Your Service Operating Model: It's About Actionable Delivery

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Session Description

Organizations are being asked to deliver innovative services faster and with improved quality. As a result, traditional service operating models with emphasis on reactive operations and support simply won't cut it anymore. Collaborative cohesive systems are required for seamless service delivery, and this session will show you how IT4IT provides a framework to better plan, build, deliver, and run your services.

Speaker Background

Kathryn Howard has thirty years of experience in IT service delivery/management, implementing policy/process and service improvement change programs in many prominent Australian financial institutions and telecommunications providers. She has presented at many itSMF conferences around the world, as well as PINK, SITS, and ISACA. Kathryn serves on the itSMF Australia board, and she is committed to enhancing the customer experience evolution through adoption of standards and frameworks.
Your Service Operating Model
...it’s about actionable delivery!

Kathryn Howard

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@ITSM_Catwoman

Attribution: Styled after Metro-Goldwyn-Mayer Logo
GAME CHANGER!

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Insert transport card of choice

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Please Sir........

MORE?
I think this is a wheel? How many do I need to put sprockets into before 5 o’clock?

Who’s digging and who’s on lookout today?
It’s all about VALUE

Fit for Purpose & Use

Value delivered

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This agile thing makes me uncomfortable

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Performance delivery is everything

I need a service model!
A Service Model?

I have an IT Operating Model that says:

- Customer Centric
- Standardised
- Optimised
- Efficient & Agile
- Stable & reliable
- Scalable & Flexible
- Seamless
- Transparent

How can you achieve this outcome?

- A Path (or vision)
- A Framework
- A Timeline
- Measures
Business Value Chain

**IT4IT Standard**

- Accelerate transition to IT service broker model with strategic multimodal challenges
- Govern and Manage the IT ecosystem leveraging industry best practice technology frameworks & tools
- End to end streamlined delivery across suppliers, providers and strategic partners.
Design the Service Management System (ISO/IEC 20000)

Capability aligned Processes supporting

ITSM Operating model
Blended Discipline Approach

**People**
- Capability development
- Communities of practice
- Organisational change program

**Process**
- Resolution Processes
- Control Processes
- Delivery Processes
- Relationship Processes
- Design & Transition Processes

**Technology**
- Fit for purpose ITSM toolset
- Management & governance boards
- ITSM model oversight and ownership
- Continual Improvement management

**Governance**

IT Service Capability Model v2

**Controls**
- Business Goals & Objectives (CSFs)
- IT Goals & Objectives (CSFs)
- IT Risk Profile
- ITSM Governance Model
- IT Policies

**Enablers**
- ITSM Processes
- Stakeholders
- IT Governance working groups & forums
- Applications
- Infrastructure
ISO/IEC 38500 – Human Behaviour Principle

Do your research
• Identify communities & collective behaviours
• Understand impact of change
• Understand resistance & attraction factors

Diagram reproduced with permission
Mark Toomey—author “Waltzing the Elephant”
ISO/IEC 25010 – Software Quality Model & Metrics

- 8 characteristics with attributes
- Non-functional requirements
  - Reliability
  - Usability
  - Security
  - Performance Efficiency
  - Maintainability

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**Performance is tough. Can someone please help me with my queues?**

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**IT4IT - Where are my Queues?**

<table>
<thead>
<tr>
<th>Strategy to Portfolio</th>
<th>Requirement to Deploy</th>
<th>Request to Fulfil</th>
<th>Detect to Correct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope Agreement</td>
<td>Requirement</td>
<td>Request</td>
<td>Problem</td>
</tr>
<tr>
<td>Portfolio Backlog</td>
<td>Project</td>
<td>Fulfillment</td>
<td>Change</td>
</tr>
<tr>
<td></td>
<td>IT Initiative</td>
<td></td>
<td>Incident</td>
</tr>
<tr>
<td></td>
<td>Defect</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Managing Queues

Reference Architecture

ITSM Capability Maturity

0 Incomplete
- Unpredictable
- No structure
- No processes management exists
- No defined responsibilities
- Limited awareness of what is needed

1 Initial
- Processes are ad hoc and disorganised
- Few formal rules or procedures
- Success depends on individual effort

2 Repeatable
- Processes are defined & documented
- Basic costs & functionality are measured
- Outcomes are repeatable

3 Defined
- Process is consistently followed
- Processes are aligned to organisational business needs
- Management invests in process development

4 Managed
- Processes are predictable
- Detailed quantitative measurement of process and product quality are collected
- Process is agile and adaptable to business needs without compromise on quality

5 Optimising
- Processes are continually improved through quantitative feedback
- Innovation is introduced to better service emergent organisational needs
Capture the existential essence of minimal viable process

I think our service model can be agile and be OK
## ITSM Maturity Future Process/Capability Timeline

<table>
<thead>
<tr>
<th>Current</th>
<th>Transitional</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Mgmt Reactive</td>
<td>Operational Proactive</td>
<td>Tactical Proactive</td>
</tr>
<tr>
<td>Service Desk Function</td>
<td>Strategic Reactive</td>
<td></td>
</tr>
<tr>
<td>Problem Mgmt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Asset &amp; Configuration Mgmt</td>
<td>Catalogue Mgmt</td>
<td></td>
</tr>
<tr>
<td>Request Fulfillment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reporting Mgmt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability Mgmt</td>
<td>Event Mgmt</td>
<td></td>
</tr>
<tr>
<td>Change Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2016
- Incident Mgmt
- Service Desk Function
- Problem Mgmt
- Service Asset & Configuration Mgmt
- Request Fulfillment
- Reporting Mgmt
- Availability Mgmt
- Change Management

