

“The Fifth Book”

Continuous Service Improvement in Action.

SPUSC 2011

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Continual Service Improvement

.....provides **guidance** on....

1. The **measurement of service performance** through the **service life-cycle**, suggesting improvements to ensure that a service **delivers the maximum benefit**.
2. The **linking improvement efforts and outcomes** with service strategy, design, and transition, focusing on **increasing** the efficiency, **maximising** the effectiveness and **optimising** the cost of services and the underlying IT Service Management processes.

Now that's a BIG job !

What to Know Before Launching the CSI Initiative

Ask the Right Questions to Get Results

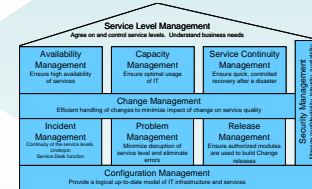
Continuous Improvement



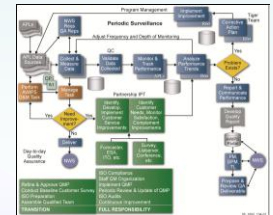
Improved customer perception of value



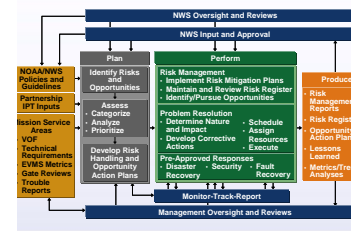
Stable, repeatable processes



**Improved quality
Reduced cost**



Improved management of risk from change



Does adoption of ITIL mean a change in culture?

Can we commit to ITIL as a continuous process?

What services do we provide?

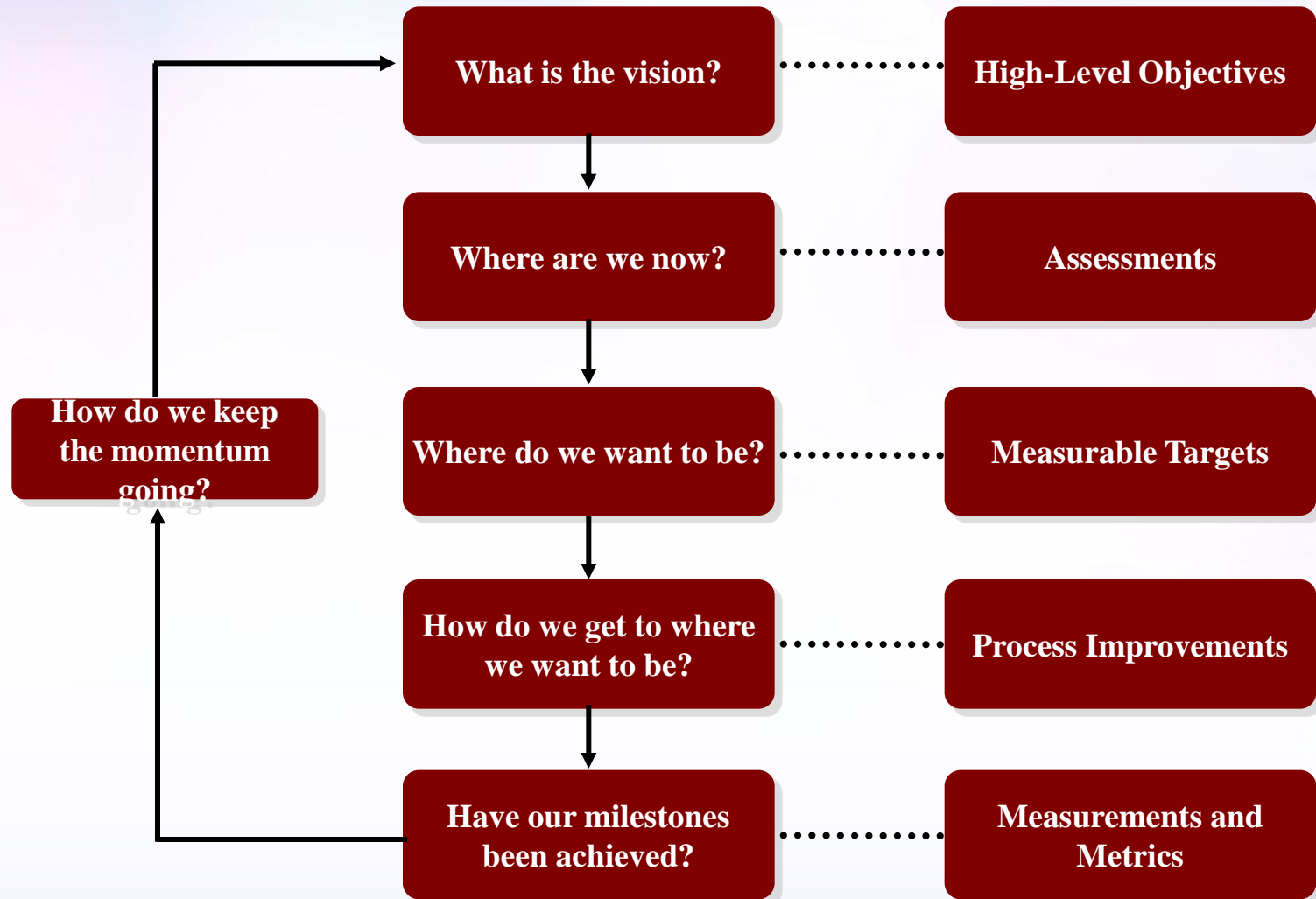
What are our customer's objectives and goals?

