Manuel Palachuk
The coach that will take you to the gym, not just send you there!

Presents

Working and Tracking Time in Real-time

What Gets Measured Gets Paid!

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ChannelPro
About Manuel Palachuk

- Over 30 Years in the Computer and Electronics Industry
- Background and Degrees in Electronics and Automation
- Specializes in Process Control and Business Strategy
- Pioneer in Managed Services and SLA for the IT Industry
- Co-Author of *The Network Migration Workbook*
- Author of the book: *Getting to the Next Level: A Blueprint for Taking You and Your Managed Service Business to the Top*
- Co-Author of *The Network Migration Workbook*
You must know that you have in fact chosen a business in the most demanding, and most competitive industries of today's economy.
Why We Track Time

* Purpose One: To track time spent working on any and all issues so the client can be accurately invoiced accordingly, and so the client can see the value they received for their investment.

* Purpose Two: To track actual work hours performed by our employees (resources) so we can see that they are productive and we are receiving value for our investment.

* Purpose Three: So that we know how long things should take the next time we do them. e.g. Quoting a project or scheduling a call to a client for a common occurring issue.

“Time is the scarcest resource and unless it is managed nothing else can be managed.” - Peter Drucker
**Time is Your Widget**

*You cannot solve for X if you do not know Y*

**Facts – Concensuns Among Business Coaches**

* Most companies have no accurate accounting of time spent on tasks.
* Most companies do not have accurate customer invoicing for work completed.
* Most companies have no idea how many hours they are missing from their invoicing because time is not tracked properly.

**Time is your widget…**

* Pizza
* Shoe
* Car
* Chocolate Bar
* Lemon

**Counting your widgets allows you to calculate:**

* Your potential
* Your efficiency
* Your cost
* Your profit
* Your next big job
History and Evolution of Time Tracking

* Notes taken and later entered on the Service Call sheet (sometimes a duplicate but usually a triplicate form).
* Manual notes method is still in use throughout the service industry. Service America anyone?
* Technology brings about the Internet and now we can get “on line”.
* Customer Relationship Management (CRM) and Professional Services Automation (PSA) evolve.
* Data is now instantly available to all concerned parties immediately (or as soon as you enter it).
* The saying, “Time is money,” hasn’t changed one bit; it’s just that both are continually becoming more and more scarce.
Excellent customer service dictates that you give 100% of your attention to the one client you are servicing at this moment.

The same focused and narrow-minded attention should be given to any other work you perform to be the most efficient to the extent possible.
The Idea Machine & Processor

* Owner, Operator, and Programmer Manuals.
* Near infinite Input possibilities.
* Near infinite Output possibilities.
* Cheap, easy to maintain and repair.
* Does exactly what we tell it to.

* Prioritizes and focuses on everything precisely and consistently.
* Sometimes gives the impression of being: frustrated, stubborn, stressful, uncooperative, unwilling to do what is expected, and downright uncaring.
The Perfect Processor

How many hamsters does it take to power that thing?

* Undetermined (suspected as infinite) Input and Output capability.
* No owner, Operator, or Programmer Manuals.
* Neither cheap nor easy to maintain and repair.
* Can in fact, be frustrating, stubborn, stressful, uncooperative, unwilling to do what is expected, and downright un-caring.
The most significant feature that sets the human processing system apart from the computer is EMOTION.

In its absence of emotion (or in the event of true control of emotion), the human mind would easily out-prioritize and out-focus any computer.
Dr. David Meyer, Psychology professor at the University of Michigan and psychologist Dr. John Arden agree “that when humans multitask too much, they can experience short-term memory problems or difficulty concentrating.”

University of California research has shown that people interrupted by e-mail report significantly increased stress compared with those left to focus.

Gary Small, a psychiatrist at the Los Angeles University, says stress hormones have been shown to reduce short-term memory.

Isaac Newton, when asked about his particular genius, responded that if he had made any discoveries, it was “owing more to patient attention than to any other talent.”

Patricia Greenfield, UCLA distinguished professor of Psychology: "If you're a pilot, you need to be able to monitor multiple instruments at the same time. If you're a cab driver, you need to pay attention to multiple events at the same time. If you're in the military, you need to multi-task too.

On the other hand, if you're trying to solve a complex problem, you need sustained concentration. If you are doing a task that requires deep and sustained thought, multi-tasking is detrimental.“
If everything is an emergency, then nothing is an emergency.

In the absence of order there is only chaos.
Why We Work in Real-time

What gets measured gets paid in a timely fashion!

* Purpose One: To have the most highly efficient, reliable, repeatable, and reproducible service delivery system we can deliver to our clients for their money.
* Purpose Two: To allow for the most timely invoicing of all services rendered that add to the cash flow of the company.

“The productivity of work is not the responsibility of the worker but of the manager.” - Peter Drucker
I promise you...

