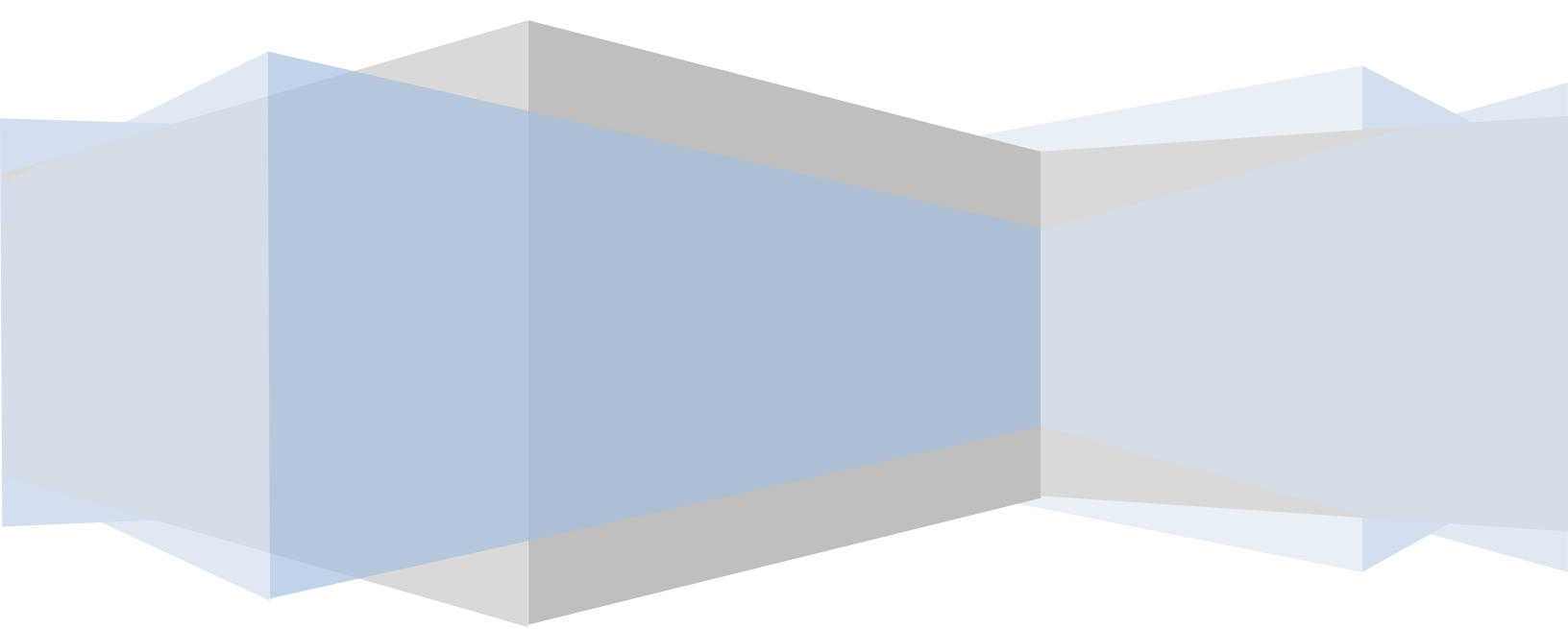


# Request Fulfillment Process

Vanderbilt University

October 2018



## CONTENTS

Version History.....	3
Introduction .....	4
Request Fulfillment & Service Catalog Concepts.....	5
Goals, Objectives & Scope .....	6
Goals .....	6
Objectives .....	6
Scope .....	7
Process Flow.....	8
Onboarding New or Updating Existing Request Catalog Item .....	9
Generic Request Fulfillment Process.....	10
Cancelling a Request.....	11
Roles & Responsibilities .....	12
Request Roles & Responsibilities.....	12
Requesters/Customers.....	12
First Level .....	12
Service Level Management & Relationship Manager .....	12
Request Fulfillment Manager.....	12
Fulfillment Team (Second/Third Level Support) .....	13
Service Owner.....	13
Cherwell Administrator .....	13
Policies .....	14
Categorizing Requests.....	16
Request Status .....	17
Notification Triggers .....	18
Hierarchical Escalations .....	19
Priorities & Service Level Objectives.....	20
Impact, Urgency and Priority.....	20
Service Level Objectives .....	20
Key Performance Indicators.....	21

## VERSION HISTORY

<b>Date</b>	<b>Who</b>	<b>Comments</b>
2/1/2017	Reg Lo & Valerie Arraj	First draft
2/8/2017	ITSM team, VUIT Directors	Edits, additions
2/22/2017	George Anglin	Combine edits
6/13/2017	George Anglin	Overall edits and clarification
10/16/2018	George Anglin	Edits

## INTRODUCTION

This document describes how to manage the Request Fulfillment process for Vanderbilt University IT (VUIT) and the Service Request Catalog in Cherwell. It is based on the Information Technology Infrastructure Technology Library® (ITIL) and adapted to address VUIT's specific requirements.

