



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 off line.

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

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

ITIL Version 2

- Service Support
- Service Delivery
- And more!

Process Dependencies

ITIL Version 3

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

ITIL Training and Certification

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

➤ Roadmap color-coded by maturity level requirements

Change Management Results

- Assessment shows where work still needs to be done
- Some processes may have dependencies on other processes in order to mature

2008 / 2009 Service Desk / Incident Management Roadmap

ITIL Service Support Self Assessment: Change Management

Level 1: Pre-requisites		
1. Are at least some change management activities established in the organization, e.g. logging of change requests, change assessments, change planning, change implementation reviews?	Yes	
2. Are change management activities assigned to specific individuals or functional areas?	Yes	
3. Is there a procedure for raising and logging requests for change?	Yes	
Level 1.5: Management Intent		
4. Has the purpose and benefits of change management been disseminated within the organization?	Yes	
5. Has the scope of change management activity been established within the organization?	Yes	
6. Does the organization have standards or other quality criteria for the raising and registering of changes?	Yes	
Level 2: Process Capability		
7. Have responsibilities for various change management activities been assigned?	Yes	
8. Are the procedures for initiating change always followed to?	No	➤ Any "No" answers need to be built into the process roadmap
9. Is there a procedure for approving, verifying and scheduling changes?	No	
10. Are the business and technical impacts of changes always assessed?	No	
11. Is change progress monitored adequately by Change Management?	Yes	
12. Is the successful implementation of a change confirmed by Change Management?	No	
13. Is there a procedure for the review of all changes?	No	
14. Are adequate change management reports produced?	No	

Project Foundation

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

Strategy/Goals

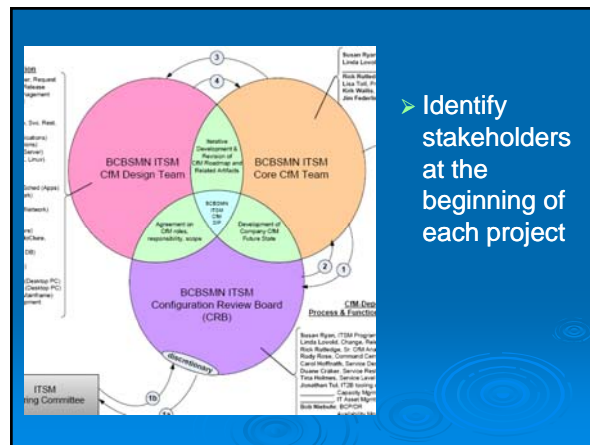
- Strategic – Roadmap
 - Year 1
 - Year 2
 - Year 3
- Tactical – Current project
 - Short-term
 - Medium-term
 - Long-term

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)



- Identify stakeholders at the beginning of each project

Policy

Mission Statement
Scope
Out of Scope
Intent
Policy Statements
1. Adherence to ITSM Overall Policy
2. Value of Configuration Management
3. Outputs of Configuration Management
4. Requirement-Driven Data Design
5. Configuration Management Process Conformance
6. Ownership
7. Training
8. Enforcement
9. Continual Improvement
10. Modification and Variance
11. Compliance
12. Configuration Review Board (CRB)
13. Relationship with Asset and Inventory Management
14. Relationship with CMMI/SDLC and SCM
15. Relationship with Compliance and Risk

- 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

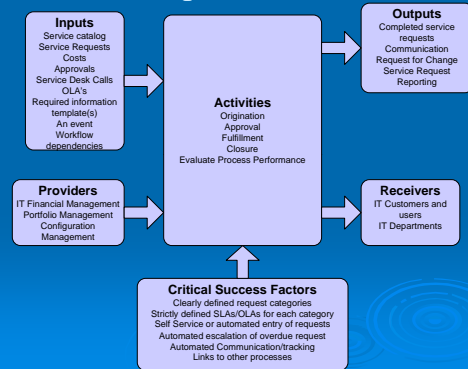
Roles and Responsibilities

Requestor	Wants the work to be done to satisfy a business need
Initiator	Creator of the RFC
Change Owner	Owens the RFC through the lifecycle of the change and is ultimately responsible for its success
Resource Manager	Accepts and assigns tasks for their team
Implementer	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...

