Itil 2011 continual service improvement pdf

 ChapterFirst Online: May 12, 2012Page 2 Front Matter ITIL® 2011 At a Glance is an important update to ITIL's best practices® internationally recognized for itil service management. ITIL® 2011 At a Glance provides graphic and textual memory joggers for the primary concepts of these best practices. IT organizations around the world are implementing ITIL® as a vehicle to improve the quality of IT service and improve the return on investment for IT services. This book is an update based on the ITIL 2011 update. The unique graphical approach of the desktop reference will take complex textual descriptions and make the information accessible in a series of coherent and simple diagrams. ITIL® 2011 At a Glance will be of interest to organizations looking to train their staff in a coherent and cost-effective way. In addition, this book is ideal for anyone involved in consulting planning, implementation or proof of an implementation ® ITIL. BPMN Best Practices ITIL ITIL 2011 ITSM Process Service Menagement Service 1. ITIL CONTINUOUS IMPROVEMENT OF THE SERVICE Based on the publication of continuous improvement of the service ITIL 2011 Marvin Sirait January 2017 2. Topics Continuous improvement service Introduction Service management service as a practical Principles of continuous improvement of the service Processes of continuous improvement of the service Methods and techniques of continuous improvement of the service Organization for the continuous improvement of the service Technological considerations Implementation of the continuous improvement of the service Challenges, risks and critical factors of success 3. Continuous improvement of the service Introduction Context ITIL in relation to other publications of the portfolio of Good Management Practices Why itil is so successful Chapter summary management service as a practical services and service management Basic concepts Governance and management systems The life cycle of the service Principles of continuous improvement of the service Approach of continuous improvement of the service CSI and organizational change CSI property registration external and internal drivers Service level management Knowledge Management The service measurement service of the deming cycle service OF IT governance standards, models, standards and quality systems CSI inputs and outputs Service continuous improvement processes The process of continuous improvement of service 7-Step Methods and techniques Benchmarking Service Methods and techniques Evaluations Benchmarking Service measures metrics Return of investment service reporting CSI and other service management processes Summary Organization for continuous improvement of service Functions organizational development Functions Client Responsibility Model - RACI Competence and Training Technological considerations Tools to support CSI activities Summary Implementation of continuous improvement of service Critical considerations to implement Where do I start? CSI Governance and Organizational Change Communication Strategy and Summary Challenges Plan, Critical Success Factors and Risks Critical Critical Challenges risk summary factors 4. INTRODUCTION • Overview • Context • ITIL in relation to other publications in the Good Management Practices portfolio • Why ITIL is so successful • Chapter 5. Overview • Purpose • Align IT services with changing business needs by identifying and implementing improvements in IT services that support business processes • Objectives • Review, analyze, prioritize and make recommendations on opportunities for improvement in each stage of life cycle: service strategy, service design, service transition, service operation and CSI itself • Review and analyze the achievement of the level of service • Identify and implement specific activities to improve the quality of IT service and improve the efficiency and effectiveness of enabling processes • Improve the effectiveness of the costs of providing IT services IT without sacrificing customer satisfaction • Ensure that applicable quality management methods are used to support continuous improvement • activities • Make sure processes have clearly defined objectives and measures that lead to feasible improvements • Understand what to measure , why it is being measured and what is the successful result. 6. Overview • Value for the company • Lead to a gradual and continuous improvement in service quality, when justified • Ensure that IT services remain continuously aligned with business requirements • Give rise to gradual improvements in cost effectiveness through a cost reduction and/or the ability to handle more work at the same cost • Use monitoring and information to identify opportunities for improvement at all stages of the life cycle and in all processes • Identify opportunities for improvement in organizational structures, refueling capabilities, partners, technology, personnel skills and training, and communications. 7. Context • ITIL Service Strategy • provides guidance on how to view service management not only as an organizational capacity, but as a strategic asset • ITIL Service Design • provides guidance for the design and development of service management services and practices • ITIL Service Transition • provides guidance for the development and improvement of capabilities for the introduction of new and changed services in compatible environments • ITIL Service Operation • provides guidance on efficiency and efficiency in the development and delivery of services to ensure value for the customer, users and service provider • ITIL Continuous service improvement • provides guidance on creating and maintaining value for customers through a better strategy, design , transition and operation of services 8. ITIL in relation to other publications in the Portfolio of Good Management Practices • ITIL is part of a portfolio of publications of practices (collectively known as Best Management Practice or BMP) aimed at helping organizations and individuals manage projects, programs and services consistently and effectively • BMP publications include: • Portfolio Management • Risk Management • Management Value • Successful program management • Successful project management • Portfolio, Programme and Project Offices 9. Why ITIL is so successful • Neutral provider • ITIL service management practices are applicable in any IT ORGANIZATION because they are not based on any particular technology platform or industry type. • Non-prescriptive • ITIL offers robust, mature and time-tested practices that have applicability to all types of service organization. • It remains useful and relevant in small, medium and large public and private companies, and in any technical environment. • Good practices • ITIL represents the learning experiences and thought leadership of the best class service providers in the world. 