



**Defense Information Systems Agency**  
Department of Defense

# DISN Customer Service

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**Jacke James**  
**Chief, DISN Customer Service Division**

**GS27**

**May 2008**

**The overall classification of  
this brief is: Unclassified**



# Agenda

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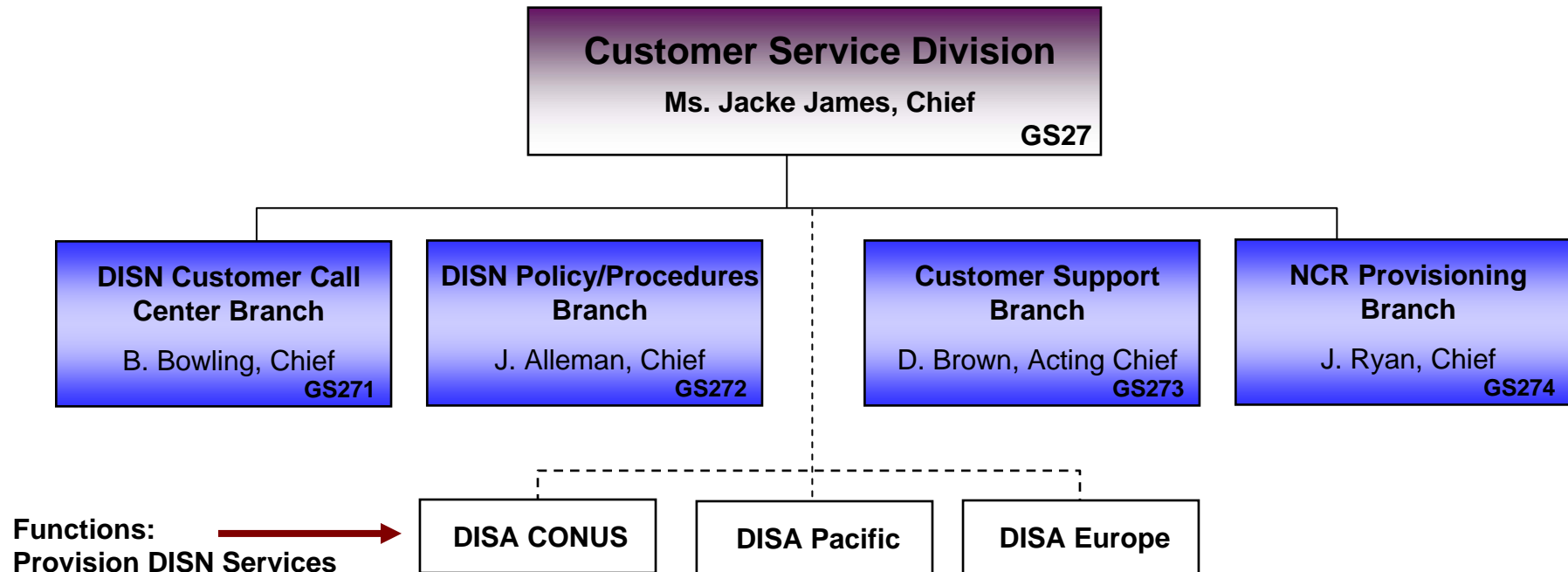
- **Our Mission**
- **Year in Review**
- **Accomplishments**
- **Current Initiatives**
- **Measuring for Process Improvement**
- **Plans for Expanding the DISN Customer Call Center**
- **Customer Service Booth**
- **“Ask the Expert” Break-out Sessions**



# OUR MISSION



# DISN Customer Service Mission

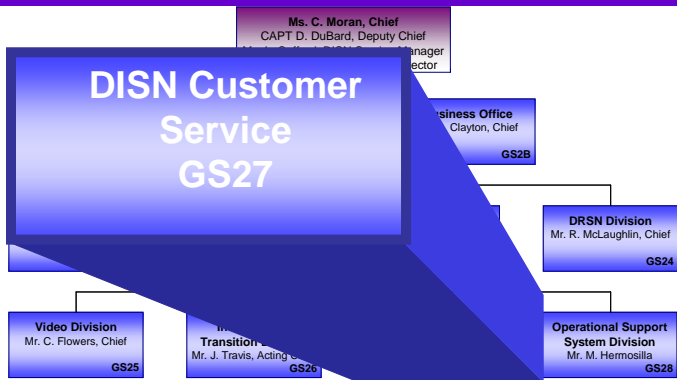


## Mission

*To infuse a customer-centric approach into all DISN services and to advance DISA's core values of exceptional customer service*

*Support Mission: DISN Provisioning Integrator*

# DISA GS27 – DISN Customer Service Division



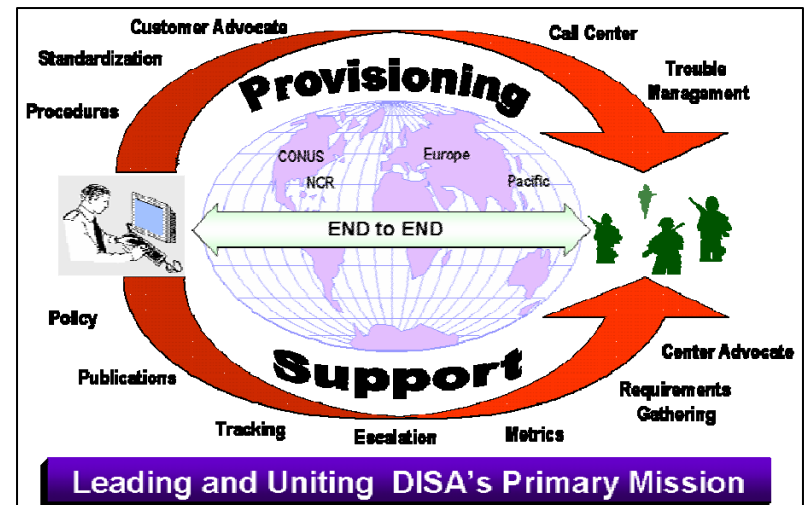
## Global Collaboration

### MAJOR PROJECTS

- Continuous Process Improvement
- Expanding mission of the DCCC
- Educating / Advising Customers
- Maintaining DISN provisioning policy
- Improving end-to-end service delivery
- Publishing metrics
- Providing GIG Waiver Support
- TSR / TSO Generation (NCR)

### FUNCTIONS/CONTRIBUTIONS

- Customer Relationship Management
- Operate the 24/7 DISN Customer Call Center (DCCC)
- Develop global provisioning policy and procedures
- Ensure end-to-end service delivery
- Evaluate and report provisioning capabilities
- Manage the resolution of customer and provisioning issues
- Serve as customer advocate
- Collect and evaluate metrics and customer feedback





# YEAR IN REVIEW



# Year in Review

## Reactive and Disjointed

## Proactive and Organized

DISA CONUS Call Center No One Stop Shop for customer issues CONUS Operational Circuits Avg 15 seconds to answer phone Call abandoned rate = 3%
No customer advocates
No Customer Relationship Management Plan
Outdated provisioning policies
Budget barely supports policy & provisioning activities
No way to gauge customer satisfaction with DISN services
No customer workshops/meetings
Summary level metrics with little capability to “drill down” for root cause analysis
46,696 active circuits worldwide
No initiatives to streamline provisioning process

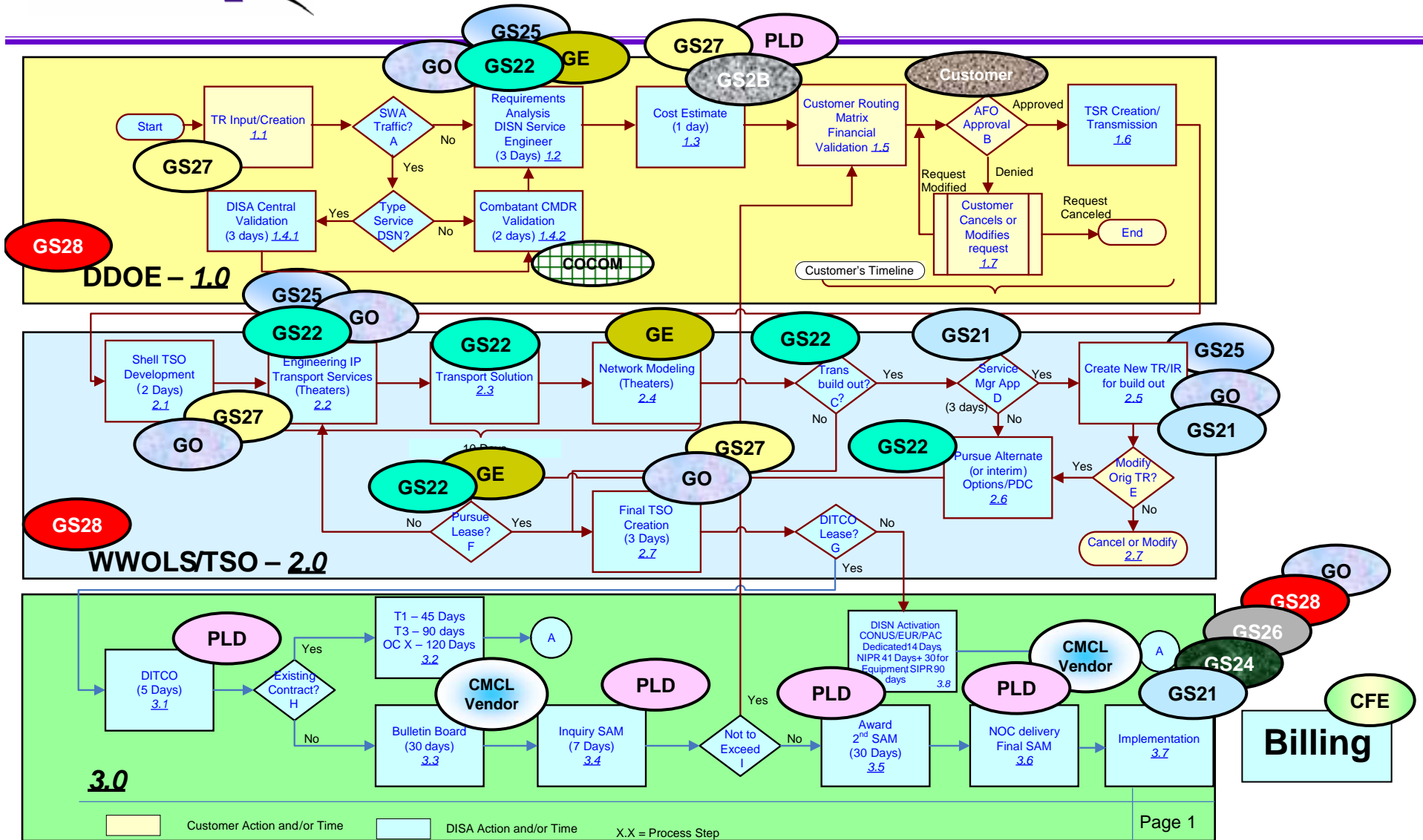
DISN Customer Call Center One Stop Shop for all DISN customer issues Expanded to handle DISA Direct, DVS, VoSIP, DMS problems globally Avg 11 seconds to answer a call Call abandoned rate = 2.32% Established COOP site and Disaster Recovery Plan
Established DISN Customer Advocate Program (CONUS)
Developed Customer Relationship Management plan for FY08 – FY13
Ten major revisions to provisioning policies
Budget Increased to support operational activities
Conducted “first ever” DISN Customer Satisfaction survey
Hosted seven major customer workshops
Summary level and next level metrics with manual “root cause” analysis
67,225 active circuits worldwide (21% increase)
Participated in Navy Lean Six Sigma event Began early warning notices to customers of potential service activation delays Conducted process improvement evaluations yielding over 50 recommendations

