



National Aeronautics and
Space Administration

NASA Shared Services Center

Stennis Space Center, MS

39529-6000

www.nssc.nasa.gov

Enterprise Service Desk Service Delivery Guide

NSSDG-2410-0001 Basic Version 1.0

Effective Date: October 18, 2011

Expiration Date: October 18, 2016

ENTERPRISE SERVICE DESK (ESD) SERVICE DELIVERY GUIDE

Responsible Office: NSSC Enterprise Service Desk

ESD Service Delivery Guide	NSSDG-2410-0001 Basic Version 1.0
	Number
	Effective Date: October 18, 2011
	Expiration Date: October 18, 2016
Page 2 of 30	
Responsible Office: Enterprise Service Desk	
SUBJECT: ESD Service Delivery Guide	

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April 2, 2012
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ESD Service Delivery Guide	NSSDG-2410-0001 Basic Version 1.0
	Number
	Effective Date: October 18, 2011
	Expiration Date: October 18, 2016
Page 3 of 30	
Responsible Office: Enterprise Service Desk	
SUBJECT: ESD Service Delivery Guide	

DOCUMENT HISTORY LOG

Status (Basic/Revision Cancelled)	Document Version	Effective Date	Description of Change
Basic	1.0	10/18/2011	Basic Release

ESD Service Delivery Guide	NSSDG-2410-0001 Basic Version 1.0
	Number
	Effective Date: October 18, 2011
	Expiration Date: October 18, 2016
Page 4 of 30	
Responsible Office: Enterprise Service Desk	
SUBJECT: ESD Service Delivery Guide	

TABLE OF CONTENTS

Introduction	5
ITIL v3 – Incident Management Process	7
Purpose/Goal/Objective	7
Policies/Principles/Basic Concepts	7
Triggers	8
Information Management	8
Critical Success Factors.....	9
INCIDENT MANAGEMENT.....	10
Tier 0/Enterprise Service Desk Portal	10
Incident Severity.....	11
Knowledge Base	12
Status.....	12
Warm Handoffs	12
Processing Very Important Person Inquiries	12
PROCESS – INCIDENT MANAGEMENT	14
ESD (Tier 1):	17
Manual Escalation.....	17
Tier 2 (I3P Contractor):.....	18
METRICS.....	19
PRIVACY DATA.....	21
SYSTEM COMPONENTS.....	22
Existing Systems.....	22
New Systems	23
APPENDICES.....	24
Appendix A - Acronyms.....	24
Appendix B – Call Routing	26
Appendix C - Process Flow	28
Appendix D - References	29
Appendix F – Forms.....	30

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Introduction

The objective of the Enterprise Service Desk (ESD) is to represent the National Aeronautics and Space Administration (NASA) Shared Services Center (NSSC) in providing timely, accurate, high quality, and customer focused support to NASA users.

The ESD serves as the Single Point of Contact (SPOC) for the NASA enterprise's initial reporting of Information Technology (IT) Incidents, Orders (For information on orders, see Enterprise Service Request System (ESRS) Service Delivery Guide), and Notices (For information on notices, see NSSDG-2800-0003, ESD Notifications Service Delivery Guide) related to IT Infrastructure Integration Program (I3P) services. The purpose of the service is to provide improved, cost-effective, operational efficiencies, and standardized interfaces and processes through Incident resolution. The service helps minimize customer downtime, mitigates damage, and provides better resources to users by a comprehensive set of Information Technology Infrastructure Library (ITIL) aligned work instructions and processes.

The ESD establishes and maintains a Tier 0 I3P self-service capability and Tier 1 service desk support for end-users. A Remedy Incident Management System (IMS) will be established and maintained to support customer contacts to the ESD. Specific capabilities are provided by the BMC Action Request Module (ARM) integrated with the Service Request Management and Change Management modules. The modules are endorsed as ITIL v3 compliant by the Office of Government Commerce. In the event a network or system outage prevents the electronic escalation to Tier 2 of Incidents, the ESD will follow the manual escalation process.

Within the ESD, events are broken into three primary categories:

1. Incidents – are events affecting the regular operation of processes and procedures. Examples: A user being locked out of the computer or a strange error message appearing during normal system operation.
2. Problems – are events underlying the cause of several incidents. Example: A core configuration issue causing conflicts with resources. The goal of Problem Management is to minimize service disruptions and other adverse effects on resources.
3. Known Errors – are problems without a permanent fix put in place. Example: Frequent fixes waiting on change management processes to take place.

Customers make inquiries to the ESD via telephone, e-mail, or Tier 0. An Incident must be created for new customer inquiries. One hundred percent result in a Customer Satisfaction Survey. The ESD has implemented a multi-channeled service desk.

Customers and contacts On Behalf Of a customer contact the ESD by:

- a. Calling a toll-free number: 1-877-NSSC123 (1-877-677-2123).

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

- b. E-mailing the ESD at NASA-ESD@mail.nasa.gov.
- c. Submitting a web inquiry through the Tier 0 ESD Portal at <https://esd.nasa.gov>.
- d. The ESD hours of operation are 24 hours a day, 7 days a week, 365 days a year.
- e. The ESD menu is simple. Callers can opt to talk to ESD support personnel at any time.
- f. The ESD can also accept supplemental information via toll free fax: 888-525-6497.

