

IT Service Management – ITSM –

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Our Objectives

To understand:

- ➔ The 11 core service management processes and their relationships among each other
- ➔ How to implement IT service management.



What is IT Service Management ?

- ➔ Industries' best practices for the delivery and support of IT services
- ➔ Applicable to small and large organisations of all kinds:
 - Business
 - (Non-)government
 - Education
- ➔ Applicable to centralised and distributed systems
- ➔ Applicable to in-house or 3rd party supplied systems.

IT Infrastructure Library (ITIL)

- Public domain framework managed by the UK Office of Government Commerce →
- Best practice framework
- De facto standard for IT Service Management
- Well documented in a series of books. →

ITSM / ITIL Processes

→ Service Delivery

- Service Level Management
- Financial Management for IT Services
- Capacity Management
- Availability Management
- IT Service Continuity Management

→ Service Support

- Incident Management
- Problem Management
- Configuration Management
- Change Management
- Release Management
- Service Desk.

Service Delivery Service Level Management

- ➔ Defines services and concludes agreements:
 - Service level agreements (SLA) with the customer about the required IT services and how these agreements are implemented
 - Operational level agreements (OLS) with internal providers
 - Underpinning contracts (UC) with external providers
- ➔ Ensures that any adverse impact on service quality is kept to a minimum.



Service Delivery Financial Management for IT Services

- ➔ Identifies, allocates, forecasts and monitors the costs incurred during the provision of IT services with regard to service level agreements
- ➔ Implemented through three major processes:
 - Budgeting
 - Accounting
 - Charging
- ➔ Encourages the cost aware use of IT facilities and services.





Service Delivery Capacity Management

- Aims to consistently provide the required IT resources at the right time and at the right cost aligned with the current and future requirements of the customer
- Optimises the cost, timing of acquisition, and deployment of IT resources to support the service level agreements made with the customer
- Addresses resource management, performance management, demand management, capacity planning, load management and application sizing.

Fitness for Purpose

Human FIT



Service Delivery Availability Management

- Ensures the appropriate deployment of resources, methods and techniques to support the availability of IT services as agreed with the customer
- Addresses issues such as optimising maintenance, and design measures to minimise the number of incidents
- Constantly monitors availability vs. availability targets specified in the service level agreements.

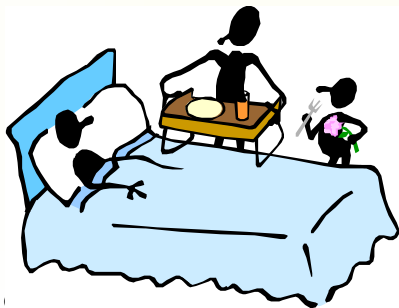
Fitness for Purpose

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Service Delivery

IT Service Continuity Management

- Prepares and plans disaster recovery measures in the event of business interruption
- Measures to prevent disasters
- Integrated into the overall business continuity management
- Based on a comprehensive risk analysis.



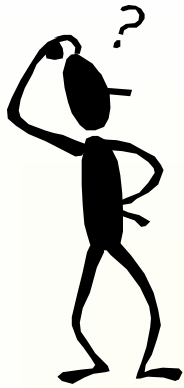
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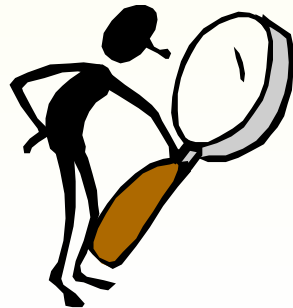


Service Support Incident Management

- Services user requests for support, delivery, information, advice, or documentation
- Resolves incidents impeding services defined in the service level agreements (SLA).
Quickly restores the provision of these services.

Service Support Problem Management

- Suspected problems usually originate in Incidents
- Identifies and roots out the underlying causes of suspected problems and consequently prevents incidents in the future
- Identified problems become known errors and may lead to requests for change (RFC).



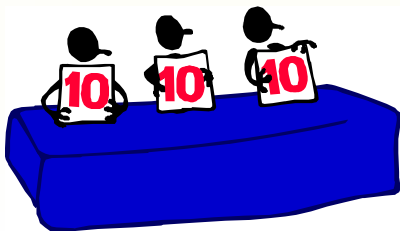
Service Support Configuration Management

- Provides reliable and up-to-date details about the IT infrastructure
- Identifies, monitors, controls and provides information about configuration items (CI) and their relationship among each other
- Configuration management database (CMDB) provides valuable information to various other service management processes.



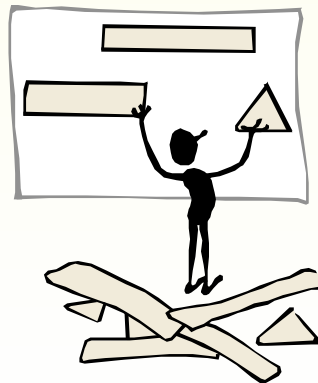
Service Support Change Management

- Controls changes to the hardware and software infrastructure or services in a controlled manner using standard methods and procedures
- Implements approved changes with minimum disruption to the IT Services Delivery processes and consequently to the business
- Ensures that all changes can be traced.



Service Support Release Management

- Ensures the successful implementation of software and hardware used for production to provide the required service levels
- Ensures that only authorised, correct, and tested versions of software and hardware are provided.



Service Support Service Desk



- ➔ Single point of contact—on a day-to-day basis—within the IT organisation for users of IT services
- ➔ Focal point for users for reporting incidents and making service or change requests
- ➔ Carries out activities related to (or on behalf of) other IT service management processes.

