of staff and conduct performance reviews in accordance with University procedures. Within budgetary constraints and as approved by the supervisor, promote and arrange staff development, training and equity programs within the Group.
- 3.4. Promote a high standard of customer service, taking action to ensure staff respond to "Hotline" referrals.
- 3.5. Maintain such records and provide such information on the operations of the Group as are requested by the Supervisor.
- 3.6. Carry out high level technical or professional duties appropriate to the functions of the Group.
- 3.7. Investigate, evaluate and report on new equipment, systems, processes, standards and quality assurance procedures as required by the Supervisor.
- 3.8. Liaise with Departments, Sections, Centres and Units of the University in order to determine future staffing and other needs, or areas of service improvement, and report on such matters to the Supervisor.
- 3.9. Exercise approved financial delegations and maintain such financial procedures and records as are requested from time to time by the Manager, Finance and Administration, and provide access to the Manager, Finance and Administration or his/her delegate, to conduct audits, stock takes and the like.
- 3.10. Assist the Supervisor and Manager, Finance and Administration, in the preparation of annual budgets, budget reviews and the development of performance indicators.
- 3.11. If requested by the Supervisor, represent the Director on committees of the University that are relevant to the Group and report to the Supervisor on matters arising from such committees.
- 3.12. As requested by the Supervisor, cooperate on projects with other groups of the Prentice Centre and other areas of the University.
- 3.13. Promote the activities of the Group and of the Prentice Centre. Contribute to Prentice Centre publications such as bulletins, Fact Sheets and the Magazine.
- 3.14. Perform such other duties as requested by the Director from time to time and which are consistent with University policy and relevant to the functions of the Group.

#### **4.1 Duties (Operations)**

- 4.1.1. Oversee the production of daily work schedules for the performance of housekeeping tasks, and system and service procedures.
- 4.1.2. Control off-site storage of system backup tapes in order to guard against loss of programs and data in the event of a disaster.
- 4.1.3. Oversee the production of weekly shift rosters in order to notify hours of work, scheduled courses and recreation leave.
- 4.1.4. Coordinate and supervise the implementation of new and revised information technology systems and services in order to satisfy changing requirements within the Prentice Centre and the University.
- 4.1.5. Direct the handling of client queries and problems in order to ensure satisfaction with, and continuity of systems and services.
- 4.1.6. Manage and coordinate software and hardware maintenance by Prentice and/or external software and hardware support personnel as appropriate and when necessary.

- 4.1.7. Decide and schedule system shutdowns when necessary, giving adequate advance notice so as to minimise disruption to clients.
- 4.1.8. Attend meetings with system support staff and the supervisor in order to exchange and update information.
- 4.1.9. Direct the maintenance of system performance and status statistics and ensure relevant reports are produced and presented at quarterly system review meetings.
- 4.1.10. Liaise with vendors in order to obtain information and quotations.
- 4.1.11. Control the maintenance of a stock inventory, the performance of regular stock takes and the timely ordering of consumables.
- 4.1.12. Direct the provision of Software Library services including the maintenance of databases for recording information pertinent to single and site licences, the upkeep of lists of recurrent software and hardware costs and charges, the acquisition and distribution of software and the acquisition and circulation of periodicals.

## **4.2 Duties (Client Service)**

- 4.2.1. Ensure the concepts of customer service are promoted within the Centre.
- 4.2.2. Manage the provision of effective Help Desk and Voicemail services.
- 4.2.3. Direct the handling of clients' queries and problems in order to ensure a high level of satisfaction.
- 4.2.4. Control the production of regular reports and statistics showing HotLine activity.
- 4.2.5. (Re)configure HotLine as necessary and ensure that an expert database is established and maintained.
- 4.2.6. Ensure notices, FactSheets and on-line as well as other information is up-to-date and available to customers at all times.
- 4.2.7. Manage and coordinate the writing, formatting, editing, printing and distribution of Centre publications.
- 4.2.8. Manage the provision of reception area functions, course and course-room booking services and postmaster functions for electronic mail.
- 4.2.9. Check applications for network and computer access and authorise where appropriate. Ensure that forms are filed, access is controlled and information entered so that accounting information for network access and the Centre's generally available computer systems is available.