FY06

FY07

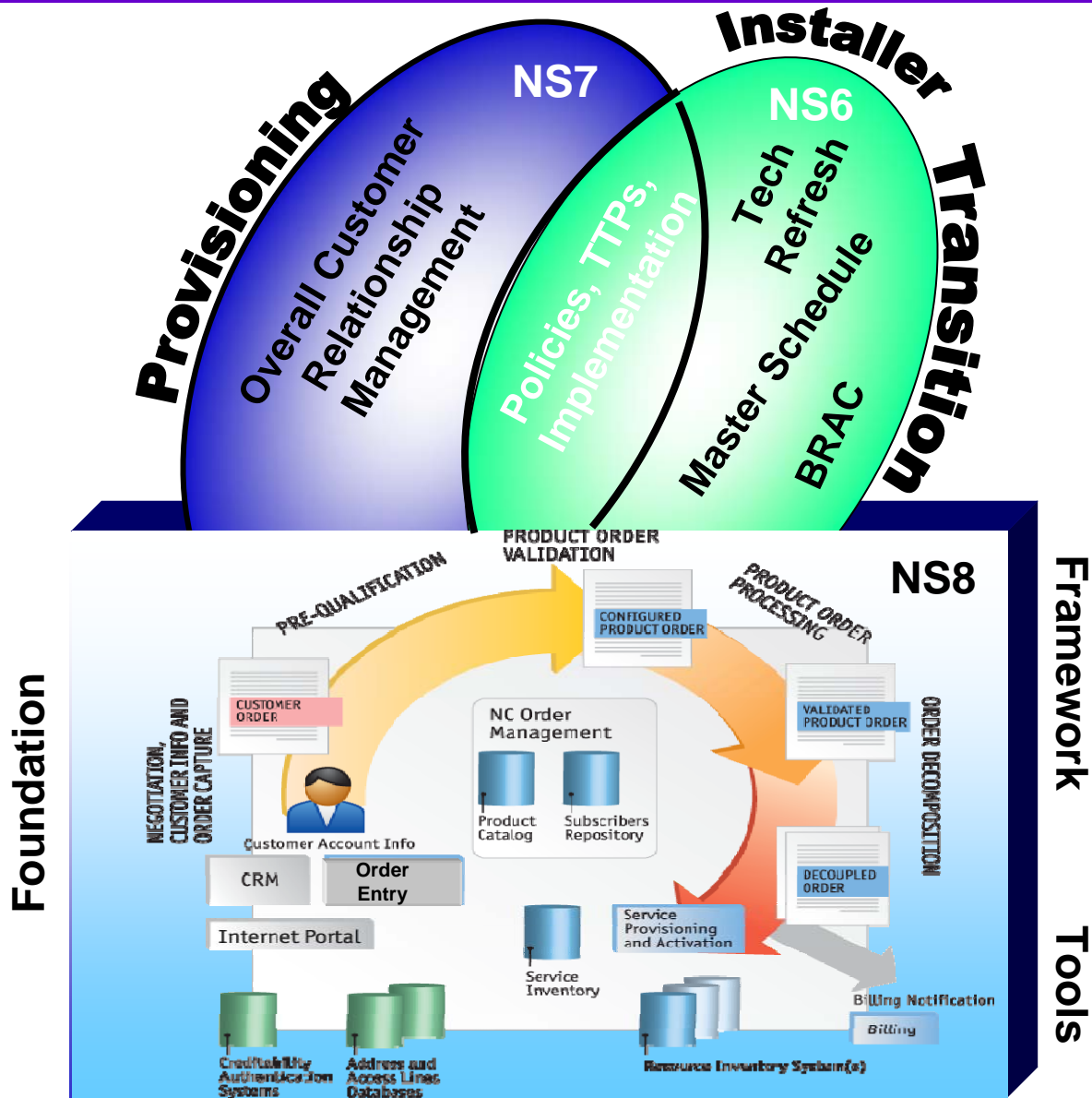


# DISN Provisioning Process





# NS6/7/8 Alliance

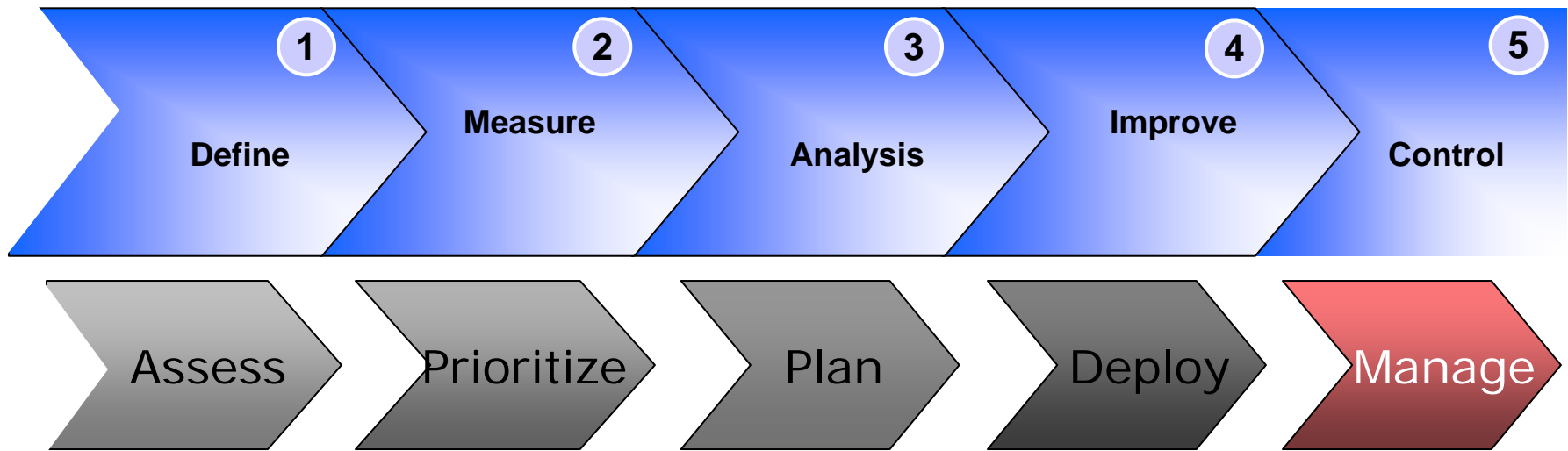




# ACCOMPLISHMENTS



# Lean Six Sigma (LSS) Model



- Assess Environment
- Identify Gaps
- Define Metrics
- Identify Barriers/ Risks
- Conduct Cost/ Benefit Analysis

- Document Options
- Weigh Cost/ Benefits
- Develop Prioritization Criteria
- Prioritize efforts
- Develop Business Case

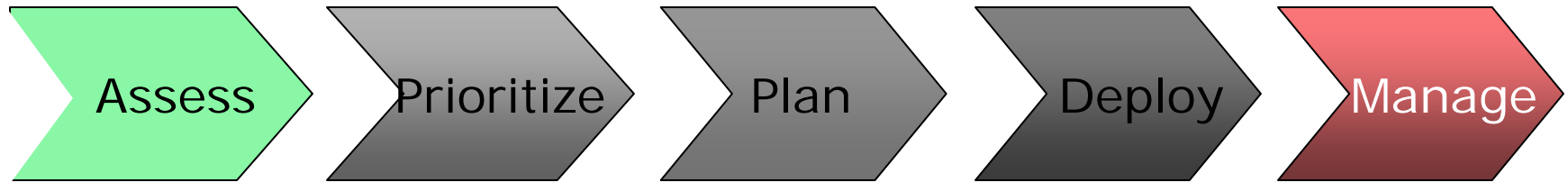
- Develop Concept
- Build POA&M
- Identify Team
- Gain Management Approval

- Develop Solution
- Develop Functional Components
- Develop Deployment Plan & Process Deliverables
- Develop a Transition Plan
- Implement New Process
- Continue to Engage Leadership

- Conduct Change Mgt Activities
- Monitor Process Implementation
- Collect Data
- Document Metrics



# Lean Six Sigma Started with Assessments



- **Assess Environment**
- **Identify Gaps**
- **Define Metrics**
- **Identify Barriers/ Risks**
- **Conduct Cost/ Benefit Analysis**

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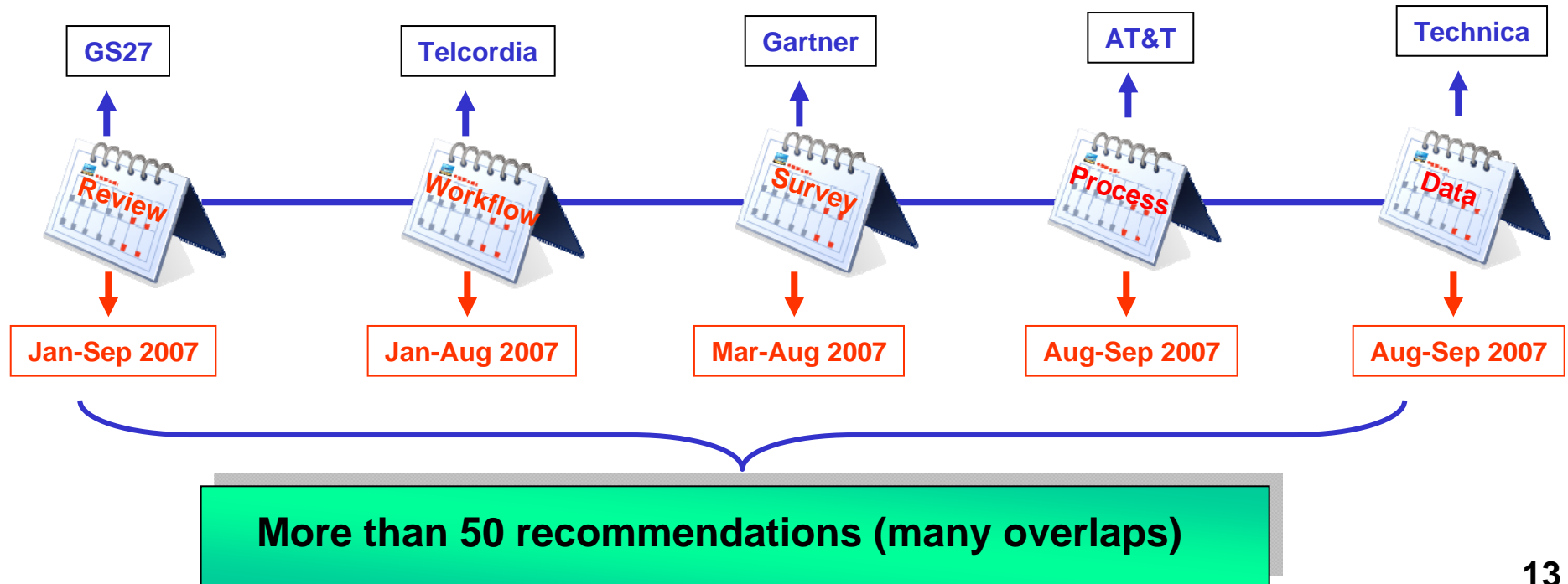
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# FY07 Discover Initiatives

- GS27 Evaluated Process Improvements
- Telcordia documented the “as-is” provisioning process
- Gartner facilitated a customer survey
- AT&T applied lessons learned from their 3 year similar effort and provided a gap analysis
- Technica approached from the data perspective





# Summary of LSS Findings

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- No one entity is accountable and empowered to make improvements to the end-to-end service delivery process
- No single, shared understanding of roles and responsibilities
- Multiple hand-offs with every hand-off introducing additional time and without escalation enforcement
- Missing Operational Level Agreements
- Poor management of customer expectations
- Lack of automated support for workflow management
- Lack of commercial standards to facilitate interaction with commercial vendors
- Presence of Dead-end data flows

## Summary

Who's in charge?

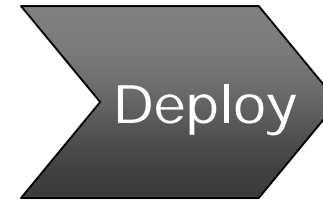
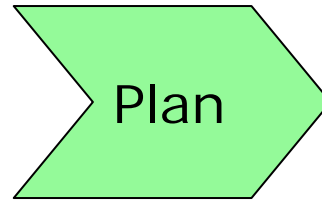
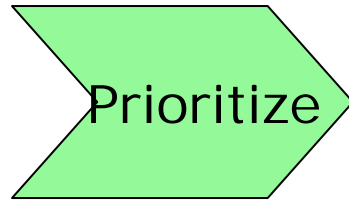
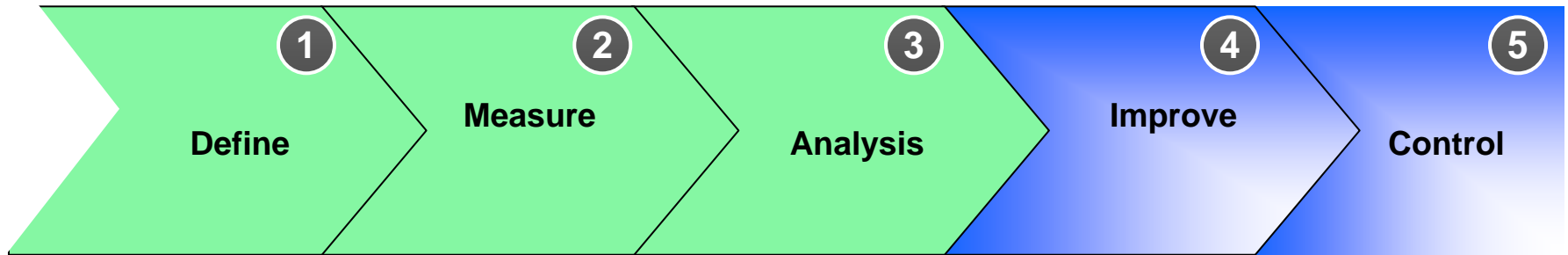
What are the swim lanes?