At Tier 0/Tier 1 a contact (person submitting an incident on behalf of) will be able to process an Incident for any customer (person the incident is for). Both the contact and the customer will have visibility of the incident via Tier 0.

The ESD representatives possess knowledge of the NASA's I3P services and use knowledge-based tools to accurately respond to and resolve routine customer inquiries on the first call. The ESD maintains the confidentiality of proprietary, personal, and sensitive information in accordance with NASA policy and relevant and current laws and regulations.

Customers access knowledge-based articles and Frequently Asked Questions generated from the NSSC's knowledge management tools at the Tier 0 web at <https://esd.nasa.gov>.

In the event a ticket is reassigned to the ESD Assignment Group twice, the ESD staff will notify the ESD Service Office.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

ITIL v3 – Incident Management Process

The ESD is aligned with the Incident Management process from the ITIL v3 Service Operations Lifecycle stage.

According to *the ITIL v3 Service Operation Manual*, Incident Management is presented as:

Purpose/Goal/Objective

The primary goal of the Incident Management process is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, thus ensuring the best possible levels of service quality and availability are maintained. Normal service operation is defined here as service operation within Service Level Management (SLA) limits.

Policies/Principles/Basic Concepts

Incident Management requires basic considerations such as:

- a. Timescales – must be agreed upon for incident-handling stages based upon the overall incident response and resolution targets within SLAs.
- b. Incident Models – is a way of pre-defining the steps taken to handle a process in an agreed upon way.
- c. Major Incidents – a definition of what constitutes a major incident must be agreed and ideally mapped on the overall incident prioritization system.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

The ITIL v3 Incident Management process flow is shown in **Figure 1**.

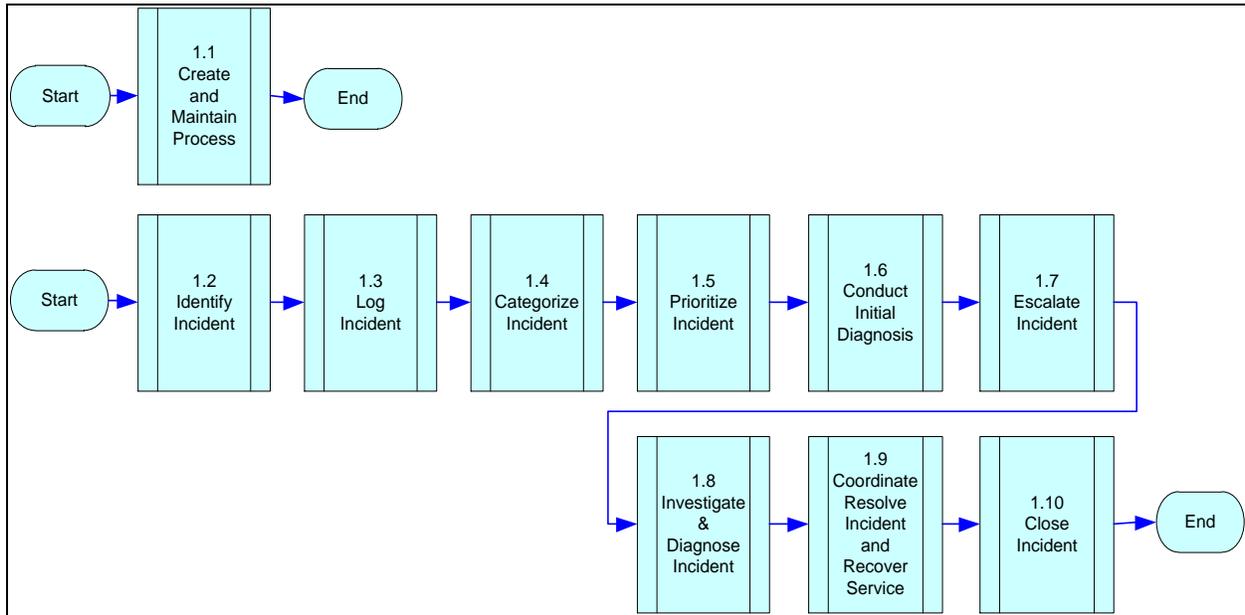


Figure 1, ITIL v3 Incident Management Process Flow

Triggers

Incidents can be triggered in many ways. The most common route is when a user calls the Service Desk or completes a web-based incident logging screen.

Information Management

Most information used in Incident Management comes from the following sources:

- a. Incident Management tools containing information about:
 1. Incident and problem history
 2. Categories
 3. Action taken to resolve incidents
 4. Diagnostic scripts
- b. Incident Records contains:
 1. Unique reference number
 2. Incident classification
 3. Date and time of recording

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

4. Name and identify the recorder
5. Name/organization/contact details of the affected user(s)
6. Description of the incident symptoms
7. Details of any actions taken,
8. Incident category
9. Impact
10. Urgency and priority
11. Relationship with other incidents
12. Problems
13. Changes or Known Errors
14. Closure details

Incident Management also requires access to Change Management System (CMS), which helps identify the Configuration Items (CIs) affected.