## APPENDIX B

### Analysis of Customer Interactions in Client Service

#### Number of Counter, Phone, and Email Interactions

Assume the following:-

Y = Yamini      3 Minutes per phone call  
V = Vanessa    2 Minutes per counter interaction  
                     3 Minutes per Email

Date	Yamini Vanessa		Yamini Vanessa		Notes:	Estimate Number of Hours	Hours	
	Phone	Phone Counter	Email	Email			Number of staff present	Per Person Per day
1-Jun-93	31	75	55	5	4	7.58	2	3.79
2-Jun-93	68	98	44	10	3 Y at course	10.42	1	10.42
3-Jun-93	86	72	50	3	8	10.12	2	5.06
4-Jun-93	89	68	44	12	15 Classes finish	10.67	2	5.33
7-Jun-93	102	71	22	9	16 Swat Vac	10.63	2	5.32
8-Jun-93	64	60	18	6	12	7.70	2	3.85
9-Jun-93	43	30	25	15	6 Y & V course 9-1	5.53	1	5.53
10-Jun-93	41	45	21	0	13 Y off sick	5.65	1	5.65
11-Jun-93	55	31	18	10	12	6.00	2	3.00
15-Jun-93	48	57	17	6	11	6.67	2	3.33
16-Jun-93	47	62	38	2	11	7.37	2	3.68
17-Jun-93	38	84	36	11	14	8.55	2	4.28
18-Jun-93	37	63	27	4	16	6.90	2	3.45
21-Jun-93	53	84	21	22	20	9.65	2	4.83
22-Jun-93	60	77	24	15	19	9.35	2	4.68
23-Jun-93	105	70	19	19	16	11.13	2	5.57
24-Jun-93	59	76	15	9	15	8.45	2	4.23
25-Jun-93	45	72	25	5	8	7.33	2	3.67
28-Jun-93	47	55	13	10	14	6.73	2	3.37
29-Jun-93	110	74	17	21	20	11.82	2	5.91
30-Jun-93	130		18	8	V on Exam Lve	7.50	1	7.50
1-Jul-93	96		24	4	V on Exam Lve	5.80	1	5.80
2-Jul-93	71	63	25	5	12 Uni Holidays	8.38	2	4.19
5-Jul-93	60	72	31	7	5	8.23	2	4.12
6-Jul-93	53	56	36	3	14	7.50	2	3.75
7-Jul-93	40	45	13	5	13	5.58	2	2.79
8-Jul-93	62	61	11	6	12	7.42	2	3.71
9-Jul-93	60	57	19	12	8	7.48	2	3.74
12-Jul-93	59	72	16	5	8	7.73	2	3.87
13-Jul-93	50	88	19	7	9	8.33	2	4.17
14-Jul-93	87	86	13	9	4	9.73	2	4.87
15-Jul-93	99	78	21	5	5	10.05	2	5.03

## APPENDIX B

Date	Yamini Vanessa		Yamini Vanessa		Notes:	Estimate Number of Hours	Number of staff present	Hours Per Person Per day
	Phone	Phone	Counter	Email	Email			
16-Jul-93	70	82	15	6	4	8.60	2	4.30
19-Jul-93	85	94	12	10	7	10.20	2	5.10
20-Jul-93	50	82	21	11	4	8.05	2	4.03
21-Jul-93	45	75	8	6	5	6.82	2	3.41
22-Jul-93	60	97	9	7	1	8.55	2	4.28
23-Jul-93	57	83	21	2	3	7.95	2	3.98
26-Jul-93	88	89	14	4	5	9.77	2	4.88
27-Jul-93	90	72	13	5	8	9.18	2	4.59
28-Jul-93	91	86	19	7	8	10.23	2	5.12
29-Jul-93	100	115	22	12	5 Shop Stocktake	12.33	2	6.17
30-Jul-93	120	111	26	22	7 Shop Stocktake	13.87	2	6.93
2-Aug-93	55	54	8	10	4	6.42	2	3.21
3-Aug-93	62	34	12	6	3	5.65	2	2.83
4-Aug-93	35	37	11	4	6	4.47	2	2.23
5-Aug-93	46	58	9	7	2	5.95	2	2.98
6-Aug-93	47	66	15	2	5	6.50	2	3.25

Note that this data was collected over a period of time which included Uni Classes, Swat Vac, and holiday periods. We feel it is a good sample of Client Service daily tasks.

