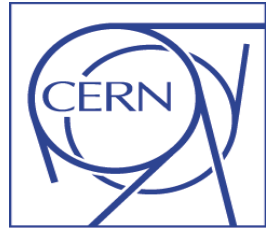


Service Management for GS



Assessment Results, Recommendations and Roadmap



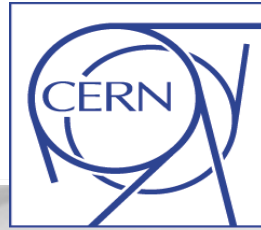


Topics

- Service Management – A “best practice” approach
- CERN – Current situation, goals & challenges
- Recommendations
- A possible roadmap
- Discussion

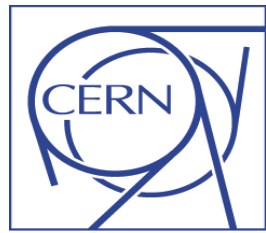


Service Management for GS



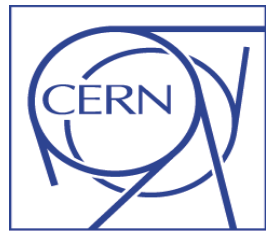
Introduction to “best practice” Service Management





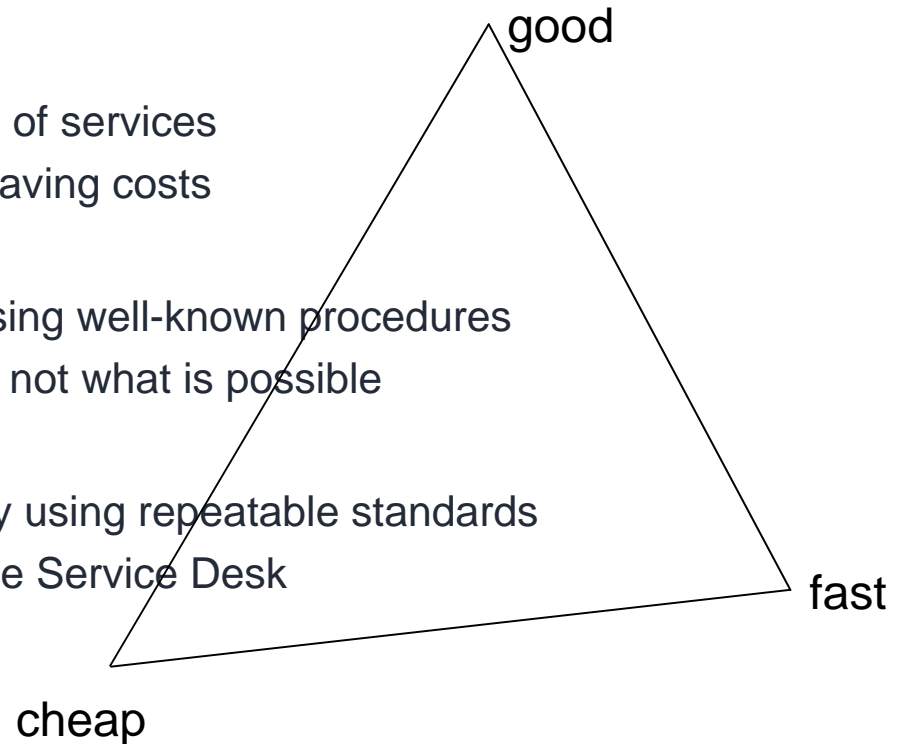
Service Management

- Support for corporate business processes
- Organization acts as a service provider
- Uniform, defined and agreed Services
- Methodical design of processes
- Business relationship between Service organization and customers
- Improved communication between customers, users and Service organization
- Measurable contribution to the value added chain by effective and efficient processes



Service Management – Benefits

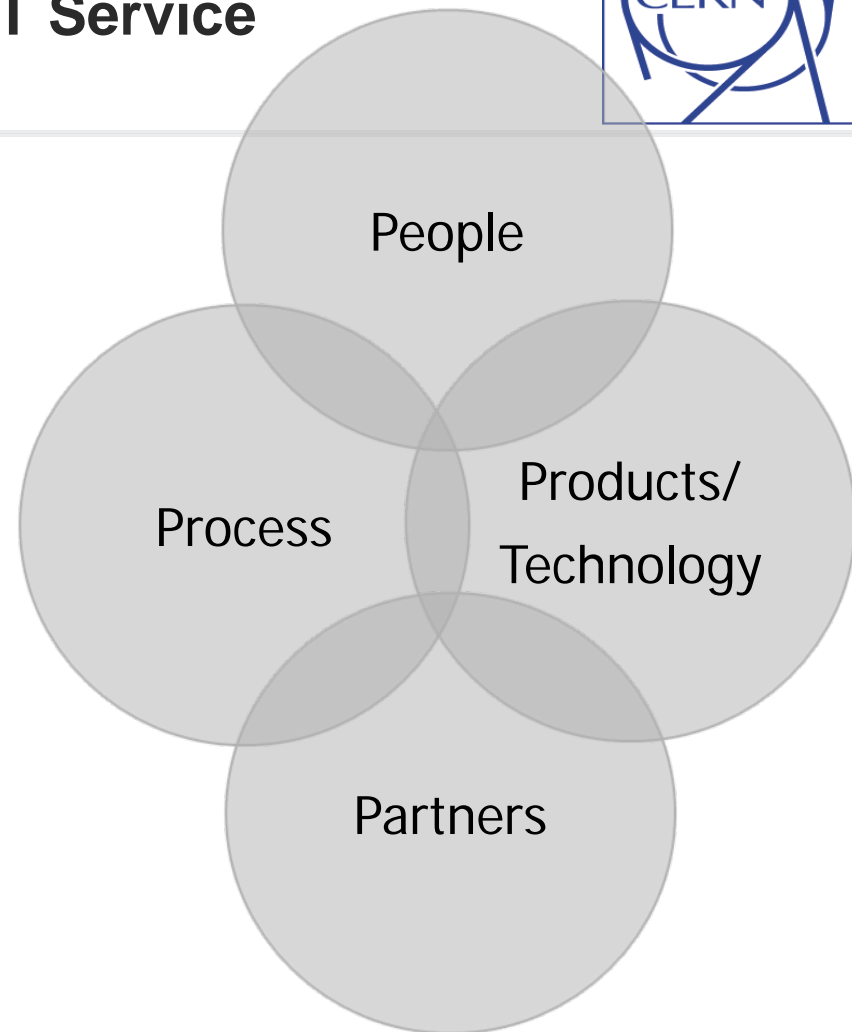
- Measurability
 - Service Quality
 - Process Quality
 - Performance
- Value creation
 - for customers by stabilization of services
 - for Service Organization by saving costs
- Effectiveness
 - Achieving better results by using well-known procedures
 - Achieving what is necessary, not what is possible
- Efficiency
 - Saving time and resources by using repeatable standards
 - Transporting knowledge to the Service Desk