This document is divided into the following sections:

Section	Description
<b>Request Fulfillment &amp; Service Request Catalog Concepts</b>	Discusses the differences between Request Fulfillment, the Request Catalog and the Service Catalog.
<b>Goals, Objectives and Scope</b>	Specifies the objectives of the Request Fulfillment process.
<b>Process Flow</b>	Diagrams illustrating the high-level Request Fulfillment processes including: <ul style="list-style-type: none"> <li>• Process to create / update a Catalog Item</li> <li>• Generic process for submitting and fulfilling a Request</li> </ul>
<b>Roles &amp; Responsibilities</b>	Identifies the roles within the Request Fulfillment process and the responsibilities for each role.
<b>Policies</b>	Policies that support the Request Fulfillment process.
<b>Escalations</b>	Rules for email notifications that notify additional support providers.
<b>Key Performance Indicators</b>	Specifies the metrics for measuring the success of the Request Fulfillment process.
<b>Self-Service</b>	This document also outlines self-service capabilities and a mechanism for segregating requests by university affiliation.

## REQUEST FULFILLMENT & SERVICE CATALOG CONCEPTS

The Request Fulfillment process is responsible for managing the lifecycle of all Service Requests in a standardized fashion. Service Requests are initiated by selecting an entry from list of available standardized request items presented via a Service Request Catalog.

The Service Request Catalog presents a list of requests for customers to browse. Requests and services are different concepts. A service is generally delivered month after month – email is a good example. A request, on the other hand, is a transaction. A customer makes a request, there may (or may not be) an approval process, and IT (or some other service provider) fulfills the request. There is a definitive start and end date/time for a request.

If we expand on the example of an email service, the most obvious request is “new email account”. However, there may be other requests associated with the email service, e.g. “new email distribution group” or “request a larger inbox”. Hence, a service may have one or more requests.

Service	Request
Email	New email account
	New email distribution group
	Request larger Inbox

This document focuses on requests.

Within Cherwell Service Requests and Incidents are driven from the same module. The “Subcategory” field chosen on the Incident/Request form drives whether the record is treated as an Incident or a Service Request.

## GOALS, OBJECTIVES & SCOPE

### GOALS

The goals of the Request Fulfillment process are:

- To provide a channel for customers to request and receive standard services for which a pre-defined approval and qualification process exists.
- To provide information to users and customers about the availability of services and the procedure for obtaining them.
- To source and deliver the components of requested standard services (access, quota increases, new device).
- To assist with general information, complaints or comments.

### OBJECTIVES

The specific objectives of the Request Fulfillment process are:

1. Provide the single easy-to-use portal for customers to submit requests.
2. Facilitate and/or trigger the workflow for approval and fulfillment.
3. Balance the ease-of-use for the request and fulfillment procedures with the desire to optimize the cost for maintaining the catalog, e.g. provide a generic approach to fulfillment that can be leveraged by the majority of requests.
4. Provide the mechanism and metrics for IT managers to manage their team's fulfillment activities.
5. Provide a standardized process for service owners (or their delegates) for submitting new catalog items or updating existing catalog items, configuring, testing and deploying the catalog items.

