Practical Stories of ITIL Quick Wins

Presented by Thought Rock Co-Founder John Towsley and Thought Rock Senior Consultant Graham Furnis.

Success builds on success. Targeting quick wins at the onset and throughout implementing ITIL is crucial for building momentum and maintaining employee buy-in.

Key Learnings:
- Learn techniques for gaining management buy-in to ITIL
- Learn ways for generating ITIL awareness in your organization
- Hear ITIL awareness success stories

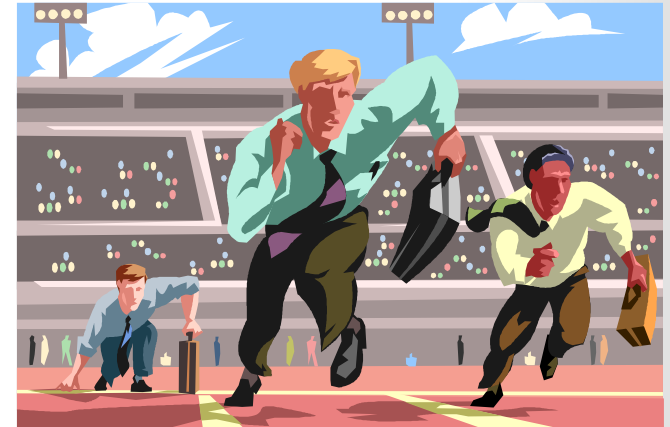**John Towsley**
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Thought Rock **Live**
Knowledge worth sharing

#TRLive
@ThoughtRockers

What is a Quick Win?
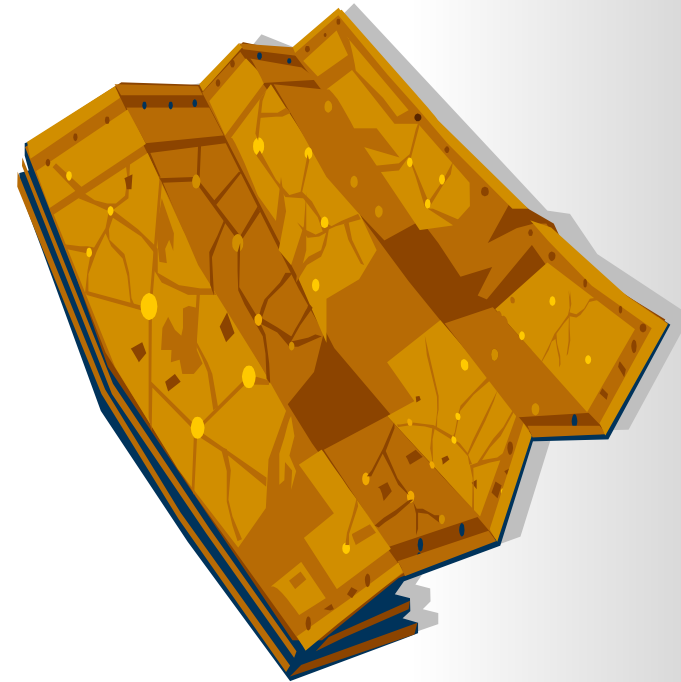
- An early success in a series of improvements

- Demonstrates achievability

- Maintains commitment levels

The Continual Service Improvement Approach

- What is the Vision?

- Where are we Now?

- Gap analysis – what to improve?

- How to improve?

- Did we get there?

- Keep the momentum going!
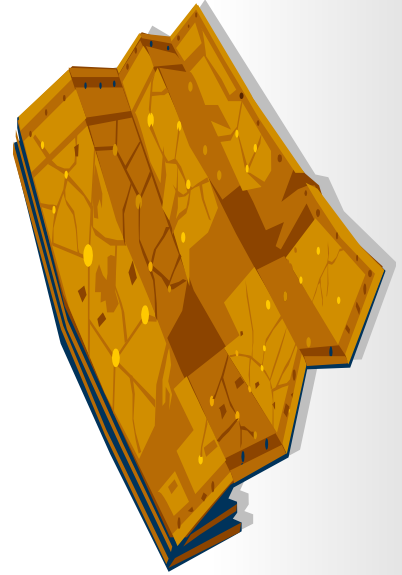
ITIL Quick Wins – Follow the Roadmap

Vision, Goals, Objectives

Project Goals, Objectives

CSFs and KPIs

Quick Wins

Metrics and CSI Approach

Case Study - Detailed Assessment

Executive Briefing

➤ Overview of Processes (ITIL)

➤ Preliminary assessments using CMMI scale

➤ Preliminary Priority Map

➤ Consensus to proceed with detailed assessment and Road Map

ITIL Self-Assessment

➤ Detail level by Process

➤ Specific Automated Q&A

➤ Personal Interviews or Email Questionnaire to managers and supervisors

➤ Presentation of results

➤ Planning session on detailed improvement priorities

➤ Road Map

➤ Preliminary Project Plan

Process Maturity Framework Level Definitions

➢ Brainstorming session towards discernment
➢ Each process is assessed separately

