



HRM's IT Service Management Journey

ICT Making a Difference



Topics

- A Little about HRM and ICT
- SLM Engagement Process
- SLM Framework Presentation
- ITSM Process Roadmap

- At 5,500 km², HRM is slightly larger than Prince Edward Island
- ... with almost 3 times the population (HRM ~ 409,000 / PEI ~ 145,000)
- In 2014/15, HRM will spend \$989,000,000 on operations and infrastructure projects (\$845M and \$144M)
- PEI will spend \$1,462,000,000 in total



Delivers a remarkable mixture of services



ICT ...

- 100 Delivery and Operations staff support 10 Business units
 - 3,000 employees
 - 1,000 volunteers
- Maintain 40 critical applications
- Took it's first ITIL step with the implementation of Change Management
- In 2011, Jim Kirk joined HRM and championed the implementation of Incident and Service Request Management
- In early 2012, the ICT team took the next IT service management steps ...



SERVICE LEVEL MANAGEMENT

SLM Engagement Process

SLM Engagement Process

- Introduce SLM to the ICT Steering Committee
- Identify stakeholders within each Business Unit
- Through a series of meetings with senior management
 - Introduce the SLM framework
 - Gain agreement to proceed
 - Identify unique client requirements
 - Confirm ICT's ability to deliver
 - Draft SLA
 - Gain agreement (signed by CIO and BU Director)
 - Begin monitoring and reporting

IT Service Management 101

- A set of specialized organizational capabilities for providing value to customers in the form of services.
- It's focus is the implementation and management of quality IT services that meet the needs of the business through an appropriate mix of people, process and information technology.
- Service Level Management strives to continuously maintain and gradually improve IT service quality through a constant cycle of agreeing, monitoring and reporting upon service performance and facilitating actions to address unacceptable levels of service.



SERVICE LEVEL MANAGEMENT

Introducing the SLM Framework to Business units

Workshop #1

Agenda

- Background – Why Service Level Management.
- Confirmation of Services
- Service Requirements
- Exceptions
- Special Arrangements
- Sample Reporting
- Next Steps

Background: Why SLM? Why Now?

February 2012

ICT has an 'internal IT department' orientation versus that of an Enterprise IT Service Provider. This means that:

- We don't describe the value we add to HRM Business Unit in terms of the **services** we deliver to you to enable your business processes.
- We don't have a **catalogue** which describes the services we offer, how you can obtain those services, how much they cost (if applicable) and the level of performance you can expect from us.
- We don't have a **single, unifying agreement** with each Business Unit that spans all of the services we offer (and any known/approved exceptions).

Why Now?

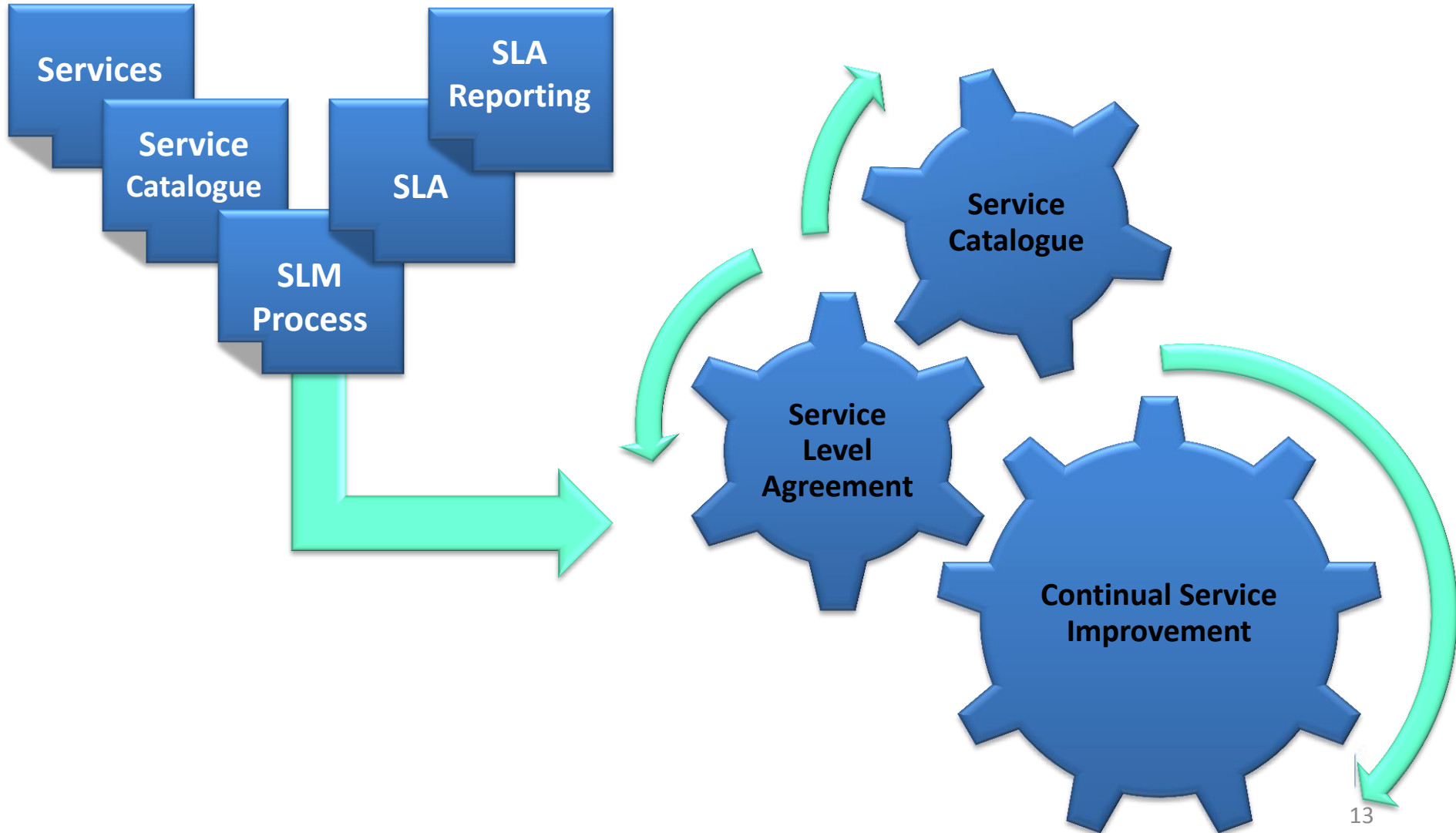
- This solidifies our position as an internal service provider and brings formality to the relationship we have with you, our clients.
- It sets performance expectations for you and **for us**.
- It aligns with Administrative Outcome Area III: Excellence in Service Delivery.
- It brings clarity around our purpose for being to our staff.