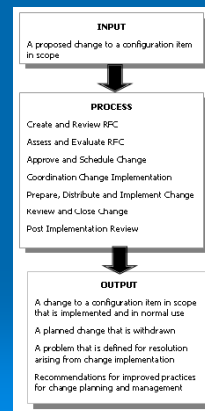
- Improves quality of project deliverables
- Wireframe best practices to reduce time
- Always a solution in back pocket
- Intense focus – no distractions of every day work

Logical Flow

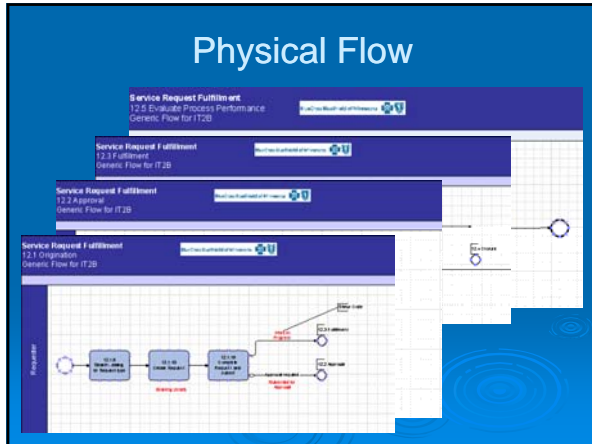


Project Deliverables

- 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



Functional Requirements

Requirement Description	Related Work Instruction/Policy/Metric	Contact/Owner	Priority	Status	Coding/Dev Hours
Urgency defaults based on Impact (Values = Low, Medium, High)	14.2.20	Req Session	01 - High	Developed	0.75
ROLE: Based on role, some roles should be able to change Priority	14.2.20	Req Session	02 - Medium	Developed	0.75
Priority should be calculated based on Impact and Urgency (See Impact/Urgency matrix in PG 14 Specifications document)	14.2.20	Req Session	01 - High	Developed	1.50
Impact is calculated based on the following fields: Environment, Type, Criticality of Service and Organizational Impact (See Impact/Urgency matrix)	14.2.20	Req Session	01 - High	Developed	1.50
Ability to relate incidents through the CI map to Parent Incidents	14.2.25	Req Session	03 - Low	Submitted	
When Priority = 1, send notification to Incident Manager	14.2.20	Req Session	01 - High	Developed	0.50
Add a Description field that remains static throughout the life of the ticket - this is where the initial description of the issue would be placed - Located between Location and Configuration Item	14.1.10	Req Session	02 - Medium	On Hold	1.00
Add Resolution field that is required when Status = Resolved or Closed (this should be after Work Notes)	14.5.45	Req Session	02 - Medium	On Hold	1.00
Need an easy way to differentiate between Work Notes and Customer Notes and easy	14.2.30	Req Session	02 - Medium	Developed	2.00

ARCI

Accountability	Ownership of quality and end result of process
Responsibility	Correct execution of process and activities
Consulted	Involvement through input of knowledge and information
Informed	Receiving information about process execution and quality

Test Cases

TEST CASE SPECIFICATION FORM				
Project No.	Project Name:	Page ____ of ____		
Project Name: Service Now Incident Management				
Test Case Description: Not having the current version of the Burgess software.				
Build No.	Run No.	Case No. 28	Case Revision No. 1	
			Date Last Modified: 5/27/08	
Cond #	Test Condition	Input Data	Expected Results	Pass / Fail
20	14.3.10 Incident Analyst	Change Assigned To to your name. Change Status to Accepted in the drop down menu. Click on Update button.	Status changes to Accepted and your name appears in Assigned To Page listing all incidents returns	
21	14.3.10 Incident Analyst	Re-open that incident by clicking on Incident #000000	The incident form appears with the incident you created. The Assigned to field contains your name.	
22	14.3.15	Change Status to Work in Progress	Status changes to Work in Progress	
23	14.3.20 Incident Analyst	Type "Worked on this ticket" in the Work Notes field. Right click on blue bar at the top of the incident form and select Save	Work Notes move to Summary area and ticket page stays open. Work Notes field is cleared.	