### Phone, Counter, and Email study Totals

Average Number of staff present in study: 1.90 People  
Average number of hours per staff member per day: 4.36 Hours

Length of working day: 7.25

Percent of each day for each staff member taken up in answering : 60%  
phones, counter interaction, or responding to Email.

## **APPENDIX C**

### **PRENTICE CENTRE**

#### **Responsibilities of the Position of: Supervisor, Client Service**

**Section: OPERATIONS**

**Group: Client Service**

#### **1.0 Functions of the Unit**

- 1.1. The Client Service Group is a unit of the Prentice Centre responsible for the provision of front-line support via a Help Desk Service for the Centre's clients - including "customers" internal to Prentice.
- 1.2. The Unit also manages on-line information files, distribution of publications, course room bookings, Centre course bookings and postmaster functions for electronic mail. They manage an information and messaging voicemail system and provide the Centre's primary reception area.
- 1.3. The Unit is responsible for machine access and accounting for UQVAX, UQADM, BROLGA, PELICAN, YABBY AND COVAX as well as Dial-in access.

#### **2.0 Line of Reporting and Control**

- 2.1. The Unit will be managed by the Supervisor, Client Service, currently at a level of HEW Level 5, who is responsible to the Director through, for the time being, the Associate Director (Operations), Prentice Centre, hereinafter called the Supervisor for the following:

#### **3.0 General Responsibilities**

- 3.1. Supervise the work of the Group to meet the functions described in 1.0 above at accepted industry and professional standards and within approved budgets.
- 3.2. Control planned leave, ensure weekly time-sheets are submitted on time and manage all activities of the Group in accordance with the policies and procedures of the University and the Prentice Centre.
- 3.3. Participate in the recruitment of staff and conduct performance reviews in accordance with University procedures. Within budgetary constraints and as approved by the supervisor, promote and arrange staff development, training and equity programs within the Group.
- 3.4. Promote a high standard of customer service, taking action to ensure staff respond to "Hotline" referrals.
- 3.5. Maintain such records and provide such information on the operations of the Group as are requested by the Supervisor.
- 3.6. Carry out high level technical or professional duties appropriate to the functions of the Group.
- 3.7. Investigate, evaluate and report on new equipment, systems, processes, standards and quality assurance procedures as required by the Supervisor.

- 3.8. Liaise with Departments, Sections, Centres and Units of the University in order to determine future staffing and other needs, or areas of service improvement, and report on such matters to the Supervisor.
- 3.9. Exercise approved financial delegations and maintain such financial procedures and records as are requested from time to time by the Manager, Finance and Administration, and provide access to the Manager, Finance and Administration or his/her delegate, to conduct audits, stock takes and the like.
- 3.10. Assist the Supervisor and Manager, Finance and Administration, in the preparation of annual budgets, budget reviews and the development of performance indicators.
- 3.11. If requested by the Supervisor, represent the Director on committees of the University that are relevant to the Group and report to the Supervisor on matters arising from such committees.
- 3.12. As requested by the Supervisor, cooperate on projects with other groups of the Prentice Centre and other areas of the University.
- 3.13. Promote the activities of the Group and of the Prentice Centre. Contribute to Prentice Centre publications such as bulletins, Fact Sheets and the Magazine.
- 3.14. Perform such other duties as requested by the Director from time to time and which are consistent with University policy and relevant to the functions of the Group.

#### **4.0 Duties**

- 4.1. Promote the concepts of customer service within the Centre.
- 4.2. Manage the provision of an effective Help Desk service supported by the HotLine problem tracking system.
- 4.3. Liaise with clients and respond to queries via telephone, voicemail, e-mail, internal mail, and counter visits. Manage the recording, referral and coordination of client problems and solutions.
- 4.4. Manage the production of regular reports of HotLine activity and statistics.
- 4.5. Ensure on-line information is up-to-date and available to customers at all times.
- 4.6. Manage the general information, network and computer status, recording of faults and problems, and suggestion "box" provided via voicemail.
- 4.7. Organise update of the touchscreen and notice board as necessary.
- 4.8. Coordinate the production and distribution of Centre publications.
- 4.9. Manage course and course-room bookings.
- 4.10. Oversee the provision of postmaster functions for electronic mail.
- 4.11. Oversee the provision of reception area functions as necessary.
- 4.12. Manage and control access to, and accounting for, network access and the Centre's generally available computer systems.
- 4.13. Attend meetings with system support staff and managers as required in order to keep abreast of changing activities and services.