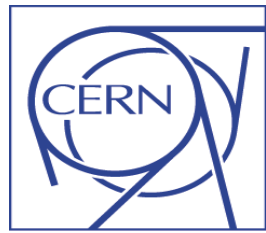




Key Factors for successful IT Service Management

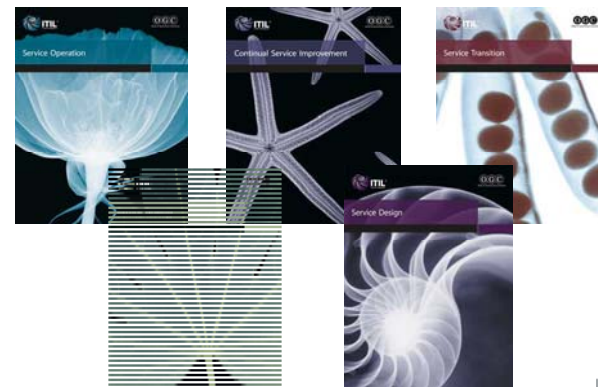
- **People**
Persons with adequate skills, appropriate training and a proper understanding of services
- **Process**
Effective and efficient Service Management processes
- **Technology (Products)**
Good IT infrastructure, i.e. tools and technology
- **Partners**
Reliable, external providers, suppliers, manufacturers

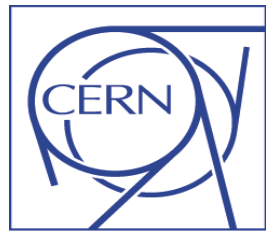




ITIL – Best Practice

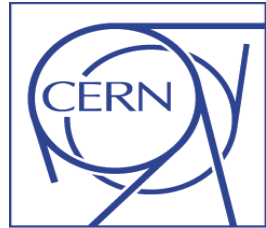
- De facto standard for IT Service Management
- Public Domain Framework
- Further developed by representatives of practical experience (users, manufacturers and consultants)#
- Published by OGC (Office of Government Commerce)#
- Crown Copyright
- Represents “Best Practice” framework for IT Service Management
- Uniform Terminology





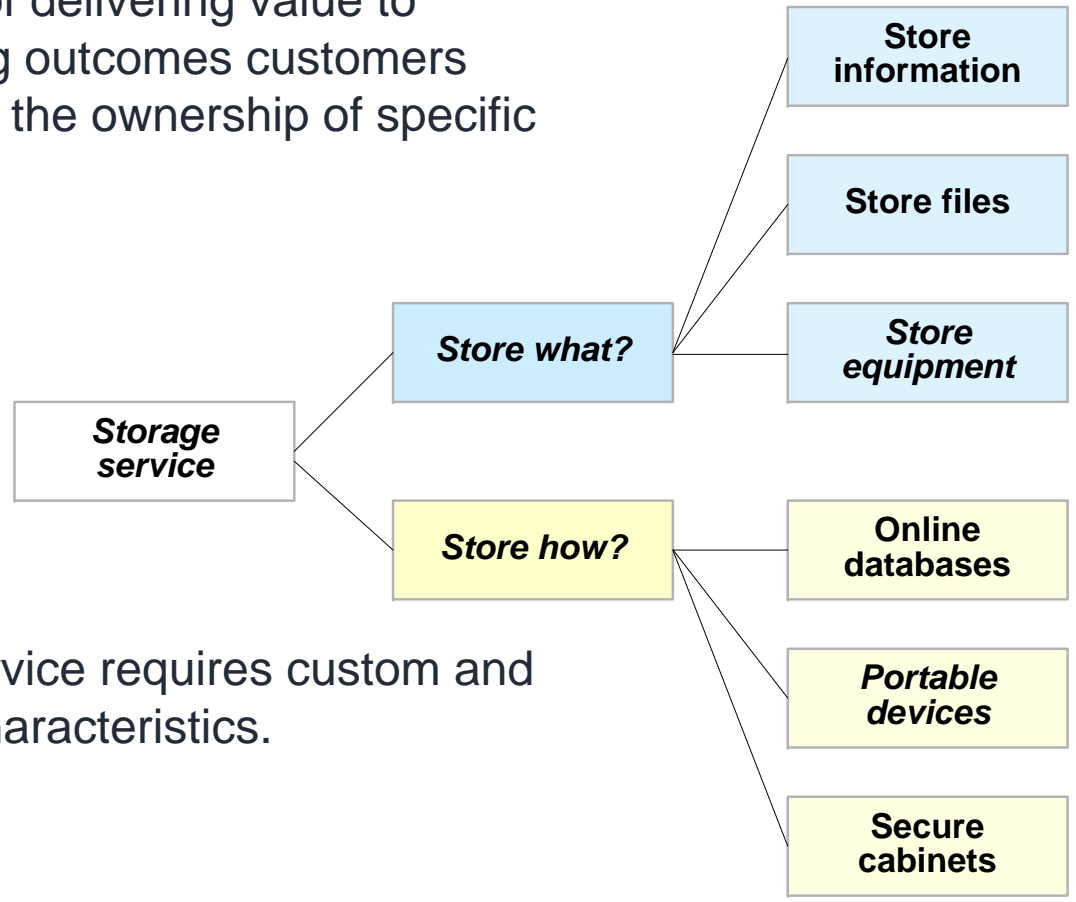
What is a function?

