

Information Technology Infrastructure Library (ITIL)

Bruce Amato - BAA, LLC
Dr. Mimi Struck – Multithreads, LLC
Tim Clifford, Horizon Industries, LTD

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Agenda

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ITIL Definition What's new Adaptability Service Strategy Commercial Transitions	Dr. Struck
Transition at the VHA	Mr. Clifford
Federal IT Strategies IT Investment Governance	Mr. Amato
How the FAA might start Q&A	All





Background/Introduction

- BAA and HIL have ongoing contracts with the VA to develop Service Level Agreements between its IT organization and its users
- Multithreads and BAA work together on delivering ITIL courses and the development of ITIL strategies for IT Service organizations
- BAA has an ongoing contract with OSD to provide Software Engineering Strategy for the Department and major programs





Introduction

- BAA provides consulting services to government and commercial contractors on a variety of software Engineering and IT investment and operations strategies
- Multithreads is an IT Service Management training and development firm founded in response to the demand for IT Service Management training in accordance with the IT Infrastructure Library IT Service Management principles.
- Horizon Industries, Ltd. is an 8(a) information technology services provider that focuses on ITIL service management, business process management and ERP/software deployment



The Service Lifecycle



The Service Lifecycle

<u>Lifecycle Stage</u>	<u>Handoff</u>	<u>Lifecycle Stage</u>
Service Strategy	Chartered Service	Service Design
Service Design	Service Design Package	Service Transition
Service Transition	Operational Service	Service Operation
SS, SD, ST, SO	Suggested Improvements	Continual Service Improvement

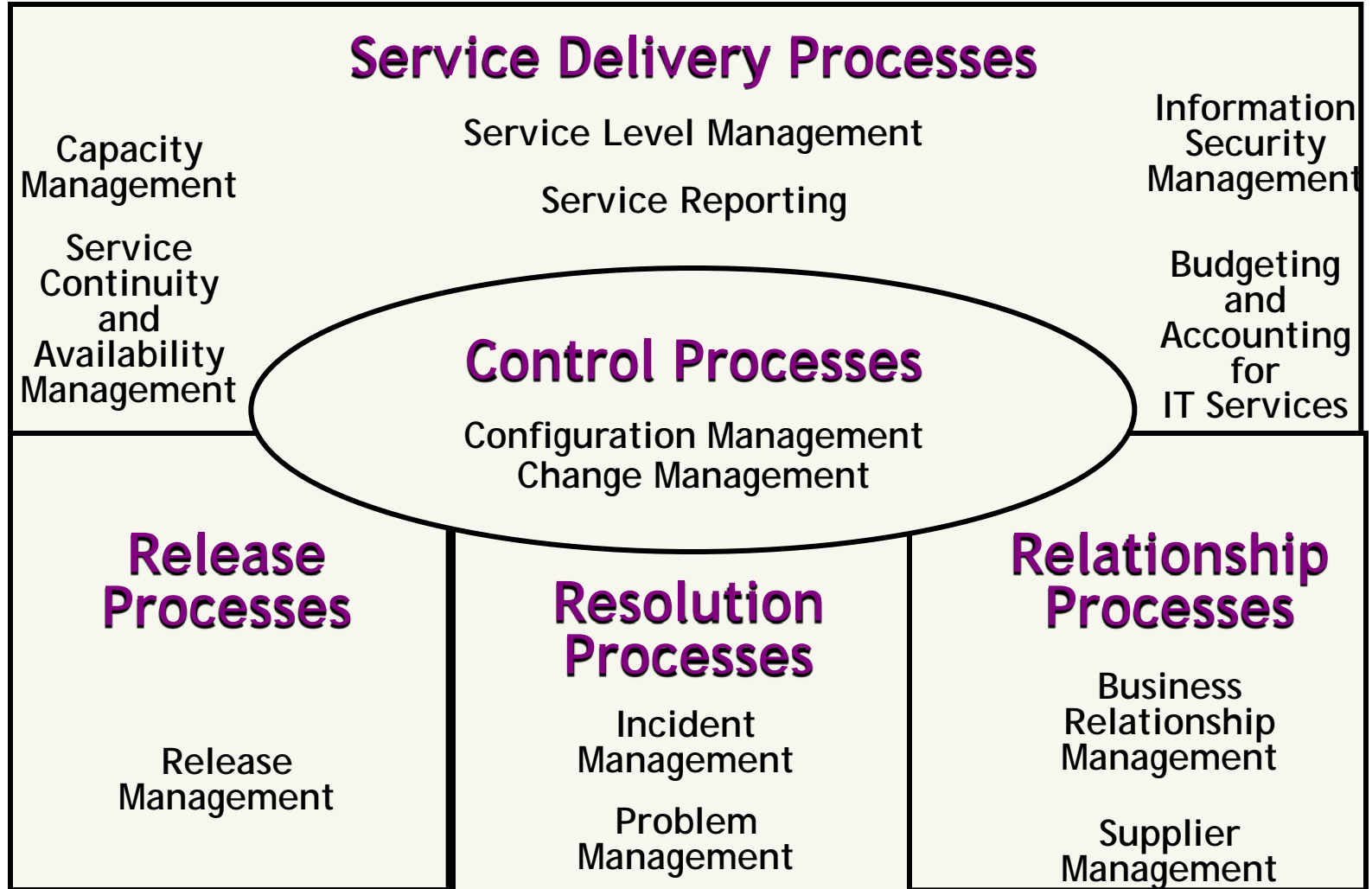


Processes in V3 by Lifecycle Stage

Service Strategy	Service Design	Service Transition	Service Operation	Continual Service Improvement
<ul style="list-style-type: none"> •Service Portfolio Management •Financial Management •Demand Management 	<ul style="list-style-type: none"> •Service Catalogue Management •Information Security Management •Supplier Management •Availability Management •Capacity Management •IT Service Continuity Management •Service Level Management 	<ul style="list-style-type: none"> •Change Management •Service Asset and Configuration Management •Release and Deployment Management 	<ul style="list-style-type: none"> •Incident Management •Problem Management •Request Fulfillment •Access Management •Event Management 	



ISO 20000



What is Service Management?