SLA: Then



Service
Level
Agreement

SLA: Now

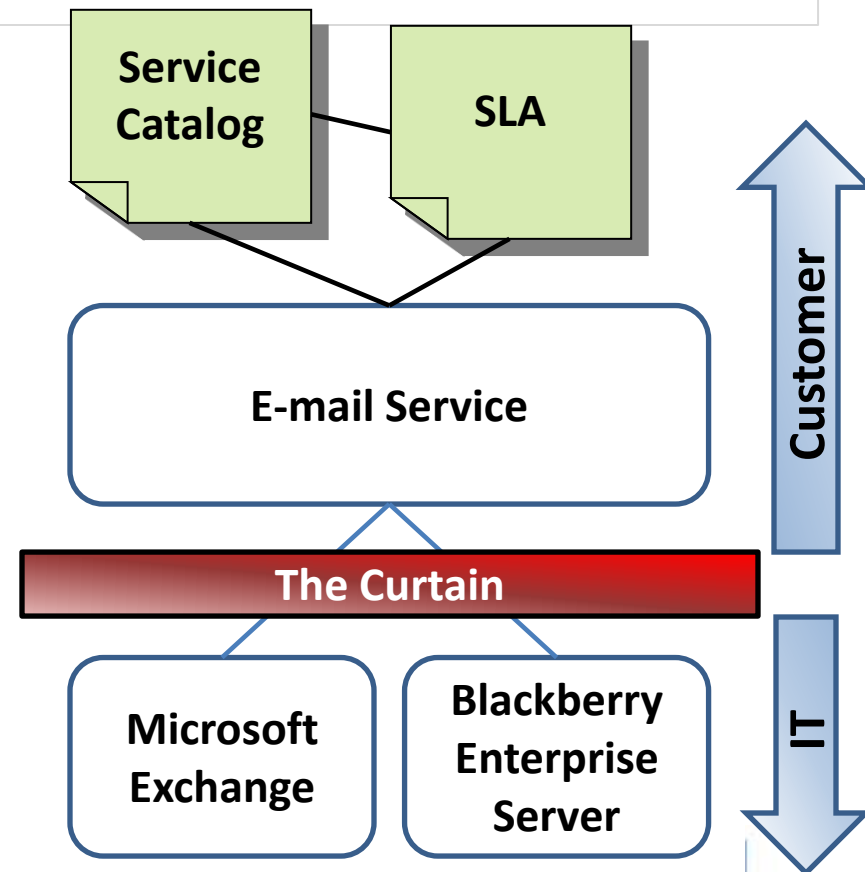


What is a Service?

“A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.”

It is also...

- Consumed by multiple customers
- Supporting business processes
- Perceived by the customer as a simple, self-contained entity
- Described & Represented in an IT Service Catalog
- Defined in a Service Level Agreement
- Delivered using a combination of people, process & technology
- Delivered through a set of related components (Configuration Items)



Service Catalogue Overview

Using the Service Catalogue, you will...

- Be able to read (in understandable language) about the types of services we deliver
- Know the level of service to expect when you engage us
- Know that these levels of service have been agreed to by your director and ours
- Be able to better plan when and how you need our help

Where we're taking it ...

