THE BREAKTHROUGH SERIES

from Thought Rock

The Presentation Will Begin At 12PM EST

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ITSM Management Reporting

Learn how to sell yourself to the business and instil organisational, stakeholder and customer confidence.

Key Topics:

a. How to demonstrate and sell your value to the board
b. Why figures like 99.999% availability don't add any real value to the bottom line
c. How to report on the performance of your ITIL processes
d. What are the key metrics to identify essential service improvements
e. What are essential metrics & classifications you need to collect and exploit

IT Service Management Reporting

Allan Stear

Marval Group

- MSM ITSM and Service Desk Software
- ITIL and ISO/IEC 20000 Education and Consultancy
- ITSM Support Skills Courses and Workshops
- MSM Product Support
- MSM Product Training

- People
- Process
- Technology

One supplier for all your requirements

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- Numbers and volumes:
  - Logged
  - Solved
- Perception metrics
  - Service
  - Symptom
- CI (component) Availability %
- SLA target performance: Met v Not Met
- Customer surveys

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(Top Responses from 200 service staff)

1. The information is difficult <u>to collect</u>
2. Too <u>time</u> consuming to enter & classify the data
3. Takes <u>too long</u> to produce reports
4. We don't have the ITSM **right tools** or not setup correctly
5. We <u>don't know</u> what the business wants
6. *We have <u>always</u> done it like that*
7. The <u>customer</u> doesn't know what they want
8. What's in it for <u>Me</u>**,** why should I contribute?
9. <u>I can fix it quicker</u> than the time it takes to record it
10. Poor <u>classification & process</u>

Metric Identification

◆ Take a step back and identify what really generates or drives management emotion in your organisation

Emotional Metrics

- Brand credibility
- Organisational / political credibility
- Customer loyalty reinforcement
- Revenue loss reduction
- Business improvement/savings
- IT infrastructure & Service reliability
- Making the team look good

Think about this…

- A major flower retailer's ICT reported **99.2% Ordering Service** availability for last quarter.

- However the 0.8 % service outage happened to occur 2 days prior to Mothers day, a short period which accounted for 18% of their annual revenue.

- An example of where a traditional approach makes ICT look like a ***bunch*** of amateurs…

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Perception

External Emotional Metrics (External Customer Experience)	*"Your Billing Service is Lousy, the information I requested is already 2 weeks overdue"*
Internal Emotional Metrics (Internal Customer Experience)	*"The Billing Service is never available & when it is, it's slow"*
Internal Operational Metrics (Internal IT response)	*"Server MA1404 has been available 96.68% & the Network 99.82% this month"*

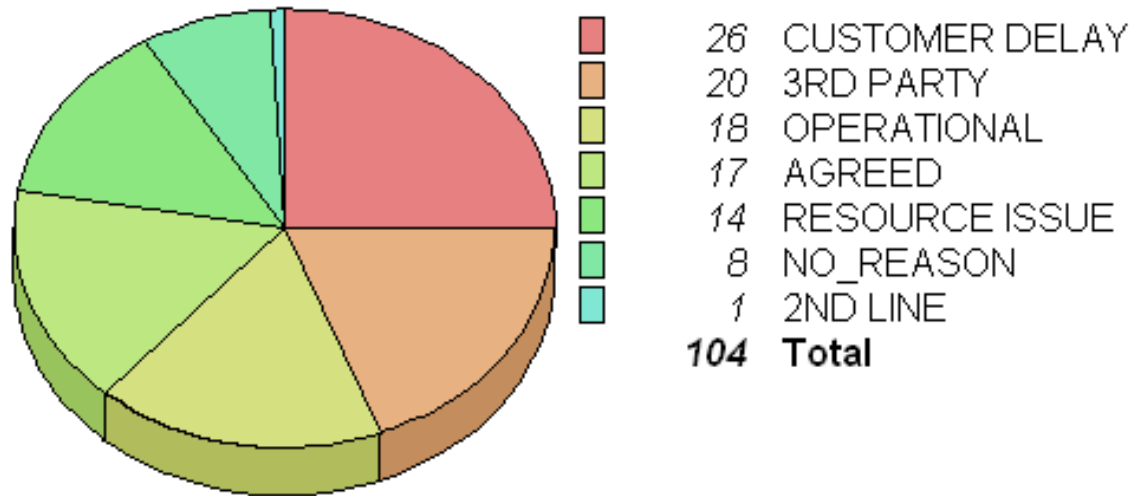***Build into service design …early on!***

