Executive Overview of ITIL Best Practices for Service Desk Management

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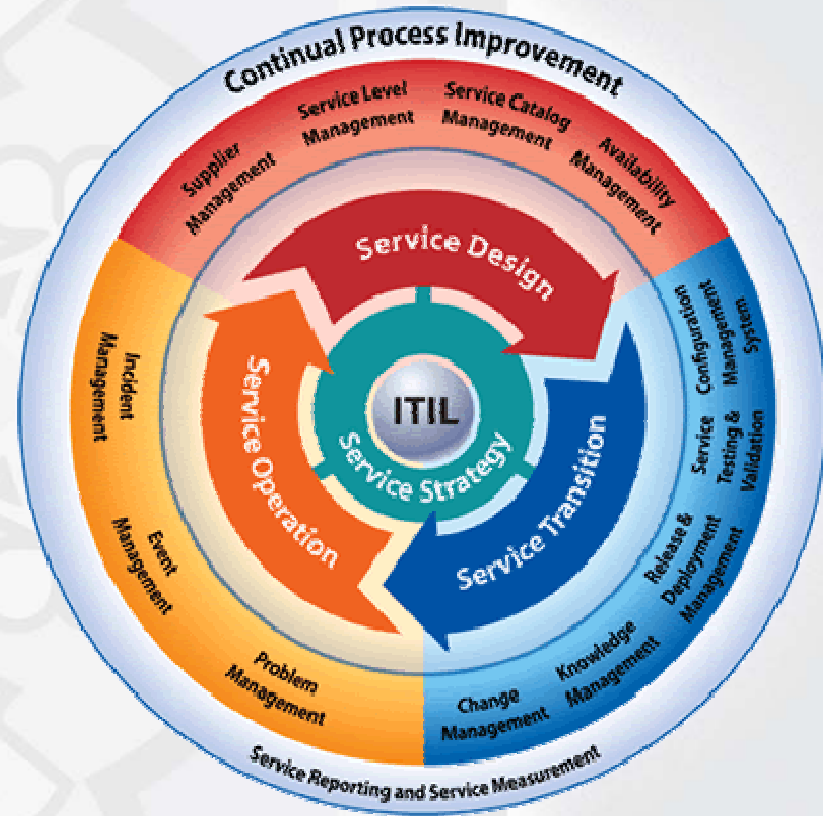
- Why Implement an ITIL-based Service Desk

- Gartner Maturity Curve

- IT Service Management & The Enterprise ITSM Tool Kit

- The ITIL-based Service Desk

- Success Metrics

- Introduction: ITSM & ITIL

- ITIL Service Support & Service Delivery

- Cultural Considerations

- The ITIL-based IT Service & Support Best Practices
  - Summary Level

- Q&A

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- 12 years with PepsiCo/Taco Bell IT and Business Planning

- Managed the Service Desk and all of the IT Infrastructure for 4500 restaurants, 8 zone offices, field managers and Corporate office

- 2 years as a Product Manager for Vantive

- Executive Director for HDI

- 6 years with SI Knowledge/Help Desk 2000

- 3 years with McGarahan & Associates

- 2 years as Chairman, IT Infrastructure Management Association (www.itimassociation.com)

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Why Implement an ITIL-based Service Desk

- 48% of the 2,138 technology users surveyed said they're "on the fence" or dissatisfied with help desk support and services at their companies – **Forrester Research.**
  - For many customers, their help desk experience may be the only interaction they have with IT.

- Increased complexities of applications and technology environment.
  - Service Desk supporting more of the business (mission-critical) applications, not just shrink-wrapped!

- Rethinking Outsourced arrangements.
  - Back-sourcing trend and what it means to the support operations.

- Current IT Service Level Agreements are not business aligned.
  - Difference in perspective.

- Silo IT teams not working together.
  - Accountability and metrics that are cross-departmental.

- Not enough resources to properly maintain the integrity of the tools.
  - Self-service and knowledge management.

Call to Action

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What does the Customer value?
What's important to them?

– Easy access/availability

– Immediate response

– Training on how to use the systems

– Faster resolution

– Coordinates & collaborates

  • Through internal technical resources

– Validates resolution

  • Through ownership, tracking, monitoring and regular status communication

– To do their job without technology negatively impacting it

PROFIT → **INTERNAL SERVICE QUALITY** → **EMPLOYEE SATISFACTION** → **EMPLOYEE RETENTION** → **EXTERNAL SERVICE QUALITY** → **CUSTOMER SATISFACTION** → **CUSTOMER RETENTION**

"Focus on Increasing Productivity"

Harvard Business Review: Service / Profit Chain

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- We must determine priority, root cause, workarounds and long-term solutions to properly address problems impacting the business – enterprise-wide.

- Business impact defines the severity of the problem in terms revenue, productivity, customer experience and profitability.

- We must allocate people, time and money based on business impact, urgency and priority.

A Business Impact Parable – "Remember the Email"

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Do you have "Sunday Night Anxiety"?

How much did that outage cost the company?

What are we doing to proactively to prevent
and eliminate problems and business impact?

- Solve the business problem first; then technical.
  - Start tracking, reporting and measuring the impact, cost and benefits for implementing a long term solution aimed at eliminating the problem from the environment.
- Using estimates based on reasonable assumptions, we must demonstrate that the business impact and cost of the problem is much higher than the cost of solving it!

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Your Maturity Level Determines:
1. What you can do!
2. When you can do it!
3. How successful you will be!

Level 1

Uncertainty

IT Mgmt. Toolbox
• Budgets
• Operations
• Staffing
Perception Points
• Response
• Reliability

Level 2

Skepticism

IT Mgmt. Toolbox
• Communication
• Consistency
• Reliability
• Performance
• Recruitment
Perception Points
• Information
• Problem Mgmt.
• Policies

Level 3

Acceptance

IT Mgmt. Toolbox
• Service Portfolio
• Skill Assessment
• Relationship & Project Mgmt.
• Outsourcing
• Service Recovery
• Staff Developmnt.
Perception Points
• Competency
• Business Savvy
• SLAs
• Priorities

Level 4

Trust

IT Mgmt. Toolbox
• Shared Services
• Architecture
• Project Office
• Resource Mgmt.
• Process Design
• Competencies
• Culture
• Measurement
Perception Points
• Leadership
• Relationship Mgmt.
• Sourcing
• Service Pricing

Level 5

Respect

IT Mgmt. Toolbox
• Governance
• Funding Models
• Portfolio Mgmt.
• Coordination
• Finance
• Career Pathing
• Program Mgmt.
• Workplace Innovation
• Strategic Sourcing
• Succession
Perception Points
• Alliances
• Partnerships
• Consultation
• Innovation

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Gartner Maturity Curve & Industry Frameworks

- A High-Performing Company is a business that consistently outperforms peer companies in revenue, profit growth, and total return to shareholders
- They do not necessarily spend more on IT than their peers.
- They optimize their utilization of existing services, people, projects, and assets to deliver high-quality, high-available, high-value-add services to the business.
- An example would be cost savings on company-wide labor by implementing self-service solutions and online eCommerce interactions.

- **Efficient**
  - A highly optimized state where the process of producing business value through IT-Business services effectively leverages IT assets and investments with a minimum of waste, expense, or unnecessary effort.
- **Responsive**
  - Readily prepared to move dynamically, strategically, and tactically, to changes in business priorities, marketplace, technology, regulation, and legislation, to exploit current and future conditions/opportunities.
- **Agile**
  - Flexible, nimble, quick, and adaptive, with minimal effort. Creating strategy, structure, processes and an IT organization that is continually aligned with business strategies and objectives, yet with minimal internal disruption to IT and the business.
- **Predictive**
  - Proactive in using Root Cause Analysis to develop a consistent set of solution criteria prior to an occurrence to maximize positive impact, minimize negative business effects, and eliminate problems that cause disruption to productivity.

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Most Organizations Are Positioned Here

Level 5

Respect

Level 4

Trust

Level 3

Acceptance

Level 2

Skepticism

Level 1

Uncertainty

IT Mgmt. Toolbox
- Budgets
- Operations
- Staffing

Perception Points
- Response
- Reliability

IT Mgmt. Toolbox
- Communication
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- Recruitment

Perception Points
- Information
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IT Mgmt. Toolbox
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Perception Points
- Competency
- Business Savvy
- SLAs
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IT Mgmt. Toolbox
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IT Mgmt. Toolbox
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Perception Points
- Alliances
- Partnerships
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- Innovation

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- **ITIL**

- **COBIT**

- **CMMi**

- **ISO**

- **SOX**

- **OPM3**

- **PRINCE2**

- **Six Sigma**

- Information Technology Infrastructure Library.
- Control Objectives for Information and Related Technology.
- Capability Maturity Model Integration.
- International Organization for Standardization.
- Sarbanes-Oxley IT compliance.
- Organizational Project Management Maturity Model Overview.
- PRojects IN Controlled Environments is a project management methodology that covers the management, control and organization of a project.
- A methodology to manage process variations that cause defects, defined as unacceptable deviation from the mean or target; and to systematically work towards managing variation to eliminate those defects.

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IT Service Management
& The Enterprise ITSM Tool Kit

<u>IT Service Management</u> - the process of managing IT services to effectively and efficiently meet the needs of the Customer.
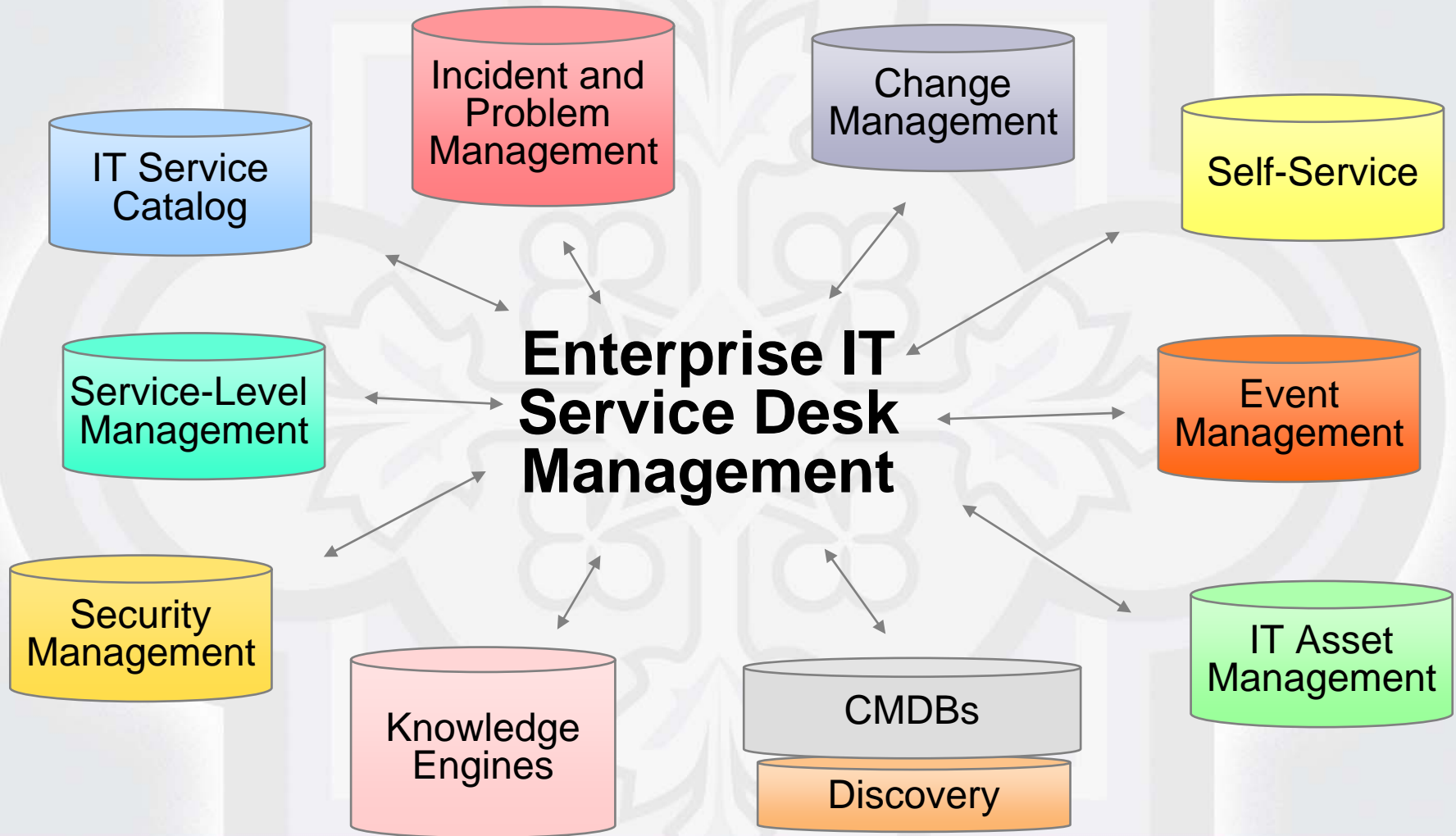
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Incident and Problem Management

