Project Management and ITIL Transitions

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Linda Budiman
Director
CSC
## Agenda

- Thought Leadership: Linda Budiman
- What is ITIL & Project Management: Applied to Transitions
- Challenges & Successes: Why are IT Transitions so Challenging & Successful?
- Objective: How Project Management and ITIL Apply to Transitions
- Thought Process: Aligning and Applying Project Management and ITIL
  - Utilize Strategy
  - Establish Integrated Team Communication
  - Project Planning & Scoping Processes
- Summary of Transition Applied & Aligned with ITIL and Project Management
- Q & A
Current Role

- Responsible for Continual Service Improvement of:
  - Service Desks, Remote Infrastructure, Event Management Operation Centers, ITIL aligned cross functional Service Management processes, Tools, Development, End User/VIP Support

Previous Experience

- Managed network services, ITIL/ISO implementation hardware/software product management integral role in delivery of products and services

Background

- MS, Information Technology Management, University of Virginia,
- ITILv3 Expert
- PMP Project Management Certificate, Boston University,
- HDI Operations Support/ and Knowledge Support Principles
- Six Sigma Green Belt certified
- COBIT certified
- CMMI v1.2 certified
- ISO/IEC 27001 Lead Auditor Trained
What is ITIL?

- Information Technology Infrastructure Library (ITIL)
- A library of five core books on IT Service Management
  - First published in late 80s by UK Government
  - Version 2 published in 2000
  - Version 3 published in 2007
- A framework not a standard
  - Provides a common-sense framework of processes, functions and roles in the planning, delivery and management of IT services in support of business needs
  - Focused on business outcomes
  - A common terminology that forms a clear basis of understanding between IT Service suppliers and their customers
- A set of Best Practice guidance for IT Service Management
- Broadly accepted by the IT industry
Objective:

Compare Project Management and ITIL Frameworks

- Share thoughts on how to focus on client performance objectives
- Service Level Agreements – Improve End User Experience
- ITIL and PMBOK criteria for team success
Introduction:
It’s all about Passion!

Brain
Industry Knowledge

Heart
Team & Client Focus

Passion
Deliver
Results

CSC
Why are IT Service Transitions so Challenging?

- Assembling New Teams
- Client relationships
- IT Monitoring Tools
- Contracts & IT Changes
- IT Knowledge of Environment
- Service Levels KPIs
- Job Satisfaction

PASSIONATE ABOUT CSC
What makes it successful?

Assembling New Teams
Organizational Maturity

Client relationships
Customer Perspective

IT Monitoring Tools
Cost Productivity

Contracts & IT Changes
Cost Productivity

Job Satisfaction
Employee Perspective

IT Knowledge of Environment
Cost Productivity

Service Levels KPIs
Customer Perspective

PASSIONATE ABOUT CSC
Objective: Project Management and ITIL Applied to Transitions

New Projects

Initiate  Plan  Execute  Monitor  Close

Continual Service Improvement

Service Design
Service Strategy
Continual Service Improvement
Service Transition
Continual Service Improvement

Service Operations

Service Transition

Service Operation
Thought: Begin with the End on Mind – Utilize Strategy

What do you want to be the BEST at…?
- Seamless Transition
- Customer Satisfaction

What is your strategy to achieve that…?
- Metrics structured to execution of Strategy

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Actual</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Satisfaction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Survey Score (1 -5)</td>
<td>2</td>
<td>5</td>
<td>Red</td>
</tr>
<tr>
<td>Service Level Agreement Score (1 – 5)</td>
<td>3</td>
<td>4</td>
<td>Yellow</td>
</tr>
<tr>
<td><strong>Employee Satisfaction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Satisfaction Score (1 – 5)</td>
<td>4</td>
<td>5</td>
<td>Green</td>
</tr>
<tr>
<td>Monthly Staff Receiving Training</td>
<td>7%</td>
<td>10%</td>
<td>Yellow</td>
</tr>
<tr>
<td><strong>Cost Productivity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekly Review Cost per Call</td>
<td>$7.30</td>
<td>$3.00</td>
<td>Red</td>
</tr>
<tr>
<td>Monthly Reduction Service Mean Time To Repair</td>
<td>7.5%</td>
<td>10%</td>
<td>Yellow</td>
</tr>
<tr>
<td><strong>Organizational Maturity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ITIL Processes Implemented</td>
<td>14</td>
<td>14</td>
<td>Green</td>
</tr>
<tr>
<td>Percentage Peak Time Availability</td>
<td>91%</td>
<td>99.9%</td>
<td>Red</td>
</tr>
</tbody>
</table>
There is no best way to organize Size, Scope, Maturity

