

THE **BREAKTHROUGH** SERIES

from
**Thought
Rock**

Thought Rock Live Presentation



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Assessing the Maturity of your Organization's ITSM Information Model

This session explores important criteria you should be looking for in the IT Service Management information your organization captures, and how this information can be effectively managed and maintained to deliver value.

Key Learnings:

1. What is an information model, and why should my organization have one documented with a formal owner?
2. Why isn't the information that my ITSM toolset collects sufficient for my needs?
3. How do I know what to change, and perhaps more importantly what NOT to change in my ITSM enabling technology?
4. What is the importance of information model auditing?

Challenges in Demonstrating Value to the Business



Data → Information → Knowledge → Wisdom



Wisdom

Decisions, Lessons Learned,
Investments etc.

Knowledge

Reports, Queries, Dashboards
etc.

Information

Structured Data, Calculations,
Process-Driven etc.

Data

Fields, Table Rows, Dates,
Times etc.

What is an (optimal) ITSM Information Model?



Process/Practice-specific
ITSM information
elements

Supports the operational
process execution

Driven by value, often
represented by
actionable performance
measurement

Represents what
information you are
recording throughout the
lifecycle of a process,
and possibly shared
between processes

Can be easily
documented
(e.g. spreadsheet)

Actively managed, with
clear ownership

It's All About Continuous Improvement!