Change Management

Self-Service

IT Service Catalog

Service-Level Management

Enterprise IT Service Desk Management

Event Management

Security Management

IT Asset Management

Knowledge Engines

CMDBs

Discovery

A consistent process/SLAs for all customers

Centralized repositories for reporting

Standardize, simplify and lower TCO

Leverage and integrate tool sets

Bring visibility to all incidents & requests
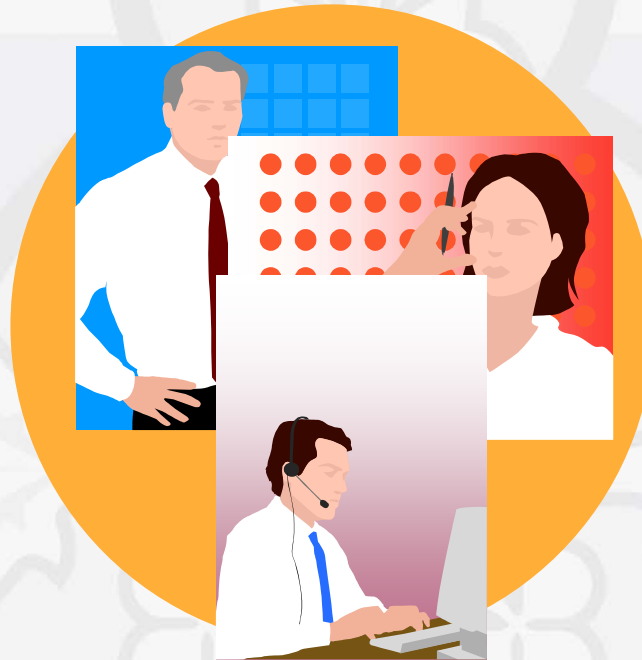
The power of shared knowledge

Increase utilization, maximize return (ROI)

- An Enterprise-wide deployed ITSM solution set mapped with a common set of best practice processes provides the opportunity to increase:

  – Effectiveness & Efficiency (balance scorecard metrics).

  – Return on Investment (TCO, Business Case justification).

  – Customer satisfaction (simplified, ease of access, standard SLAs/expectations).

  – Resource Utilization (shared processes drives workflow, consistent, reduces errors).

  – Scope of Services (Deliver more value -> to more of the business -> more often -> same staff levels.).

  – Scheduling Options and Flexibility (increased coverage and redundancy).

  – Business-focus (doing the right thing to support the growth of the business).

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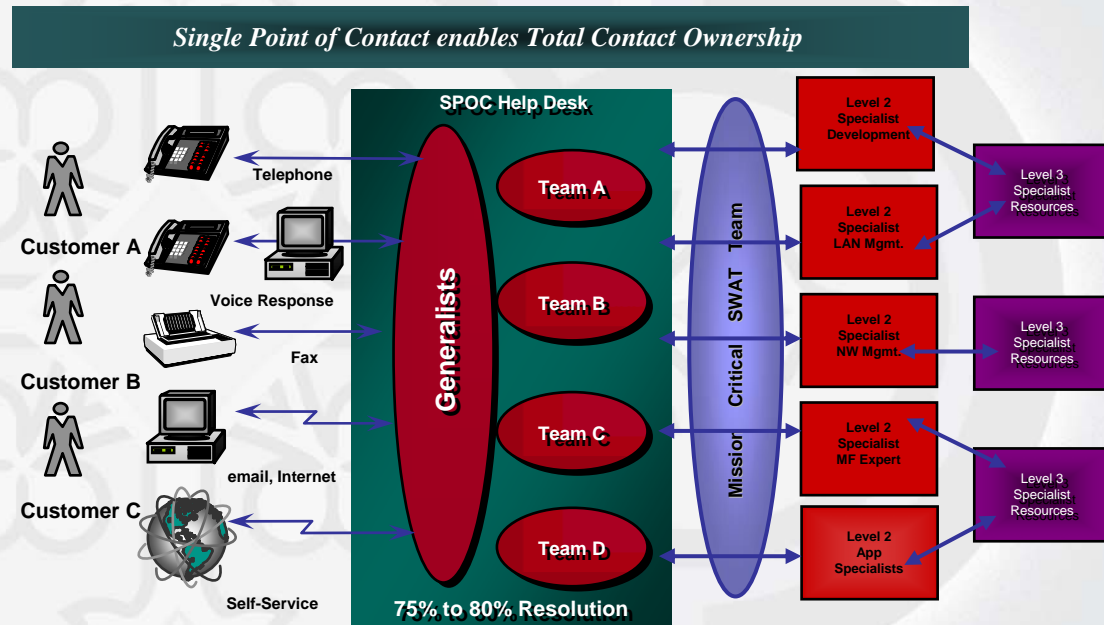
The ITIL-based Service Desk

Goals:

- Provide Single Point of Contact (SPOC)
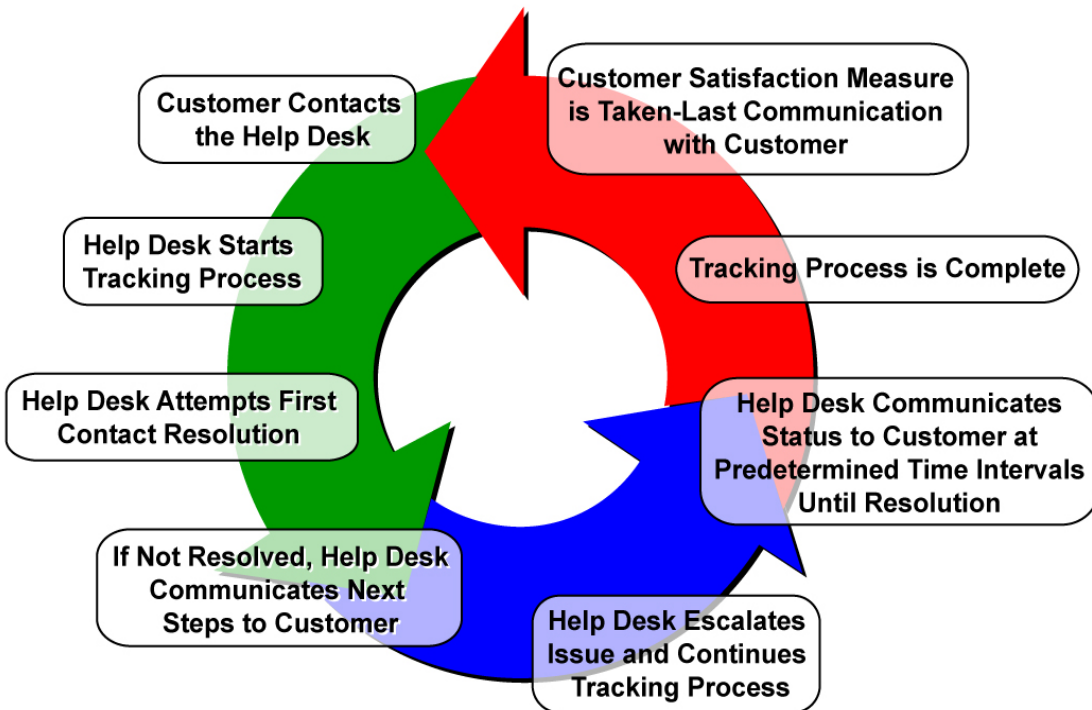- Facilitate the restoration of normal operational service
- Total Contact Ownership

Functions:

- Serving as the SPOC for End-Users
- Centralizing Communications
- Recording, assessment and tracking
- Monitoring and escalation
- Coordination
- Resolution and closure
- Providing management information
- Contributing to problem identification

Single Point of Contact enables Total Contact Ownership

SPOC Help Desk

Customer A — Telephone
Voice Response
Customer B — Fax
Customer C — email, Internet
Self-Service

Generalists

Team A
Team B
Team C
Team D

75% to 80% Resolution

Mission Critical SWAT Team

Level 2 Specialist Development
Level 2 Specialist LAN Mgmt.
Level 2 Specialist NW Mgmt.
Level 2 Specialist MF Expert
Level 2 App Specialists

Level 3 Specialist Resources
Level 3 Specialist Resources
Level 3 Specialist Resources

"You answer it; you own it."

Total Contact Ownership

- Customer Contacts the Help Desk
- Customer Satisfaction Measure is Taken-Last Communication with Customer
- Help Desk Starts Tracking Process
- Tracking Process is Complete
- Help Desk Attempts First Contact Resolution
- Help Desk Communicates Status to Customer at Predetermined Time Intervals Until Resolution
- If Not Resolved, Help Desk Communicates Next Steps to Customer
- Help Desk Escalates Issue and Continues Tracking Process

- Set expectations for a consistent, quality customer experience.

- Notification to the customer about the resolution progress; a top priority within the TCO process.

- Automate follow-up with the customer and all individuals involved in the resolution process.

- Track adherence to Level-2 and Level-3 commitment to assign, respond, and resolve according to priority based on business impact/urgency.

- Ensure awareness of the status of the customer's issue – aging/impact.

- Ensure through Customer Surveys and Quality Monitoring (QA).

- Continue to measure Customer experience and satisfaction with the Transactional Survey.

- When a ticket is closed, this user-friendly, secure, web-based, third party service automatically surveys your customer.

- Allows us to set alerts to immediately know when a customer responds unfavorably.

- Immediately access or schedule turnkey reports that are emailed.

- Benchmark our performance against established goals and other companies both in and outside our vertical.

- Works seamlessly with Incident Management Tool.

- CSI is a hosted application, no software to install

HDI CUSTOMER SATISFACTION INDEX

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- Incidents/Problems cause Change – Change causes Incidents and Problems

- Must be represented on the Change Advisory Board (CAB)

- Must have access to the Forward Schedule Change (FSC)

- Must be able to link all incidents reported to scheduled & unscheduled (Emergency) changes in addition to Global Outages

- Must be able to report to CAB the business impact of all changes & outages

- Service Desk must champion change and must leverage business champions to do the same
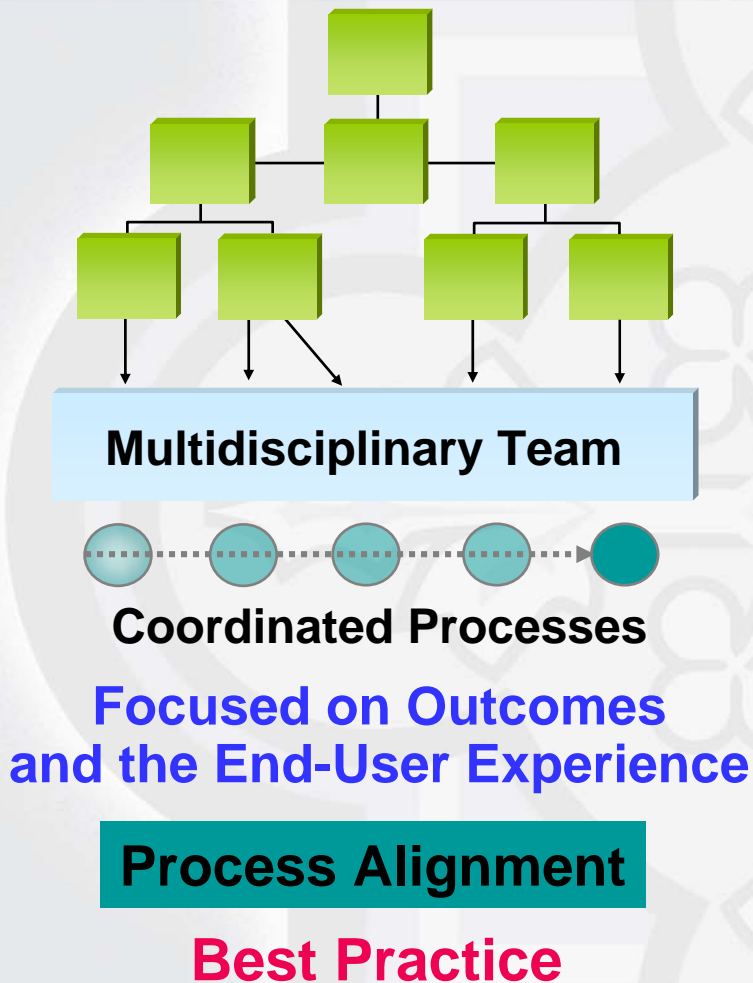
Multidisciplinary Team

Coordinated Processes

Focused on Outcomes and the End-User Experience

Process Alignment

Best Practice

- Creates new Service Desk roles & opportunities:
  - Self-service engineer, knowledge engineer, quality assurance analyzer, incident & problem process lead.