Lack standards and standardization

Manage expectations



# Lean Six Sigma Model



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# CURRENT INITIATIVES





# Current Initiatives

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- Extending Lean Six Sigma like events to evaluate OCONUS service delivery processes
- Completing data flow analysis of provisioning process to include contracting and billing
- DCCC expanding to cover Pre-Operational environment
- Expanding customer advocate role to South West Asia
- Evaluating new standards for geographical location and equipment identifier
- Conducting Customer Satisfaction survey
- Developing Operational Level Agreements within DISN and Service Level Agreement with customers
- Developing a DISN catalog of services
- Reviewing integration of terrestrial and satellite ordering
- Establishing central library of web accessible provisioning policies and procedures
- Implementing a standard DISN customer project management strategy

## Summary

- Take Charge – Be Accountable**
- Identify roles and responsibilities with performance indicators**
- Implement standards and standardize**
- Compare pre & post metrics for process improvement**
- Make customer's life easier with store-front approach**



# Current Events Site Support Task

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- **Site Support Task (Task Order # 23)**

- Funds to support connection activities from DISN service delivery points to customer's end location are exhausted
- Requests for assistance are evaluated on a case by case basis

- **Impact to Customers**

- **Orders held in abeyance being evaluated**

- Predator, "Block 30", SWA, TSP = 1 – 2A, NS/EP, Exercise, etc
- Verify that transport has been identified and ready to accept the requirement
- If crypto is required, ensure it is available and allocated to this requirement
- Ensure the connection approval package has been approved and the customer has the interim approval to test (IATT)
- Ensure the customer facility is ready to receive the requirement (power, room, etc)
- Ensure any customer provided equipment is ready (to include installation)

- **Reviewing payment alternatives**

- **Actions you can take**

- Prioritize current Site Support orders and apply the above checklist
- Get installation support from the local facility
- Voice Command concerns at DRMC



# Current Events Process for Emergency Maintenance Call-Out

- Customer will report outages to DISN Customer Call Center (DCCC)
- DCCC will open a trouble ticket and forward to the appropriate Network Operations Center (NOC)
- NOC will determine the problem and, if necessary, call out a vendor for maintenance
- Vendor will perform repair and, if applicable, submit invoice to DISA

- Customer will pay for routine maintenance
- Emergency maintenance will be paid for by DISA in FY08 & FY09
- Customer will pay for all maintenance starting in FY10
- DISA will provide a vehicle to provide maintenance





# Current Events

## Crypto

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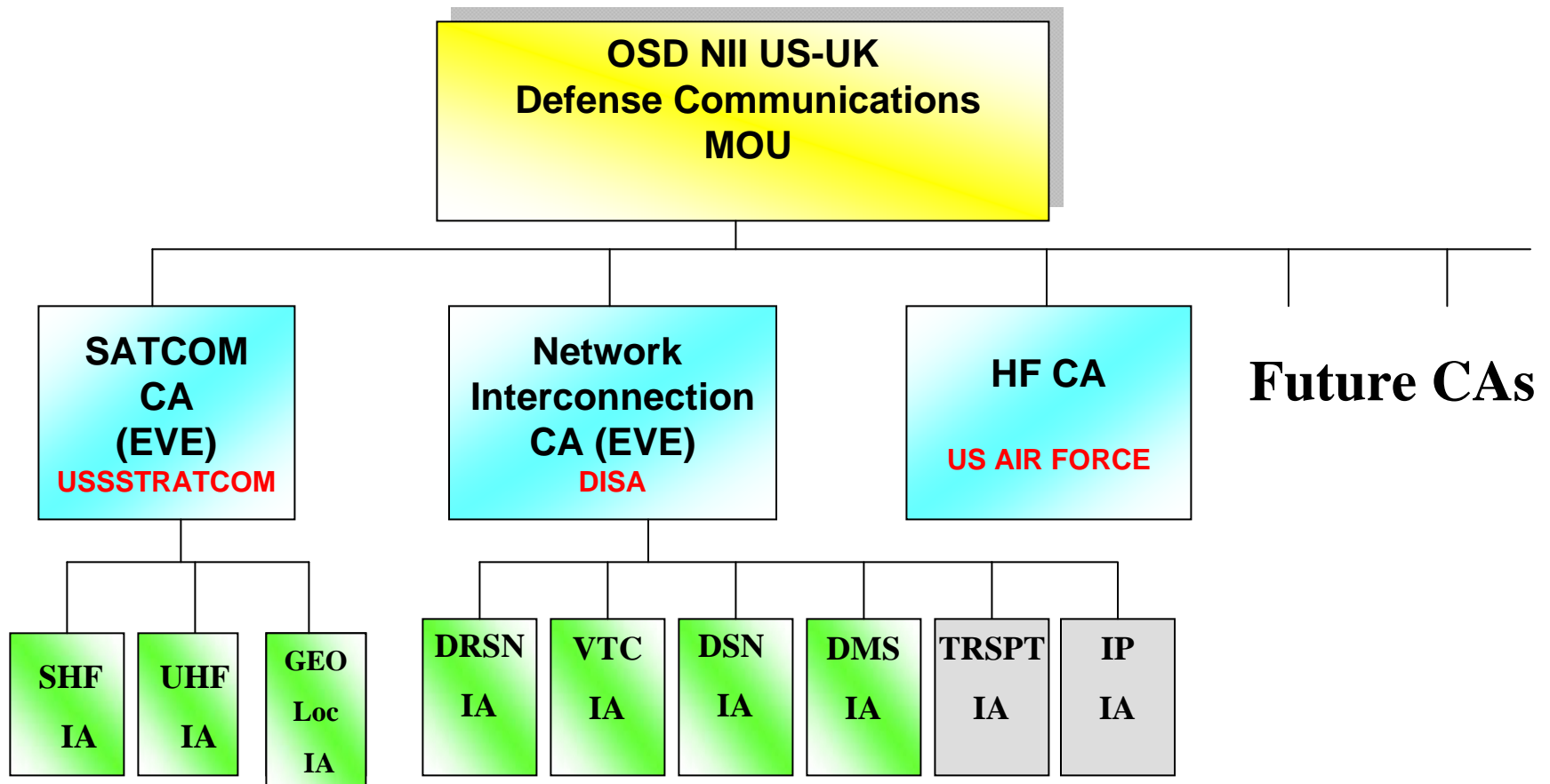
- **Insufficient funds for crypto**
  - **On 23 Apr 2008 there were 338 total SIPRNet crypto units in backlog (169 circuits)**
- **Possible Way Ahead - Customers provide crypto**



# Current Events

## US/UK MOU

- OASD International Affairs office is the lead authority for the US-UK Defense Communications MOU
- Sub-agreements are policy specific Communication Arrangements (CA) and Implementing Arrangements (IA) which are technical in nature



Gray denotes possible future IA



# Current Events

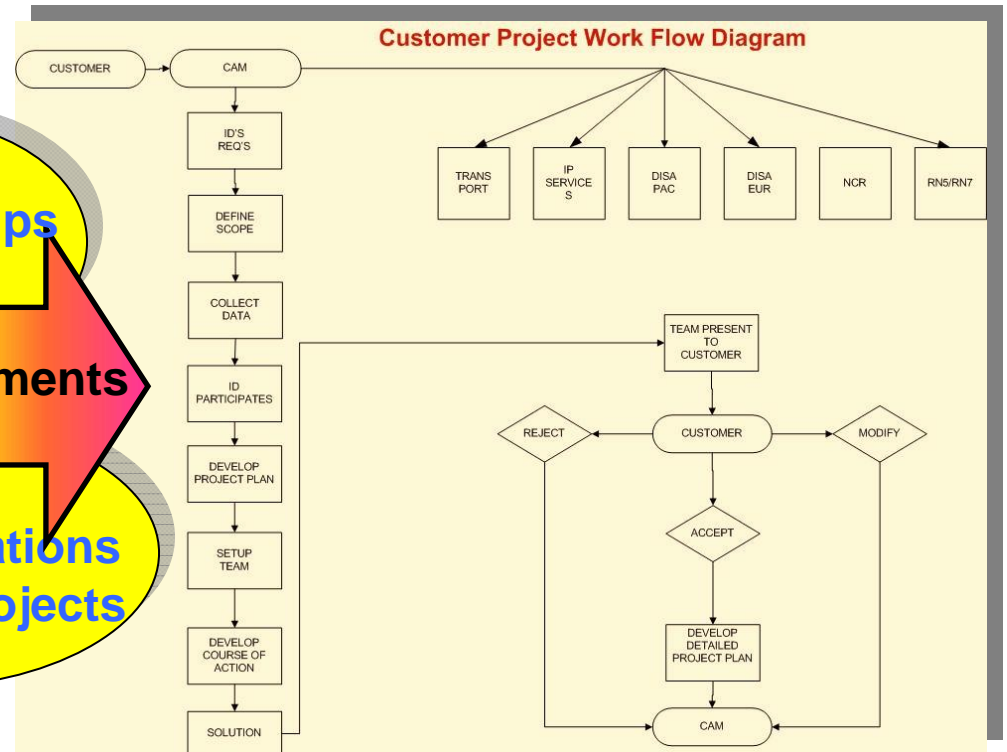
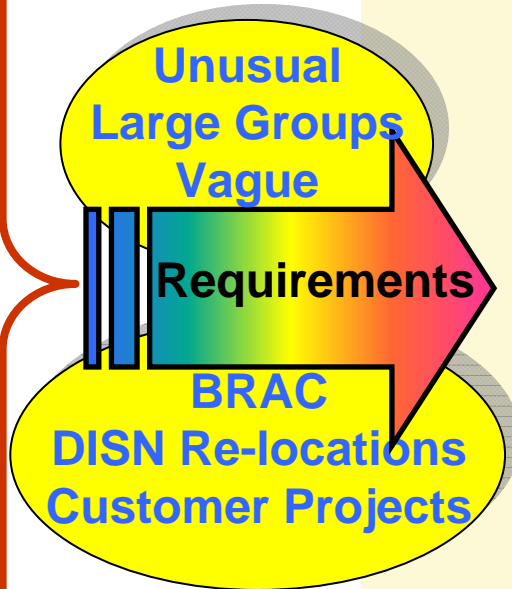
## US/UK MOU - Advantages

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- **Services and Agencies can negotiate their own Communication Arrangements**
  - Provides ability to “trade” services
  - Potential reduction in leased costs
  
- **MOUs with Canada and Australia within 12 months**



# Project Facilitation



**Customer Advocate Managers Can Help**



# **MEASURING FOR PROCESS IMPROVEMENTS**





# Customer Survey

- Results

- Over 260 Respondents

- Overall satisfaction ratings were high

- Areas of improvement were noted (speed of delivery, training, cost estimates, delivery of satellite services)

- Service Delivery

- Delivery times are high

- More timely feedback

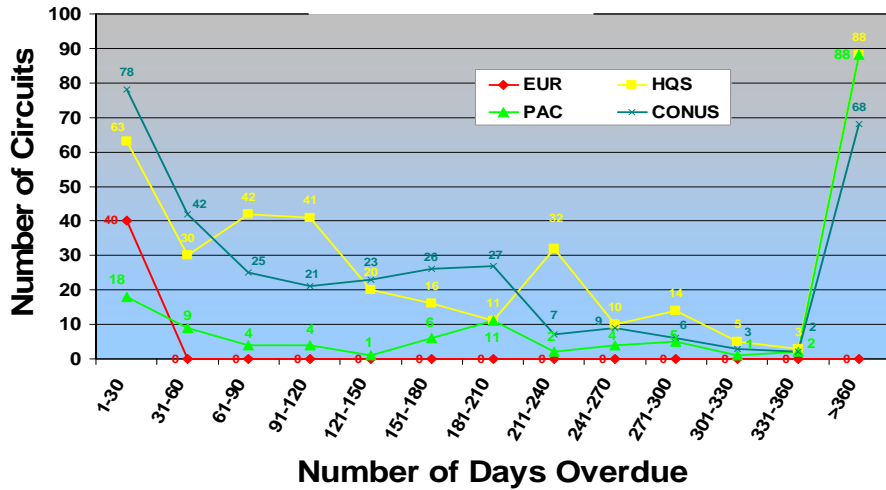
- Reacting to reported problems, striving to be proactive

	FY08	FEB07 – JAN08
SERVICE	Target SDI	Actual SDI
ACCESS TRUNK	100	95
COMSAT	100	37
DEDICATED	124	155
DRSN	124	111
DSN	97	111
DVS	97	201
EMSS	23	20
INMARSAT	23	29
NIPRNet	146	202
SIPRNet	168	240