10. Why itil is so successful • ITIL is adopted by organizations to allow them: • Deliver value for customers through services • Integrate service strategy with business strategy and customer needs • Measure, monitor and optimize the performance of IT services and service provider • Manage investment and IT budget • Manage risk • Manage capabilities and resources to deliver services effectively and efficiently • Enable adoption for the management of services through the company • Change the organizational culture to support the achievement of sustained success • Improve interaction and relationship with customers • Coordinate the delivery of goods and services through the value network • Optimize and reduce costs. 11. Chapter summary • Service management as a practice • explains the concepts of service management and services, and describes how they can be used to create value • Principles of continuous improvement of the service • describes some of the key principles of the CSI that will allow service providers to plan and implement best practices in CSI • Processes of continuous improvement of the service • establishes the processes and activities on which it depends and how they integrate with the other stages of the life cycle • Continuous improvement of the service methods and techniques • explores the different methods and techniques of continuous improvement 12. Chapter summary • Organization for the continuous improvement of the service • identifies the organizational roles and responsibilities that must be taken into account to manage the stage and processes of the CSI life cycle • Technological considerations • provides recommendations for the use of technology in CSI and the basic requirements that a service provider must take into account when choosing service management tools • Implementation of the transition of services • describes effective ways of implementing CSI life cycle • Challenges, risks and critical success factors • analyses typical examples of challenges, risks and critical success factors for the CSI stage 13 life cycle. SERVICE MANAGEMENTAS A PRACTICE • Services and service management • Basic concepts • Governance and management systems • life cycle of service 14. Services and service management • Services • Means of delivery delivery customers facilitating the results that customers want to achieve without the ownership of specific costs and risks • Result • The result of carrying out an activity, following a process, or carrying out an IT service, etc. The term is used to refer to the expected results, as well as actual results. • Basic services • offer the basic results desired by one or more customers. • Enable the services • necessary for a basic service to be provided. • Improve the services • added to a basic service to make it more exciting or adós for the customer. 15. Services and service management • Service management • Set of specialized organizational capabilities to add value to customers in the form of services. • Service provider • An organization that provides services to one or more internal or external customers. • IT service management (ITSM) • The implementation and management of quality IT services that meet the needs of the business. IT service management is performed by IT service providers through an adequate mix of people, processes and information technologies. • IT service provider • A service provider that provides IT services to internal or external customers. 16. Services and service management • A service level agreement (SLA) is used to document agreements between an IT service provider and a customer. An SLA describes IT service, document service level goals and specifies the responsibilities of the IT service provider and customer. • Main types of service provider • Type I - internal service provider • An internal service provider that is embedded within a business unit. There may be multiple Type I service providers within an organization. • Type II - shared services unit • An internal service provider that provides shared IT services in addition to a business unit. • Type III - external service provider • A service provider that provides IT services to 17 external customers. Services and service management • Within the organization of the service provider there are many different stakeholders, including the functions, groups and teams that offer the services. • There are also many stakeholders outside the service provider's organization, for example: • Customers • Those who buy goods or services. The client of an IT service provider is the person or group that defines and accepts service level goals. • Users • Those who use the service on a day-to-day. Users are different from customers, as some customers do not use the IT service directly. • Suppliers • Third parties responsible for the supply of goods or services necessary for the conserence of IT services. Examples of suppliers include hardware and merchandise software providers, network and telecommunications providers, and outsourcing organizations. 18. Services and management of • The value of a service is created by combining two main elements: utility (fitness for purposes) and guarantee (aptitude for use). • Utility • functionality that offers a product or service to satisfy particular need • Guarantee • ensure that a product or service will meet its agreed requirements • The utility is what the service does, and the guarantee is how it is delivered. 19. Services and service management • Public frameworks and standards are attractive compared to owner knowledge for the following reasons: • Owner knowledge is deeply embedded in organizations and therefore difficult to adopt, replicate or even transfer with the cooperation of owners. • The owner knowledge is customized for the local context and the specific needs of the business to the point of being idiosyncratic. • Homeowners expect to be rewarded for their investments. • Publicly available frameworks and standards such as ITIL, LEAN, Six Sigma, COBIT, CMMI, PRINCE2, PMBOK®, ISO 9000, ISO/IEC 20000 and ISO/IEC 27001 are validated through a diverse set of environments and situations rather than the limited experience of a single organization. • Knowledge of public frameworks is more likely to be widely distributed among a large community of professionals through publicly available training and certification. 