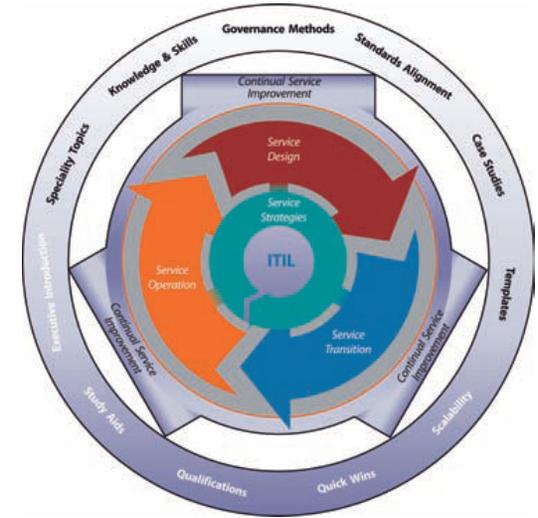




Defense Information Systems Agency

A Combat Support Agency



2009 Customer Conference

ITIL[®] Service Operation and

Continual Service Improvement

Amy Speth
Femme Comp, Inc
April 2009

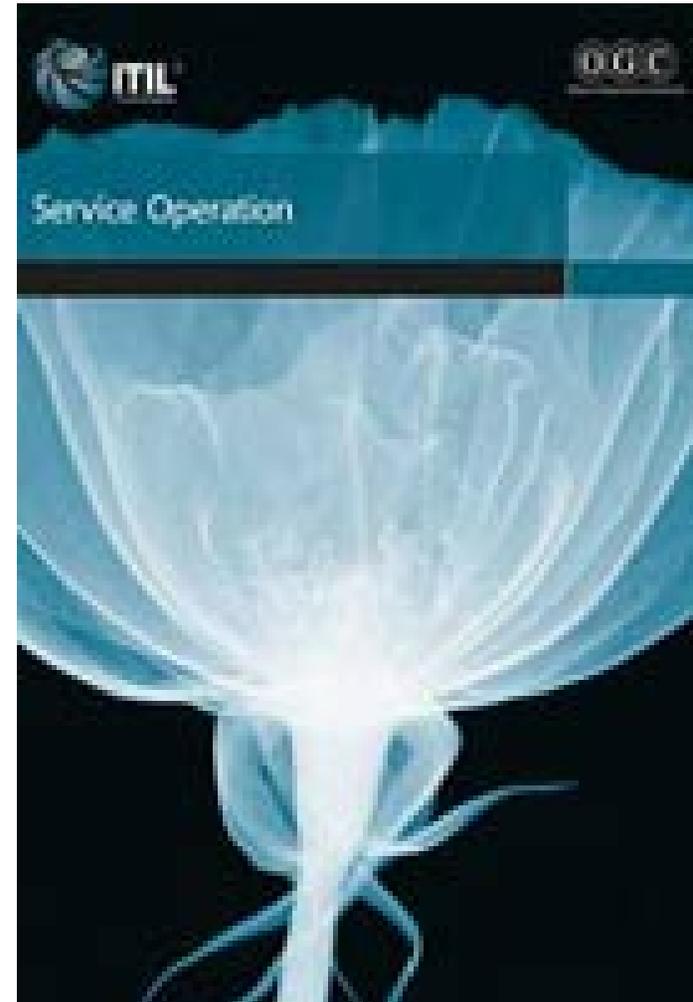
Amy Speth

- Employee of Femme Comp, Inc.
- Currently supporting DISA Network Services
- 25 years IT consulting
- 11 years Data & Telecommunications Manager for a Manufacturing plant
- 7 years leading large Process Transformation Programs, both commercial and federal
- Certified ITIL V2 Service Manager, V3 Foundations, soon V3 Expert
- Certified PMP, Lean Six Sigma Master Black Belt, MCSE, CNA ... more

