# ISD Transformation

## Service Management Transformation Initiatives

### Overview

March 4th , 2011

WASHINGTON COURTS

# Agenda

- Background
- Service Management
- Service Lifecycle
- Service Catalog - The Common Thread
- ISD Transformation in Context

# Background

# The $400K Question

- **What are we getting for the $400K on the Service Catalog initiative?**

# Service Catalog Initiative

5.1a ITSM - Service Catalog

*Renamed*

5.1a ITSM - Service Catalog, Service Level Management and Enterprise Requirements Management

| SCI # | Deliverable Name | Cost |
|---|---|---|
| 1.01 | Project Startup & Charter | $20,000 |
| 1.02 | Service Catalog Definition and Report | $80,000 |
| 1.03 | Initial Baseline Service Catalog | $35,000 |
| 1.04 | Service Catalog Management Framework and Report | $70,000 |
| 1.05 | Enterprise Requirements Management Process | $70,000 |
| 1.06 | Service Level Management Process and Report | $70,000 |
| 1.07 | Service Catalog Deployment and Report | $45,000 |
| 1.08 | Project Closeout Report | $10,000 |

# ISD Transformation - Completed Initiatives

- Organizational Change Strategy
- New Organizational Structure
- IT Governance
- Project Management
- Project Portfolio Management
- Enterprise Architecture
- Relationship Management
- Performance Reporting

# Current Processes - Issues

- Lack of customer focus - technology based thinking
- No consistency of outcomes
- Sequence and hand-offs between teams are not well-defined
- No strict accountability or monitoring for deliverables
- Inefficiencies and cost-insensitive use of resources

# ISD Transformation 6 Year Plan

**Year 1**

- Change Management & Communications
- IT Governance
- Project Management
- Portfolio Management
- Enterprise Architecture
- Relationship Management
- Data Quality & Data Governance
- Performance Reporting

**Year 3**

- ITSM Service Catalog
- ITSM Change, Configuration & Release
- Solution Management
- Software Quality Assurance
- Capability Maturity Model
- ITSM Incident, Problem
- Mature Application Development
- Vendor Management
- Enterprise Requirements Management
- Service Level Management
- Resource Management
- Compliance Management
- Knowledge Management
- Capacity & Availability Management

**Year 5**

- Custom Development Capabilities
- Implement COTS

IT Service Management Initiatives based on IT Infrastructure Library (ITIL)* Best Practices

# Introducing Service Management

# Defining Service Management

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

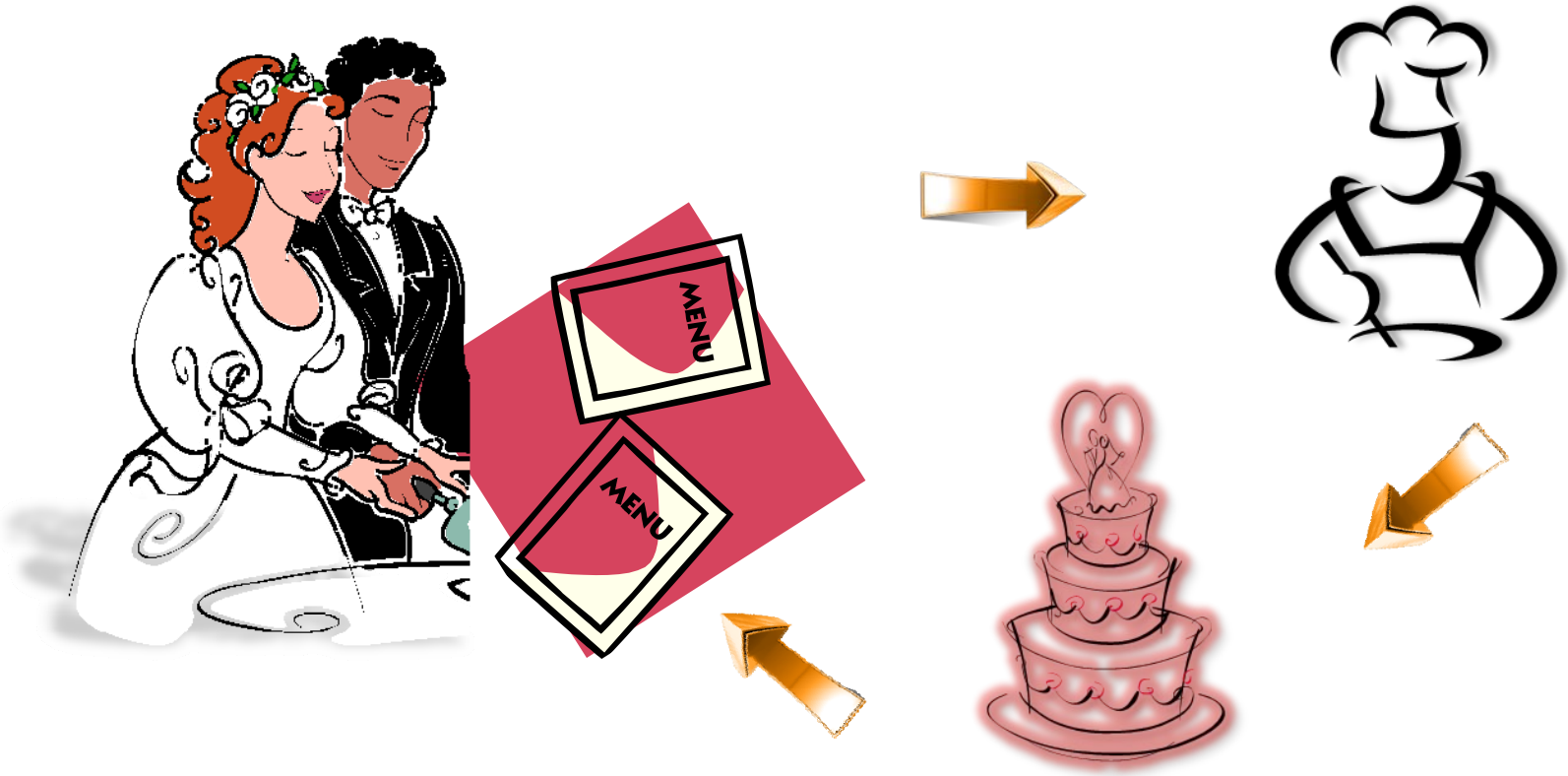
- **It involves a new focus**
- **A new paradigm**
- **A new vocabulary**
- **It manifests its influence in delivering a superior experience of value to every customer.**
- **It has nothing to do with slogans, platitudes, motivational campaigns, or advertising promises**

