ITIL in the Workplace

The Practical Application of a Best Practice Framework

Susan Ryan
April 3, 2009

Hi, my name is Susan...

➤ IT industry worker for over 25 years
➤ ITIL v2 Manager Certified
➤ itSMF Minnesota Local Interest Group President
➤ IT Service Manager at Blue Cross Blue Shield of Minnesota
  • Service Desk, Incident Management
  • Change, Configuration, Release Management
  • Request Management

My trusty assistant, Melissa...

➤ Melissa Howard will be representing the Web cast participants

➤ Hoping to make this very conversational, so please ask questions as we go along!
  I'll let you know if we're going to hit that topic later or if the answer is bigger than a breadbox and needs to be parked for the end or offline.

Agenda

➤ Hello!
➤ Why IT Service Management?
➤ ITIL 101
➤ Maturity Assessment and Roadmaps
➤ Project Foundation
➤ Processes Implemented
➤ Organizational Change Management
➤ Results/Metrics
➤ ITIL Resources

Why IT Service Management?

➤ Value Proposition
  • Strategy
  • Service management practices
  • Continual improvement
  • Trusted partnership!
ITIL 101 – Briefly!

- Information Technology Infrastructure Library
  - British Government & IBM Collaboration
- Version 2 – Focus on Process
- Version 3 – Focus on Lifecycle

ITIL Version 2

- Service Support
- Service Delivery
- And more!

ITIL Version 3

- Lifecycle of a Service
  - Strategy
  - Design
  - Transition
  - Operation
  - Continual Improvement

Process Dependencies

- The processes are still there
- Each process becomes important at a point in service development

ITIL Training and Certification

- Managing Across the Lifecycle
- ITIL Core
- ITIL Master
- Capability Modules
- Lifecycle Modules
If you don’t know where you are going, how will you know when you arrive?

- **Maturity Assessment**
  - Series of questions for each process
  - Ordered to allow for assessment of maturity
  - If in doubt, just say no!

- **Roadmap**
  - Process plans on a timeline
  - Dependencies on other processes identified
  - Maturity levels identified

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Assessment shows where work still needs to be done

Some processes may have dependencies on other processes in order to mature

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Any “No” answers need to be built into the process roadmap

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Project Foundation

- Process Strategy/Goals
- Benefits to Business and IT
- Policy
- Governance
- Design Team
- Project Manager
- ITIL Expertise – Internal or External
Strategy/Goals

- Strategic – Roadmap
  - Year 1
  - Year 2
  - Year 3
- Tactical – Current project
  - Short-term
  - Medium-term
  - Long-term

Governance

- ITSM Steering Committee
- ITSM Process Owners
- Change Advisory Board
- Configuration Advisory Board
- New item intake prioritization

Benefits

- Ensures the process is being designed and developed to create measurable service quality improvements
- Benefits can be to the business, IT or both
- Examples:
  - Reduced status check calls (IT)
  - Reduces duplication of effort (IT)
  - Increased end user satisfaction (Business)
  - Improved prioritization (IT/Business)
  - Productivity gain through high system availability (Business)
  - Extended Mean Time Between Failures (IT)

Policy

- Allows for clear communication of expectations
- Enables compliance enforcement
- Should be approved by senior leadership and published

Design Team

- Representatives from across the organization
  - Application Development
  - Infrastructure
  - Service Management
  - Business – Voice of the Customer
Project Manager
- Create and maintain project schedule
- Provide status reporting
- Schedule all meetings
- Facilitate project update meetings
- Keep issues log and action plan
- Prepare for and facilitate control board meetings

Roles and Responsibilities
- **Requestor**
  - Wants the work to be done to satisfy a business need
- **Initiator**
  - Creator of the RFC
- **Change Owner**
  - Owns the RFC through the lifecycle of the change and is ultimately responsible for its success
- **Resource Manager**
  - Accepts and assigns tasks for their team
- **Implemenator**
  - Completes tasks assigned to them
- **Approver**
  - Responsible to protect system availability for the business
- **Change Coordinator**
  - Reviews RFCs for completeness and policy compliance

Leave it to the experts...
- Improves quality of project deliverables
- Wireframe best practices to reduce time
- Always a solution in back pocket
- Intense focus – no distractions of every day work

Logical Flow
- **Inputs**
  - Service catalog
  - Service Requests
  - Costs
  - Approvals
  - Service Desk Calls
  - OLA's
  - Required information: template(s)
  - An event: Workflow dependencies
  - Activities: 
    - Origination
    - Approval
    - Fulfillment
    - Closure

- **Outputs**
  - Completed service requests
  - Communication
  - Request for Change
  - Service Request
  - Reporting