➢ Enterprise Level Assessment
➢ It is not necessary for every process to achieve the highest, or even the same level of maturity in all areas

0	Not Practiced
1	Ad Hoc
2	Repeatable
3	Documented & Routine
4	Managed & Measured
5	Optimized & Continuously Improved

Level Assessment Summary – Agree on Current Status

0	Not Practiced
1	Ad Hoc
2	Repeatable
3	Documented & Routine
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5	Optimized & Continuously Improved

Incident	1	Ad Hoc
Change	2-	Repeatable
Configuration	1-	Ad Hoc
Problem	0+	Not Practiced
Service Level Management	1	Ad Hoc

Road Map

➢ Define <u>desired</u> maturity levels at 1, 2 and 3 years from now for each process

➢ Do not need to be a Level 5 in all processes

➢ Assign priorities to each process in your area

Case Study - Enterprise Level Goals

	Current	**Year 1**	**Year 2**	**Year 3**	**Final**
Incident	1	2	3	4	5
Change	2-	2	3	4	5
Config	1-	2	3	3	5
Problem	0+	3	3+	4+	5
SLM	1	2	3	4	5

Roadmap Development

Configuration Management

Case Study

Case Study – Config example

- ➢ Implement Quick Wins
- ➢ Wait for change
- ➢ Prepare
  - ➢ Staff Communications & Training
  - ➢ Define Requirements
  - ➢ Develop Policy, Process & Plan
 - ➢ Software – CMdb & Discovery
  - ➢ Manual Data Gathering

Configuration Management, Year 1 to 2

- ➢ Implement
  - ➢ Small starting scope
  - ➢ Procedures

- ➢ Stabilize
  - ➢ Review Process, Plans, Procedures
  - ➢ Conduct Data & Process Audits

