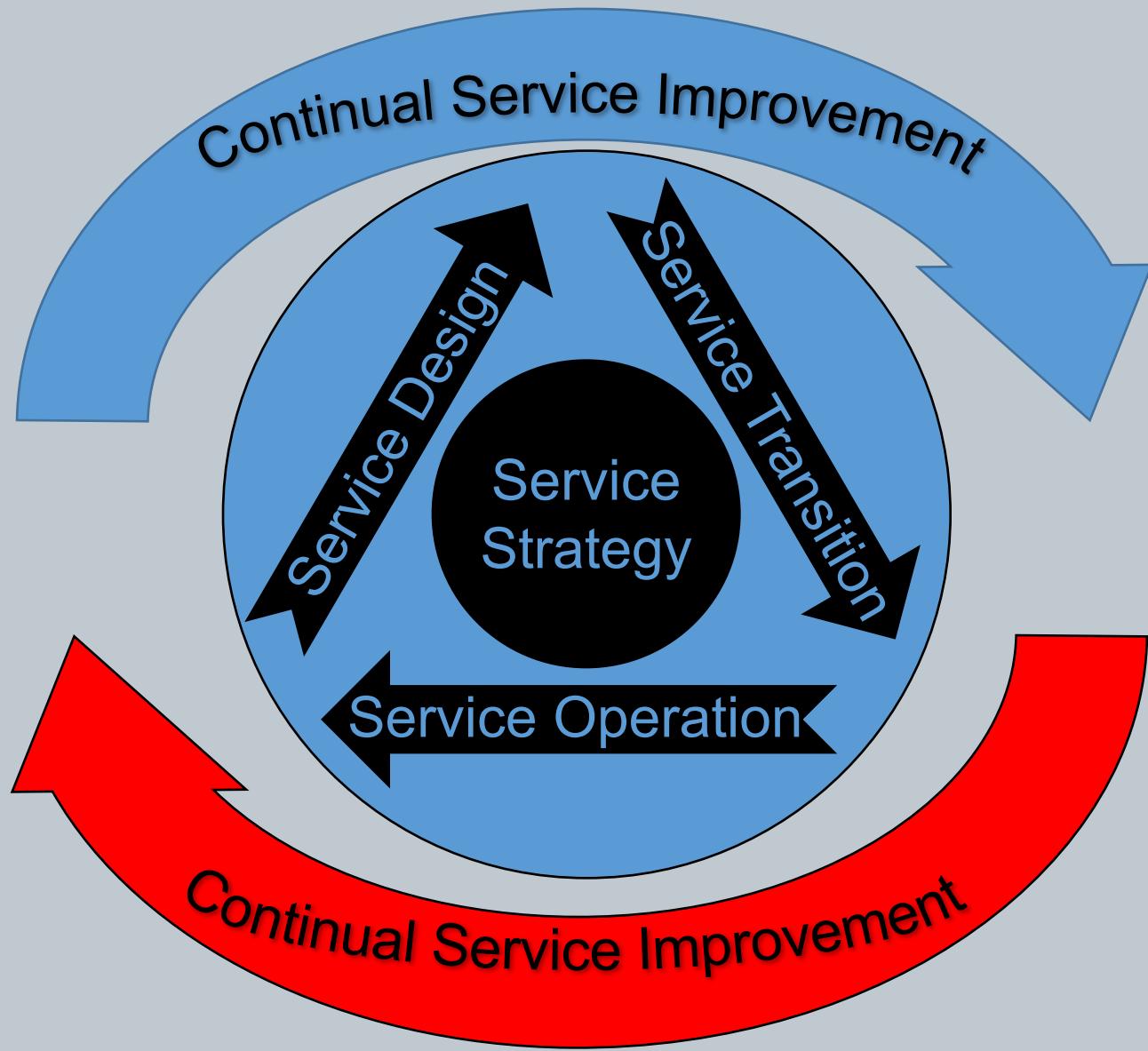




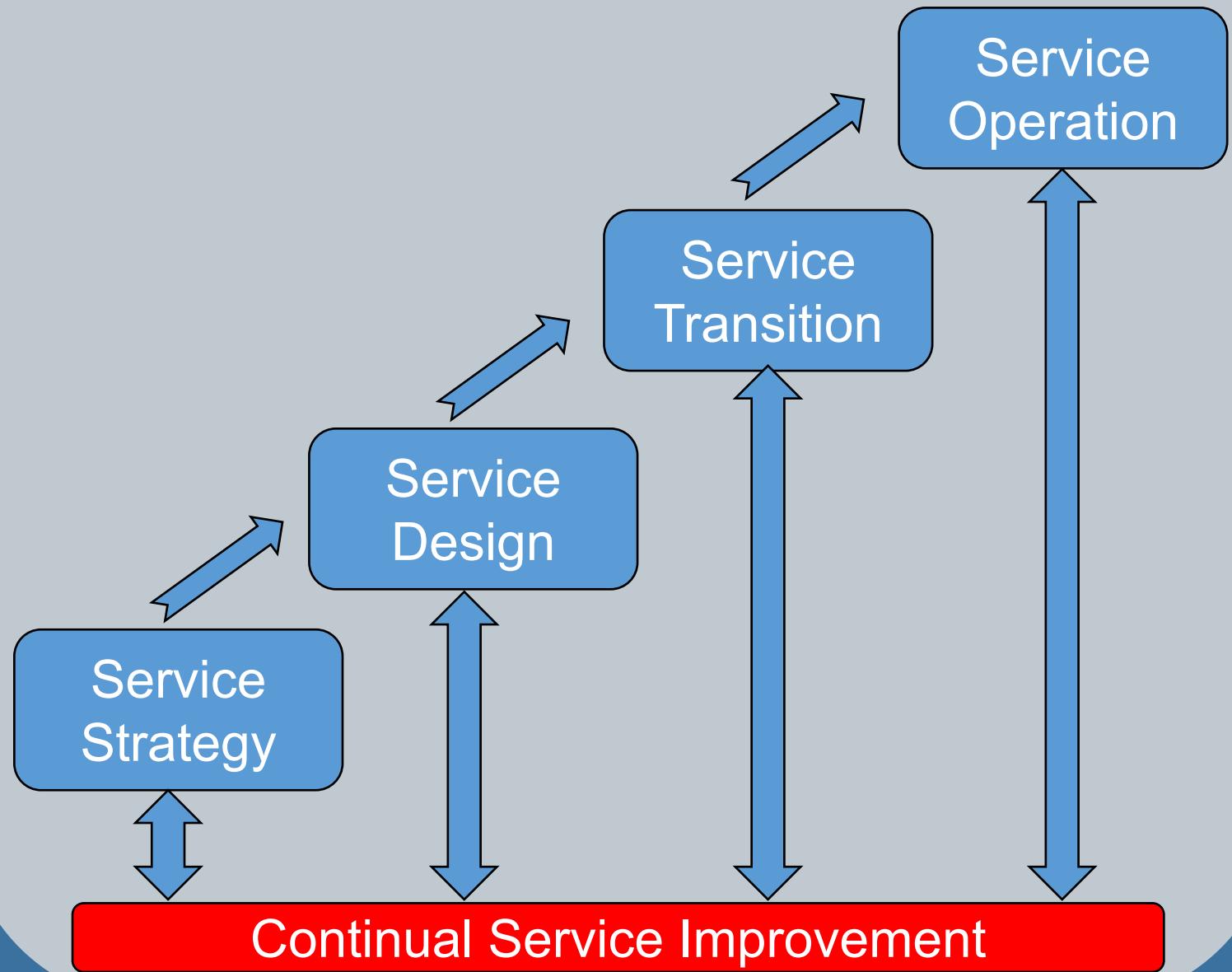
# Continual Service Improvement

*ITIL Foundations*

# Typical ITIL Lifecycle Diagram



# ITIL Lifecycle With Feedback



# Continual Service Improvement

- Occurs during all stages
- Most useful starting it during the Service Operation stage
- Identifies processes and functions that need to be strengthened in order to increase efficiency



# Efficiency is Key!

- Main effort in Continual Service Improvement is increasing efficiency
  - Are you tracking customer issues?
  - What issues are occurring?
  - Which processes are failing?
  - Which service agreements are not working?



# Key Takeaways

- Captures relevant information to inform appropriate fix actions
- Interprocess links are verified as functional, effective, & efficient
- Occurs at all stages (& even *on itself*)
- Service Operations data is critical to feed into the Continual Service Improvement process (metrics, ...)