* Revising or revamping your system will not be easy.
* There may be hurt feelings and skinned knees.
* You may lose a technician or engineer or even two.
* You may lose a client or two.
  (Hopefully, you will intentionally drop a few versus lose.)
* This kind of endeavor is not for the faint of heart.

If you can accomplish this, I also promise...

you will realize:
- Better Cash Flow,
- Higher Customer Satisfaction,
- Higher Customer ROI,
- Higher Service Delivery Efficiency,
- and Higher Profits!
We must control the overwhelming urge to jump because the bell rings. If everything is an emergency, nothing is an emergency! Emotional Intelligence is the ability to control your own emotions and focus on the one thing you must accomplish right now.

There must be a process for the Flow of a Ticket through your system, and the clients must be trained / educated.

There must be a process for the flow of a technician or engineer’s day. Think Roles, Responsibilities, Duties, etc.

There must internal Best Practices for how technicians, engineers, and management communicate and interact, i.e. protocol.

If we establish processes and supportive training, we can determine, when something does go wrong, if the people are failing the system or if the system is failing the people.

We have methods for evaluating and correcting both.
**WaTTiRt Maturity Level**

*Getting to the next level*

* Level 1 *(Most companies are lucky if they are one step above here)*
  - Working on whatever the client wants done in pseudo-random order.
  - Writing notes (detailed or not) as the technician remembers to do so.
  - Notes are scattered across multiple pages of either a small pocket notebook or a legal pad.
  - Tracking of time for each issue is minimal and is based on memory.
  - Interrupted and redirected constantly by the client, the phone, and whatever else.
  - Time entries and notes are not entered into the system until the technician returns to the office, which will likely be the following day.
WaTTiRt Maturity Level

Getting to the next level

* Level 2

●●○○○ Working on one issue and one ticket at a time in priority order.
●○○○○ Writing notes in detail as the technician remembers to do so.
●●○○○ Notes may be on the printout for the ticket or the backlog report, but are still likely found scattered across multiple pages of either a small pocket notebook or a legal pad.
●●○○○ Tracking of time for each issue is on the printout for the ticket, the backlog report, or a Time Tracking Log.
●●○○○ Interrupted and redirected occasionally by the client and rarely by the team.
●○○○○ Time entries and notes are entered into the system, but sometimes not until the technician returns to office, which will likely be the following day.
Level 3

- Working on one issue and one ticket at a time in priority order.
- Writing notes in full detail as time progresses with best effort.
- Notes are on the printout for the ticket, in a single, orderly notebook or in the system.
- Tracking of time for each issue is in the system, on the printout for the ticket, or on a Time Tracking Log.
- Interrupted occasionally but never redirected by the client, and interrupted by the team only for a 911.
- Time entries and notes are entered into the system as time progresses with best effort and as close to real-time as possible. Occasionally, this is not until the technician returns to office, which may be the following day.
WaTTiRt Maturity Level

Getting to the next level

* Level 4

- Working on one issue and one ticket at a time in priority order.
- Writing notes in full detail in as close to real-time as possible.
- Notes are in the system and rarely on the printout for the ticket or in a notebook.
- Tracking of time for each issue is in the system and rarely on the printout for the ticket or on a Time Tracking Log.
- Interrupted rarely but never redirected by the client, and interrupted by the team only for a 911.
- Time entries and notes are entered into the system as close to real-time as possible. Rarely, this may not be until the technician returns to office, which may be the following day.
WaTTiRt Maturity Level

Getting to the next level

* Level 5 *(This is where you want to be!)*

- ●●●●● Working on one issue and one ticket at a time in priority order.
- ●●●●○ Writing notes in full detail in real-time.
- ●●●●● Notes are always in the system unless the PSA is down.
- ●●●●● Tracking of time for each issue is always in the system unless the PSA is down.
- ●●●●● Never interrupted and never redirected by the client, and interrupted by the team only for a 911.
- ●●●●○ Time entries and notes are entered into the system in real-time unless the PSA is down.
Understanding the Time Increment Terminology

- Time Increment used for tracking work performed: 
  The time increment we use to count the technical hours.
- Time Increment used for billing the client: 
  The time increment we use to count the hours the client is billed for.

Examples: One Hour, Half Hour, Quarter Hour, Five Minute, Minute

Common Time Increments for a well-managed MSP

- Track On-Site work: 15 minute increments
- Bill On-Site work: 30 minute increments
- Track Remote work: 5 minute increments
- Bill Remote work: 15 minute increments
- Track Helpdesk work: 5 minute increments
- Bill Helpdesk work: 5 minute increments
- Track Bench work: 5 minute increments
- Bill Bench work: 30 minute increments
**Profit and Value Potential**

*Show me the money!*

* Profit refers to the additional income from services provided for issues not covered under the Managed Services Agreement.