**What is "good enough"?
What will it cost?**

**Where are we?
Where do we want to go?
How do we know when we arrive?**

ITIL & CSI

ITIL / CSI Implementation Lifecycle



CSI in Action – Case Study

■ Global Defence Systems, Solutions & Services Provider

- 75,000 employees – Globally
- Revenues - \$11 Billion Euros (Australia – A\$1.1B)
- 4,500 employees in Australia in 45 + regional sites.
- 5 Strategic Business Lines – Complex.
- Security is key focus of business.
- IT Organisation – 130 FTE's.
- Delivering all business systems in house.





- Paint a picture of where we have come from !**
- Illustrate with actual Service Delivery Performance.**
 - **You cannot Improve what you don't Measure.**
 - **Improvement Decisions based on Data.**
 - **Continuous Process & Service Improvement.**

- What did we do based on the available data ?**
- What were the results ?**
- Then where to from there ?**

**“ You must go forward.
because if you can't,
you must go backwards.**

**If you believe what you're
doing can't be improved on,
you're mistaken. ”**

Max Schubert

Penfolds Grange Hermitage Creator



The Service Management Program Objectives

□ ***New Process Implementation.***

➤ ***Configuration Management –***

➤ *ITIL Maturity Level 1.5 by July & Level 2 by December 2008.*

➤ ***Availability & Capacity Management –***

➤ *ITIL Maturity Level 1 by December 2008.*

□ ***Existing Process Improvement.***

➤ ***Service Desk, Incident, Problem, Change & SLM – (Core Processes)***

➤ *ITIL Maturity Level 2.5 by July & 3 by December 2008.*

➤ ***Develop & Deliver a Process Improvement Framework.***

➤ ***Provide Continuous Process Improvement focus delivering incremental & positive improvements for our Customers.***



❑ Service Delivery SLA & KPI Performance Reporting

- ***Deliver a KPI Scorecard for Performance against 2008 SLA.***
- ***Ensure Compliance with SLA Addendum H and enhanced Business Unit SLA Reporting Views.***
- ***Continuous Improvement on current MPR & Scorecard package.***

❑ Maximise Service Delivery SLA Achievement

- ***Monitor, Measure, Analyse & Report – Ensure compliance with SLA.***
- ***Identify opportunities for improvement in IT Service Delivery then propose & manage delivery of improvements.***

Incident Management Performance

Priority	January		February		March		April		May		June		July		August		September		October		November		December		2007 Totals	Monthly Average's
	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach		
1	13	0	15	0	33	0	25	2	40	0	26	0	56	0	32	0	38	2	13	0	10	2	5	0	306	26
2	32	1	37	3	43	9	31	5	29	2	26	0	38	1	32	0	29	0	19	1	22	0	9	2	347	29
3	167	17	179	32	200	57	186	26	219	25	184	10	211	12	195	17	142	8	145	11	172	6	151	21	2,151	179
4	660	53	750	83	848	131	687	171	757	89	629	61	729	49	769	66	584	47	712	68	774	60	502	77	8,401	700
5	44	9	36	8	50	11	39	9	64	9	63	1	66	6	65	5	61	9	55	13	57	9	61	8	661	55
Total	916	80	1,017	126	1,174	208	968	213	1,109	125	928	72	1,100	68	1,093	88	854	66	944	93	1,035	77	728	108	11,866	989
% breached		8.7%		12.4%		17.7%		22.0%		11.3%		7.8%		6.2%		8.1%		7.7%		9.9%		7.4%		14.8%		11.16%

