Program Governance

ITSM Implementation Strategies.

ca
technologies

Preface

In today's rapidly evolving business environment, technology can be a critical enabler and a key differentiator, not only lowering risk and cost, but also driving innovation and growth. As modern IT organizations face inevitable shifts toward cloud computing, increased mobility and increased demand for internal and external regulatory compliance, an IT Service Management (ITSM) solution can provide infrastructure visibility, improve service levels and facilitate business and IT alignment.

But technology alone can't guarantee success. Without the right framework and approach, an ITSM implementation can not only fail to achieve your organization's goals, but it can also waste valuable time and resources in the process.

To ensure an effective implementation, it is important to consider the roles that people and process changes play in the adoption of an ITSM solution. Understanding the impact that the introduction of a new technology-based solution will have on the people within an organization requires input to, support of and ownership by the organization and its leaders.

In other words, adopting changes in process and people alongside a technology implementation is as important as the technology itself to achieving desired goals.

This document describes at a high level the areas of people and process that must be taken into consideration. Although these and other issues will vary based on client maturity level, current environment and business drivers, the following principles will provide a framework and approach to deliver greater service management implementation success.
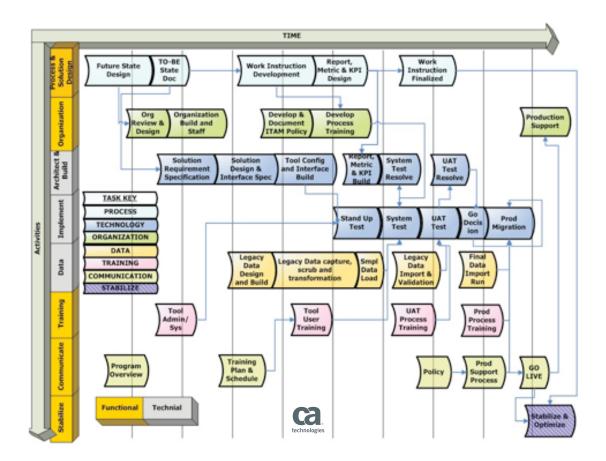
Note that although the solution focus of this document is ITSM, these principles are also applicable to other business-facing technology solutions.

The roadmap diagram below illustrates the multitude of activities that must be addressed during the implementation of a strategic ITSM program, including other components an organization should consider.

The horizontal lanes represent the different spectrums of activities that should be addressed. In addition to the typical activities that are technical in nature (represented in the left-hand column in blue), there should be special attention paid to the ownership and execution of non-technical functional activities (represented in orange) that potentially require changes to existing process and people, such as process and procedure design, organization, training and communication.

Figure A.

High level roadmap

Process and procedure

Beginning at the upper left of Figure 1, the initial stage of an implementation project should be directed at analysis of the current state of identified service management areas, and design of the future-state processes based on industry leading practices. The goal is to provide process improvement and elevation to a higher level of maturity and efficiency.

During the current-state analysis, the project team should:

▪ Interview personnel to identify business requirements, directions and goals and other specific areas of importance and concern.

▪ Collect and review all relevant documentation for existing ITSM processes, technologies and initiatives.

▪ Review the existing ("as is") ITSM process flows, supporting technologies, previously documented assessment information and related roles and responsibilities.

After this review, the team then defines the future-state process flows (down to the role and responsibility level) and develops an ITSM process handbook for the following ITSM process areas:

1. IT asset management (ITAM): Request, Receive, Install/Move/Add/Change, and Retire

2. Incident management

3. Problem management

4. Change management

5. Configuration management

6. Knowledge management

Note that process levels are defined as the following:

- **Level 1** – Represents a highest level view of the overall process, typically broken down by lifecycle stage or process domain.

- **Level 2** – Deconstructs level 1 down to the role and responsibility level. Each process is detailed by workflow and related to responsibility by swim lanes, as well as defined input, the activities to process that input and the resultant output of those activities.

- **Level 3** – Level 2 activity tasks are converted into procedure documents to be used as work instruction. These are specific operation manuals used to support the process, typically constructed as text documents with screenshots and specific instructions to carry out the process task.

The process flows in the ITSM process handbook must be documented to level 2, which is defined as a view that takes the level 1 process and breaks it down to the swim lane by role and responsibility. For each swim lane, the task to support the process is detailed by workflow with defined input and output requirements.

The importance of process definition cannot be overstated. The level 2 process framework will not only be used to govern the operations of service management, but it is also critical to the success of the program. In addition to detailing the day-to-day operation of the solution, it provides key input to the development of the program as a whole, including:

- The foundation for the development of the Responsible, Accountable, Consulted, Informed (RACI) model

- Identification of specific role training requirements

- The framework from which the procedural work instructions (level 3) should be drafted

- Data and solution configuration requirements

- Input to the solution requirement and design stages

- User-acceptance-testing script support

- System and end-user training support

- Production governance

Prepare the organization

Many ITSM implementations fail to achieve desired objectives because IT and even business stakeholders focus on technology to such an extent that important organization and team considerations are overlooked. The achievement of expected results starts with a well-prepared organization that communicates effectively and makes decisions efficiently. This helps reduce work needed to keep IT service and the business aligned as the projects progress and the organization transitions to a more mature ITSM environment.