- Continue to develop service descriptions
- Update on an ongoing basis
- Automate with introduction of new IT service management system

How do you use it? The Service Catalogue is organized in four sections

| Section | For.... |
|----------------------------|--|
| Enterprise Services | services that address a specific set of processes or functionality and are used or have the potential to be used by all ICT HRM Business Units, Agencies, Boards and Commissions. |
| Business Unit Specific | services that are restricted in their use. They are available only to the Business Units indicated. |
| Telecommunication Services | Telecommunications Products and Services provided by ICT, supplying HRM management and staff with procedures and time frames for requesting and receiving telecommunications services. |
| Professional | Professional Services are provided to assist in development of new or changing systems and services, data management, and provision of the right level of staff training. |

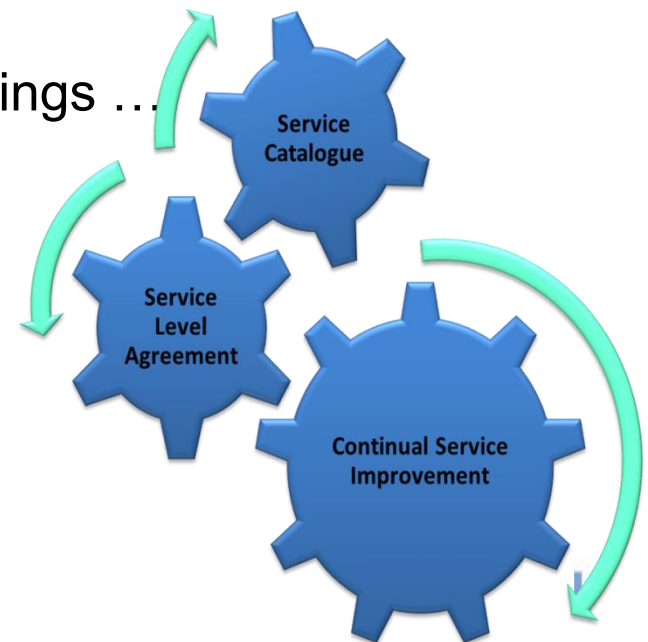
SLA Overview

The SLA ...

- Identifies the ICT services used by your business
- Documents service level targets and escalation procedures as well as service exceptions and special arrangements
- Describes the responsibilities of ICT as a service provider and you as a Client
- Introduces performance review meetings ...

You will be able to see how we're doing

- We will share our service performance results.
- Where targets are breached, SLM provides feedback on the cause of the breach and details of the actions taken to prevent the breach from recurring.



Our Role and Yours

| Key Activities | |
|---|--------------|
| Identify / Define Service Requirements | Client & ICT |
| Define Service Level Requirements | |
| Approval of Services and Service Levels | |
| Document Service Level Targets | |
| Communicate | |
| Service Reviews | |

Next Steps ...

- Identify Client lead who will work with ICT to complete the SLA (ICT Committee Members?)
- Finalize SLA (Workshop #2)
 - Review and validate performance targets
 - Document service exceptions and special arrangements
- Secure Director & CIO signatures on SLA
- Market Service Catalogue to staff
- Schedule report reviews



SERVICE LEVEL MANAGEMENT

Confirmation of Service Requirements

Workshop #2

Service Requirements

- Review.
- Service Matrix
- Exceptions to Targets
 - Standard Request Completion
 - Issue / Incident Resolution
- Special Arrangements
- Data Management Responsibilities
- Sample Reporting
- Next Steps

| | Business Unit | | Business Unit |
|----------------------------------|---------------|--|---------------|
| Enterprise Services | | Business Unit Specific Services | |
| Email | ✓ | Emergency Dispatch Systems | |
| Infrastructure Asset Management | | Fire & Emergency Systems | |
| File Sharing | ✓ | Policing Systems | |
| Printing | ✓ | Recreation Systems | |
| Finance Systems | ✓ | Transit Systems | |
| Geographical Information Systems | | Salt Weight Scale Systems | |
| Human Resource Systems | | Risk and Insurance Systems | |
| Permitting and Revenue Systems | | Council Support | |
| Personal Computing | ✓ | Telecommunication Services | |
| Web Enablement and Support | | Audio Conferencing | |
| Professional Services | | Internet Access | ✓ |
| Business Solutions Delivery | | Network Access | |
| Data Management | | Remote Access | |
| IT Training | | Landline | ✓ |
| Reporting | ✓ | Mobile | ✓ |
| | | Radio | |

Completion and Resolution Targets

Standard Request Fulfillment Targets

Request Targets Common, frequently requested activities have standardized fulfillment targets. Target completion times will be calculated and measured. The service catalogue describes service requests and their completion targets for all Services. More frequent requests include:

| Description | Completion target |
|--|-------------------|
| Password Resets | 2 business hours |
| How to ... questions | 1 business day |
| New / revised user access | 3 business days |
| Minor configuration modifications (e.g. table changes) | 3 business days |

Completion and Resolution Targets cont'd

Issue / Incident Resolution Tiers and Targets

- Issue** IT (the service is unavailable or not performing as agreed (i.e. Email is not working, can't print, Inconsistent priority assignment for Issue Resolution and resolution targets range from 2 hours to 5 business days.
- Targets** Standards for priority assignment and resolution targets established and agreed to by Managers. (Exceptions have been agreed to for Emergency Services.)