The Known Errors Database provides valuable information and possible resolutions and workarounds.

Critical Success Factors

The following factors will be critical for successful Incident Management:

- a. An informed Service Desk is key to successful Incident Management.
- b. Clearly defined targets– as defined in SLAs.
- c. Adequate customer-oriented and technically training support staff with the correct skill levels, at all stages of the process.
- d. Integrated support tools to drive and control the process.

Operating Level Agreement (OLA)s and Underpinning Contract (UC)s capable of influencing and shaping the correct behavior of support staff.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

INCIDENT MANAGEMENT

Tier 0/Enterprise Service Desk Portal

Purpose

Incident Management deals with unplanned interruptions to an IT service or a reduction in the quality of IT service including: failures questions or queries reported by users via telephone, e-mail, face to face, or automatically detected and reported by event monitoring tools.

Tier 0/ESD Portal is a user self-service tool providing an attractive and responsive alternative to the NASA user community, rather than "Calling the Helpdesk".

The Tier 0/ESD Portal benefits from:

- a. Existing knowledge
- b. Use of technology
- c. Self-help

User considerations for ESD development include:

- a. Accessible via eAuthentication
- b. Content Management via web services
- c. Accessible via existing NSSC Customer Service Web Site
- d. Use new and existing NASA approved technologies
- e. Provide password reset services
- f. System to be accessed by Agency community including Tier 1 and Tier 2 support personnel
- g. Provide access to the ESRS for catalog and service requests
- h. Customer surveys
- i. Status and fulfillment data to be sent electronically to the ESD from the I3P Contractors to support the Tier 0/ESD Portal order status implementation
- j. Provide for restricted areas of the ESD Portal for identified NASA users

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Incident Severity

Severity Level 1 - A complete loss of critical business IT functions/systems/services/applications/infrastructure where there is no work-around.

Severity Level 2 - A partial degradation or loss of critical business IT functions/ systems/ services/applications/infrastructure where there is no work-around and where a number of people/organizations are affected.

Severity Level 3 - A loss or degradation of non-critical business IT functions/systems/ services/applications/infrastructure where a small number of users are impacted and where there is a work-around.

Severity Level 4 - A loss or degradation of non-critical business IT functions/systems/ services/applications/infrastructure to an individual where there is a workaround.

Note: At the present time, Severity Level 5 is treated the same as Severity Level 4.

Severity Level	Response Time	Mean Time to Repair (MTTR)
1	10 minutes	< 2 Hours 90% of the Time.
2	Initial Communication Call Back: Within 1 Hour	< 4 Hours 90% of the Time.
3	Initial Communication Call Back: Within 1 Hour	< 8 Hours 90% of the Time.
4	Initial Communication Call Back: Within 1 Hour	< 24 Hours 90% of the Time.
5	Initial Communication Call Back: Within 1 Hour	< 24 Hours 90% of the Time.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Assumptions:

- a. Severity Level 1 and 2 Mean Time to Repair (MTTR) will be addressed in real time.
- b. Severity Level 3 and 4 MTTR will be addressed during business hours.

Knowledge Base

The I3P Contractor is responsible for submitting knowledge articles to the knowledge database. Knowledge articles are reviewed and published by the ESD Service Monitoring Team (SMT). The ESD SMT provides necessary training to the ESD staff based on the content of the new or updated knowledge article(s). Published articles are available for the ESD user community on the Tier 0/ESD Portal.

Status

The ESD is responsible for the communication of Status information to I3P customers. Status message types addressed for communication include planned and unplanned service outages. The IT Infrastructure Service updates I3P customers impacted and provides timely updates concerning I3P service status/availability. Primary communication to affected user base is via an e-mail User Notification System and the Tier 0/ESD Portal.

Warm Handoffs

The ESD shall provide "warm handoffs" for Severity Level 1 calls and in accordance with Knowledge Articles to be provided by I3P and non-I3P help desks.

Processing Very Important Person Inquiries

In the event a NSSC Very Important Person (VIP) or policy VIP contacts the ESD, the IT Support Agent creates an Incident automatically changing the Priority to Urgent. An SP shall place an "order on behalf of" VIP callers in the event of an urgent situation.

Note: The ESD will assist placing an "Order on behalf of" for VIP callers in the event of an urgent situation. The person the order is being placed on behalf of must be a VIP.

The ESD Agent executes a warm handoff to the proper I3P contractor. The incident number, customer information, and problem description is conveyed to the Tier 2 Agent. The ESD Agent conferences the VIP and the Tier 2 Agent, introduces the customer to the Tier 2 Agent and disconnects from the call.