A well-structured organization and communication approach also provides greater visibility for executives and joint accountability, which is especially important when moving from the design/vision stage of a new solution to actual implementation.

Executive support

ITSM is more successful when supported by organization policy and senior-level management. It is imperative that executive management recognize the value of enterprise-wide information technology resource optimization. With support coming from the top down, a systematic approach helps ensure effective communication and teamwork among all functional disciplines, while providing an implementation according to proven practices, processes and procedures. These practices, processes and procedures provide for strategic and tactical planning, design and the implementation of enterprise-wide ITSM.

Organizational roles

For ITSM, the definition of roles provides an opportunity to establish workflows that support more advanced and efficient service management. It also prompts discussion about primary and secondary responsibilities of various resources early in the ITSM transformation process, when the organization is keenly focused on overall program success.

The specific requirements for these responsibilities must be drafted, communicated and agreed upon by supporting organizations. These responsibilities are defined in the ITSM process flows as designed and documented within the engagement. Each role must understand and deliver on its part toward the overall support of ITSM.

Defining primary roles

Improving service management often requires some degree of organizational transformation to ensure the appropriate level of support exists across the organization. This may require identifying, recruiting and training specific ITSM support services.

At a minimum, the following levels of the organization must be defined:

- Executive support and policy

- ITSM process leads – Accountable for the overall quality of the process; oversee the management of (and organizational compliance to) the process flows, procedures, data models, policies and technologies associated with the IT business process

- Program support staff – Experts in ITSM processes and procedures, and how to accomplish all levels of tasks with the solution

- Application and administration support – Responsible for defining and maintaining the functionality of an application; work with service and process owners to understand business needs; translate needs into solution requirements, configurations, modeling standards, role definitions, security and reporting requirements

- Data architecture lead – Responsible for data definitions, data integrity, data conversion, data auditing and standards compliance

- Solution platform support – Responsible for the administration of servers within the organization; performs server and operating system installations, upgrades and configurations

- Database administrator – Responsible for performing database installations, upgrades, performance analysis and configurations for server database products

Responsible, Accountable, Consulted, Informed (RACI) model

A clearly articulated RACI model helps to establish division of duties, provides guidelines for specialization of work and highlights dependencies between groups. Additionally, it helps to identify areas where secondary skills from other resources can be applied to resolve issues as needed, increasing the team's flexibility and resource utilization.

An effective method for developing the RACI model is to reference the level 2 process flows that define the solution's roles and how each role interacts within the solution. The RACI model can be extrapolated based on the roles identified for each process and the tasks and activities identified for those roles within that process. An effective RACI model provides the process task, associated roles and the RACI setting for each role.

Cross-functional considerations

In addition to specifying direct functional responsibilities, each role definition should identify cross-functional tasks that support other process areas and do not typically fall within the traditional job definition. Formally recognizing and documenting cross-functional requirements at the job description level helps to ensure the new processes receive the necessary support and to adjust expectations and performance measures related to these roles within the organization.

For example, the technician role traditionally has responsibility in the incident and/or request process to provide resolution support. Updating certain asset field values in support of the IT asset management process, on the other hand, may not be formally recognized or measured as a requirement. Should the future-state process design dictate that the technician role is responsible for updates to these select fields, however, the activity should be explicitly documented as part of the RACI model to facilitate accountability and measurability.

Communication

Successful implementations require clear and efficient communications throughout the entire project. The results of an ITSM solution and its cost-performance efficiency often reflect the quality of communication and organization among the team and stakeholders. With the proper organization in place, the team will be better aligned, will communicate more efficiently and will work productively with less frequent communication.

With complex projects and service management processes, the size and complexity of the organization increases as does the amount of information to be shared. This results in a geometric increase in the communication pathways requiring attention and management. Whether accomplished through meetings, emails, telephone calls, publications or document repositories, communication exacts a cost in time, work and interpretation. To maximize your results and build effective communication, the following principles should be considered:

- Communicate precisely and in a context appropriate for the audience to reduce misinterpretation and need for later clarification.

- Communication must begin very early in the engagement and be persistent throughout, regardless of how well (or poorly) the project seems to be progressing. Do not underestimate the amount of communications required.

- Identify the constructs of your communication plan. Define a plan up front to establish communication goals, ownership, audience, delivery method and schedule.

- Communication does not end when the implementation begins.

Training

A well-defined training strategy will ensure that all roles have the necessary knowledge of ITSM policies, procedures and supporting technology by the completion of the project implementation. To achieve this, organizations should employ (at a minimum) the following three levels of training:

1. Product-specific training – The ITSM team members must become experts in the operation and maintenance of the technology and own and manage the change control for the ITSM policy and procedures.

2. ITSM process and procedure training – The end users and process support staff must become self-sufficient in the operation of the ITSM procedures and technology. Individuals and groups impacted by the process changes should attend process training conducted by the internal process team on-site. By separating training sessions according to process discipline, individuals and groups can attend only the training session(s) that impact their processes. The ITSM team should participate in all training sessions to ensure members have a complete understanding of the end-to-end process. The level 3 procedures handbook can be referenced to facilitate specific role training in support of the program.