- Functions are units of organizations specialized to perform certain types of work and responsible for specific outcomes.
- Functions are elements of hierarchical line organizations with own resources and capabilities (methods, skills etc.).
- Within functions roles are defined to take over certain activities, through which functions are embedded in overall processes.

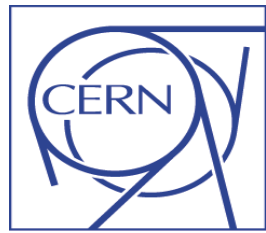


What are services?

- Services are a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

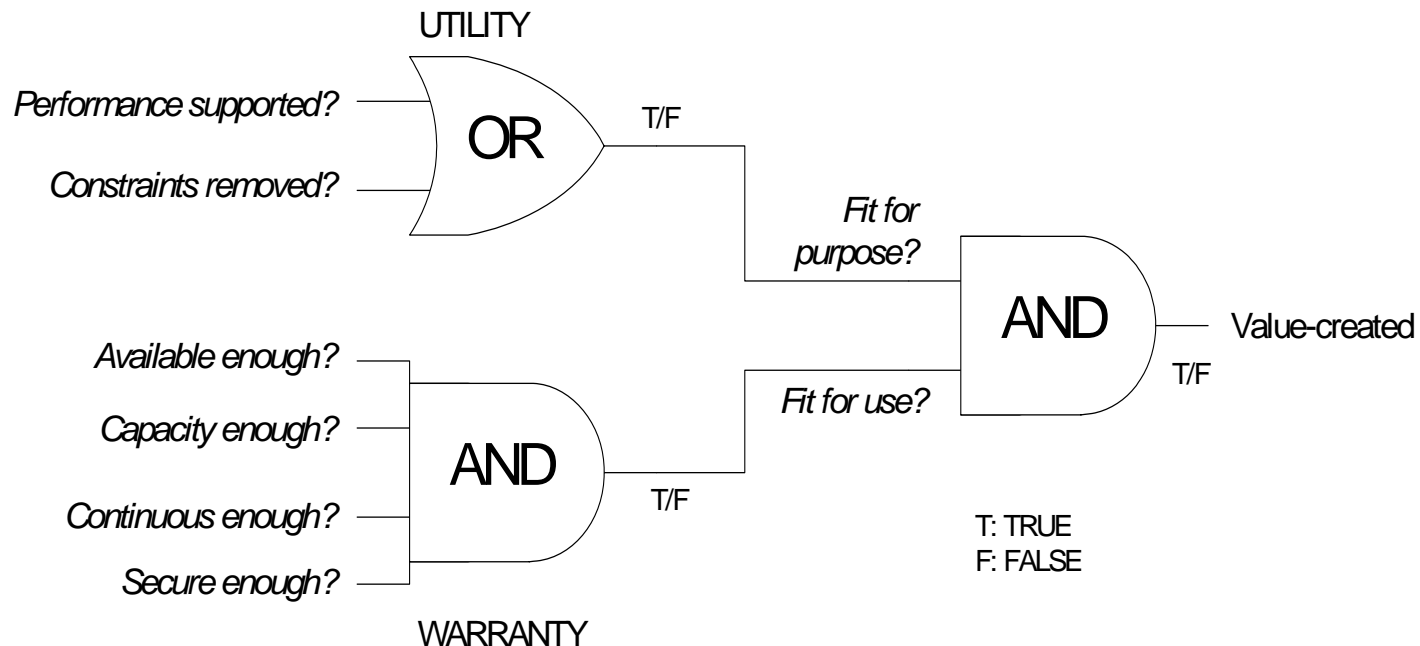


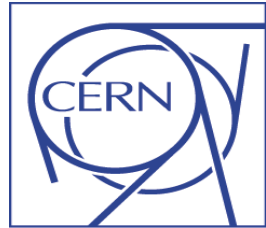
- The description of a service requires custom and specific patterns and characteristics.



