



COLORADO

Governor's Office of Information Technology

Cultivating Customer Success: A ServiceHub Value Story



ServiceHub

Get what you need, when you need IT.



NEW Customer Portal



State: Colorado
Agency: Governor's Office of Information Technology
Award Category: Enterprise IT Management Initiatives
Project Dates: January - December 2023
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EXECUTIVE SUMMARY

Every day, the Colorado Governor's Office of Information Technology (OIT) receives hundreds of requests for IT help, ranging from password resets, new accounts, and new equipment to more complex requests requiring the work of one or more technical teams. Any of the 55,000 licensed users of OIT's IT service management system can submit these service requests. Keeping the state's IT systems and employee tech running is a big responsibility that can only be managed by a modern, automated platform for IT service management. Several years ago, OIT began planning for one of the largest technology changes in our agency's history - replacing the current IT service management system with a more robust, modern system we call ServiceHub. Our customers let us know they wanted a user-friendly interface, more transparency to see how their requests were being managed, along with the ability to analyze data on service performance. OIT needed a solution that would facilitate timely addressing and solving customer problems and allow OIT to adapt to evolving customer needs.

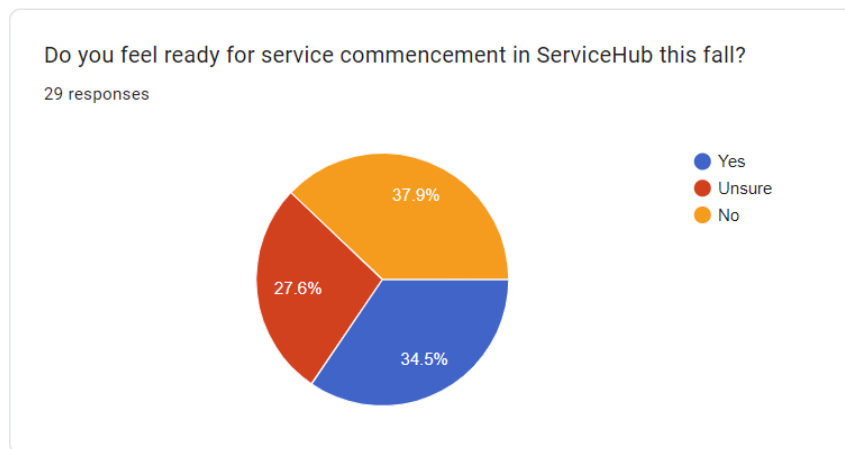
The ServiceHub Customer Portal was launched as our IT service management system in November 2023. As the IT service provider for Colorado's executive branch agencies, we knew that we needed to do more than just implement new technology; we needed to drive the adoption of ServiceHub to realize the efficiencies from streamlined workflows and automation capabilities that allowed for swift and accurate ticket resolution and management. We are proud that the launch has been widely considered a smooth and successful transition, both internally at OIT and from the vantage point of our customers.

As our technical staff prepared to implement the new technology, a small team composed of staff from our customer office, organizational change management, and communications office worked together on a framework that would drive the adoption of ServiceHub by agency IT decision-makers and end users. Implementing the ServiceHub Customer Portal as the user interface to the services available in ServiceHub was a major milestone in our [multi-year program to transform IT service delivery](#). We accomplished this through a robust change management and customer engagement framework we called the **ServiceHub Customer Reset Initiative**. We listened to our customers and capitalized on the strengths of OIT's internal teams in change management and communications. We developed, vetted, modeled and implemented a blueprint for successful customer engagement that is already saving money and informing our strategic direction for the upcoming fiscal year.

IDEA

The work to implement ServiceHub began with our technology teams laser-focused on delivering a best-in-class IT service management system that could improve service delivery and the customer experience with OIT. Though we were providing stakeholders with regular project updates, we didn't know that a very important stakeholder group - agency product directors (agency IT liaisons) - needed more specific and detailed information. Their feedback brought about a significant pivot in how we were approaching customer engagement for this project.

In February 2023, about eight months before the launch of the ServiceHub Customer Portal, we began a concerted effort to discover what our customers wanted from this new system. A survey of customer perceptions taken a few months prior showed that **65.5%** of our customers in the agency product director group were either not ready or unsure if they were ready for the launch of the ServiceHub Customer Portal.



The ServiceHub Customer Reset Initiative was designed to address this with a methodology that would demonstrate to our customers that our new system was being built with their needs in mind on a best-in-class platform. **What we didn't realize at the time was that we were evolving a brand-new model for successful change management at OIT.**

IMPLEMENTATION

ServiceHub users are employees from 18 executive branch agencies, their county partners, contractors and vendors. With each state agency operating like an individual business and expecting customized IT service, the challenge facing OIT was formidable: to accommodate agency needs while building a system that would allow for consistent service delivery across the state enterprise.

The **ServiceHub Customer Reset Initiative** was based on **eight key criteria** designed to curate a picture of holistic customer readiness by bringing change management, customer engagement

and communications to the forefront of the customer experience. To achieve the initiative's goal, we needed OIT staff with the skills to manage the change, customer relations and communications across all the customer agencies. Together, this core group worked to address a critical business problem of customer unwillingness to easily adopt a significant change in their IT service because of past issues with customer relationship management and poor user experiences.

We began with an organizational change management approach designed with specific deliverables aimed at achieving maximum adoption. At its core, the approach was built upon the renowned Prosci framework, which revolves around preparing, managing and reinforcing change.

Preparing for Change

The organizational change manager began with a thorough stakeholder mapping and analysis to ensure every affected employee was identified and their potential impacts understood. This detailed analysis was meticulously documented within a change plan tailored for each stakeholder group, including various agencies and counties affected by the impending change.