Work Instructions

12.3.20 Escalate

Role	A	R	C	I
Service Provider			X	
Requestor				X
Service Level Management			X	
Service Request System		X		
Service Provider Functional Manager	X	X	X	

- Service Request System informs Requester, Service Provider, SLM and Service Provider Functional Manager of breached SLA / OLA
- Escalate the request to the Service Provider Functional Manager for review/action
- Service Provider fulfillment continues during and/or after escalation
- Communication goes to Requester

Measuring Process Effectiveness

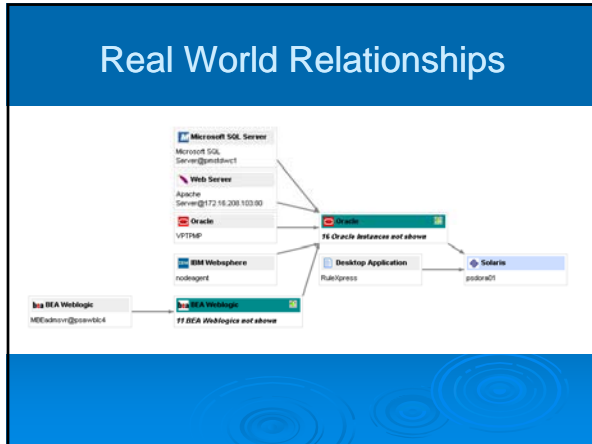
CSF: Implemented centralized, repeatable and consistent change process valued by both business and IT

KPI	Metrics
Timely flow through the Change process	Average time RFCs are in each status by Priority and Type.
% of changes causing incidents	# of changes that create high-impact incidents

CSF: Publication and communication of the current status of changes through a Forward Schedule of Change

KPI	Metrics
Effective communication to all users regarding the change	The Forward Schedule of Changes (FSC) reflects real time status of changes Stakeholder notification is effectively utilized when appropriate.
Changes entered earlier	# of changes by Urgency timeframe by group

➤ Critical Success Factors are supported by Key Performance Indicators and Metrics



- ### 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 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

Urgency

Urgency	Lead Time
Top	< 3 Days
High	3-7 Days
Medium	8-30 Days
Low	> 30 Days

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.

- ### 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

Impact

Priority Matrix

Urgency	Impact			
	Low	Medium	High	Top
Low	CM 4	CM 4	CAB 2	CAB 2
Medium	CM 4	CM 3	CAB 2	CAB 2
High	CM 3	CAB 2	CAB 2	ECAB 1
Top	CM 3	CAB/ECAB 2/1	ECAB 1	ECAB 1

➤ 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

Approval Body	Approval Medium
ECAB	On demand Virtual / Electronic / In person / Phone
CAB	Bi - weekly
Change Manager (CM)	Virtual / Electronic
CM/Standard	Virtual

➤ 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

5	6	7	8	9	10
CHG24721 - WSS - Deploy to production - Release 02.02 Build #10000 to 02000 CHG24695 - DADS/Plus Maintenance CICs Test (05:00 to 06:00) CHG24930 - SR #35506 - Small Group Renewal - Letter Changes (06:00 to 06:15) CHG24960 - Update MPTRPES table - SRs #34651, 34731, 35489, 35576 and 35752 (06:00 to 06:15) CHG24789 - SR #34862 - Cert of Health Letter - Changes of Insta Care business (06:00 to 06:05)	CHG24635 - Copy IDR production database to quality environment (16:00 to 20:00) CHG24452 - Create COB letter processing within Workdesk (20:15 to 21:00) CHG24645 - PDFX #RAPS: Create new table and add 2 columns to T_GRP_APP (20:15 to 20:30)	CHG24900 - MR17 - Lotus Policy Update - to PILOT group only (Lotus parts) (08:00 to 08:15) CHG24641 - Tech Updates Q2-2009 - IT Internal (to Lotus group) Pre-Release (about 30 machines) (16:30 to 17:00) CHG24898 - DivVM upgrade and patching to version 3.3.3 (20:15 to 21:15) CHG24865 - Cycle Upgrade BSI Tax Factory 8.0L (21:00 to 21:30)	CHG24704 - Add bluecrossm.com/v directory to bluecrossm.com production junction. (04:00 to 06:00) CHG24051 - P-Solaris Security Compliance (05:50 to 06:50) CHG24928 - Replace WAAPDSUT with IESGENER and SORT (10:00 to 10:15) CHG23978 - Standard SuperOp TA Load (21:00 to 21:30)	CHG24660 - Install Complete package of Oracle Client 9i in all Informatica servers. MR-SR (12:00 to 13:00) CHG24727 - Modify Posters Production Config to send Quarantine Notifications daily instead of 7 days (19:00 to 20:00)	CHG24903 - MR17 - Lotus Policy Update - Production users (Lotus parts) (09:00 to 09:15) CHG24832 - PDF Extract for new Value network (12:00 to 12:05) CHG24378 - Update STAB production with Molleson's ClaimCheck 6.5.43 (20:00 to 20:15)