ITIL Certifications / Examinations

→ Foundation Certificate in ITSM

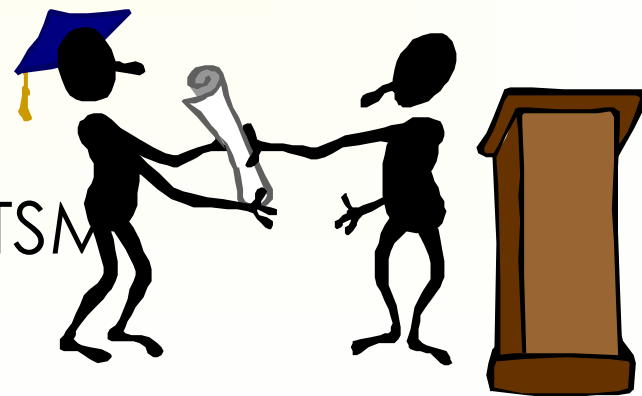
→ Practitioner Certificate in ITSM

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

→ Manager Certificate in ITSM

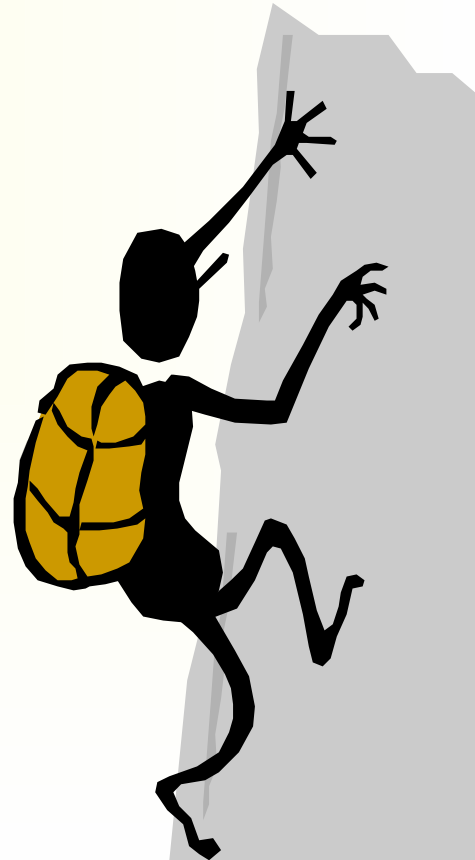
- Service Delivery

- Service Support



Implementing ITSM Justification

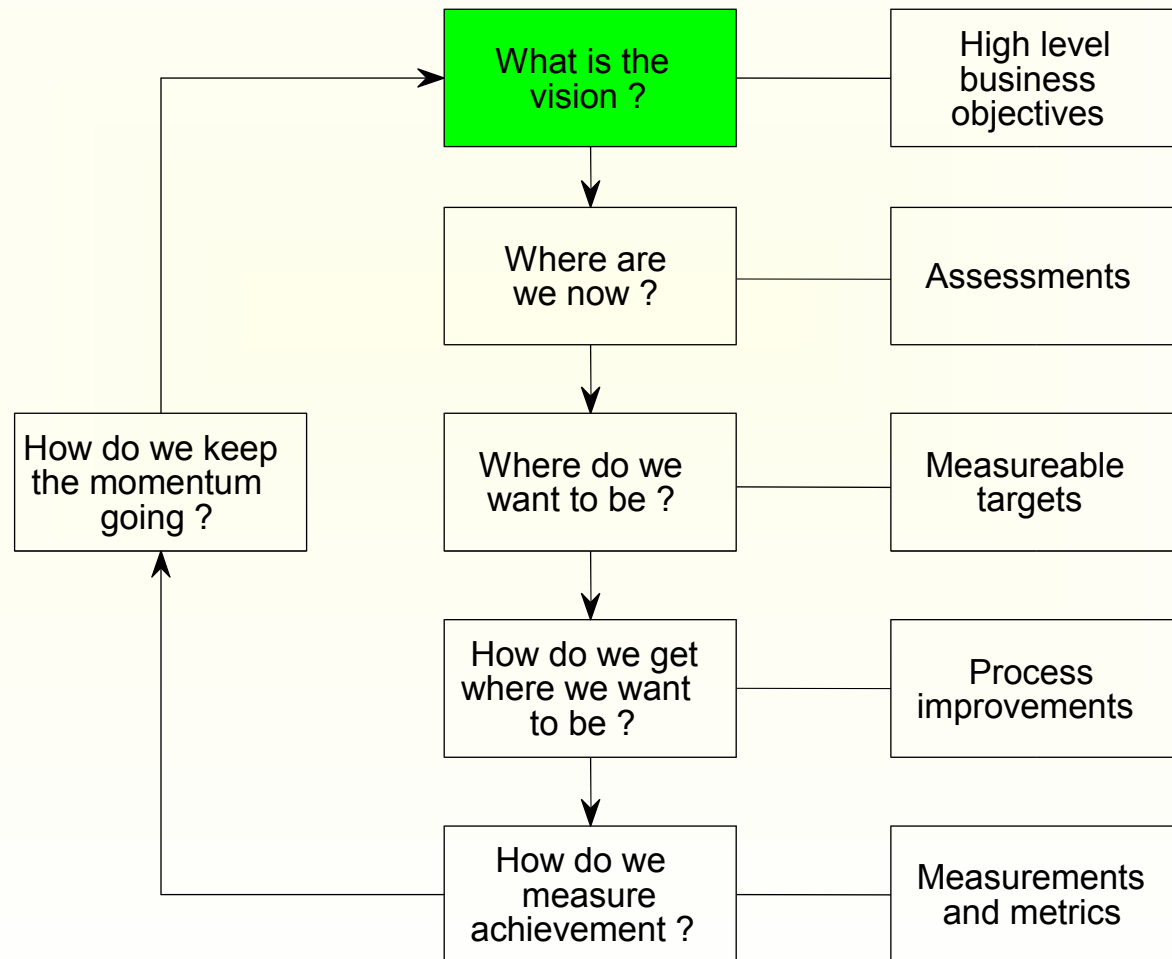
- Business drivers
- Technology drivers
- IT organisational drivers



Implementing ITSM Costs & Benefits

- ➔ Costs for planning, implementing and running ITSM must be compared with not implementing suitable processes
- ➔ Benefits:
 - Business benefits
 - Financial benefits
 - Employee benefits
 - Innovation benefits
 - Internal benefits.

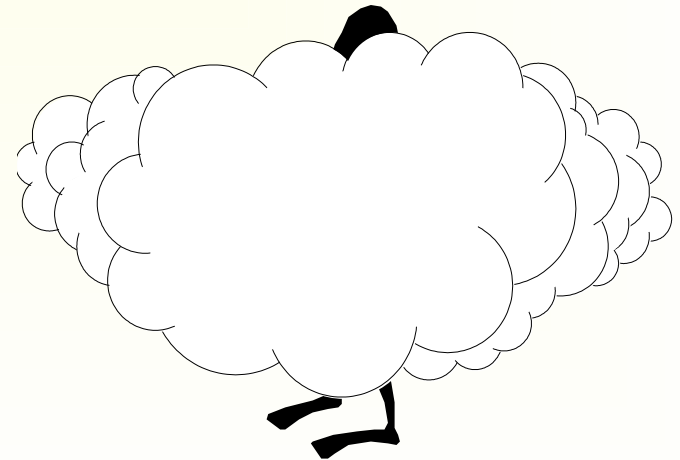
Continuous Service Improvement Programme