- Service Desk & Incident Management only under 8:30am – 5:00pm SLA.
- High % of SLA breaches due to insufficient resources & aged infrastructure.
- High volumes of critical incidents experienced causing significant business impact.
- Aged IT Infrastructure without refresh / upgrades over many years.
- Service Delivery – “Chaos -> Reactive State”.
- Substantial recruitment of new staff after migration to Rydalmere. (>50% turnover)
- Improved levels of process compliance achieved in late 2007.
- All core IT processes at ITIL Maturity level 2. (SD,I,P,C & SLA)

Change Management

- Appointed Full Time Change Manager
- Drives CM Process compliance & implementation in 2008.
- Focus on Change Detail – New Request Form.
- Change Planning – Implementation, Test & Backout plans.
- Risk Management – Identification & Mitigation.
- Understand Business Impact of Change
- Value of Change Mgmt Process understood.
- Readiness Review prior to CAB. (Internal IT focus)
- Created KPI's – Measure, Monitor & Report Focus.
- > 90% Successfully implemented within target date. (140 + CR's / mth)
- The above results minimise Incidents and business impact of Change.

Process Improvements Delivered - continued

Service Desk & Incident Management

- Added Request Fulfilment & Work Request processes.
- FLR % increasing (55%), still limited by Access & Security Controls.
- SLA Compliance focus – time to resolve & quality of resolution.
- Knowledge Management – Extract KM from on site teams.

Problem Management

- Identify & Plan to resolve – limited success in 2007.
- New RCA & Resolution focus in 2008.
- Error Control high priority & Knowledge transfer to Service Desk.
- Known Error Info available at Service Desk for FLR activity.

Service Level Management

- New SLA introduced in 2008.
- Business Service Approach – IT as an enabler.
- Provides boundaries and scope for IT Service Delivery.
- Service Level Targets across most SD areas & processes.

Configuration Management

- **Developed Configuration Management Plan.**
- **Developed Software Asset Management Plan.**
- **Developed associated CM Desktop Processes.**
- **Deploying Desktop & Systems Management solutions for CMDB data. Thus supporting process integration and increased ITIL maturity levels.**

Incident Management Performance - After CSI !

IM	January		February		March		April		May		June		July		August		2007 Totals	2008 Totals YTD	2007 Monthly Average	2008 Monthly Average	2008 Trends			
	Priority	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls	Breach	Calls						Breach		
1	6	0	6	1	16	1	9	1	13	1	12	0	11	0	8	0	306	81	26	10	60.3%			
2	14	0	11	0	14	0	21	2	15	1	20	0	20	1	5	0	347	120	29	15	48.1%			
3	195	8	167	9	159	6	203	9	311	9	206	10	173	6	102	8	2,151	1,516	179	190	-5.7%			
4	667	38	791	43	660	23	647	32	568	31	568	36	673	28	447	25	8,401	5,021	700	628	10.3%			
5	40	5	40	4	85	4	20	5	24	2	19	3	34	3	26	1	661	288	55	36	34.6%			
Total	922	51	1,015	57	934	34	900	49	931	44	825	49	911	38	588	34	11,866	7,026	989	878	11.2%			
% Breached	5.53%		5.62%		3.64%		5.44%		4.73%		5.94%		4.17%		5.78%				11.16%		4.38%		60.7%	

- *New SLA agreed between IT & the business beginning 2008.*
- *Incident & Availability under 7:00am – 7:00pm SLA. (Criticality 1 Services)*
- *SLA now includes for delivery of Service Requests. (SLT's)*
- *Service Delivery – moves to a “Reactive State” .*
- *Aged IT Infrastructure replacement awaits 2008 Server Refresh project implementation.*
- *Enhanced Process Improvement – Service Desk, Incident, Problem, Change & SLM.*
- *Core ITSM Processes now at ITIL Maturity Level 3 or greater. (June 2008)*