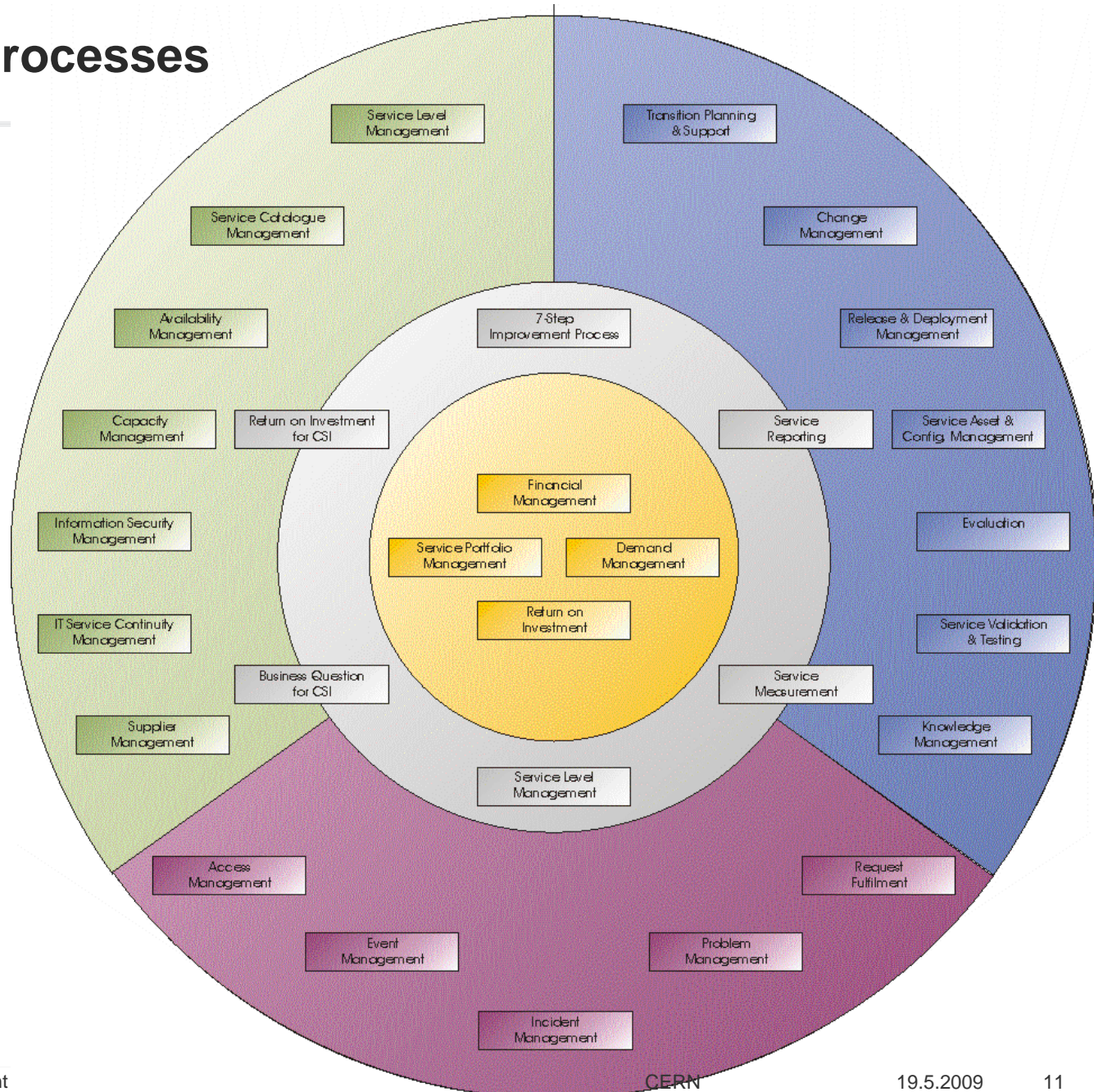
What are services?

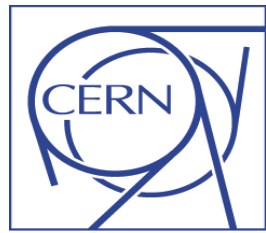
- From the customer's perspective, value consists of two primary elements:
 - Utility = the benefit – what does the customer receive?
 - Warranty = the quality – how does the customer receive it?





Processes

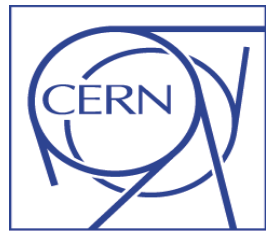




Service Catalogue Management – Goals

- The goal of Service Catalogue Management is to provide a single source of consistent information on all agreed services, and ensure that it is widely available to those who are approved to access it

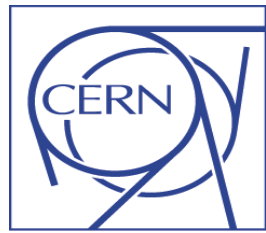




Service Level Management – Goals

- The goal of Service Level Management is to ensure that an agreed level of IT service is provided for all current IT services, and that future services are delivered to agreed achievable targets. Proactive measures are also taken to seek and implement improvements to the level of service delivered.



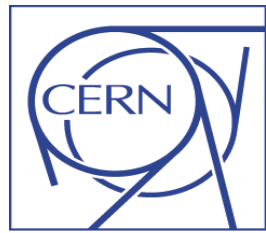


Capacity Management – Goals

- The goal of Capacity Management is to ensure that cost-justifiable IT capacity in all areas of IT always exists and is matched to the current and future agreed needs of the business, in a timely manner.

- Business Capacity Management
- Service Capacity Management
- Component Capacity Management



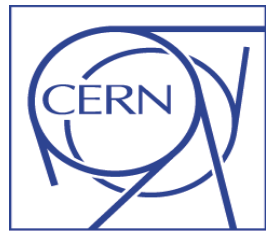


Supplier Management – Goals

- The goal of the Supplier Management process is to manage suppliers and the services they supply, to provide seamless quality of IT service to the business, ensuring value for money is obtained.
- Supplier definition:
External provider delivering required goods or services to provide IT Services.

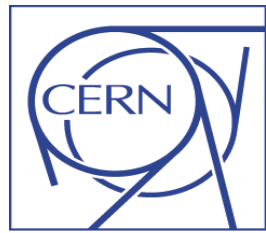


Release and Deployment Management – Goals



- The goal of Release and Deployment Management is to deploy releases into production and establish effective use of the service in order to deliver value to the customer and be able to handover to service operations.
- A "Release Unit" describes the portion of a service that is normally released together according to the organization's release policy.