Amy.Speth.ctr @ disa.mil
Office: 703-681-5085

Service Operation

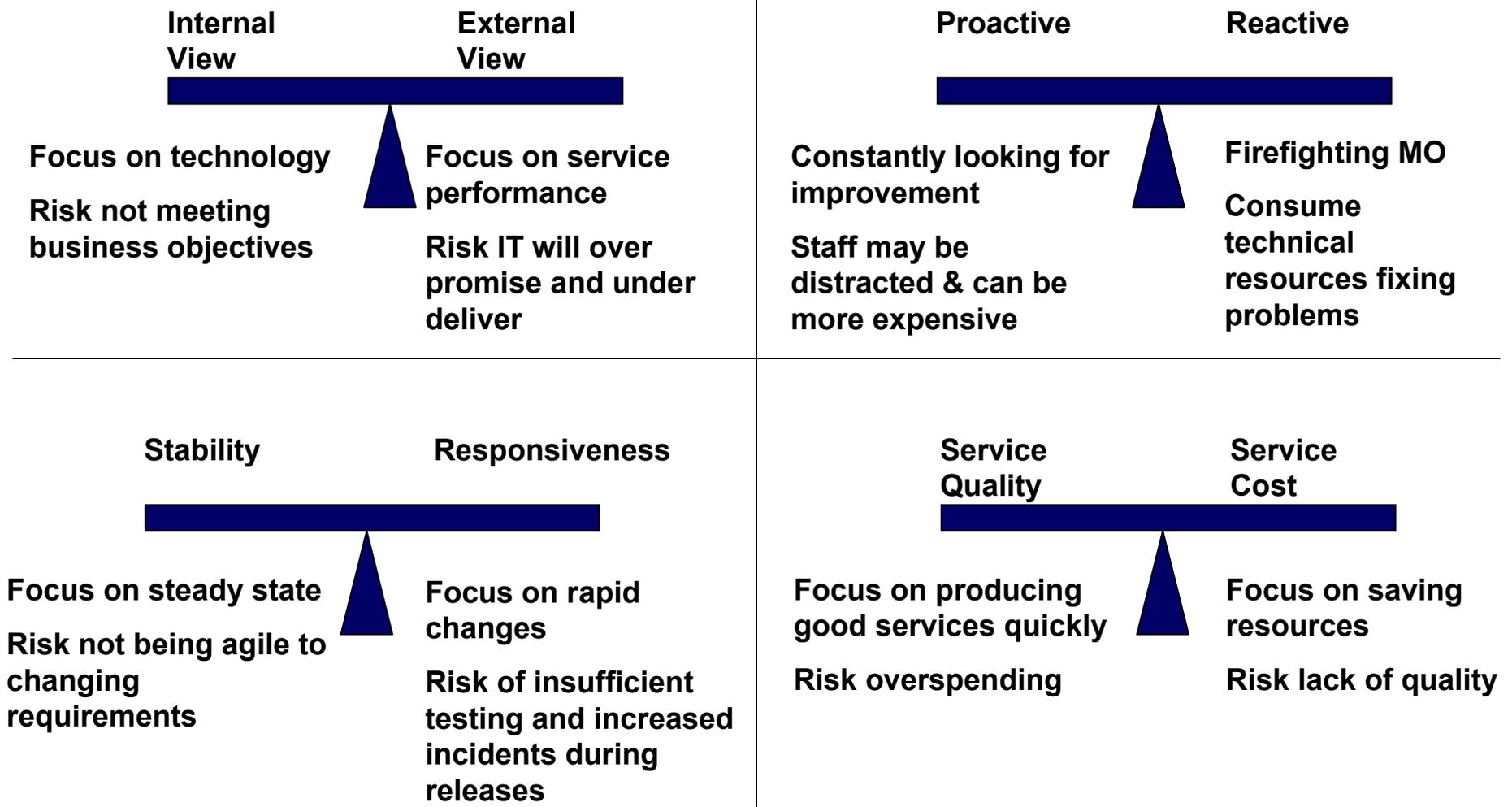
- Service Strategy
- Service Design
- Service Transition
- **Service Operation**
Coordinates the delivery and management of services at their agreed service levels
- Continual Service Improvement



Service Operation Objectives

- **Deliver, support, and manage services at agreed levels**
- **Manage people, processes, and technology to support the service processes**

Conflicting Balances



Functions vs. Processes

Functions

- Are specialized organizational units that perform a certain type of work
- Capabilities and resources are self-contained within the organizational unit
- Work is optimized within the organizational unit, in functional silos
- Execute defined processes and activities
- Can be a concentration of specific activities, such as a Service Desk

Processes

- Are sets of coordinated activities that use resources and capabilities to produce an outcome
- Have at least one customer
- Are triggered by events
- Deliver specific results
- Are measureable
- Coordinate and improve productivity within and among Functions

1. Event Management

Monitor infrastructure, detect all events and escalate exceptions observed

2. Incident Management

Restore normal service as quickly as possible following interruptions and minimize their business impact

3. Problem Management

Determine root-cause of incidents and resolve to prevent recurrence

4. Request Fulfillment

Manage customer and user requests not generated by incidents or service delays

5. Access Management

Grant authorized users' and restrict unauthorized users' rights based on accurate identification and effective management

Service Operation Functions

1. Service Desk

Serve as single point of contact for IT users. Involves resolving or escalating incidents, fulfilling service requests, answering questions, tracks open incidents, conducts customer satisfaction surveys, communicates service status to users.

2. IT Operations Management

Operations Control such as console management, print management, job scheduling, archival and storage, data center management, disaster recovery sites.

3. IT Technical Management

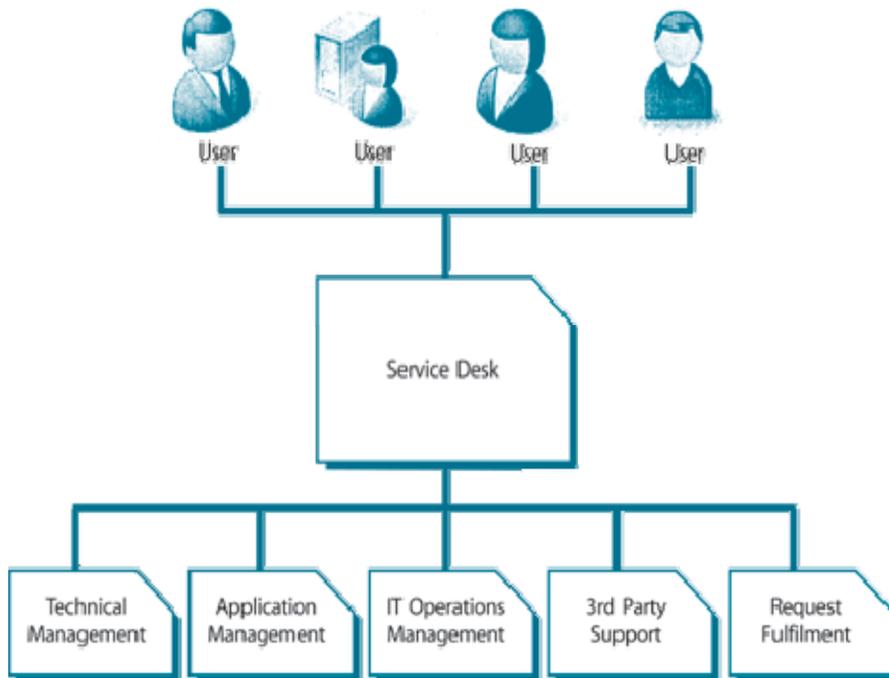
Plan, implement, and maintain a stable infrastructure. Apply technical skills to quickly diagnose and resolve infrastructure failures.