# Two Sides of Service Management

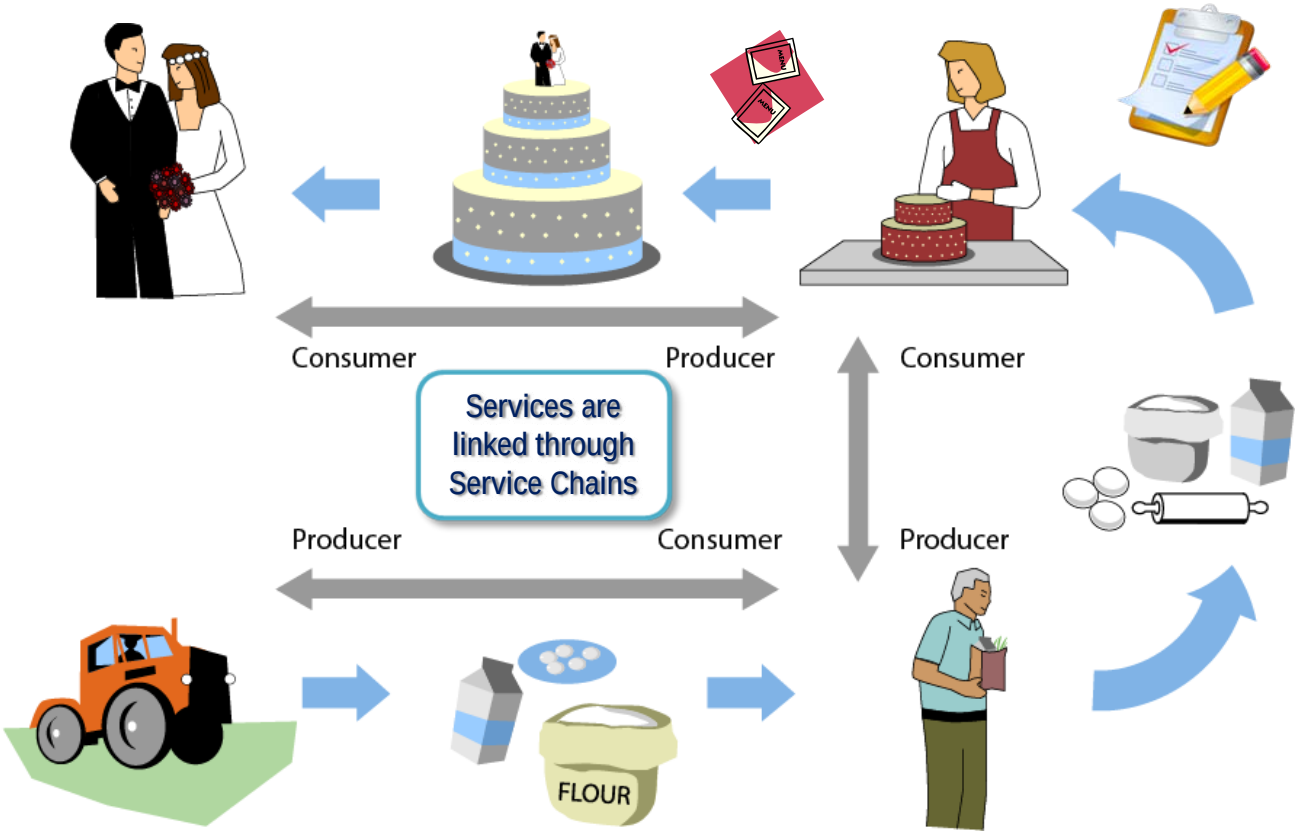
**The world of service management has two sides:**