## SCOPE

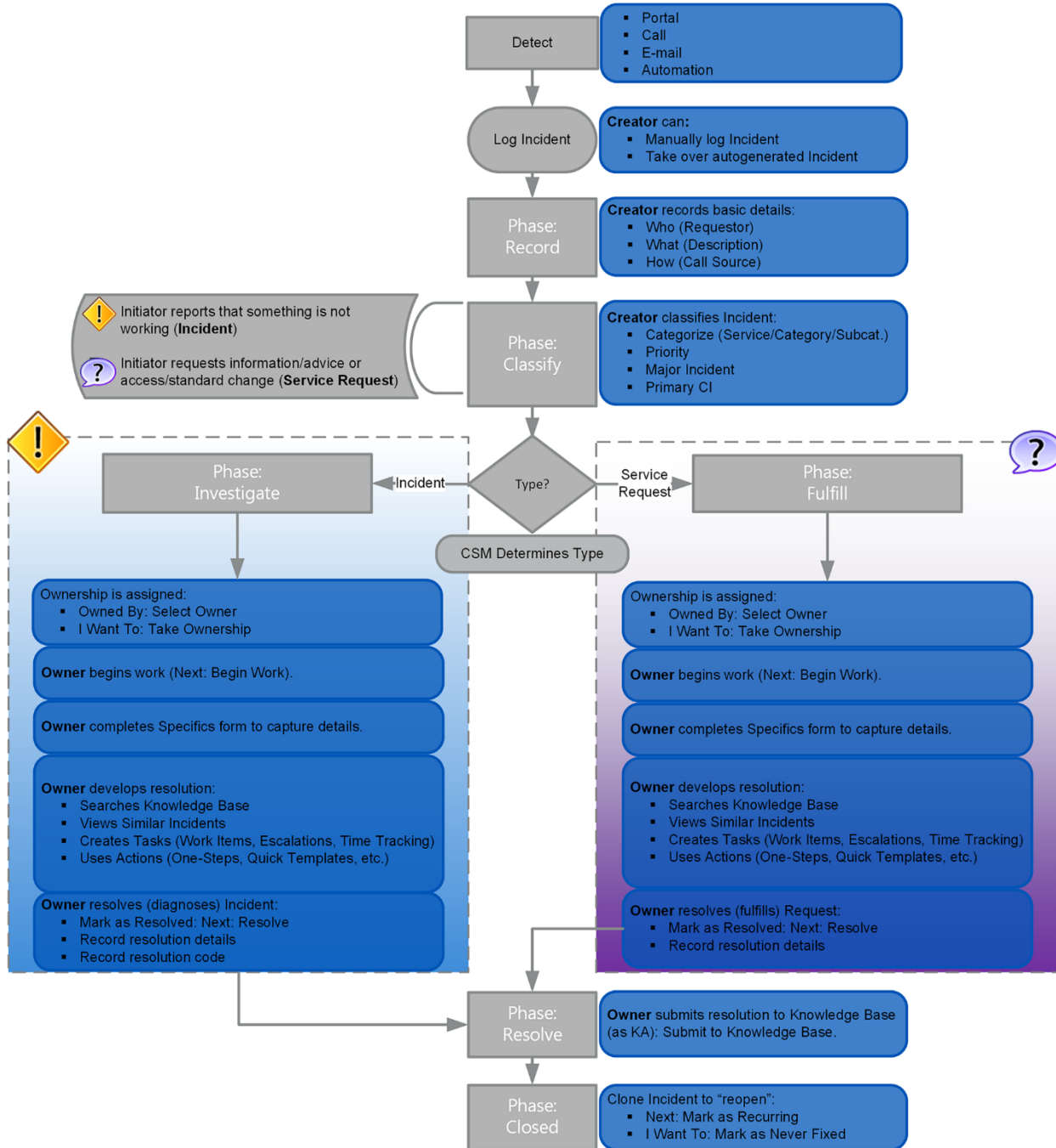
All Requests, whether they are customer-facing requests or internal IT-to-IT requests, are in scope. Where meant to be client-facing, the requests will be exposed to non-IT customers.

The Request Fulfillment process owner will own:

1. The generic fulfillment approach that can be applied to most requests.
2. The process of creating new catalog items and updating existing catalog items.
3. The process of creating new Specifics forms for teams to present to customers.

