EUNIS 2008: ITIL implementation roadmap based on process governance

Dorota Nicewicz-Modrzewska, Przemysław Stolarski

Adam Mickiewicz University Computer Centre, ul. Umultowska 89a, Poznań, Poland,
dnm@amu.edu.pl, pstolar@amu.edu.pl

Keywords
ITIL, process governance, quality management

1. EXECUTIVE SUMMARY

Information Technology Infrastructure Library is a set of documents describing best practices in IT service areas. It is de facto world wide standard for ITSM an many organizations are adopting ITIL now or plan to start it. Two main questions arrive at the very beginning of the project: how to ensure the goal of the project would be achieved and in what order the processes should be implemented.

1.1. Background

The Adam Mickiewicz University is one of the biggest universities in Poland. Dynamic grow of amount of students during past 10 years has created a new challenges for the university administration. Achieving better administration processes efficiency demands better quality of IT services. Two years ago, the Computer Centre of Adam Mickiewicz University has decided to start adoption of ITIL processes to improve the quality of IT services provided and to be ready with internal organization to support new services. As many others we are experiencing lack of guidance in attaining the ITIL goals. So, we started to develop such guidance, basing on experiences gained during work in business environments.

1.2. ITIL Roadmap preparation

We assumed that main goal of adoption ITIL processes for us, as for many others, is improving quality of IT services. To prepare ITIL Roadmap we based on Total Quality Management theory and we are looking for a good measure to create a baseline. A customer satisfaction survey was prepared and used for this purpose. The second important element considered was complexity of ITIL. Therefore we decided to use process governance best practices and establish ITIL Centre of Excellence to start prioritizing, implement and improving adopted processes in governed manner.

2. AN INDEPENDENT MEASURE

During the last 20ty years ITIL has became de facto standard for providing guidance for IT processes. Many consulting companies emphasize lowering IT costs as the main ITIL feature. Whereas it becomes clear that the primary driver of ITIL adoption for most organizations is improving quality of services. That is not a surprise. Nowadays organizations become more reliant on Information Technology, therefore need for well-managed services continues to increase.

If the main advantage of ITIL is quality it would be justifiable to look at it as at any other quality management technique. Before we would implement it we should create a baseline to allow checking if improving quality works well. ITIL defines many internal measures, which can be used to measure each of ITIL processes. But that can be used after process initiation. According to Total

Quality Management, to manage quality of ITIL implementation project we need a measure which would be independent and external to all ITIL system. It should allow concentrate on facts and on IT organization customers. The survey should be repeatable to allow constant improving. We can start for example, from measuring availability of systems provided, we can prepare improvement plan for this factor, but until we will not know our customers current perception we will not know if money spent on this plan is a good investment.

The most important from TQM perspective is a customer satisfaction. That can be very complex as complex are IT services provided, but can create clear guidance how to establish priorities in ITIL adoption project. We have defined three main parameter groups: quality of relations with it organization, customer perception of services reliability and how services provided fit customer business needs.

Quality of relations consists from several elements. As each of elements has got different importance for customers we asked customers for that information. The sum of products of rates and importances creates a customer satisfaction measure for relations with it organization. We can name it as Quality of Relations Index – QRI.

Our survey consists of three parts:

Part I – measures quality of relations with IT organization (QRI):

| I.1 Fast reaction on request |
| I.2 Fast request resolving |
| I.3 Meeting resolving deadlines |
| I.4 Resolving request at first time |
| I.5 Kind and polite service |
| I.6 Easy communication with IT |
| I.7 Ability to resolve request |
| I.8 Good IT qualifications |
| I.9 Engagement, wish to help |
| I.10 Information about planned changes |
| I.11 Printed or electronic instructions available |
| I.12 Availability of IT curses |

Part II – measures customer perception of reliability of provided systems – SRI (Service Reliability Index)

Part III – customer opinion how provided services fit customer business needs – FBNI (Fitness for Business Needs Index)

Part II and III is asking customers for opinion on each of services defined in Service Catalog.