* Value refers to the hours of service you provided to the client for issues that were covered under the Managed Services Agreement.

* You are always working and tracking time that will result in either Profit or Value.
Setting up the Example

- Well-managed MSP with 5 Technicians/Engineers.
- SLA covers all maintenance-related items under Managed Services.
- Moves, Adds, and Changes are not covered under Managed Services.
- All team members practice good time accounting.
- Bills client in ½ hour increments (30 minutes), regardless of time spent.
Profit and Value Potential

OK now “show” me the math

Note: All examples use 5 minutes for Helpdesk/Bench, 15 for everything else.

* Helpdesk: Maximum of 48 hours of service accounted for in an eight-hour day.
  (12 five-minute increments per hour x 8 hours in a day x 0.5 hour billing increment = 48 hours or widgets)

* Field Service or Bench: Maximum of 16 hours of service accounted for in an eight-hour day.
  (4 fifteen-minute increments per hour x 8 hours in a day x 0.5 hour billing increment = 16 hours or widgets)

* MSP’s maximum Profit Value Potential can be calculated as follows:
  • Help Desk = 48 hours maximum x 1 person
  • Bench Tech = 16 hours maximum x 1 person
  • Field Service = 16 hours maximum x 3 people
  • Total = 112 hours maximum of Profit or Value possible per day.

X 260 work days = 29,120 Hours / Year
The Most Important Rules of WaTTiRt

Those who want the gold follow the rules

* All work is performed against a ticket.
  a. The ticket must be created or exist before you can begin work.
  b. This even (and especially) applies to internal or company work.

* One issue, one ticket.
  a. No exceptions.

* We always work and track time in real-time.
  a. Timesheets have no gaps.
  b. Timesheets have no overlaps.
  c. Timesheets have no duplicate entries.

Note: This is an incomplete list of the Ten Golden Rules of PSA and Service Ticket Systems.
# Time Tracking Log Examples

*I owe, I owe, it's off to work I go...*

<table>
<thead>
<tr>
<th>Logged</th>
<th>Time</th>
<th>PSA Time Entry</th>
<th>Ticket #</th>
<th>Notes / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start</td>
<td>Stop</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:59am</td>
<td>3:24am</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:22am</td>
<td>7:33am</td>
<td>Admin</td>
<td>SR2321</td>
<td>Server down for Epiphany Inc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Checking PSA and Email for beginning of day</td>
</tr>
<tr>
<td>7:59am</td>
<td>8:15am</td>
<td>Admin</td>
<td>SR4129</td>
<td>Work Day Begins</td>
</tr>
<tr>
<td>8:15am</td>
<td>9:09am</td>
<td></td>
<td></td>
<td>Checking PSA, Vmail, and Email</td>
</tr>
<tr>
<td>9:09am</td>
<td>9:15am</td>
<td></td>
<td>SR4009</td>
<td>No progress, Issues w/ script permissions</td>
</tr>
<tr>
<td>9:15am</td>
<td>10:30am</td>
<td>Training</td>
<td>SR1587</td>
<td>Called Joe @ Bridle, left message</td>
</tr>
<tr>
<td>10:30pm</td>
<td>11:04pm</td>
<td>Admin</td>
<td></td>
<td>Editing processes for server build</td>
</tr>
<tr>
<td>11:04am</td>
<td>11:57pm</td>
<td>Admin</td>
<td></td>
<td>Studying for SBS exam</td>
</tr>
<tr>
<td>11:57pm</td>
<td>1:00pm</td>
<td></td>
<td></td>
<td>Meeting with Manuel and Jon</td>
</tr>
<tr>
<td>1:00pm</td>
<td>1:43pm</td>
<td></td>
<td>SR2424</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:43pm</td>
<td>1:45pm</td>
<td></td>
<td>SR1044</td>
<td>SBS Server build phase 1 - Hardware</td>
</tr>
<tr>
<td>1:45pm</td>
<td>2:02pm</td>
<td></td>
<td>SR1587</td>
<td>Called Tom with follow up, left message</td>
</tr>
<tr>
<td>2:02pm</td>
<td>2:44pm</td>
<td></td>
<td>SR3001</td>
<td>Editing processes for server build</td>
</tr>
<tr>
<td>2:44pm</td>
<td>2:54pm</td>
<td></td>
<td></td>
<td>AV Scan on laptop - P1</td>
</tr>
<tr>
<td>2:54pm</td>
<td>3:00pm</td>
<td></td>
<td>SR1067</td>
<td>I don't know?</td>
</tr>
<tr>
<td>3:00pm</td>
<td>3:30pm</td>
<td>Admin</td>
<td>SR5488</td>
<td>Emailed Bill w/answer on whatever</td>
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<td></td>
<td>3:30pm</td>
<td>Admin - Sorting out time spent last 2 hours</td>
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<td>3:30pm</td>
<td>Covering help desk</td>
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<td>3:30pm</td>
<td>3:32pm</td>
<td></td>
<td>SR4009</td>
<td>Call client to follow up - Left message</td>
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<tr>
<td>3:32pm</td>
<td>3:42pm</td>
<td></td>
<td>SR5119</td>
<td>FrozenPC while watching YouTube - Rebooted = OK</td>
</tr>
<tr>
<td>3:42pm</td>
<td>3:50pm</td>
<td></td>
<td>SR4099</td>
<td>Voice mail converted to ticket</td>
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<tr>
<td>3:50pm</td>
<td>4:14pm</td>
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<td>SR4100</td>
<td>Locked out of PC due to forgotten password</td>
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<tr>
<td>4:14pm</td>
<td>4:30pm</td>
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<td></td>
<td>Install Flash Player</td>
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<td></td>
<td></td>
<td>Back to field service</td>
</tr>
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<td>4:30pm</td>
<td>4:40pm</td>
<td>Travel</td>
<td></td>
<td>Travel to Parlais Ins.</td>
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<tr>
<td>4:40pm</td>
<td>4:54pm</td>
<td></td>
<td>SR2033</td>
<td>Delivered and changed out backup drives.</td>
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<td>Work Day Ends</td>
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Rules of 5 and 15 Minute Time Entry