Service Level Agreements (SLAs) example

Why should staff buy into a black and white system of delivery?
...Especially, when we make most of the targets up 'on the fly'

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	26	CUSTOMER DELAY
	20	3RD PARTY
	18	OPERATIONAL
	17	AGREED
	14	RESOURCE ISSUE
	8	NO_REASON
	1	2ND LINE
	104	**Total**

Marval intelligent SLA Breach Reasons – **Add Context**

Ask the questions:

- Which customers?   **Awareness? BRM review? Details followed up?**

- Which 3rd party suppliers?   **Supplier and contract review?**

- Is the SLA realistic?   **Renegotiate SLA? Review OLA?**

How to capture useful data

Business service

Symptom/function

} Perception metrics

Root cause

Resolution/action taken

} Reality metrics
(supporting problem analysis)

Suggested service Improvement (SSI)

} Continual improvement metrics
(supporting problem analysis)

Process improvement 'flags'

Sample 'Root Cause' classification example:

Root cause	***Affected process***
Service Offline	*Availability*
Service slow	*Performance*
Lack of disk space	*Capacity*
Root cause unknown	*Problem*
Virus present	*Security*

- Availability review required
- Capacity review required
- Customer review required
- Documentation review required
- Hardware review required
- Major incident review required
- Follow up not required
- Performance review required
- Procedure review required
- Review of process or policy required
- Raise a request for change
- Raising a known error required
- Raise a problem request
- Security review required
- SLA or OLA review required
- Software review required
- Vendor/3rd party or supplier review required
- Training review required

The person resolving or completing the activity is best placed to flag this *…right there and then*, not later on

Scenario:

- ◆ Customer reported an issue with the **Online ordering service**

- ◆ This is what the **business** is interested in

- ◆ The cause was the **payment service** - an underpinning **infrastructure service** (component)

- ◆ We need to know about both areas

![Marval logo - Everything ITIL® and ISO/IEC 20000]

Business service

Symptom/function

} Perception metrics

- -

Root cause

Resolution/action taken

Root Service

} **Reality metrics**
(supporting problem analysis)

- -

Suggested service Improvement (SSI)

} Continual Service Improvement metrics
(supporting problem analysis)

Requests and CSI – report on…

- Incidents/service requests:
  - Resolution times
  - Timespent
  - Classification breakdowns
- Trends and problem mgt
- Change reasons/failures
- Rescheduled requests

- Change/Release mgt
  - Process suitability
    - Needs to adjust with time and business needs
    - Too controlled/not controlled enough?
  - Success/failure rate
  - Service outages caused by changes/releases
  - Benefits sold back in real terms
- Configuration mgt (SACM)
  - Audits successful
  - Wrong data (cause: other processes)
- SLM and Supplier mgt
  - Breach reasons - targeted
  - Reviews

- **Availability**
  - Outage tracking – Service(s) and CIs
- **Capacity**
  - Deficiencies flagged from reactive processes
  - Improvements flagged from change/releases
- **Security**
  - Threats/breaches v resource taken to manage
- **Continuity**
  - Critical CI failures

- What does the report tell me?
- Do I 'understand' what the statistics are saying? (Back to drivers and audience)
- Are the results a surprise?
- Do they highlight areas for improvement?
- Do they highlight our areas of success?
- What do they tell the person who needs them?
- What action / decision will they invoke?
- Do they meet targets, or achieve goals?
- Do we need this report?...

"Every manager has a responsibility to demonstrate their team's valuable contribution to the business"

"Every team member has a responsibility to be accountable, provide the information in order for their manager to make informed decisions & demonstrate their team's valuable contribution to the business"

"If you (or the recipient) can't or haven't made a decision from the collected data - don't waste your time collecting it"

Summary

- Focus on metrics that mean something to the recipient(s)
- Encourage CSI in the organisation
  - SSI, Root cause, root service
- Design-in metrics early on
- Don't waste time on meaningless statistics
- The resolving staff can make or break your data

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Thank you for listening

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