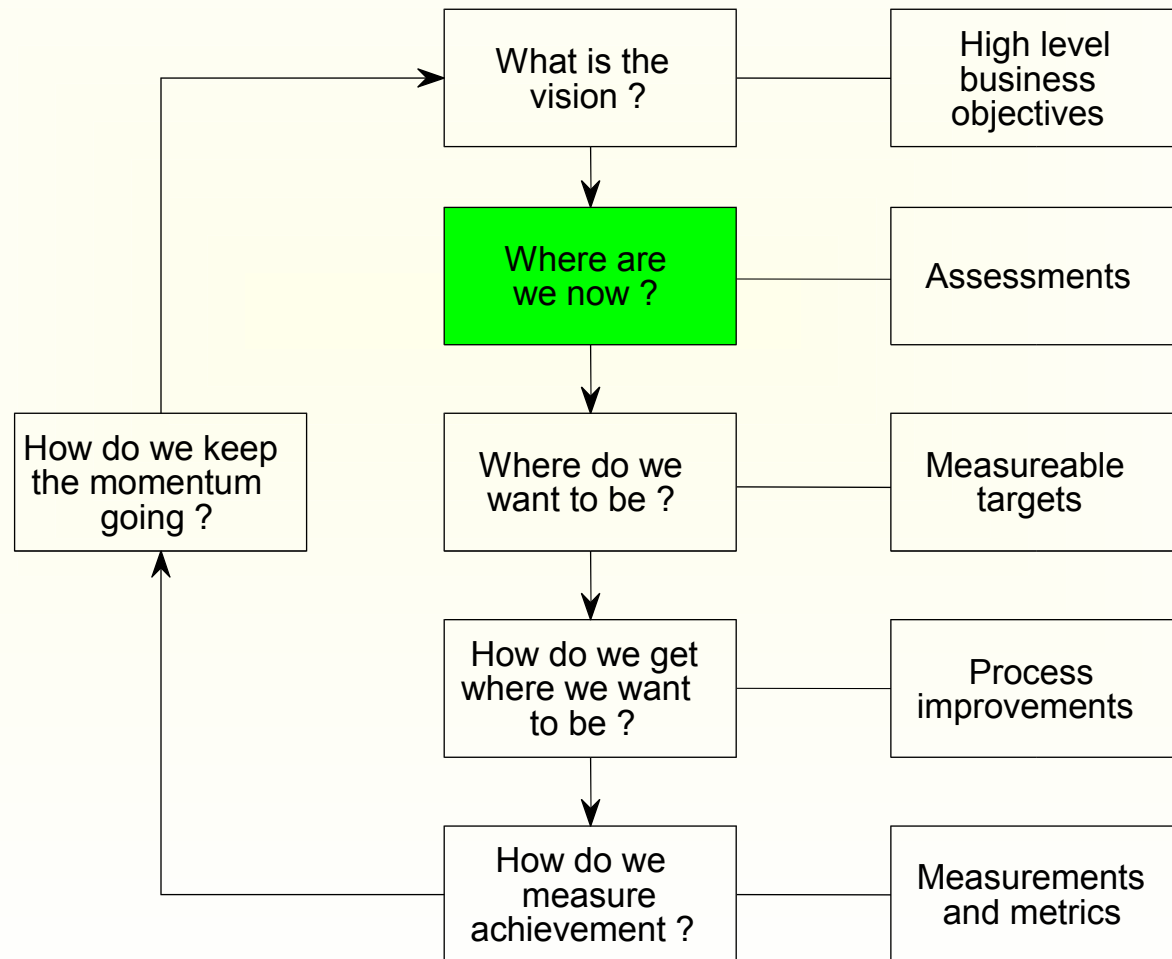
Fitness for Purpose

Implementing ITSM What is the Vision ?

- Creating a service management vision
- Communicating the vision
- Empowering employees to act on the vision
- Setting direction.