20. Basics • Active • Any resource or capacity. • Customer asset • Any resource or capacity used by a customer to achieve a business result. • Active service • Any resource or capacity used by a service provider to offer services to a customer. • There are two types of assets used by both service providers and customers: resources and capabilities. Organizations use them to create value in the form of goods and services. • Resources • direct inputs for production. • Capabilities • the organization's ability to coordinate, control and deploy resources to produce value. 21. Basic concepts • Process • Structured set of activities designed to achieve a specific goal. A process takes one or more defined entries and converts them into defined outputs. • The characteristics of the process include: • Measurability • We are able to measure the process in a relevant way. • Specific results • The reason why there is a process is to offer a specific result. This result must be individually identifiable and accounting. • Customers • Each process offers its main results to a customer or interested party. • Responsiveness to specific triggers • While a process can be continuous or iterative, it must be traceable to a specific trigger. 22. Basic concepts • Function • Team or group of people and tools or other resources that they use to carry out one or more processes or activities • Role • Set of responsibilities, activities and authorities granted to a person or team • Organizational culture • Set of values and shared rules that control the interactions of the service provider with all stakeholders. 23. Basic concepts • Portfolio of services • Complete set of managed by a service provider and which represents the commitments and investments of the service provider in all customers and market spaces • represents all the resources contracted or released at various stages of the service life cycle: • Service pipeline • All services that are under consideration or development, but are not yet available to customers. • Catalogue of services • All live IT services, including those available for deployment. • Retired services • All services extemated or retired. 24. Basicconcepts • Service providers often find it useful to distinguish customer-oriented services from support services: • Customer-oriented services • IT services that are visible to the customer. They are usually services that support the customer's business processes and facilitate one or more desired results for the customer. • Support services • IT services that support or support customer-oriented services. These are usually invisible to the customer, but are essential for the provision of customer-oriented IT services. 25. Basic concepts • The implementation of an SKMS allows effective decision support and reduces the risks that derive from the lack of adequate mechanisms. • Layers: • Presentation layer • allows search, navigation, recovery, update, subscription and collaboration. The different views over the other layers are suitable for different audiences. • Knowledge processing layer • where information becomes useful knowledge that allows decision-making. • Information integration layer • provides integrated information that can be collected from data in multiple sources of the data layer. • The data layer • includes tools for data discovery and data collection, and data elements in unstructured and structured forms. 26. Governance and management systems • Governance is the only general area that unites IT and business, and services are a way of ensuring that the organization is able to execute this governance. • Governance is what defines the common directions, policies and norms that both the company and IT use to conduct business. • Governance ensures that policies and strategy are actually implemented, and that the necessary processes are followed correctly. • Governance includes the definition of roles and responsibilities, the measurement and presentation of reports, and taking actions to solve the problems identified. 27. Governance and management systems • Governance • ensures that policies and strategy are implemented correctly, and that the necessary processes are followed correctly. • includes the definition of roles and responsibilities, the measurement and presentation of reports, and the taking of actions to solve the problems identified. • Management systems (ISO 9001): • The framework of policy, processes, functions, standards, guidelines and tools that ensures that an organization or part of an organization can achieve its objectives. • ISO management system rules use the Check-act (PDCA). • ISO/IEC 20000 is an internationally recognized standard that allows organizations to demonstrate excellence and demonstrate best practices in ITSM. 28. The life cycle of the service • Specialization and coordination throughout the • Specialization allows us to focus on the components of the service, but the components of the service must also work together by value • Coordination throughout the life cycle creates an environment focused on business and customer outcomes rather than just computer objectives and projects • The specialization combined with coordination helps to manage the experience, improve focus and reduce overlaps and gaps in processes • Processes through the service life cycle • service is more effective if people have a clear understanding of how processes interact throughout the process. life cycle of the service, within the organization and with other parties (users, customers, suppliers). 29. PRINCIPLES OF CONTINUOUS IMPROVEMENT OF THE SERVICE • Continuous approach to service improvement • CSI and organizational change • Ownership • CSI registration • External and internal controllers • Service level management • Knowledge management • Deming cycle • Measurement of services • IT governance • Frameworks, models, standards and quality systems • CSI 30 inputs and outputs. Fundamentals of continuous improvement of the service • Purpose • continuously align and realign IT services to the changing needs of the business by identifying and implementing improvements in IT services that support business processes. • Objectives • Review, analyze and make recommendations on opportunities for improvement in each phase of life cycle: Service Strategy, Service Design, Service Transition and Service Operation. • Review and analyze the results of the service level. • Identify and implement individual activities to improve the quality of IT service and improve the efficiency and effectiveness of allowing ITSM processes. • Improve the effectiveness of the costs of carrying out IT services without sacrificing customer satisfaction. • Ensure that applicable quality management methods are used to support continuous improvement activities. 