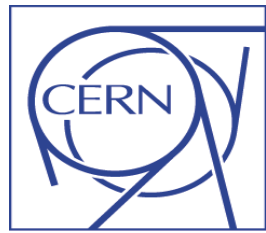




Incident Management – Goals

- The primary goal of the Incident Management process is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, thus ensuring that the best possible levels of service quality and availability are maintained.
- "Normal service operation" is defined as service operation within SLA limits.



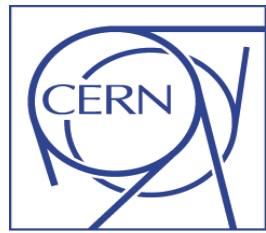


Request Fulfilment – Goals

- The goal of Request Fulfilment is to provide quick and effective access to standard services which business staff can use to improve their productivity or the quality of business services and products through a standardized and formalized process.

- Unlike Incidents which usually are unplanned events, Service Requests are usually something that can and should be planned!

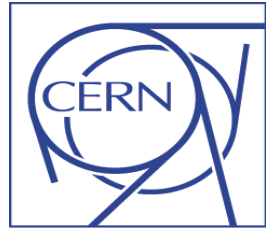




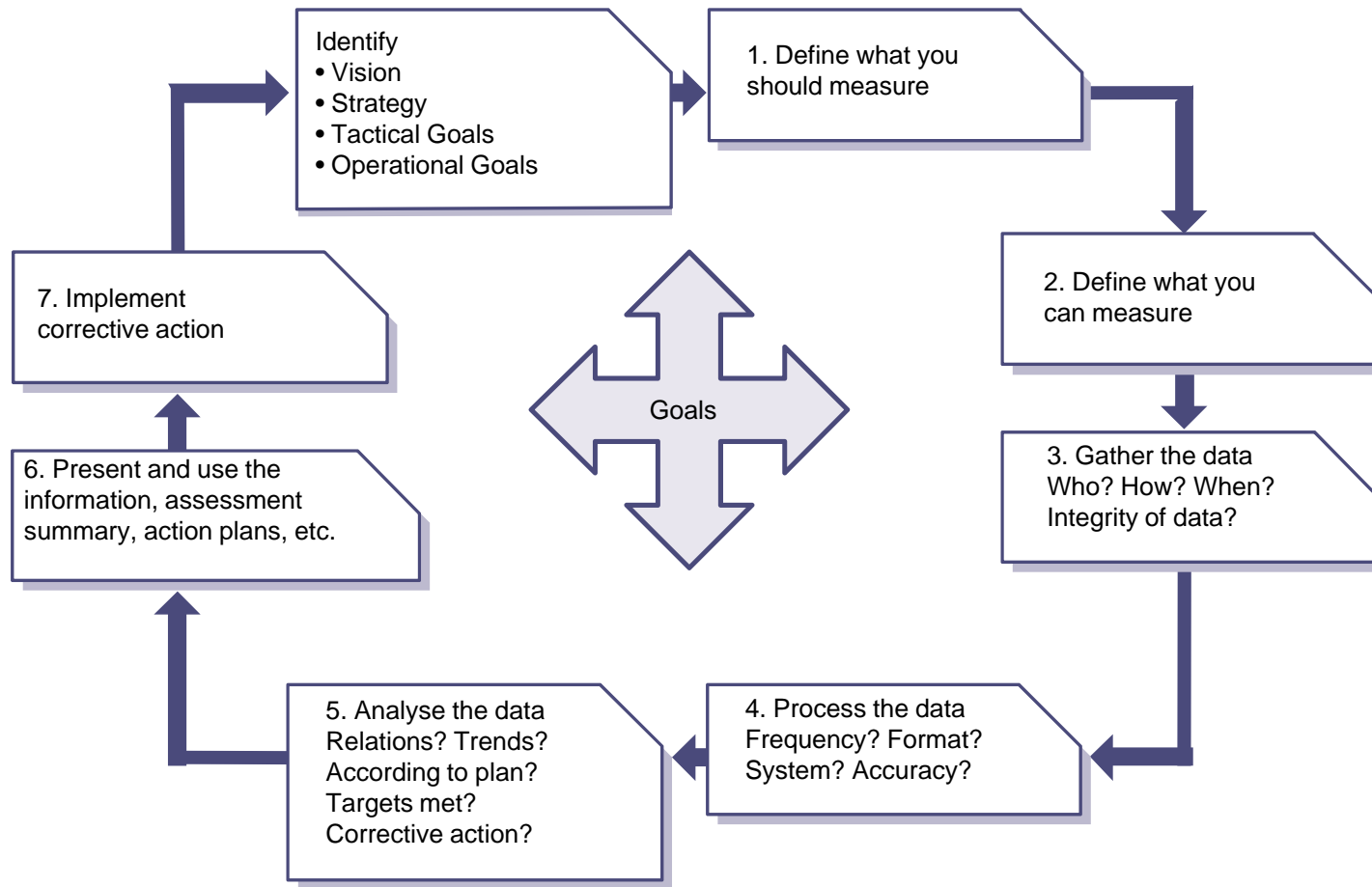
Functions – Service Desk

- The Service Desk provides the interface between the IT organization and its users.
- Single Point of Contact (SPoC)
- The Service Desk is the contact point for IT users, recording and handling failures of IT Services and Service Requests.