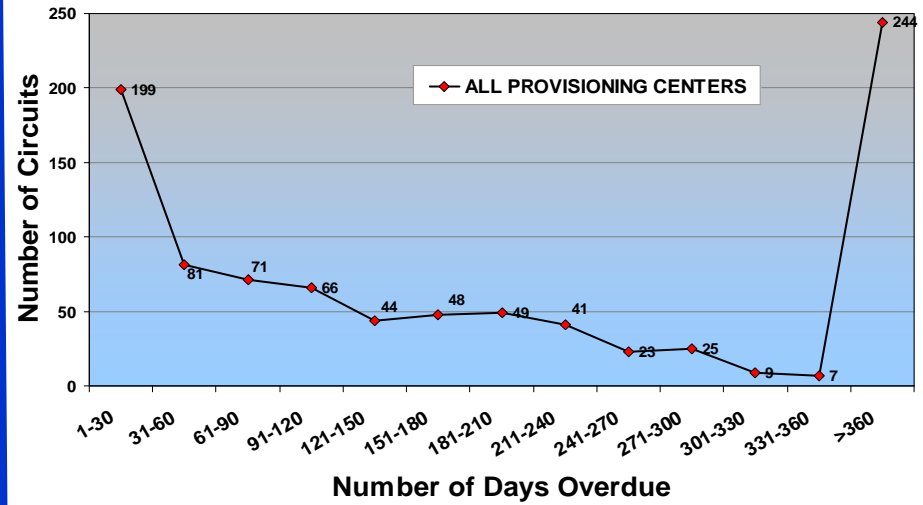


# Metrics

### Provisioning Center Overdue Circuits



### Count of All Overdue Circuits



### Target & Actual Provisioning Times For DISN Services

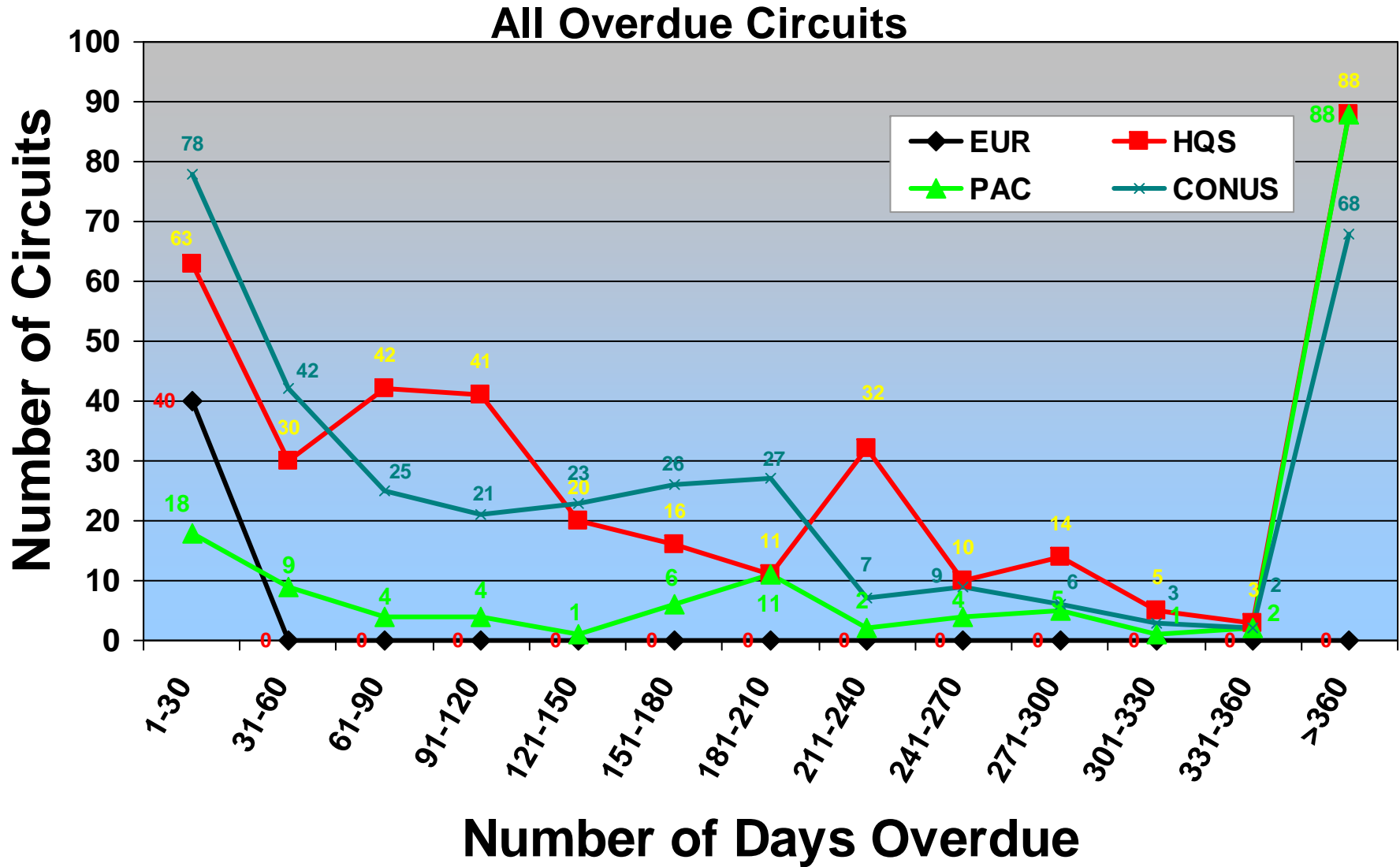
Service/Network	April 2007 to March 2008								Current Status
	Number of Circuit Requests	Circuits Completed Within 30 Days of Ordered Service Date	Published Required Lead-Time* (Days)	Customer Requested Lead-Time (Days)	Difference Between Customer Lead-Time and Published Lead-Time (Days)	FEB08 Completion Average (Days)	MAR08 Actual Completion Average (Days)	Difference Between Customer Lead-Time and Actual Completion (Days)	
Access Trunk	69	35	100	43	-57	106	105	-62	⬇️
Comm. Satellite	27	26	100	37	-63	40	41	-4	⬆️
DRSN	33	29	124	38	-86	81	45	-7	⬇️
DSN	265	143	97	123	26	113	95	28	⬇️
DVS	16	4	97	48	-49	186	175	-127	⬇️
EMSS	4050	4050	23	20	-3	20	21	-1	⬆️
INMARSAT	665	665	23	25	2	29	28	-3	⬇️
NMCI	84	4	124	98	-26	328	346	-258	⬇️
NIPRNet	121	37	146	60	-86	200	194	-134	⬇️
SIPRNet	137	34	168	74	-94	240	245	-171	⬇️
Other	1677	766	124	51	-73	158	151	-100	⬇️

< 5% over target SDI days  
 5% - 25% over target SDI days  
 > 25% over target SDI days

⬆️ Trending upward  
 ⇄ Level trend  
 ⬇️ Trending downward (desirable trend)



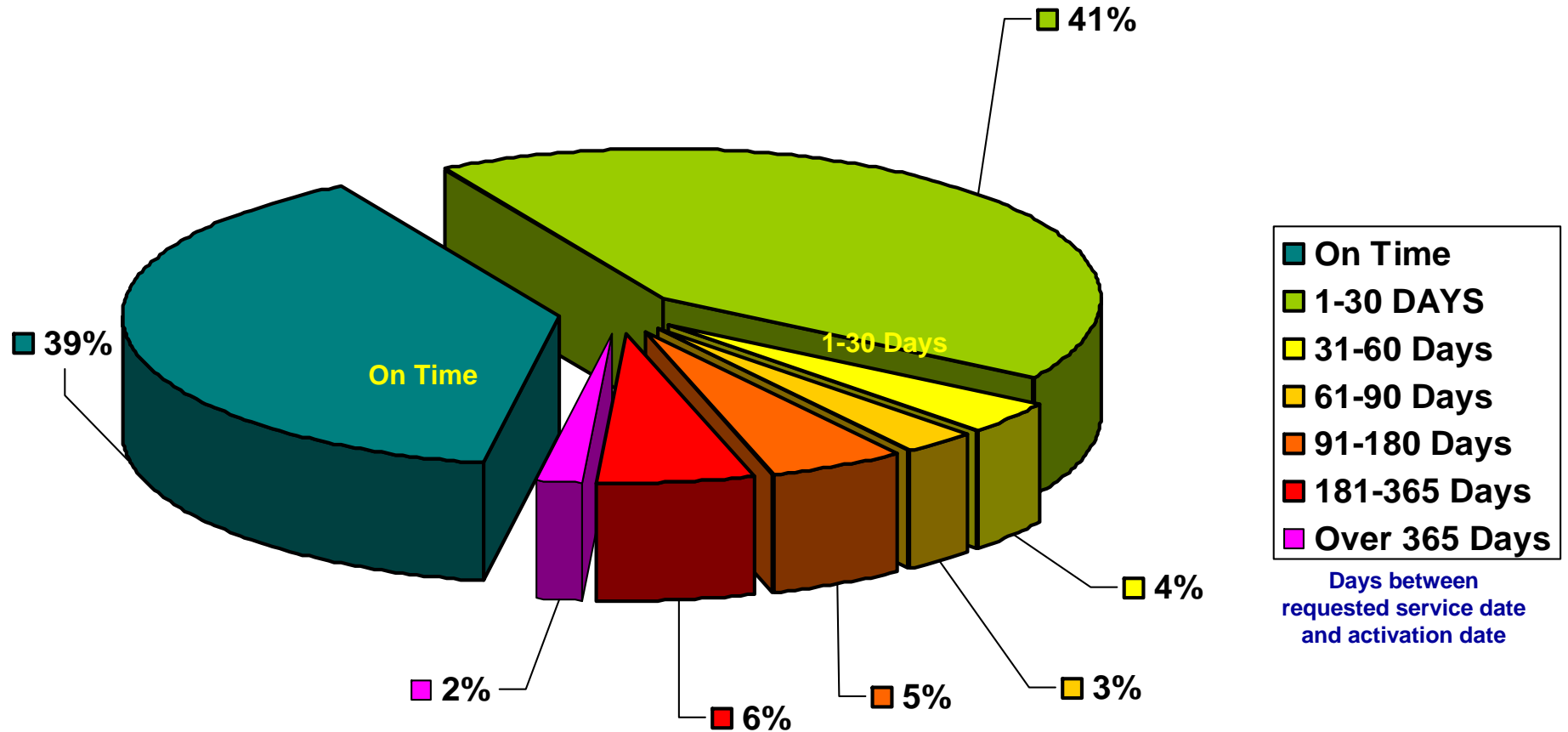
# Overdue Circuits as of March 2008





# Service Delivery Success Rate All Service Types

April 2007 – March 2008



Of the 7,144 orders completed between April 2007 and March 2008, 5,793 were completed within 30 days of their customer negotiated ordered service date.



# Target & Actual Provisioning Times For DISN Services

Service/Network	April 2007 to March 2008						Current Status
	Number of Circuit Requests	Circuits Completed Within 30 Days of Ordered Service Date	Published Required Lead-Time* (Days)	Customer Negotiated Lead-Time (Days)	FEB08 Completion Average (Days)	MAR08 Actual Completion Average (Days)	
Comm. Satellite	27	26	100	37	40	41	↑
DRSN	33	29	124	38	81	45	↓
DSN	265	143	97	123	113	95	↑
DISN Video	16	4	97	48	186	175	↑
EMSS	4050	4050	23	20	20	21	↑
INMARSAT	665	665	23	25	29	28	↓
NMCI	84	4	124	98	328	346	↑
NIPRNet	121	37	146	60	200	194	↓
SIPRNet	137	34	168	74	240	245	↓
Other	1677	766	124	51	158	151	↓

< 5% over target SDI days █  
 5% - 25% over target SDI days █  
 > 25% over target SDI days █

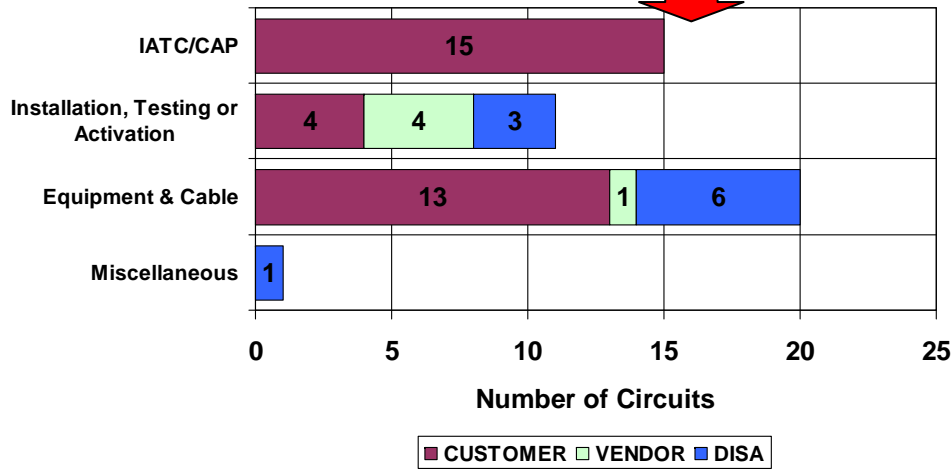
Trending upward ↑  
 Level trend ↔  
 Trending downward (desirable trend) ↓