Major Incident Summary & Service Availability

Major Incident & Business Service Availability Summary	2007 Monthly Average	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug mtd	2008 Monthly Average	2008 Improvement Trends
Priority 1 Incidents	26.4	6	6	16	9	13	12	11	8	10.1	-160%
Priority 2 Incidents	28.1	14	11	14	21	15	20	20	5	15.0	-87%
Total # of Major Incidents	54.5	20	17	30	30	28	32	31	13	25.1	-117%
Total Outage Time (Business hours)	17.9	7.8	10.0	30.1	63.8	32.5	20.5	19.0	14.5	24.8	28%
Average # of Major Incidents per day	2.6	1.0	0.8	1.6	1.4	1.3	1.5	1.3	0.6	1.2	-117%

- **Major Trends in Incident Volume Reduction 2008 vs. 2007.**
 - Achieved through improved Change & Major Incident Management.
 - Business Service Availability impacted by Aged Infrastructure. (Service Restoration Times increase).
 - Infrastructure refresh program underway.

Customer Satisfaction Levels after CSI !

Quarterly Customer Satisfaction	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08
Number of Survey Responses	182	145	306	457	480
Service Desk	85.2%	91.7%	94.4%	92.3%	94.4%
Onsite Support Staff	92.9%	92.4%	93.5%	94.3%	96.0%
Enterprise Services (IT)	84.6%	90.3%	94.1%	90.8%	94.2%

- Customer Satisfaction measured on a quarterly basis company wide.
- Now includes all staff and measures individual BU satisfaction levels.
- Improvement levels across all areas continue positive trends in 2008.
- Continuous Improvement focus on implementing “Top 5” feedback areas from Survey each quarter.

SLA KPI Scorecard 2008

Enterprise Services Service Level Scorecard 2008

	Service Desk									
	Target Time	SL Target	2007 Avg	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08
Phone - Average Speed to Answer	<= 30 Secs	Avg <= 30	20	32	18	14	12	22	12	17
Phone - Abandonment Rate (True)		<= 10%	5%	8%	5%	3%	2%	6%	2%	4%
First Line Resolution		>= 40%	30%	50%	46%	52%	50%	43%	46%	55%
Aged Incidents	31 Days	<= 10%	n/a	38%	33%	35%	42%	48%	47%	44%
Aged Service Requests	60 Days	<= 10%	n/a	44%	42%	39%	39%	38%	39%	33%

	2008 Customer Satisfaction				
	SL Target	2007 Avg	Q1	Q2	Q3
Customer Satisfaction					
Service Desk - Overall		90.4%	92.3%	94.4%	
On Site Support Staff - Overall	85%	92.9%	94.3%	96.0%	
Overall Satisfaction with Enterprise Services		88.1%	90.8%	94.2%	

	Incident Management									
	Target Time	SL Target	2007 Avg	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08
Priority 1										
Logged	10 hours	100%	26	6	6	16	9	13	12	11
Resolved			23	5	7	16	10	13	13	11
Breached			1	0	1	1	1	1	0	0
Service Level Achieved			98%	100%	85%	94%	90%	92%	100%	100%
Priority 2										
Logged	2 Days	95%	29	14	11	14	21	15	20	20
Resolved			29	13	14	12	22	16	20	23
Breached			2	0	0	0	2	1	0	1
Service Level Achieved			93%	100%	100%	100%	91%	100%	100%	95%
Priority 3										
Logged	3 Days	95%	179	195	167	159	203	311	206	173
Resolved			178	178	198	145	208	307	212	184
Breached			20	8	9	6	9	9	10	6
Service Level Achieved			90%	96%	96%	96%	96%	96%	97%	96%
Priority 4										
Logged	5 Days	90%	700	667	791	660	647	568	568	673
Resolved			699	650	872	659	658	582	550	675
Breached			80	38	43	23	32	31	36	28
Service Level Achieved			90%	95%	96%	97%	96%	95%	95%	96%
Priority 5										
Logged	10 Days	80%	55	40	40	85	20	24	19	34
Resolved			58	46	51	88	26	27	21	36
Breached			8	5	4	4	5	2	3	3
Service Level Achieved			87%	92%	93%	96%	89%	94%	89%	93%

SLA KPI Scorecard – cont.