# PROCESS FLOW

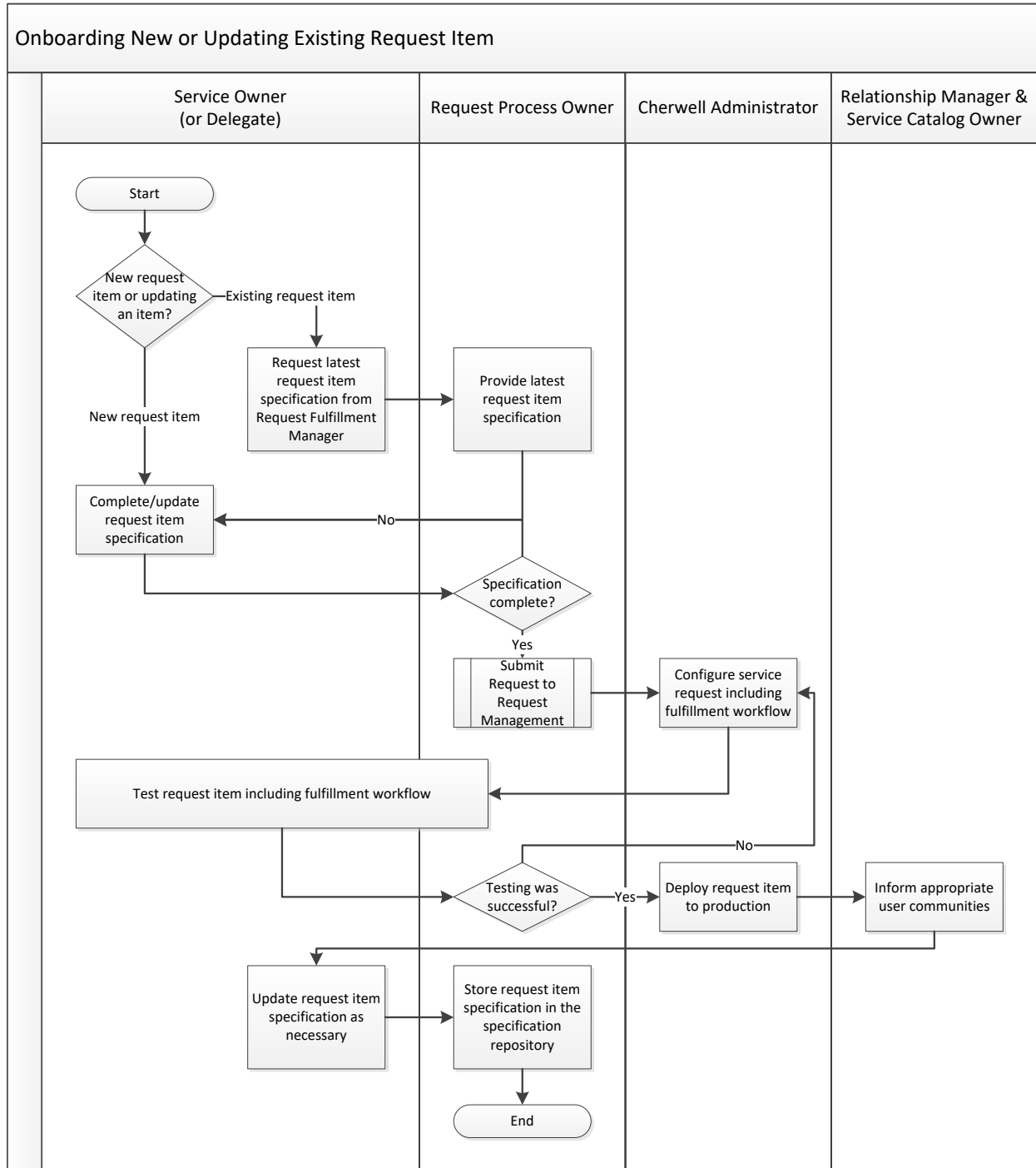
The process flow uses “swim-lane diagrams” to illustrate which role is responsible for the activity. These roles are described in more detail in the following section titled “Roles and Responsibilities”.