- ➢ Begin increasing scope

Configuration Management - 2 to Final

➢ Integrated into Organization

➢ Routine process monitoring & review

➢ Providing proactive information

➢ Fully connected to other processes

➢ Under Continuous Improvement

Case Study - Configuration Management
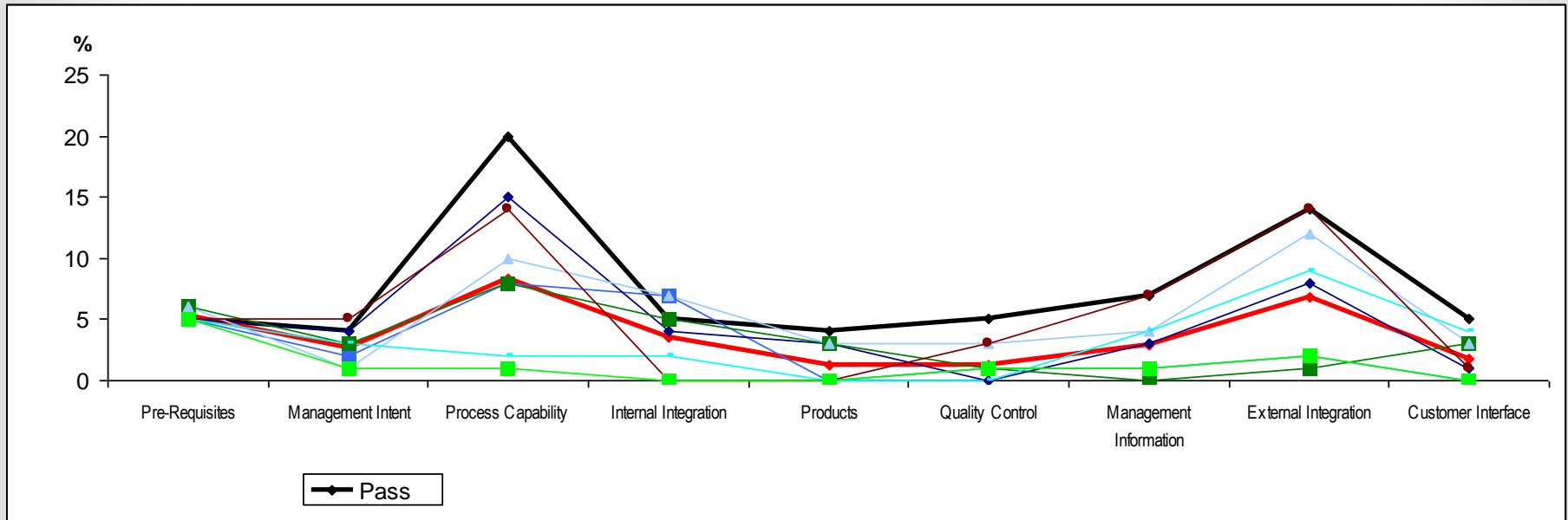
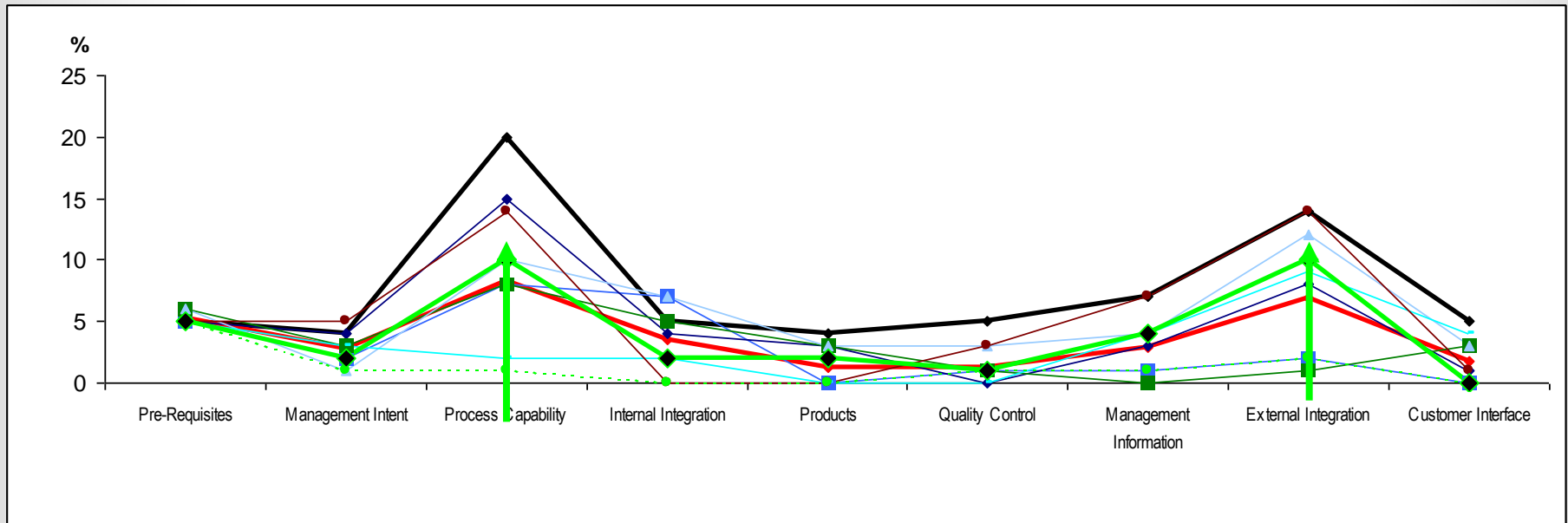# Configuration – Quick Fix #1

➢ Create an Intranet area for Configuration
   Management
   o Accessible to appropriate staff
   o Post existing information
   o Refresh them routinely

➢ Add link to Change Form

Configuration Management – Quick Fix #1

Other Examples - Change

Best Practice	Achieved to Date	Recommendations ↗ (Quick Wins)
❖ Change Management activities are identified and assigned. ❖ There documented Change Management Process agreed to and followed by all divisions.	● Currently all activities are ad hoc and not universal. ● A Process Owner / Manager has been in place informally for a few months.	↗ Update the current process to include all forms and current practices and gain the agreement of the Division Managers. ↗ Change Owner and Manager were nominated during the brainstorming sessions.

Other Examples – Service Level

❖ A Service Catalog is agreed with Customers and available to all IT staff.	● IT Services are currently only understood at a component level. ● The service components have an associated priority provided by Disaster Recovery planning.	✎ Identify a Customer representative and begin development of a Service Catalog for that Customer. Jump in! The experience gained here will be applicable with the other Customer groups and the overall process development. ✎ Develop initial draft Service Catalog of all services in consultation with all ITT sections. ❖ Begin an awareness campaign to move the culture to a Service orientation.

Other Examples - Incident

Required by Best Practice	Achieved	Recommendations ✎ (Quick Wins)
❖ An Incident Manager, Incident Owner, Service Desk Manager and Service Desk Owner are recognized within the organization	● This was in place informally via the TCC.	✎ The Owner and Manager for both Incident and Service Desk were formally recognized during the brainstorming session.
❖ Service Desk will accept all reports of incidents and service requests including calls via telephone, voice mail, walk-ins, email and automated alerts	● Service desk is setup to accept all calls via telephone, voice mail, and email ● Desktop technicians are asked to have Customers log incidents with Service Desk or they do it post support	❖ As new alerts are added, use them to create Incident tickets and then use the Service Desk software to page as required. This will eliminate the need to maintain support paging data in multiple places.
❖ Service Desk will log all incident details as set out in call handling procedures	● Calls are generally logged with all the information identified as provided by users and as required by forms	✎ Ensure that all calls have complete and sufficient information required by support staff ❖ Support staff (in conjunction with the Service Desk) should build scripts for information gathering
❖ Assign impact and priority to call and determine urgency	● Call are assigned priority by TCC Analysts based on personal judgement and separately by CA Service Desk	✎ Develop a procedure to use impact and urgency to identify incident priority and tie to CA Service Desk application. Procedure first, tool second! ❖ Define business impact and IT service priorities more clearly in cooperation with SLM.