				Request Fulfilment						
	Target Time	SL Target	2007 Avg	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08
System Access										
Change User Access	2 days	80%	n/a	91%	90%	94%	96%	91%	92%	94%
Delete User	4 days	80%	n/a	100%	98%	98%	87%	92%	100%	100%
New User	2 days	80%	n/a	78%	88%	88%	85%	74%	88%	93%
Password Reset	2 hours	80%	n/a	95%	96%	99%	96%	93%	95%	97%
Assistance										
Non-SOE	3 days	80%	n/a	88%	95%	90%	93%	75%	88%	90%
SOE	1 day	80%	n/a	93%	91%	90%	91%	90%	91%	100%
SOE - Quote	4 hours	80%	n/a	100%	100%	100%	100%	100%	100%	60%
File Sharing & Data Storage										
Backups & Restores	2 days	80%	n/a	85%	90%	87%	78%	78%	82%	88%
IMAC										
Non-SOE	2 weeks	80%	n/a	88%	88%	88%	91%	100%	85%	94%
Telephony	2 days	80%	n/a	84%	98%	97%	87%	89%	72%	81%
Printing	5 days	80%	n/a	93%	95%	97%	83%	91%	80%	87%
SOE - Desktop Hardware	5 days	80%	n/a	100%	96%	89%	87%	89%	83%	84%
SOE - DT SW - Onsite Technician	5 days	80%	n/a	91%	91%	95%	89%	86%	85%	88%
SOE - DT SW - Remotely Deployed	1 day	80%	n/a	82%	88%	94%	93%	94%	91%	99%
Email & Calendaring										
Release Email Attachment	4 hours	80%	n/a	93%	96%	98%	92%	73%	89%	89%
Remote Access										
Install 3G Card	3 days	80%	n/a	57%	76%	87%	80%	95%	85%	18%
Install Remote Access	3 days	80%	n/a	65%	71%	96%	80%	80%	68%	82%
				Change Management						
	Target	KPI	2007 Avg	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08
Change Management										
% of Requests Successfully implemented	90%	> 90%	84.14%	97.4%	90.8%	85.0%	89.0%	89.0%	81.0%	92.0%
% of Requests Completed on or before Target Date	60%	> 60%	9.31%	47%	54%	47%	48%	42%	37%	31%
% of Requests Completed within 1 week of Target Date	30%	> 30%	30.57%	15%	26%	25%	22%	36%	22%	32%
% of Requests Created & Rejected in Period	5%	< 5%	0.29%	0%	0%	1%	3%	0%	1%	1%
Mean Time to Implementation	30 days	< 30 days	24.5 days	9	12	9	7	5	7	7

Service Improvement Initiatives

1. Deploy Desktop & Systems Management Solutions.

- *Improved FLR % due to Remote Control ability*
- *Improved IT Asset information supports desktop refresh priorities.*
- *Improved Software Asset Management & Compliance.*
- *Reduced Software License duplication & aids re-deployment.*
- *Reduced Software maintenance costs through improved controls.*
- *Business pays for what is in use not what is owned.*
- *Improved Management Information & Customer reporting.*
- *Improved Desktop Security through patching, security & anti virus updates.*
- *Data to support Configuration, Availability & Capacity Management.*

2. Knowledge Management

- *Extract site specific IT knowledge for Service Desk to increase FLR %*
- *Strong Links to Problem Management & Error Control.*
- *Create a Knowledge Sharing Culture & Resolution Collaboration. (IM & PM)*

Service Improvement Initiatives – cont.

3. Network Integration Project (TAIP)

- Roadblock to Service Improvement (access to Air Systems & UWS).
- Complexity in supportability due to security constraints.
- New network security model – High, Medium & Low Security bubbles.

