



Sandvikens Kommun

administration, the rest are located in schools. They also support over 130 servers with around 500 applications to be managed and distributed to over 3,500 administrative officers – not every member of staff uses their own PC – and 6,500 pupils. Sandvikens Kommun has a long-term focus on IT support for schools. Apart from schools, they support municipally owned and associated companies such as energy and rental companies.

MATERNA delivered coaching and consulting

A few years ago, Sandvikens Kommun planned to introduce the IT Infrastructure Library® (ITIL®) as they needed to re-structure their IT department. Unfortunately, it was not seen as a tool to build processes and the IT department felt forced to use it. At that time they did not succeed in introducing ITIL® and the restructuring plan was abandoned.

In late 2008, the IT department started a process improvement programme. This time round the timing was good as they had specific needs for the project. The main requirements were that they needed one single way for how to work, how to deliver services and how to implement processes. This made it easier to set up the project and they had the whole organisation supporting them. Everyone in the IT department has been involved in the development of the processes.

As they were not too familiar with setting up new IT processes they looked for a coach and consultant who could support them throughout the whole process. They also put the emphasis on introducing a technique and strategy for process development and on how to manage change.

The decision was made for the consulting company MATERNA. “The coach helped us, for example, to prioritise between important and less important activities, to set up processes and to make the IT department more mature overall,” says Jan Enerhall, IT Manager at the IT Office in Sandvikens Kommun. MATERNA listened to them, arranged the ideas, coached the group and advised them how to structure themselves and how to build the processes. “This was exactly what we wanted. The coaching enabled us to define our own processes which was especially important for us,” continues Jan Enerhall.

New, improved processes

Service desk including the new improved incident, problem and change management was set up first and was introduced in late 2008 and early 2009. Order handling together with a

service catalogue was also on the agenda and was introduced in spring 2009. Users can now order hardware, software, internet connections, mobile phones, and request changes via the ordering process in the intranet.

They also planned to implement release management. But Sandvikens Kommun is quite a small organisation and the complex release management process according to ITIL® did not suit their requirements. In addition, release management proved not to be a necessary process at the time. Also, they do not have one single development department for the system. So the release process has been put on hold for the moment.

All processes were also described in detail with regard to ITIL®. But it was not intended to be the focus when the project started. “We wanted to avoid the situation where people were not motivated due to their previous experience with ITIL®,” says Jan Enerhall. Therefore, the main focus was on introducing a technique for practical process development, not on introducing the framework ITIL®. Sandvikens Kommun has now described and developed new versions of their current processes. Part of the development from “today” to “tomorrow” was to look into ITIL®.

“As the new service desk has been a success we can now state that the processes have been structured according to ITIL®,” argues Elisabeth Hedlund, Project Manager at the IT Office in Sandvikens Kommun. “Although we had ITIL® in mind when we started last year, we did not mention it. Today, ITIL® helps us to have a uniform understanding of our processes. We all use the same terminology and can very easily discuss problems based on the same knowledge,” continues Elisabeth Hedlund very pleased with the situation. Every member of staff works in the same, efficient way. On the technology side they use the case management tool from Nilex.

Customer satisfaction increased

Customers are very happy with the new service desk (the municipality switchboard), a single point of contact where all incidents are registered. As soon as an incident comes in,

Advantages of the solution

- Structured way of working
- Uniform understanding and use of the same terminology in the whole IT organisation
- Developed processes on their own with qualified external support regarding tools and processes

Practical tip

“We made good progress taking small steps, keeping it simple and making sure that we started in an area where we got the most benefits. I also recommend talking very intensively with all IT staff involved in the project and with those who will work with the processes.”

Jan Enerhall, IT Manager at the IT Office in Sandvikens Kommun



customers are informed that it is being worked on. Mails are sent out automatically when incidents and other cases are solved, together with an incident number to refer to. The service desk handles approximately 9,000 incidents per year. Password inquiries are handled in the service desk at the switchboard. They have installed a template that describes how to handle these cases and therefore there is no need to use the second level for this task. Some people at the switchboard can act as first level support and solve other types of incidents. Also in 2009, Sandvikens Kommun started to catalogue their services including delivery information, conditions and prices. The initial problem was that they thought they were delivering good value. But customers were of a different opinion. There was a gap between the customers' and IT department's views. MATERNA advised them to develop service level agreements (SLAs) with their internal customers. Today, everybody has the same expectations of the level of service. And if services are no longer valid for every customer they are taken out of the service catalogue. Using the service catalogue has helped to improve customer satisfaction even more.

The external coaching and consulting also provided Sandvikens Kommun with a very important view from the outside. With the support of MATERNA, staff in the IT department has

therefore been able to develop their customer perspective. The whole IT department has also extended its project management and team management know-how.

Continual improvement process

Now that processes are designed and in operation most emphasis is put on the constant quality of the processes and on maintaining the mature level of the IT department. Therefore, process owners meet every 12 weeks to discuss if changes need to be implemented and if processes need to be improved. In this continual improvement process they decide how the processes will develop further. While implementing the incident management, for example, they developed the process to a mature level, went live and are now constantly improving the process according to the maturity model. Process owners decide, for example, in what way the Nilex service desk software needs to be changed. There is also a weekly change advisory board (CAB) meeting to discuss, prioritise and change incoming change requests.

“It is quite hard to build awareness of what the IT does,” says Jan Enerhall. But with the continual improvement process Sandvikens Kommun creates important awareness in the organisation about how efficient IT services are delivered. ■



Göransson Arena ist one of the most impressive buildings in Sandvikens Kommun.