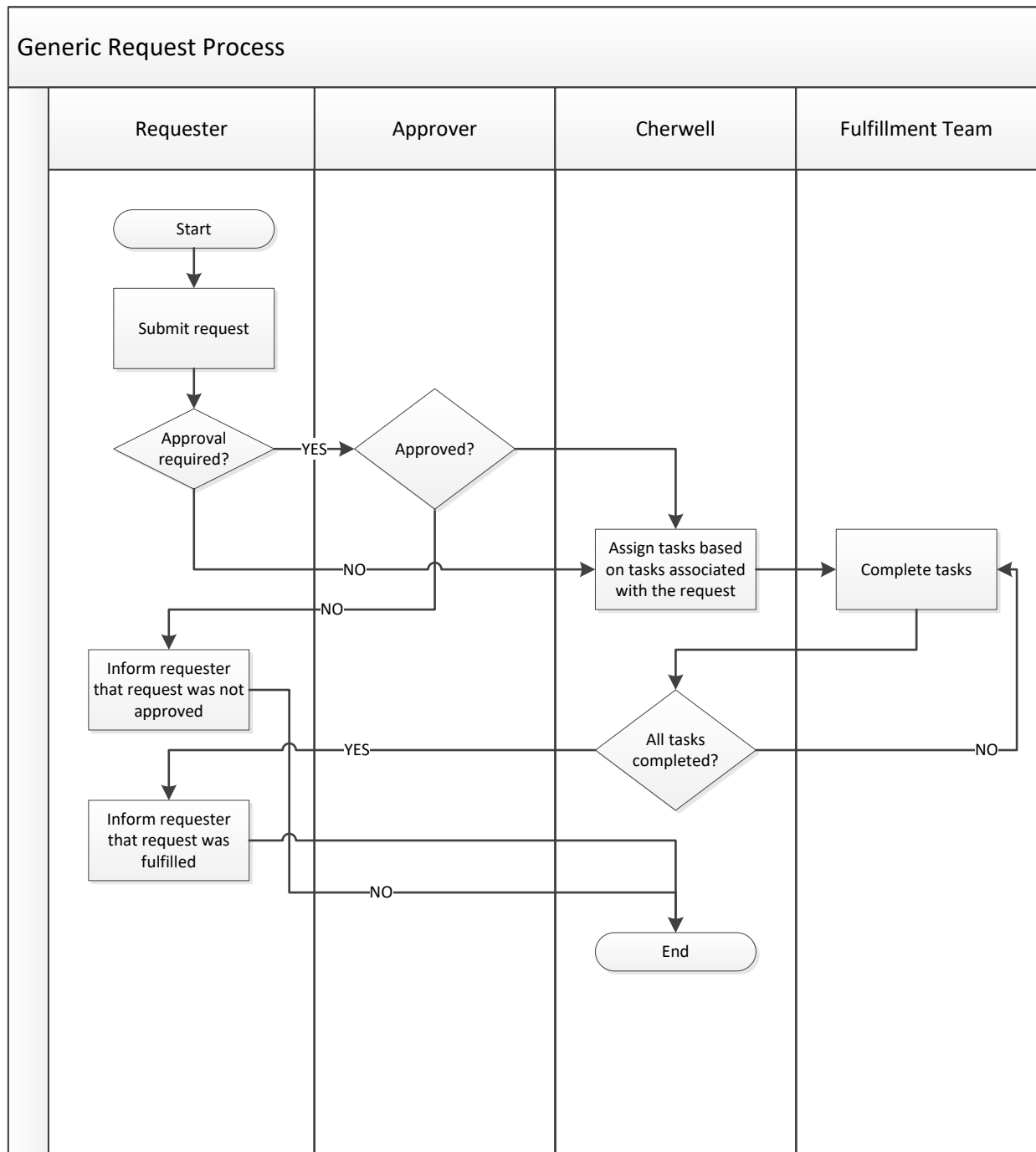
## ONBOARDING NEW OR UPDATING EXISTING REQUEST CATALOG ITEM

This process is used by Service Owners (or their delegates) to request a new catalog item to be added to the catalog or to request an update to an existing catalog item.