# Circuit Delays for Service/Networks Above Published Lead-Times

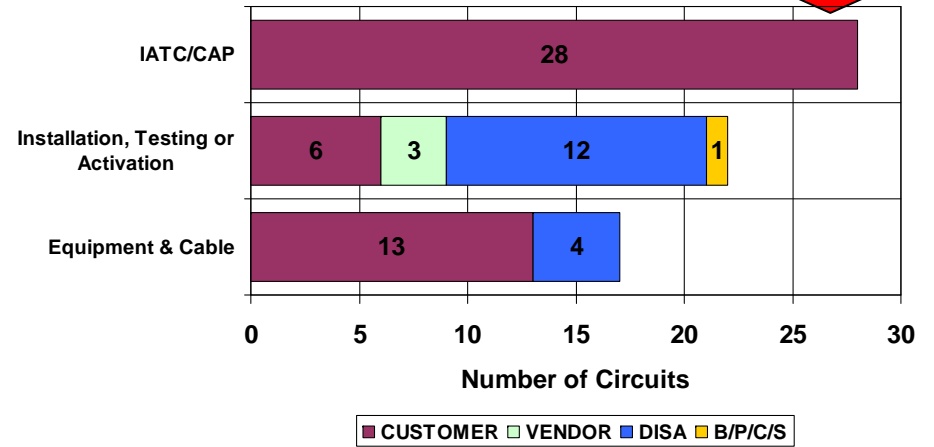
**NIPRNet**

194



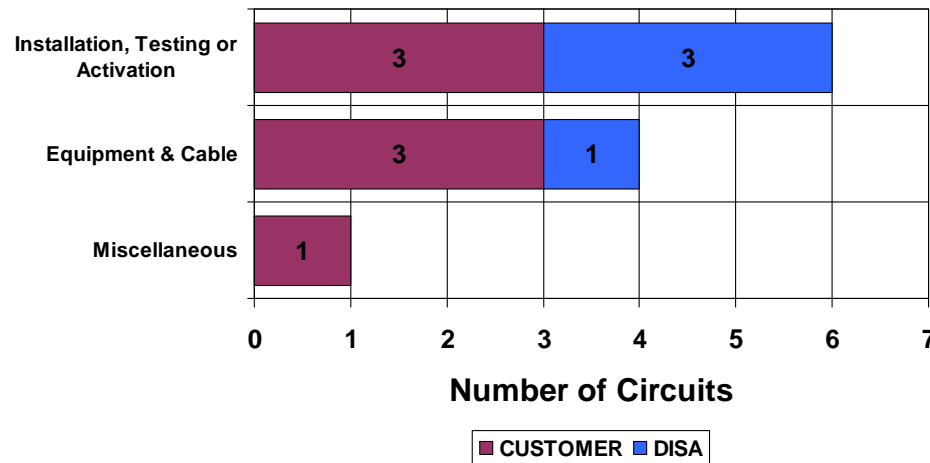
**SIPRNet**

245



**DISN Video Service**

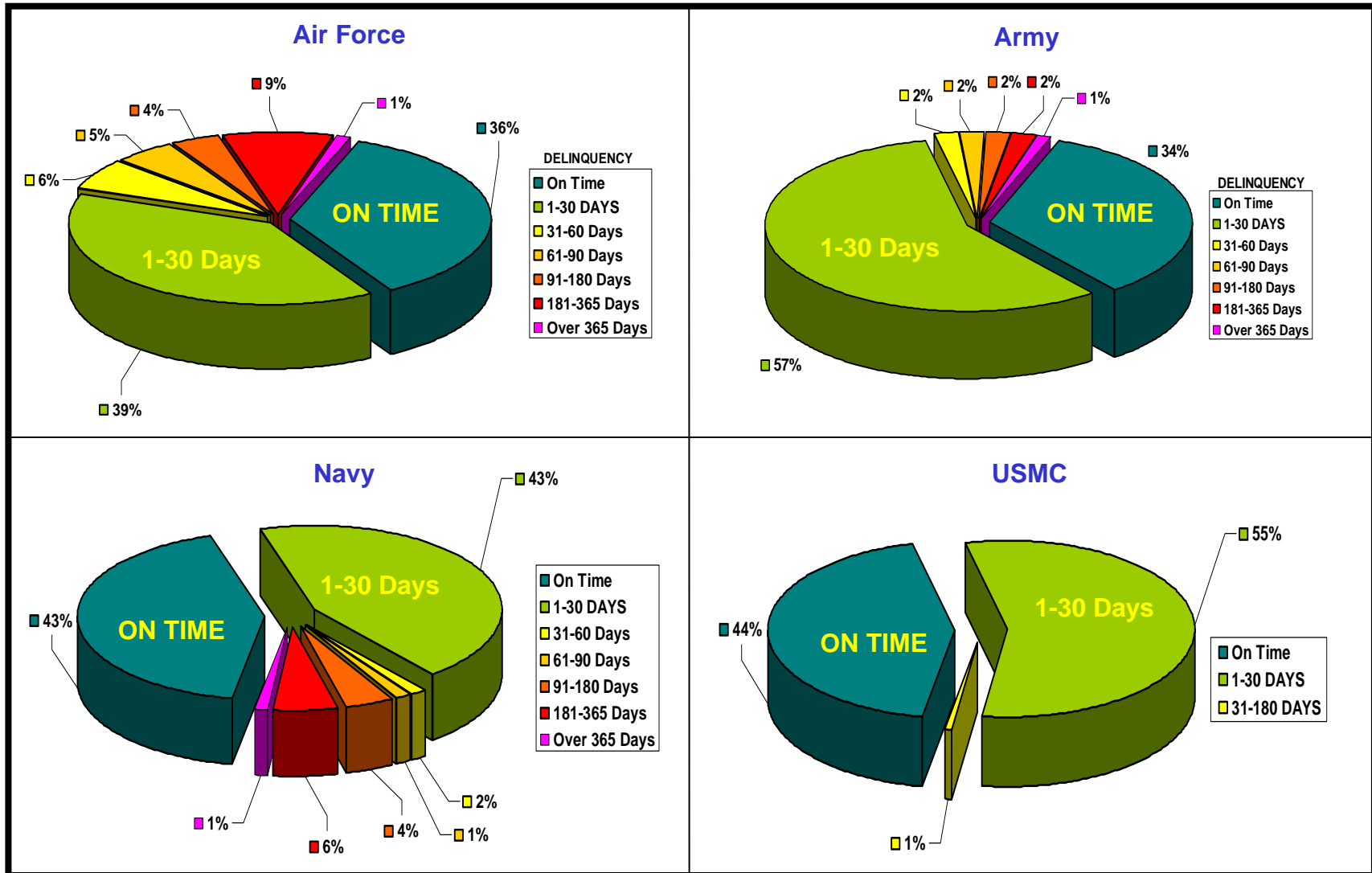
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# DISN Services Customer Metrics

## Service Delivery Times Compared to Published Lead-Times





# Cost of Delays for SIPRNet Service As of 30 April 2008

Awaiting DISA Action

Awaiting Customer Action

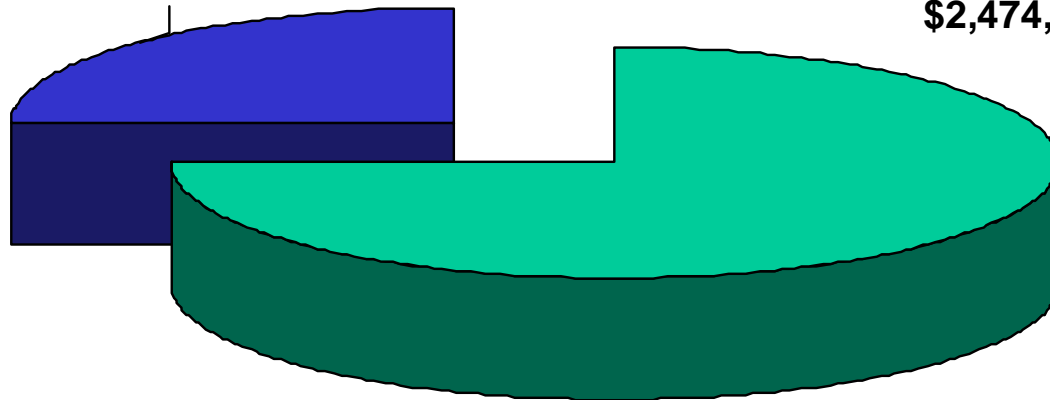
Commercial lease  
Install problems  
Crypto

Equipment  
IATC  
Facility  
KeyMat

**Total Delay Costs**  
(\$3,294,118.58)

\$820,031.55

\$2,474,087.03



- Awaiting Customer
- Awaiting DISA

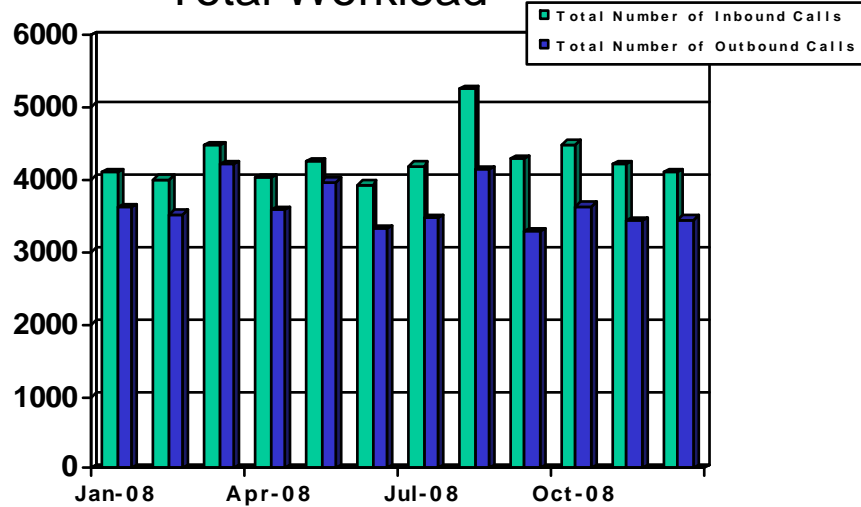




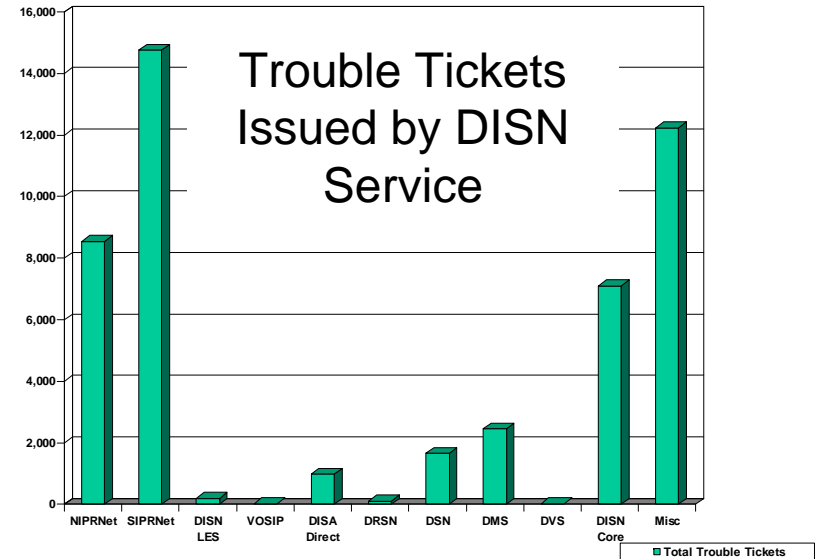
# DCCC Performance Metrics

## January 2007 – December 2007

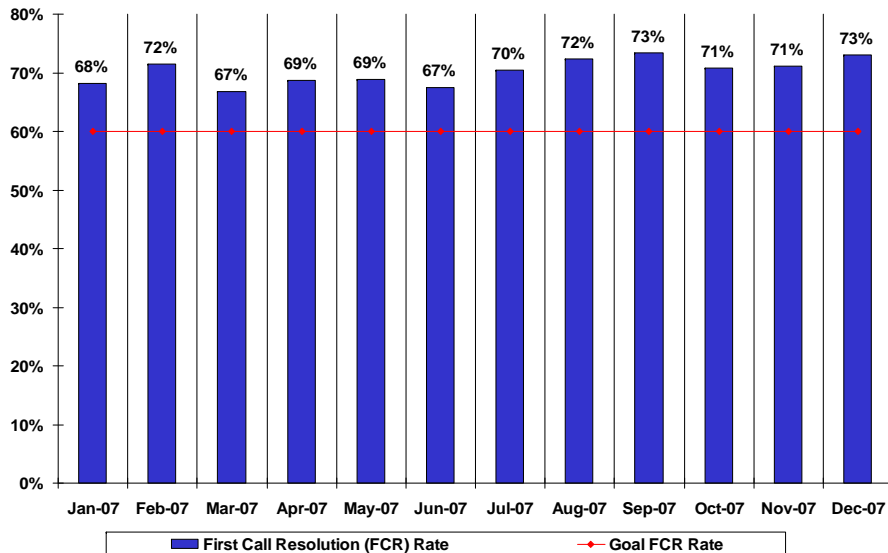
### Total Workload



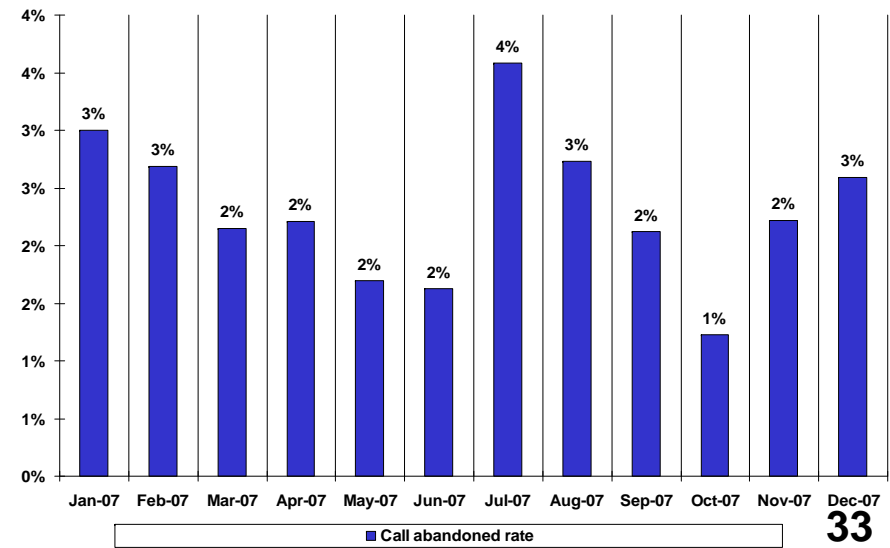
### Trouble Tickets Issued by DISN Service



