Performance Audit of IT Service Delivery Effectiveness

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Why OCA Did This Study

Services are the main way organizations create value for themselves and their customers. Almost all services today are IT-enabled, which means there is tremendous benefit for the City in creating, expanding, and improving its IT service management capability.

The delivery of the City's technology services spans 31 City departments, over 300 locations, more than 11,500 employees, and the 1.4 million residents of the City. We conducted this audit to review the strengths and opportunities for improvement of the IT Department's Service Delivery from an internal customer's perspective.

What OCA Found

Finding 1: We conducted an Information Technology (IT) Service Delivery Survey of all City employees in April 2021. City employees reported an overall positive perception of IT Service Delivery over the prior twelve months; however, there are opportunities to further enhance Service Delivery through improved service measurement and analysis of Key Performance Indicators (KPIs) for the following services provided by DoIT:

- Help Desk Service
- SAP Service
- Network Service
- IT Financial Service
- GIS Service

What OCA Recommends

We make 7 recommendations to help Department of IT (DoIT) identify improvement opportunities, risks, and issues of IT Service Delivery. Key recommendations include:

- Measuring certain Key Performance Indicators (KPIs) for Help Desk and Deskside Support Service;
- Incorporating certain KPIs to measure and monitor SAP availability during business hours for keeping lost business hours to the bare minimum;
- Working with Business Process Coordinators (BPCs) and City departments to conduct training after performing an improvement/enhancement on SAP functions and measuring certain KPIs on the training;
- Tracking and improving productivity with VPN by measuring certain KPIs for VPN Connection Performance;
- Expanding the source data to include more data desired by customers and using KPIs to measure GIS utilization and usability among City Departments;
- Preparing a data quality report for data created by GIS users, which should include the KPIs for data completeness, data precision, data accuracy, and data consistency;
- Making the budget allocation process more transparent and having certain KPIs for financial management of IT services provided by CGI; and
- Having reporting mechanisms in place for key service metrics and presenting them annually to City Departments in the form of reports or dashboards.

These changes can help DoIT support good decision-making and continual improvement and ensure the current set of services continue to meet the needs of City departments. DoIT agreed to implement all 7 recommendations.

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