## APPENDIX D

### Time Spent on Various Duties.

There are three staff presently in *Client Service*. The following tables list the percent of time each member spends engaged various duties. The percentages are calculated on a 45 week year or 225 working days a year. Each week being 36 1/4 hours long.

#### Maralyn Kenley

<i>% of time</i>	<i>Approx days p.a.</i>	<i>Duty</i>
30%	68 days	Phone calls (includes covering staff on leave).
25%	56 days	Counter interaction (includes covering staff on leave).
10 %	22 days	Miscellaneous projects (Committee activity, organising new equipment).
8%	18 days	Circulation of Bulletin and Magazine. Mail list maintenance (3 different lists). Printing of publications — bromide to printer; folding; printing labels; organising mail out.
5%	11 days	Regular meetings.
5%	11 days	Liaison re Bulletin. Fact Sheet maintenance. New Fact Sheet suggestion and info collection.
4%	9 days	Course Room bookings — initial booking; confirmation; billing; liaison (showing off facilities).
4%	9 days	DEC Large Site administration.
2%	5 days	Fact Sheet stocktaking and photocopying new stock.
2%	5 days	Training.
2%	5 days	Liaison with Dept heads/financial delegates etc.
1%	2 days	Design and re-design of forms.
1%	2 days	Documentation of procedures for <i>Client Service</i> functions.
1%	2 days	Liaison with vendors/industry groups.