6-Step – Continual Service Improvement Model

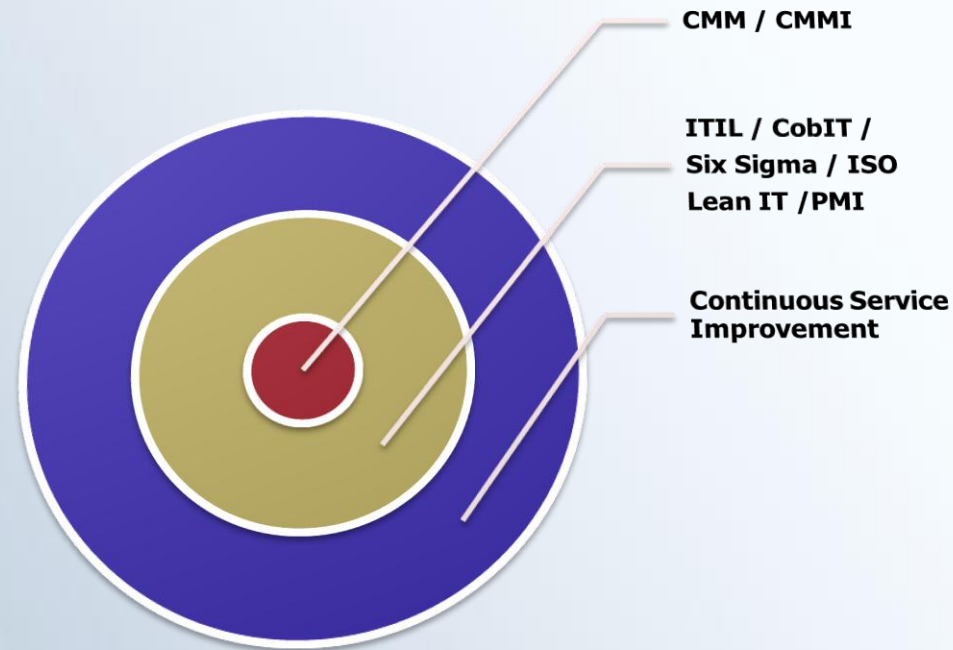


OGC - ITIL V3 CSI – “Continual Service Improvement” book

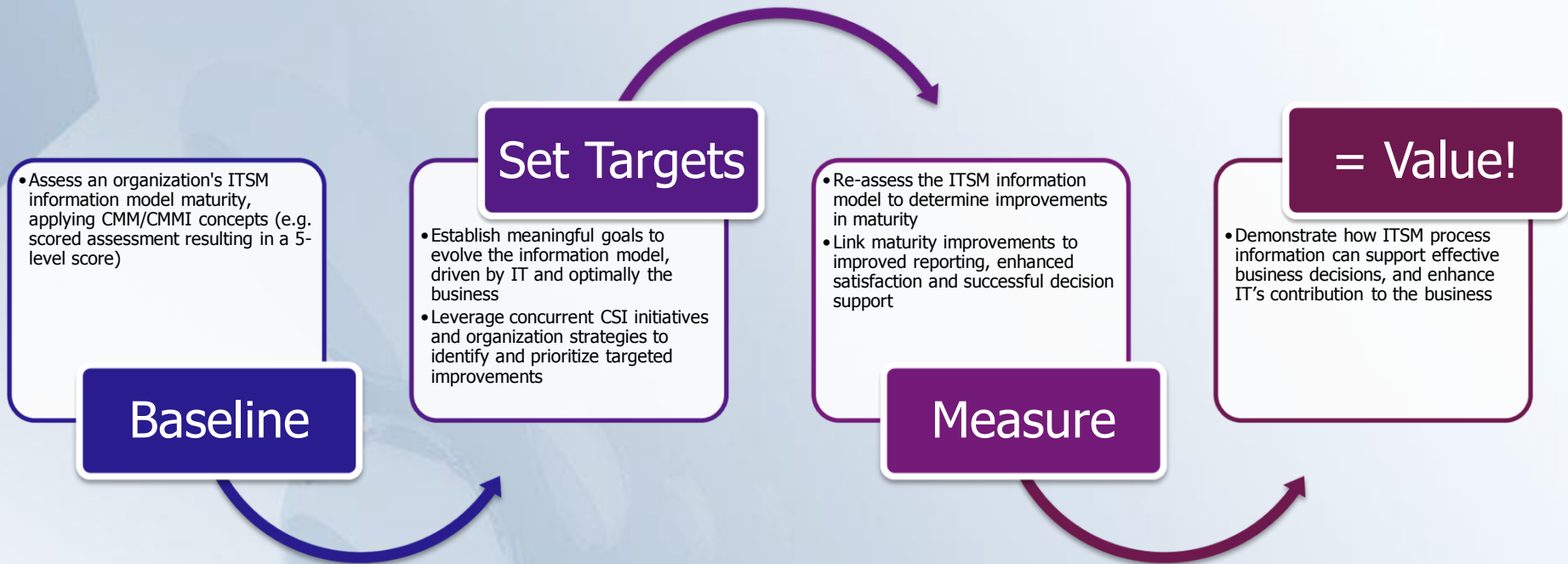
Capability Maturity Model (CMM)



- Initially developed to assess third-party contractor processes bidding on software development contracts
- CMMI – Capability Maturity Model Integration is a process improvement approach, built on CMM
- ITIL processes are often assessed for their maturity, as a basis to measure improvements (CSI)
- Other methodologies and frameworks are incorporated into Continuous Service Improvement initiatives, and they often leverage maturity assessments
- Provide an opportunity for benchmarking within an organization, an industry vertical etc.
- Primarily based on a 5-level or *tiered* rating, with definitions for each level