| Priority | Description | Resolution target |
|----------|--|-------------------|
| 1 | Major failure – emergency services | 2 business hours |
| 2 | Major failure – the service is unavailable | 4 business hours |
| 3 | Service issue – the service is degraded and is affecting all users | 8 business hours |
| 4 | Single user issues | 3 business days |



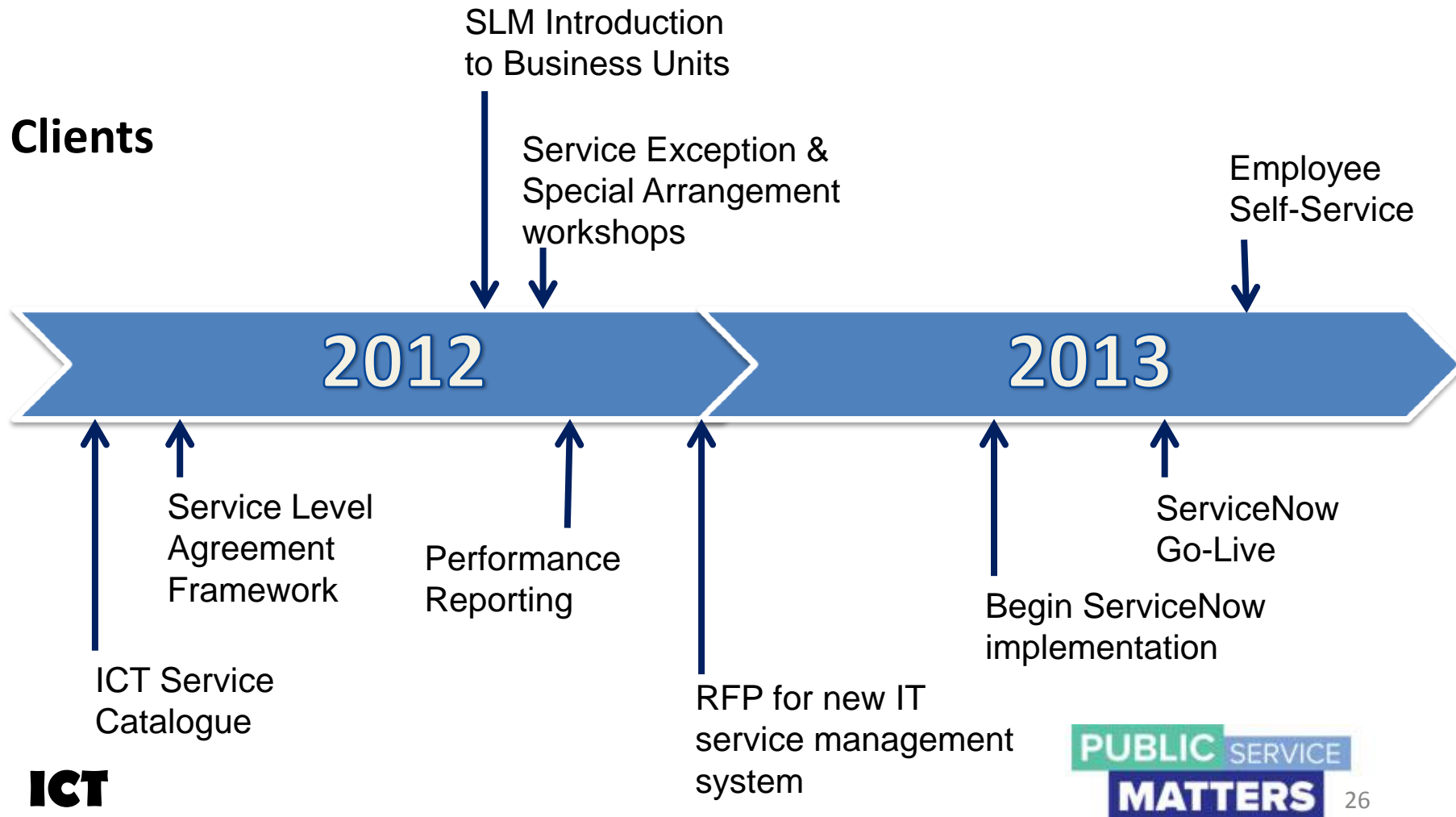
Service Requirements

- Special Arrangements
- Data Management

Next Steps

- Summarize exceptions and special arrangements for your review.
- Confirm ICT ability to meet requirements
- Draft / Finalize SLA
- Signatures
- Staff communications
 - Email
- Now that we're reporting service levels, what's next.

What we've been doing ...