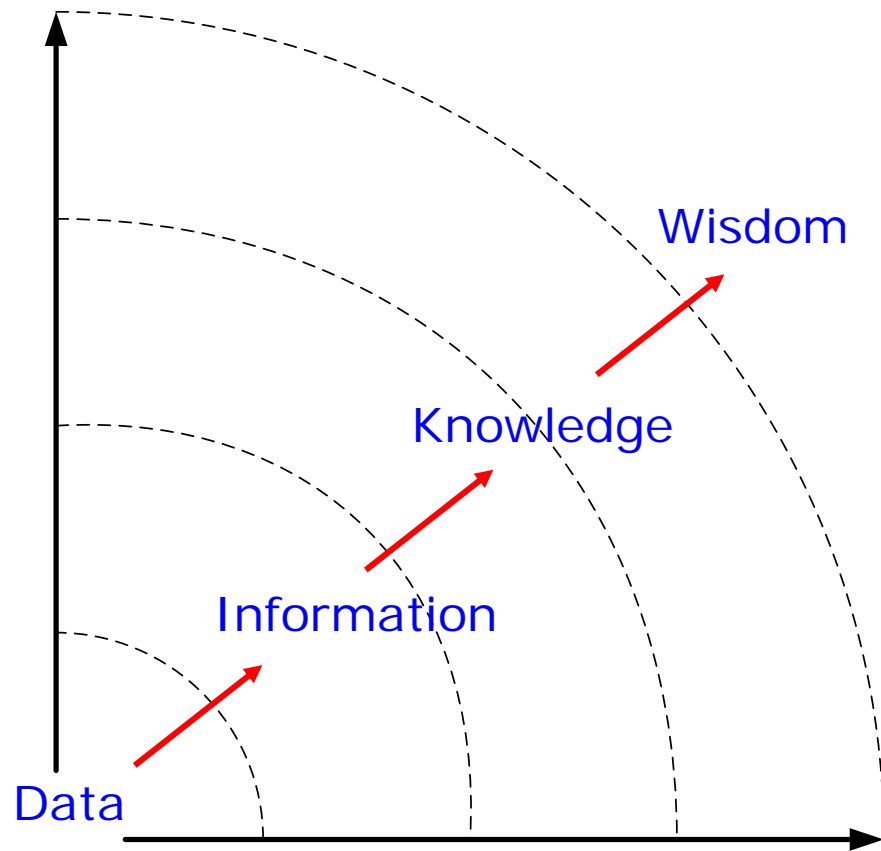
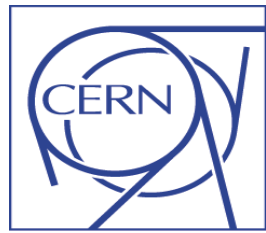




Continual Service Improvement – 7 Step Improvement Process



Continual Service Improvement – The DIKW Model



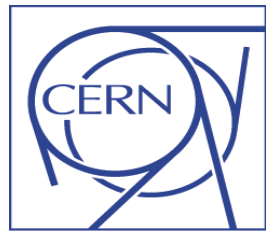
Service Management for GS



Assessment Results & Recommendations

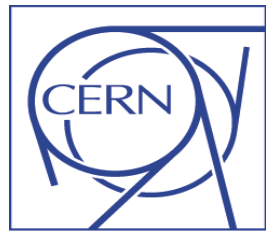


CERN – Assessment



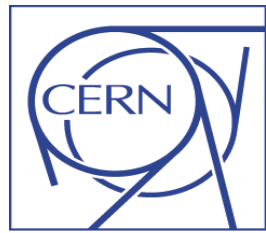
Interviews with:

- Reinoud Martens
- Eric Reymond
- Jens Vigen
- Thomas Pettersson
- Isabelle Mardirossian
- David Peyron
- Christophe Delamare
- Matti Tiirakari



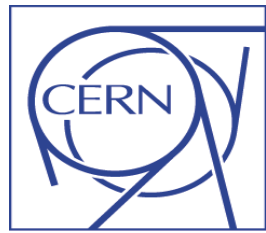
CERN GS – Current Situation

- Very special users and customers
- „Historical“ grown structures, reorganized
- A lot of very different and very special services
- Services currently seen from a functional or technical point of view
- Gap between demand and financial resources
- Gap between expectations and service provision
- A huge amount of information, procedures & structures everywhere
- Interaction with other internal service providers and external suppliers



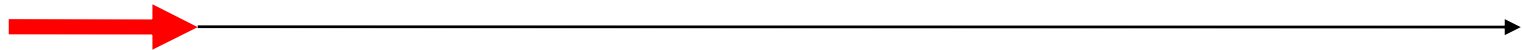
CERN – Goals & Challenges

- Meet the customers expectations
- Demonstrate the potential & performance of GS
- Measurement – A “Management Cockpit”
- Best possible usage of resources
- Better cooperation and communication within GS
- Better interaction with users, customers and suppliers
- Stabilization of service quality
- Procedural improvement

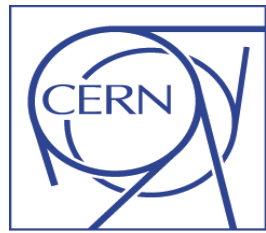


Possible Steps

- Short-term options
 - Design of a Customer Service & Technical Service Catalogue
 - Design and Implementation of a central Measurement System
 - Active exhibition of offerings and services
 - Central system for Incidents and Requests



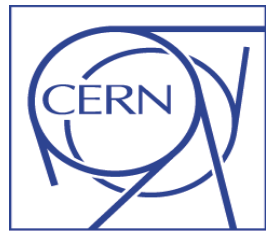
Service Catalogue



- Definition and description of
 - User services (reactive)
 - Customer Services (pure proactive)
 - Technical Services

- Description of the services by determination of
 - Included products
 - Service activities (What we do and what we don't do)
 - Service quality (Service Level Commitments)