Maturity Model Approach and Value Generation



Information Model Maturity Analysis Categories



General

- Over-arching information model considerations

Data Modeling

- Documentation, Categorization, Service Focus

Integration

- Practice interdependence and associations

Organization

- Ownership and information management policies

KPI Enablement/ Continuous Improvement

- Supports wide range of KPIs and driven by Continuous Improvement Initiatives

Quality Assurance

- Data Integrity, Exception Handling, Training and Auditing

Practice vs. General Information Model Characteristics

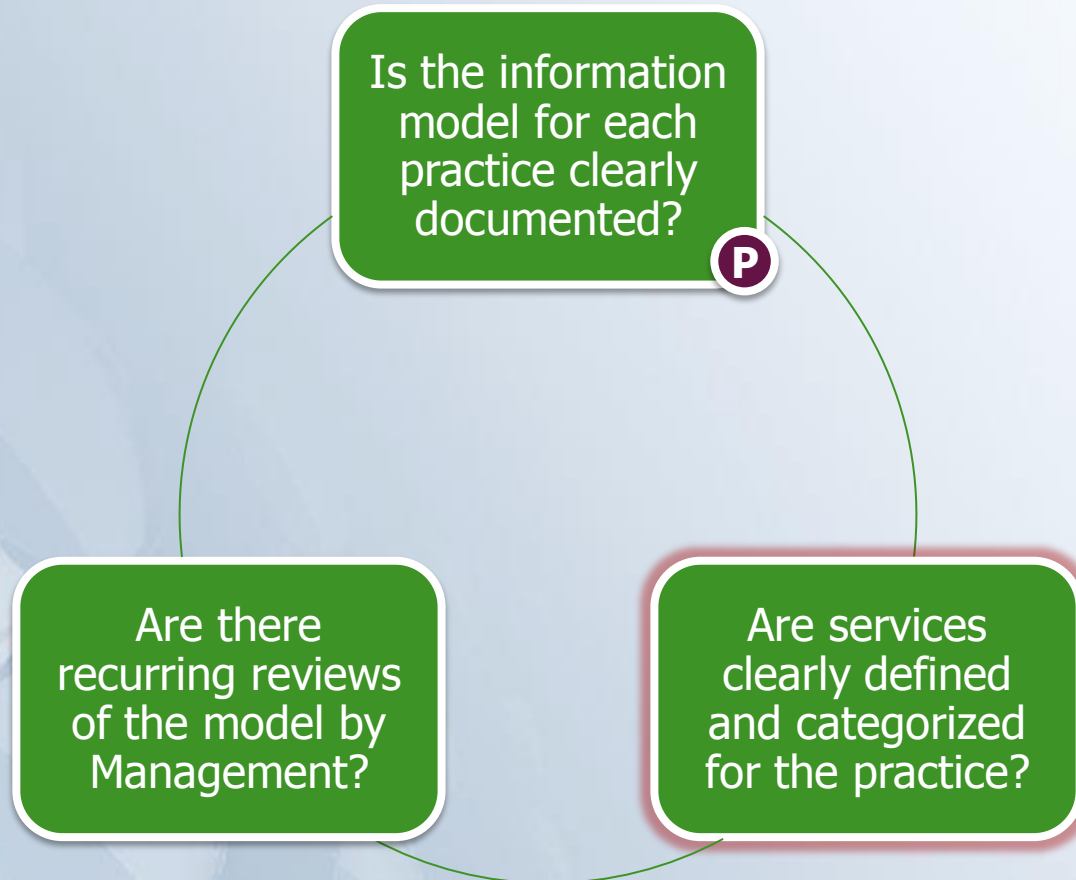


Some categories of information model maturity characteristics may vary from practice to practice

- Often as the result of varying practice maturities
- Some characteristics are unique to each practice – KPIs and Metrics for example

As we review these categories, some characteristics will be marked with a **P** to denote that maturity may vary by practice