## APPENDIX D

### Time Spent on Various Duties.

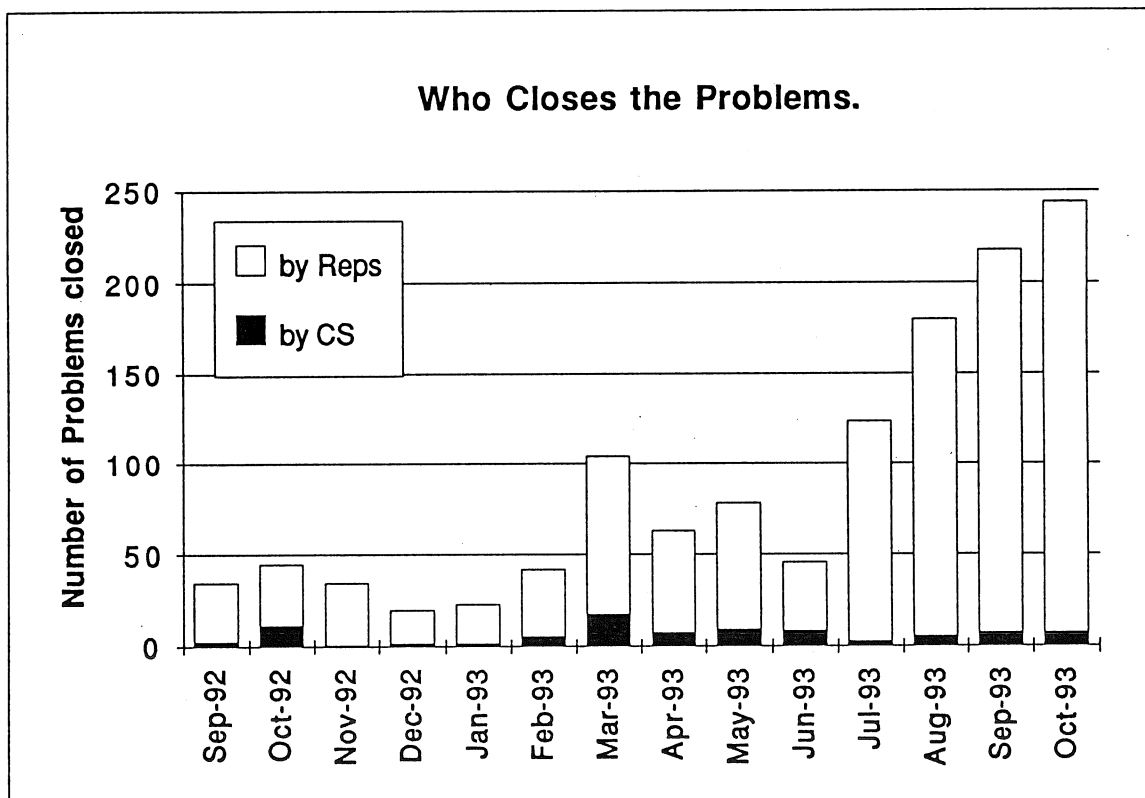
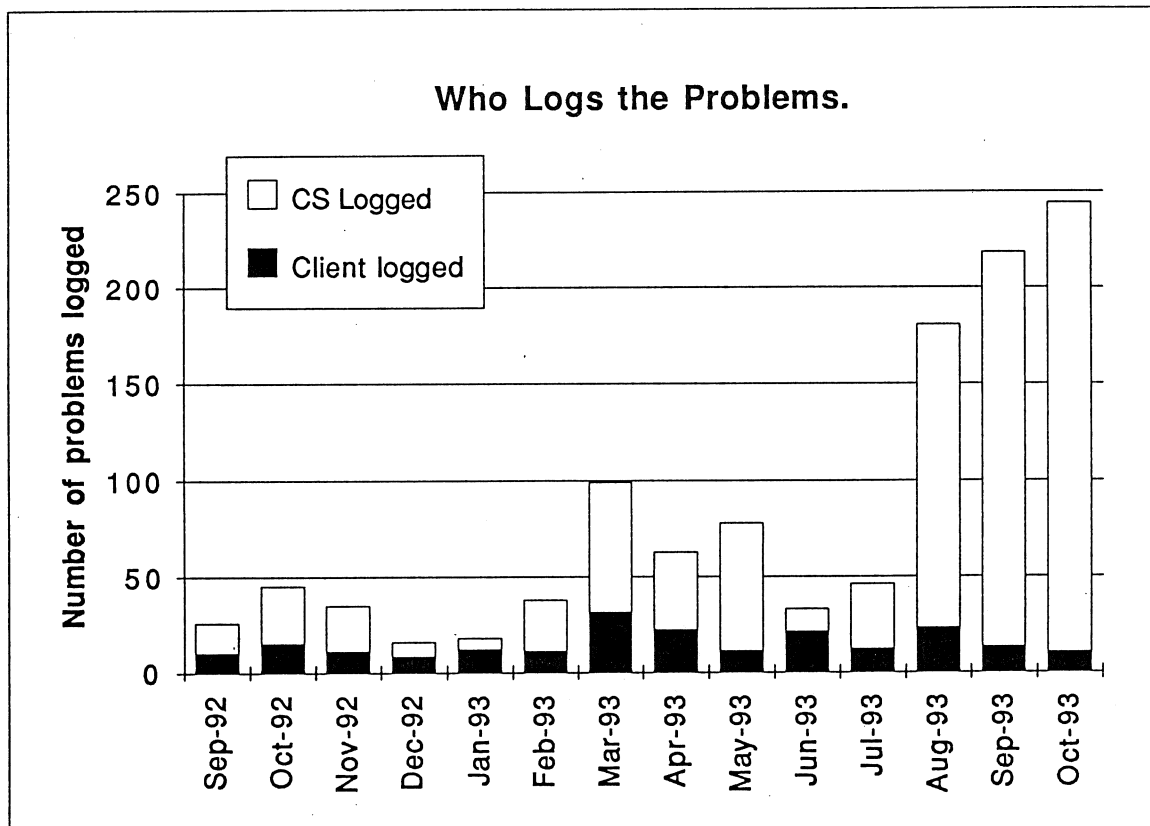
#### Vanessa Thomas

<i>% of time</i>	<i>Approx days p.a.</i>	<i>Duty</i>
70%	157 days	Accounts — Kerberos, Pelican, Yabby, Brolga, Uqvax, Uqadm, E-mail.
14%	31 days	Phone calls — account queries and HotLine.
15%	33 days	Course bookings, confirmation postings, & payments.
1%	2 days	Training.