- **A Customer perspective**
  - Highlights the value of the service to customer
  - Results in customer experience
- **A Provider perspective**
  - Establishes the tasks & processes associated with providing service to customer
  - Results in value for customer

# Service – Customer Perspective



# Service – Provider Perspective



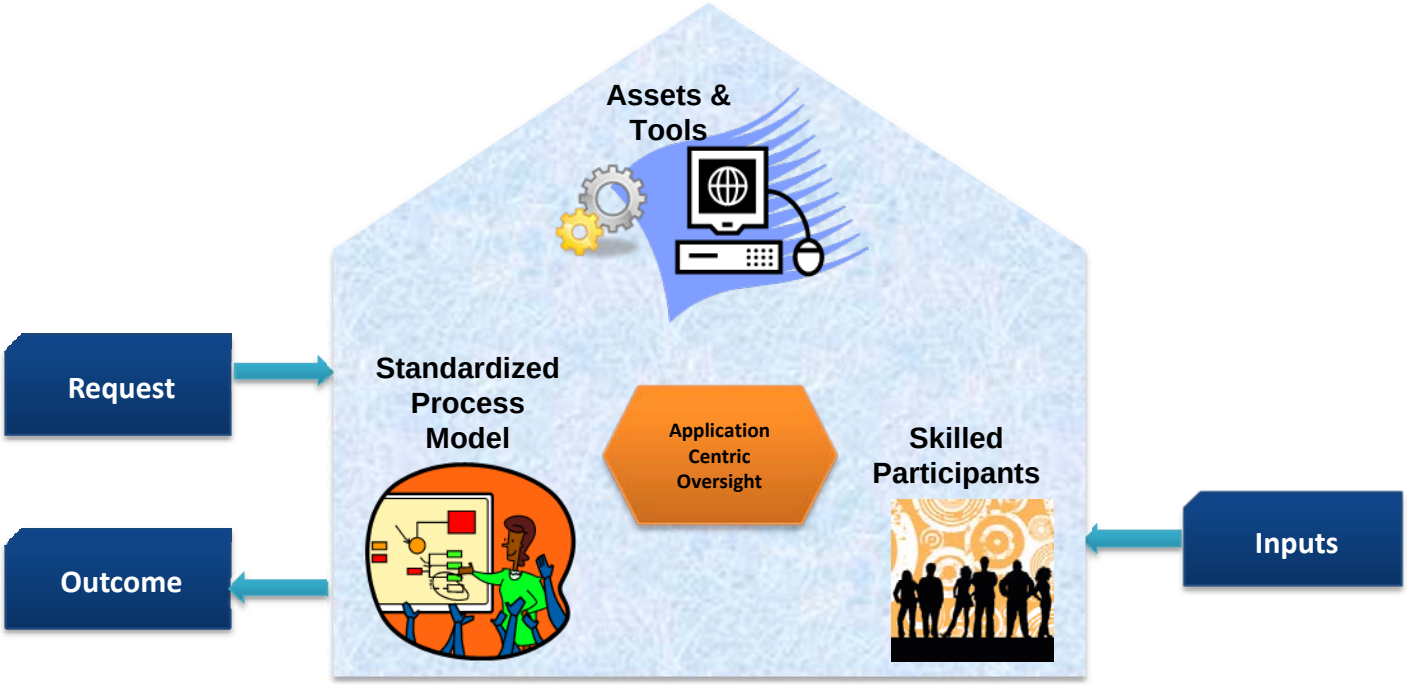
# Goals of Service Management

- **Customer Experience**
  - Satisfaction
  - Consistency & Predictability
- **Efficiency**
  - Build an organization that holds itself accountable
  - Improve IT's agility to respond to new requirements
  - Meet the growing demands of Compliance
- **Cost-Effectiveness**
  - Improve quality of service without adding cost
  - Focus on identifying and managing costs