3. Industry leader training and user groups – To promote continuous improvement and leverage industry knowledge, key ITSM team members should seek additional training and participate in industry organizations. In addition to adding value by keeping the team abreast of industry trends and current technologies, these organizations can prove useful for understanding and leveraging industry best practices and standards.

Implementation through discrete phases

CA Technologies recommends implementing to achieve the proposed end-state in phases, managed as an overall program for consistency across all phases. Each phase should provide demonstrable value to the business goals of the organization.
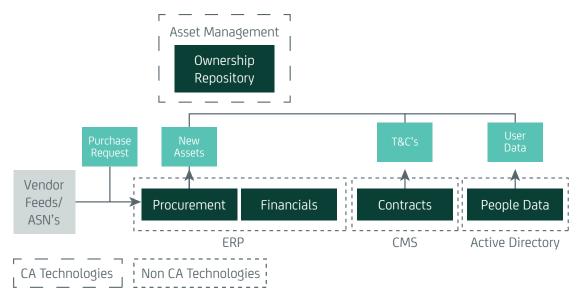
The following represents a recommended approach for implementing an ITSM solution. This approach should serve as a guideline, as many factors such as current maturity, business drivers, existing technologies, resources, competing projects and funding need to be taken into account when determining what solution implementation approach will be best suited to your organization.

Phase one – IT asset management (ITAM)

The objective of this phase is to deploy ITAM to help monitor IT assets and administer IT services.

Building on the initial design and process work, ITAM will deliver the asset foundation needed for the subsequent service management phase of this project. The following diagram reflects the solution as it stands following this phase:
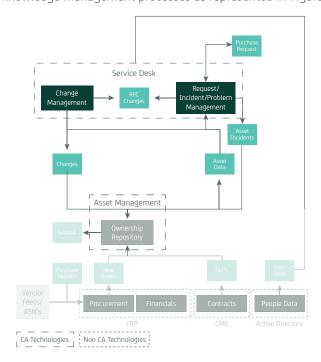
Figure B.

ITAM implementation

Phase two – Service management

The objective of this phase is to install, configure and deploy service desk components to help improve the alignment of IT support services with user requirements.

This stage builds on the previous design and process work and the ITAM implementation phase. Depicted in the following diagram, the service desk solutions will be implemented in support of the incident, problem, change and knowledge management processes as represented in Figure C.
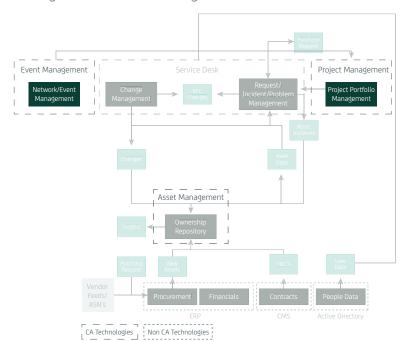
Figure C.

Service management service desk

Phase three – Event and portfolio management

Figure D represents integration touch points with event management for network/event management and project management for resource management.

Figure D.
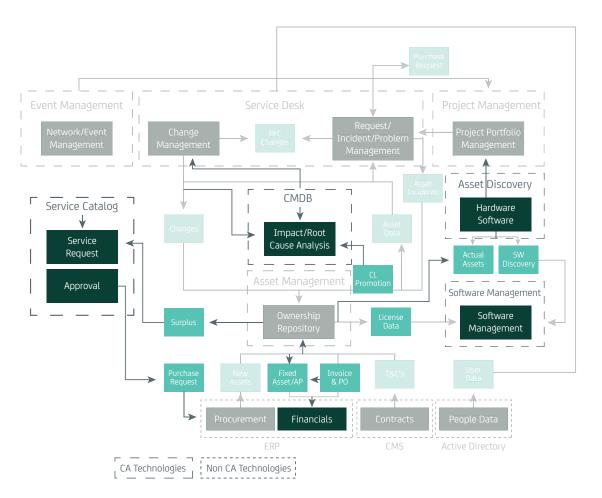
Service desk integration points

Phase four – ITSM end state

Figure E reflects a mature end state for the ITSM program. It represents a high level of maturity for increasing the value of the ITSM solution. This includes the addition of service catalog in support of IT services and request management, CMDB in support of change management for impact and root cause analysis, asset discovery and software management in support of ITAM asset reconciliation and software compliance management.

Figure E.

Service management
end state

Conclusion

Regardless of what end-state phase you have reached at the conclusion of your project, the last stage of the implementation is stabilization. This represents an ongoing continuous improvement process of cycling back that should also be built into the environment, in order to progress to the next phase and maturity level.

By following the framework and guidelines above for your ITSM implementation, you can vastly improve the likelihood of project success, and drive efficiency and improved service levels as well as innovation and revenue growth for your organization. By focusing as much attention on people and process as you do on the technology solution, you can be both tactical and strategic in your end-to-end approach.

For information of CA Service Management solutions, visit **ca.com/itsm**

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