Managing Change

Central to our approach was utilizing the ServiceHub engagement network, which formed the backbone of our change champion initiative. This network was instrumental in receiving information, building knowledge and fostering readiness for change. Change champions, carefully selected from within state agencies, were individuals willing to actively support change and held influential leadership roles within their spheres. These change champions stayed informed through regular meetings and demonstrations, providing crucial feedback to the project team based on their experiences.

More than 500 change champions were involved, with representation from all teams within OIT and key positions within all agencies and counties to ensure inclusivity. They served as role models, demonstrating that change could indeed be positive. They supported their teams by instilling confidence, ensuring readiness, and articulating ServiceHub's value proposition. With their guidance, we paved the way for collective success.

Change Champion



Helping Make Change Easier,
More Exciting and Less Scary!

Change Management Metrics



01	Agency	<ul style="list-style-type: none">• Eight of eight Agency Change Champion Sessions Complete• 91% of Agency Change Champions Strongly Agreed or Agreed that they understood ServiceHub Customer Portal Changes.
02	Office of Information Technology	<ul style="list-style-type: none">• Eight of eight OIT Change Champion Sessions Complete• 89% of OIT Change Champions Strongly Agreed or Agreed that they understood ServiceHub Customer Portal Changes.
03	Human Services Counties	<ul style="list-style-type: none">• Three of three Human Services County Change Champion Sessions Complete• 96% of Human Services County Change Champions Strongly Agreed or Agreed that they understood ServiceHub Customer Portal Changes.

910 Impressions made from ALL Change Champion sessions

Additionally, strategic communication channels—such as emails, newsletters, and leadership meetings—were identified as crucial vehicles for disseminating key messages. The OIT Communications Office orchestrated a comprehensive marketing plan to create general awareness of the ServiceHub Customer Portal, educate users on the main features, and drive adoption of the portal for all IT service requests.

ServiceHub Marketing Campaign | Samples

INTRODUCING ServiceHub

INTRODUCING THE NEW ServiceHub Customer Portal

Get what you need, when you need IT

INTRODUCING THE NEW ServiceHub Customer Portal

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ServiceHub NEW Customer Portal

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COMING FALL 2023

Reinforcing the Change

To gauge business readiness for change, we conducted pulse check surveys at intervals leading up to key milestones. These surveys included questions about satisfaction levels regarding usability, availability, and performance, as well as readiness for change. We also sought feedback and measured the business readiness for change in the following categories:

- Aged tickets plan
- Agency issues/backlog
- Business process meetings
- Change champion sessions
- Communications toolkit received
- Early access testing
- Portal usability testing
- User training offered

This proactive approach allowed us to identify and resolve potential issues before they could impede progress.

IMPACT

The **ServiceHub Customer Reset Initiative** played out across most of 202. By the time we launched ServiceHub in November, we had **achieved success with 100% of the state agencies** involved in this project signing off on their readiness for the new system!

ServiceHub Agency Readiness Tracker



	BUSINESS PROCESS MEETINGS	PORTAL USABILITY TESTING	EARLY ACCESS TESTING (SC)	AGENCY ISSUES / BACKLOG	CHANGE CHAMPION SESSIONS	USER TRAINING OFFERED	AGED TICKETS PLAN	COMMS TOOLKIT RECEIVED	AGENCY SIGN-OFF
CDA	X	X	X	X	X	X		X	X
CDEC	X	X	X	X	X	X		X	X
CDHS	X	X	X	X	X	X	X	X	X
CDLE	X	X	X	X	X	X		X	X
CDOT	X	X	X	X	X	X		X	X
CDPHE	X	X	X	X	X	X		X	X
CDPS	X	X	X	X	X	X		X	X
CST	X	X	X	X	X	X		X	X
DNR	X	X	X	X	X	X		X	X
DMVA	X	X	X	X	X	X		X	X
DOC	X	X	X	X	X	X		X	X
DOLA	X	X	X	X	X	X		X	X
DOR	X	X	X	X	X	X	X	X	X
DORA	X	X	X	X	X	X		X	X
DPA	X	X	X	X	X	X		X	X
GOV	X	X	X	X	X	X		X	X
HC	X	X	X	X	X	X		X	X
HCPF	X	X	X	X	X	X	X	X	X

This new change and customer relationship management framework with repeatable, scalable and measurable processes generated positive feedback from our customers.

Customer Feedback

“I appreciate OIT capturing feedback from the agencies, adding additional meetings as needed, working to make this work as best as possible across all of the agencies.” - Amanda Neal, CDLE
Director of Strategic Business Technology

Strategic Alignment

Implementing ServiceHub was a key driver in achieving many of the goals set forth as part of two key initiatives at OIT: [IT Transformation](#) and the execution of the Colorado [Digital Government Strategic Plan](#). Our customer engagement strategy was developed with a focus on the objectives of IT Transformation to increase efficiency, transparency, and customer satisfaction, along with a focus on continuous improvement in customer service processes based on feedback and performance metrics.

What's Ahead?

The success that resulted from empowering in-house capabilities, aligning customer relationship management, communications and organizational change management from the beginning is now the standard for implementing technology projects with a major customer impact. The model is already yielding cost savings on one major project where the vendor had estimated two full-time and one part-time employee for these services that we can now manage in-house. Over time, we expect to see even more savings from not having to pay a vendor to manage this work.

The most important return on our investment has been the foundation of trust we are building with our customers and the development of a scalable model that can help drive success and adoption of new technology that benefits both state agencies and Coloradans relying on state services.