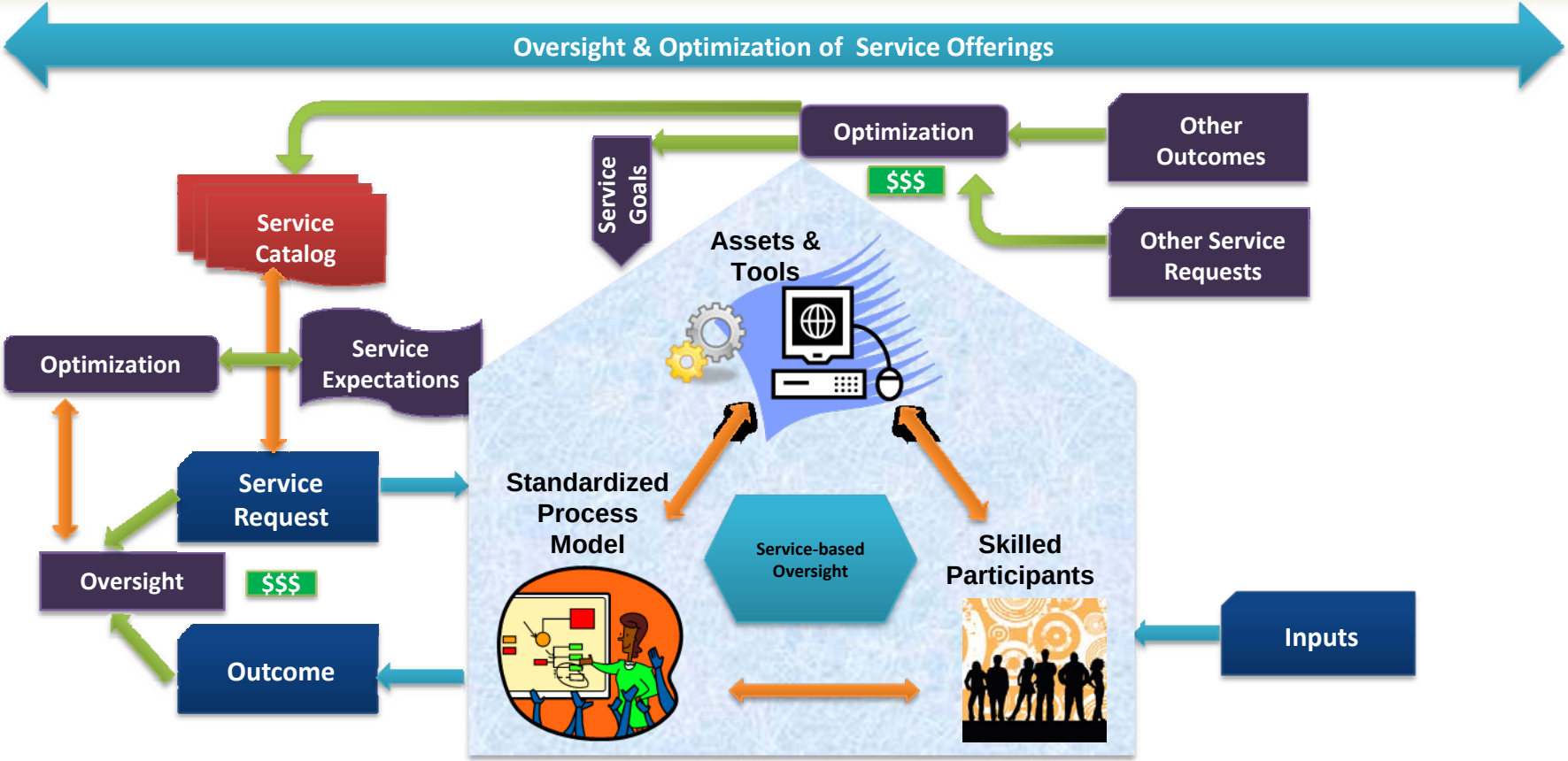
# Service Lifecycle

# Defining Service

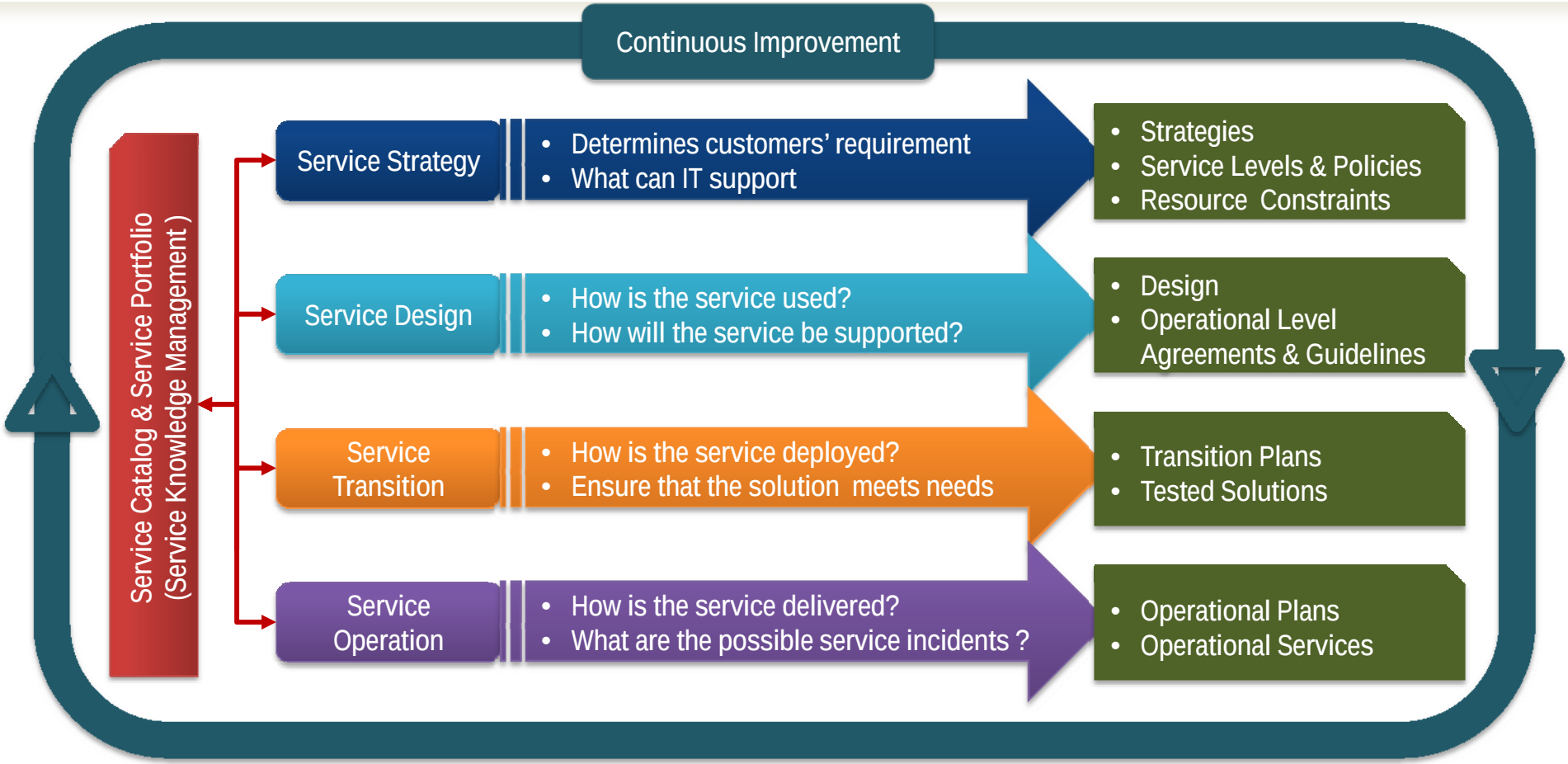
**"A service is a way of delivering value to a customer by facilitating the expected outcome"**