Group Set Up

- 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

Impact Factors

Impact			
Extent of organizational impact	Environment		
	One customer and not exec	Several customers affected or an exec	Whole org, complete dept or building or external customers
T	1	3	5
I	2	4	5
Q	3	5	7
P	4	7	10

Criticality of Service	Type			
	Informational	Request for Service	Degradation	Disruption
Tier 3	1	1	3	4
Tier 2	1	2	5	7
Tier 1	1	3	6	10

Low – 2 – 5
 Medium – 6 – 12
 High – 13 – 16
 Top – 17 – 20

Escalation

	Response Esc 1	Response Esc 2	Escalation Hours
Priority 1	30 minutes	45 minutes	24x7
Priority 2	30 minutes	45 minutes	24x7
Priority 3	60 minutes	N/A	M-F 6a-8p
Priority 4	4 hours	N/A	M-F 6a-8p

- Ticket can be accepted from Blackberry
- Resolution escalation being done manually

Urgency – The Human Factor

Urgency			
Urgency Factor	Low	Medium	High
Desired Service Restoration from ticket creation	>2 days (Low Impact default)	1-2 days (Medium Impact default)	Requesting Same day (High/Top default)

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

Priority

Priority	IMPACT			
	Low	Medium	High	Top
Low	4	4	3	3
Medium	4	3	2	1
High	3	2	2	1

- Priority drives process and escalation

Major Incident – Priority 1

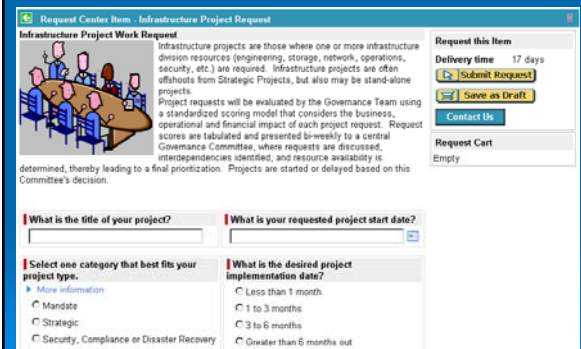
- Task driven
 - Parallel vs. Serial
- Stakeholder communication
 - News scroller
 - Subscription-based

News		
1	MINC11151: Aurora Network Connectivity: The Aurora claim center momentarily lost network connectivity which affected phones and their Novell network connections. The phones are back up, but some users are unable to re-connect to the Novell network.	03/30/2009
2	MINC11150: STAR: Users in Aurora and Virginia are experiencing latency in STAR. It is taking 5-10 minutes before it progresses to the next screen. Due to this issue some users are abandoning.	03/27/2009
3	MINC11149: FOCUS Contact History: Some users are receiving an error "service unavailable" when they try to view	03/26/2009

Request Management

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


IT Infrastructure Project Intake



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

Request Status



- Allows requester to follow requests via self service

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
 - Specialty 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

Training

- Awareness/Overview
- Recorded Webinar
- Hands-on Classroom
- User Guide

IT Newsletter Announcement

On the move: Implementation of Service-now

By Susan Ryan

Tivoli Service Desk has been an unsupported product for over three years now, and by the end of 2008 we hope to be able to retire the product. It will be replaced by a new IT Service Management tool from a company called Service-now.com. We have branded the application IT2B, to represent the idea that this is how IT will deliver services to the business.

Service-now.com has created quite a buzz in the industry, having created a feature-rich and scalable tool set that is extremely easy to configure and is relatively inexpensive as compared to similar functionality in other tools. It is offered as software as a service and can be hosted at their facility. As many of their larger customers do, we chose to host it here due to concerns about data privacy and ability to create interfaces between it and other IT Service Management tools, such as event management via Tivoli TEC and notification via AlertFind.

The application is hosted on the mainframe on zLinux and uses an Oracle database, which will also store any attachments made to tickets. It is 100% browser-based, so can be accessed via the BCBSMN intranet at any time. Approvals can be made via email and even through the Blackberry.

On February 19, IT2B went live with the Change and Configuration Management processes. The Change Management process was completely re-engineered by a team that included mainframe and distributed applications development, infrastructure, business and process representatives. The basic infrastructure for the Configuration Management Database was put into place, and over the next year or so the CMDB will be populated with business services, applications, and the infrastructure and network gear on which they reside.