31. Fundamentals of continuous improvement of the service • Focus • Embrace vision by understanding high level business objectives. The vision must align business and IT strategies. • Evaluate the current situation to get an accurate and impartial snapshot of where the organization is right now. This base assessment is an analysis of the current position in terms of company, organization, people, process and technology. • To know and agree on the priorities of improvement based on a deeper development of the principles defined in the vision. The full view may be years away, but this step provides specific goals and a manageable deadline. • Detail the CSI plan for providing higher quality services by implementing ITSM processes • Verify that measures and metrics are in place to ensure that milestones have been reached, compliance processes are high, and business objectives and priorities have been met by the level of service. • Finally, the process must ensure that the momentum of quality improvement is maintained ensuring that changes are inserted into organization 32. Continuous improvement of the service • Value for business • Improvements – Results that, compared to the state before, show a measurable increase of a desirable metric or decrease of an unwanted metric • Profits – Gains achieved by making improvements, generally but not always expressed in monetary terms. • ROI – The difference between the benefit (savings) achieved and the amount spent to achieve this benefit, expressed as a percentage. Logically, one would like to spend a little to save a lot. • VOI – The extra value created by the establishment of benefits that include non-monetary or long-term results. Roi is a subcomponent of VOI. 33. Fundamentals of continuous improvement of the service • Justification • Business drivers • Technological drivers • Profits • Business benefits / customers • Financial benefits • Benefits for innovation • Internal benefits of it organization • Costs • A Service Improvement Plan (SIP), like any other important plan, will have costs associated with the execution of its activities 34. Principles of continuous improvement of the service • The improvement of the service should focus on increasing efficiency, maximizing efficiency and optimizing the cost of the services and the underlying ITSM processes • The only way to do this is to ensure that opportunities for improvement are identified throughout the life cycle of the service • CSI and organizational change • Improving service management is to embark on an organizational change programme • Property • Without a clear and unequivocal accountability 35. Principles of continuous improvement of the service • Definitions of roles • Production roles focus on CSI as a way of life within an organization. These are permanent roles that address the efforts of continuous improvement of the service • The roles of the project reflect the more traditional approach of improvement efforts based on formal programs and projects • External and internal drivers • External: regulation, legislation, competition, external customer requirements, market and economic pressures • Internal: organizational structures, culture, ability to accept change, existing and projected staffing levels, union rules, etc. Principles of continuous improvement of the service • Service level management • Fully accept that the IT organization must become a service provider for the business or stop being relevant • Involve the business and determine its service level requirements • Define the internal portfolio of services: services that are planned, in development, in production • Definition of a catalogue of customer-oriented services that details all the service and service packages offered by the ER with options, parameters and prices • Identification of internal IT departmental relationships, negotiating the terms and responsibilities of internal relationships, and encoding them with operational level agreements (OLAs) • Identifying the existing contracts with external suppliers • Using the Service Catalogue as a basis, negotiating service level agreements (SLA) with the • Create a Service Improvement Plan (SIP) to continuously monitor and improve service levels. • The deming cycle • constant and continuous improvement • plan, do, check, act 37. Principles of continuous service improvement • Service measurement • Baselines • an important starting point to highlight improvement is to set baselines as markers or starting points for later comparison • it is also used to establish an initial data point to determine whether a service or process needs to be improved. • they must be documented, recognized and accepted throughout the organization • they must be established at each level: strategic objectives and objectives, maturity of tactical processes, operational metrics and KPIs • Value for business • Validate – monitor and measure to validate previous decisions • Direct - monitor and measure to establish the direction of activities in order to meet the objectives set. It is the most prevalent reason for monitoring and measurement • To justify – monitoring and measuring to justify, with factual tests or tests, that a course of action is required - To intervene - monitoring and measurement to identify an intervention point that includes subsequent changes and corrective actions. 38. Principles of continuous improvement of the service • Measurement of the service • The process of improvement of 7 steps 1. Set what you should measure 2. Set what you can measure 3. Data collection 4. Data processing 5. Analysis of data 6. Presentation and use of information 7. Implementation of corrective actions • Knowledge management • Within each life cycle phase of the service, data must be captured to gain knowledge and understand what is actually happening, thus allowing wisdom 39. Principles of continuous improvement of the service • Benchmarking is a process used in management, especially in strategic management, in which organizations evaluate various aspects of their processes in relation to best practices • an ongoing process in which organizations continuously seek to challenge their practices • Governance • Corporate governance • Corporate governance • Frameworks, models, standards and quality systems • Frameworks : ITIL, COBIT, PMBOK, PRINCE2 • Models: CMMI • Standards • Standards : ISO • Quality systems: six sigma 40. Continuous service improvement processes • The 7-step improvement process • Service reporting • Service measurement • Return on investment by CSI • Business issues for CSI • Service level management 41. The process of improving 7 steps 1. Set what you need to measure • Compile a list of what you need to measure. This will often be driven by business needs. 