Continuous Service Improvement Programme

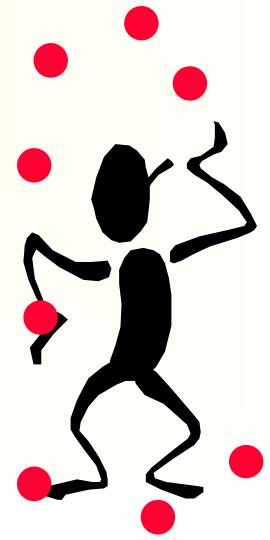


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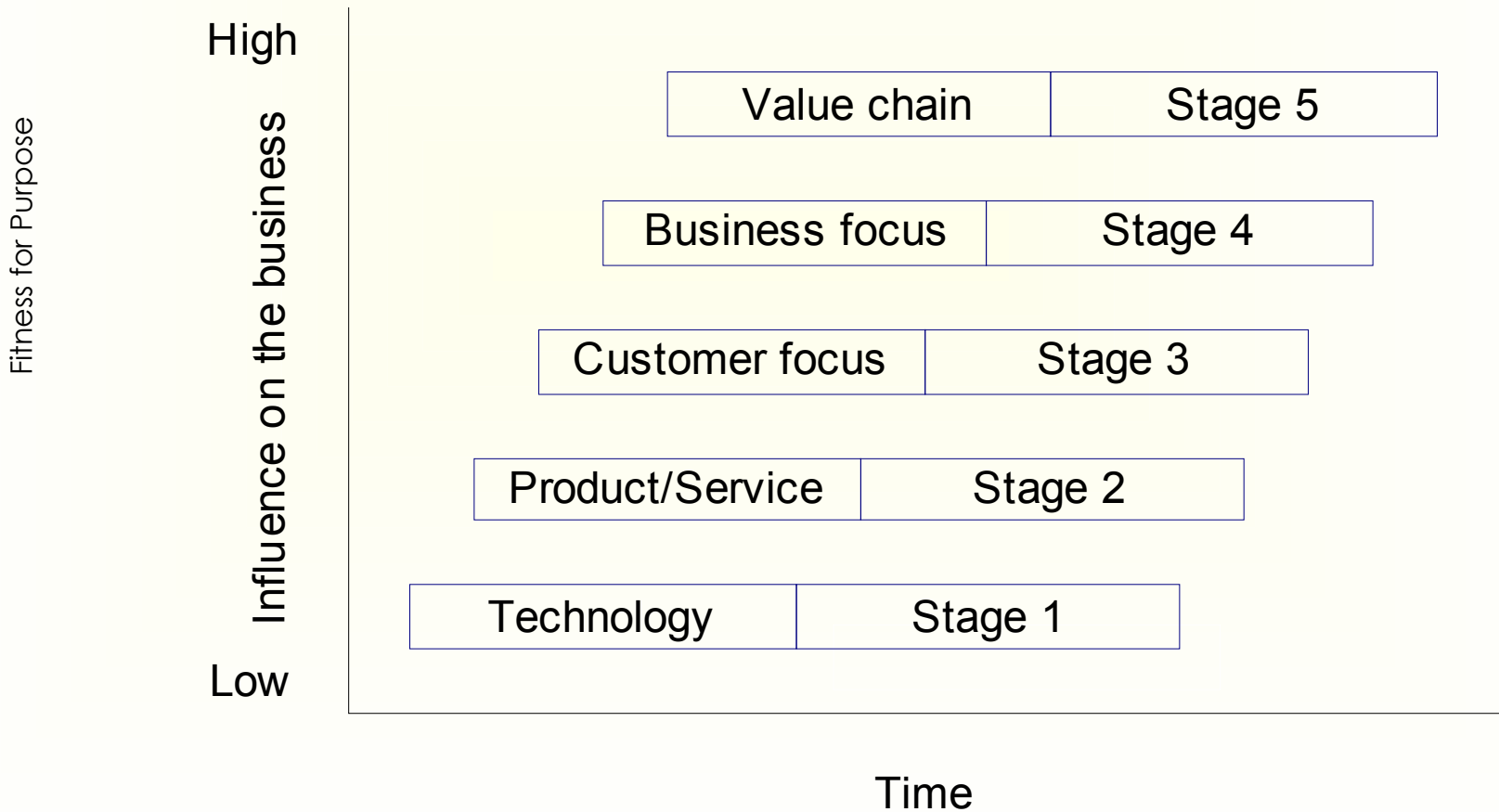
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Implementing ITSM Where are we now ?

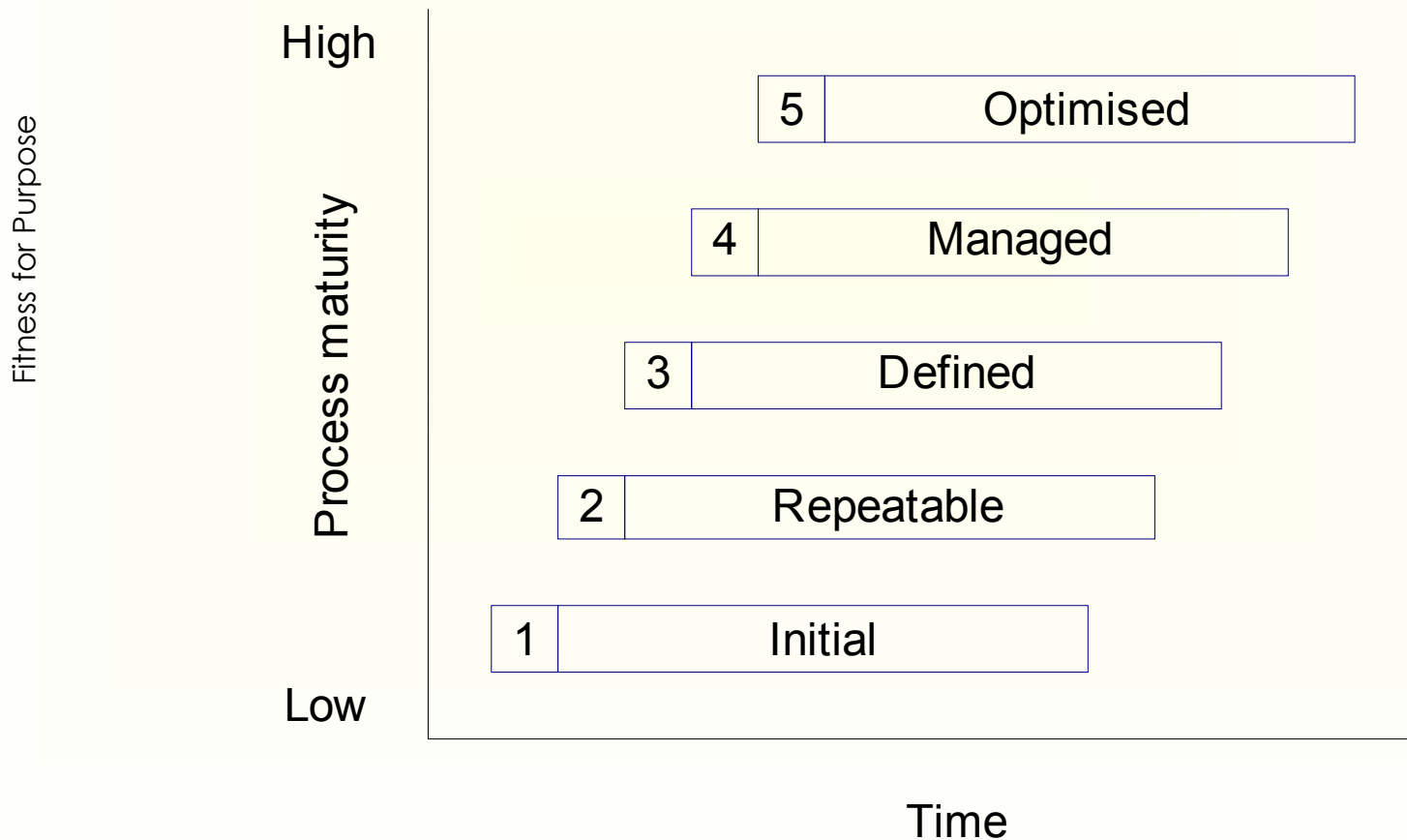
- Maturity of IT organisations
- Stakeholders
 - Definition of key stakeholders
 - Identification of key stakeholders
 - Analysis of stakeholders needs
 - Realising value for stakeholders
- Benchmarking
- Service management process maturity
- People and culture
- ITSM tools currently used.