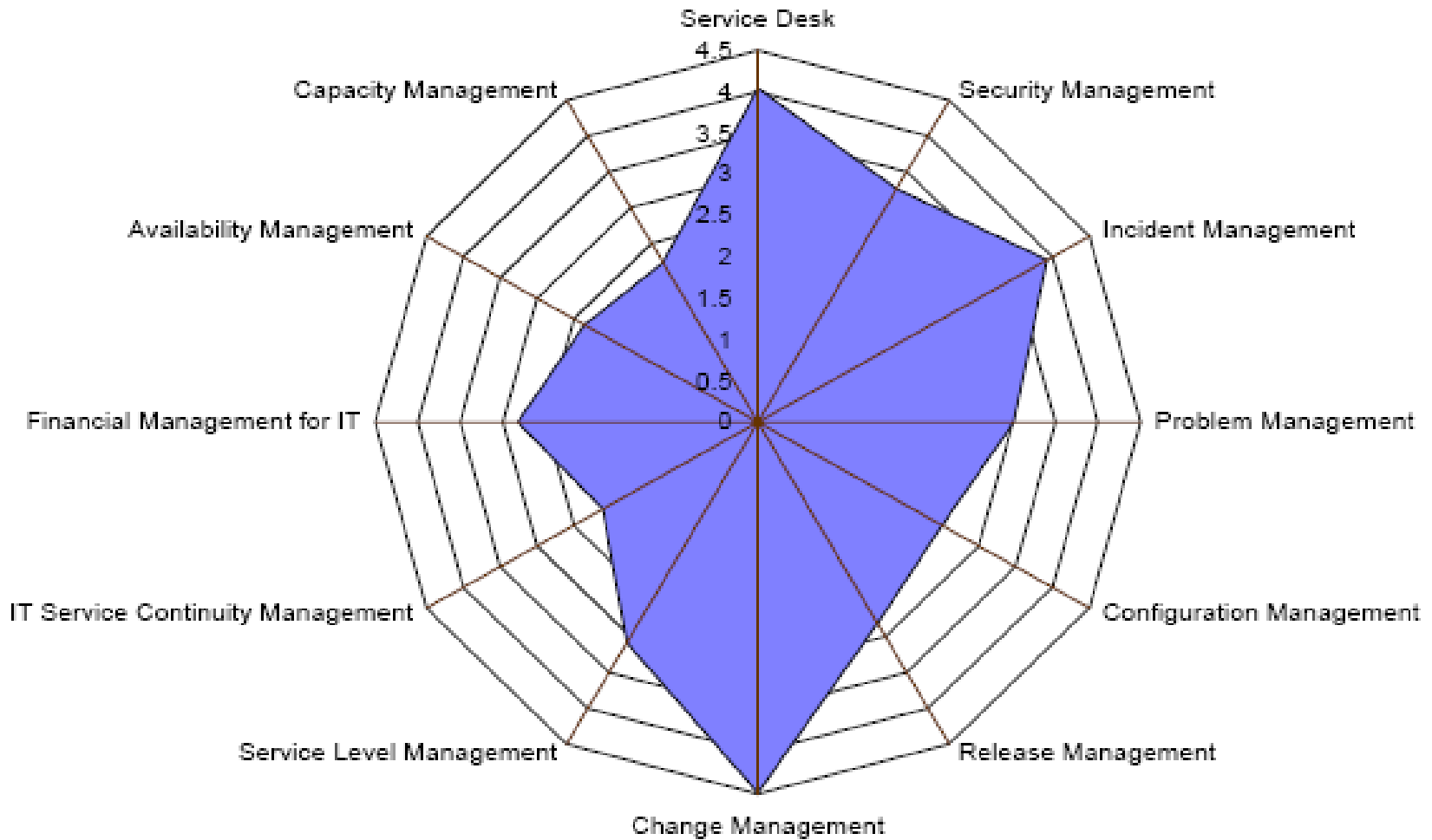
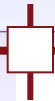
4. Standardisation & 2008 Server Refresh Program

- Standards (Server & Desktop) enable improved service delivery.
- Reduce complexity in environment & supportability.
- Improve business service availability (uptime).
- Reduction in Critical Incidents due to planned infrastructure upgrades.
- Increased vendor engagement through enhanced 3rd party support contracts.

5. Service Desk – Customer 1st

- Add Request Fulfilment capabilities at front line – Higher FLR %.
- Enable with tools, skills & access to provide enhanced services (TAIP).
- Deliver a managed desktop service using Desktop Management tools.
- Automate Email requests – reduce manual handling.
- Promote IT Customer Portal usage – Self Service & Information - @ccess IT.

ITIL Process Maturity Levels – The Results !



ITSM Excellence is an Achievable Destination !



- ✓ IT Service & Process Improvement is a Journey.
- ✓ Take Small steps & Set Achievable Goals.
- ✓ Teamwork – leverage KSE (Knowledge, Skill & Experience)
- ✓ It's OK to make mistakes ! (Learn & Improve)
- ✓ There is no text book ! (Use ITIL, COBIT etc as a guide)
- ✓ PDCA (Plan the Plan, Do it, then Check and ACT !)
- ✓ Measure, Monitor, Report & Improve.
 - Reporting supported by Action Based Responses.
 - Bridge the Service Gap – where identified.
 - Where here for the customer & the business.
 - Increased ITIL Maturity supports Service Improvement.
- Metrics & KPI's available @ www.KPILIBRARY.com



**You cannot Manage
what you
do not Measure !**

**The Data is King,
Get it & Use it to Improve IT!**



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