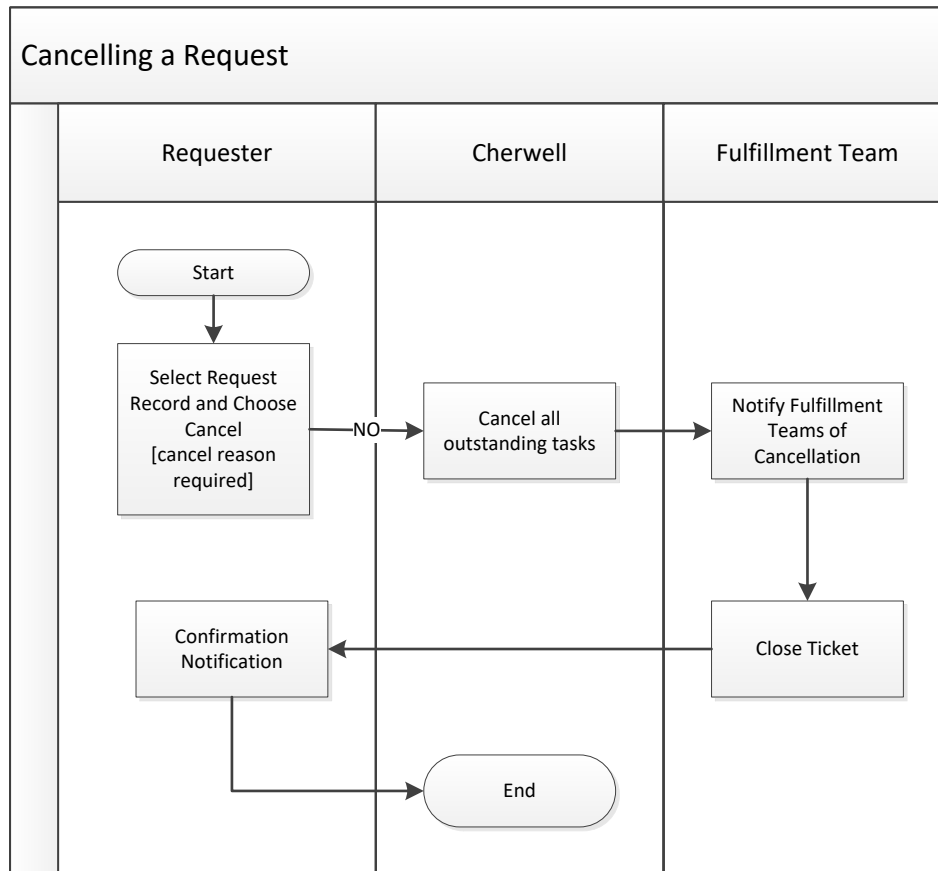
## GENERIC REQUEST FULFILLMENT PROCESS

The generic Request Fulfillment process is designed to be used by the majority of service request catalog items. The generic fulfillment process lets you associate a specific list of fulfillment tasks with a catalog item that IT Fulfillment Team will execute when the item is requested.



## CANCELLING A REQUEST

Customers may cancel a request if they no longer need the request item that they initiated. The process is depicted below.



## ROLES & RESPONSIBILITIES

### REQUEST ROLES & RESPONSIBILITIES

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#### REQUESTERS/CUSTOMERS

1. To request a service use the self-service portal or email or call the appropriate first line team.
2. Complete all fields as indicated.
3. If it is an urgent request, customer should call to follow up with urgency.
  - a. When submitting the request, please explain why this is urgent.
4. Be available to answer questions about their request in a timely manner.

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#### FIRST LEVEL

1. When recording a Request, choose the appropriate subcategory to obtain and complete the correct specifics form.

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#### SERVICE LEVEL MANAGEMENT & RELATIONSHIP MANAGER

1. Make customers aware of the existence of new request items.

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#### REQUEST FULFILLMENT MANAGER

1. Reviews, evaluates and approves all requests to onboard new or modify existing Request catalog Items.
2. Ensures that all of IT follows the Request Management process.
3. Ensures Service Owners are reviewing their request items yearly for relevancy and currency.
4. Analyze request management metrics.
5. Sponsor improvements to the process or tool(s).
6. Informing Relationship Managers and Service Owners of new or changed requests.

## FULFILLMENT TEAM (SECOND/THIRD LEVEL SUPPORT)

1. Monitor their Request Item Task queue.
2. Complete tasks within the specified timeframes.
3. Track work Notes/Journal in the appropriate task.
4. Update the status of the task in a timely manner.

## SERVICE OWNER

1. Provide the specifications for the request item including the online request form(s) and a description of the approval and fulfillment workflows.
  - a. Submit Requests to “onboard” a New service request that include:
    - i. The Service, Service Category and Service subcategory values to link to.
    - ii. Whether the service is client-accessible or not.
    - iii. The approval team this needs to go to.
    - iv. The fulfillment tasks and assignment teams and task rules (sequential or concurrent) for each task.
2. Whenever the Request needs to be updated, trigger the process by providing the appropriate catalog item specifications.
3. Review their request items at least once a year to ensure they are up to date.
4. Provide resources to test request items in Cherwell.