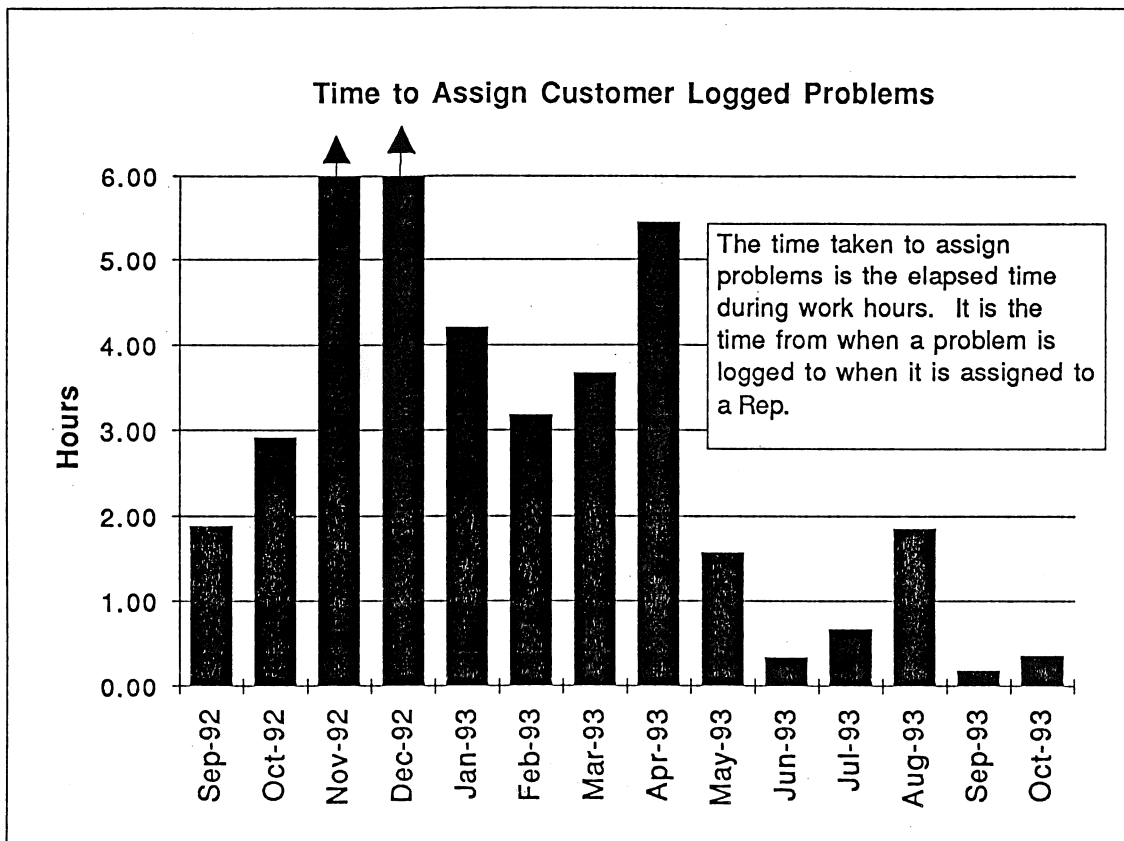
#### Yamini Ganasan

<i>% of time</i>	<i>Approx days p.a.</i>	<i>Duty</i>
70%	157 days	Help Desk and HotLine activity. Phone calls: HotLine, calls forward, miscellaneous. Course bookings, confirmation & payments.
14%	31 days	Postmaster functions. E-mail address maintenance & bad mail redirection.
10%	22 days	Counter service.
5%	11 days	E-mail. Alias lists maintenance.
1%	2 days	Training.