Data Modeling Considerations



Incident Management Inputs



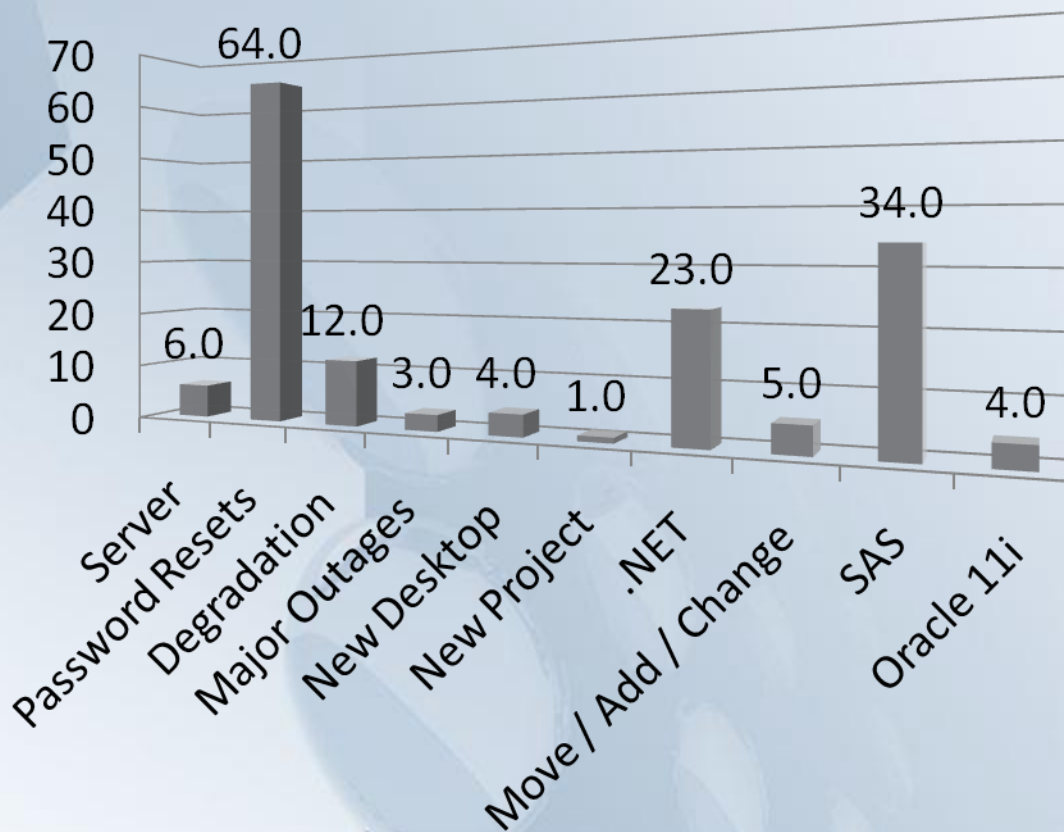
What information should the help desk collect?





Incident Categorization

Incident Count (Dec '09)