## CHERWELL ADMINISTRATOR

1. Configures approved new or existing Service Request catalog items and fulfillment workflow.

## POLICIES

1. Service Requests will be the official channel for making VUIT requests.
2. Request items must be reviewed annually to ensure they are up-to-date and reflect current fulfillment practices.
3. All Requests must be recorded in Cherwell. The contact details of anyone with a VUNetID will be captured in the Customer fields. For all other customers contacting first line support, a Default Customer account will be used as a placeholder until customer is verified.
4. If a customer is requesting service on behalf of another individual, the “Requested for” fields will be used to indicate the details of the individual who is the target of the service being provided. First line support should indicate which individual(s) should receive communication as the request is being moved through the process to resolution.
5. First and second line support will maintain a status indicator on the contact record in Cherwell to signify that an individual is a VIP.
6. If a customer emails, chats or calls a second or third level support analyst to initiate a Request, the second or third level support analyst should encourage the customer to start at the appropriate first line support team.
7. The urgent flag on an email does not affect the priority of an Incident. If the Request is urgent, customers must always follow up with a phone call.
8. All fields must be completed in their entirety the person entering the request (first line or requester/customer) so that the fulfillment teams have sufficient information to fulfill the requested item.
9. Any significant work conducted on an Incident must be recorded in the work Notes/Journal of the Request/Task.
10. A Request can only be put on-hold (taken off the Service Level Agreement clock) for the following reasons:

- 
- |                                |   |
|--------------------------------|---|
| • Waiting for customer         | • Waiting for more information from customer. |
| • On-Hold – Waiting for Vendor | • Waiting for a supplier                      |
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• On-Hold – Scheduled Work:	• Work has been scheduled, e.g. desktop technician will visit customer at an agreed date/time.
• On-Hold – Pending Approval	• Waiting for an approver action

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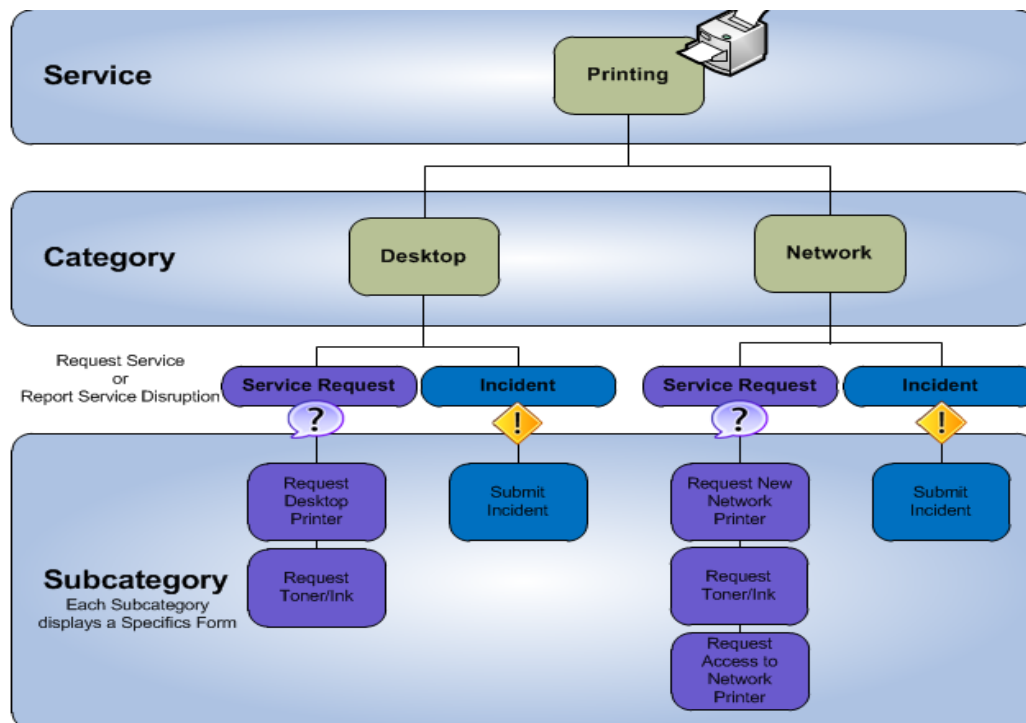
11. An interaction that was initiated as an Incident that should really be a Request must be “convertible” to a Service Request type record (ticket) in Cherwell.
12. If a Requester/Customer cancels a Request the technician who owns the ticket will be notified and must close the request ticket.
13. Attempt should be made to fulfill Request tasks within the specified due date according to priority.

## CATEGORIZING REQUESTS

Requests will be categorized per the Service, Category, and Subcategory scheme available in Cherwell.