# Objectives of CSI

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# Objectives of CSI

- Measure and identify the value created by various initiatives
- Review management information and trends to ensure services meet the SLAs to achieve desired results
- Reviewing existing deliverables for appropriateness



# Objectives of CSI

- Review business trends, priorities, and projections
- Perform customer satisfaction surveys
- Conduct maturity assessments against current processes, functions, activities and roles



# Objectives of CSI

- Conduct internal and external service reviews to find areas for improvement
- Conduct internal audits to verify compliance with processes & activities
- Review existing deliverables





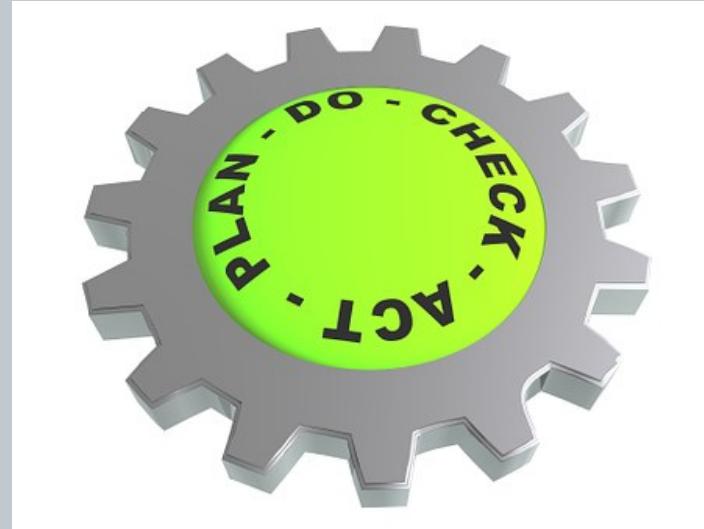
# Principles of CSI

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# Principles

- Deming Cycle

- Plan
- Do
- Check
- Act



- The Continual Service Improvement (CSI) Register



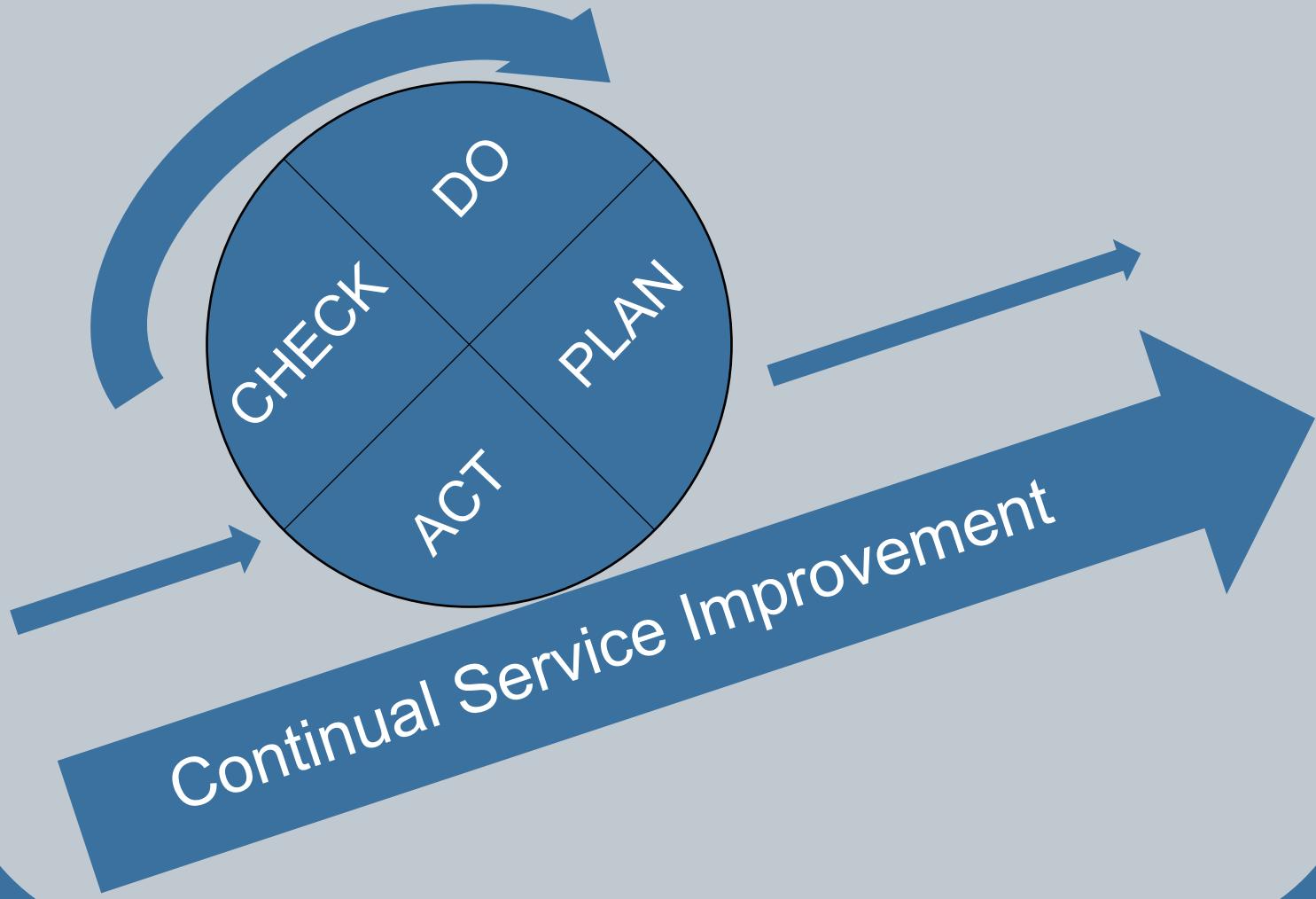
# Deming Cycle (Plan-Do-Check-Act)