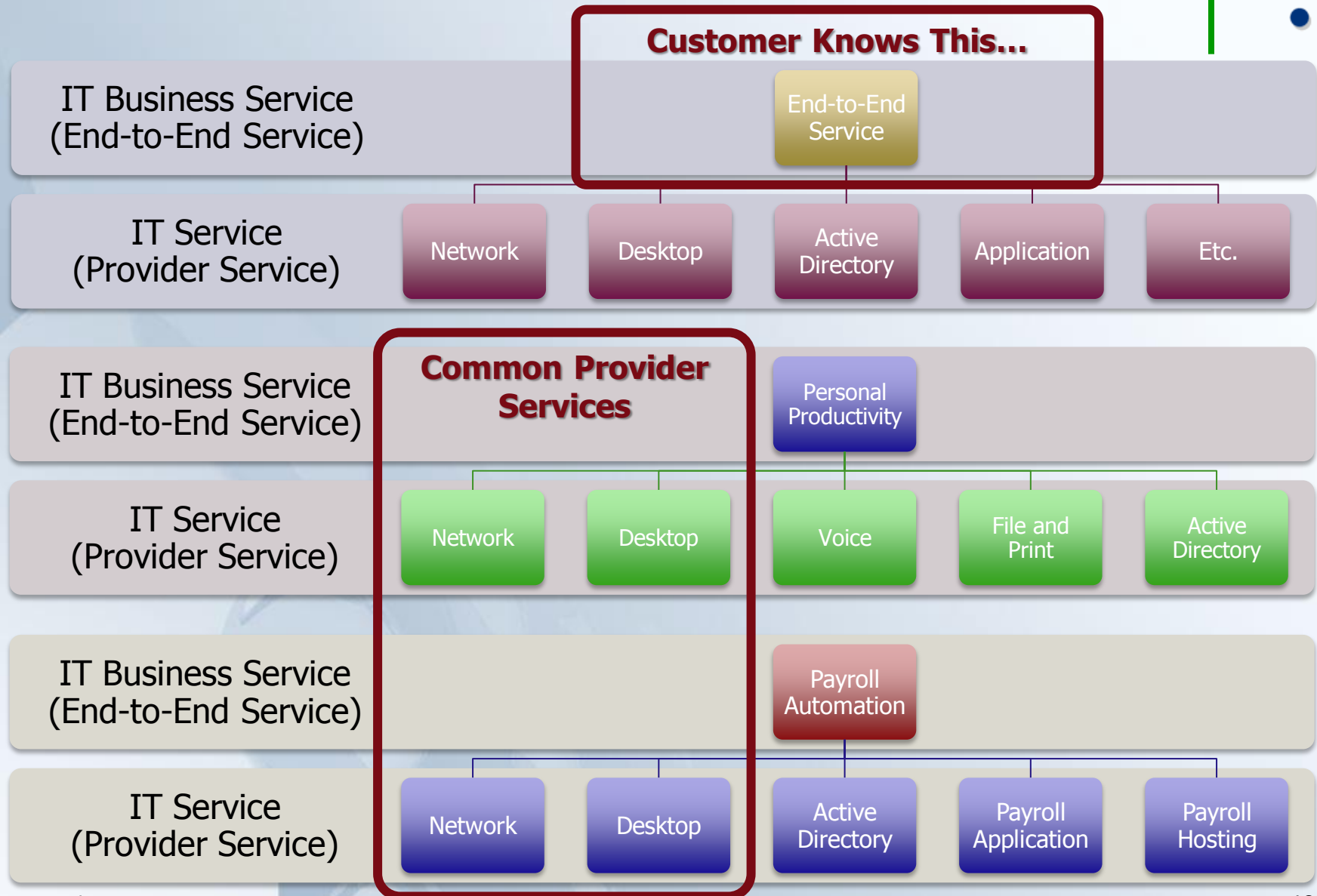
Observation

- Inconsistent categorization
- Mix of type, service, component categorization
- Impossible to make sound business decisions