- Service = Educause model “service offering”
- Category = Component of the service offering
- Subcategory
  - Drives ticket differentiation (Request vs Incident)
  - Drives team auto-assignment
  - Is more aligned with an “action”. In the case of Service Requests, each of these actions will pull a correspondence “specifics” form that will ask specific questions and collect the specific list of data elements required to successfully fulfill the request.

These values are service-dependent and are not listed in this document. However, the structure for this construct is represented in the diagram below:





## REQUEST STATUS

Since Incidents and Requests are represented through the same form and record, constructs in Cherwell the statuses are the same and are detailed below.

1. **New:** Request is being created, recorded (initial details), classified, and assigned to a team.
2. **Assigned:** Request has been assigned to an owner.
3. **In Progress:** Request is being investigated/fulfilled and resolved by an owner.
4. **Pending:** Request is temporarily paused (Stop the SLA/O Clock).
5. **Resolved:** Request has been resolved and is waiting to be closed.
6. **Closed:** Request is closed.
7. **Reopened:** Request is reopened because the issue was not fixed or reoccurred.

The following shows the valid progression from one status to another. The leftmost column shows *current state value*. The top row shows *target state value*. Where the intersection of the two is shaded light gray, the progression from current state to target state is valid and allowed. Where the intersection of the two is shaded dark gray, the progression from the current state to the target state is not allowed. The progression to close is universally allowed as a mechanism for a requester/end user to “close” an Incident when it has resolved itself or if the customer has found a solution and remediation is no longer necessary.

	New	Assigned	In Progress	Pending	Resolved	Closed	Reopened
New							
Assigned							
In Progress							
Pending							
Resolved							
Closed							
Reopened							

## NOTIFICATION TRIGGERS

State changes will trigger an email notification as follows:

State	Recipient
New	Customer – Inform that ticket has been created and provide ticket number.
Assigned (Request or task)	Owner - Inform that ticket has been assigned to them and provide ticket number. For urgent priority, use xMatters to notify the team.
In Progress	Owner - Remind him/her that the Request has been inactive for three days.
Pending	Owner – Remind him/her to take action on the Incident at the end of the Pending period.
Resolved	Customer – Inform that request is fulfilled and customer has 3 days to respond that the request has not been fulfilled to their satisfaction.
Reopened	Owned By Team – Inform that ticket has been reopened for further corrective action.
Closed	Customer - Customer Survey e-mail (rules TBD).

## HIERARCHICAL ESCALATIONS

Hierarchical escalations are used when a Fulfillment Team does not or cannot respond or resolve within a defined timeframe for a specified priority of request. These notices are delivered to team managers so they can manage work speed and communication to the end user/customer or other key stakeholders as necessary.

Time to respond is the time between the ticket being created and the ticket being put into the “in progress” status.

Priority	Time to Respond*	Hierarchical Escalation on Response SLA/O	Time to Resolve	Hierarchical Escalation on Resolution SLA/O
Priority Urgent (1)	2 bus hours		5 bus days	
Priority High (2)	4 bus hours	At 100%, i.e. 4 business hours, email team owner manager	10 bus days	At 75% or 7.5 business days email the owner At 100% email team owner manager
Priority Normal (3)	8 bus hours	At 100%, i.e. 8 business hours, email team owner manager	15 bus days	At 75% or 12 business days email owner At 100% email team owner manager

\*It is important to note that certain items may have delivery times that exceed the “Time to Resolve” targets specified above. These items should be evaluated on a case by case basis for specific hierarchical escalation rules.

## PRIORITIES & SERVICE LEVEL OBJECTIVES

### IMPACT, URGENCY AND PRIORITY

Priority is determined by the support analyst (not the customer) by first determining the Impact and Urgency.

Impact			
Urgency	<i>Multiple</i>	<i>Individual</i>	
	<i>Work is blocked</i>	Urgent	High
	<i>Standard</i>	Normal	Normal

### SERVICE LEVEL OBJECTIVES

The Service Level Agreement (SLA) is dependent on the Priority.

Priority	Time to Respond	Time to Resolve
Priority Urgent (1)	2 business hours	5 business days
Priority High (2)	4 business hours	10 business days
Priority Normal (3)	8 business hours	15 business days

## KEY PERFORMANCE INDICATORS

The following are Key Performance Indicators for the Request Fulfillment process:

1. Number of Requests opened/resolved in a given period.
2. Percentage of Request Items fulfilled on time in a given period.