4. Application Management

Provide guidance to IT Operations about ongoing operational management of applications. Assist in the design and deployment of applications. Provide technical support to quickly resolve failures.

Service Desk Models

Local Service Desk

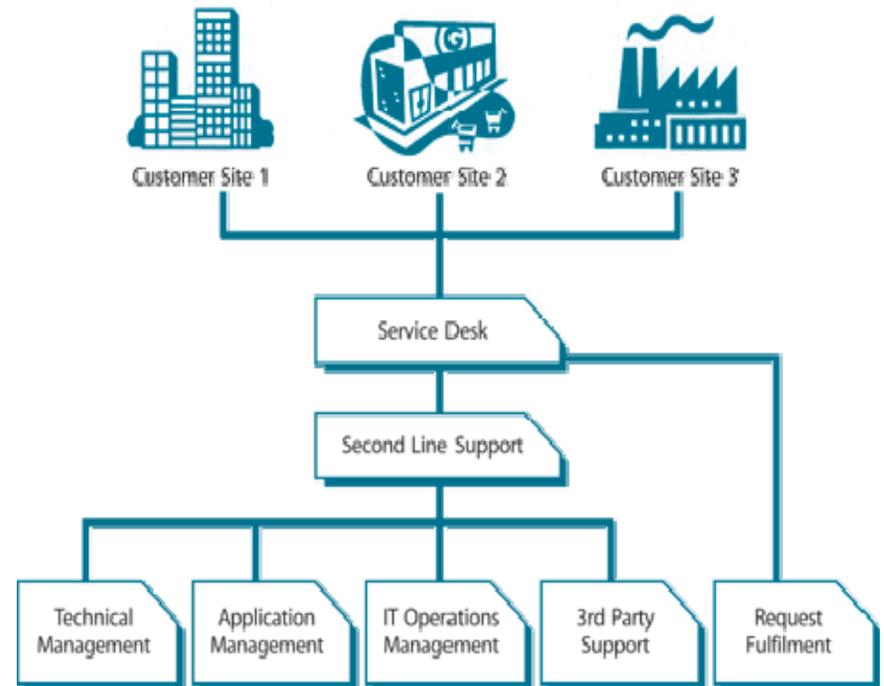


Service Desk is close to user community

Improved communication and visibility

Inefficient and expensive to resource

Centralized Service Desk



Service Desks are merged into a single location

More efficient and cost-effective

Lead to higher skill levels through more frequent occurrence of events

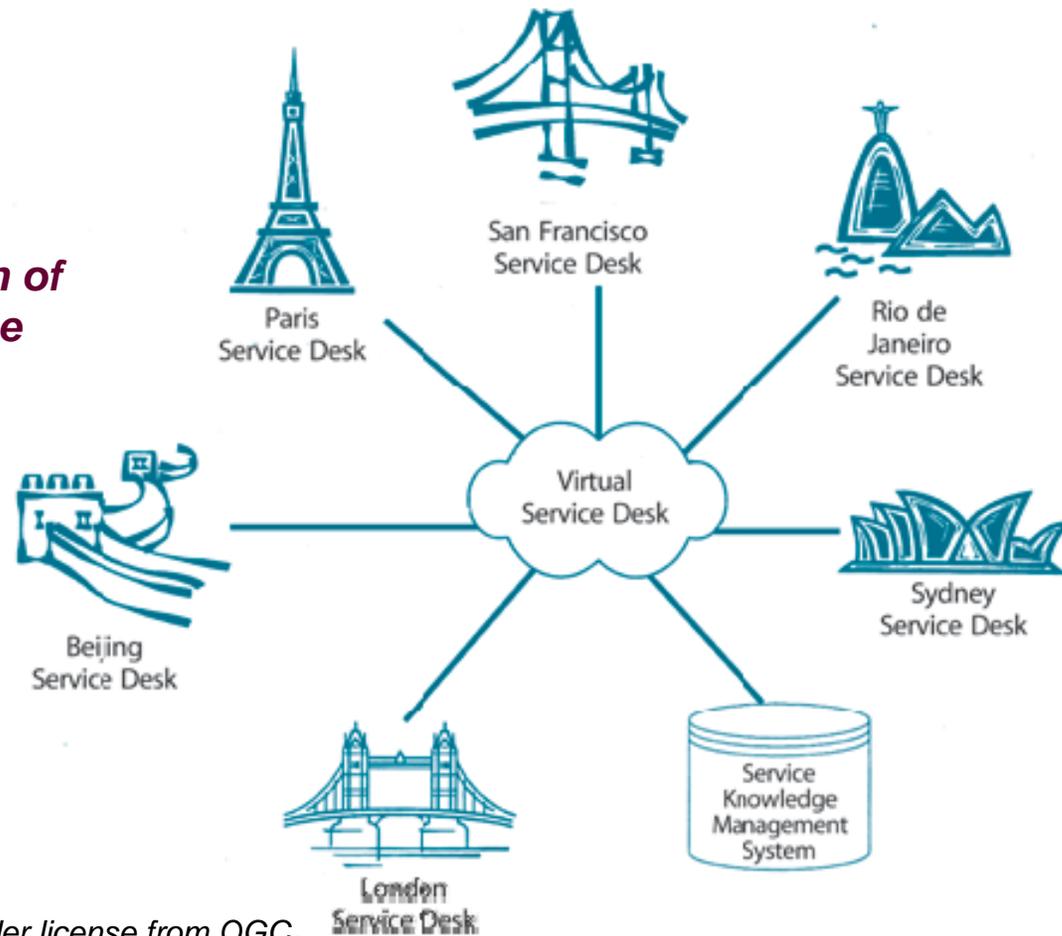
Virtual Service Desk

Help Desk staff may be located in a number of locations

Gives users the impression of a single, centralized Service Desk

Resource efficiencies are realized

May lack uniformity and consistency in service delivery and cultural terms



Implementation Considerations

1. Ability to manage large volumes of change while maintaining stable service levels is critical. Service Operation staff must be involved in the assessment of all changes to ensure that operational issues are fully taken into account