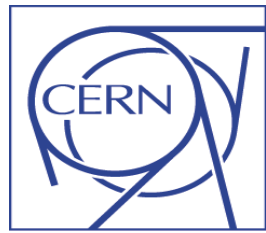
Service Catalogue



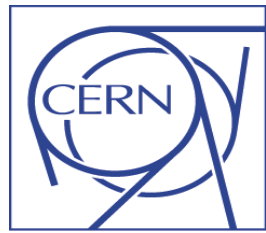
- Identification of the customer organization
 - Which part is using which service?
 - Including a “customer” as a representative of a group of users
 - Including “users” as part of an organizational unit

- Identification of the relation between
 - The different service types
 - The customer units and the user & customer services
 - Technical services and internal & external suppliers

Service Catalogue



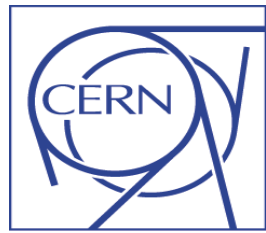
- The Service Catalogue
 - Should build the basic structure of the GS organization
 - Includes all information about all services and all organizational units
 - Holds the information about all dependencies



Measurement System

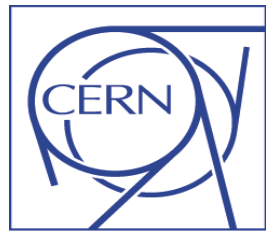
- What to measure?
 - Systems, Technology, Functions, Capacities
 - Service Quality
 - Process Quality

- In terms of
 - Effectiveness
 - Efficiency
 - Compliance



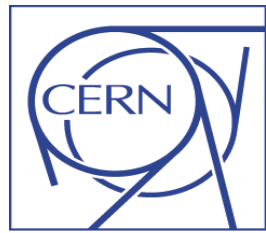
Measurement System

- To measure Systems, Technology, Functions, Capacities we need specific tools and methods in the different sections to document what we perform.
- To measure Service Quality a central concept & system is necessary to document what the user and the customer gets.
- To measure Process Quality a process definition & automation is necessary to document how we utilize our resources



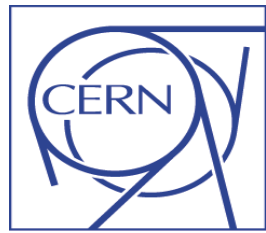
Measurement System

- On all levels Key Performance Indicators should be defined to be able to:
 - Recognize the relation between service usage & used capacities
 - Plan service operation and service enhancements
 - Identify our Performance from a customer's point of view
 - Guarantee a defined level of service quality
 - Improve workflows, methods and procedures



Presentation of offerings and services

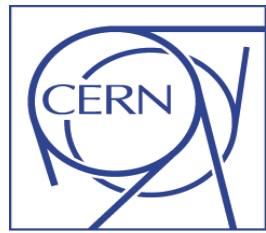
- Website
- Posters
- Graphics
- Newsletters
- Etc.



Central System for Incidents and Requests

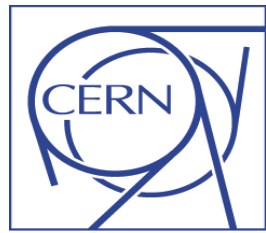
- A workflow or ticket system that is used for:
 - Logging of all Incidents and Requests
 - Dispatching
 - Documentation of Realization or Restoration
 - Ticket Closure and User Information

- A workflow or ticket system that contains the information about:
 - Customers and Users
 - Services and Service Levels
 - GS Staff, Functions, Groups and Sections



Central System for Incidents and Requests

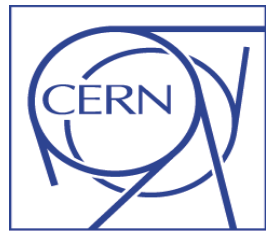
- The requirements for a workflow or ticket system are:
 - A process documentation “light” for Incident Management and Request Fulfilment
 - Tool evaluation, implementation und customization
 - Data collection and import (or interfaces to existing databases)
 - Test, Training and Rollout



Possible Steps

- Long-term options
 - Introduction of a central service number and a service desk
 - Design & Introduction of a Capacity Management Process
 - Improvement and documentation of specific processes in the different sections
 - Introduction of a Supplier and Contract Management Function

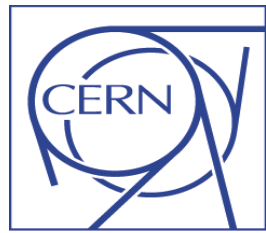




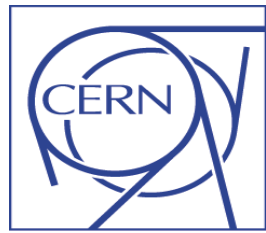
Central Service Number and Service Desk

- Introduction of a central service contact for all users
 - One phone number for all regular concerns
 - An emergency number
 - One e-mail address
 - Web application for users
 - Direct contact desks for specific services
 - Controlled by the central system

Capacity Management



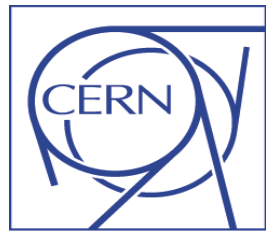
- Identification of the dynamics on the customers side with influence on our services:
 - Specific behavior of user
 - Growth (positive or negative)
 - Peaks
 - Projects
- Identification of the necessary capacities to fulfill the customer's demands
- Demonstration of reasons for investment in GS services



Improvement of specific processes

- Process Assessments within the different functions
- Identification of potential
- Design, documentation and implementation of improved processes

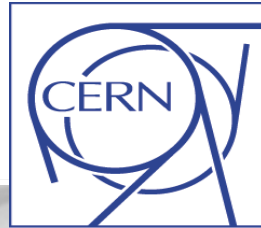
- Example:
 - Release Management for ASE and AIS



