

Sample

***Support Center
Assessment***

Findings and Recommendations



Optimal Connections, LLC
[Date]

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Introduction

This document provides an updated Assessment of the HDI SCC Self-Evaluation Results provided by ABC CO. to Optimal Connections, LLC. These findings are based on a series of meetings with ABC CO. personnel which took place on:

- 6-28-04: Initial meeting and presentation of HDI SCC Program
- 6-30-04: Part-1: onsite assessment of Self-Evaluation Results
- 7-8-04: Part-2: onsite assessment of Self-Evaluation Results

The intent of this document is to provide a professional 3rd party assessment of the Self-Evaluation results as of this point in time, and to highlight areas that should be addressed in preparation for HDI Support Center Certification. Where appropriate, specific actions are recommended to address opportunities for improvement.

For purposes of this analysis and review, we are not questioning the rating on those standards where the rating was 3 or higher. The assumption is made that the Self-Evaluation of performance against these standards is reasonably accurate, and that the ABC CO. can provide supporting evidence of compliance leading up to and during the audit. However, during preparation activities for the official HDI SCC site audit, the ABC CO. should review performance against all 8 Elements and 67 Standards to ensure compliance with minimum acceptable scores. This offers the best assurance for completing HDI Support Center Certification.

Review of Initial and Revisited Scores

Original Self-Evaluation Scores:

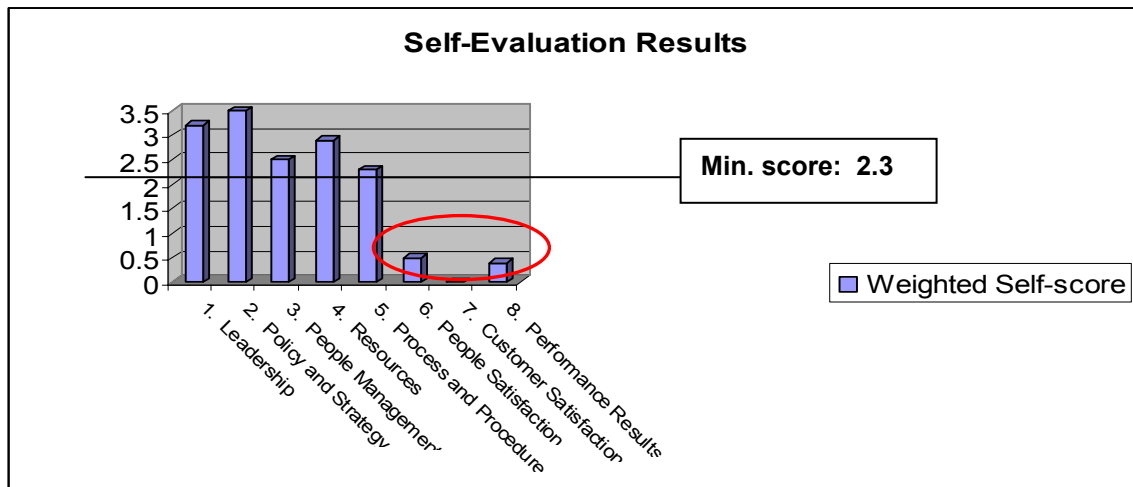
Initial scores resulted from HDI’s automated Self-Evaluation. Upon inspection it became clear that a number of the scores were rated slightly lower than necessary due to misunderstandings, or a question about how the Standard applied in the ABC CO. environment.

Element	Weight	Weighted Self-score	Passing Score	Gap
1. Leadership	10%	3.2	2.3	0.9
2. Policy and Strategy	10%	3.5	2.3	1.2
3. People Management	10%	2.5	2.3	0.2
4. Resources	10%	2.9	2.3	0.6
5. Process and Procedure	20%	2.3	2.3	0
6. People Satisfaction	10%	0.5	2.3	-1.8
7. Customer Satisfaction	15%	0	2.3	-2.3
8. Performance Results	15%	0.4	2.3	-1.9

Overall weighted average score reported: 1.8

Areas rated strongly included Policy and Strategy, Leadership, and Resources. People Management (2.5) was rated slightly higher than the minimum 2.3 rating. **Weak areas** included Customer Satisfaction, Performance Results, People Satisfaction, and Process/Procedure.