- **Providers**
  - IT Financial Management
  - Portfolio Management
  - Configuration Management

- **Receivers**
  - IT Customers and users
  - IT Departments

Critical Success Factors
- Clearly defined request categories
- Strictly defined SLAs/OLAs for each category
- Self Service or automated entry of requests
- Automated escalation of overdue requests
- Automated Communication/tracking
- Links to other processes

Project Deliverables
- **Roles and Responsibilities**
- **Logical Flow**
- **Physical Flow**
- **ARCI and Work Instructions**
- **Functional Requirements**
- **Test Cases**
- **KPIs/Metrics and Reports**
- **Audit Involvement**

Logical flow provides high level understanding of activities associated with the process
Physical Flow

Functional Requirements

<table>
<thead>
<tr>
<th>Requirement Description</th>
<th>Critical Success Factors</th>
<th>Key Performance Indicators and Metrics</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

Test Cases

<table>
<thead>
<tr>
<th>Test Case Specification Form</th>
</tr>
</thead>
</table>

Work Instructions

Measuring Process Effectiveness

Critical Success Factors are supported by Key Performance Indicators and Metrics
Audit is not the enemy...

- Build processes with audit requirements in mind
  - Process findings
  - Design findings
  - COBIT minimum requirements

Processes Implemented

- Configuration Management
- Change Management
- Incident Management
- Request Management

Configuration Management

- Value is in increased efficiency and effectiveness of other ITSM processes
  - Relationships
  - Impact assessment
    - Maintenance windows
    - Criticality tier
    - Causality
    - Collision control

CMDB Structure

- Functional requirements for development

Relationship Matrix
Real World Relationships

Change Management
- Any deliberate action that alters the form, fit, or function of Configuration Items.
- Assess and mitigate risk
- Collision control
- Change Advisory Board provides oversight of higher priority changes

Change Priority
- Urgency
  - Lead Time
  - Entry Date to Proposed Start Date
- Impact
  - Based on Risk to the Business
  - Answers to eight questions calculates Impact score
- Priority
  - Dictates Approvals required

Change Process Successes
- Impact + Urgency = Priority
- Approvals dictated by Priority
- Dependencies on other teams handled with change tasks
  - Must be accepted to schedule
- Publish Forward Schedule of Changes
- Provide management with actionable reporting

Urgency

<table>
<thead>
<tr>
<th>Urgency</th>
<th>Lead Time</th>
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<tbody>
<tr>
<td>Top</td>
<td>&lt; 3 Days</td>
</tr>
<tr>
<td>High</td>
<td>3-7 Days</td>
</tr>
<tr>
<td>Medium</td>
<td>8-30 Days</td>
</tr>
<tr>
<td>Low</td>
<td>&gt; 30 Days</td>
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</table>

Urgency is automatically calculated at the time the change is entered into the system. Urgency is the difference between the date the change is entered and the proposed implementation date.

Impact

- Based on Risk to the Business
- Answers to eight questions calculates Impact score
- Dictates Approvals required

- Publish Forward Schedule of Changes
- Provide management with actionable reporting
**Priority Matrix**

<table>
<thead>
<tr>
<th>Urgency</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Top</th>
</tr>
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<tbody>
<tr>
<td>CM</td>
<td>4</td>
<td>3</td>
<td>CAB</td>
<td>ECAB</td>
</tr>
<tr>
<td>CM</td>
<td>4</td>
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<tr>
<td>CM</td>
<td>3</td>
<td>2</td>
<td>CAB</td>
<td>ECAB</td>
</tr>
</tbody>
</table>

- Higher priority requires increased level of scrutiny prior to approval.

**Incident Management**

- Any interruption in the normal operation of a service
- Return service to normal state or provide workaround as quickly as possible

**Approvals**

<table>
<thead>
<tr>
<th>Approval</th>
<th>Approval Medium</th>
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<tbody>
<tr>
<td>CAB</td>
<td>On-Demand</td>
</tr>
<tr>
<td>CM</td>
<td>Virtual/Electronic</td>
</tr>
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</table>

- Lower priorities approved virtually.