Supplier and Contract Management

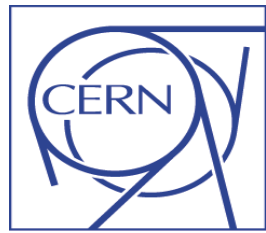
- Central function for Supplier and Contract Management
- Standardization of contracts
- Benchmarking
- Reduction of possible redundancies
- Supplier Classification

Service Management for GS



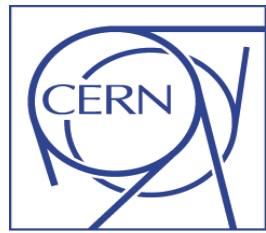
A Possible Roadmap





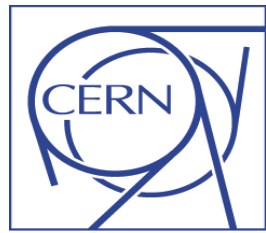
Recommendation & Discussion

- A possible roadmap, part I:
 - The Vision
 - Kick-off Management Meeting
 - Definition of Strategy & Vision
 - Creation of the „Big Picture“
 - Project Plan, Milestones, Dates, Goals, Roles



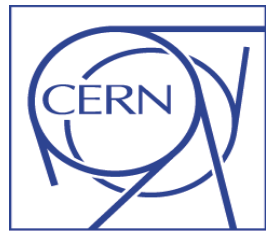
Recommendation & Discussion

- A possible roadmap, part II:
 - Service Catalogue
 - Meetings with all group & section leaders
 - Collection of all data about what we have and what we do (functional view):
 - Products & Service Activities
 - Current Performance & Measurement
 - Dependencies & Contracts
 - Organizational Structure, Roles & Responsibilities
 - Customers & Users
 - Transformation in a Service Catalogue Structure with customer orientation
 - Acceptance meeting
 - Elaboration of a detailed Service Catalogue, including a precise description of all Services and Functions, as well as Service Level Commitments & KPIs.



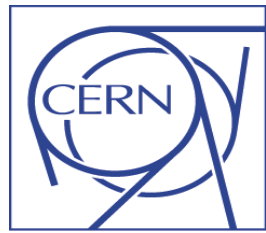
Recommendation & Discussion

- A possible roadmap, part III:
 - Management Cockpit
 - Definition of Measurement Parameters:
 - What & how to measure
 - How to illustrate & to report
 - How to deal with
 - Implementation of technical (or manual) measurement methods
 - Tool evaluation & Implementation
 - Creation of first reports and dashboards.



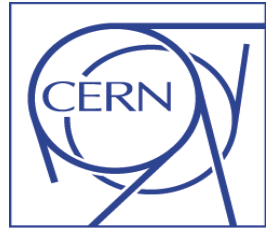
Recommendation & Discussion

- A possible roadmap, part IV:
 - Backbone Process
 - Definition of a Process for all User Requests & Incidents:
 - Activities & Decisions
 - Roles & Responsibilities
 - Forms, Databases & Matrices
 - Embedded in the defined Service Catalogue with all Services, Functions, Customers, Users and Service Levels
 - Tool Evaluation & Selection
 - Technical specification
 - Implementation & Customizing
 - Data collection & import
 - Training and Rollout

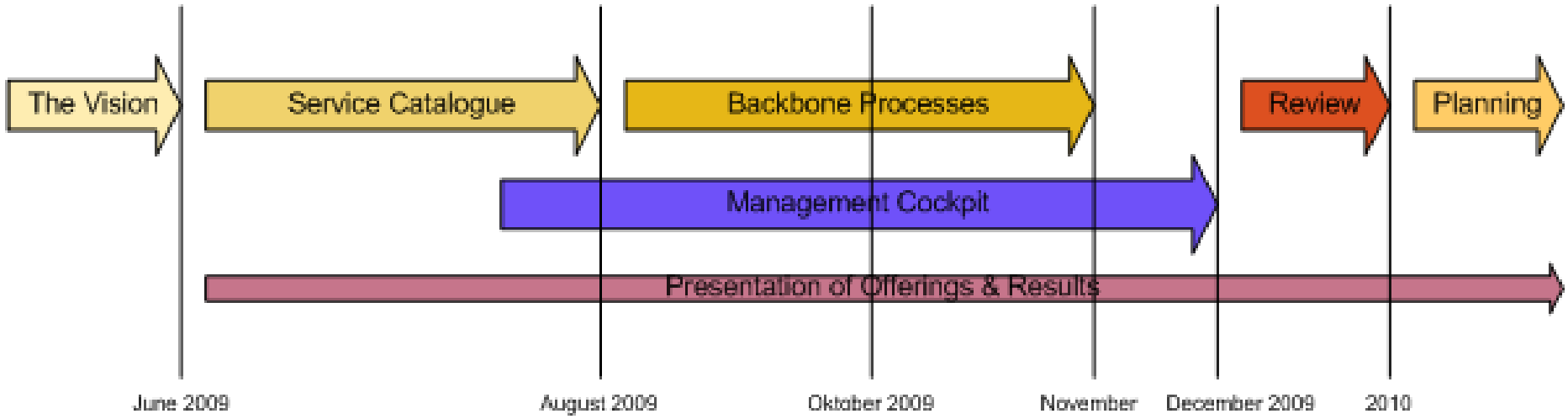


Recommendation & Discussion

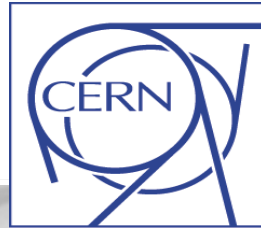
- A possible roadmap, part V:
 - Update Management Cockpit
 - Introduction of new Service and Process Parameters
 - First Review and Improvement
 - Publication of our offerings and results
 - Planning of next steps – Using our Knowledge



Possible Steps



Service Management for GS



Thank you for your attention

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