Chart of Original Self-Evaluation Results:



Updated Scores as a Result of On-site Assessment:

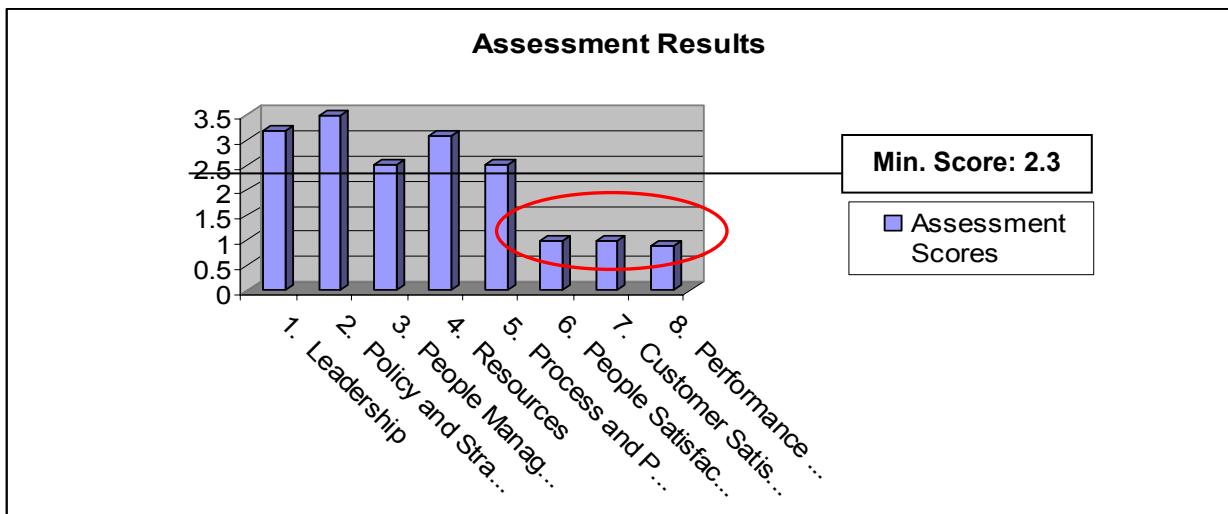
A series of meetings were conducted onsite at ABC CO. to confirm/update the Self-evaluation scores. As a result, the following revised scores have been provided. Please note that this revised assessment is based on verbal feedback during meetings with MCTSSSA personnel; observation, review of documentation, or interviews were not conducted to corroborate statements. These activities will of course be conducted during the official HDI Audit, to be scheduled in August. As a result, final Audit scores may be lower or higher, depending on the actions taken to address the deficiencies and opportunities for improvement outlined.

Element	Weight	Weighted Self-score	Passing Score	Gap
1. Leadership	10%	3.2	2.3	0.9
2. Policy and Strategy	10%	3.5	2.3	1.2
3. People Management	10%	2.5	2.3	0.2
4. Resources	10%	3.1	2.3	0.8
5. Process and Procedure	20%	2.5	2.3	0.2
6. People Satisfaction	10%	1.0	2.3	-1.3
7. Customer Satisfaction	15%	1.0	2.3	-1.3
8. Performance Results	15%	0.9	2.3	-1.4

Revised overall weighted average score: 2.11

Areas rated strongly included Policy and Strategy, Leadership, and Resources. People Management and Process & Procedure were rated slightly higher than the minimum 2.3 score. **Areas that need focus** include People Satisfaction, Customer Satisfaction and Performance Results.

Chart of Onsite Assessment Results:



Assessment and Recommendations

Section 1: Leadership

1.010 Alignment with Core Business: 4

1.020 Integration with IT: 3

1.030 Resource Optimization

- Was a “2” – may be able to get to a 3
- Status: It appears we have tools and a process for determining the proper level and types of resources, but the “formal process” may not be documented.
- Recommendations: Review SLAs to determine how resources are allocated and optimized.
- Actions:
 - >> Examine SLAs and the process by which you determine resources needed to satisfy service levels.
 - >> Confirm these service level commitments are tied to customer business objectives.
 - >> Ensure this process is documented, along with any tools routinely used in doing this. Provide a process for adjusting resource levels as service level commitments change.

