Information Technology Infrastructure Library (ITIL)

Developing an Implementation Roadmap Case Study

June 20, 2006

Prepared For:

NORTHERN CALIFORNIA itSMFUSA
IT Service Management Forum

Agenda

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  - Roadmap Development Common Challenges
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Why Develop an Implementation Roadmap

- To have a sound basis for focusing the implementation effort
- In order to understand and validate user requirements and expectations
- To ensure synchronized and parallel actions in People, Process and Technology
- To build bridges to other related initiatives
- To develop a clear vision of what problems we are solving
- Need to show tangible and frequent successes early on!

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Integrated Roadmap Development

Financial Services Company Case Study

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Project Approach

Initiative Setup
- Program administrative setup
- Business & IT Executive Interviews
- Surveys & data gathering
- Initial training campaign
- ITSM Vision development

Current State Analysis / Assessment
- Process assessment workshops (5)
- Technology assessment workshops (2)
- Metrics assessment workshop (1)
- Roadmap development workshop (2)
- Roadmap report development

Roadmap Development

Do we have a shared vision?	Where are we now?	How will we get there?	How do we get to vision?	How do we know we've succeeded?
1. Setup Initiative	**2. Current State Analysis**	**3. Strategy Development**	**4. Process (Re-)Design**	**5. Implement & Measure**

Continuous Process Improvement Cycle

Week 1-3	Week 4-8	Week 9-12	Week 13-24	Week 25-30

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Situation Overview

- Mid-size financial services organization in the U.S.
- Operates multiple data centers with users in over 400 locations
- Need for Service and Process improvement identified due to excessive service disruptions in external customer facing applications (Web Applications)
- ITIL / ITSM selected as the framework to reengineer current service management model and improve current processes and procedures
- Need to demonstrate measurable and observable improvements in availability, reliability and customer service in a short period of time.

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Project Results

- Developed a consensus view on the overriding objectives and mission of the Service Management initiative.

- Reduced number of process and service improvement projects from 44 to 5 strategic projects.

- Built consensus on the current maturity and effectiveness of each process and technology domain as well as what the target maturity for each should be.

- Developed appropriate automation strategy and approach for critical process domains.

- Obtained senior management approval and funding to proceed with planned improvements.

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Roadmap Development Critical Success Factors

- Focusing on addressing organization's critical pain points.

- Concurrent top-down and grass-roots support development.

- Communications, training and awareness campaigns.

- Balancing strategic foundational efforts with Quick Wins.

- Placing high emphasis on metrics.

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Roadmap Development Common Risks

- Inadequate communications and support to and from senior business management
- Insufficient training of IT professionals and disagreement on terminology and issues facing the organization
- Poor vision, leadership and expectations
- Inadequate project management & oversight
- Lack of focus on action orientation and early benefit delivery
- Inadequate staff involvement in process and technology assessment processes

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Lessons Learned

- Augment Business and IT Executive interviews regarding expectations and Critical Success Factors with surveys.

- Ensure all questionnaires (expected benefits, culture, needs, etc.) are fully vetted with senior IT management.

- ITSM Vision development process should match organization's culture.

- Conduct Foundation training for the core team who will be involved in Assessment and Roadmap development.

- Consider the entire framework together, rather than Service Support and Service Delivery separately.

- Program setup is about getting your organization ready for ITSM. Don't just focus on the Assessment and Roadmap.

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Assessment Activities Deliverable Illustrations

Do we have a shared vision?	Where are we now?	How will we get there?	How do we get to vision?	How do we know we've succeeded?
1. Setup Initiative	**2. Current State Analysis**	**3. Strategy Development**	**4. Process (Re-)Design**	**5. Implement & Measure**

Continuous Process Improvement Cycle

Week 1-3	Week 4-8	Week 9-12	Week 13-24	Week 25-30

■ Current Maturity
□ Desired Maturity

□ Current Support
■ Desired Support

Maturity; 0-None, 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized

0-None, 1-Weak, 2-Fair, 3-Capable, 4-Mature, 5-World Class

Process Maturity

Technology Support

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Roadmap Output Illustrations