2. Because Service Operation is generally viewed as ‘business as usual’ and often focused on executing defined procedures in a standard way, there is a tendency not to use Project Management processes when they would be appropriate. Using structured project management processes is critical to success for major changes or upgrades.
3. Must assess and manage Risk – either transfer, mitigate, or handle them. Examples of potential risk include failures, new projects, environmental changes, third party service providers, security incidents, and new customers or services to support.

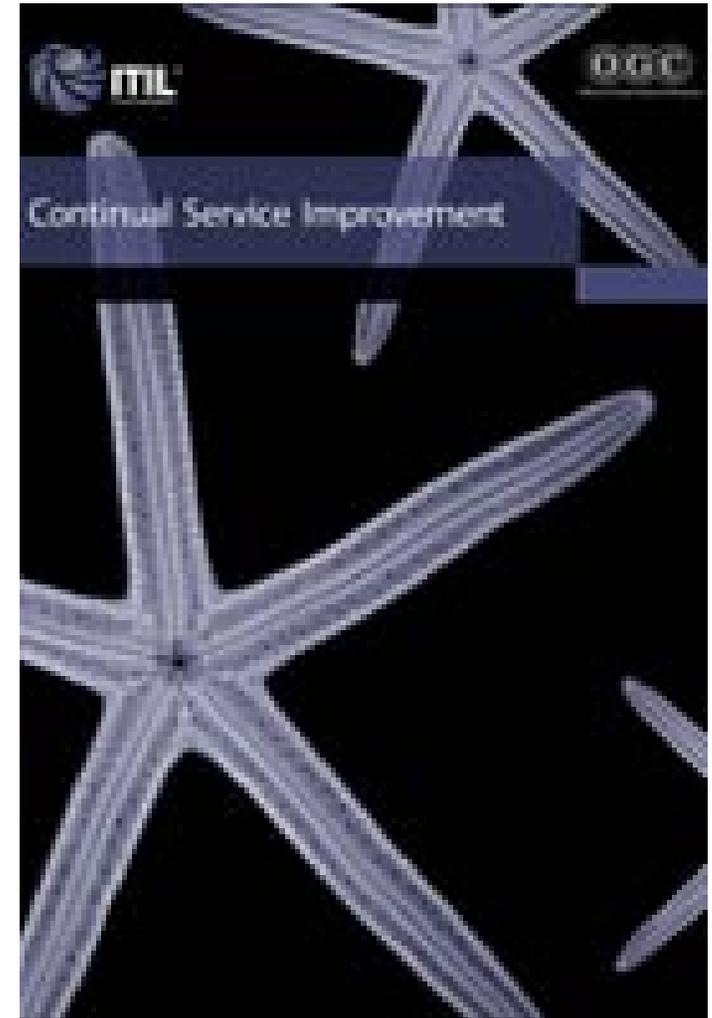
Implementation Considerations

4. **Service Operation staff must participate in Service Design and Transition phase activities to ensure they are supportable from a technical and operational viewpoint, do not cause unexpected adverse impacts, do not incur unexpected operational costs, or require complex levels of support.**

5. **Managing technology and tools to manage the infrastructure components adds to complexity. Service Operations must consider licensing requirements, and that the organization has the right level of knowledge and maturity to handle new technology deployments.**