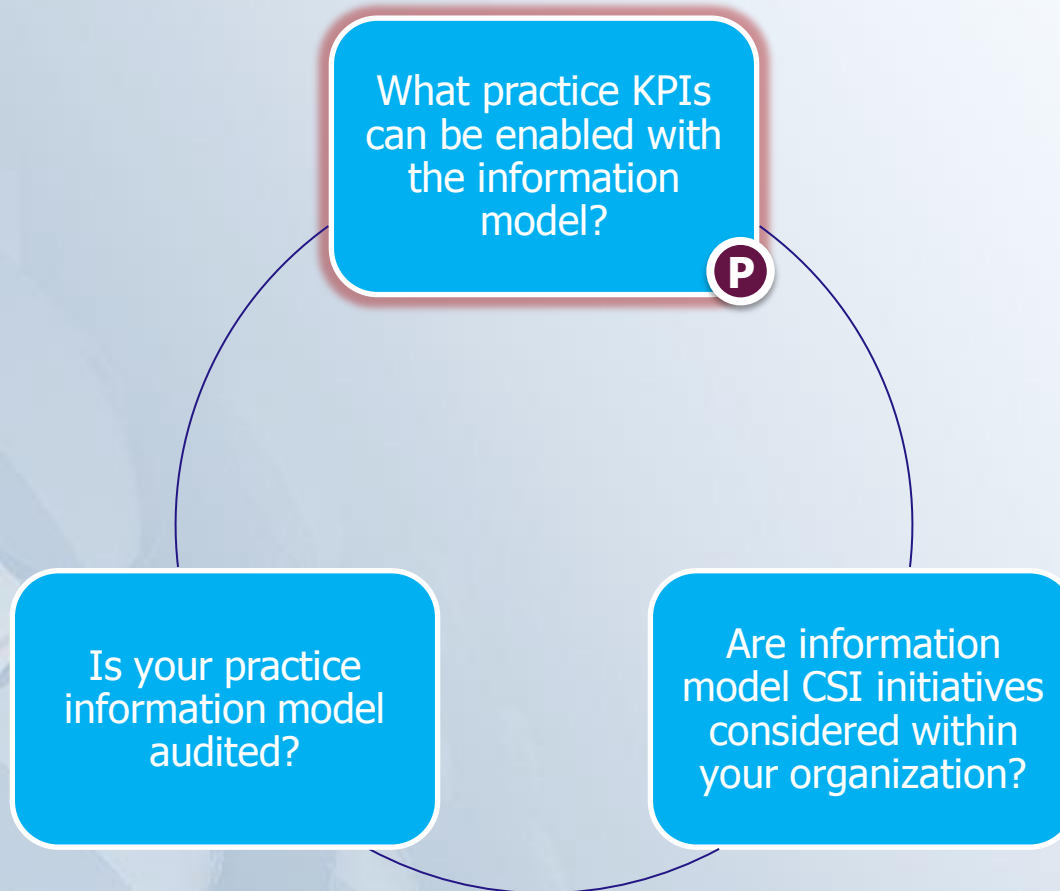
Remediation

- Separate classifications and categories, enable in tool, train and audit

Service Categorization



KPI Enablement and CSI Considerations



Scoring Metric and KPI capability?



Approach

- Define all metrics and KPIs for each practice
- Map information elements to each KPI and metric
- Weight KPIs higher than metrics (they are KEY)
- Score - Define a **Performance Indicator Index** (PII)

Value proposition

- Indicates where the information model is capable of supporting metrics or KPIs, allowing priority KPIs to drive changes/improvements to the information model

KPI Mapping and PII Examples



Common Data Elements	Short Description	Available?	Average Time to Process Change	Volume of Implemented Changes	Approval Backlog (Changes Pending Approval)	Change Success Rate	Unplanned/Emergency Changes (Quality of changes)	% Changes Rescheduled
Actual Implementation End Date	The date and time a change completed its implementation.	TRUE		TRUE				
Change Rescheduled	A true/false value that identifies whether a change had to be rescheduled after it had been approved for implementation.	FALSE						TRUE
Date/Time Closed	The date and time an change was closed, indicating that the change record will not be modified beyond this point.	TRUE	TRUE					
Assigned To Provider's Workgroup	The name of the Workgroup that the change is currently assigned to.	FALSE						
Work Group Created By	The name of the Workgroup that the change was created in.	FALSE						
Date/Time Created	The date and time an change was created.	TRUE	TRUE					
State	The current phase of the change within the change lifecycle.	TRUE	TRUE	TRUE	TRUE			

	PII Category	Incident and Service Desk PII Score	Change PII Score	Problem PII Score
	% Metrics Achievable	55%	55%	40%
	% KPIs Achievable	71%	67%	57%
	% Integrated Metrics Achievable	50%	50%	25%
	Performance Indicator Index Scoring	B	B	C

ITSM Enabling Technology Considerations



Is *out of the box* good enough?

- Yes, if you are starting from scratch

What do I add?

- Add information elements that are associated to metrics that are considered “Key”
- Add information elements that are aligned to reporting on your organization’s strategic objectives

What do I retain?

- Information that supports operational execution
- Information that your enabling technology calculates internally – it may support features you depend on

What do I remove?

- Hide vs. remove – you may want to add it later
- Information elements added that do not support operational execution or key performance indicators

How do I know I’m right?

- Audit the information model
- Audit the information collected, how it is exposed in reports (i.e. Are the reports meaningful / improving?)
- Audit the practice of managing the information model – reassess and report!