User Guide

What is Incident Management?.....

Roles and Responsibilities.....

The Incident Management Tool and Processes.....

Priority Levels.....

Escalation Guidelines.....

Major Incidents.....

Logging In.....

The Incident Request Screen.....

Description of Incident Status Types.....

Incidents From Sta.....

Creating a New Inci.....

Accepting an Incide.....

Working on an Incide.....

Resolving the Inci.....

Linking Related In.....


Incidents Caused I.....

Finalizing the Curb.....

➤ It's not amazon.com

➤ Increases adoption rate

1. Select Create New from the Incident Management menu section in the left panel. This button is only visible to individuals with Incident Owner rights.



IT Toolkit

- Availability Management
- Capacity Management
- Change Management
- Configuration Management
- Enterprise Master Control Center
- Financial Management for IT Services
- Incident Management
- IT Service Continuity Management
- Knowledge Management
- Problem Management
- Release Management
- Request Management
- Security
- Service Desk
- Service Level Management

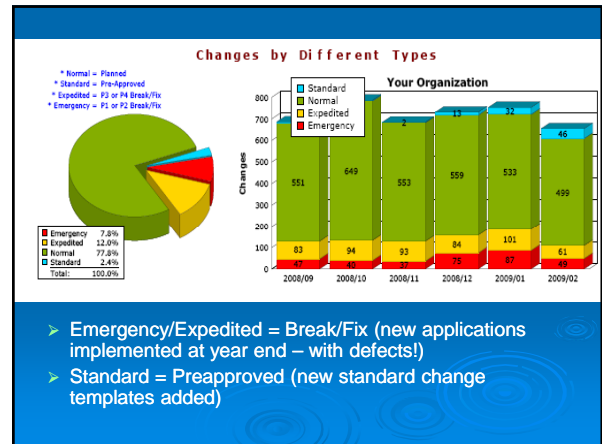
- Critical Success Factors, Key Performance Indicators & Metrics
- Forwarding IT2B Notifications to Pagers and Cell Phones
- Group Information
- Hierarchical Escalation Matrix
- IM Policy
- IM Roles and Responsibilities
- IM Strategy, Scope, Goals, Benefits
- Impact/Urgency/Priority
- Incident and Request Leadership Training
- Incident Management Training Webinar
- Kick-off Presentation
- On Cell Rote User Guide
- Phase Diagram, Physical Flow Process, Procedures, Work Instructions
- Relationships
- Request for Incident Creation Rights
- Setting up Blackberry Filters for IT2B Incident Notification
- Specifications
- Tier One Applications List
- User Guide - Manage Incidents in IT2B

Release Notes

- Don't surprise them with new functionality
- Upgrades vs. planned application changes
- Update User Guides and training materials
- Subscription-based notification
- FAQs

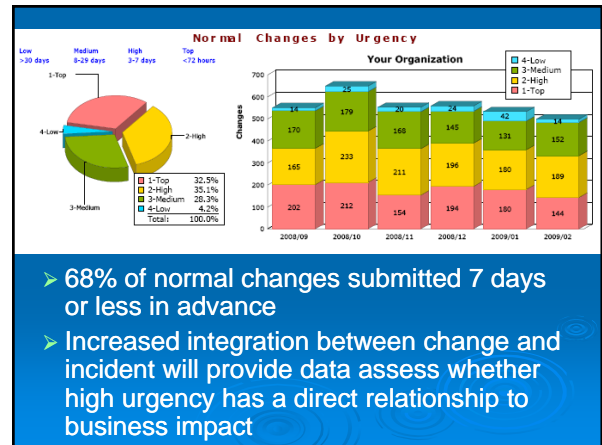
Stakeholder Satisfaction

- 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?”