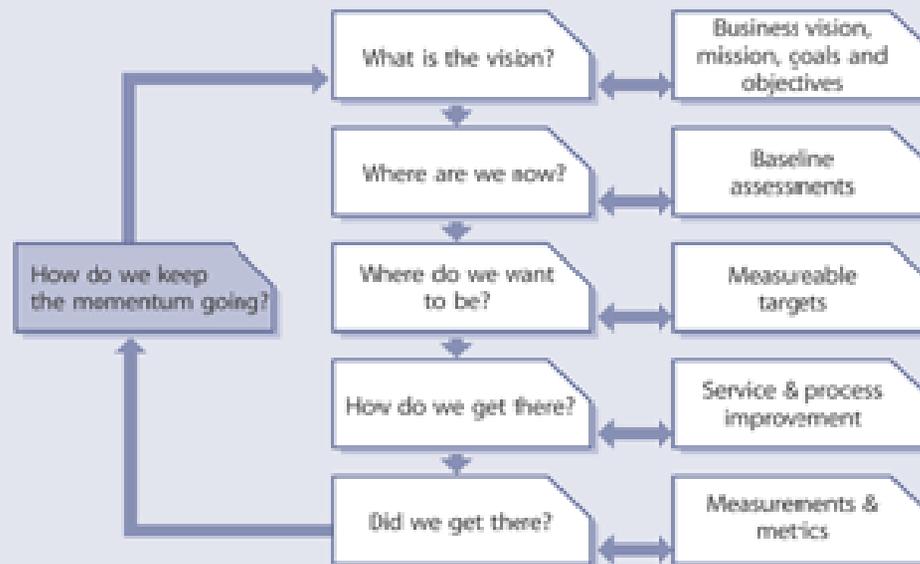
6. **Funding for long term operations is often overlooked. It is often difficult to justify expenditure in the area of Service Operation, since it is often regarded as ‘infrastructure costs’ – with nothing new to show for the investment.**

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- **Continual Service Improvement**
Provides guidance on improving processes, services, and service measures



- **Continually align and re-align IT services to changing business needs**
- **Identify and implement improvements to IT services that support business processes**
- **Provide guidance on what to measure, how to measure it, and to define the desired outcome**
- **Review and analyze service level performance to identify opportunities for improvement in each service lifecycle phase**
- **Ensure quality management systems and methods are defined and used to support CSI activities**

Change is the current state: there is no beginning or end but a continual state of improving capabilities.



© Crown copyright 2007. Reproduced under license from OGC.

Inch by Inch is a CINCH, Yard by Yard is Hard

CSI Value to the Business

Types of Outcomes

- **Improvements**
show a measureable improvement from before & after metrics
- **Benefits**
gains realized from improvements
- **Return on Investment (ROI)**
the difference between the benefit achieved and the cost to achieve the improvement
- **Value on Investment (VOI)**
extra value realized from the benefit, including non-monetary and long-term outcomes

Types of Benefits

- **Business / Customer**
- **Financial**
- **Innovation**
- **IT Organization Internal**

Principles of CSI

1. **Organizational Change**
2. **Ownership and Roles Definition**
3. **Drivers – Internal and External**
4. **Service Level Management**
5. **Deming Cycle – PDCA**
6. **Service Measures**
7. **Benchmarking**
8. **Knowledge Management**
9. **Governance**
10. **Frameworks and Quality Systems**

Organizational Change

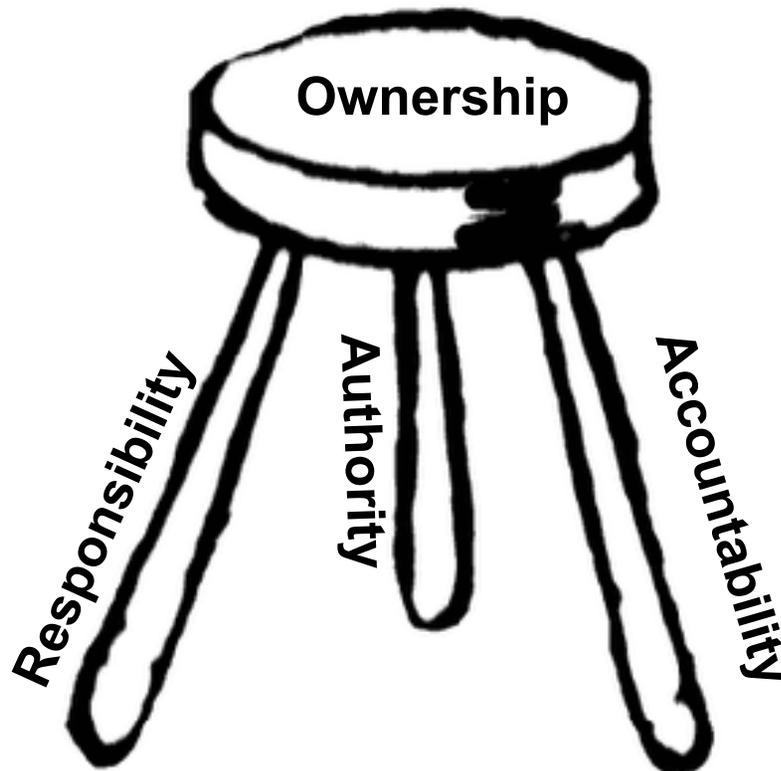
- **CSI is more than improving processes & technology**
- **Its about improving people and organizations**
- **Its about understanding how work is done and then changing it**
- **CSI must be embedded within the culture of the IT organization**