- Grow your support team vertically and horizontally, realigning resources and adding technical as well as business expertise to meet the changing needs / demands of the business.

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Success Metrics

- Average range of 1st level contact resolution between 54 and 77% of calls.
  - Average 63%
- Cost of 1st level call
  - $18-$23
- Cost of 2nd level call
  - $35+
- Cost of 3rd level call
  - Starts at $100
- The cost of supporting a desktop
  - Between $70 and more than $130
- Average case per analyst (L1) per month
  - Range 450 to 530

- Password reset
  - Between 20% to 35%
  - Password resets handled by Level 1 cost, on average, $12 per transaction, while Web self-service costs $2.
- Queue time:
  - 20 seconds to 53 seconds.
  - Average 36 seconds
- Talk time 5 minutes to 8 minutes
  - Average 7 minutes
- Abandonment rate
  - Between 7% to 8%

Source: Gartner, 2007

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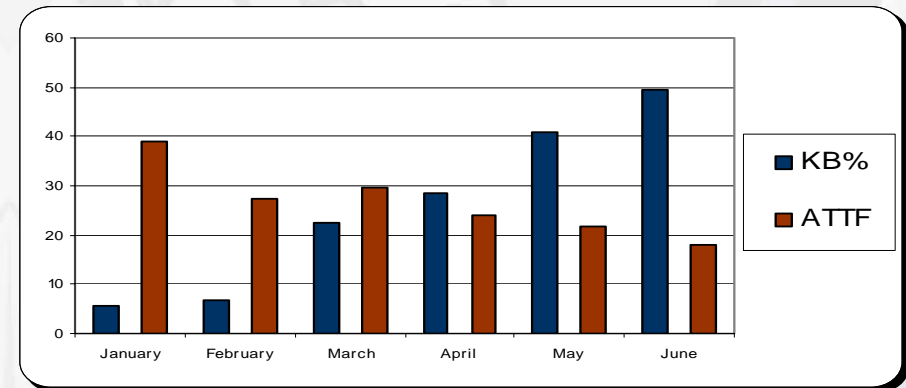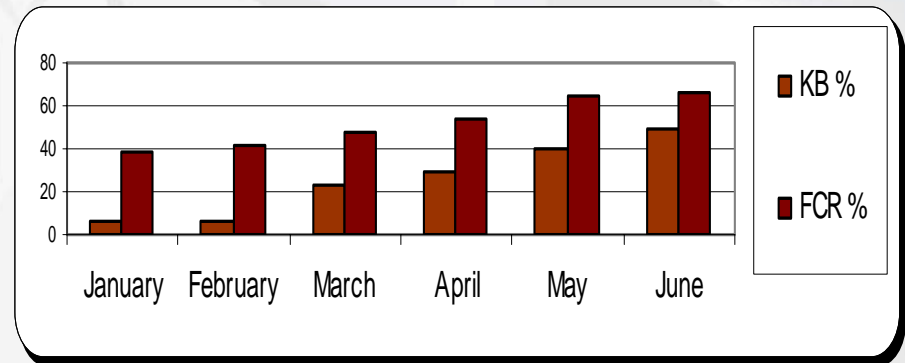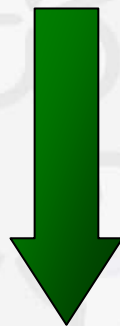
Importance of First Contact Resolution

- On average, every 1% percent increase in first-contact resolution results in a 0.64% increase in customer satisfaction.

- Drive cost from Level 2 and 3 down to Level 1

- MTTR decreases

- Better data is collected a Level 1 facilitating better decision making

Level 1

Customer Sat. Increases

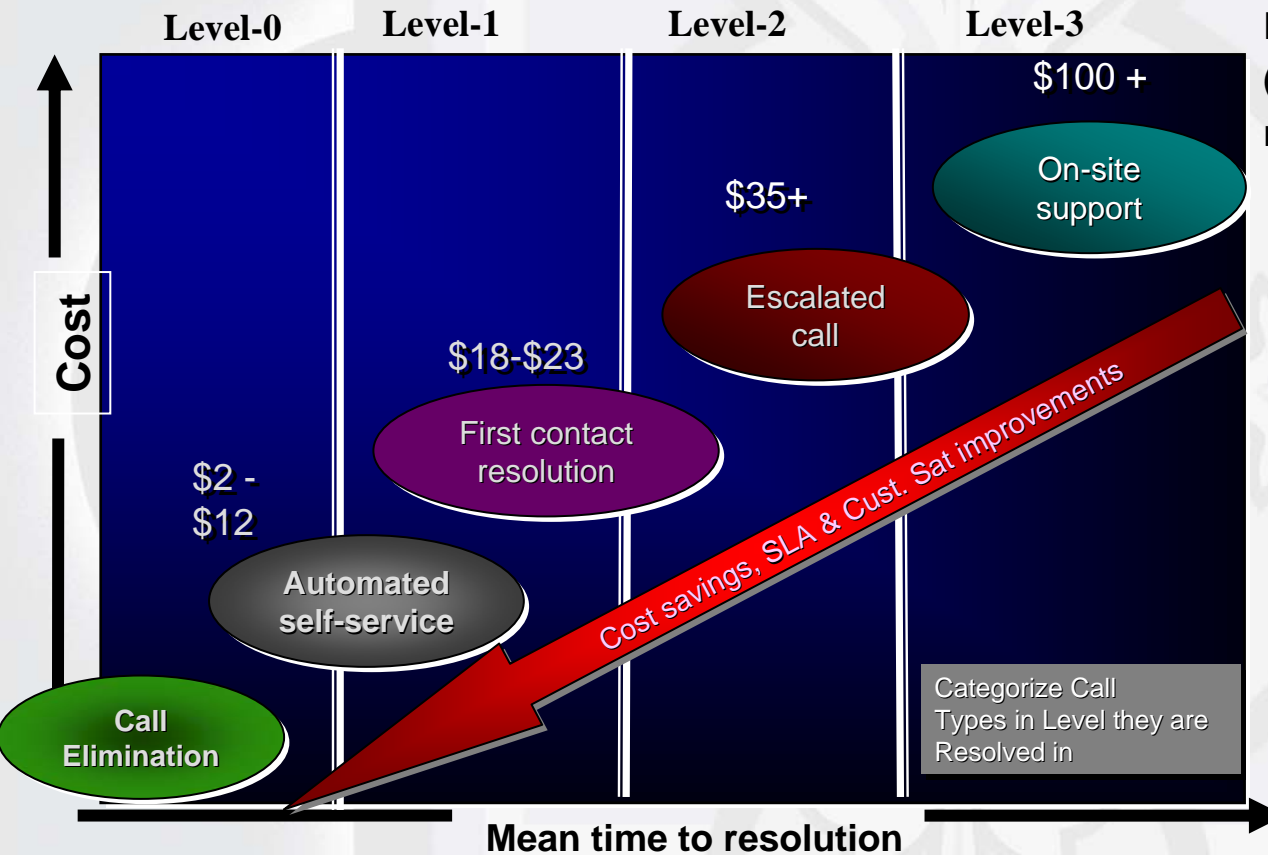**Costs Decrease**

Level 2

Level 3
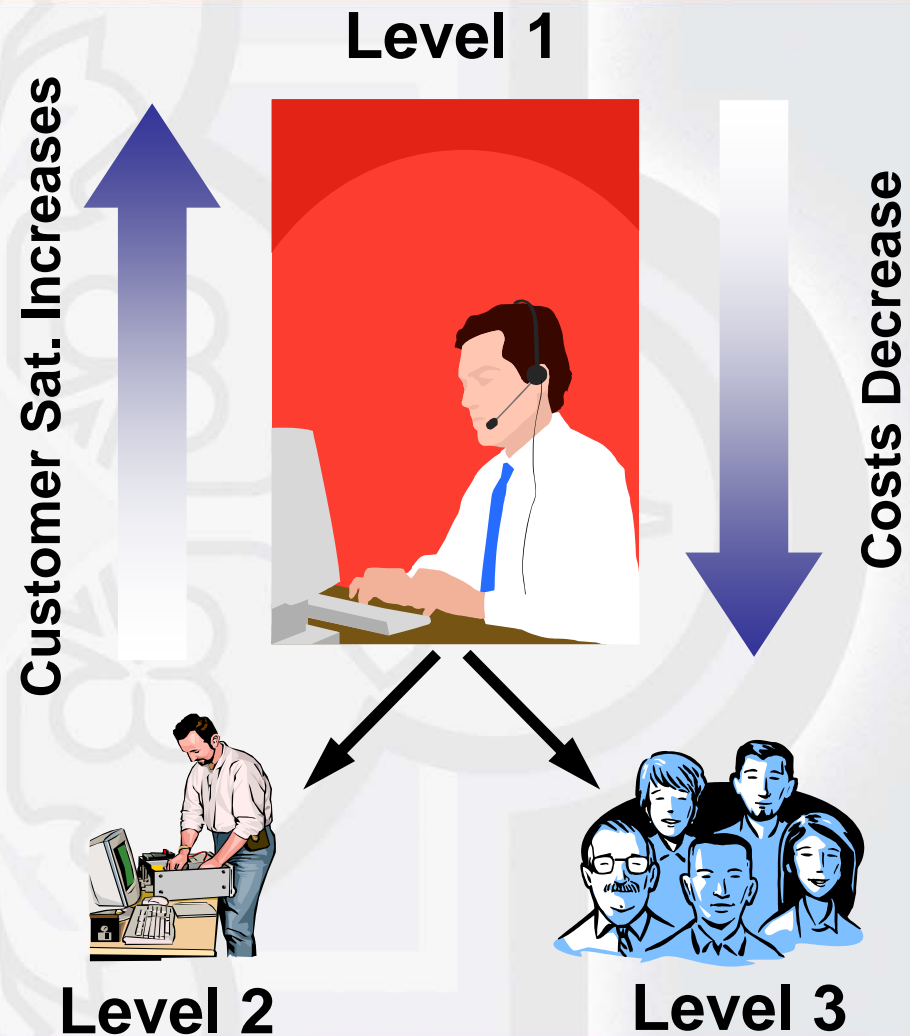
As Knowledge Base
Utilization (KBU) increases...

Expand Services – Utilizing Same People!

- First contact
  resolution increases
- Customer satisfaction
- Productivity increases
- Quality/Consistency increase

- Average mean time to
  resolve decreases
- Average talk time
- Total support costs
- Reduction in call types

Chart showing Cost (vertical axis) vs Mean time to resolution (horizontal axis) across Level-0, Level-1, Level-2, Level-3:

- **Level-0**: Call Elimination; Automated self-service — $2 - $12
- **Level-1**: First contact resolution — $18-$23
- **Level-2**: Escalated call — $35+
- **Level-3**: On-site support — $100 +

Diagonal red arrow: Cost savings, SLA & Cust. Sat improvements

Box: Categorize Call Types in Level they are Resolved in

- **Position the Service Desk to Increase First Contact Resolution/First level Resolution (Level 1.5) and to lower cost per resolution by:**

  – Knowing what they can resolve at first contact and knowing what they escalate and to what teams. Reports target call types for FCR that are currently being escalated.

  – Level-2 managers are accountable for increasing the SD FCR by training, providing timely documentation/FAQs and Known Errors/Work-arounds/resolutions.

  – Handle all requests, password resets and "How-To" training through Self-Service Portal (Level-0).

  – Remote control/access tools.

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Introduction: ITSM & ITIL

1. **Organizations are increasingly dependent upon technology – positive business impact.**
2. **IT must deliver high quality services that the organization needs and values – willing to pay for!**
3. **Improving and standardizing the management of the IT infrastructure in a business-centric way is high priority this year for all IT!**

- Definition:
  - IT Service Management (ITSM) is the process of managing IT services to effectively and efficiently meet the needs of the organization.

- Goals of IT Service Management:
  - To deliver IT services that the customer, agency and organization need and value.
  - To deliver these services in a timely and cost-effective manner.
  - To make these services accessible, available and secure.