ITSM PROCESS IMPLEMENTATION ROADMAP



Current State of ICT 2013/14

Pain Points - real / perceived

1. Poorly Designed Solutions
2. Systems/Services frequently failing (often due to same cause)
3. Poor Transition of new Solutions / Services into production (i.e. Exchange roll-out, Windows 7, Active Directory)
4. Poor impact and risk assessment associated with changes to production infrastructure
5. Lack of general respect for the Service Desk and the role it plays in ICT Service Management and Operations
6. Poor planning associated with infrastructure changes. Last minute configuration changes
7. Environments not in place for Applications / Infrastructure to allow for proper development / testing of enhancements / changes
8. No standardized approach to service continuity (i.e. disaster recovery, fault tolerance, capacity/availability)

Current State of ICT 2013/14

Pain Points cont'd

9. Poor understanding of the configuration of the underlying infrastructure driving applications and services
10. Basic service quality is low. Simple requests and break/fix issues either get lost (black hole effect) or experience significant delays
11. No understanding of the cost of delivery of any particular service
12. Little to no standards associated with IT Security
13. No performance standards / expectations established in procurement activities for products / services
14. Poor lifecycle management of consumables and solution-based assets resulting in reduced availability of personal computing and application / infrastructure services
15. Little understanding of Business Unit strategy / vision / risks / opportunities. What's their roadmap? ICT is 100% reactive to the needs of clients vs. being integrated and managing future demand

Purpose

- ICT seeks to transform its current organization to an Enterprise ICT Service Provider for HRM Business Units and ABCs (our clients) through the adoption of industry best practices.
- The ITSM Program is a high level plan illustrating the sequence of process design, technology implementation and people change activities in support of this transformation.

Strategic Objective of ITSM

Vision: A customer experience that is free of technology barriers where HRM staff effortlessly use high quality ICT provided services to the benefit of our community.

Mission: The implementation, delivery and management of quality ICT services that underpin HRM Business Units' service delivery to tax payers.

ITSM Roadmap Principles

Guide our approach to process implementation. We will ...

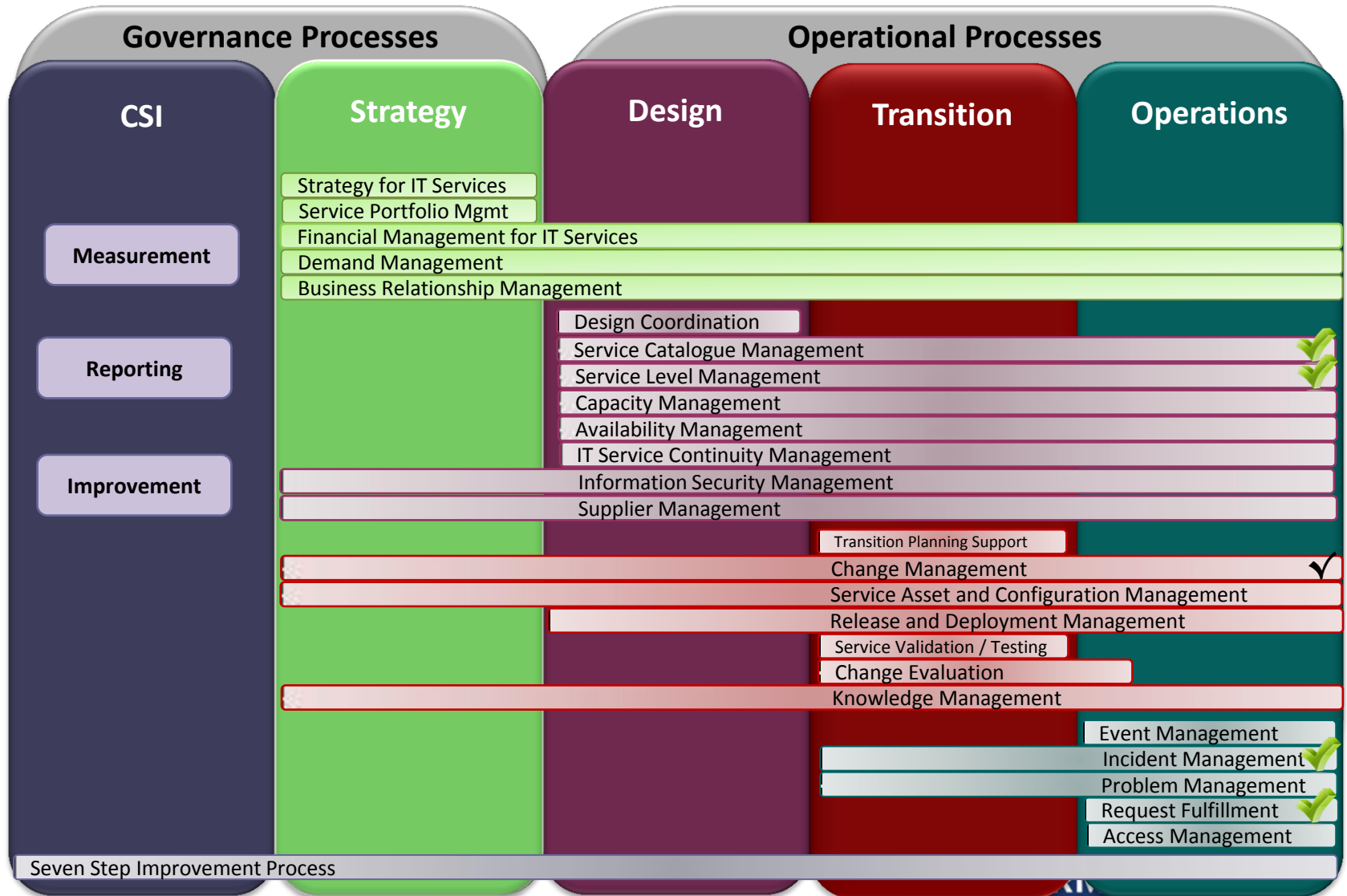
1. Minimize deviation from best practice guidance (Adopt and “adapt” only as absolutely necessary)
2. Not enable ITSM technology in advance of process design, development and implementation
3. Leverage internal ITSM resources where practical and will rely on external contract resources, if necessary, to achieve the desired outcomes
4. Engage staff directly in each process implementation to ensure accuracy and buy-in of our actions
5. Leverage S.M.A.R.T. principles with each process implemented. If you can't measure it, you can't manage it
6. Use a standard approach to implementing best practice processes and documenting them. Familiarity eases adoption
7. Use project management best practices for each process implementation
8. Evaluate our process maturity levels and develop continual improvement plans. We won't just implement best practice