### First Call Resolution Rate

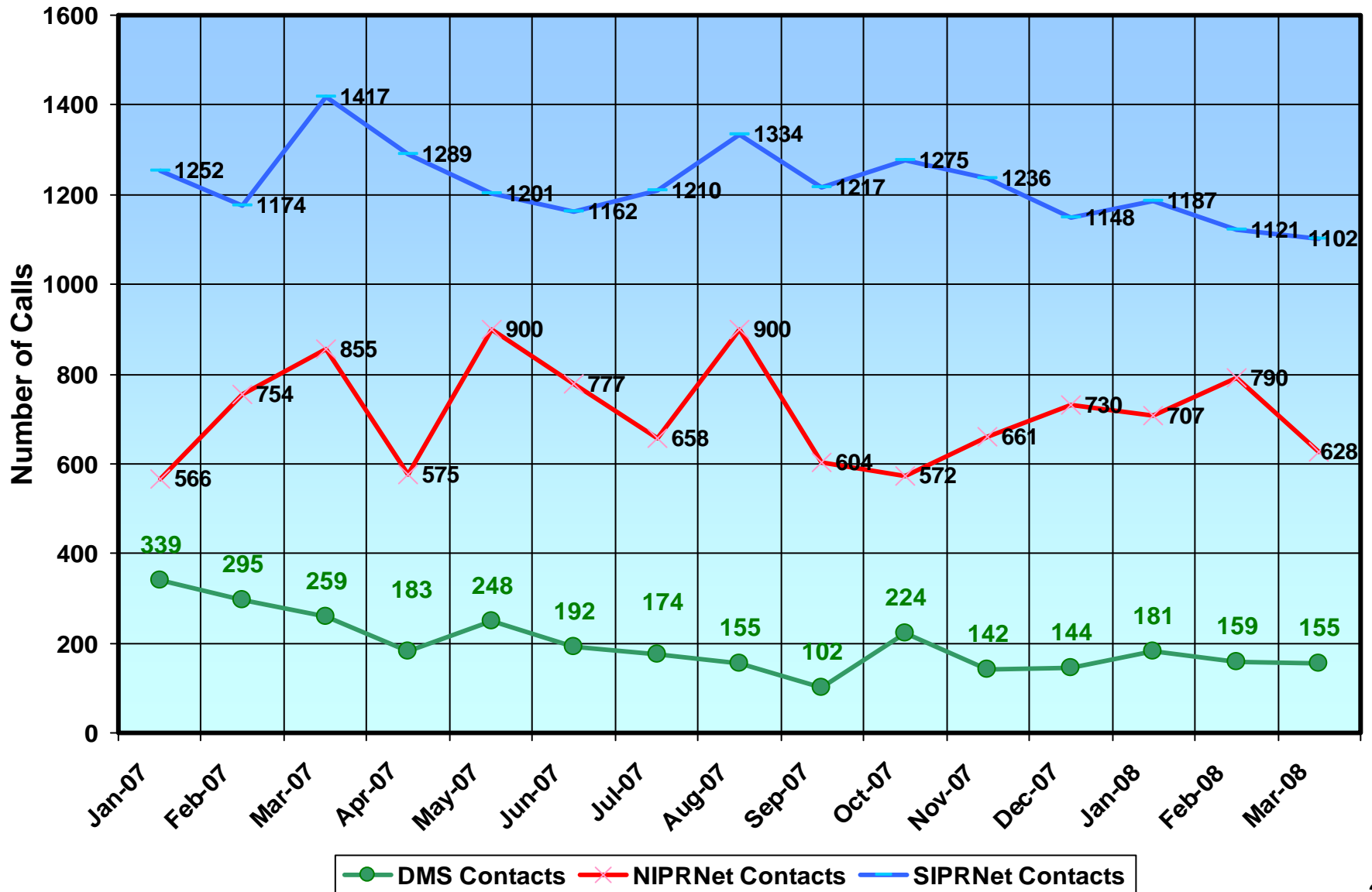


### Call Abandoned Rate



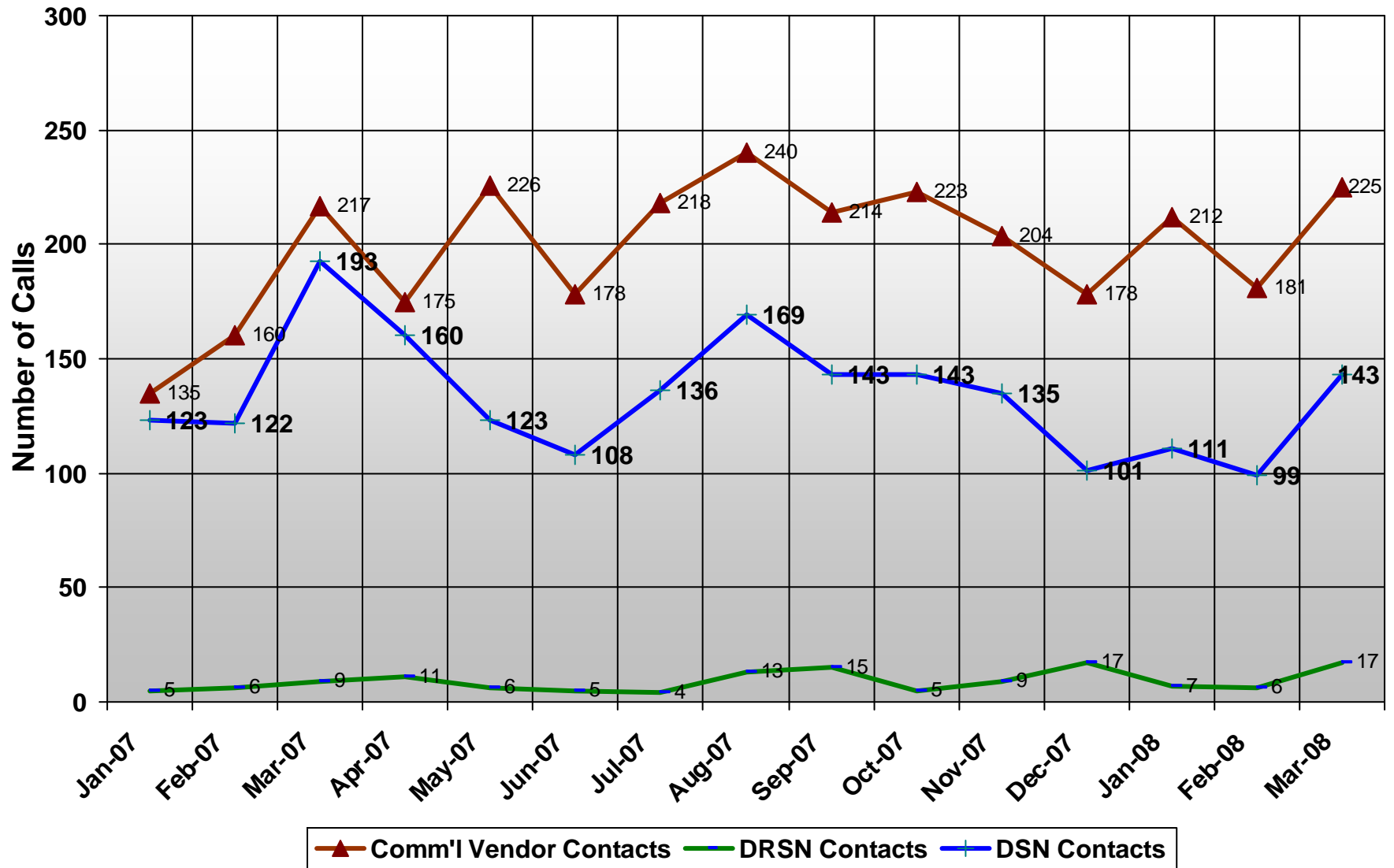


# DCCC Contacts By Service





# DCCC Contacts By Service (Continued)

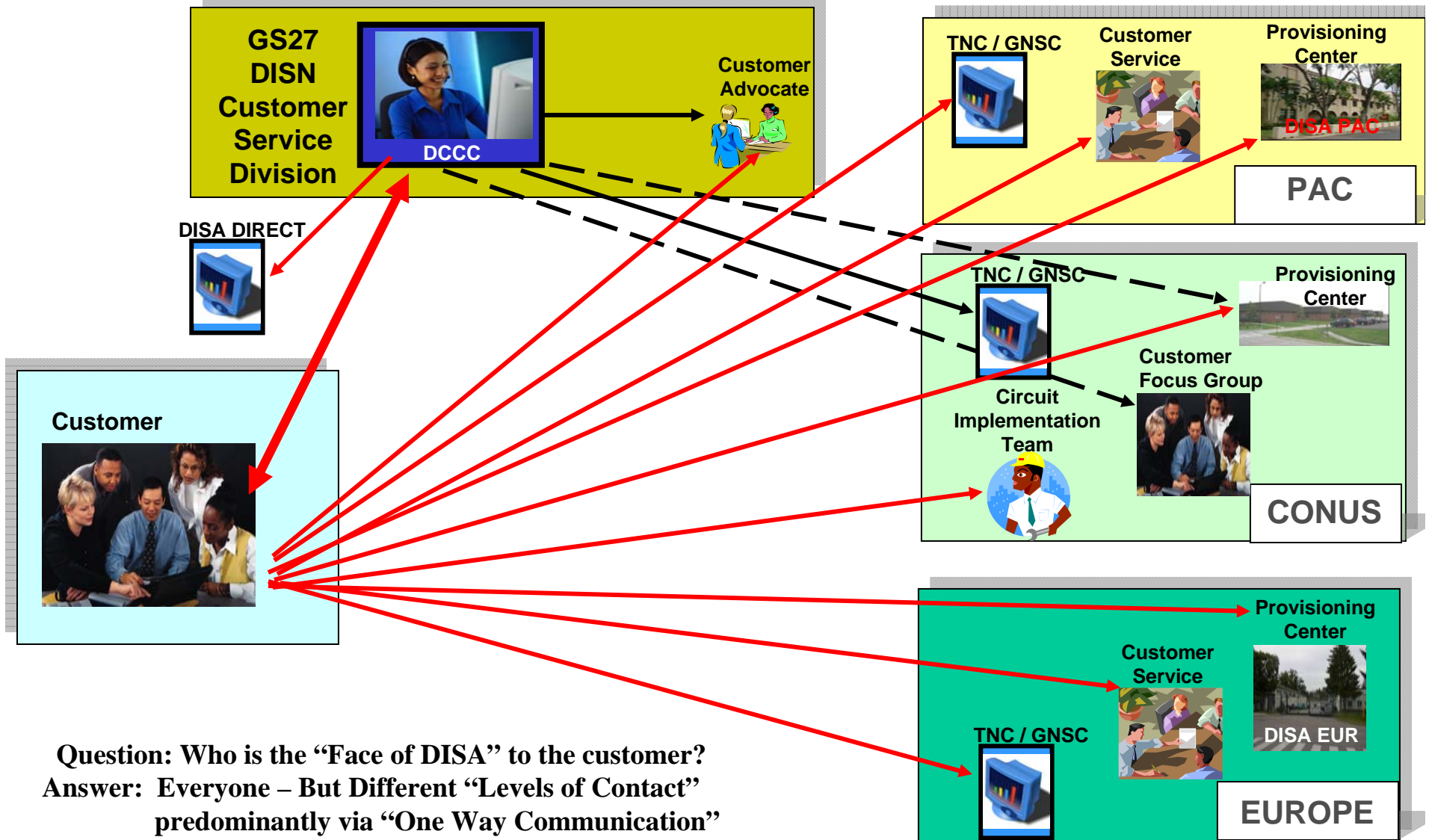




# **PLANS FOR EXPANDING THE DISN CUSTOMER CALL CENTER**



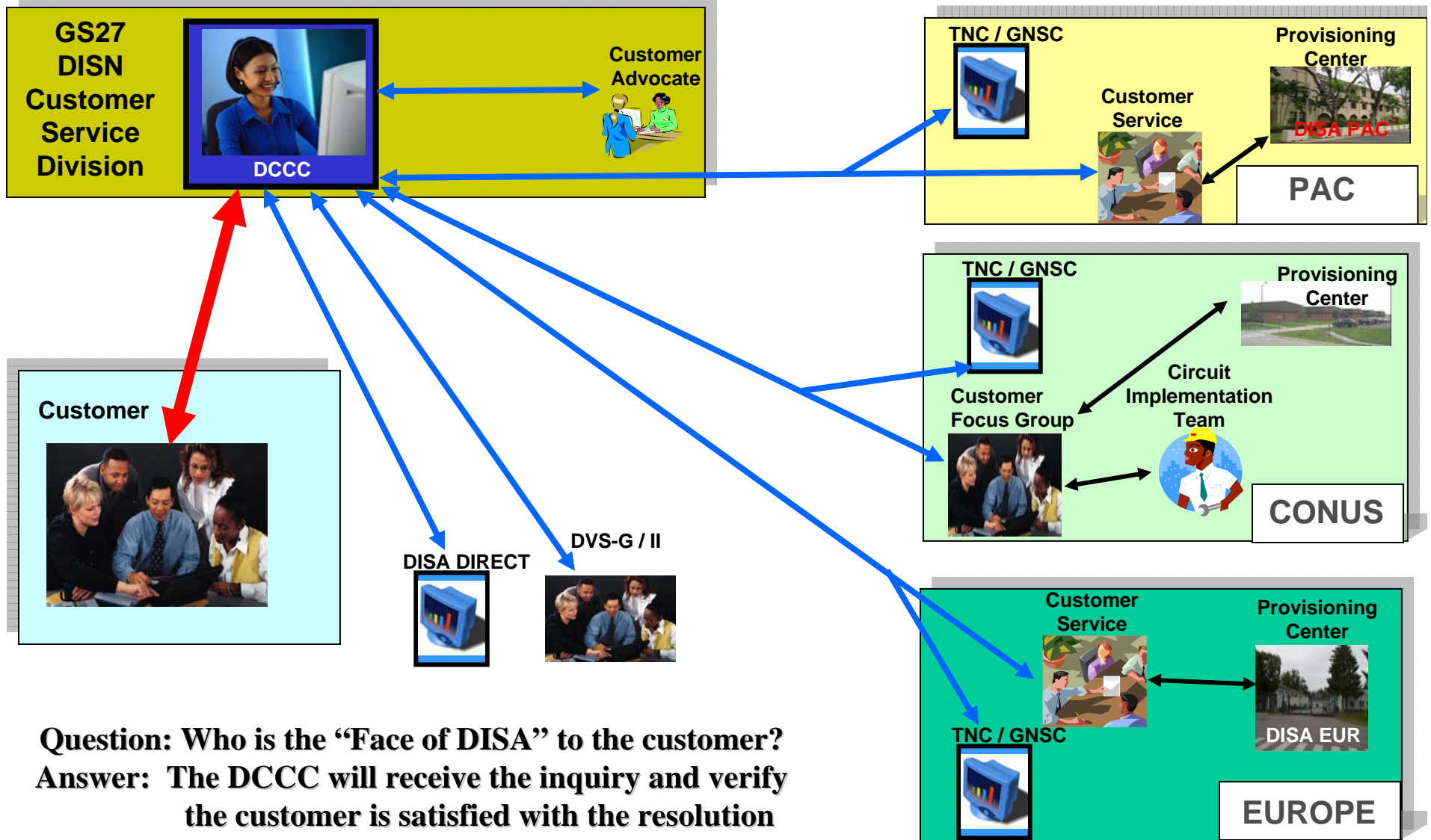
# “As Is” Business Model



**Question: Who is the “Face of DISA” to the customer?  
Answer: Everyone – But Different “Levels of Contact”  
predominantly via “One Way Communication”**