**Incident Process Successes**

- Right-sizing groups managed
- Impact + Urgency = Priority
- Priority drives escalation
- On-call Rota
- Major Incident for top priority

**Forward Schedule of Change**

- Best practice – 10ish
- Current state – over 300
  - One for every system/application
- Best we could do – about 125
  - One for every manager
- Use rules to delineate notification preferences
  - On Call Rotation
  - Subscription-Based Notification
  - Escalation integration with AlertFind

**Group Set Up**

- 10ish
- Over 300
- One for every manager
- Use rules to delineate notification preferences
- On Call Rotation
- Subscription-Based Notification
- Escalation integration with AlertFind
Impact Factors

<table>
<thead>
<tr>
<th>Impact Factor</th>
<th>Esc Level 1</th>
<th>Esc Level 2</th>
<th>Esc Level 3</th>
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<tbody>
<tr>
<td>Low</td>
<td>2</td>
<td>3</td>
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<tr>
<td>High</td>
<td>6</td>
<td>7</td>
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Urgency – The Human Factor

<table>
<thead>
<tr>
<th>Urgency Factor</th>
<th>Urgency</th>
<th>Low</th>
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<th>High</th>
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<tr>
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Priority

<table>
<thead>
<tr>
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<th>Impact</th>
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<td>Medium</td>
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</tr>
<tr>
<td>High</td>
<td>3</td>
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</table>

Escalation

<table>
<thead>
<tr>
<th>Priority</th>
<th>Response Level 1</th>
<th>Response Level 2</th>
<th>Escalation Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1</td>
<td>30 minutes</td>
<td>45 minutes</td>
<td>24/7</td>
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<tr>
<td>Priority 2</td>
<td>30 minutes</td>
<td>45 minutes</td>
<td>24/7</td>
</tr>
<tr>
<td>Priority 3</td>
<td>60 minutes</td>
<td>N/A</td>
<td>24/7</td>
</tr>
<tr>
<td>Priority 4</td>
<td>4 hours</td>
<td>N/A</td>
<td>24/7</td>
</tr>
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</table>

On-call Rota

- Notification to right people at the right time
- Incidents assigned to group
- Notification to all group members OR follow on-call rota rules
  - Rotate through members
  - Notify a group device
  - Notify specific member(s) of group

Major Incident – Priority 1

- Task driven
- Parallel vs. Serial
- Stakeholder communication
- News scroller
- Subscription-based
Request Management

- Simple request forms and powerful delivery plans
- Two primary tracks
- Not just for IT!
- Lean first, then automate

Employee Onboarding

- Focus group feedback indicates this is biggest area of pain
- Several different systems with various information and lead time requirements
- Need to complete several key requests, then we can bundle
- Working on physical security, IT security, workstation requests (PC, phone, software)
- HR is assisting by pushing reminders to hiring managers at onboarding milestones

IT Intake Processes

- Project Management
- Application Development
- Infrastructure Engineering
- Data Warehouse
- Networking
- Job Scheduling

Business Uses

- Business Event Management
  - Intradepartmental support requests
  - Distribution methods
    - Round robin
    - Specially assignment
    - Push or pull queue
- Funding Request
  - Replaces five previous funding methods
  - Amazingly complex approval process fully automated
Organizational Change Management
- Executive Sponsorship
- Awareness Communication
- Training
- User Guide
- Release Notes
- Stakeholder Satisfaction Surveys
- Continual Improvement

IT Newsletter Announcement
**On the move: Implementation of Service-now**

By Alex Gentry

Trust Service Desk has been an exceptional product for over three years now, and by the...
Stakeholder Satisfaction

➤ Collect information to baseline process performance and drive improvements
➤ Ask the right questions!
  • Keep it short
  • How will we use the information we collect?
➤ Transactional feedback
  • “How well did we meet your expectations on this transaction?”

Continual Improvement

➤ Phased approach to application releases
  • They can only handle a certain amount of newness at a time
➤ Feedback from stakeholders about process “discomfort”
➤ Information gleaned from process metrics
➤ When are we done? Never!!!

Results/Metrics

➤ Key Performance Indicators
➤ Critical Success Factors
➤ Metrics
➤ Reports
  • Push vs. Pull
  • Frequency
➤ Customer Satisfaction

➤ Emergency/Expedited = Break/Fix (new applications implemented at year end – with defects!)
➤ Standard = Preapproved (new standard change templates added)

➤ 68% of normal changes submitted 7 days or less in advance
➤ Increased integration between change and incident will provide data assess whether high urgency has a direct relationship to business impact

➤ Request source is audited
➤ Allows us to determine best place for integration efforts
Provides data for proactive problem management
Training for new Service Desk reps

Infrastructure Project Report

You don’t need automation for IT Service Management...

We use Service-now.com – and love it!

Service Desk Transactional Survey

ITIL Resources

- iTSMF
  - Local Interest Group
  - [www.itSMFUSA.org](http://www.itSMFUSA.org)
- Publications
  - Office of Government Commerce
  - Five Lifecycle ITIL v3 books
- Webinars
Whew! That’s all folks!

- Any last questions?
- Be sure to complete your surveys
- Contact me to compare notes:
  - Susan_Ryan@bluecrossmn.com