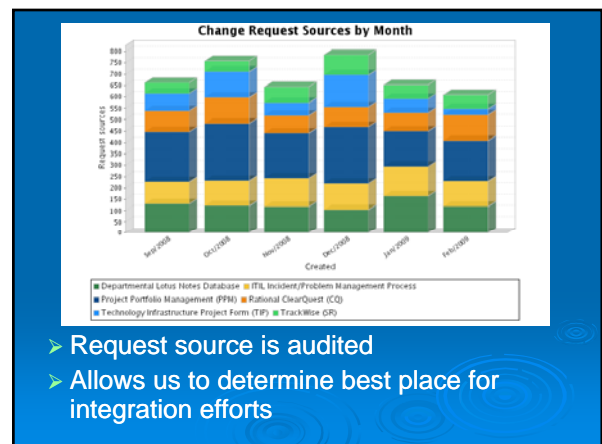
Continual Improvement

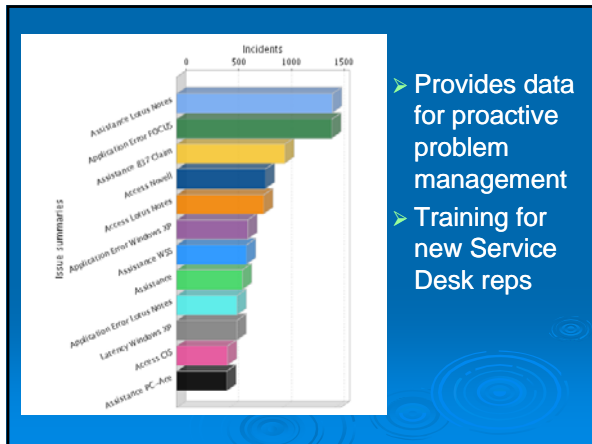
- Phased approach to application releases
 - They can only handle a certain amount of newness at a time
- Feedback from stakeholders about process “discomfort”
- Information gleaned from process metrics
- When are we done? Never!!!



Results/Metrics

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



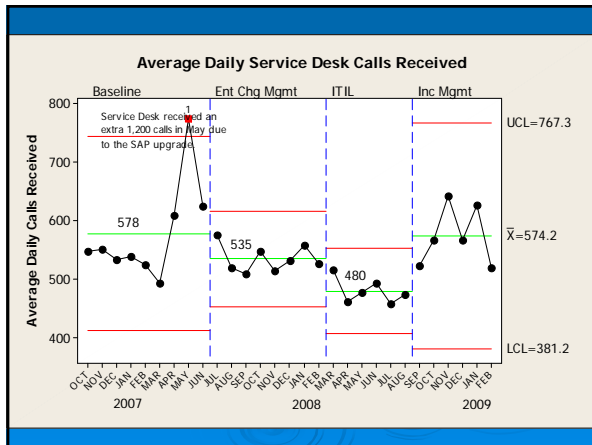


- Provides data for proactive problem management
- Training for new Service Desk reps

Infrastructure Project Report

Project title	Score weighting	Overall priority	Status budget	Status risk	Status schedule	Status scope
Modeler and Printer Conference Room Pilot	0.55	01 a	Y	Y	Y	Y
Establish VPN Access for TelZeno	0.66	01 b	Y	Y	Y	Y
Data Center Move Project	6.75	02	Y	Y	Y	Y
Replace Inking cash processing mmf	7.75	03	Y	Y	Y	Y
Complete UCM Email Content Archiving Project	6.75	04	Y	Y	Y	Y
Distributed Build Release Process Improve...	7.06	05	Y	Y	Y	Y
Wireless Employee Access	7.65	06	Y	Y	Y	Y
Discover Phase 3 - Role Based Access Cont...	7.22	07	Y	Y	Y	Y
Administrative Simplification	8.7	08	Y	Y	Y	Y
ITSM 2009	7.75	09	Y	Y	Y	Y
ITS 10.3 & Blue2.3.2	8.12	10	Y	Y	Y	Y

- Provides weighting, ranking, and status all in one view!



- We use Service-now.com – and love it!

Service Desk Transactional Survey

- 51% response rate in 2008
- 35% exceeded expectations
- 59% met expectations

IT Service Desk Satisfaction Survey

You contacted the IT Service Desk on 02/02/2009.

How well were your expectations met on this service transaction?

Exceeded Expectations
 Met Expectations
 Did Not Meet Expectations

Would you like to share any comments?

The service desk is understandably busy so there is a long wait time but as soon as I have a service rep the issue is usually solved quickly. I am a new employee and call them frequently and I know they can give me answers right away. Thank you for all your help! Yesterday I called twice, once for our Facets not working and another to get a new version of Tool pushed out to my computer. Tool was done in 18 minutes and Facets was up and running in about 2 hours.

Do you have more comments to share? Ideas about how we can improve our service quality? Click yes and the Service Desk manager will call you to collect your comments/ideas.

Yes No

ITIL Resources

- itSMF
 - Local Interest Group
 - 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