Agile Communications
Performance Reporting

Plan Integrated Team Communications

Transition Project Director

Information Technology
IT Service SME

Client IT Transition Manager
Customer Representative

Transition Steering Team

IT Technical Team & Project Management Team

Clear Crisp Communications
Service Functional Team

Program Director

Technical Team Leads

End User
Engineering

Technical Assessment Team

Transition Team Functional SMEs

Project Team
Account Manager

Functional Assessment Team
Thought: Project Planning & Scope Processes during Transition

**Incident Management**
- Incident classification and recording of details is key to performance data collection

**Service Level Management**
- By integrating SLAs and KPIs share accountability for linked to metrics and effectiveness

**Problem Management**
- Eliminate recurring Incidents early to satisfy customers, employees and reduce operational costs

**Availability Management**
- Expand usage of monitoring tools for services

**Security Management**
- Security in everything you do – on-boarding, handling security incidents, process controls
Incident Management
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Security Management
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ENTERPRISE SERVICE DESK
The single point of contact for all users of IT with the goal to restore their normal service as quickly as possible.

INCIDENT MANAGEMENT
Integrate Incident Management and Service Level Management
Create job aids/templates for opening Incident tickets tied to Services, Servers, Applications, and Networks

Incident Data Collection:
Incident classification and recording – What services are being impacted?
Mean Time To Repair data collection – Measure performance early!
Queue Management and Aging – Measure Operational Level Agreements (OLA)
SERVICE LEVEL MANAGEMENT
Train on SLAs - Drive SLA situational and cultural awareness
Take the team through the life of the organization to understand what’s required of everyone to meet SLAs
Proactively integrate SLA measurement into daily operational reviews

Service Level Agreement Data Collection:
Create a SLA data dictionary
What is being measured how people, process technology
Integrate Problem Management and Incident Management
Create job aids/templates for opening Problem records tied to Services, Servers, Applications, and Networks.

Problem Data Collection:
Problem Record classification and recording – What services are being impacted?
Percentage root cause eliminated – Measure performance early!
Percentage work arounds and knowledge articles leading to reduced Incident restoration time
Integrate Availability Management and Service Level Management
Identify manual and automated monitoring and controls
Utilize operational daily service reviews to evaluate monitoring to SLAs

Availability Data Collection:
Component hardware and software monitoring data collection
Percentage Incidents to significant events leading to reduced MTTR
Percentage proactive improvements leading to reduced # Incidents
Improvements in service performance
SECURITY MANAGEMENT

Protect Confidentiality, Integrity and Availability of all Assets
Consider ISO/IEC 27001 for continual improvement

Security Data Collection:
Security process controls and trending – What services are being impacted?
Measure security procedures to validate procedure integrity leading to reduced risks
## In Summary

<table>
<thead>
<tr>
<th>Leveraged</th>
<th>Core Platform operational Support</th>
<th>Monitoring toolsets</th>
<th>ITIL &amp; early life support</th>
<th>24 x 7 account, vendor &amp; escalated support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leveraged Security</td>
<td>Vendor security exploit mitigation &amp; patching</td>
<td>Proactive security process</td>
<td>Hardware and Operating System currency</td>
<td>Right people</td>
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<tr>
<td>Continual Service Improvement</td>
<td>Project proactive</td>
<td>Risk management</td>
<td>Knowledge engineering</td>
<td>Process standardization and efficiency</td>
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<tr>
<td>Standards &amp; Reporting</td>
<td>ITIL &amp; performance reporting</td>
<td>Infrastructure standards register</td>
<td>Performance development &amp; compatibility testing</td>
<td>Quality, security standards &amp; audit management</td>
</tr>
<tr>
<td>Repeatable Project Delivery</td>
<td>IT Service Management</td>
<td>Disaster Recovery</td>
<td>Server build / decommissions &amp; changes</td>
<td>Service integration &amp; transformation</td>
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THANK YOU

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