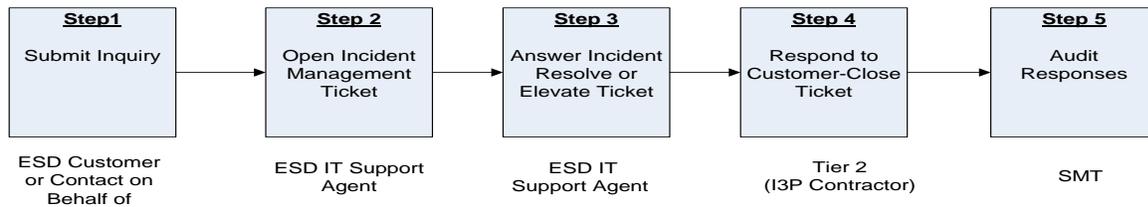
ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

The Tier 2 I3P Contractor resolves the inquiry and marks the Incident Status as *Resolved*. If the Tier 2 I3P Contractor is unable to resolve the inquiry, the Tier 2 I3P Contractor contacts the proper Tier 3 I3P Vendor or reassigns to the ESD, if necessary.

The NSSC VIP list is updated in Remedy by the ESD Supervisor. Additions and changes to the NSSC VIP list are approved and maintained by the NSSC Customer Satisfaction and Communications Office (CSCO).

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

PROCESS – INCIDENT MANAGEMENT



Roles & Responsibilities

Process – Incident Management		
Roles and Responsibilities	Action	Tips/Notes
<u>Step 1</u> ESD Customer or Contact On Behalf Of Submit Inquiry	ESD customers or contacts On Behalf Of customers wishing to obtain information or assistance contact the ESD. Output: Phone call, E-mail/mail, Fax (supplemental information), Tier 0.	Centers and I3P's instruct customers to submit incidents directly to the ESD.
<u>Step 2</u> ESD IT Support Agent Open Incident Management Ticket	When evaluating the incident, the ESD determines the proper customer and template for the incident in Remedy. Output: Incident recorded in the NSSC Remedy Incident Management module.	The Remedy tools are used to select the customer and template. Reference the ESD Incident routing diagram in the guide.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Process – Incident Management		
Roles and Responsibilities	Action	Tips/Notes
<p>Step 3</p> <p>ESD IT Support Agent</p> <p>Answer Incident – Resolve or Elevate Ticket</p>	<p>The ESD IT Support Agent evaluates the incident to determine resolution or escalate incident to Tier 2.</p> <p>If the issue cannot be resolved by the ESD IT Support Agent, the agent executes a warm handoff to the proper I3P contractor. The ESD Agent calls the I3P contractor, provides the incident ticket number, customer information, problems description, and troubleshooting actions already taken. The Agent conferences the customer and Tier 2 Agent, introduces the customer to the Tier 2 Agent, and disconnects from the call.</p> <p>If the NSSC Remedy Incident Management module or network is down, preventing electronic escalation of incidents to Tier 2, incidents are manually escalated using the manual escalation process.</p> <p>The Tier 2 I3P Contractor resolves the issue or forwards it to Tier 3 I3P Vendor for resolution.</p> <p>Incident status is available via Tier 0.</p> <p>Output: Incident resolved.</p>	<p>Responses to Incidents are completed and issues raised are addressed with a positive tone reflecting the NSSC's commitment to "unparalleled service".</p> <p>Tier 2 I3P Contractor uses a knowledge management tool to research issues.</p> <p>Resolutions of new issues are documented in the Remedy Knowledge Management System (RKMS).</p> <p>ESD uses standard response templates where needed to ensure consistency.</p>
<p>Step 4</p> <p>Tier 2 (I3P Contractor)</p> <p>Respond to Customer and Close Ticket</p>	<p>The Tier 2 (I3P Contractor) handling the issue resolves the Incident when all actions are completed.</p> <p>Automatic Customer Notifications sent from Remedy when Incident is resolved.</p> <p>Automatic Customer Satisfaction Survey sent from Remedy upon resolution of each ticket.</p> <p>Output: Incident resolved.</p>	<p>Customers are contacted by phone or e-mail.</p> <p>The Tier 2 (I3P Contractor) subject Matter Expert (SME) resolving the Incident contacts the customer prior to changing the status to Resolved.</p> <p>All contacts with the customer are</p>

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Process – Incident Management		
Roles and Responsibilities	Action	Tips/Notes
		documented in the ticket Work Detail including copies of all e-mail correspondence with the customer.
<u>Step 5</u> SMT Audit Responses	Incident Review. Output: Each month a random selection of resolved incidents are selected for review.	

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

ESD (Tier 1):

- a. First live-contact for the ESD customer.
- b. Consists of trained ESD IT Support Agents.
- c. Resolves routine and predictable inquiries agreed upon by the I3P regarding supported ESD services.
- d. Opens an Incident in the Incident Management module of the Remedy database for every inquiry made to the ESD.
- e. Guardians are responsible for:
 1. Technical assistance with customer Incidents for the ESD IT Support Agents.
 2. Review Incidents resolved by Tier 1, Tier 2, and/or Tier 3 for quality assurance and input to the knowledge database and/or training, if necessary.
- f. The SMT is responsible for:
 1. Reviewing I3P authored knowledge articles, publishing knowledge articles, and training ESD team members.
 2. Workforce Management.
 3. Quality review of Incident cases.
 4. Write/review Work Instructions.
 5. Real-time monitoring of call volume and adjusting staff assignments to accommodate call volume spikes.
 6. Monitor metrics performance.
 7. Identify opportunities for process improvement.