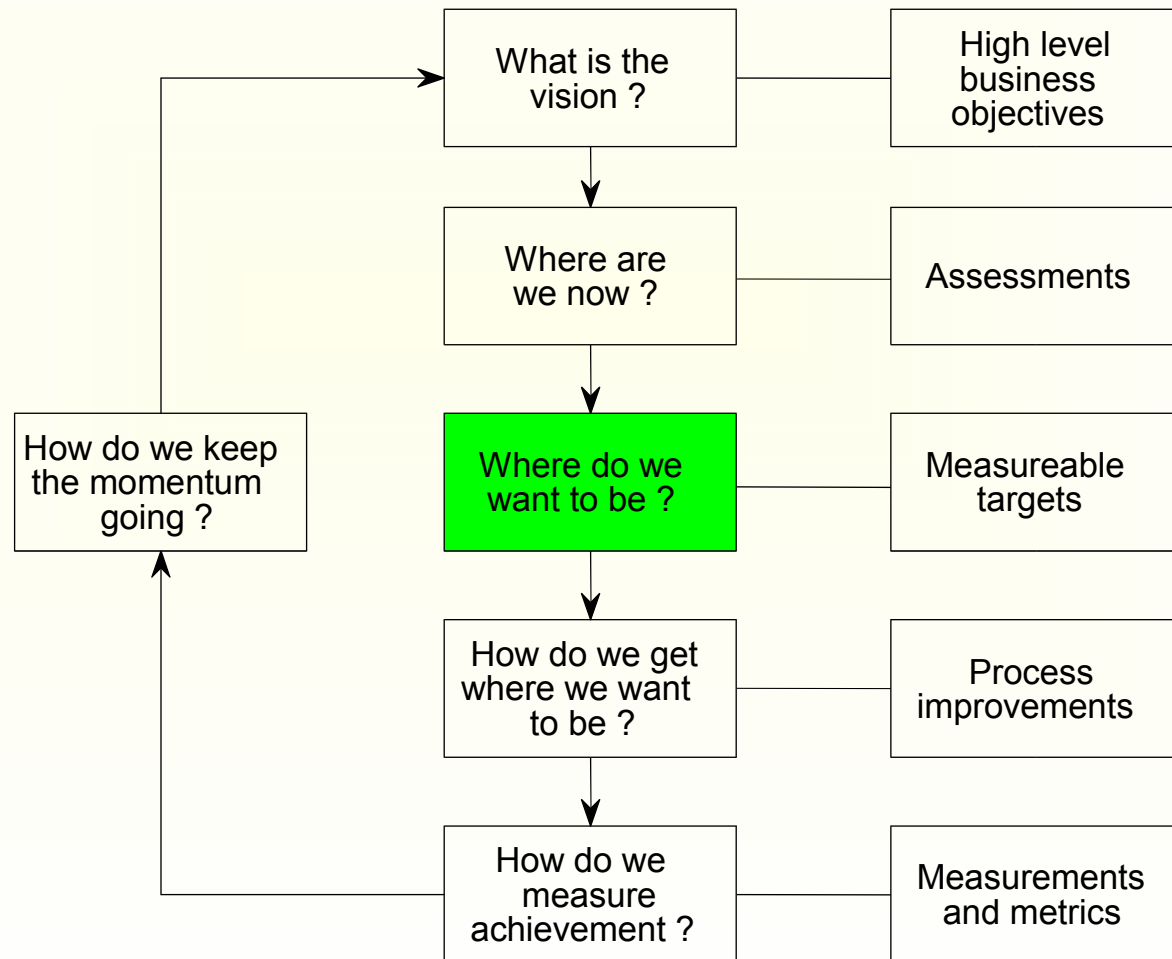
Implementing ITSM Maturity of IT Organisations



Implementing ITSM Process Maturity Framework



Continuous Service Improvement Programme

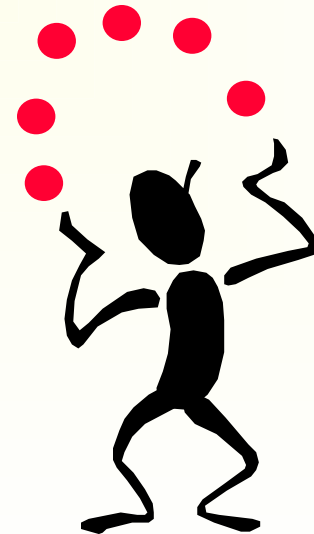


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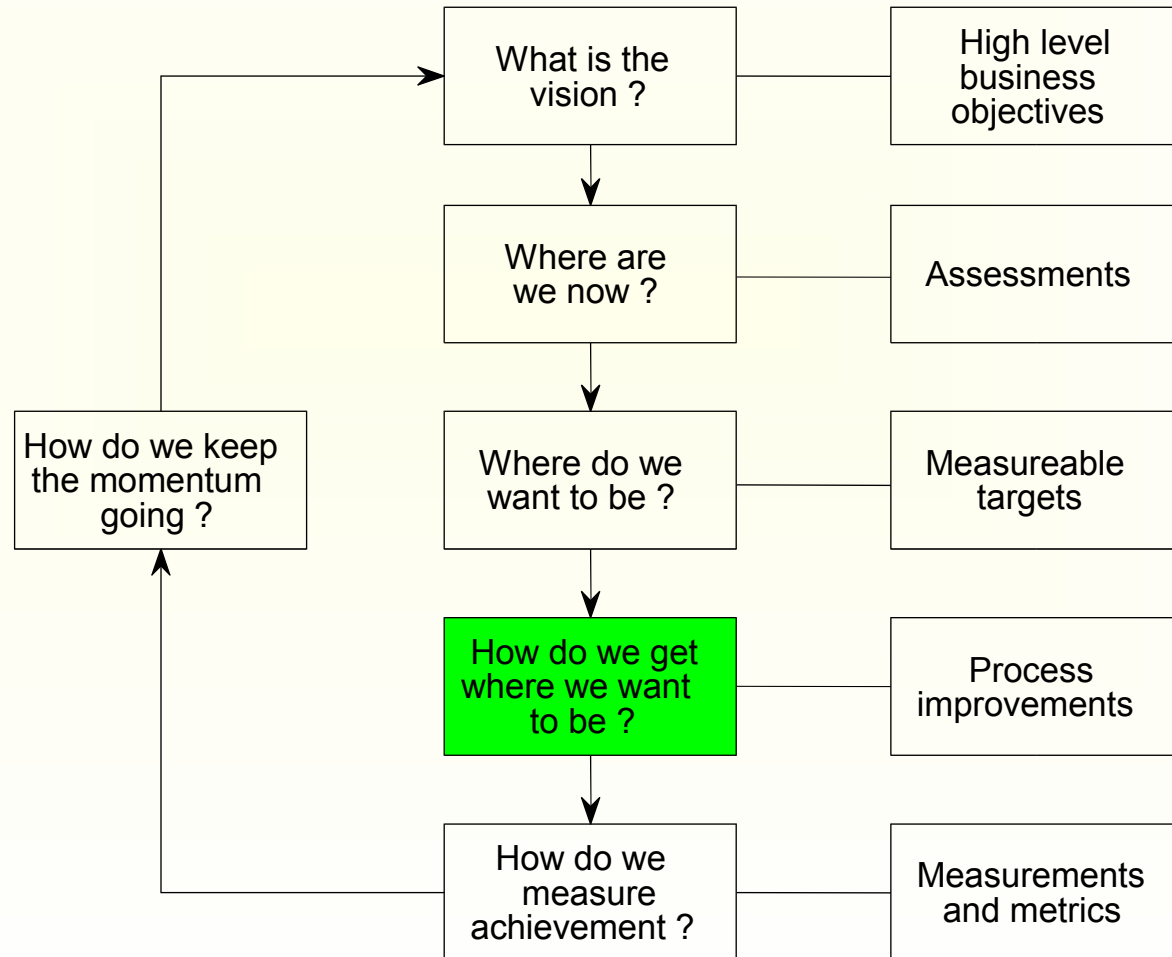
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Implementing ITSM Where do we want to be ?