- To Utilize:
  - The right people.
  - The right processes.
  - The right tools.

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- ITIL for IT service management began in 1989
- UK effort to improve IT service management after IT failure during the Falklands war
- ITIL v2 features disciplines each having it's own standards of Core Processes (3 of many);
  - Service support.
  - Service delivery.
  - Security management.
- Focused on providing a framework for continuous improvement in integrating and implementing IT services that are aligned with the Agency objectives.
- Through active participation, learning and adapting to new situations, the ITIL library of Core processes:
  - Create a culture and environment for stability and reliability.
  - Focus on improving the level of quality of each delivered service.
  - Reduce or maintain costs.

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IT Service Management (Version 1.0)

Utilize ITIL v2 as a Foundation while adapting/adopting other key Frameworks and Continuous Improvement Initiatives into the ITSM Program.

- V2 benefits brought forward to V3.

- V3 has been implemented in a holistic manner and defined the lifecycle.

- V3 is less process-centric than V2 and is more focused on the functions and how everything fits together.

- It is valuable to senior managers and the business because it incorporates sections on strategy and implementation not covered in V2.

- V2 Foundations Certification offers a more comprehensive understanding of the main processes that are most organizations are currently implementing.

- The V3 curriculum covers:

  - **SERVICE STRATEGY**

  - **SERVICE DESIGN**

  - **SERVICE TRANSITION**

  - **SERVICE OPERATION**
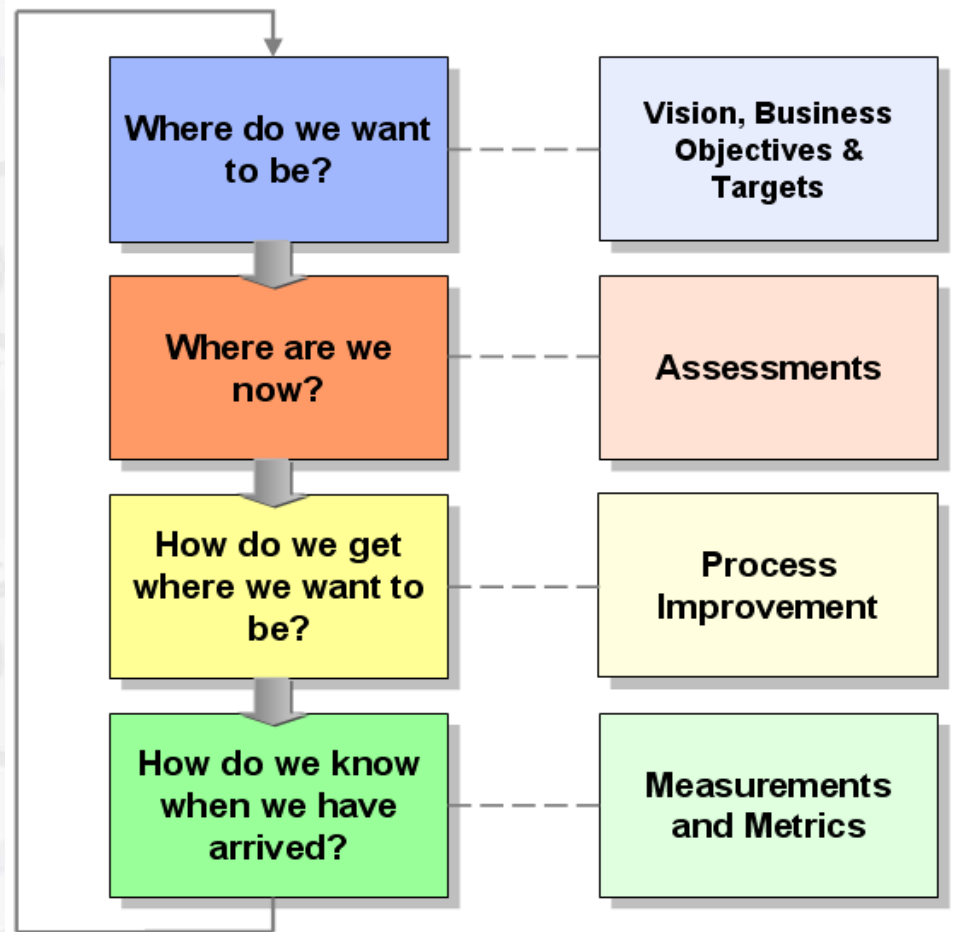
  - **CONTINUOUS SERVICE IMPROVEMENT**
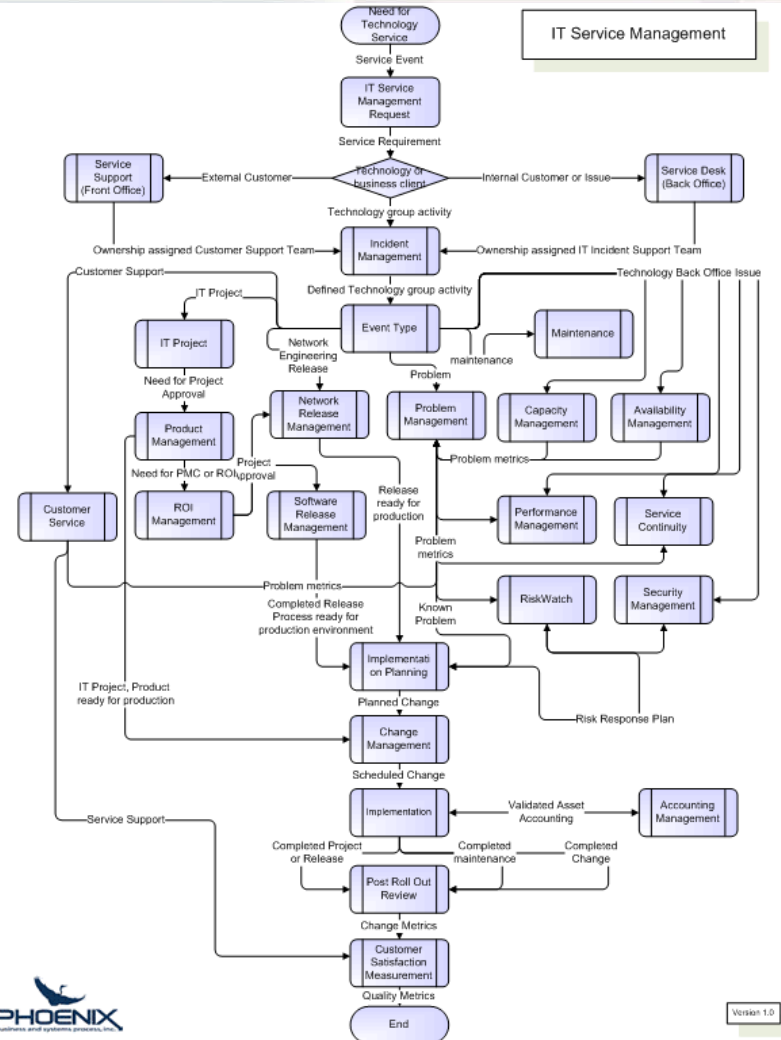
- Practical Decision Making
- Pragmatic Service Blueprint
- Managing change, risk & quality assurance
- Responsive, stable services
- Measures that mean something & improvements that work

More Lifecycle Focused

Service Strategies

Service Design

Service Transition

Service Operations

Continual Service Improvement

- Best practices:
  - A guide to designing IT management processes.
  - Increase the overall efficiency/effectiveness.
  - Reduce costs.
  - Align IT with the Business goals.

- IT Infrastructure Library (ITIL):
  - Definitions working to improve operational efficiencies and offer a common language for communicating more effectively.

Where do we want to be?	Vision, Business Objectives & Targets
Where are we now?	Assessments
How do we get where we want to be?	Process Improvement
How do we know when we have arrived?	Measurements and Metrics

ITIL Service Support & Service Delivery

IT Service Management

Service Support

- Service Desk*
- Incident Management
- Problem Management
- Configuration Management
- Change Management
- Release Management

Service Delivery

- Service Level Management
- Availability Management
- Capacity Management
- IT Service Continuity Management
- Financial Management for IT Services

* Note that Service Desk is a Function, not a process.

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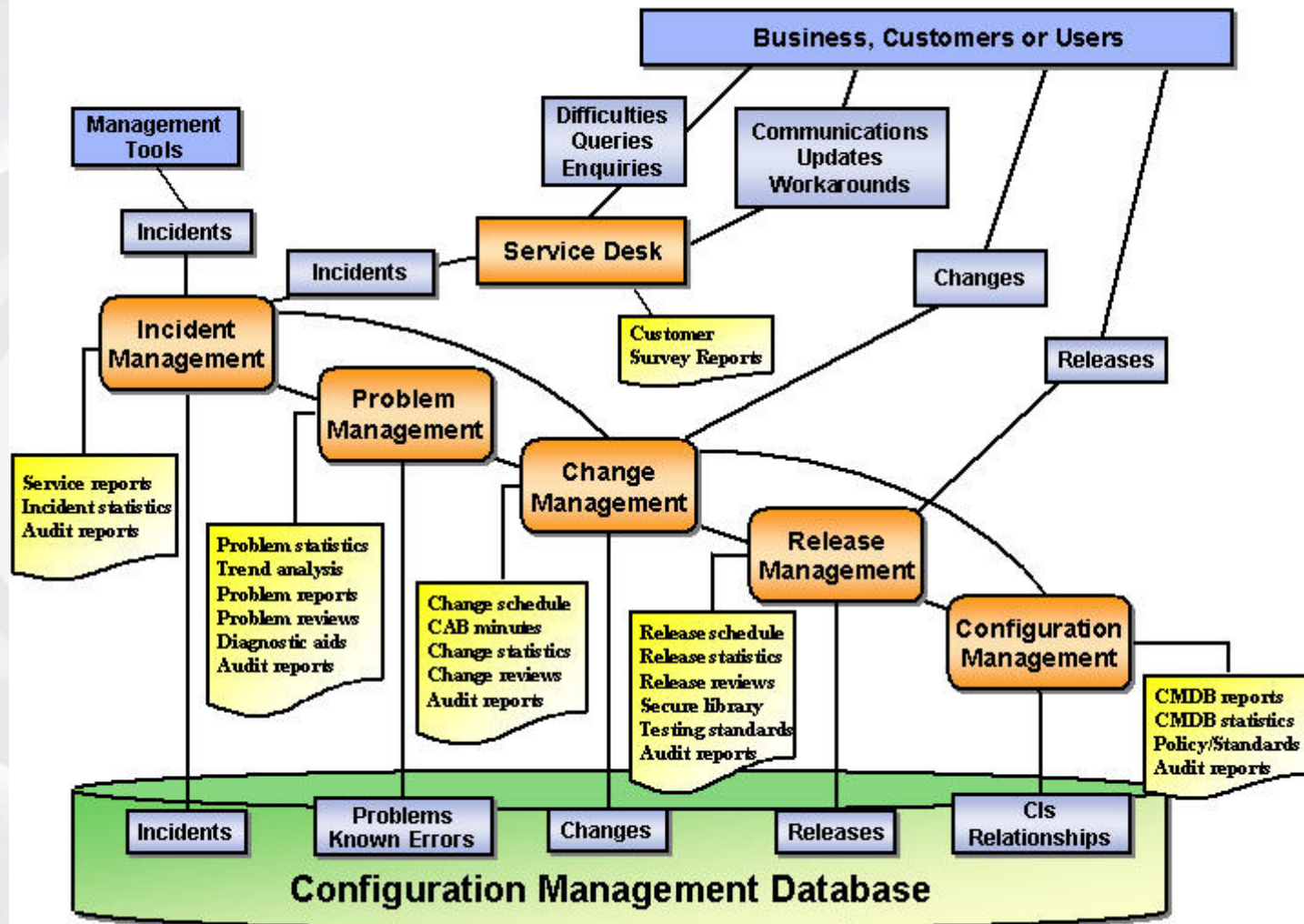
The Service Desk Function

Goals:

- Provide Single Point of Contact (SPOC).
- Facilitate the restoration of normal operational service.
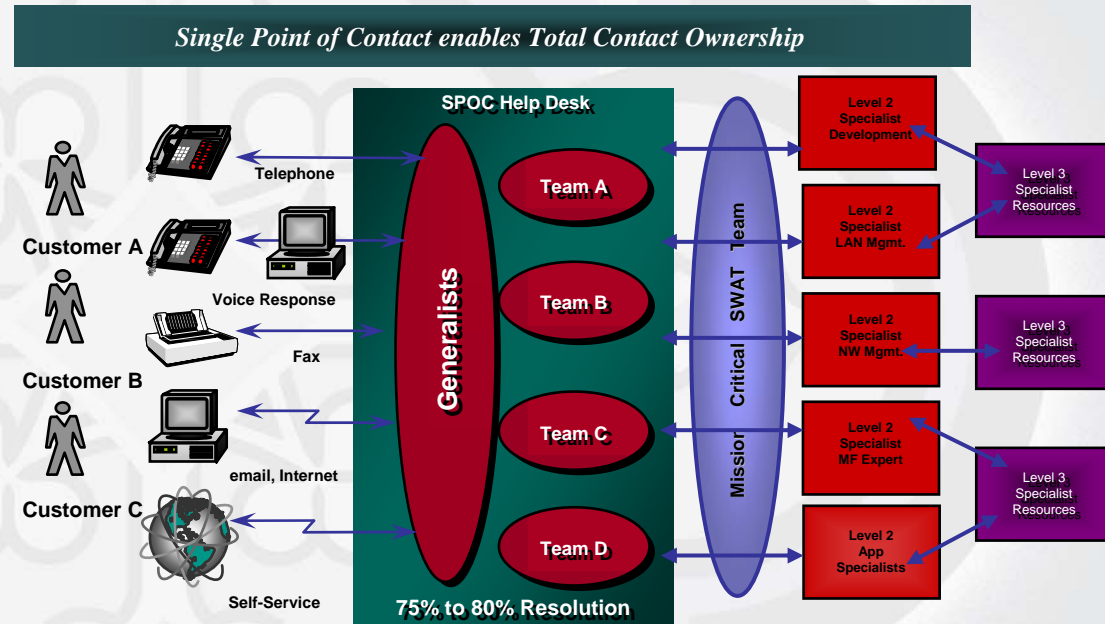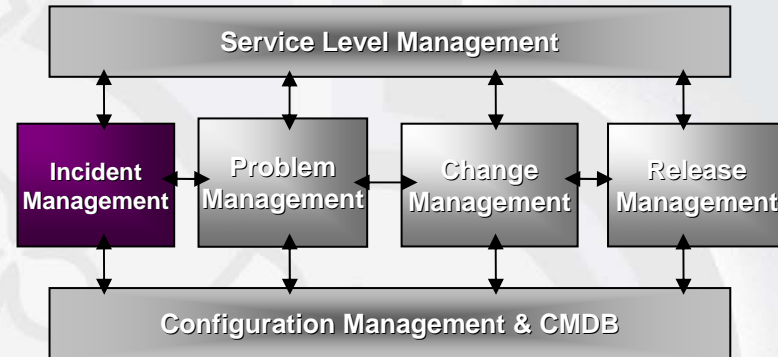- Total Contact Ownership.

Functions:

- Serving as the SPOC for Customers/End-Users.
- Centralizing Communications.
- Recording, assessment and tracking.
- Monitoring and escalation.
- Coordination.
- Resolution and closure.
- Providing management information.
- Contributing to problem identification.

Single Point of Contact enables Total Contact Ownership

SPOC Help Desk

Telephone — Customer A

Voice Response — Customer B

Fax

email, Internet — Customer C

Self-Service

Generalists

Team A
Team B
Team C
Team D

75% to 80% Resolution

Mission Critical SWAT Team

Level 2 Specialist Development
Level 2 Specialist LAN Mgmt.
Level 2 Specialist NW Mgmt.
Level 2 Specialist MF Expert
Level 2 App Specialists

Level 3 Specialist Resources
Level 3 Specialist Resources
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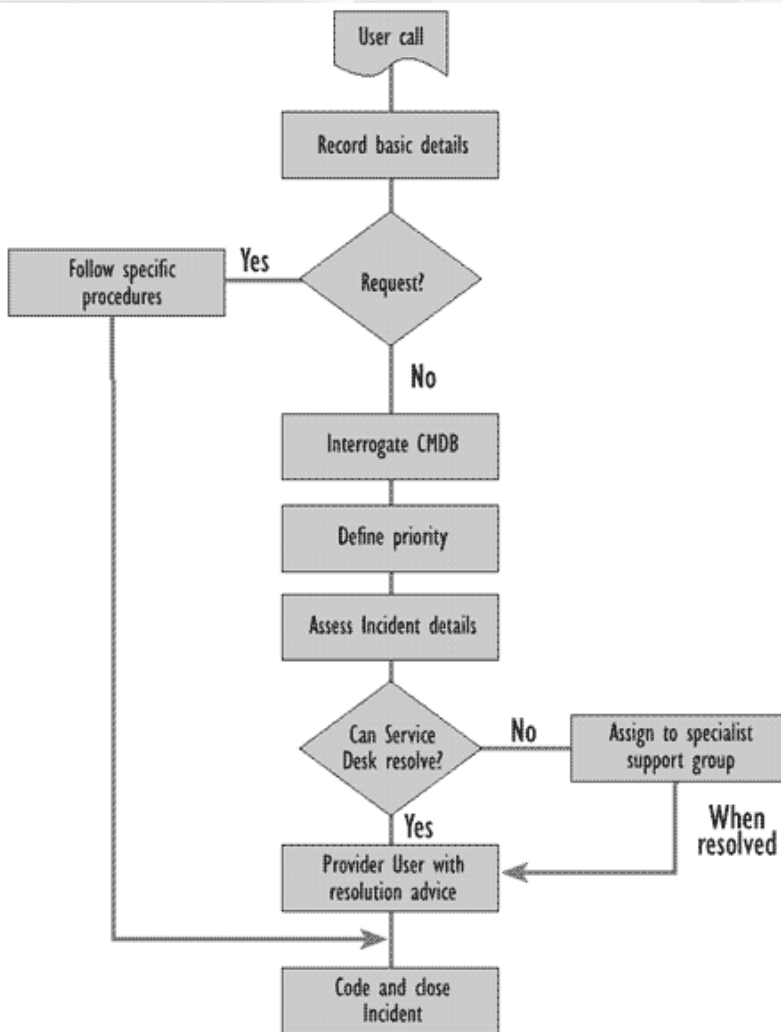
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- Objective:
  - To restore normal service operations ASAP.
  - To minimize negative productivity impact.

- Incident Definition:
  - An event which is not part of standard service operations and causes or may cause a reduction in service quality.

- Activities:
  - Incident detection and recording.
  - Classification and initial support.
  - Investigation and diagnosis.
  - Resolution and recovery.
  - Incident closure.
  - Ownership, monitoring, tracking and communication.

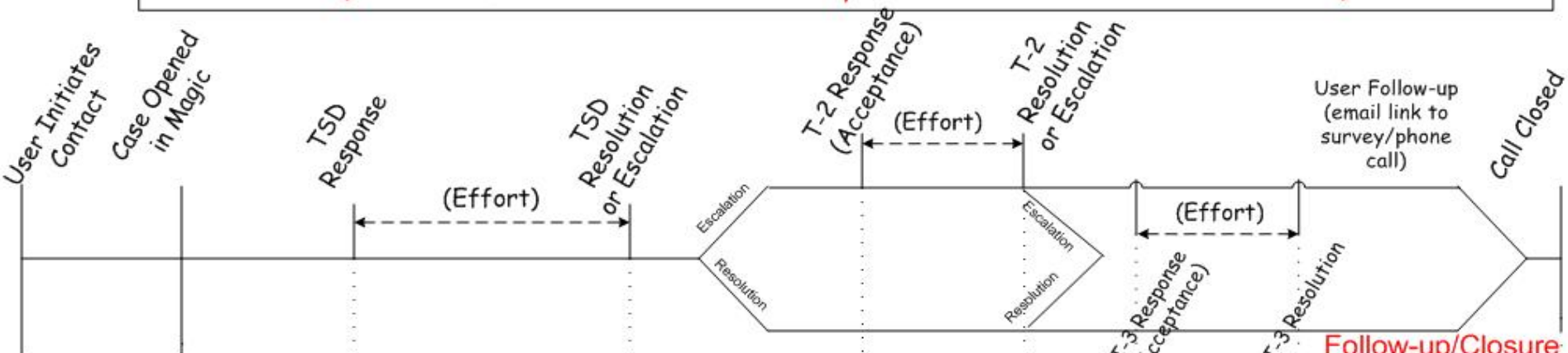| Service Level Management			
Incident Management	Problem Management	Change Management	Release Management
Configuration Management & CMDB			

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- ITIL is now the *de facto* standard for IT operational best practices.
- ITIL has played a critical role in the standardization of terminology, framework, procedures and practices.
- The ITIL Service Desk is the single point of contact (SPOC) between the customer and IT Service Management. Therefore, quality service support revolves around the successful implementation and quality of these other ITSM/ITIL processes within the ITSM program:

  – **Incident management** – responding and communicating to the customer solutions to the IT issues.

  – **Problem management** – finding the root cause of the issues and documenting and communicating the work-arounds.

  – **Change management** – the process for evaluating, prioritizing and approving which problems should be fixed.

  – **Configuration management** – Identifying and understanding the relationship between all the items that make up the IT Infrastructure.
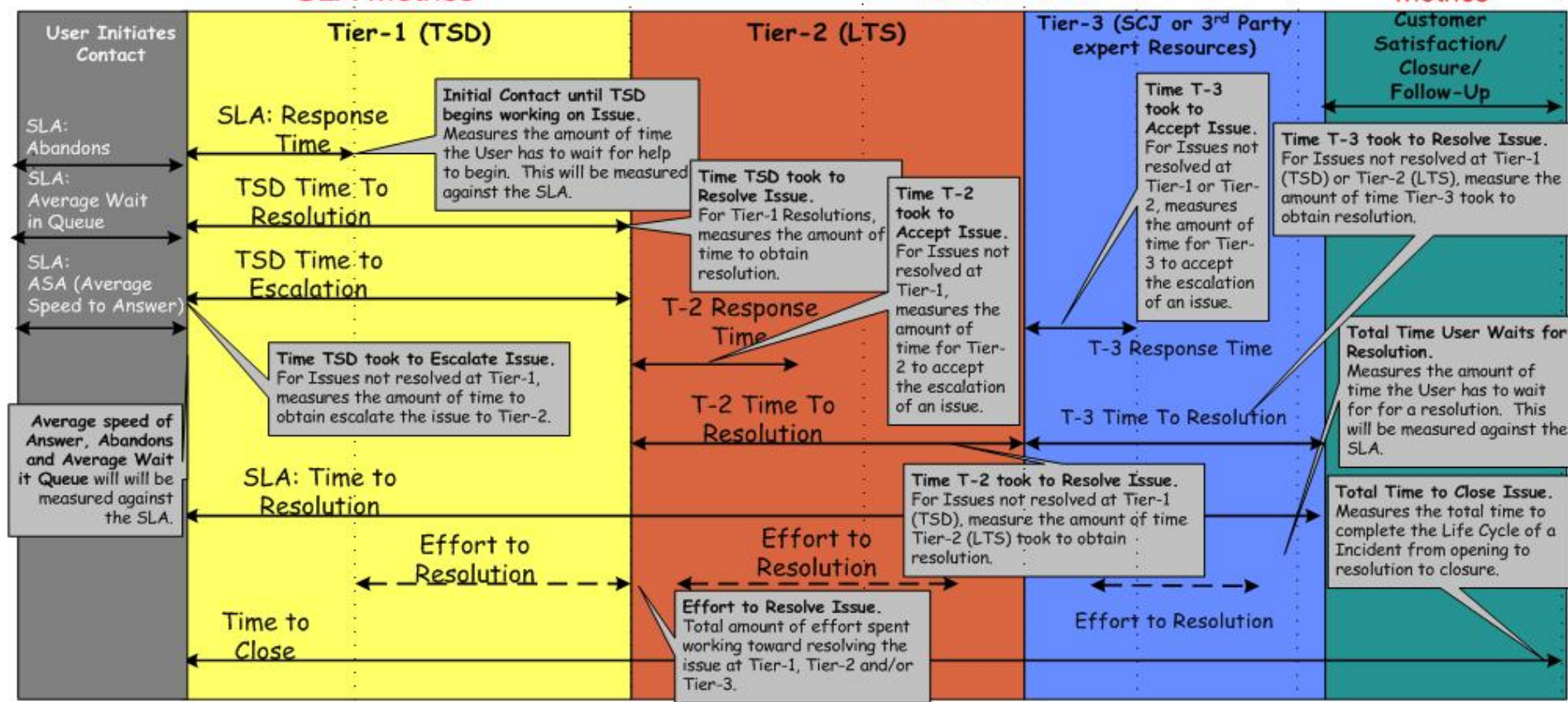
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Proposed SCJ End-to-End Incident Management Process
100% Calls Logged; 100% Activity Logged; 100% Closure/Follow-up
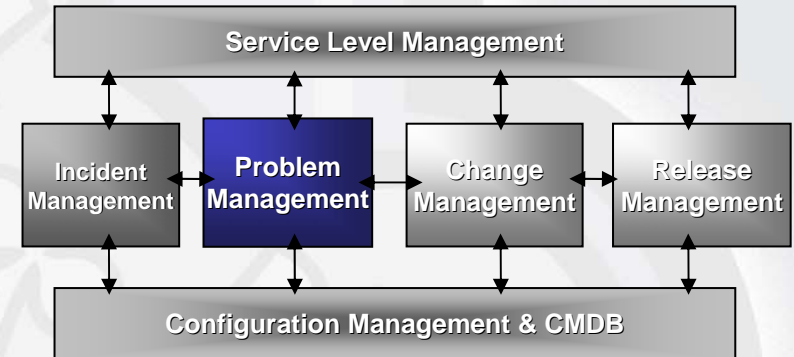### (Metrics defined in SC Johnson Glossary and Tier-1/Tier-2 Metrics documents)