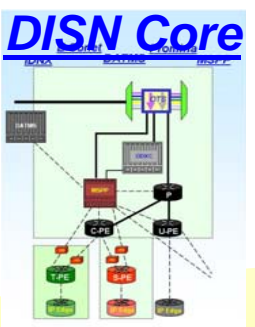
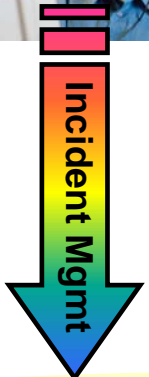
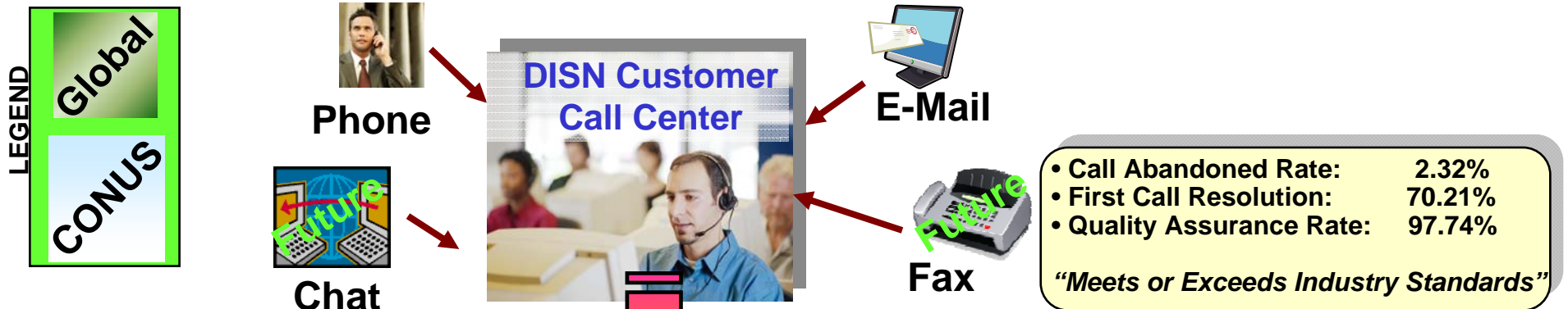


# DISN Tier 0 Business Model



**Question: Who is the “Face of DISA” to the customer?**  
**Answer: The DCCC will receive the inquiry and verify the customer is satisfied with the resolution via “Two Way Communication”**

# DISA DISN Customer Call Center – New Services



**NEW**

DISA Direct

**NEW**

SME PED

DMS

LES

**NEW**

Pre-Ops

Data

**SIPRNet**   **NIPRNet**

**NEW**

Voice

**DRSN**   **DSN**   **VoSIP**

Video

**DVS**   **DVS II**



# DISN Customer Call Center Best of Breed

- Call Abandoned Rate: 2.32%
  - First Call Resolution: 70.21%
  - Quality Assurance Rate: 97.74%
- “Meets or Exceeds Industry Standards”*





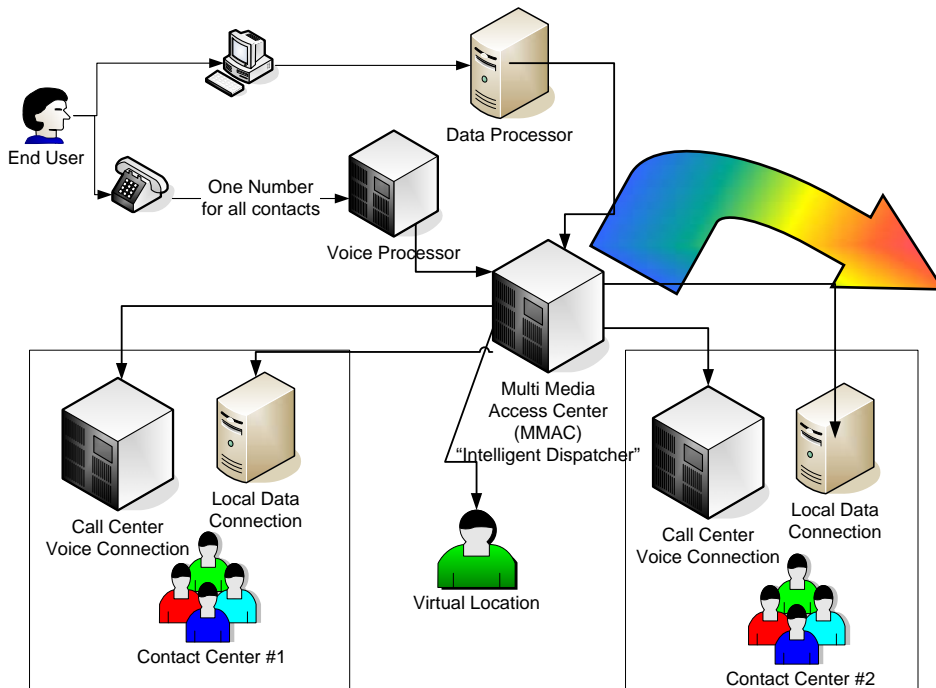
# DISA DISN Customer Call Center – Tier Structure Pre-Operational Business Model





# Proposed Architecture

- E-mail, voice, and web chat are all handled as individual calls / transactions
- One Toll Free Number for All Contact Centers
- Multi Media Access Center (MMAC) to determine if there are available agents/queue slots before transferring incoming call to a specific agent pool at a contact center
- MMAC collects information from caller/contact before passing the contact to either Contact Center (voice and data)
- Agent skill sets are identified at the Multi Media Access Center level



- Support multiple centers (including virtual)
- Intelligent routing based on availability and staff skill sets (skills based routing)
- Dynamic routing control from multiple locations (changes to skill sets)
- Integrated Voice Response (IVR)
- Handle emergency closure of contact centers - COOP
- Workforce Management (weekend, holiday, after hours based on trends and busy hour)
- Call Recording (for training purposes)
- Robust user friendly report capabilities
- Proactive Customer Response (DVS)

# DISN Customer Call Center call

## 800-554-DISN

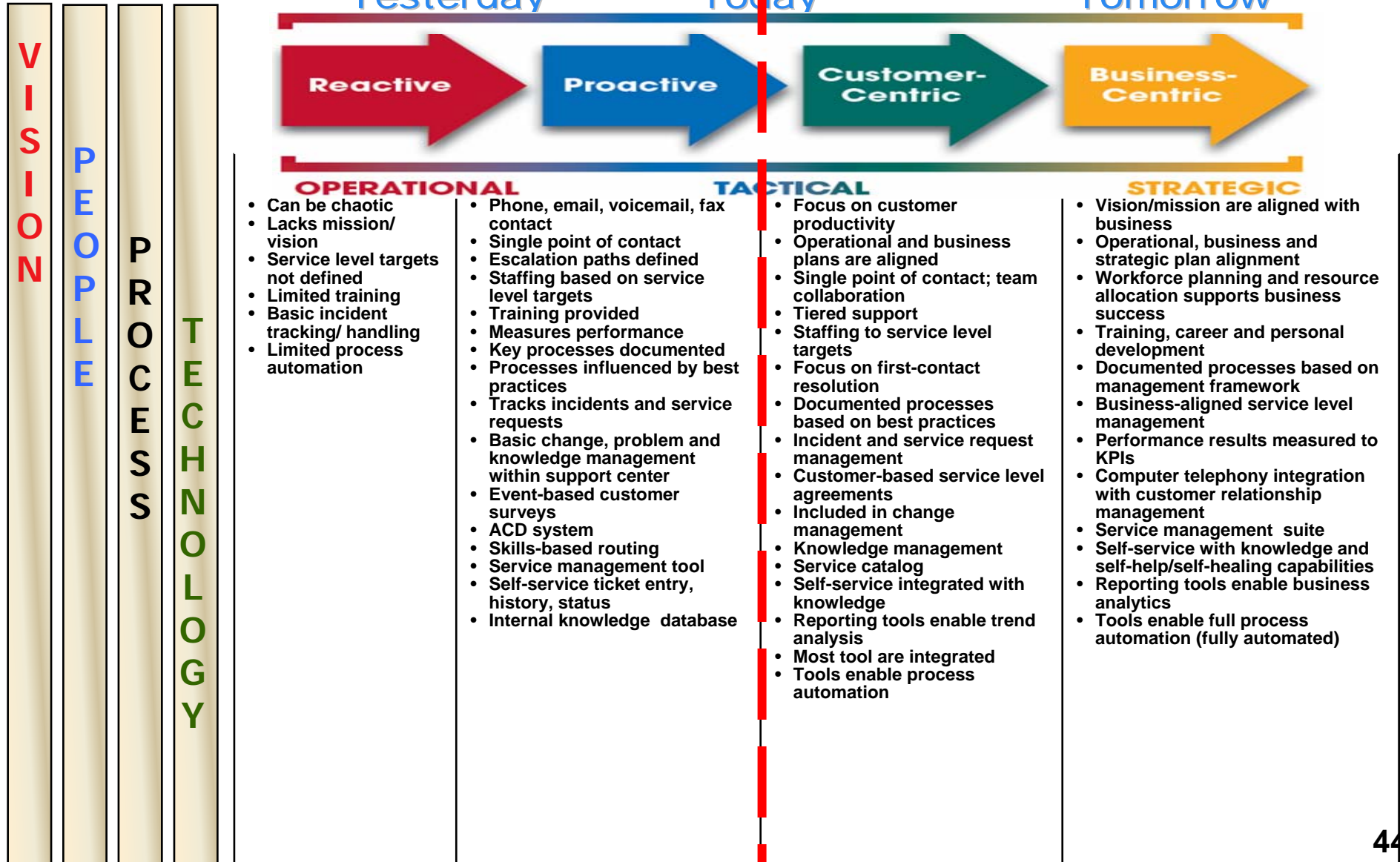
DCCC manages service issues to completion  
– Total Contact Management -

**The DCCC currently provides 24/7 support for:**

- SIPRNet
- NIPRNet
- Promina/IDNX
- Defense Red Switch Network
- Defense Switched Network
- DISA Direct
- Voice Over Secure IP (VoSIP)
- Commercial Vendor NOC (BWM)
- DISN Leading Edge Service (LES)
- DISN Video Service (DVS)
- E Sonet / MSPP
- DISN Core
- DISN ATM (DATMS)
- Defense Message System (DMS)
- Network Information Center (NIC)



# Summary





# **CUSTOMER SERVICE BOOTH**



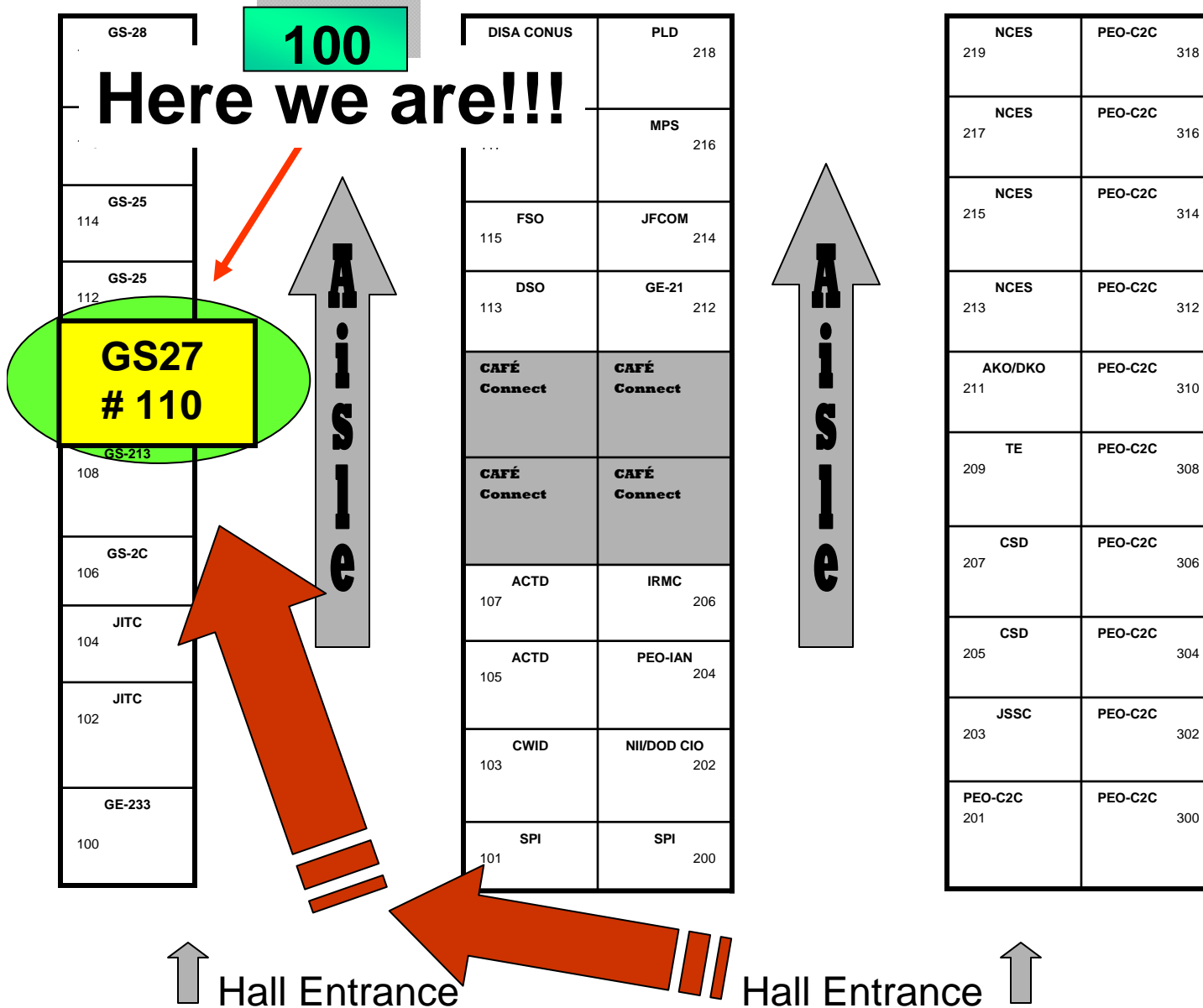
# Visit our Booth



**Look for our Booth  
# 110 in the Exhibit Pavilion**



# DISA Exhibit Pavilion Orlando, Florida



\*Diagram not to scale



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# **“ASK THE EXPERT” BREAK-OUT SESSION**



# DISA

## “Ask the Expert” Break-Out Session



**7 – 8 May 2008**  
**Wednesday and Thursday**  
**1:30 – 2:30**  
**Fiesta Room # 3 and 4**

**Billing**

**Customer Service**

**Provisioning**

**Contracting**

**Transition**

**Transport**

**Business Office**

**Engineering**

**Finance**

**Customer Advocates**

**Policy**

**DDOE**



[www.disa.mil](http://www.disa.mil)