2. Define what you can measure • Each organization may find that they have limitations on what can actually be measured. If you can't measure something, then it shouldn't appear in an SLA. 3. The data collection requires having some kind of follow-up in place. Monitoring could be run using technology such as application, system and component component tools or even be a manual process for certain tasks. • Types of metrics: • Technology • Process • Service 42. The process of improving 7 steps 4. Data processing • processing data in the required format • report-generating technologies are normally used at this stage, as various amounts of data are condensed into information for use in analysis activity • data is also usually placed in a format that provides an end-to-end perspective on the overall performance of a service. 5. Analyzing data • Data analysis transforms information into knowledge of the events affecting organization 6. Present and use the information • take our knowledge and present it, that is, turn it into wisdom by using reports, monitors, action plans, reviews, evaluations and opportunities 7. Implementation of corrective actions • use the knowledge acquired to optimize, improve and correct services. 43. Service reports • A significant amount of data is collected and monitored by IT in the daily provision of quality service to the business; However, only a small subset is of real interest and importance to the business. • The business likes to see a historical representation of the performance of the past that portrays its experience; However, he is more concerned about those historical events that remain a threat going forward, and as the intention of TDs to militate against these threats. • Policy and information rules • Targeted public(s) and related business opinions on what service is delivered • Agreement on what to measure and what to report • Agreed definitions of all terms and limits • Basis of all calculations • Reporting • Access to reports and means to use • Meetings scheduled to review and discuss reports. 44. Service measurement • Objective • measuring and reporting against end-to-end service • providing a meaningful view of IT service as the customer experiences the service • Developing a service measurement framework • One of the first steps in developing a Service Measurement Framework is to understand business processes and identify the most critical ones for delivering value to the business • Different measurement levels and • report service scoring card • instant view of a particular service. • Service scorecard • Real-time measures that can be made available to the U.S. and business through the intranet or some other mechanism of portal 45. Measurement of services • Definition of what to measure •

Effective service measures are concentrated in vital and significant indicators that are economic, quantitative and usable for desired results • Common measures: • Service levels • Customer satisfaction • Business impact • Performance suppliers • The objectives set by management are quantified objectives to be achieved • They express the objectives of the service or process at any level and provide the basis for identifying problems and early progress towards and opportunities for improvement • defined in response to business needs or that may be the result of new policies or regulatory requirements. 46. Service Measurement • Measurement of the service management process • There are four important levels to report on: • The lower level contains the activity metrics of a process and these are often volume type metrics such as the number of Change Request (RFC) submitted, number of RFCs accepted in the process, number of RFCs per type, approved number , number implemented correctly, etc. • The next level contains the KPIs associated with each process. Activity metrics must be powered and supported by KPIs. • KPIs will support the next level, which are high-level goals such as improving service quality, reducing IT costs or improving customer satisfaction, etc. • Finally, these will feed into the organization's balanced dashboard or IT dashboard. 47. Measurement of the service • Creating a frame of measurement grid • setting high-level goals and defining which KPIs will support the goal and also which category the KPI is addressed to • Interpretation and use of metrics • results must be examined in the context of objectives, environment and any external factors. • Perform measurement reviews to determine the extent to which the indicators worked and how the results contribute to the objectives • Interpretation metrics • When starting to interpret the results it is important to know the data elements that constitute the results, the purpose of producing the expected normal results and ranges of the results. 48. Measurement of the service • Use of measures and metrics • to drive decisions, depending on what is being measured the decision could be a strategic, tactical or operational aspect • for comparative purposes • measurement trends • help define external factors that may exist beyond the control of the internal or external service provider • Creation of dashboards and reports • Reports and dashboards must be linked to general strategy and objectives. • Using a Balanced Scorecard approach is a way to manage this alignment. • CSI policies • The use of CSI policies is a key principle that must be defined and communicated to the entire IT organization • Many of the policies that support CSI activities are often found as part of service level management, availability management and 49 capability management. Return on investment by CSI • Creating a return on investment • On the one hand there is the cost of the investment. This is the money an organization pays to improve services and service management processes. • On the other hand it is what an organization can win in a return. Cost of downtime, reworking, making work redundant, etc • Establish business case • the reason for carrying out an initiative to improve services or processes • data and tests relating to the expected costs and benefits of undertaking the improvement of the process should be provided • Measuring the benefits achieved • attest to whether the improvement activity achieved the 50 results. Business questions for CSI • Where are we now? • This is a question that all companies should start asking, as this creates a database line for the services that are currently being delivered. • What do we want? • This is often expressed in terms of business requirements, such as 100% availability. • What do we really need? • When service level management starts talking to the business they may realize that they don't really need 100% 24X7 availability. • Service level management plays a key role in working with the business to answer the company's questions. • What can we afford? • This question often moves the business of looking at what they want to what they really need. • What are we going to achieve? • This is often defined in an SLA. Definition of the service, as well as service levels. • What have we achieved? • This is documented by monitoring, submitting reports and reviewing service level achievements. 