The survey was put over two different organization: our university and Polish part of an international FMCG company. Result for first part is presented on following matrixes:
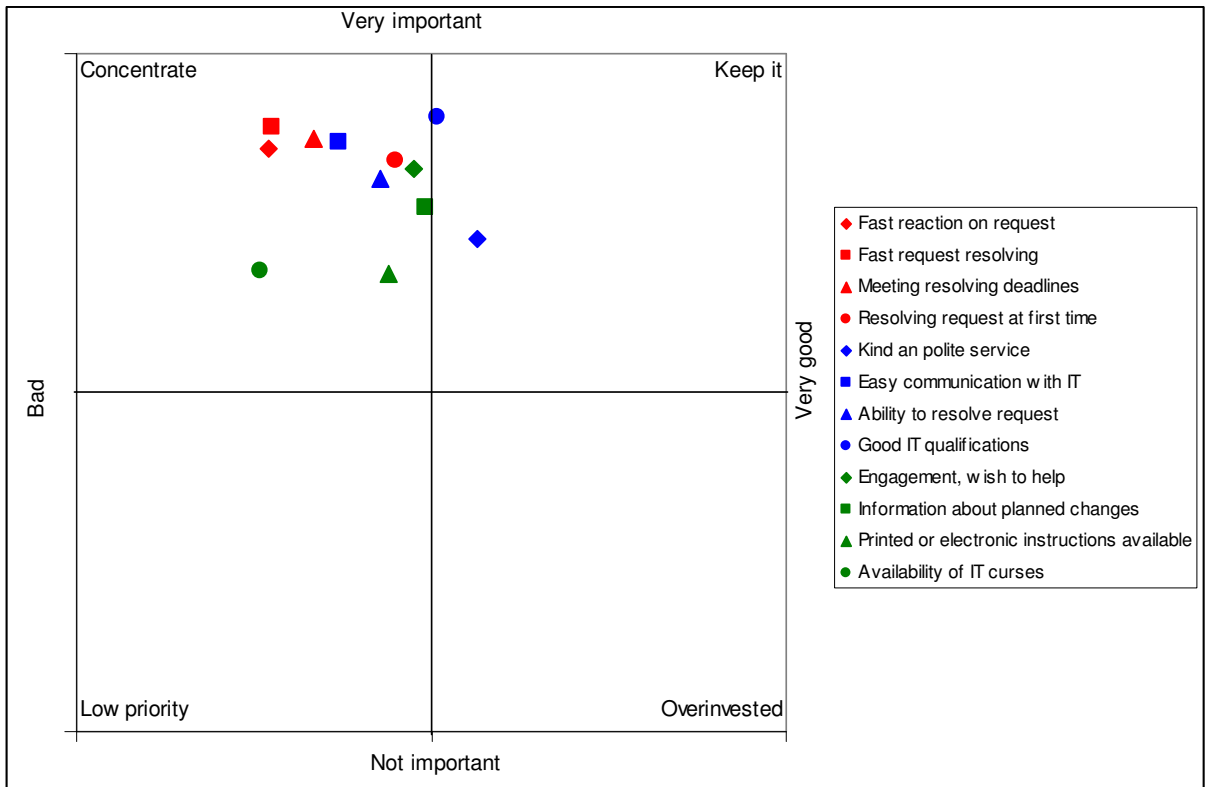
Figure 1. Quality of relations matrix for university internal IT organization
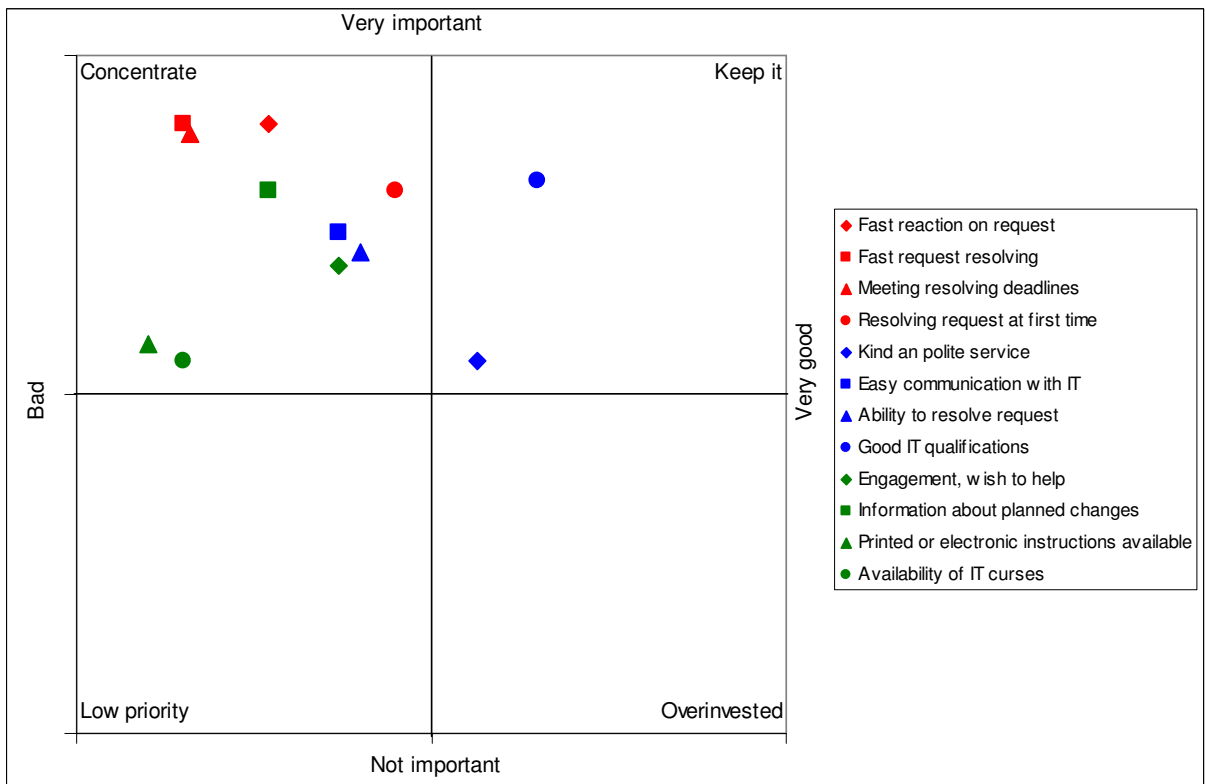

Figure 2. Quality of relations matrix for FMCG internal IT organization

It is significant that importance of elements doesn't differ much between these two very different organizations.