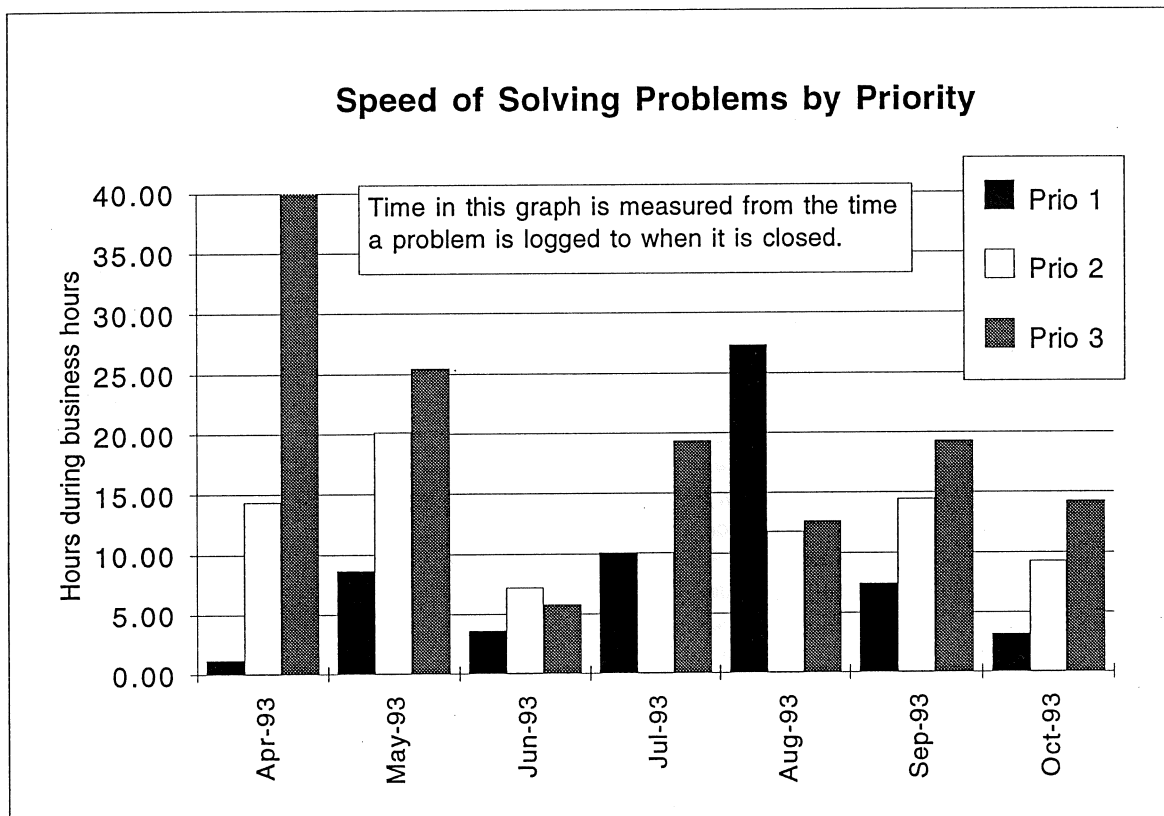
## APPENDIX E



## APPENDIX E



## APPENDIX E



### Priority Definitions

Prio 1: Critical - Severe problem

Prio 2: Major - Very inconvenient problem

Prio 3: Minor - Occasional problem

## APPENDIX E

### Number of Problems in each Priority

Priority	Apr-93	May-93	Jun-93	Jul-93	Aug-93	Sep-93	Oct-93
1	2	1	1	3	2	2	1
2	16	44	29	66	53	21	44
3	18	28	10	43	59	135	103
4	3	2	3	3	10	3	4
A	0	0	0	0	0	0	1
B	1	1	1	4	7	8	4
C	1	2	0	2	48	49	87
Other	22	0	2	2	1	0	0
<b>Total</b>	<b>63</b>	<b>78</b>	<b>46</b>	<b>123</b>	<b>180</b>	<b>218</b>	<b>244</b>

#### **Priority Definitions**

Prio 1: Critical - Sever problem

Prio 2: Major - Very inconvenient problem

Prio 3: Minor - Occasional problem

Prio 4: Request - For our information only

Prio A: Critical - Blocked Prio 1 problem

Prio B: Major - Blocked Prio 2 problem

Prio C: Minor - Blocked Prio 3 problem

Blocked problems are those for which we are delayed in solving due to waiting on parts or information which is beyond our control.