Assumptions

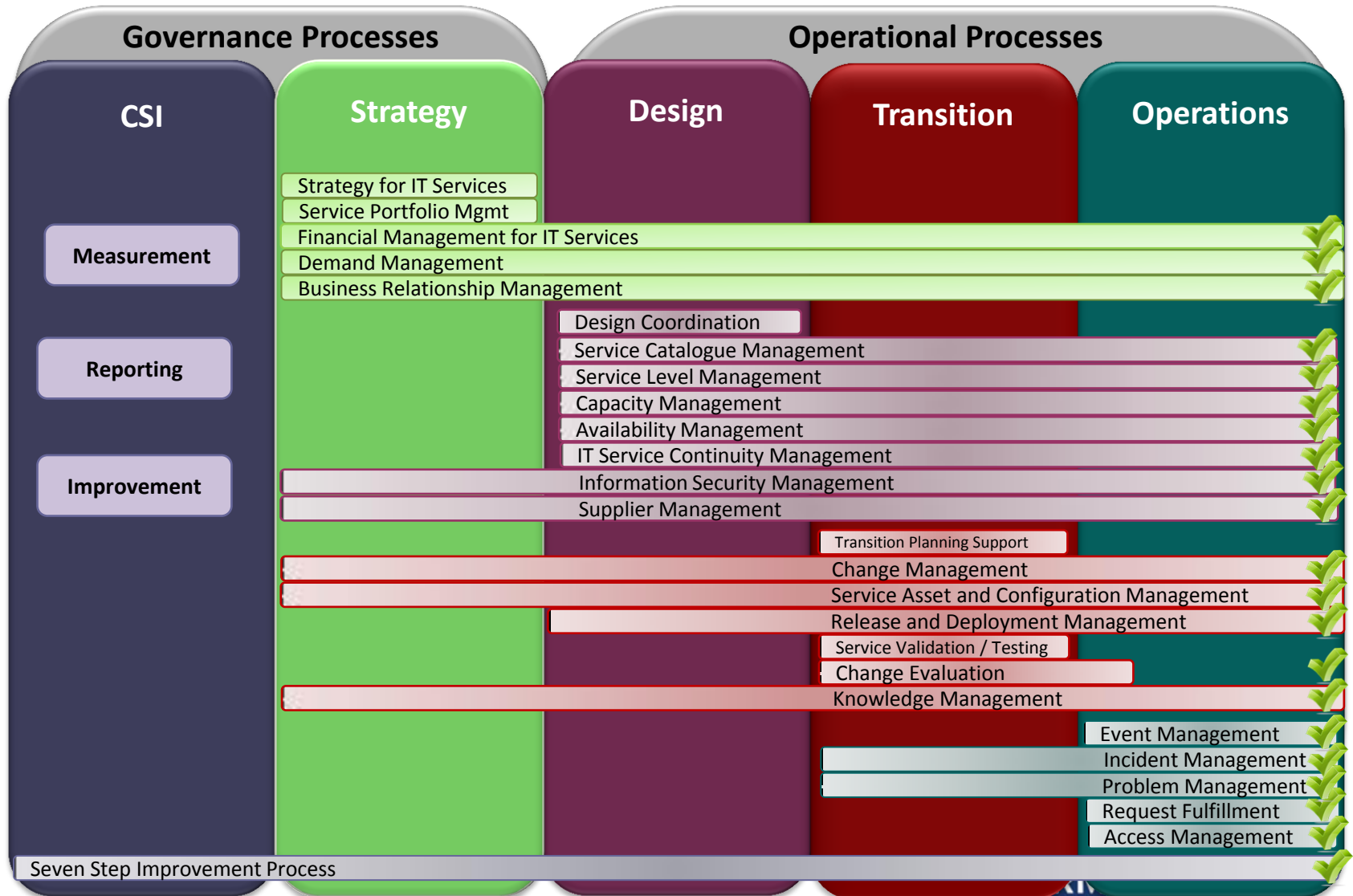
We have ...