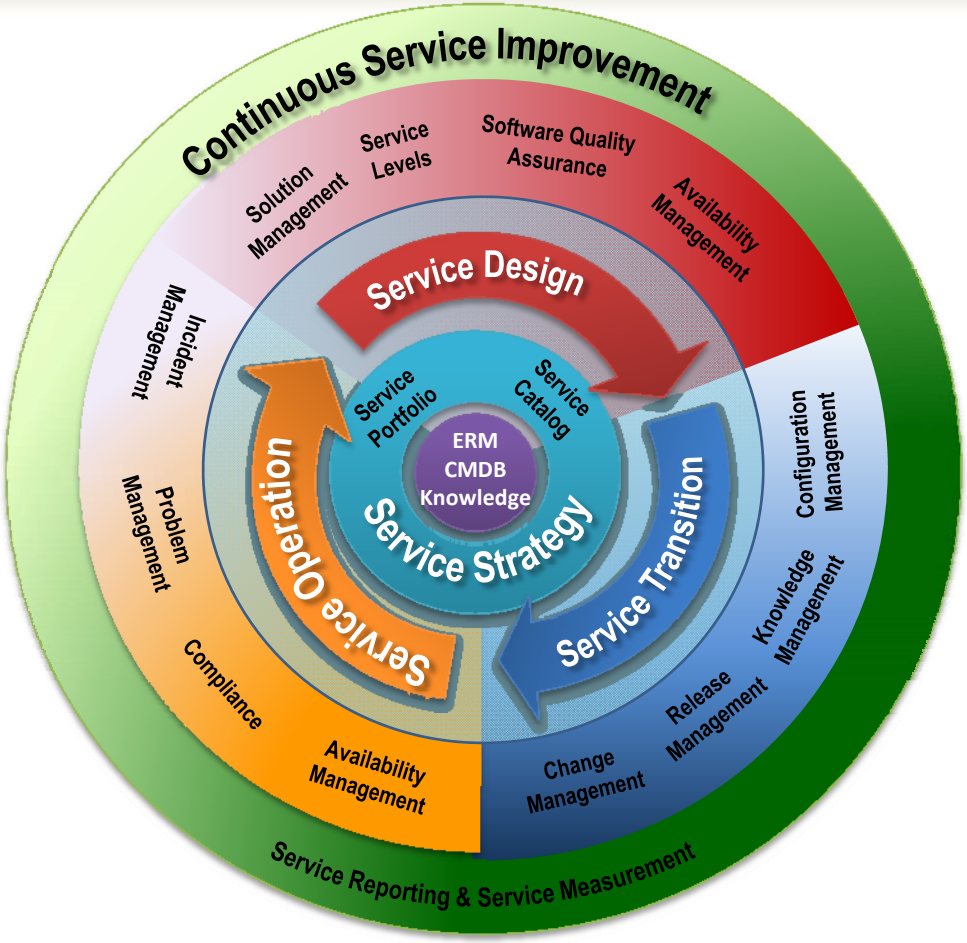
# Managed Service Model



# Five Phases of Service Lifecycle



# IT Service Management Processes

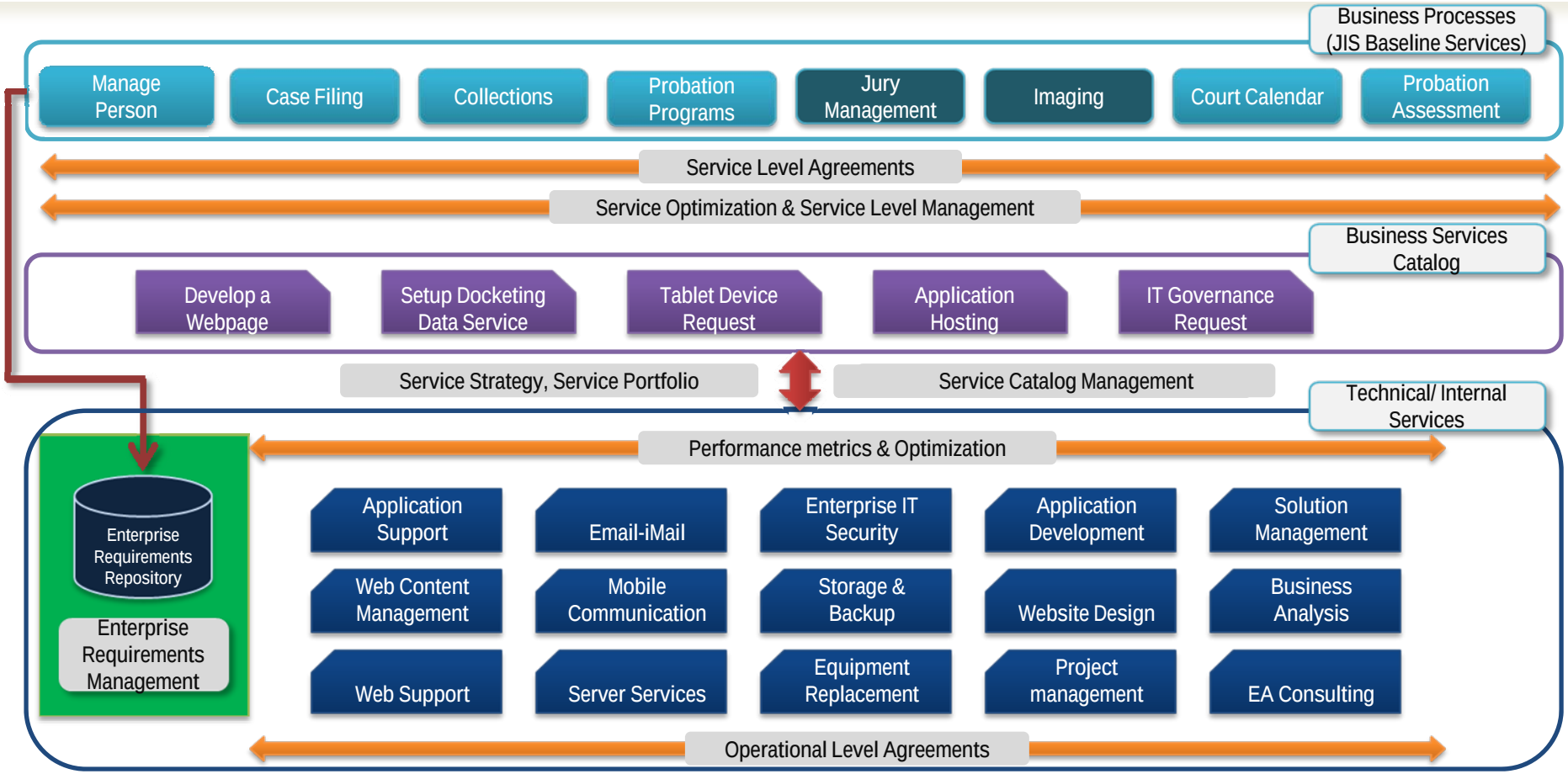


# Service Catalog – the Common Thread

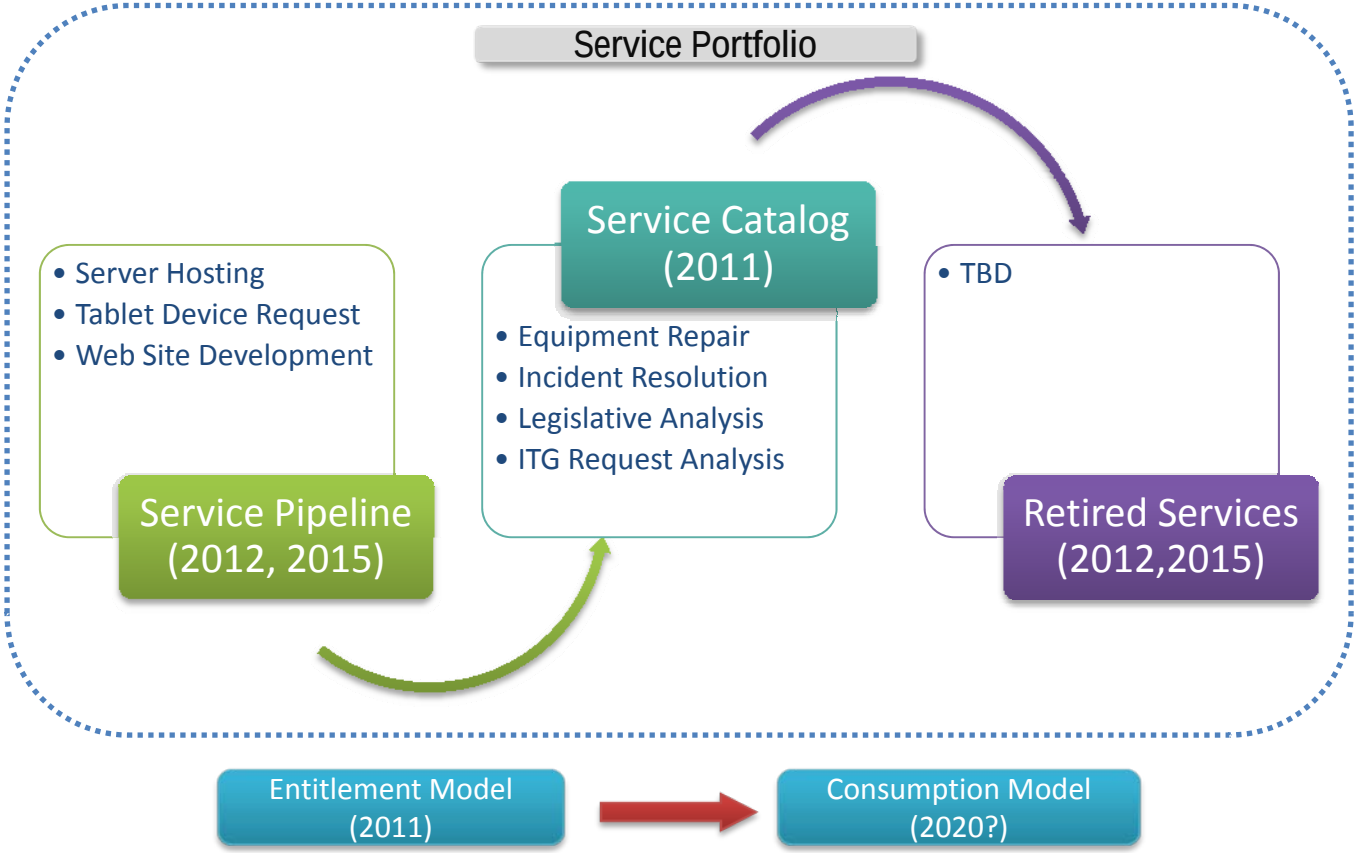
# Service Catalog Ties it Together

- **Service Catalog is foundational for service management organization:**
  - Service Level Management – Service Level agreements mapped to services
  - Incident Management – All Incidents are recorded against services in the catalog
  - Problem Management – Trend and root cause analysis on service delivery