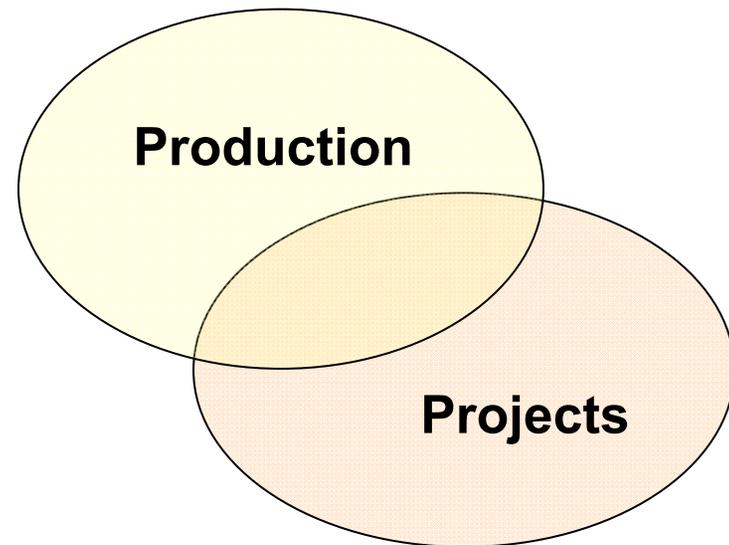
The benefits of change must be constantly reinforced

Ownership and Roles

“Without clear and unambiguous accountability there will be no improvement”



Distinguish between day-to-day operational and one-time project work, and assign roles accordingly



If multiple people are accountable, then in effect no one is

Drivers – Internal & External

A SWOT analysis is a strategic planning tool to provide a quick overview of the organization's strategic position

Ask How do we:

- *Leverage Strengths?*
- *Overcome Weaknesses?*
- *Capitalize on Opportunities?*
- *Defend against Threats?*

Internal

Strength

Weakness

External

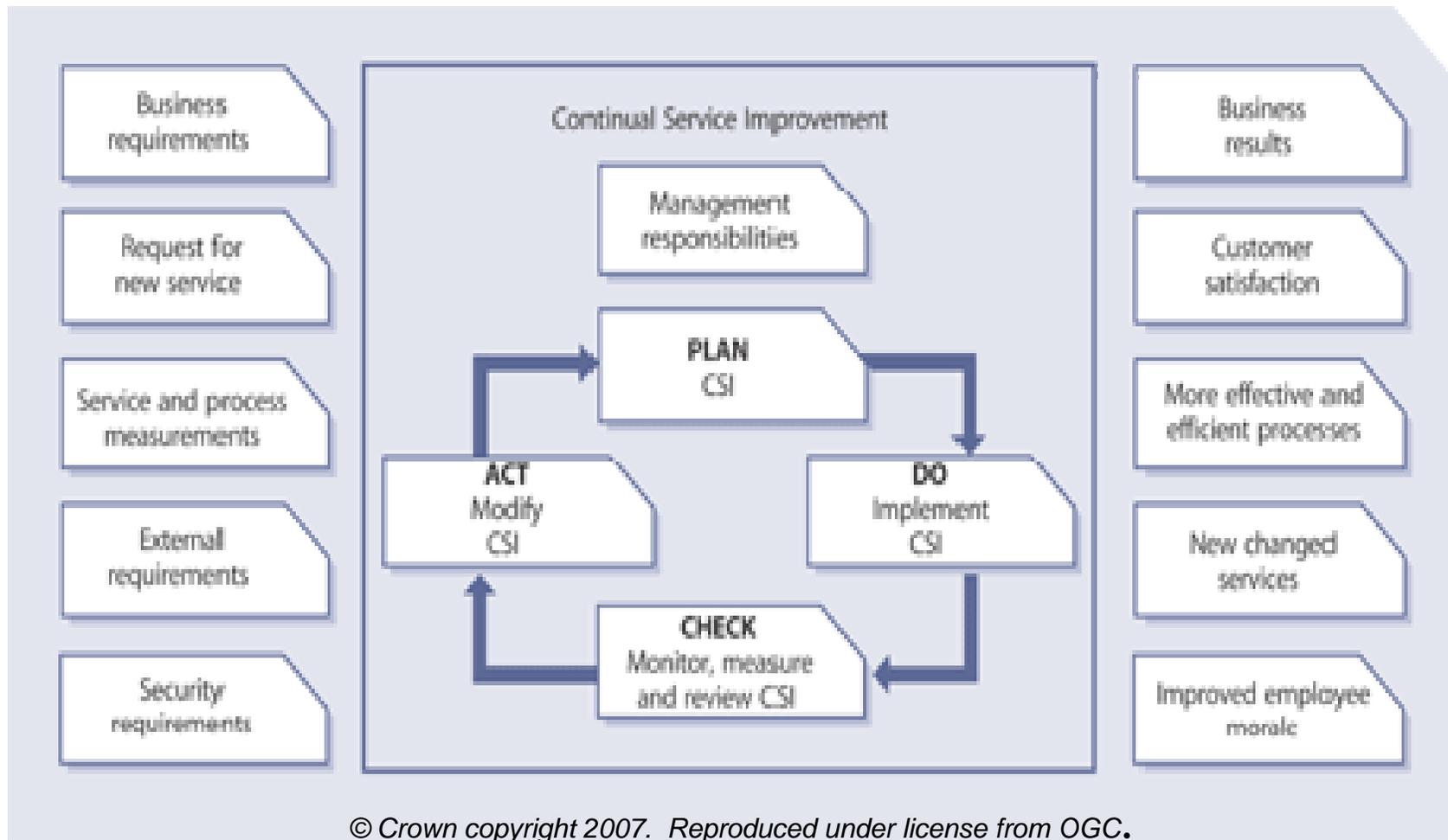
Opportunities

Threat

Assessment is used as inputs to CSI opportunities

- **SLM provides input into CSI activities and priorities**
- **CSI must be involved in the SLM process in Service Design stage of the lifecycle to ensure measurable targets are established**
- **Goal of SLM is to maintain and improve services**
- **SLM is a trigger for a Service Improvement Plans (SIP)**