- Business case
- Risks
- Gap assessment
- Quick wins
- Tools.



Continuous Service Improvement Programme



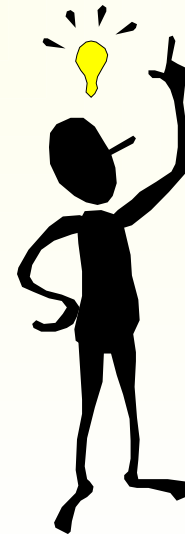
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Implementing ITSM

How do we get there ?

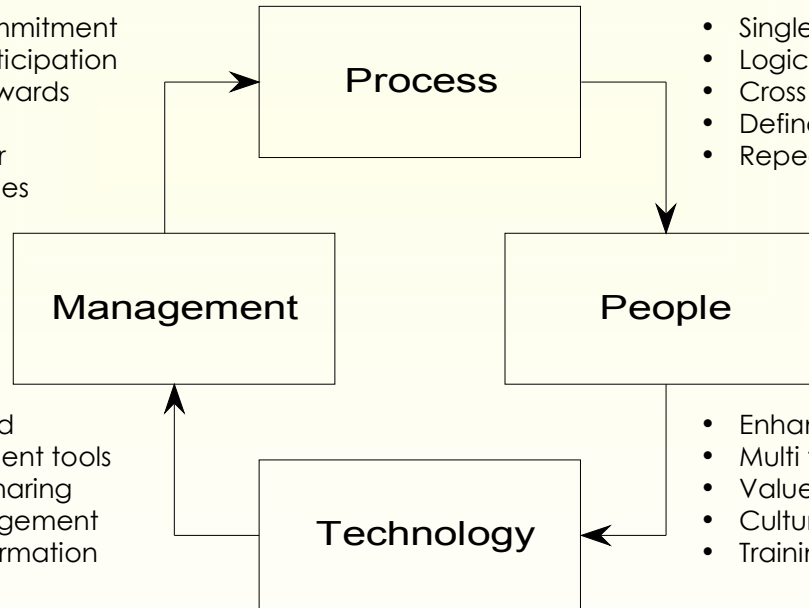
- Where to start
- Building Awareness
- Managing organisational change
- Managing cultural change
- Introduction of new roles
- Training
- Tools.



Implementing ITSM Process Re-engineering

Fitness for Purpose

- Management commitment
- Management participation
- Compensation/rewards
- Values/beliefs
- Coaching/enabler
- Career opportunities



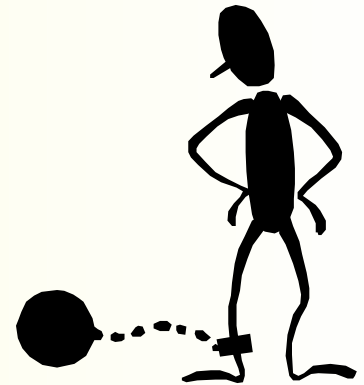
- Single point of accountability
- Logical group of activities
- Cross departmental
- Defined procedures
- Repeatable and consistent

- Teamwork enabled
- Service management tools
- Integrated data sharing
- Knowledge management
- Management information

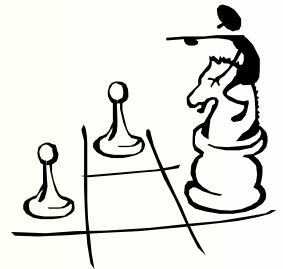
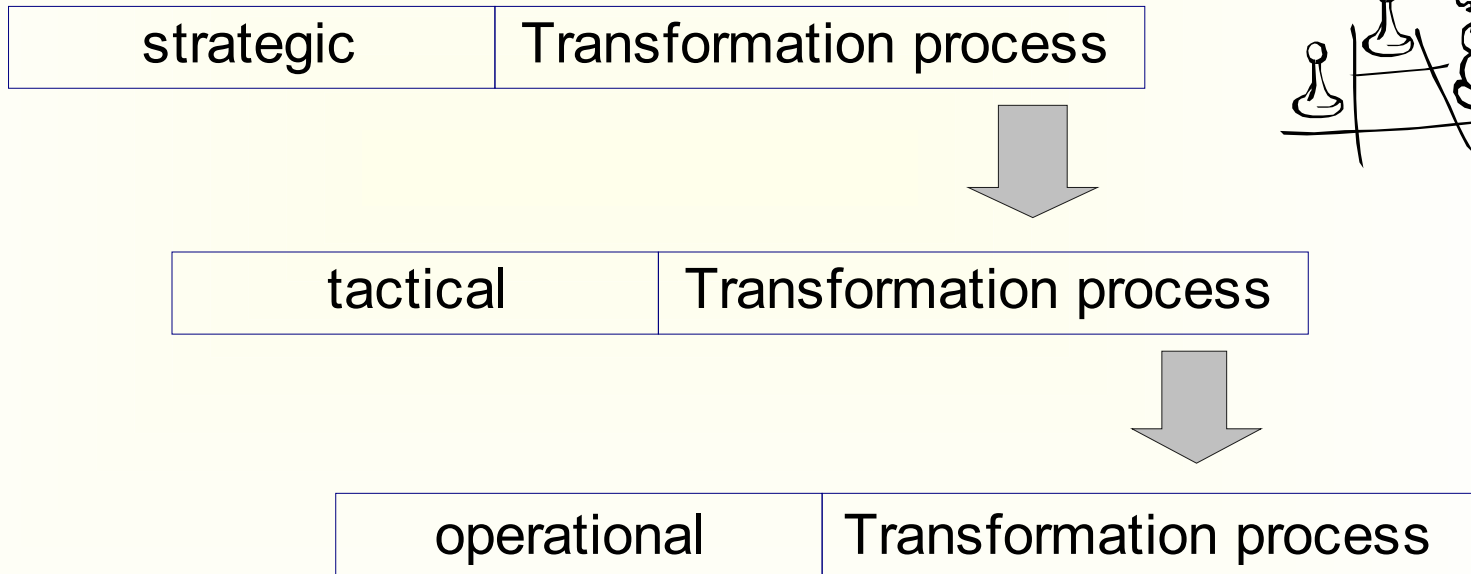
- Enhanced skills
- Multi functional teams
- Values/beliefs
- Culture biases
- Training and careers development