User Initiates Contact — **Case Opened in Magic** — **TSD Response** — **TSD Resolution or Escalation** — **T-2 Response (Acceptance)** — (Effort) — **T-2 Resolution or Escalation** — (Effort) — **User Follow-up (email link to survey/phone call)** — **Call Closed**

Escalation / Resolution

Escalation / Resolution

T-3 Response (Acceptance) — T-3 Resolution

SLA Metrics — **OLA Metrics** — **Follow-up/Closure Metrics**

User Initiates Contact	Tier-1 (TSD)	Tier-2 (LTS)	Tier-3 (SCJ or 3rd Party expert Resources)	Customer Satisfaction/ Closure/ Follow-Up

User Initiates Contact
- SLA: Abandons
- SLA: Average Wait in Queue
- SLA: ASA (Average Speed to Answer)
- Average speed of Answer, Abandons and Average Wait it Queue will will be measured against the SLA.

Tier-1 (TSD)
- SLA: Response Time
- TSD Time To Resolution
- TSD Time to Escalation
- *Time TSD took to Escalate Issue. For Issues not resolved at Tier-1, measures the amount of time to obtain escalate the issue to Tier-2.*
- SLA: Time to Resolution
- Effort to Resolution
- Time to Close

Initial Contact until TSD begins working on Issue. Measures the amount of time the User has to wait for help to begin. This will be measured against the SLA.

Time TSD took to Resolve Issue. For Tier-1 Resolutions, measures the amount of time to obtain resolution.

Tier-2 (LTS)
- T-2 Response Time
- T-2 Time To Resolution
- Effort to Resolution

Time T-2 took to Accept Issue. For Issues not resolved at Tier-1, measures the amount of time for Tier-2 to accept the escalation of an issue.

Time T-2 took to Resolve Issue. For Issues not resolved at Tier-1 (TSD), measure the amount of time Tier-2 (LTS) took to obtain resolution.

Effort to Resolve Issue. Total amount of effort spent working toward resolving the issue at Tier-1, Tier-2 and/or Tier-3.

Tier-3 (SCJ or 3rd Party expert Resources)
- T-3 Response Time
- T-3 Time To Resolution
- Effort to Resolution

Time T-3 took to Accept Issue. For Issues not resolved at Tier-1 or Tier-2, measures the amount of time for Tier-3 to accept the escalation of an issue.

Customer Satisfaction/ Closure/ Follow-Up

Time T-3 took to Resolve Issue. For Issues not resolved at Tier-1 (TSD) or Tier-2 (LTS), measure the amount of time Tier-3 took to obtain resolution.

Total Time User Waits for Resolution. Measures the amount of time the User has to wait for for a resolution. This will be measured against the SLA.

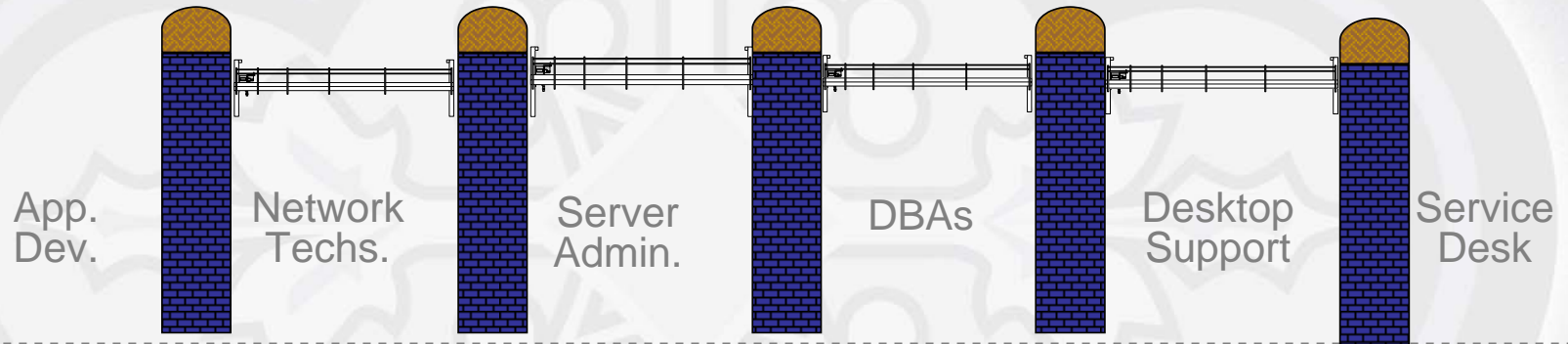*Total Time to Close Issue. Measures the total time to complete the Life Cycle of a Incident from opening to resolution to closure.*

- Objective:
  - To minimize adverse business impact of Incidents & Problems.
  - To prevent recurrence of Incidents related to errors.

- Scope:
  - Problem Control
  - Error Control
  - Proactive Problem Management
  - Definitions:
  - "Problem"
  - "Known Error"

Service Level Management

Incident Management | Problem Management | Change Management | Release Management

Configuration Management & CMDB

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Problem management processes and metrics must bridge organizational silos

App. Dev. Network Techs. Server Admin. DBAs Desktop Support Service Desk

- Technology-centric silo mentality.
- Measurements and optimization focused within silo.
- Employee metrics based on troubleshooting and component availability.
- Silo managers competing for budget and visibility.

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- In a recent published study from the IT Process Institute (www.itpi.org/home/default.php), key metrics that matter were identified in supporting High Performance organizations, that provide definitive guidance on where to start with IT best practices, and that give the highest rate of performance return for your organization. These metrics have significant impact on your organization's ability to control system availability, compliance, risk and operational performance.

- <u>These metrics are:</u>
    - Mean Time to Repair
    - First Fix Rate
    - Change Success Rate
    - Server to System Administration Ratio

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- Activities recognized in Problem control are:
  - Problem identification and recording.
  - Problem classification.
  - Problem investigation and diagnosis.

- Activities recognized in error control are:
  - Error identification and recording.
  - Error assessment.
  - Recording error resolution (investigation of solution, the creation of an RFC).
  - Error closure.
  - Monitoring Problem and error resolution progress.

- Activities recognized in proactive Problem Management are:
  - Trend analysis.
  - Targeting support action.
  - Providing information to the organization.
  - Conducting major problem reviews.

Service Level Management

| Incident Management | Problem Management | Change Management | Release Management |

Configuration Management & CMDB

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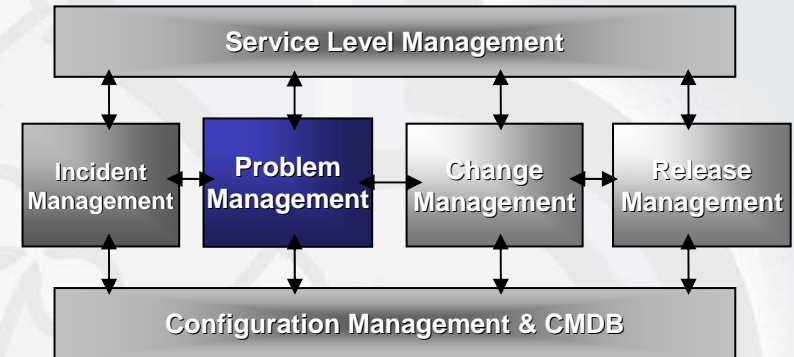
- Objective:
  - To ensure that standardized methods are used for prompt handling of changes.
  - To minimize the impact of Change-related Incidents and improve day-to-day operations.

- Scope: Managing the Change processes involving:
  - Hardware.
  - Communications equipment and software.
  - System software.
  - "Live" applications software.
  - All documentation and procedures associated with the running, support and maintenance of live systems.

Service Level Management			
Incident Management	Problem Management	Change Management	Release Management
Configuration Management & CMDB			
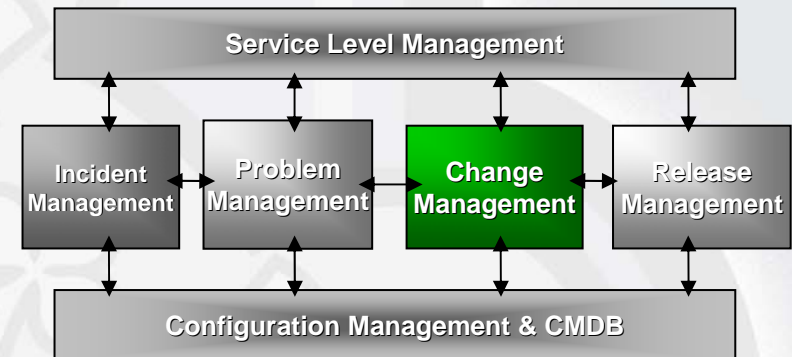
- Activities:
  - Logging and Filtering.
  - Prioritizing and Categorizing.
  - Assessing and Approving.
  - Coordinating.
  - Reviewing and Closing.
  - Providing Management Information to the Organization.

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- Objective:
  - To protect the live environment and its services through use of formal procedures and checks to package and distribute Releases to the Customer.

- Scope:
  - Broad and impactful as it relates to all IT products and services that impact the customer.

- Activities:
  - Release policy and planning.
  - Release design, build and configuration.
  - Release acceptance.
  - Rollout planning.
  - Communication, preparation and training.
  - Release distribution and installation.

Service Level Management

Incident Management	Problem Management	Change Management	Release Management

Configuration Management & CMDB

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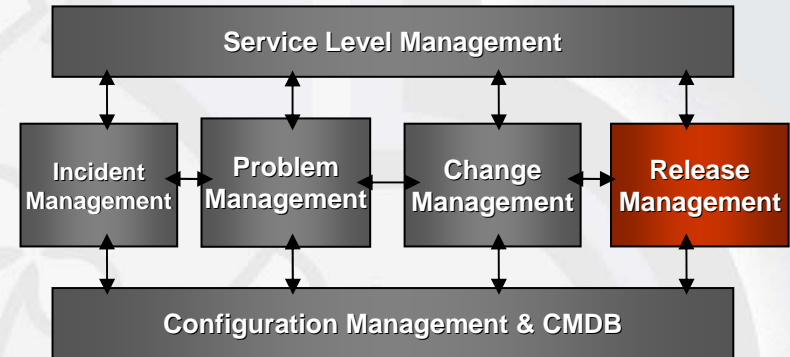
- Objective:
  - To account for all IT assets and configurations.
  - To provide accurate information.
  - To provide basis for other processes.
  - To verify configuration records.

- Scope:
  - Covers identification, recording and reporting of IT components and their relationships.