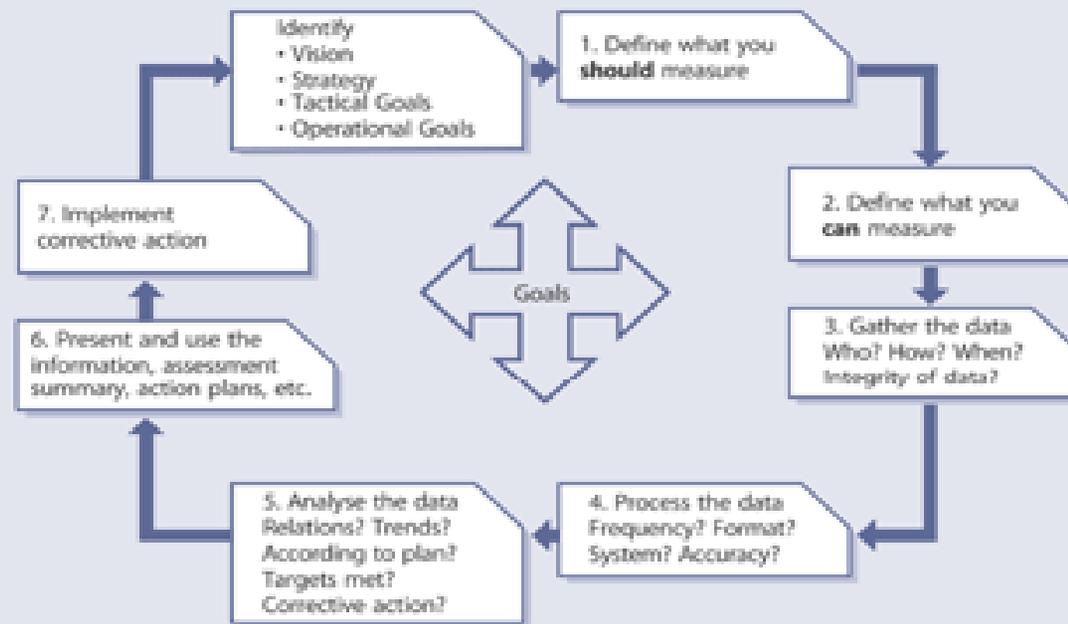
The Deming Cycle of CSI



Small incremental improvements result in large improvements over time

7-Step Improvement Model

The improvement process spans not only the management organization but the entire service lifecycle.



© Crown copyright 2007. Reproduced under license from OGC.