Stage 1 Resources

Project Sponsor: Joe Idle
Project Manager: Jane Smith
Technology Project Leader: Bob Builder
IT Divisions: Operations, Applications, Security

Stage 1 Cost Estimates

Staff Hours: 800 Hours
HW & SW: $150K
Ongoing Costs: $30K
Professional Services: $300K

3Q06	4Q06	1Q07	2Q07	3Q07	4Q07	1Q08	2Q08

Deliverables

Stage 1
- Define & Deploy improved incident and problem classification scheme and associated reports
- Reengineer & implement tightly integrated IM and PM procedures and workflows
- Develop HelpDesk staffing model to meet service expectations (e.g. time on hold)
- Ensure MOM Element Managers use understandable labels and implement changes
- Install and Pilot Peregrine PM module in test
- Implement Password Reset
- Implement KPI reporting
- Next Stage Deliverables

Stage 2
- Assess Peregrine workflow module end-to-end for ITIL-based improvements; define requirements and implement tool modifications
- Integrate PM Module to new workflow and move to production
- Expand and Implement new KPI reporting metrics for Incident, Problem, and Call Handling
- Staff training
- Move PM module into production environment
- Implement Peregrine BI module

Stage 3
- Broad rollout of Workflow changes and associated ITG and Business User Training
- Full Automation of QRP and Metric based Management reporting on all ITG Incident and Problem Management
- Evaluate use of other self-help technologies
- Expand HelpDesk access by adding Web Channel

Stage 4
- Extend ITIL-Based workflow and Peregrine Tool support to all ITG Help Desks and Pilot in other Technology Support Help Desks

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Track: Rapid Response & Recovery | **Program:** Operations Service Excellence | **Priority:** High

Objectives:
- Reduce incident resolution time
- Improve accuracy of incident detection and classification by agents and MOM
- Integrate Incident Management with Problem Management to assist with Root Cause Analysis and Known Error matching
- Extend Incident and Problem Management processes beyond Priority 1 and Priority 2's
- Extend KPIs and reporting to reflect improvements

Scope:
- Incident and Problem Management Policies, Procedures and Workflow
- Peregrine Problem Management module
- Service Desk and Staff training

Stage 1 Preliminary Deliverables:
- Revised workflows and Incident classification scheme
- Acquisition, installation and pilot of Peregrine's Problem Management Module
- New KPI reporting metrics for Incident, Problem and Call Handling

Expected Benefits:
- Increased First Call Resolution
- Higher customer satisfaction
- Higher percentage of incidents classified as Known Problems
- Increased number of problems with known Root Cause

High-Level Milestones / Activities:
- Review and reengineer tightly integrated IM and PM processes, procedures and workflows
- Ratify Incident classification changes
- Assess Peregrine workflow model to support new classifications and PM module integration
- Acquire and implement Peregrine PM Module to automate the new procedures and workflows
- Develop requirements for KPI tracking and reporting
- Develop staff training plan
- Implement pilot

Related Recommendations:
- 2SD, 3SD, 5SD, 6SD. 7SD. 8SD. 11SD, 14SD
- 15IM, 16IM, 17IM, 18IM, 19IM, 21IM, 22IM
- 23PM, 24PM, 25PM, 26PM, 29PM
- 71A, 77Cap, 109Sec, 110Sec, 27P, 28P, 91SLM

Critical Success Factors:	Potential Risk factors:	Key Measures / KPIs:	Stage 1 Investment:
■ Success installation of Peregrine Problem Management Module	■ Complex customization of Incident and Problem Management process in current Peregrine implementation	■ Average incident resolution time	Hours: 800
■ Effective classification scheme	■ Peregrine resources	■ % of incorrectly routed incidents	HW/SW: $150K
■ Peregrine implementation staff		■ % of First Call Resolution	Ongoing Costs: $30K
		■ % Calls Abandoned	Prof. Services: $300K