- Activities:
  - Planning
  - Identification
  - Control
  - Status accounting
  - Verification and audit

Service Level Management

| Incident Management | Problem Management | Change Management | Release Management |

Configuration Management & CMDB

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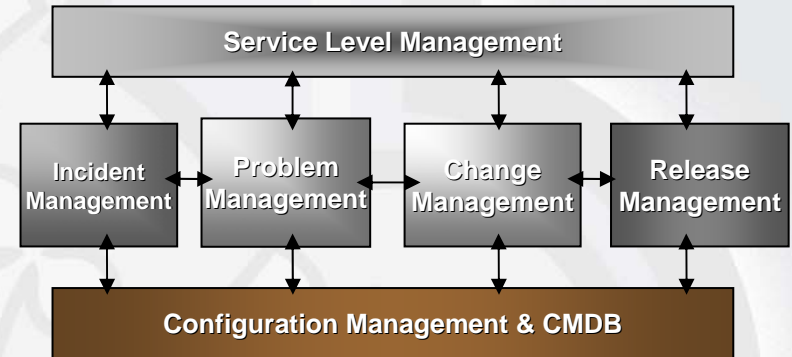
- **Service Level Management**
  - Objective:
    - To maintain and improve IT Service quality through a constant cycle of agreeing, monitoring and reporting on IT Service achievements.
    - To instigate actions to eradicate poor service, in line with agency or cost justification.
  - Scope:
    - Establish SLAs for all IT Services being provided.
  - Service Level Agreement (SLA):
    - A written agreement between a service provider and customer that documents agreed service levels.
  - Activities:
    - Service Level Management planning.
    - Service Level Management implementation.
    - Monitoring and Reporting.
    - Service review meetings.
    - Service Level Improvement Program.
    - SLA, contract and OLA Maintenance.

Service Level Management process

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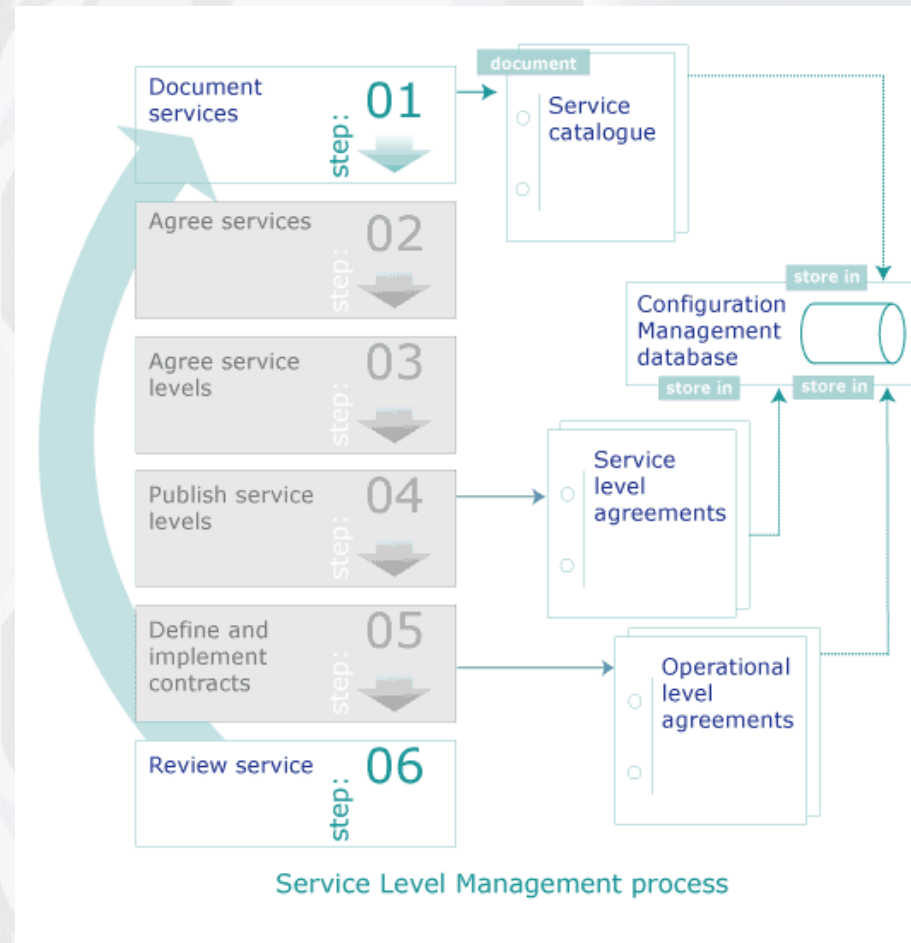
The <u>Service Level Agreement (SLA)</u> - is a contract that describes the 'who, what, when, where and how' of service delivery between the service provider and its' customers.

Service Level Management

| Incident Management | Problem Management | Change Management | Release Management |

Configuration Management & CMDB
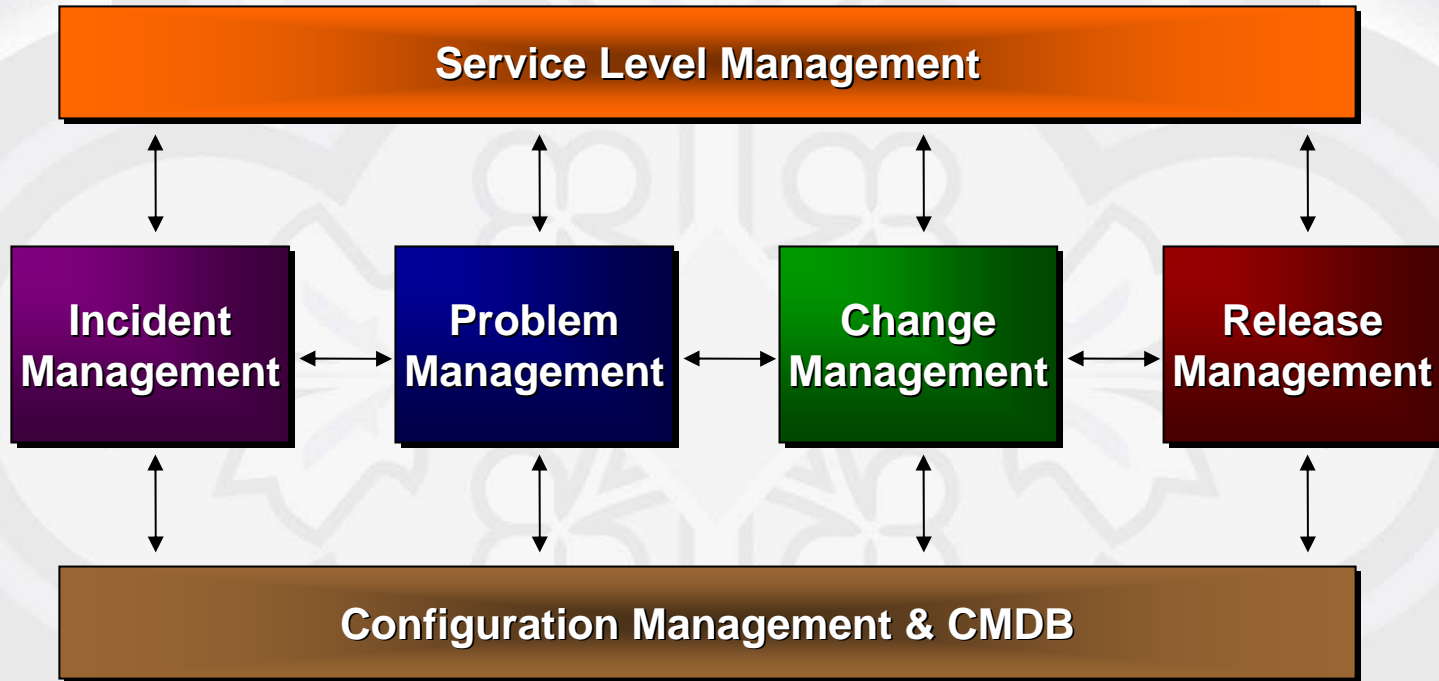
An <u>Operating Level Agreement (OLA)</u> - is an contract between the Service Desk and any service and support team that is responsible for the ultimate resolution of the incident. Operating Level Agreements enable the Service Desk to ensure that the SLA is met. Development of OLAs ideally will coincide with the development of SLA's..

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- Develop measurements for every component of SLA

- You can't improve what you can't measure

- Use historical measurements to observe trends

- Communicate SLA metrics and measurements to business

SLA = MTTR in 8 hours or less for 90% of requests

Resolutions that met SLA   **Resolutions that didn't meet SLA**

Week 1 — **95%**

Week 2 — **98.5%**

Week 3 — **70%**

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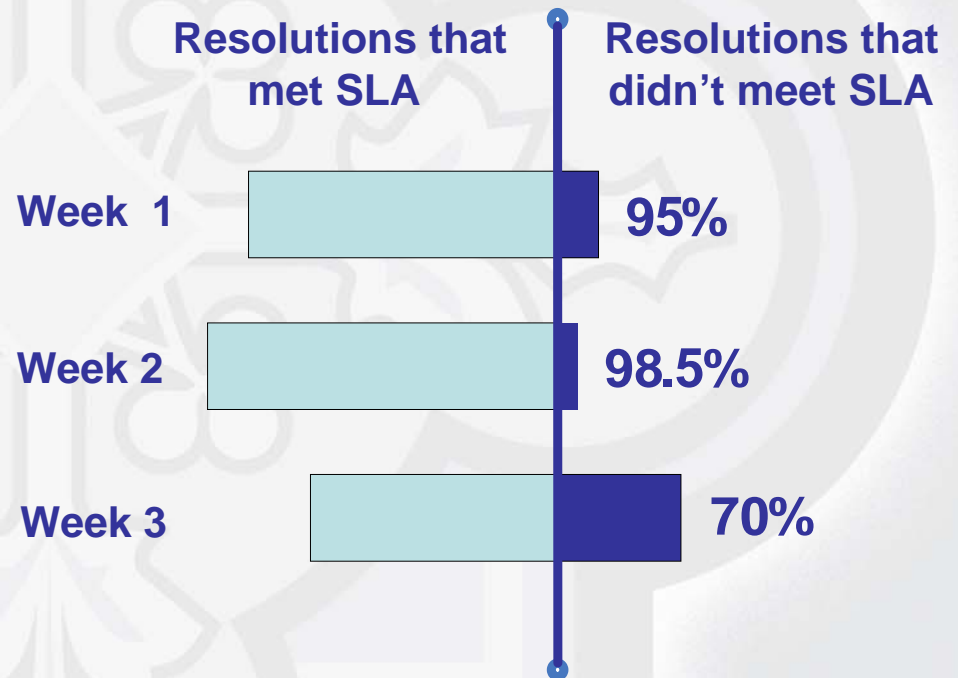
Concentrate on the Problems That Fall Outside of SLAs

- Understand reasons why certain problems fail outside of the norm
- Develop an action plan to escalate problems that are close to exceeding SLAs

Rank	Guidelines
1. Extensive/ Widespread	• Business critical system and/or service are **unavailable** • Affecting more than 100 users, an entire system or service, an entire location, or entire agency
2. Significant/ Large	• Business critical system and/or service is severely **degraded** or **partial loss** of mission critical features / functionality • Non-business critical system and/or service **unavailable** • Affecting 20 to 100 users
3. Moderate/ Limited	• Any system and/or service is **degraded** or non-business critical functions or features are non-operational or unavailable to users • Affecting 5 to 20 users
4. Minor/ Localized	• Any system and/or service is experiencing minor **degradation** or non-business critical functions or features are non-operational or unavailable to customers • Affecting 1 to 5 users

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Rank	Guidelines
1. Critical	• Response includes an immediate and sustained effort using any and/or all available resources as required until the Incident is resolved • Hierarchical escalation is invoked, on-call procedures are activated, and vendor support invoked • Generally customers are unable to work and no work around is available
2. High	• Assigned support team responds immediately, assesses the current situation and may interrupt other staff working lower priority Incidents / Service Requests to assist in timely restoration of services • Customers require expedited restoration of service, but can bear minimal delays • Customers may or may not have a work around available or workaround may only provide partial relief
3. Medium	• Assigned support team responds using standard procedures and operating within normal supervisory management structures • Customers may or may not have a work around available, or workaround may only provide partial relief
4. Low	• Assigned support team responds using standard procedures and operating within normal supervisory management structures • Customers may be inconvenienced, but a suitable workaround is available to allow the customer to continue working, or a delay in resolution is considered acceptable

- Priority indicates the relative order or sequence in which a series of items should be addressed.
- Priority is primarily driven by a combination of Urgency and Impact, but it is also influenced by considerations of risk and resource availability.
- Within the Tracking Tool, there should be a standard weighting that is assigned to each combination of Urgency and Impact.
- The overall Priority can be adjusted by increasing or decreasing this weighting without having to modify the actual Impact and Urgency values.
- This is the appropriate method for adjusting the Priority as the actual Urgency and Impact should be accurately reflected in the Incident, Problem, or Change records.