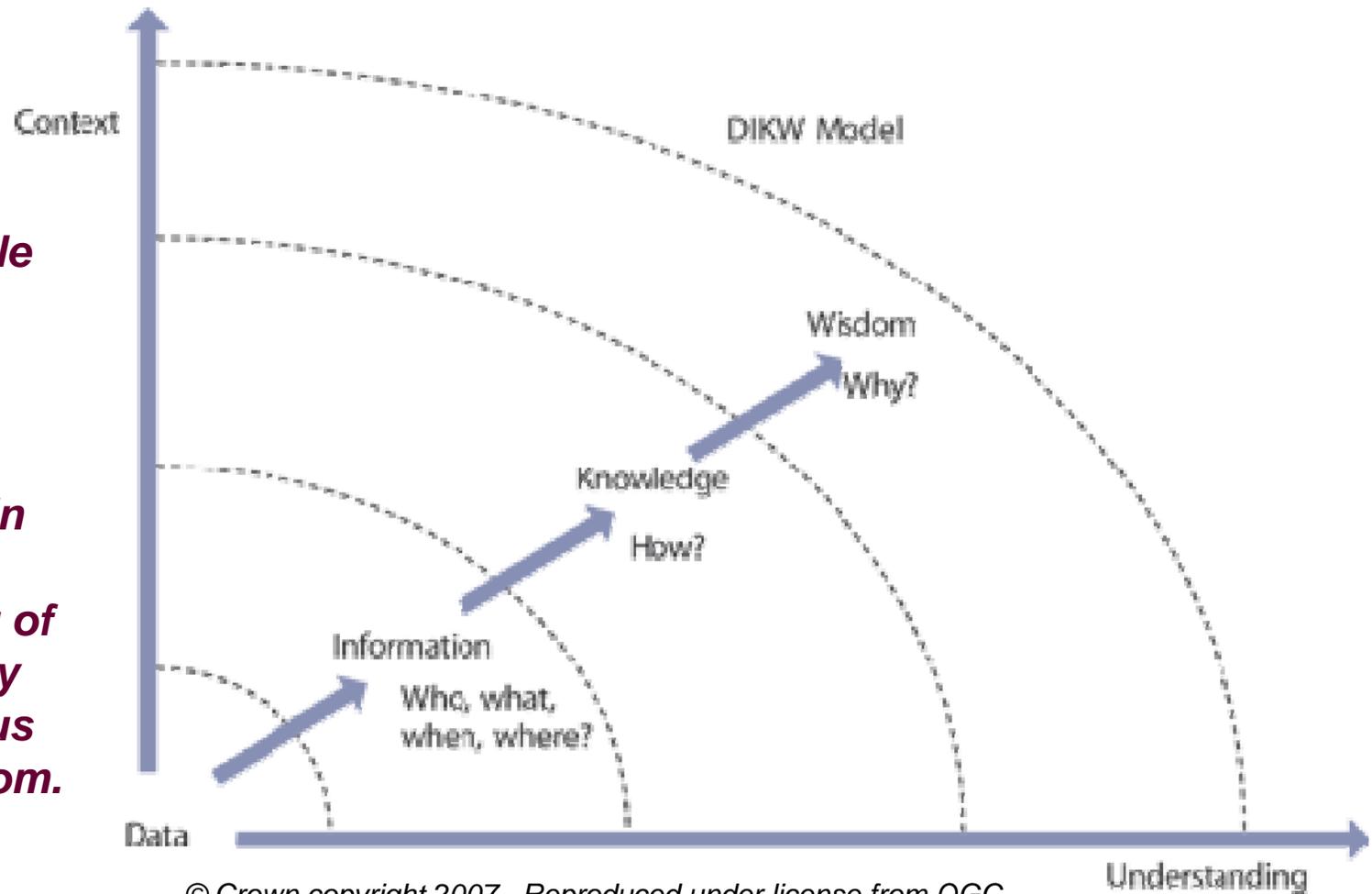
Benchmarking

Benchmarking is a process in which organizations evaluate aspects of their operations in relation to best practices and standards, usually within their own sector.

- **Benchmarks provide insight into quality & performance**
- **Acts as a lever to open door to new ways**
- **Provides direction toward practices that lead to superior performance**
- **Identifies CSI opportunities**
- **Basis for quick wins that are relatively easy to implement**

Knowledge Management

Within each service lifecycle phase, data should be captured to enable knowledge gain and an understanding of what is actually happening, thus enabling wisdom.

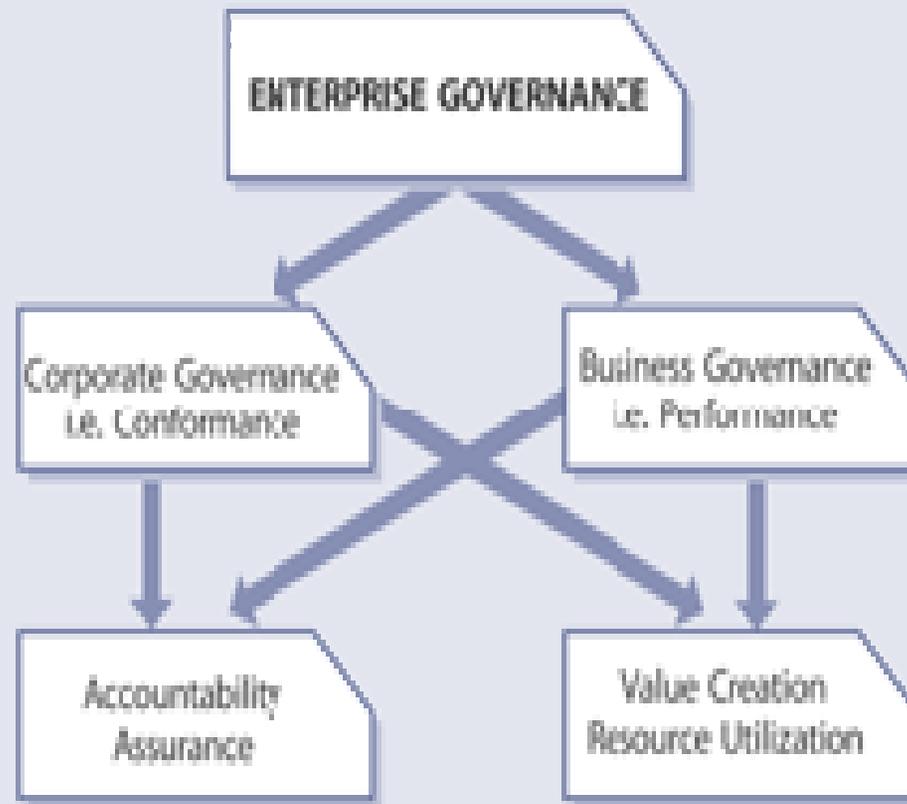


© Crown copyright 2007. Reproduced under license from OGC.

Wisdom leads to better decisions for CSI

Governance is about exerting control and authority.

Enterprise governance spans both Corporate and Business Management.



IT Governance exerts control over all aspects of the service lifecycle by providing leadership, process, and measures to ensure the delivery of business-aligned services.

© Crown copyright 2007. Reproduced under license from OGC.

- **Process Frameworks**
ITIL, CobiT,
- **Project Management**
PMBok, Prince2
- **Maturity Models**
CMM, CMMI, eSCM
- **Standards**
ISO 20000, ISO 27001-2005, ISO 15504
- **Quality Systems**
6 Sigma and Lean (DMAIC)