Projects	3Q06	4Q06	1Q07	2Q07	3Q07	4Q07	1Q08	2Q08
1. Transform Change Management	Track 1							
2. Reengineer Release Management	Track 2							
3. CMDB Deployment	Track 3							
4. Rapid Response & Recovery	Track 4							
5. Service Catalog	Track 5							
6. Security Enhancements			Track 6					
7. Expand Service Desk Scope						Track 7		
8. Deploy Self-Help Technologies							Track 8	
9. Define new SLM Process					Track 9			
10. Establish Capacity Mgmnt				Track 10				
11. Establish Availability Mgmnt						Track 11		
12. Expand Metrics Program								Track 12

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Appendix

NAI ITIL Capabilities and CA Procurement Vehicles

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Nouri Associates, Inc. (NAI) ITIL Capabilities

- NAI is a full service IT Management Consultancy and Training organization with a focus on IT Management best practices
  - Senior consultants with 18+ years of experience in the IT industry and ITIL certification
  - All instructors are ITIL Manager certified with a consistent record of successful training and consulting engagements
  - EXIN ACP (Accredited Course Provider) for all classroom and online ITIL courses
  - Member of itSMF USA Certification Board and EXIN Quality Initiative

- Key ITIL Offerings
  - ITIL Implementation Consulting and Expert Advisory
  - ITIL Classroom and Online Training and Briefings
  - ITIL Process Models and Templates

- NAI is an approved vendor under California CMAS and IT MSA
  - CMAS Contract Number 3-05-70-2176A Expiration June 30, 2008
  - IT MSA Contract awarded on RFP MSA 54673

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ITIL Training Offerings

Courseware

Workshops

Training Path		
ITIL/ITSM Awareness		**ITIL for Executives**
2 hrs E-learning		0.5 day, Classroom
ITIL/ITSM Extended Awareness		**ITIL/ITSM Tool Analysis & Selection Workshop**
4 hrs E-learning		2 days, Classroom
ITIL for Help Desk		**Designing your ITSM Program**
5 hrs E-learning		2 days, Classroom
ITIL Foundation Course*		**ITSM Mobilization Workshop**
Classroom/ E-learning/ Blended 2.5 days/ 16 hrs/ 16 hrs		5 days, Classroom

ITIL Practitioner Courses*

3 days, Classroom

ITIL Service Managers Course*

10 + 2 days, Classroom

- Incident Management/Service Desk
- Problem Management
- Change Management
- Configuration Management
- Service Level Management
- Security Management
- Availability Management
- Capacity Management
- Financial Management
- Service Desk/ Incident Management/ Problem Management
- Change Management/ Release Management/ Configuration Management
- Release and Control

Delivery Means: Classroom, Blended, E-learning (Self-paced, Virtual Instructor-led), Virtual Classroom (VC)

Client References:
- Computer Associates
- Rambus
- Sybase
- Union Bank of California
- Etc.

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ITIL Online Courses

1. ITIL/ITSM Awareness Training – Course Duration 2 hrs
This Introduction training is perfectly suited for Managers, non core IT people who do need an overview of ITIL and ITSM

2. ITIL/ITSM Extended Awareness – Course Duration 4 hrs
Besides introducing ITIL and ITSM, this course also gives a basic/short introduction to each of the ITIL processes. Designed for staff which might not take ITIL Foundation course but need an understanding of ITIL such as IT Support staff, IT developers, key business users, IT leadership etc.

3. ITIL for Help Desk Agents - Course Duration 5 hrs
This course is specially designed for help-desk agents and first-level support staff with focus on the Service Desk function, Incident Management, Change Management, Configuration Management and Problem Management functions

4. ITIL Foundation - Course Duration 16 hrs
This EXIN and ISEB accredited e-learning course consists of an integrated case study and leads directly to ISEB and EXIN Certification. Pass rate for Exam is > than 98%

5. EXIN / ISEB Exam Preparation Guide – 2.5 hrs
This ultimate exam preparation tool helps the learner with a content refresher tool, a practice question section with diagnostic feedback and a one-hour simulated exam.

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# Process Models to Accelerate Deployment

- The IT Infrastructure Library (ITIL®) provides the guidelines for organizations that want to define their service management processes. It does not provide the processes themselves.