  - Change, Configuration, Release – All related back to the Service Catalog
- **Builds common terminology across the organization**
- **A communication tool between ISD and customers/business partners (build trust)**
- **Defines ISD services from the customer perspective**

# Service Catalog Initiative



# Service Portfolio & Service Catalog

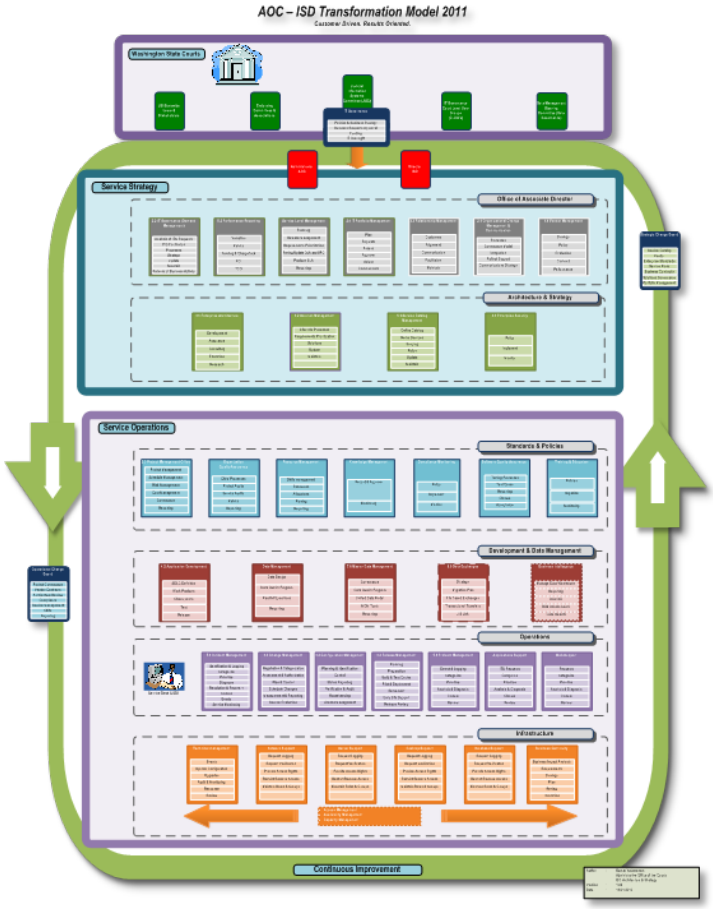


# ISD Transformation in Context

# ISD Transformation Implementation Plan

| | Service Strategy | Service Design | Service Transition | Service Operation | Continuous Service Improvement |
|---|---|---|---|---|---|
| Q1' 2011 | ITSM Service Catalog<br>Service Level Management<br>Enterprise Requirements Management | Solution Management<br>Software Quality Assurance | | | Capability Maturity Model |
| Q2' 2011 | | Mature Application Development<br>Vendor Management | | | |
| Q3' 2011 | Resource Management | | | ITSM Incident<br>ITSM Problem | |
| Q4' 2011 | | | ITSM Change<br>ITSM Configuration<br>ITSM Release | Availability Management<br>ITSCM (disaster recovery) | Knowledge management |
| Q1' 2012 | Capacity Management | | | | Compliance Management |