Service Management is a set of specialized organizational capabilities for providing value to customers in the form of a service.



Commercial Case Study: Transition to ITIL Best Practice Framework

- Financial services company
- ~3000 IT personnel
- Approach
 - Conduct an assessment
 - Gap analysis
 - Select “pain point(s)”
 - Identify “quick wins”
 - Launch training
 - ITIL Foundations for organizational leaders
 - ITIL awareness for all others
 - Document and approve processes
 - Get buy-in
 - Show success



A Case Study: Department of Veterans Affairs

- The Veterans Healthcare Administration (VHA) desired better visibility into the performance of IT services delivered by elements of the VA's Office of Information and Technology (OI&T; check acronym)
- This desire became acute when the VA reorganized all IT resources into OI&T
 - Previously IT resources reported directly to local healthcare facilities
- OI&T had a number of activities underway to improve its process for service delivery
- VHA required an approach that would define business needs and translate those needs to IT service requirements



VHA Focused on ITIL V3 and Service Level Management

- Initially, VHA focused on Service Level Agreements (SLAs) to define business needs for IT services
- Initial reviews of SLAs identified a broad spectrum of SLA formats
 - A key part of the effort was to standardize on a format for SLAs
- Over time a common format for an SLA emerged, key elements include:
 - Service definition
 - Performance targets (minimum and goal)
 - Service performance period
 - Measurement approach
 - Reporting and deliverables



Application of Service Level Management

- VHA/VA applied its SLA process to separate elements of its infrastructure
 - A master SLA addresses the spectrum of data center services provided
 - An enterprise SLA captures requirements for services that were common across the enterprise
 - Program SLAs focus on the unique needs of specific programs (e.g., Home Telehealth)
- In addition to the SLAs the VA addressed other SLM activities
 - An SLM Board to provides a focal point for all SLA-related activities
 - An SLA development process provides a common approach/template for building SLAs
 - Reviews of underlying agreements, OLAs/UCs, align service providers to enterprise needs



A Few Lessons Learned

- The SLA process worked best when the principals came together in a working group format
- Perfect is the enemy of good enough: SLAs should be living documents that reflect evolving business needs and infrastructure capabilities
- SLAs must be explicit and complete: “must be available all the time” is insufficient
- SLAs should embrace common sense: unrealistic performance (high or low) undermines the partnership between customer and service provider
- Adopt a user perspective of service



Questions?

And Answers

How might ITIL help with...



FAA Strategic Activity

Question:

How would ITIL help to “manage IT as a corporate strategic resource”

Answer:

Use principles of Service Strategy Lifecycle stage

- Financial Management
- Establish IT Portfolios...Service Portfolio Management
- Enterprise wide IT asset management...Service Asset and Configuration Management
- IT consolidations and Shared Service: Demand Management/Capacity Management



FAA Strategic Activity

Question:

How would ITIL help to “Manage the Strategic Sourcing contracts in accordance with the Information Technology Standards.”

Answer:

- Use ITIL/ISO 20K: Define and implement Supplier Management process
- Incorporate Underpinning Contracts into the service management lifecycle : integrate external service provider SLAs into overall organizational SLAs
- Define interaction between external service providers and the FAA service management approach: ensure that external provider change management processes are coordinated with FAA processes



FAA Strategic Activity

Question:

How would ITIL help to reach the objective to “Consolidate and/or virtualize computer servers as well as consolidate the physical facilities that support servers. AIO expects to remove/virtualize 200 physical servers from operation in FY10.”

Answer:

ITIL/ISO 20K: Create Service Design Package that details new design to meet consolidation objective



FAA Strategic Activity

Question:

How would ITIL help to “Implement VideoConferencing and save money!”

Answer:

ITIL/ISO 20K:

- ITIL/ISO 20K: Get Service Level Requirements, create Service Level Agreement; formulate service strategy and create Service Design Package that addresses cost-effective (Financial Management) video meeting spaces.





Federal IT Governance

- The point of a framework is the ability to manage better
- The rich source of best practices supports:
 - Formulation of IT strategies
 - Ability to control by making more informed decisions through solid metrics
 - The Capital Program and Investment Control (CPIC) process



Example of Next Steps for FAA

- ID Pain Point(s)
- ID Easy Win(s)
- Leverage Points
- Next Steps Exercise



What is the Path Forward?

- Bring together in a 3 hour workshop
 - Technical leads
 - Managerial leads
- Topic: introducing change in an organization
 - Kurt Lewin
 - JP Kotter
- Work through a “knotty” issue/challenge
- Outcomes
 - Choose starting point
 - Understand the enablers, blockers, and path forward
 - Buy-in



Contact Information

- Bruce Amato
 - www.bruceamato.com
 - bruce@bruceamato.com
 - 703.627.0136
- Dr. Mimi Struck
 - www.multithreads.com
 - mhstruck@multithreads.com
 - 617.747.4210
- Tim Clifford
 - www.hil.us
 - tim@hil.us
 - 703-242-475-6025 X 4