Implementing ITSM Managing Organisational Change

1. Creating a sense of urgency
2. Forming a guiding coalition
3. Creating a vision
4. Communicating the vision
5. Empowering others to act on the vision
6. Planning for and creating quick wins
7. Consolidating improvements and producing more change
8. Institutionalising the change.

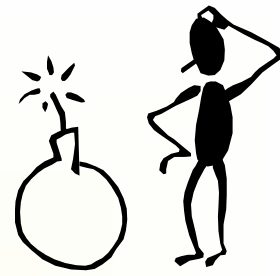


Implementing ITSM Managing Cultural Change



Fitness for Purpose

Implementing ITSM Reasons for Resistance



- Disagreement with the reasons for service management implementation
- Disagreement with the direction of the service management solution
- Lack of faith in the completeness or maturity of the solution
- Fear of negative consequences generated from the solution (such as transparency)
- Too many obstacles on the road to reach a solution
- Not knowing what to do.

Implementing ITSM

Introduction of new Roles

Function	Client	Service Desk Manager	System Manager	Service Desk Analysts	Senior IT Mnt.	Supplier
Incident Management						
Incident Alert Notification	R/I	A	I	I	I	I
Information recorded	I	A	R	R		
Incident Classification		A/I	R/C	R/C	C	
Incident Diagnosis		A/C	R	R		C
...						
Process Review	C/I	A/R	C	C	R	C

A = Accountability
 R = Responsibility
 C = Consulted
 I = Informed

An illustration of four black stick figures standing in a line, carrying a large, yellow, stylized key. The key is oriented horizontally, with the handle on the left and the bit on the right. The figures are positioned behind the key, appearing to support or carry it.

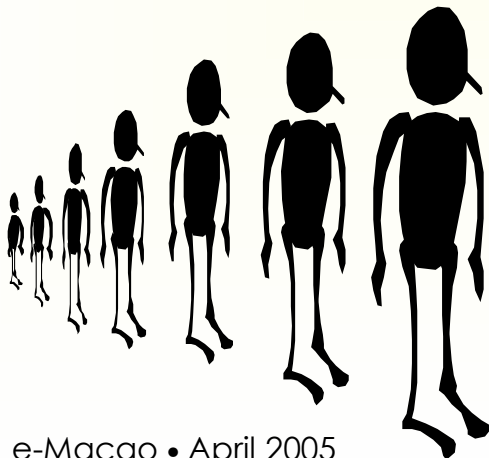
Implementing ITSM Training

I kept six honest men, they taught me all I know.

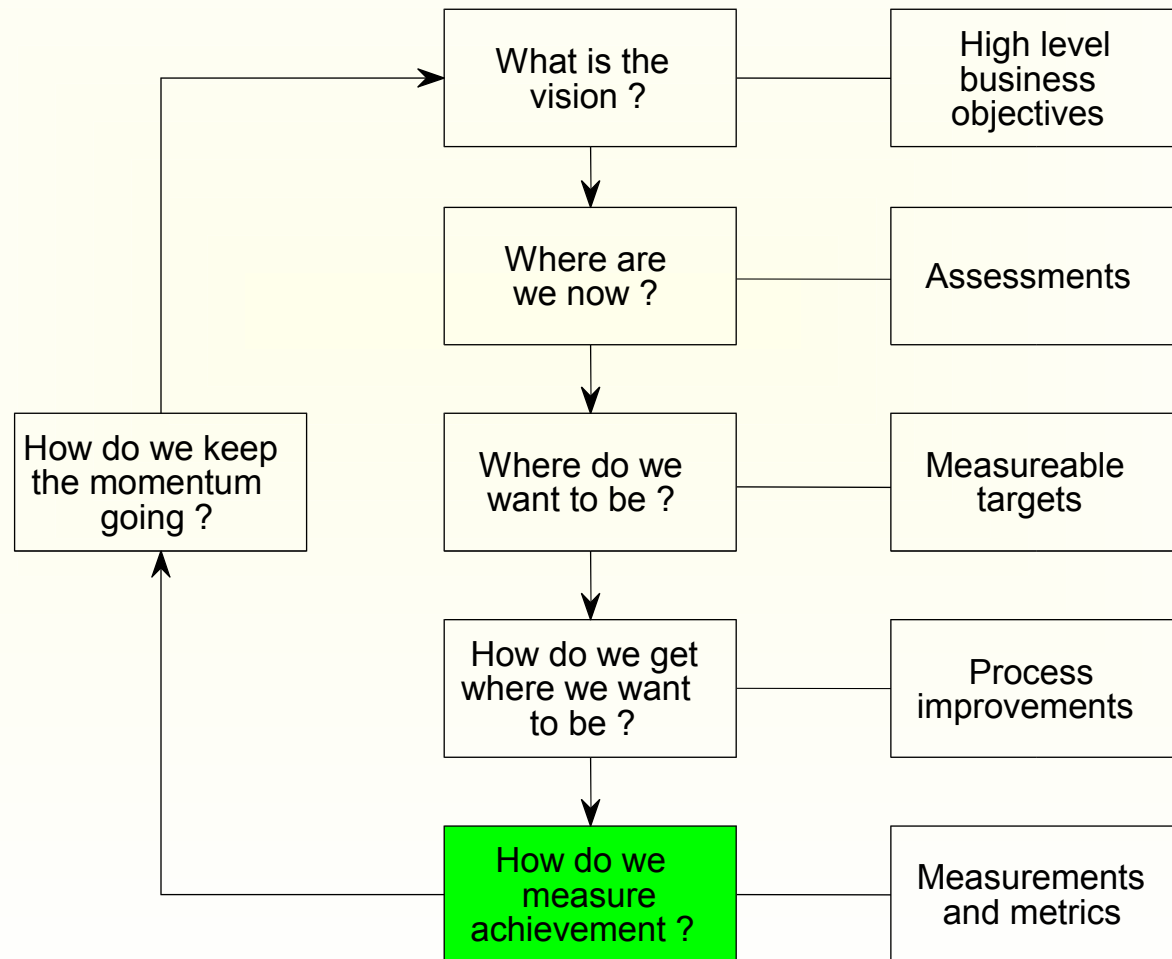
Their names are

Who, Why, What, When, How, Where.