1.040 Promoting Teamwork

- Was a “2” – should be able to justify a 3
- Status: We feel there are formal processes designed to foster teamwork – for example, the ‘40 day inductee program’. There are also other examples of processes that encourage team-based interactions.
- Recommendations: Document existing processes and establish a process whereby we measure the impact of such team-based processes.
- Actions:
 - >> Document team-based processes.
 - >> Define and document a formal process for measuring and evaluating the success of team-based efforts and recognizing their success.

1.050 Promoting the Support Center: 4

1.060 Distribution of Information: 4

Section 2: Policy and Strategy

2.010 Vision and Mission: 4

2.020 Goals and objectives: 4

2.030 Plans

- Was a “2” – feel we can justify a 3
- Status: We feel that we have written plans (e.g., staffing plans, training plans, technology development plans, project plans, etc.) to support the *implementation* of the business/operations plan.
- Recommendation: To qualify for a (3) rating, we have to show that we have a *strategic plan* that establishes how the support center’s operations support and integrate with the overall future plans of the organization.
- Actions:
 - >> Paul: Send an example to Brad and Ken of a strategic business plan.
 - >> Brad/Ken: document the strategic business plan for ABC CO.. Ensure this is supported by specific operational goals and objectives for each area – staffing, training, resources, etc. Also ensure that the plan also supports the larger organization’s strategic plan and goals.

2.040 Stakeholder input: 4

Section 3: People Management

3.010 Job Descriptions: 3

3.020 Training Plans

- Was a “2” – can be moved to a 3
- Status: We have training plans for employees, and a skills inventory in place (the SME database) that includes skill levels for each support center position and/or employee.
- Recommendation: To move to a (3) rating we need to show evidence of a supporting process that provides for periodic review and update of the skill requirements inventory, and a method for matching the skill requirements of the support center with the competencies of the existing staff.
- Actions:
 - >> Brad – document and launch a process that provides for periodic review and update of the skill requirements database.

3.030 Career development plans

- Was a “2” – could move to a 3 or 4
- Status: We feel that we have career development plans (Individual Development Plans or IDPs) for support center staff which reflect the employee’s personal preferences for career direction and development.
- Recommendation: To merit a (3) rating, career development plans should show evidence that they align training and certification goals with higher levels of job descriptions.

[Note – Balance or core content removed as this is only a SAMPLE]

Summary

The on-site assessment review has provided us with the opportunity to revisit the Self-Evaluation scores, clarify misunderstandings, identify more accurate present ratings, and outline specific sets of actions to raise scores across SCC Elements and Standards.

Although they pass minimum standards as of this assessment, key areas of strength include a number of opportunities for improvement. It is recommended that these opportunities be pursued following the priority focus areas outlined below. According to this Assessment, the *areas of strength* are:

- ❑ Leadership (3.2)
- ❑ Policy and Strategy (3.5)
- ❑ Resources (3.1)

Areas that are *reasonably strong but still need attention* include:

- ❑ People Management (2.5)
- ❑ Process and Procedure (2.5)

Focus areas that need priority attention include:

- ❑ People Satisfaction (1.0)
- ❑ Customer Satisfaction (1.0)
- ❑ Performance Results (0.9)

Please note that no single Element may receive an average weighted score of less than 2.3 -- so we must find ways to bring the scores of these Focus Areas up to par so that all Elements receive a rating of 2.3 or higher, with the overall average netting out at 2.5 or higher.

I am confident that by putting together a concerted action plan, with a proper project lead and a supporting team, the *ABC CO. will be fully able to effect the necessary actions to raise scores across all the focus and opportunity areas.* This will result in:

- ❑ Improved operational effectiveness and efficiencies through standardized processes and procedures
- ❑ Enhanced communications within the support center and between the center and other support entities
- ❑ Improved employee and customer satisfaction
- ❑ Greater cost-effectiveness, through better management controls, reporting, and systems

Moreover, by addressing these opportunities, the ABC CO. will meet or exceed the minimum scores required for all SCC Standards and Elements, ensuring its *achievement as an HDI Certified Support Center.*