Round and round we go...

* All time entries end in 0’s and 5’s.
* 5 minute time entries round up at the 3rd minute.
* 15 minute time entries round up at the 8th minute.
* Helpdesk, Remote, and other Rapid Resolution work default to tracking in 5 minute increments.
* Field Service and other Onsite work default to tracking in 15 minute increments.
* Travel time defaults to tracking in 15 minute increments.
* 5 and 15 minute rounding can NOT be used on the same time entry.
* 5 and 15 minute entries can be intermingled in your day.
-- Use what is most efficient.
Steps to Success in WaTTiRt

A journey of a thousand leagues begins with a single step

Step 1 – First, you must believe it is possible (Acceptance)
Step 2 – Review the WaTTiRt Maturity Levels
Step 3 – Figure out where you and your team are now
Step 4 – Decide where you want to get to this month or this quarter
Step 5 – Document all of the Key Processes
Step 6 – Set the New Rules for your Time Tracking
Step 7 – Assign a Taskmaster and Get Everyone On Board
Step 8 – Set the Deadline Beyond Which There Will Be…

- Zero Tolerance -

A team working with focus toward the same goal will succeed!

Continuous
Incremental
Improvement
Getting Everyone On Board

*No Tech left behind*

1) Culture and Compass come from the top.
2) Rely on Autonomy, Mastery, and Purpose.
   *Build an Execution Mentality*
3) Be flexible wherever ethically possible. Do no harm!
4) Be open and receptive to the new changes.
5) Be a champion of the new methods the company adopts.
   *We create our own success*
6) Participate, encourage, and engage in open dialogue.
   Strive for an open and collaborative team environment.
7) Provide useful, positive input without reserve.
8) As we implement things, realize we must stop doing one thing to be able to start doing another.
9) Do not settle for mediocrity!
10) Don’t take it personally. It’s not about you!
Measuring Your Progress and Success

Do not use a yardstick where a ruler will do

The ultimate goal is having all time entries and notes in the system in as close to real-time as possible with a zero tolerance of gaps, overlaps, and duplicate entries.

The Ruler

1) Electronic Timesheets in the system will reveal all discrepancies.
2) Service Backlog reports are to be logged and graphed weekly.
3) Efficiency and Utilization reports from the system.
4) Client invoices (regardless of billed amount) will show more hours.
5) Keep one eye on the WaTTiRT Maturity Level
6) Time and Materials labor income should increase.*

* Assuming: Agreements, work types, and roles have been set up correctly, and you’re not just writing off all work performed outside the SLA.
A Jedi Knight Must Build and Fix Their Own Lightsaber
Questions?

Manuel@Palachuk.com
Resources

- Business Coaching and Free Strategy Session with Manuel
- “Working and Tracking Time in Real-time” white paper
- “Core Competency Matrix” white paper
- “How To Document Any Process” white paper
- *Emotional Intelligence* by Daniel Goleman
- *Focus* by Daniel Goleman
- Are you a good multitasker? Take the test and find out.
  [http://open-site.org/blog/the-multitask-test](http://open-site.org/blog/the-multitask-test)
- Only 2% of People Can Multitask Successfully [INFOGRAPHIC]
- Small & Medium Business Books and Media for Success
  [www.SMBBooks.com](http://www.SMBBooks.com)
- Manic Time
  [http://www.manictime.com](http://www.manictime.com)