Rudyard Kipling



Continuous Service Improvement Programme



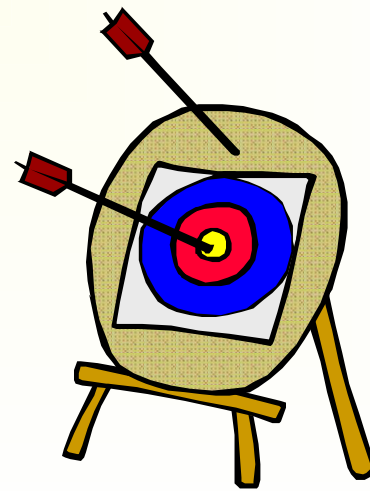
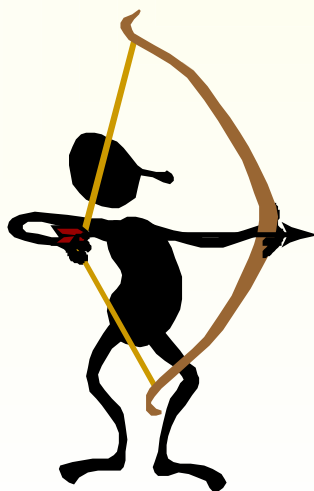
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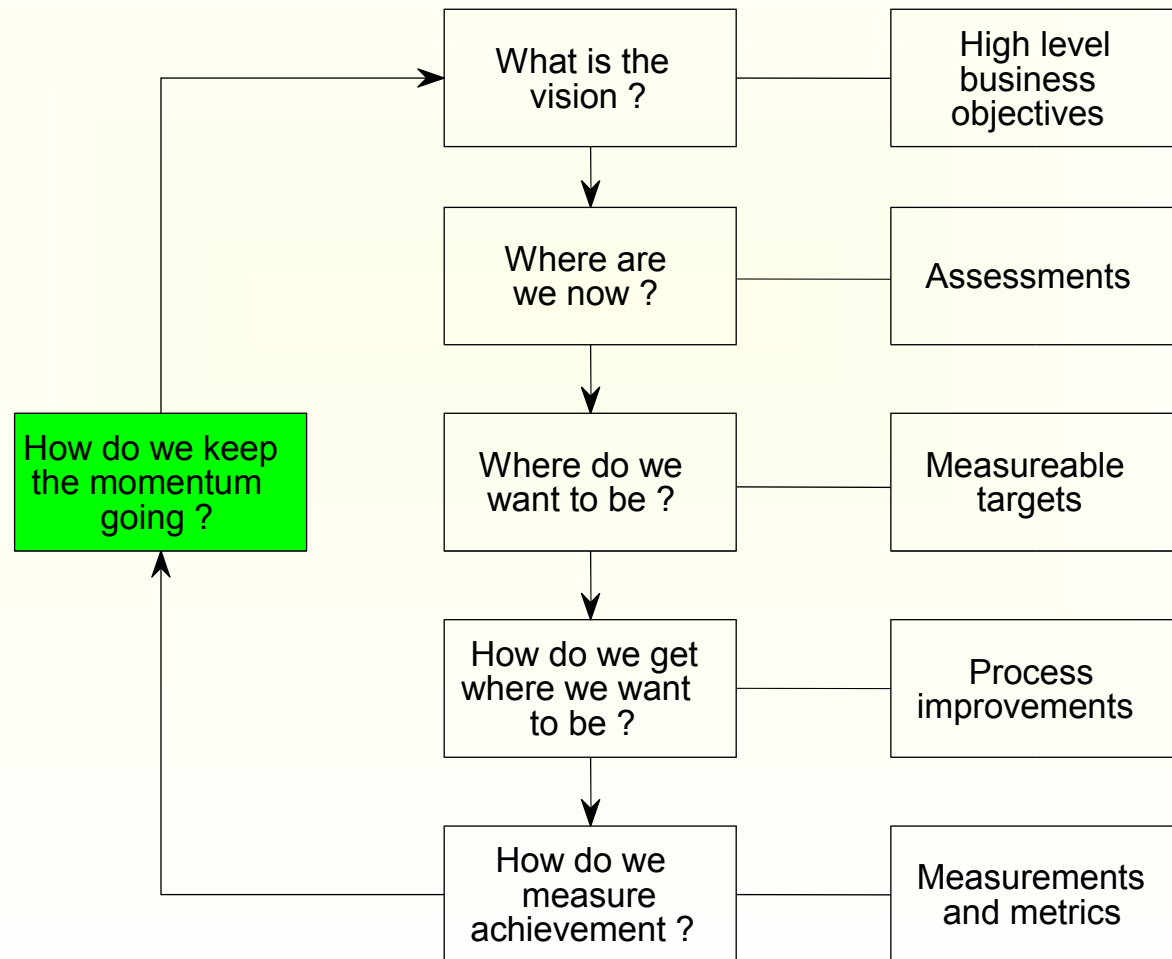
Implementing ITSM

How to measure success ?

- Critical success factors
- Key performance indicators.



Continuous Service Improvement Programme



Fitness for Purpose

Human FIT

Implementing ITSM

How to keep the Momentum going

- Consolidate change
- Produce more changes
- Institutionalise changes
- Ongoing monitoring and process reviews
- Reinforce business and IT alignment continuously.



Implementing ITSM

The Balanced Scorecard

Balance should be found between 4 perspectives:

2. Customer perspective
What do our customers desire?
3. Internal business perspective
How do we generate added value for our customers?
4. Learning, innovation, and growth perspective
How do we guarantee we will keep generating added value for our customers in future?
5. Financial perspective
How did we do financially?

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