# ISD Transformation Model 2011



# Summary

- **Services help establish a customer and provider perspective for IT Services for JIS**
- **Service Management transformation initiatives will help ISD focus on:**
  - Delivering consistent value to customers and
  - Improving efficiencies in the services delivery
  - Setup a foundation for JIS services based on consumption model
- **Service catalog is the strategic tool that works within service portfolio to establish the foundation for service management**

# Appendix

# Service Catalog

| Component & Deliverables | Rationale | Expected Benefits |
|---|---|---|
| ***Current Baseline Service Catalog*** of Customer Facing view of IT services<br>• Accurate & Consistent<br>• Available to enterprise<br>• Levels & quality of service customers can expect<br>ISD Business Services and relationship with JIS Business Functions<br>***Service Catalog Management Framework***<br>• Centrally managed services<br>***Service Catalog Deployment Plan***<br>• Service Catalog Discussion – engagement<br>***2012, 2015 Recommended Business Services –*** Strategic level activity aimed at ensuring that only value-added services continue to be provided<br>• Service pipeline (proposed or in development)<br>• Service Catalog (live or available for deployment)<br>• Retired Services | • A documented catalog of services is needed for customers to understand what services are provided by ISD, how to request a service, and when to expect the results.<br>• The service catalog is needed to realize service level management<br>• The service catalog is needed so that services can be managed as portfolio items<br>• A common terminology for services is needed to facilitate clear communications.<br>• The cost and value of services is needed for planning and resourcing<br>• The relationship between services is needed to optimize organizational performance | • Sets the stage for formal Service Level Management<br>Improves communications between IT and the Business and within IT<br>• Increases Customer satisfaction<br>• Allows Users and Customers to choose the correct IT service for their needs<br>• Elevates the perception of the IT organization to that of a Service Provider<br>• Moves IT closer to a service-orientation, versus a technology orientation |

# Service Level Management

| Component & Deliverables | Rationale | Expected Benefits |
|---|---|---|
| • Guide that describes how to Implement Service Level Management<br>• Service Level Management processes<br>• Gap analysis between business requirements and available services<br>• Service Level Agreements<br>• Service Level Measurement and Reporting | • A better understanding between business units and IT is needed<br>• Predictable service levels need to be set based on customer need and IT capability<br>• Service levels need to be measured and reported consistently<br>• A framework is needed to support continuous process improvement<br>• Flexibility is needed react quickly to changing needs<br>• A process is needed for determining internal or external sourcing of IT services | • Reliability, availability and capacity will be predictable<br>• Consistent measurements and reporting of service levels<br>• Common understanding of the levels and consistency of the provision of services by ISD for AOC<br>• Regular service improvement reviews to align ISD services with court stakeholder requirements<br>• Identified opportunities for service delivery improvements |

# Enterprise Requirements Management

| Component & Deliverables | Rationale | Expected Benefits |
|---|---|---|
| An Enterprise-wide approach, or framework for managing all requirements, not just a set of requirements that only relate to enterprise concerns.<br><br>A framework to manage requirements at an enterprise level; includes:<br>• Process & guidelines to consistently and comprehensively apply policies, procedures, practices, and processes across the whole enterprise, whose domain of interest is "requirements".<br>• Includes processes for managing requirements from a business perspective, from a project perspective as well as managing those requirements for re-use after the project has completed, ie support for research, conflict resolution, governance, change management, etc. | • Need a method for requirements to be shared between projects<br>• A single central repository for requirements is needed so requirements do not get lost<br>• Reusing requirements is more efficient than recreating them<br>• Need a standard repeatable process for managing requirements<br>• Customers get frustrated when they express the same requirement for every project | • Reuse requirements from project to project<br>• Reduced time to gather future requirements<br>• Repository for impact assessments, standards, business rules, etc.<br>• Improved system quality – fewer delivery errors<br>• Improved customer satisfaction |

# Service Management Components

**ITIL v3 based Framework**

## Service Strategy
Governance and Decision Making

- Strategy Generation
- Financial Management
- Return on Investment
- Demand Management
- Service Portfolio Management

## Service Design
Building Service Integrity

- IT Service Continuity Management
- Service Catalog Management
- Service Level Management
- Capacity Management
- Availability Management
- Supplier Management
- Information Security Management

## Service Transition
Moving Services Into Production

- Transition Planning and Support
- Change Management
- Service Asset and Configuration Management
- Release and Deployment Management
- Service Validation and Testing
- Evaluation
- Knowledge Management

## Service Operation
Ongoing Management

- Service Desk Function
- Incident Management
- Request Fulfillment
- Problem Management
- Event Management
- Access Management

## Continual Service Improvement
Ongoing Improvement

- The Seven Step Improvement Process
- Service Measurement
- Service Reporting