- Even the processes are not enough, however. They will need to have detailed work instructions behind them to provide a practical benefit to the people who are expected to follow the processes.

- Naturally, ITIL® also does not provide tool settings.

- Hence, ITIL® is not enough. Organizations are still expected to do a lot of work.

Theory
Guidelines

ITIL®

Processes

Procedures

Work Instructions

ALIGNABILITY™

Tool Settings

Service Management Application

Example:
hp HP OpenView Service Desk

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Process Models to Accelerate Deployment (cont'd)

The Alignability™ Process Model describes the service management processes in a simple 4-level structure.

- ▣ Users can use the different levels to quickly access the information they require to perform their job.

- ▣ The information is at the most 3 clicks away.

- ▣ The process models can automatically configure certain IT Service Desk Apps.

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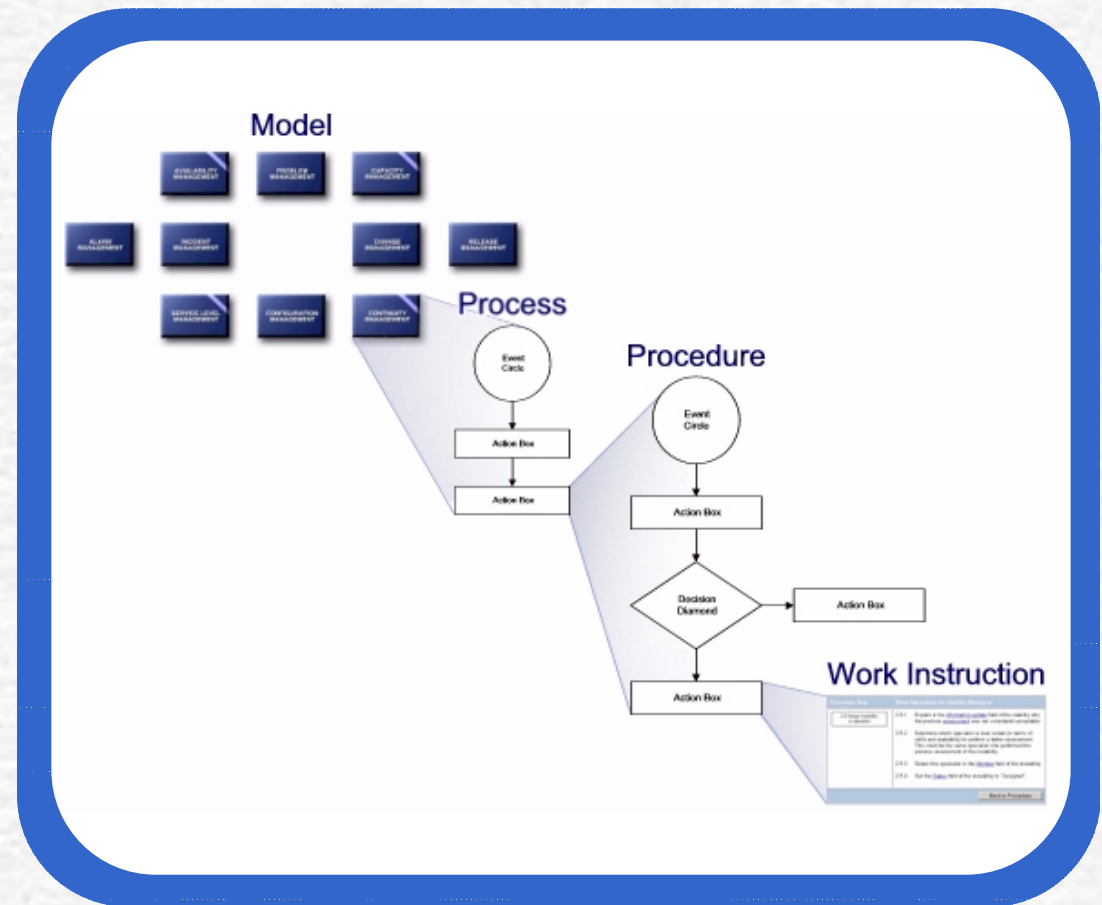
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