51. Service level management • SLM activities support the 7-step improvement process in which the SLM must promote what to measure, define monitoring requirements, report service level achievements and work with the business to understand new service requirements or changes to existing services. • SLM objective • maintain and improve the quality of IT service through a constant cycle of agreement, monitoring and information on the successes of IT service and instigation of actions to eradicate a bad service – in accordance with business or cost justification. • Service improvement plan • a formal plan to implement improvements in a process or IT 52 service. Methods and techniques of continuous improvement of the service • Methods and techniques • Evaluations • Benchmarking • Measurement and reporting frameworks • The deming cycle • CSI and other service management processes 53. Methods and techniques • Effort and cost • CSI improvement activities may require a considerable amount of effort and money for large-scale improvement projects at the minimum time and effort for some incremental improvements • Cost of work, cost of tools, cost of training, cost of specialization • Review and evaluation of implementation • Review and evaluation of implementation is key to determining the effectiveness of a CSI improvement program • Review and evaluation of a CSI initiative two main categories: • Issues closely linked to the situation of the original problem regarding the provision of IT services to the business and the subsequent business strategy and strategy for improvement • Issues in relation to the planning, implementation and actions of the it improvement program itself and associated projects such as measures, problems, actions and changes 54. Evaluations • Evaluations are the formal mechanisms for comparing the operating process environment with performance standards in order to measure the process capacity and/or identify possible deficiencies that may be addressed • When evaluating • Plan (project initiation) • Evaluating processes aimed at introduction of processes to form the basis of a process improvement project • Plan (project initiation) • Evaluate processes aimed at starting the introduction of the process to form the basis of a process improvement project • Do/Check (process underway) • At the conclusion of a process project, it is important to validate the maturation of the process and the organization of the process through the efforts of the project team. 55. Evaluations • What to evaluate and how • Process only • Evaluation only of process attributes based on the general principles and guidelines of the process framework that defines the thematic process. • People, processes and technology • Expand the evaluation of the process to include the evaluation of the skills, roles and talents of the managers and professionals of the process, as well as the capacity of the process that allows the technology deployed to support the objectives and the state of transaction of the process. • Full evaluation • Expand the evaluation of people, processes and technology to include an evaluation of the culture of acceptance within the organization, the ability of the organization to articulate a process strategy, the definition of a vision for the process environment as a 'final state', the structure and function of the organization of the process, the governance capacity of the process to ensure that the objectives and objectives of the process are met, the business/IT alignment through a process framework, the effectiveness of the reports/process metrics, and the capacity and capacity of decision-making practices to improve processes over time. 56. Evaluations • Advantages • Provide an objective perspective of the state of the current operating process compared to a standard maturity model and a process framework • a well-planned and well-performed assessment is a repeatable process. In this way, evaluation is a useful management process in measuring progress over time and in the establishment of objectives or improvement objectives. • Using a common or universally accepted due process framework, applied to a standard process framework, can serve to support the comparison of the maturity of the company's process with industry benchmarks. • Disadvantages • an evaluation provides only a snapshot in the time of the process environment • if the decision is to outsource the evaluation process, the framework of evaluation and maturity can be seller or dependent framework • evaluation can become an end in itself rather than the means for its end • evaluations are labor-intensive efforts • evaluations try to be as objective as possible in terms of measures and evaluation factors, but when all is said and done the results of the evaluation are still the subject of opinion of the 57 evaluators. Evaluations • Value of the process vs. maturity of the process • If a process is immature but the business depends heavily on it there is a significant danger to the organization. If a process very mature, but provides very little to the business, then an organization may be overinvesting resources and money. • Gap analysis • Gap analysis is a evaluation tool that allows an organization to compare where it currently is and where it wants to go in the future. • Gap analysis can be carried out from different perspectives such as: • Organization (e.g. human resources) • Business management • Business processes • Information technologies • Gap analysis provides a basis for the amount of effort, in terms of time, money and human resources, is required to have a certain goal achieved 58. Benchmarking • Benchmarking is a process used in management, especially in strategic management, in which organizations evaluate various aspects of their processes in relation to best practices, usually within their own sector • Procedure • Informal conversations with customers, employees or suppliers • Focus groups • In-depth marketing research • Quantitative research • Surveys • Questionnaires • Reengineering analysis • Process maps • Quality control variation reports • • Costs • Visit • Time • Benchmarking database 59. Benchmarking • Value • Profiling quality in the market • Boost self-confidence and pride in employees, as well as motivate and tie employees to an organization • Customer confidence that the organization is a good IT service management provider. • Benefits • Achieve economics in the form of lower prices and greater productivity by the service provider • Achieve efficiency by comparing the costs of providing IT services and the contribution these services make to the business with what is achieved in other organizations. This helps the organization identify areas of improvement • Achieving effectiveness in terms of real business objectives made compared to what was planned. 