- The budget to execute implementation
- Staff and management buy-in
- Commitment - Despite conflicting priorities, staff and management will be available to support process and function implementation projects
- Acquired the technology required to enable automation of these processes

ITIL ITSM Framework - Today



ITIL ITSM Framework - Future



Process Implementation Framework

Project Approach:

1. Confirm desired outcomes with senior ICT management
2. Identify Stakeholders
3. Assess current state
 - ITSMF process maturity assessment
4. Define future state / maturity level
5. Analyze the gap
6. Prioritize identified gaps
7. Define process reporting requirements
8. Plan the process design
9. Workshop process development
10. Document / review / revise process documentation
11. Seek approval
12. Assess ITSM technology requirements
13. Procure / Configure ITSM technology
14. Develop integrated training material (process + ITSM system) (WIIFM)
15. Train impacted staff
16. Develop audit & compliance plan
17. Communications Plan
18. Go-live
19. Transition to operational process management

ITSM Process Program

| Process Name | Fiscal Year | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------------|------------------|----|-----------------------------|-----------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|----|-----------------------------|----|-----------------------------|----|-----------------------------|----|-----------------------------|----|-----------------------------|-----------------------------|-----------------------------|-------------------------------------|--|--|
| | 2013/14 | | | | 2014/15 | | | | 2015/16 | | | | 2016/17 | | | | 2017/18 | | | | 2018/19 | | | |
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | | |
| Incident Process Retrofit | Process Retrofit | | | | | | | | | | | | | | | | | | | | | | | |
| Request Fulfillment Process Retrofit | Process Retrofit | | | | | | | | | | | | | | | | | | | | | | | |
| Service Catalogue Management | Process Retrofit | | | | | | | | | | | | | | | | | | | | | | | |
| Service Level Management | Process Retrofit | | | | | | | | | | | | | | | | | | | | | | | |
| ServiceNow Implementation / Migration | Process Retrofit | | | | | | | | | | | | | | | | | | | | | | | |
| Continual Service Improvement | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | | | | | | | |
| Change Management Process Retrofit | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | | | | | | | |
| Knowledge Management | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | | | | | | |
| Access Management | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | | | | | |
| Supplier Management | | | | | Limited # of staff / simple process | | | | | | | | | | | | | | | | | | | |
| Supplier Management Transition | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | | | | | |
| SACM - Consumable Assets | | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | | | | |
| Service / ICT Portfolio Gap Analysis | | | | | | Limited # of staff / simple process | | | | | | | | | | | | | | | | | | |
| SACM - Solution based assets | | | | | | | | | All staff / complex process | | | | | | | | | | | | | | | |
| IT Service Continuity | | | | | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | |
| Capacity / Availability | | | | | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | |
| Access - Auto Provisioning | | | | | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | |
| Release and Deployment | | | | | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | | | | | |
| Problem Management | | | | | | | | | | | | | All staff / complex process | | All staff / complex process | | | | | | | | | |
| Change Evaluation | | | | | | | | | | | | | | | | | All staff / complex process | | All staff / complex process | | | | | |
| Information Security | | | | | | | | | | | | | | | | | | | All staff / complex process | | All staff / complex process | | | |
| Financial Management | | | | | | | | | | | | | | | | | | | | All staff / complex process | | All staff / complex process | | |
| Event Management | | | | | | | | | | | | | | | | | | | | All staff / complex process | | All staff / complex process | | |
| Demand Management | | | | | | | | | | | | | | | | | | | | | | Limited # of staff / simple process | | |

Legend:

| | | |
|--------------------------------------|----------|--|
| Limited # of staff / simple process | 3 months | |
| Limited # of staff / complex process | 6 months | |
| All staff / complex process | 9 months | |
| Process Retrofit | | |

Process Profiles

The next 20 pages provide an overview of each process, each includes a general overview of the process purpose and objectives, benefits, implementation costs and what it will mean to ICT clients, management and staff.

General Overview

The objectives of the process:

Benefits

| Starts? | Resource | Estimate |
|--------------------|----------------|----------|
| Process Dev | Consult | |
| | ITSM PC | |
| ITSM Config | Vendor | |
| Tech Config | NA | |
| Project Mgmt | Internal PMO | |
| ICT SME | NA | |
| ICT Staff training | Internal Staff | |
| Technology \$ | | |
| Total Direct \$ | | |
| Fully Loaded \$ | | |

Once implemented ...

- Our clients experience ...
- Management experience ...
- Staff experience ...

Profile – Change Management

General Overview

To control the lifecycle of all changes, enabling beneficial changes to be made with minimum disruption to ICT services. The objectives of change management are to:

- Respond to the client’s changing business requirements while maximizing value and reducing incidents, disruption and re-work.
- Respond to business and ICT requests for change that will align the services with the business needs and optimize business risk
- Ensure that changes are recorded against CIs, evaluated and that authorized changes are prioritized, planned, tested, implemented, documented and reviewed in a controlled manner.