Prioritization Model

		Urgency			
		1-Critical	2-High	3-Medium	4-Low
Impact	1 - Extensive / Widespread	Critical 29	Critical 24	High 19	Low 9
	2 - Significant / Large	Critical 25	High 20	Medium 15	Low 5
	3 - Moderate / Limited	High 23	High 18	Medium 13	Low 3
	4 - Minor / Localized	High 20	Medium 15	Medium 10	Low 0

Urgency:

– A measure of how long it will be until an incident has a significant impact on the business. For example, a high-impact incident may have low urgency if the impact will not affect the business until the end of the financial year.

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- The formula is Priority = Impact + Urgency.
- The service priority is based on the impact the incident causes and the business urgency to restore the IT service to normal operating levels.
- IT service priorities are defined by business priorities.
- Before IT can set an service priority, the organization must prioritize its business services.
- When a major incident occurs causing widespread disruption, it is understood that all resources are directed to address the service disruption.
- As a result, the resolution of minor incidents may be delayed. But, when there are a number of minor or major incidents, directing the application of resources becomes a challenge.

1. IT service priorities are recorded in the service-level agreements and made known to the business units and to the service desk.
2. Priorities across the organization may be recorded in each SLA, published on the web site.
3. Prioritizations specific to a BU would be recorded in that unit's service-level agreement.
4. Ensures that all parties are aware of the prioritization scheme used to restore IT services.
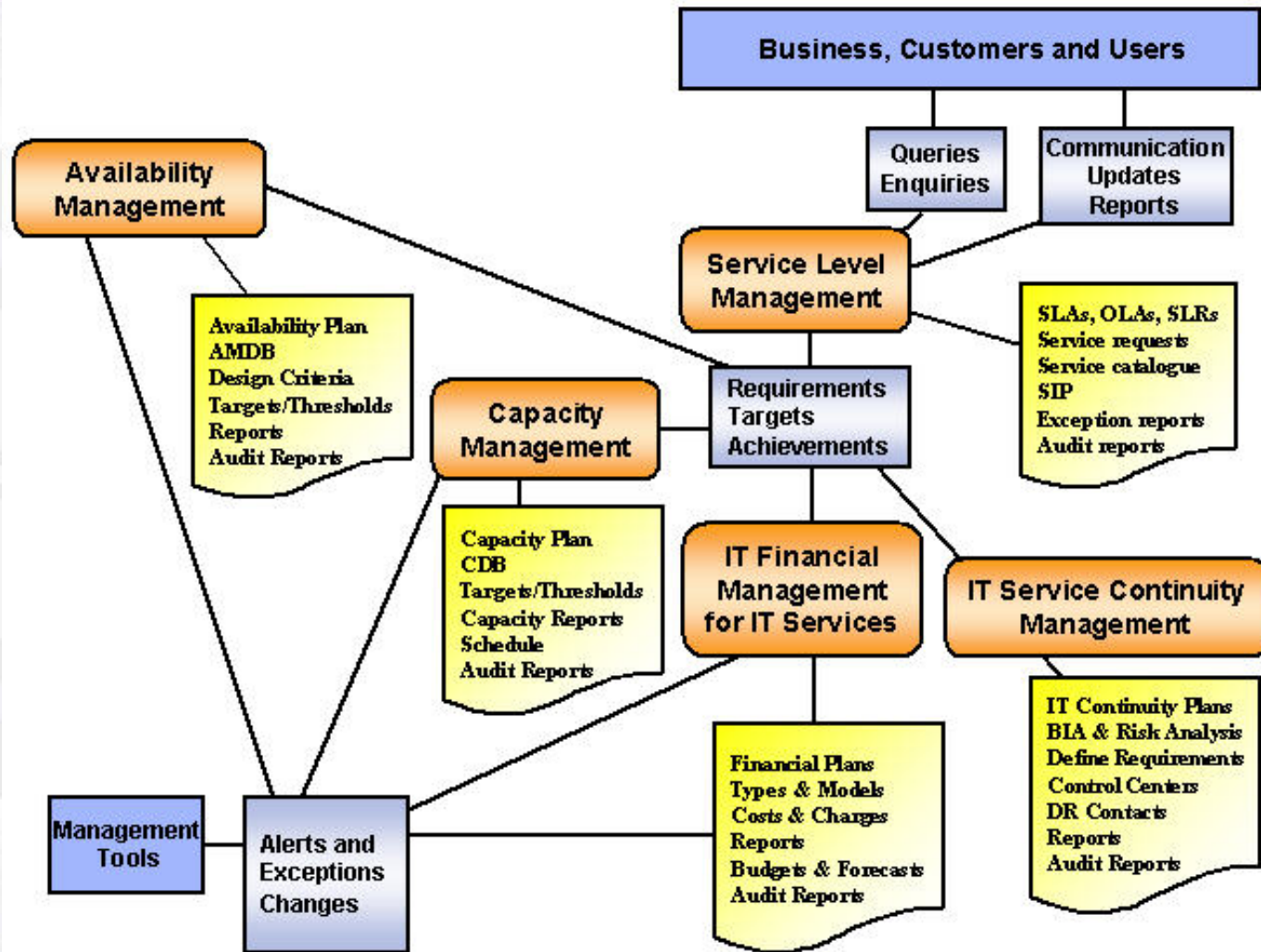
- Objective:
  - To enable the organization to satisfy its agency objectives by delivering a cost-effective and sustained level of Availability.

- Definitions:
  - "Availability"
  - "Reliability"
  - "Maintainability"

- Activities:
  - Determining Availability Requirements.
  - Designing Availability Implementation Plan.
  - Establishing Measurement and Reporting.
  - Monitoring and Improving Availability.

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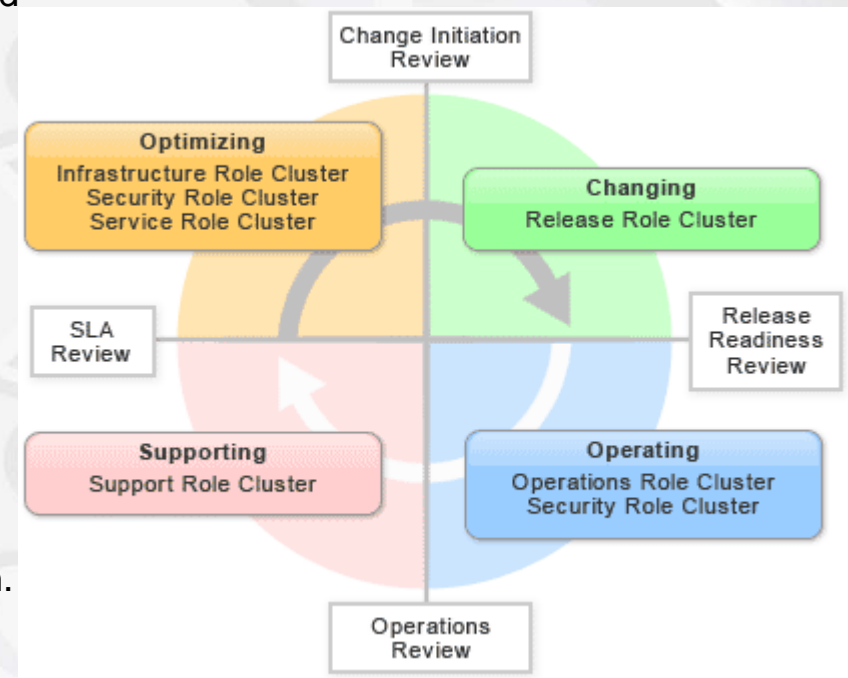
- Objective:
  - To ensure that the Capacity of the IT infrastructure matches the evolving demands of the agency in the most cost-effective and timely manner.

- Sub-Processes:
  - Business Capacity Management
  - Service Capacity Management
  - Resource Capacity Management

- Activities:
  - Ongoing Activities
  - Ad Hoc Activities
  - Regular Activities

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Objective:

To support the overall Agency Continuity Management process by ensuring that the required IT technical and services facilities can be recovered within required and agreed business timescales.

- Scope:
  - Focus on critical processes.

- Activities:
  - Initiation Activities.
  - Requirements Analysis & Strategy Definition Activities.
  - Implementation Activities.
  - Operational Management Activities.

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- Objective:

  – To provide cost-effective stewardship of the IT assets and resources used in providing IT Services.

  – To account fully for the spend on IT Services and to attribute these costs to the services delivered to customers.

  – To assist in management decision-making on IT investment by providing detailed Financial cost justification cases for Changes to IT Services.


- Scope:

  – Budgeting

  – IT Accounting

  – Charging

- Activities:

  – Budgeting

  – IT Accounting

  – Charging

  – Ongoing Management and Operations

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- The Objective of Security Management is to:
  - Meet the security requirements defined in the SLAs and other external. requirements associated with contracts, legislation and externally imposed policies.
  - Provide a basic level of security, independent of external requirements.

- Security Management Covers:
  - Component of Organizational Security.
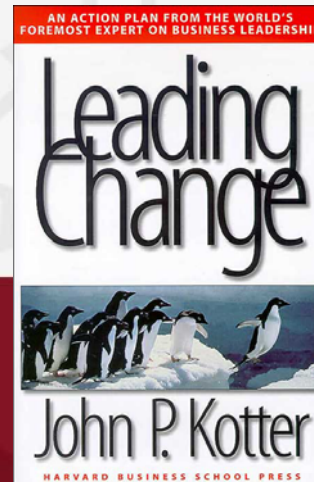 - Covers security in relation to IT service provision.
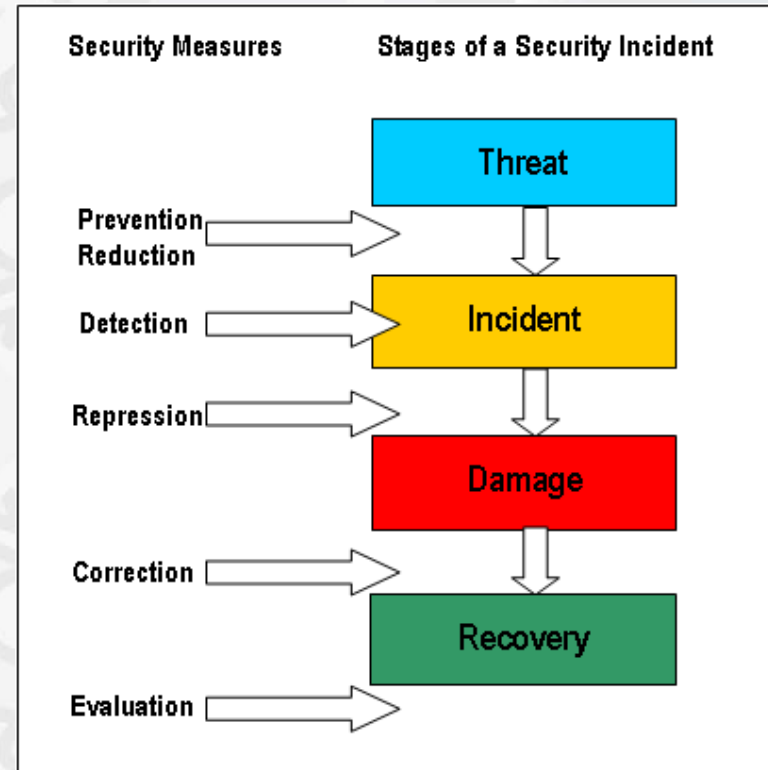
Cultural Considerations

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1. Instill a sense of urgency.
2. Pick a good team.
3. Create a vision and supporting strategies.
4. Communicate.
5. Remove obstacles.
6. Change fast.
7. Keep on changing.
8. Make change stick.

AN ACTION PLAN FROM THE WORLD'S FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change

John P. Kotter

HARVARD BUSINESS SCHOOL PRESS

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The ITIL-based IT Service & Support Best Practices - Summary Level

- Track 100% of all incidents/requests.

- Separate requests from incidents.

- Prioritize incidents and requests according to the impact on the business.

- Escalations start with a Service Level Agreement (SLA) that defines the rules of prioritizing incidents/requests and response/resolution times.

- To maximize use of your IT resources and keep your customers productive, prioritize incidents/problems by how many users are affected.

- Categorize Incidents for Reporting and Root Cause Analysis based on Verb, Noun and Adjective or "Add Network Firewall".

- Measure service and support from the end-user's point of view.

- Document and measure processes associated with incident, request, problem, change, configuration and release management.

- Build relationships with application & infrastructure development to create transition plans.

- Assign appropriate metrics to measure adherence to SLAs.

- **NEXT:** How Service Level and Problem Management work together!

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"*Being a leader is not about you, it's about all that you can do to make other people successful.*"

Pete McGarahan
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