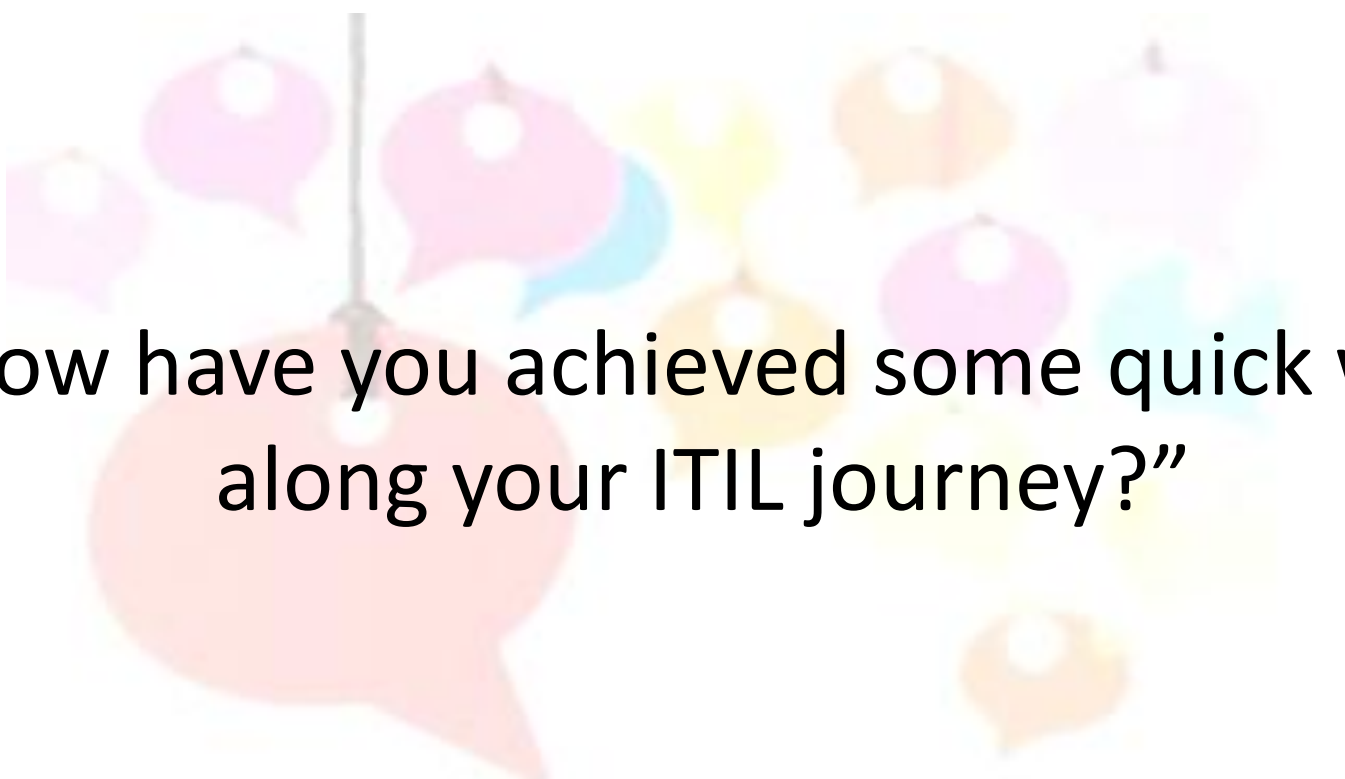# Other Examples - Release

❖ Process activities are assigned	● Some activities are carried out by staff assigned in some areas	✎ Process Owner and Manager identified during brainstorming.
❖ Definitive Software Library (DSL) – all software (including images, operating systems, patches, etc) are only installed into the live environment from the approved, secure source.	● Some areas are available for some installations. No overall management, no overall access control, nothing in place to restrict installations. ● Desktop images and software are all controlled and installed from a safe source. ● Some license control activities are conducted. License audit activities have been planned	✎ Create centralized area for all approved software, including images, to be stored in. This can be as simple as a read only directory with write access restricted to particular individuals. ✎ Document and mandate a license control procedure.

Open Dialogue. Candid Conversation

"ITIL Quick Wins"

Questions? Comments?

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