Benefits

- Protect the business and other services by reducing service disruption, meantime to restore, defects and re-work, failed and unauthorized changes and maximize service availability
- Changes are implemented promptly and meet the clients’ agreed service requirements while optimizing costs and risks
- Contribute to meet governance requirements - auditable evidence of change activity
- Contribute to better estimates of the quality, time and cost of change
- Assess the risks associated with the transition of services (introduction or disposal)
- Improve staff productivity - minimize disruptions caused by unplanned or ‘emergency’ change

| Apr. 2014 | Resource | Estimate |
|--------------------|----------------|----------|
| Process Dev | Consult | |
| | ITSM PC | |
| ITSM Config | Vendor | |
| Tech Config | NA | |
| Project Mgmt | Internal PMO | |
| ICT SME | NA | |
| ICT Staff training | Internal Staff | |
| Technology \$ | | |
| Total Direct \$ | | |
| Fully Loaded \$ | | |

Once implemented ...

- Our clients will experience fewer change related outages
- The right level of process rigor is applied based on complexity and risk – not process for process sake
- Critical system information is kept current and is available
- We have increased capacity to successfully implement changes

Profile – Knowledge Management

General Overview

Ensuring that perspectives, ideas, experience and information are available in the right place at the right time to enable informed decisions; and to improve efficiency. The objectives are to:

- Be more efficient and improve quality of service and satisfaction - reduce the costs by reducing the need to rediscover knowledge and provide access that is appropriate for each audience
- Maintain a service knowledge management system (SKMS) that provides controlled access to knowledge, information and data
- Gather, analyse, store, share, use and maintain knowledge, information and data throughout ICT

Successful management of data, information and knowledge will deliver:

- Data, information and knowledge that is current, complete and valid and available to the people who need it when they need it
- Conformance with legal, company policy, codes of professional conduct requirements
- Documented requirements for retention of each category of data, information and knowledge
- Defined forms of data, knowledge & information that is easily usable
- Disposal of data, information and knowledge as required

| Apr. 2014 | Resource | Estimate |
|--------------------|----------------|----------|
| Process Dev | ITSM PC | |
| ITSM Config | Vendor | |
| Tech Config | NA | |
| Project Mgmt | ITSM PC | |
| ICT SME | NA | |
| ICT Staff training | Internal Staff | |
| Technology \$ | | |
| Total Direct \$ | | |
| Fully Loaded \$ | | |

Once implemented ...

- Customers will have access to self-serve knowledge solutions
- ICT has access to a single source of consistent/quality support documentation, knowledge and ease of sharing that knowledge (Standard Operating Procedures)
- Staff will begin to strengthen technical writing skills for career development

Process Profile – Access Management

General Overview

To provide the right level of access for users to be able to use a service or group of services. It is the execution of policies and actions defined in information security management. The objectives are to:

- Manage access to services based on policies and actions defined in information security management
- Efficiently respond to requests for granting access to services, changing access rights or restricting access, ensuring that the rights being provided or changed are properly granted
- Oversee access to services and ensure rights being provided are not improperly used

Benefits:

- Controlled access will maintain effective confidentiality of information
- Employees have the right level of access to execute their jobs effectively
- Reduce errors made in data entry or in the use of a critical service by an unskilled user (e.g. production control systems)
- Provide capabilities to audit use of services & to trace the abuse of services
- Provide capabilities to revoke access rights when needed on a timely basis
- Provide and demonstrate compliance with regulatory requirements (PIPEDA)

| Apr. 2014 | Resource | Estimate |
|--------------------|----------------|----------|
| Process Dev | Consult | |
| | ITSM PC | |
| ITSM Config | Internal | |
| Tech Config | NA | |
| Project Mgmt | Consult | |
| ICT SME | NA | |
| ICT Staff training | Internal Staff | |
| Technology \$ | | |
| Total Direct \$ | | |
| Fully Loaded \$ | | |

Once implemented ...

- Customers have a simplified experience through a common application of security and access policies
- ICT will more efficiently and cost effectively provides access to application and infrastructure based services
- Security and privacy risks are reduced

Pain Relief

| Issue | Release, Control & Validation | Operational Support & Analysis | Service Offerings & Agreements | Planning, Protection & Optimization |
|--------------------------------------|-------------------------------|--------------------------------|--------------------------------|-------------------------------------|
| 1 Poorly Designed Solutions | ✓ | ✓ | ✓ | |
| 2 Service Failures | | ✓ | ✓ | |
| 3 Poor Transition | ✓ | ✓ | | |
| 4 Risk Assessment | ✓ | | | ✓ |
| 5 Service Desk Value | | ✓ | | |
| 6 Poor change planning | ✓ | | | |
| 7 App Infra Environments (testing) | ✓ | | | |
| 8 Service Continuity inconsistency | | | | ✓ |
| 9 Services Infrastructure | ✓ | | | ✓ |
| 10 Ownership of incidents / requests | | ✓ | | |
| 11 Cost of Service | | | ✓ | |
| 12 IT Security Standards | | ✓ | | ✓ |
| 13 Supplier performance expectations | ✓ | | ✓ | |
| 14 Lifecycle management of assets | ✓ | ✓ | ✓ | ✓ |
| 15 Lack of Business Alignment | | | ✓ | ✓ |



Thank You