Sample Analysis – General and Practice-Combined



General Score

Data Modeling	2.5
General	3.0
Integration	2.7
Organization	3.5
PII / Continuous Improvement	2.5
Quality Assurance	3.3
Grand Total	2.9

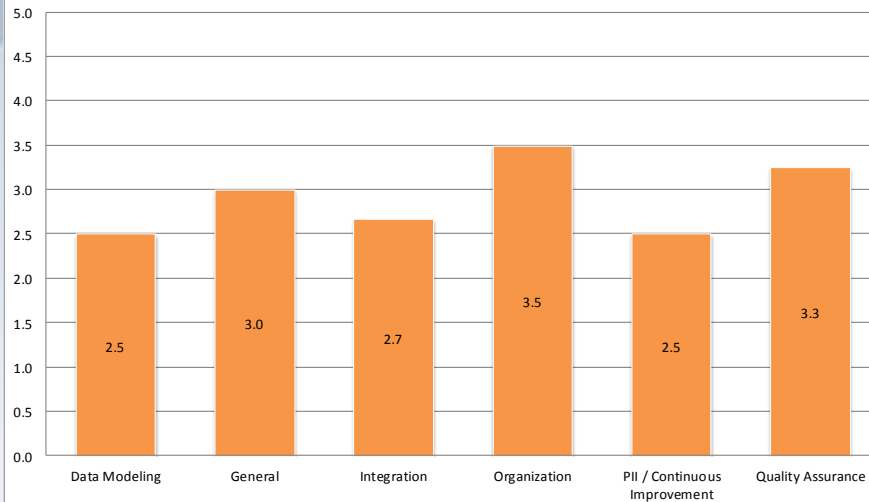
Problem Practice Score

Data Modeling	2.7
General	3.3
Integration	2.8
Organization	3.5
PII / Continuous Improvement	3.0
Quality Assurance	3.3
Grand Total	3.1

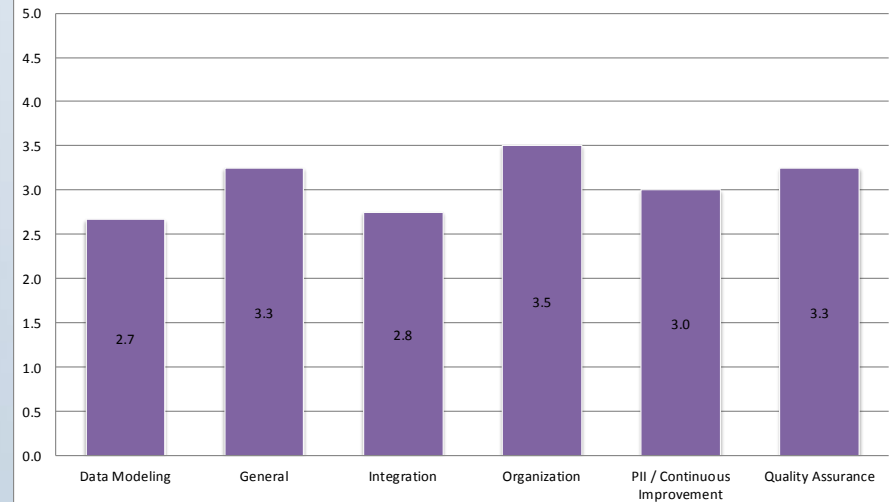
Performance Indicator Index Score

C

General Information Model CMM Scoring



Problem Management CMM Scoring





Example Maturity Levels

Level	General Characteristics
3	Characteristics of this rating: There is an identified information management custodian or administrator; resources have been allocated to manage the information model for one or more practices. The information model is driven by strategic IT performance measurement objectives. The underlying data model supports the organization's information and reporting requirements. The organization is able to generate reliable, consistent reports that support meaningful outcomes as defined by the IT department.
4	Characteristics of this rating: The information model extends beyond a single practice, and includes data elements that support integrated (i.e. covering more than one practice) performance measurement for IT objectives. Regular auditing of the information model is conducted to ensure accuracy, consistency and the overall integrity of captured data. Information model requirements drive enabling technology changes beyond pure data capture, including data validation (e.g. mandatory fields). IT partners are encouraged to align to the information model and, when required, data transformation (mapping) is applied to maintain data quality. Information Management is a recognized practice, and reporting and continuous improvement initiatives are formalized.

Next Steps



thinkITSM Define Measure Achieve. Repeat

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Be sure to visit www.thinkitsm.com/thoughtrock to try out an online (SaaS) ITSM Maturity Assessment solution!
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Questions and Answers

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"commit... to communicate!"

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