Manual Escalation

- a. Gather information from customer.
- b. Document incident on Enterprise Service Desk Form.
- c. Execute warm handoff to the Tier 2 contractor and provide information.
- d. When Remedy system has been restored, enter incident details into system and assign to Tier 2.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Page 18 of 30		
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Tier 2 (I3P Contractor):

- a. Receives unresolved Incidents from Tier 1 for further analysis.
- b. Authors knowledge articles to the ESD regarding I3P services.
- c. Notifies the ESD of any planned and unplanned service interruptions.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

METRICS

A data repository is established to collect incident status changes. The ESD conducts surveys as per a defined statistical sampling for Incident/Problem resolution and closures related to I3P service status.

For details of metric collection reference Technical Exhibit 2 and document ESD Reporting Requirements.

The following matrix contains the ESD Critical Service Levels and Metrics.

	Description	Measurement Window	Year 2 and Beyond Service Level	Year 1 Service Level
1.1. ESD - I3P TIER 1 Service				
1.1.1	Average Speed to Answer (ASA) within sixty seconds	Monthly	80.00%	80.00%
1.1.2	Customer Satisfaction	Monthly	90.00%	85.00%
1.1.3	Call Abandon Rate	Monthly	7.00%	7.00%
1.1.4	First Call Resolution	Monthly	95.00%	90.00%
1.1.5	Availability of ESD Applications and Systems (Critical and Non-Critical)	Monthly	99.95%	97.00%

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Page 20 of 30		
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

The following matrix contains the ESD Key Performance Indicators (KPI's).

Note: The KPI's are numbered beginning with 2.1 in order to differentiate from the Critical Service Levels, which begin with 1.1.

	Description	Measurement Window	Year 2 and Beyond Service Level	Year 1 Service Level
2.1 ESD TIER 1 Help Desk Service				
2.1.1	Time to Escalate/Close - Severity 1 Incidents/Problems within ten minutes	Monthly	98.00%	96.00%
2.1.2	Time to Escalate/Close - Severity 2 Incidents/Problems	Monthly	89.00%	85.00%
2.1.3	Time to Escalate/Close - Severity 3 Incidents/Problems	Monthly	89.00%	85.00%
2.1.5	Right First-Time Allocation of Incidents to Level 2	Monthly	90.00%	85.00%
2.2 ESD TIER 0 Self Service Web Services				
2.2.1	Web Service Kept Current	Monthly	98.00%	95.00%
2.2.2	Communications to Authorized Users Delivered Promptly	Monthly	99.00%	98.00%
2.2.3	No Personally Identifiable Information (PII) Incidents	Monthly	100.00%	100.00%

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		Page 21 of 30
SUBJECT: ESD Service Delivery Guide		

PRIVACY DATA

All participants involved must ensure protection of all data covered by the Privacy Act.

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

SYSTEM COMPONENTS

Existing Systems

IT System Title	IT System Description	Access Requirements	IT System Interfaces
Remedy Incident Management	Documentation and tracking of customer inquiries to the ESD. Remedy Incident Management will be used to report on key customer service metrics; such as, first call resolution, right-first time allocation, and time to escalate.	Read/write access for Tier 1 and Tier 2 (I3P Contractors).	Oracle database, web server for customer submits via Tier 0/ESD Portal.
Remedy Problem Management	Manages related Incidents with a common root cause.	Read/write access for Tier 1 and Tier 2 (I3P Contractors).	Oracle database, web server
Remedy Knowledge Management	Create, maintain and share up-to-date knowledge articles for Tier 0/ESD Portal and Tier 1 ESD IT Support Agents.		
Cisco Internet Protocol for Contact Center (IPCC) including Voice over Internet Protocol Phone (VoIP)	Automatic Call Distribution (ACD) for call agents.	ESD personnel only.	VoIP Call Manager.
Centergy Manager	Backup ACD for call agents.	ESD personnel only.	Aastra Pointspan

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Page 23 of 30		
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

New Systems

IT System Title	IT System Description	Access Requirements	IT System Interfaces
Workforce Management	To be Determined (TBD)	ESD personnel only.	
Notification Tool	Remedy	NASA Account Management System (NAMS)/Identity and Access Management Tools.	NA