### 2017
- Operational Proactive
- Strategic Reactive

### 2018
- Tactical Proactive
- Strategic Reactive

### 2019
- Consolidated processes/capabilities aligned to ITIL/ISO20000 maturity

- Access Mgmt
- Strategy & Service Portfolio Mgmt
- Financial Mgmt

- Service Desk Function
- Problem Mgmt
- Service Design & Co-ord Mgmt
- Knowledge Mgmt
- Not Started
- Immature
- Developing
- Not Targeted

- Capacity Mgmt
- Security & Risk Mgmt
- Service Integration Mgmt
- Business Relationship Mgmt

- Continuity Mgmt
- Service Design & Co-ord Mgmt
- Knowledge Mgmt
- Not Started
- Immature
- Developing
- Not Targeted

- Release & Transition Mgmt
- Capacity Mgmt
- Demand Mgmt
- Security & Risk Mgmt

- Not Started
- Immature
- Developing
- Not Targeted

- Consolidated processes/capabilities aligned to ITIL/ISO20000 maturity
You could be courageous, or perhaps outrageous, and wear a leopard onesie.

Or embrace it like wearing a new hat.
Superheroes should be a thing of the past

Golly gee Batman, Are superheroes no longer required?

Boy Wonder, it is difficult to know what is required in this multimodal world.
To begin, however, I think we need to be in colour.

I’m not sure that’s the performance we want?
I do so like a waterfall

Hmm, do you think a KanBan board might work better?
ITSM Governance Summary continued — Key Insights

- Commenced collecting KPI reporting on High Severity Incident Management Service in January to be included in this report ongoing – tipping improvement RAG status to Red
- Trending of service request fulfilment continues to be closely monitored as targets are not being met and ratings are in danger of slipping
- Rescheduled Service Continuity DR test currently on track for March but closely monitored due to prerequisites consistently not been met.
- Limited technology, reporting and automation plus resourcing challenges in operational management continue to contribute to lower ratings of amber and red across several processes.
- Continued rise in urgent business change requirements are increasing complexity and stability of IT services. Current resourcing of incident and problem processes are now struggling to meet targets due to the rise in high severity incidents, root cause corrective action and minimisation activities. Incident process has dropped to amber and Problem continues as red.
- ITSM Risk Council register continues to be aligned to IT Security Risk matrix in collaboration with Security and Architecture team.
- CSI policy and process development stalled due to resource diverted to partner escalations plus performance and compliance issues – recommencement of initiation of this process to be advised
- Pending audit recommendations, processes targeted for rebaselining in Q2 2015
## RAG Domains

<table>
<thead>
<tr>
<th>Domain</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners</td>
<td>How are our partners (internal or external) performing in this process, capability or improvement plans?</td>
</tr>
<tr>
<td>Communication</td>
<td>Do we have effective communication in place that meets or exceeds customer expectations?</td>
</tr>
<tr>
<td>Policy</td>
<td>Is the policy defined, up to date and rolled out?</td>
</tr>
<tr>
<td>Maturity</td>
<td>The process may not have reached target maturity level but the process is improving and continual service improvement activities are enabling the process benefits to be realised in terms of contribution to IT’s service delivery.</td>
</tr>
<tr>
<td>Metrics</td>
<td>Are relevant and fit for purpose metrics defined to allow clear understanding of process efficiency?</td>
</tr>
<tr>
<td>Reporting</td>
<td>Is there accurate fact based reporting detailing the health of the process/capability plus tailored to the appropriate audience?</td>
</tr>
</tbody>
</table>

## Domain Status Ratings

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue</td>
<td>3 Months consecutively reporting Green. Downgrade to Amber resets to zero months.</td>
</tr>
<tr>
<td>Green</td>
<td>No issues, or initiatives either not required or not severe and all on track plus performing as expected. Status may only progress to Green from Amber.</td>
</tr>
<tr>
<td>Amber</td>
<td>Risks unable to be addressed. Initiatives not tracking to plan.</td>
</tr>
<tr>
<td>Red</td>
<td>Issue unable to be addressed. Initiatives unable to be actioned or repeatedly not tracking to plan.</td>
</tr>
</tbody>
</table>

## Overall Status Ratings

<table>
<thead>
<tr>
<th>Overall Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Largest aggregate status</td>
<td>In case of tie the lower of the status will be assumed. Overall Blue not achieved without 100% domain status achieving Blue status.</td>
</tr>
</tbody>
</table>

## Current Processes & Capabilities

<table>
<thead>
<tr>
<th>Process Type</th>
<th>Processes</th>
<th>CMDB</th>
<th>Service Desk</th>
<th>Service Mgt/Delivery Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident</td>
<td>Problem Service</td>
<td>Change Service</td>
<td>Event Service</td>
<td>Improvement Service</td>
</tr>
<tr>
<td>Problem</td>
<td>Change</td>
<td>Event</td>
<td>Service</td>
<td>Improvement</td>
</tr>
<tr>
<td>Service</td>
<td>Desk</td>
<td>Mgt/Delivery</td>
<td>Risk</td>
<td>Risk</td>
</tr>
<tr>
<td>Desk</td>
<td>Mgt</td>
<td>Delivery</td>
<td>Risk</td>
<td>Risk</td>
</tr>
<tr>
<td>Mgt</td>
<td>Delivery</td>
<td>Risk</td>
<td>Risk</td>
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</tr>
<tr>
<td>Delivery</td>
<td>Risk</td>
<td>Risk</td>
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</table>

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We didn’t need voices, we had faces.

Acknowledge the past & embrace the future.
Alright Mr DeMille, I’m ready for my close-up

We’ve got an Actionable Service Model and have the agility to get somewhere & add value
THE END