60. Benchmarking • Who is involved • Internal parties • Customer • User or consumer • Internal service provider • External parties • External service provider • Audience members • Benchmarking partners • What to refer to • When referring to one or more services or service management processes, the IT organization must determine which of these should be focused first, if all cannot be implemented simultaneously. • Determine which services and support processes to compare. The comparison of a service management process is used to find out if a process is profitable, responsive to customer needs and effective compared to other 61 organizations. Benchmarking • Comparison with industry standards • ITIL is in itself a good practice recognized by industry, which is a growing standard for service management worldwide • Comparison of process expirations: CMMI • Reference approach • An internal benchmark - completed internally using resources within the organization to evaluate the maturity of service management processes against a framework • An external benchmark - this completed by an external third-party company. Most of these have their own models for evaluating the maturity of the service management process. • • Benchmarking type: • Cost and performance for internal service providers • Price and performance of external service providers • Performance of the process against industry best practices • Financial performance of high-level IT costs against industry or peers • Effectiveness taking into account satisfaction ratings and business alignment at all levels. 62. Measurement and reporting frameworks • Balanced scorecard • developed by Kaplan and Norton in the mid-1990s and involves the definition and implementation of a measurement framework covering four different perspectives: client, internal business, learning and growth, and finally financial. • SWOT Analysis • involves the review and analysis of four specific areas of an organization: internal strengths and weaknesses, and external opportunities and threats. 63. The Deming cycle • Planning improvement initiatives (Plan) • At this stage objectives and success measures are established, gap analysis is performed, action steps are defined to close the gap, and measures are established and implemented to ensure the closing of the gap. • Implementation of the improvement initiative (DO) • Includes the development and implementation of a project to close the identified gaps, the implementation of the improvement of service management processes and the establishment of the proper functioning of the process. • Supervise, measure and review services and service management processes (Verification) • During this phase the improvements implemented are compared with the success measures established in the phase of the Plan. • Continuous improvement of the service and service management process (Law) • This phase requires the implementation of real improvements in the service and service management process. 64. CSI and other service management processes • Availability management • provides it with the business and user perspective on how infrastructure and process deficiencies and grassroots procedures affect business operation • The use of company-driven metrics can demonstrate this impact in real terms and help quantify the benefits of improvement opportunities • Capacity management • ensuring there is enough hardware , software and personnel resources to support existing and future business capacity and performance requirements. • It service continuity management • Any CSI initiative to improve service needs must also have integration with ITSCM, since any changes to service requirements, infrastructure, etc. must be taken into account for any changes that may be necessary for the Continuity Plan. 65. CSI and other service management processes • Problem management • CSI and Problem Management are closely related, as one of the objectives of Problem Management is to identify and eliminate errors permanently affecting the services of the This directly supports CSI activities to identify and implement service improvements. • Problem management also supports CSI activities through trend analysis and • Change management, release and deployment • CSI is an ongoing process of constant monitoring and analysis and research of opportunities for improvement, while the management of release and deployment depends on the change management process for your marching orders • Knowledge management • Capturing, organizing, evaluating for quality and using knowledge is a great contribution to CSI 66 activities. Organization for the continuous improvement of the service • Roles and responsibilities that support CSI • The matrix of authority 67. Roles and responsibilities that support the CSI • CSI required activities and skills • Define what needs to be measured • People involved in IT and company decision-making who understand the internal and external factors that influence the necessary elements to be measured to support business, governance and possibly regulatory legislation. • Define what can be measured • People involved in the provision of the service (internal and external suppliers) who understand the capabilities of measurement processes, procedures, tools and personnel. • Data collection • People involved in the day-to-day process activities within the life cycle phases of service transition and service operation. • Data processing • People involved in the day-to-day process activities within the life cycle phases of service transition and service operation. • Data analysis • People involved in the provision of the service (internal and external suppliers) who understand the capabilities of measurement processes, procedures, tools and personnel. • Present and use the information • People involved in the provision of the service (internal and external suppliers) who understand the capacities of the service and the processes of foundation and possess good communication skills • Implementation of corrective actions • People involved in the provision of the service (internal and external suppliers). 