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

APPENDICES

Appendix A - Acronyms

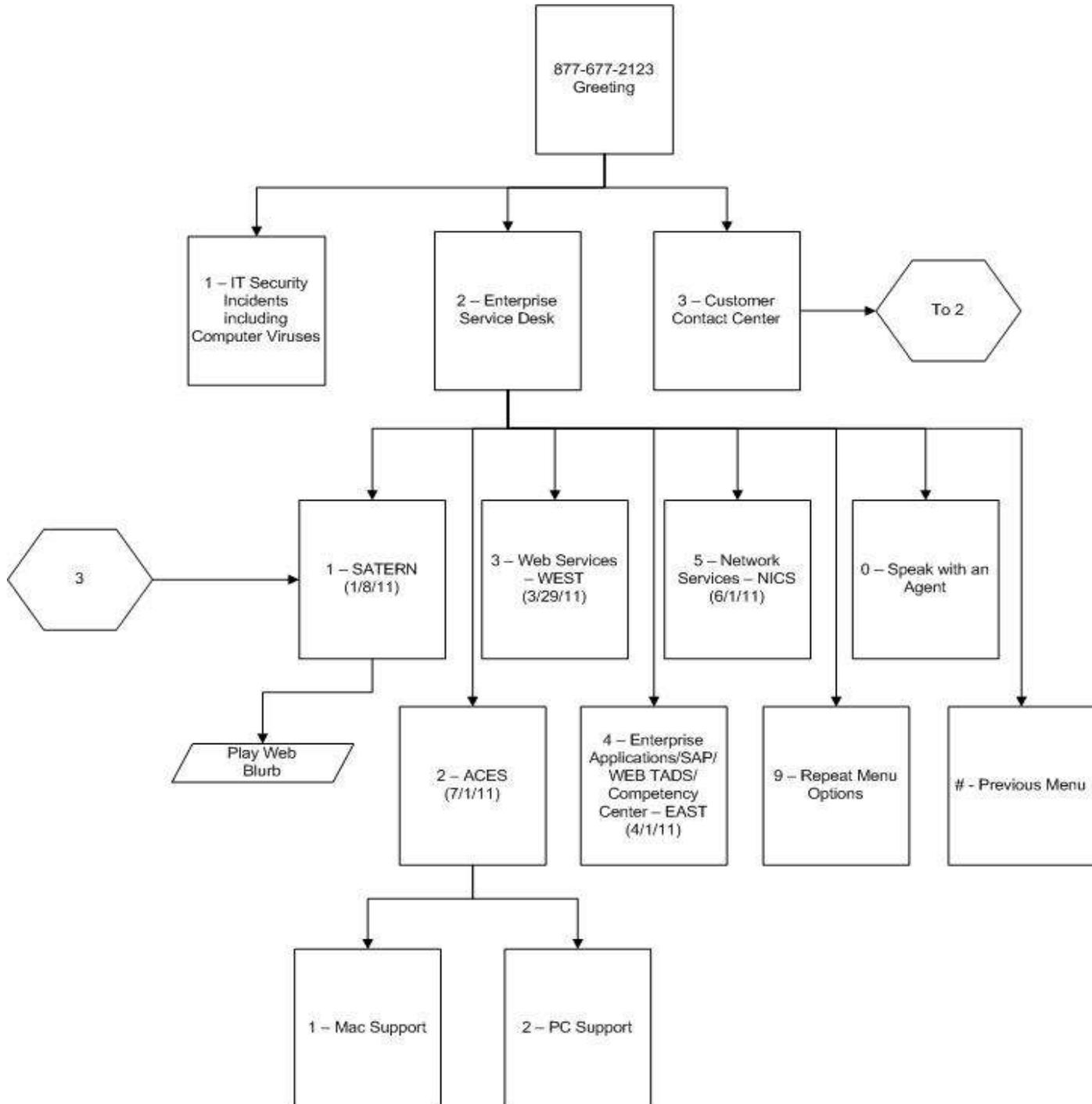
ACD	Automatic Call Distribution
ARM	Action Request Module
ASA	Average Speed to Answer
CI	Configuratin Item
CMS	Change Management System
CRM	Customer Relationship Management
CSCO	Customer Satisfaction and Communications Office
ESD	Enterprise Service Desk
ESRS	Enterprise Service Request System
IMS	Incident Management System
IPCC	Internet Protocol for Contact Center
IT	Information Technology
ITIL	Information Technology Infrastructure Library
I3P	Information Technology Infrastructure Integration Program
KPI	Key Performance Indicator
MTTR	Mean Time to Repair
NAMS	NASA Account Management System
NASA	National Aeronautics and Space Administration
NSSC	NASA Shared Services Center
OLA	Operating Level Agreement
PII	Personally Identifiable Information
RKMS	Remedy Knowledge Management System
SLA	Service Level Management
SME	Subject Matter Expert
SMT	Service Monitoring Team
SPOC	Single Point of Contact