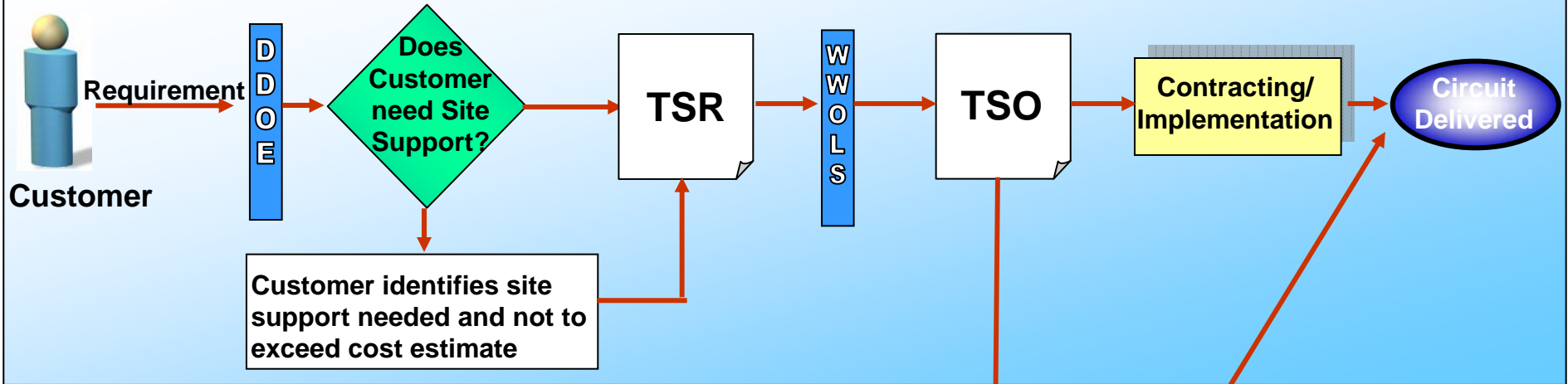
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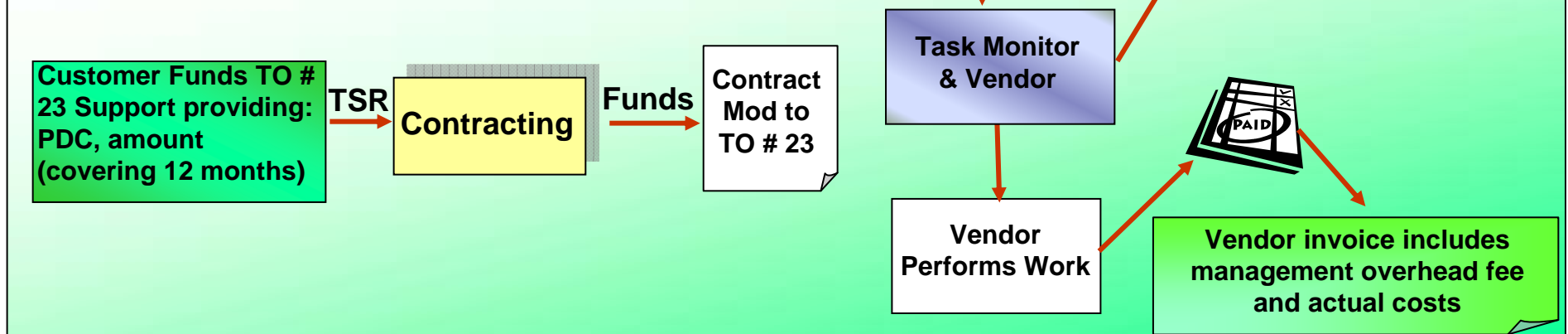


# Potential Process for Site Support Task

## Ordering Process



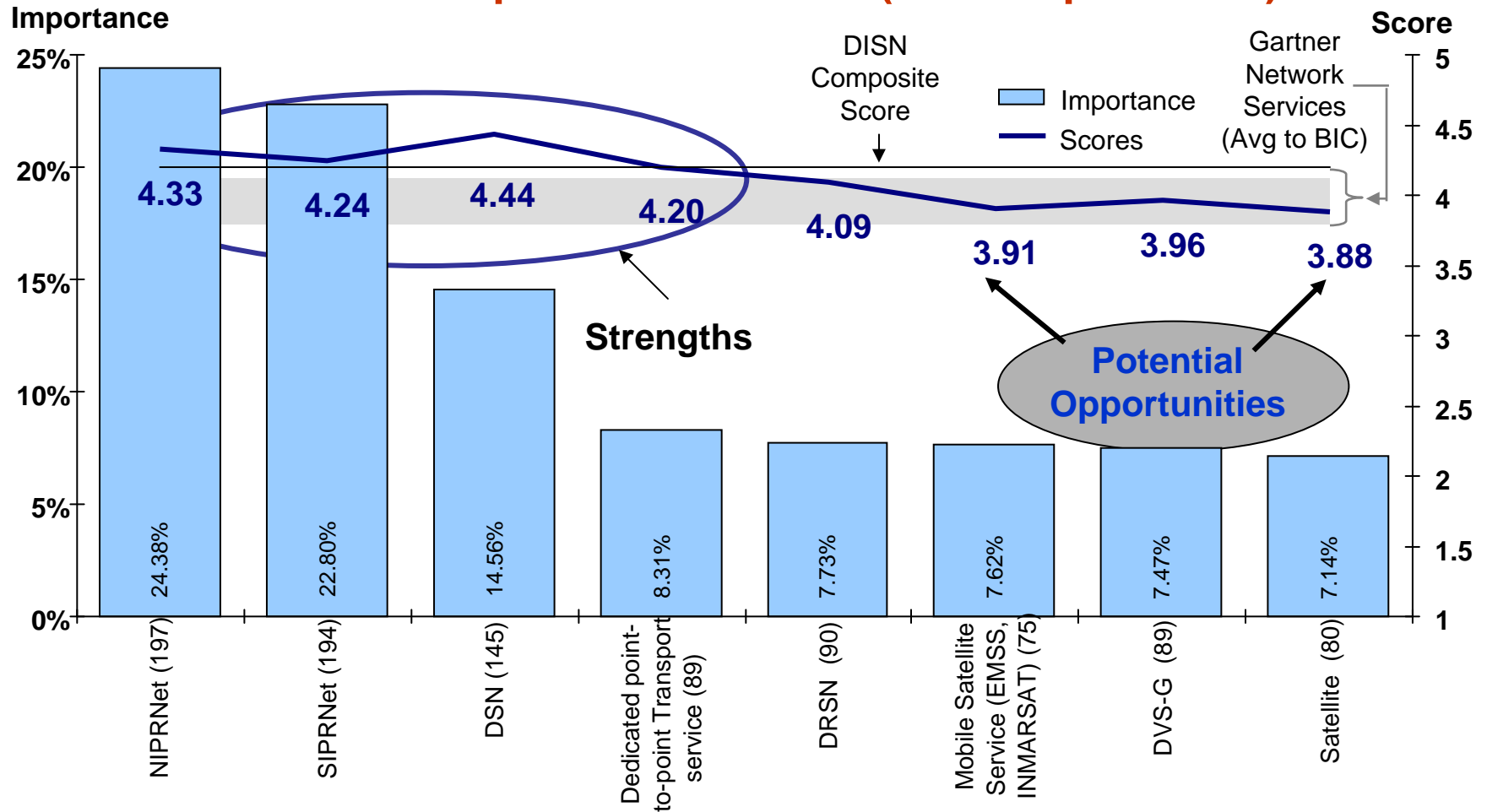
## Contracting and Billing Process





# Network Services Overall Scores and Importance

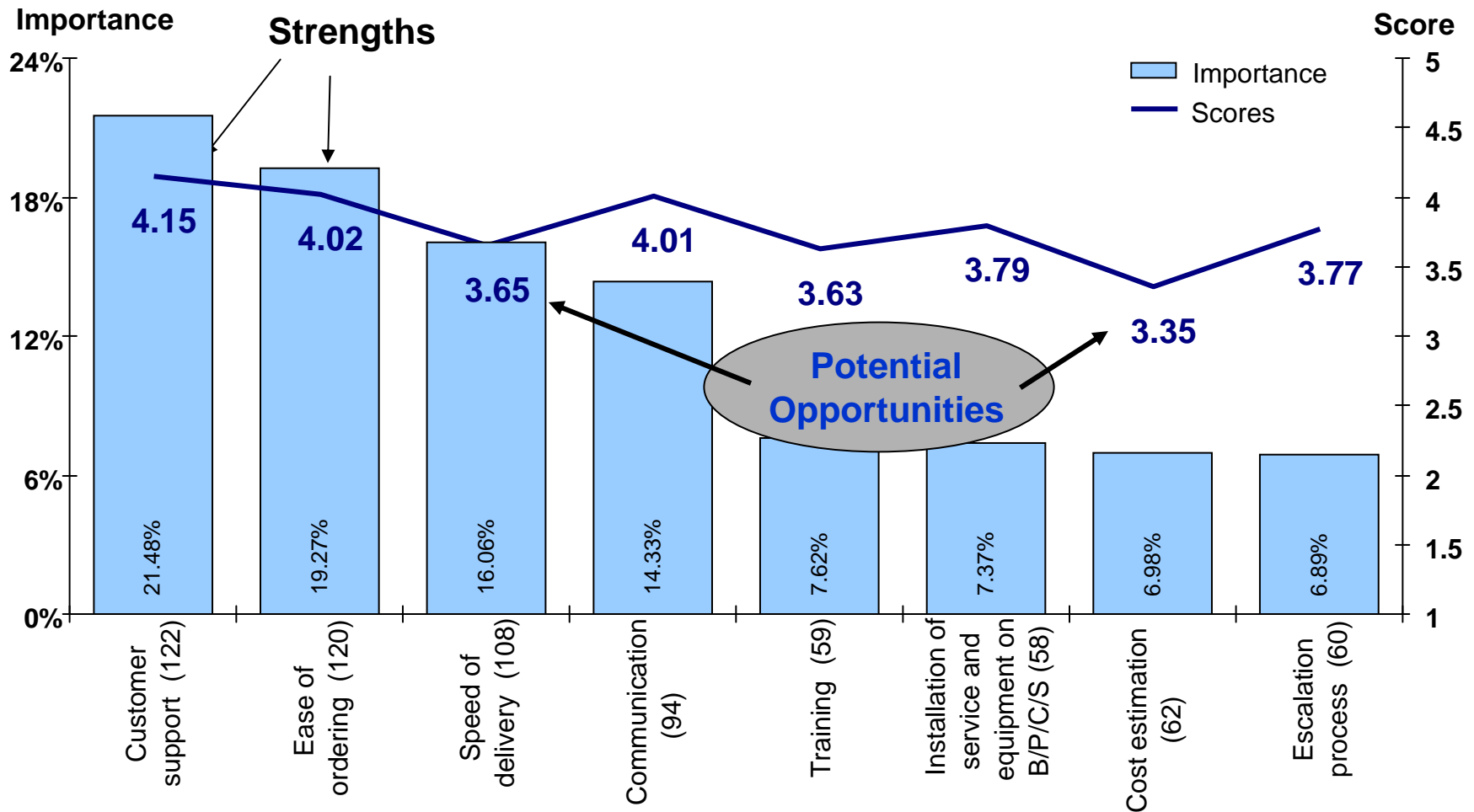
**Overall Composite Score: 4.2 (259 Respondents)**





# Ordering Services Overall Scores and Importance

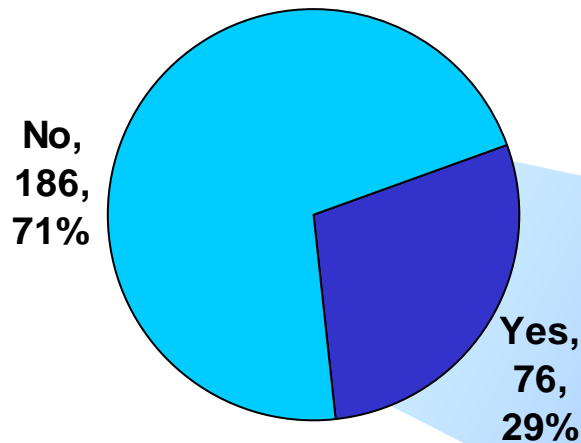
**Overall Composite Score: 3.88 (163 Respondents)**





# DISN Customer Service Division Overview

**Are you familiar with GS27's role in functioning as a customer advocate?**

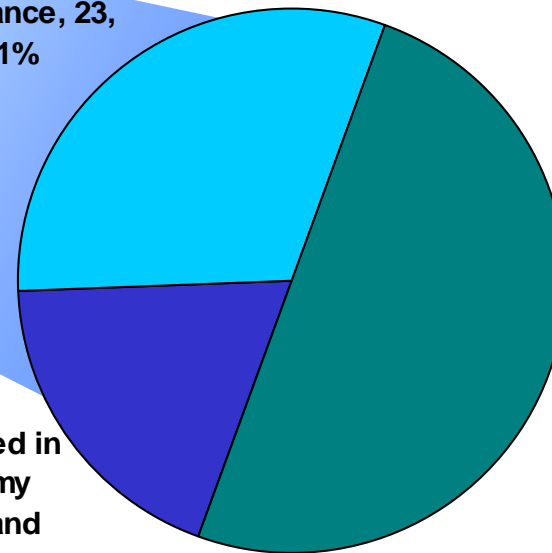


**What has your experience been with GS27's Customer Advocate Managers and the services they provide?**

GS27 was instrumental in solving my problem or providing assistance, 23, 31%

GS27 helped in solving my problem and provided some assistance, 14, 19%

I have no real experience with GS27 customer advocacy assistance but I know about it, 37, 50%





# Availability of Delayed Service Reports as of March 2008