3. PROCESS GOVERNANCE AS THE GUIDANCE

Experiences from many organizations show that adopting ITIL is not an easy project. Very few companies were successful in adopting all ITIL processes. Most of organization are using only part of ITIL. One of the very often made mistake is investing in unnecessary tools. Tools supporting CMDB are often significant examples. One of the biggest international companies for adopting release management hired full time, experienced person who managed only one release during period of half year. One of the outsourcing companies is selling its service management portfolio containing problem management process to the customers and most of them never noticed the process never was initiated. Keeping control on ITIL processes require very good knowledge and experience. ITIL consists of many processes which are connected with each other and have many internal dependencies. Some of the processes have to be started before other can be initiated. There is a strong need to follow process governance best practices to ensure that running ITIL processes will realize IT organization goals and assigned resources will be used in and effective and efficient manner.

ITIL by itself represents very good process governance framework. The processes are well defined and documented in one common manner in ITIL publications. The same is with definition of roles and responsibilities. Getting from process governance best practices IT organization should organize team of managers forming ITIL Centre of Excellence which will be responsible for:

- maintain ITIL processes library
- defining process dependencies map
- prioritizing and implementing ITIL processes
- conducting post implementation reviews and identification of lesson learned
- evaluating effectiveness of deployed processes

Prioritizing processes is most critical for ITIL adoption project. Correct prioritization of ITIL processes can be crucial for achieving project goals and especially for effectively spending project resources. Having defined our quality measures (QRI, SRI, FBNI) we can use them in establishing priorities and in evaluation of effectiveness.

3.1. Prioritizing ITIL processes

Experience shows that QRI is always lowest index. It doesn't surprise as when reliability of systems is weak or services provided doesn't feet customer business needs it is very hardly to keep a good relations with business. Especially when there is no Service Desk function implemented. So, we can say that at the very beginning of ITIL adoption an IT organization should focus on quality of its relations with business.

To make next step in prioritizing processes adoption we can use Quality of Relations Matrix. For each of the elements from survey we can assign ITIL processes impacting the quality. This matching should be evaluated during post implementation reviews. Here is an example:

Table 1. Quality Survey questions matched with ITIL processes.

Survey question	ITIL processes
I.1 Fast reaction on request	Service Desk
I.2 Fast request resolving	Service Desk, Incident management, Configuration management
I.3 Meeting resolving deadlines	Service Desk, Incident management

I.4 Resolving request at first time	Service Desk, Incident management
I.5 Kind an polite service	Service Desk
I.6 Easy communication with IT	Service Desk
I.7 Ability to resolve request	Capacity management, Continuity management
I.8 Good IT qualifications	Availability management, Continuity management,
I.9 Engagement, wish to help	Service Desk
I.10 Information about planned changes	Change management, Release management
I.11 Printed or electronic instructions available	Knowledge management
I.12 Availability of IT curses	Knowledge management
II. Perception of availability	Problem management, Capacity management, Availability management
III. How services fit customer business needs	Service level management

The highest priority should be given to processes supporting relations with weakest quality and highest importance. In our example from Figure 1 the elements to focus on at the beginning are:

- fast request resolving
- fast reaction on request
- meeting resolving deadlines

All three are matched with Service Desk an two of them additionally with Incident Management.

3.2. Process dependencies map

Next step in defining priorities for ITIL processes is creation of process dependencies map. ITIL processes depend on each other. One can not be started until other will not attain specified maturity level. For example: we can't start incident management until service desk function will not be managed because it gathers data about incidents. In following way we can define in our map, that we can't start problem management process until incident management will not attain maturity level 4 – be managed.

Using our guidelines, ITIL processes adoption should start from implementing Service Desk function and just after it will attain maturity level 4 we can init Incident management process. That is a common practice, isn't it?

4. REFERENCES

Clay Richardson (2006) Process Governance Best Practices: Building a BPM Center of Excellence. BPTrends, Sept. 2006,

Jens J. Dahlgaard, Kai Kristensen, Gopal K. Kanji (1998). *Funamentals of Total Quality Management*. Stanley Thornes Ltd.

IT Business Edge website (2008). *Survey Shows Organization Size May Matter in ITIL Adoption*. Published 15 February 2006, from: http://www.itbusinessedge.com/item/?ci=12478

Bridget Botelho (2007), *Gartner analyst warns against common ITIL traps*, SearchDataCenter website, from: http://searchdatacenter.techtarget.com/news/article/0,289142,sid80_gci1260522,00.html