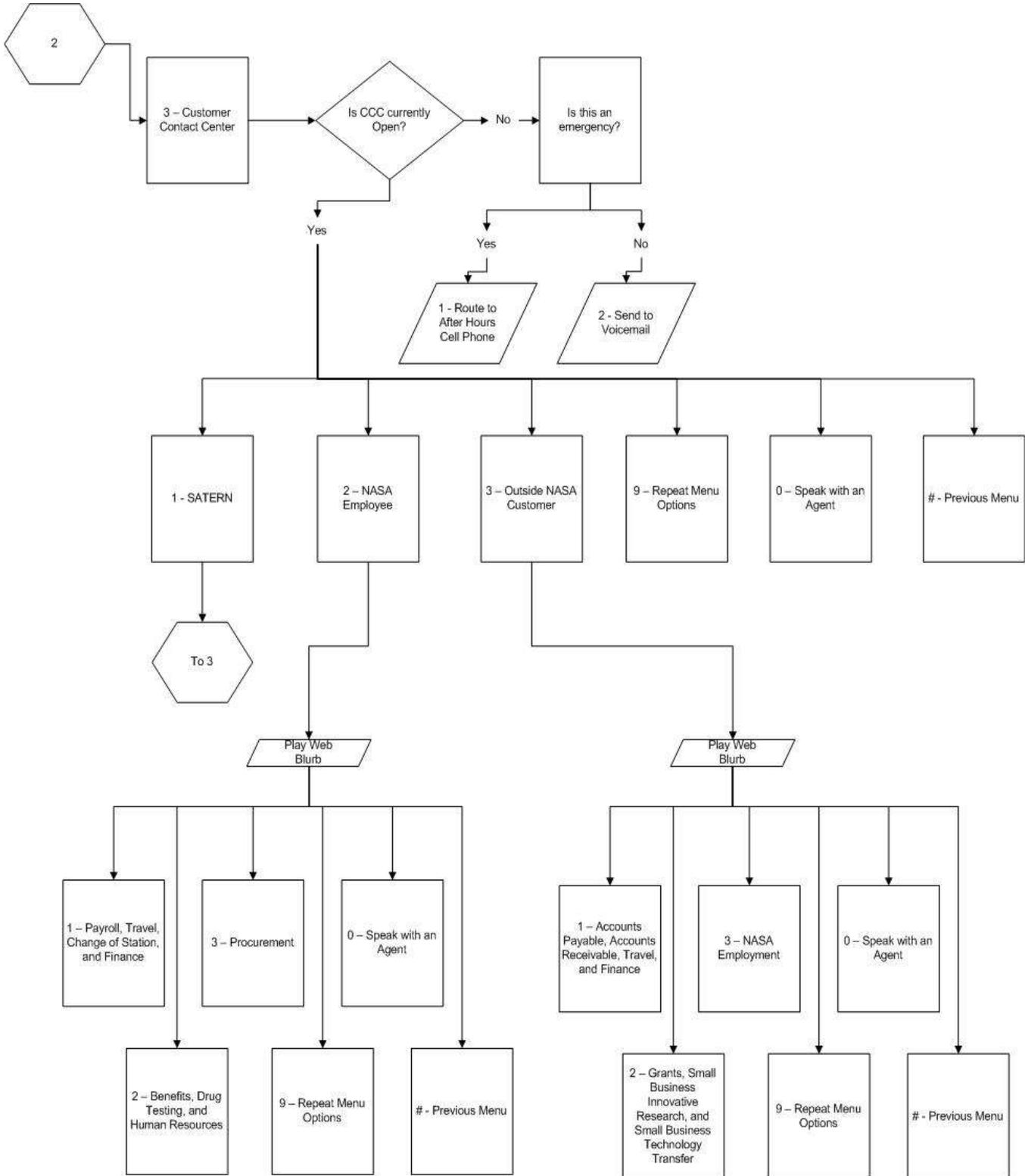
ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

- TBD** To be Determined
- UC** Underpinning Contract
- VIP** Very Important Person
- VoIP** Voice Over Internet ProtocolAppendix B - Call Routing