68. Roles and responsibilities that support CSI • Service manager • manages the development, implementation, evaluation and continuous management of new and existing products and services • CSI manager • responsible for the success of all improvement activities. • Holder of the service • responsible for a specific service within an organization • Owner of the process • responsible for the overall quality of the process and oversees the management and organizational compliance of, process flows, procedures, data models, policies and technologies associated with the IT business process • Service knowledge management • design, delivery and maintenance of the strategy, process and procedures of knowledge management • Report analyst • Reviews and analysis of component data , systems and subsystem in order to obtain a true achievement of end-to-end service 69. The matrix of authorities • matrix of the RACI authority • R responsibility – correct processes and activities • Accountability – property of quality, and end result of the process • C consulted – participation through the entry of and information • I have reported - receive information about the execution of the process and the quality 70. Technological considerations • Tools to support CSI activities • Computer service management suites • Systems and network management • Event management • Automated resolution of incidents/problems • Knowledge management • Request and compliance with the service (service catalogue and workflow) • Monitoring of the performance of the application and service • Statistical analysis tools • Software version control / software configuration management • Software testing management • Security management • Project management and portfolios • Financial management • Business intelligence / reporting 71. Implementation of continuous service improvement • Critical considerations for the implementation of CSI • Before implementing CSI it is important to have identified and filled out critical roles • Monitoring and reporting on technological metrics, Process metrics and service metrics should be in place • Where can I start • Service focus • identify a certain service pain point, such as a service that is not consistently achieving the desired results • Life cycle approach • start looking at output delivery of different life cycle domains • Functional group focus • could be a CSI activity pilot before a full deployment through the organization 72 Implementation of continuous improvement of the service • Governance • ITSM programme initiative • Business engines • Process changes • CSI and organizational change • Creating a sense of urgency • Forming a governing coalition • Creating a vision • Communicating vision • Empowering others to act on vision • Planning and creating short-term victories • Consolidate improvements and produce more changes • Institutionalise change • Organisation culture 73. Implementation of the continuous improvement of the service • Strategy and communication plan • The aim of the communication plan is to build and maintain awareness, understanding, enthusiasm and support among the main influential players for the CSI program. • Definition of a communication plan • Who is the messenger • What is the message • Who is the target audience • Time and frequency of communication • Communication method • Provide a feedback mechanism 74. Challenges, critical success factors and risks • Challenges • Lack of management commitment • Inadequate resources, budget and time • Lack of mature service management processes • Lack of information, monitoring and measures • Lack of knowledge management • A resistance to planning and a reluctance to prove themselves wrong • Lack of corporate objectives, strategies, policies and business management • Lack of objectives, strategies and computer policies • Ignorance and appreciation of business impacts and priorities • Diverse and disparate technologies and applications • change and cultural change • Poor relations, communication and lack of cooperation between technologies and business • Lack of tools, standards and skills • Tools too complex and costly to and maintain • Overcompensation of resources with an associated inability to deliver (e.g. projects always late or above budget) • Poor management of suppliers and/or poor performance of suppliers. 75. Challenges, factors and critical risks of success • Critical success factors • Appointment of a CSI manager • Adoption of CSI within the organization • Management commitment – this means a continuous and visible participation in CSI activities, such as vision creation for CSI, communicate vision, management settings and decision-making, if applicable • Define clear criteria for prioritizing improvement projects • Adoption of the service's life cycle approach • Sufficient and continuous funding for CSI activities • Resource allocation - people are engaged in the improvement effort not as one more complement to your already long list of tasks to be performed • Technology to support CSI activities • Adoption of processes - embrace service management processes instead of adapting it to your own personal needs and agenda. 76. Challenges, critical factors of success and risks • Risks • Being too ambitious – do not try to improve everything at once. Be realistic with deadlines and expectations • Do not discuss opportunities for improvement with the business – the business must be involved in improvement decisions that will affect them • Do not focus on improving both services and service management processes • Do not prioritize improvement projects • Implementation of CSI with little or less without technology • Implementation of a CSI initiative without resources – this means that people have to be assigned and dedicated to it • Implementation of CSI without knowledge transfer and training – this means educating first (acquiring knowledge), then training (practice using newly acquired knowledge). The training must be done as close as possible to the launch of the improvement • Do not perform all the steps of the Improvement Process in 7 Steps , it is important that all steps of the improvement process are followed; losing any step can lead to a bad decision about what and how to improve • Failure to make strategic, tactical or operational decisions based on acquired knowledge – reports are actually used; people see that reports are being used • Lack of management taking action on recommended service improvement opportunities • Lack of meeting with business to understand new business requirements • Communication/awareness campaign for any improvements lack, late or lacking altogether • Not involving the right people at all levels to plan, build, test and implement improvement • Elimination of tests before implementation or only partial testing. This means that all aspects of improvement (people, process and technology) must also be tested, including documentation. Well.