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

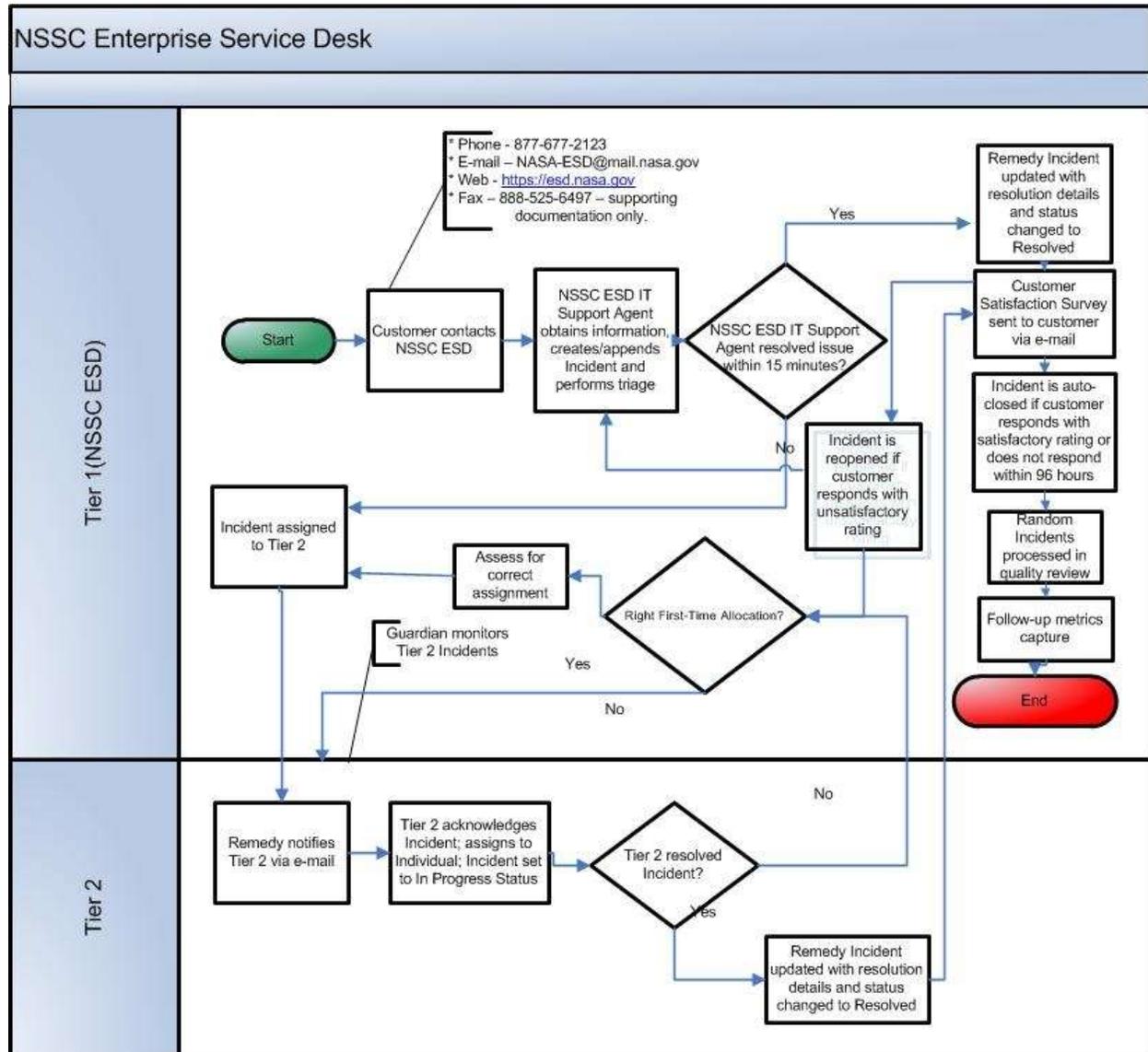
Appendix B – Call Routing





ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Appendix C - Process Flow



ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Appendix D - References

- NSSDG-2410-0002 ESD IT Service Ordering Service Delivery Guide – ITIL Version
- NSSDG-2800-0001 ESD Service Definition Repository Service Delivery Guide
- NSSDG-2800-0003 ESD Notifications Service Delivery Guide
- NSSWI-1280-0001 Enterprise Service Desk (ESD) Training Plan
- NSSWI-1280-0002 Remedy Customer Relationship Management (CRM) "People" Profiles
- NSSWI-1280-0004 Incident Management Guide for General Users
- NSSWI-1280-0005 Incident Management Guide for Customer Contact Center & Enterprise Service Desk Users
- NSSWI-1280-0006 Enterprise Services Center (ESC) Validation
- NSSWI-1280-0007 BMC Remedy Knowledge Management (RKM) User Guide
- NSSWI-1280-0008 Enterprise Service Desk Knowledge Management System for I3P Authors
- NSSWI-1280-0009 Call Handling to include non-I3P calls
- NSSWI-1280-0015 Customer Contact Center Training Plan
- NSSWI-1280-0044 Enterprise Service Center (ESC) Service Monitoring Process
- NSSWI-1280-0045 Enterprise Service Desk (ESD) Metrics
- NSSWI-1280-0046 Enterprise Service Desk (ESD) Dashboard and Analytics
- NSSWI-1280-0047 ESD Process for Operation and Product Categorization
- NSSWI-1280-0049 ESD Plan Related to a Service Request for an Ad Hoc Report
- NSSWI-1280-0051 ITIL v3 NASA ITIL v3 As Related to ESD
- NSSWI-1280-0052 Enterprise Service Desk (ESD) Notification System Process
- NSSWI-1280-0053 Enterprise Service Desk (ESD) Processing of Enterprise Service Request System (ESRS) Inquiries
- NSSWI-1280-0054 Enterprise Service Desk (ESD) Tier 0 (Self Help) User Guide
- NSSWI-1280-0055 Enterprise Service Center (ESC) Workforce Management
- NSSWI-1280-0056 Enterprise Service Desk (ESD) Process for IT Security Incidents Reporting
- NSPLN-1210-0001 NSSC Survey Plan

ESD Service Delivery Guide	NSSDG-2410-0001	Basic Version 1.0
	Number	
	Effective Date:	
	Expiration Date:	
Page 30 of 30		
Responsible Office: Enterprise Service Desk		
SUBJECT: ESD Service Delivery Guide		

Appendix F – Forms

Enterprise Service Desk form for recording customer calls in the event Remedy is unavailable			
Date:		Time of Inquiry:	
Customer*+:		Phone:	
Contact*+:		Phone:	
Operational Categorization:	Tier 1+:		
Product Categorization:	Tier 1:		
Notes:			
Resolved:	Yes	No	
Assigned Group*+/Name Contacted:			
FCR:	Yes	No	