- Plan
  - Establish and define objectives and processes to achieve desired output
- Do
  - Implement the plan and processes to collect appropriate data and metrics
- Check
  - Study and assess the data
- Act
  - Improve original plan with changes to achieve desired goals



# Deming Cycle (Plan-Do-Check-Act)

- Closed-loop feedback system



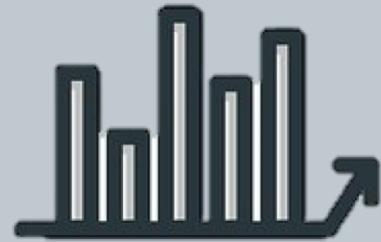
# Continual Service Improvement (CSI) Register

- Central repository that documents all potential improvement opportunities
- All stakeholders can make entries, but the register is owned by CSI manager
- CSI register is large (500+ items)
- Allows cross-synchronization of “good ideas” to occur for maximum return on investment



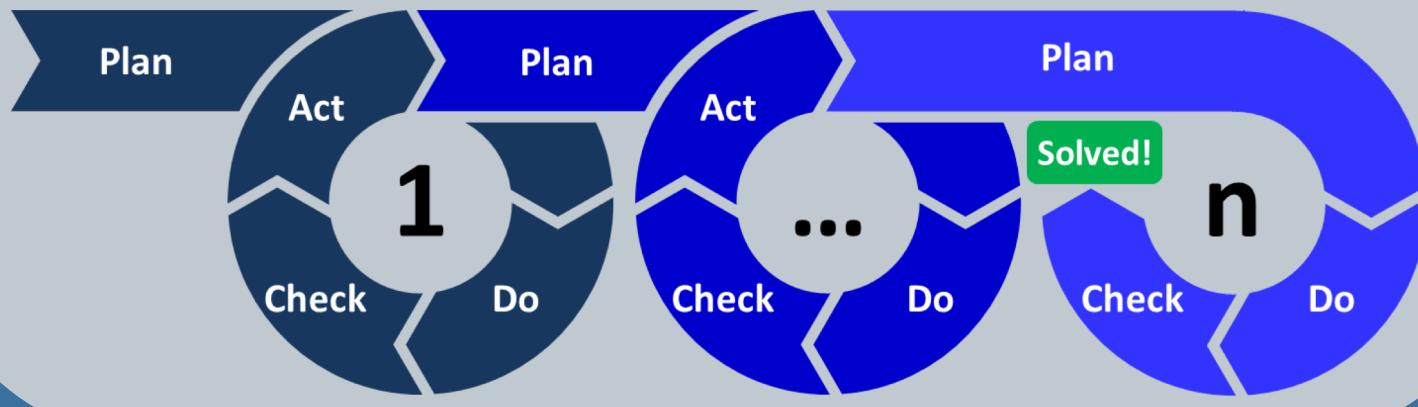
# CSI Register Items

- Description
- Scale of proposal
  - Small, medium or large
- Timeline
  - Short, medium, or long
- Resources needed
  - Estimated cost
- Originator and Sponsor
- Cross-references
  - CSI items, RFCs, or project proposals



# Continuous or Continual?

- Continuous is relentless and unceasing
  - Becomes a way of life
- Continual means there are starts/stops
- Plan-Do-Check-Act implies continual improvement with a beginning and end



# CSI is a Way of Life

- CSI must become a way of life
- Cannot just do it for short durations
- May champion a major CSI initiative as a project, but you cannot do CSI itself that way!





# CSI Process

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# Purpose

- Define and manage the steps necessary to identify, define, gather, process, analyze, present, and implement improvements
- Note:  
*CSI Process is the only process in the CSI phase of the ITIL lifecycle*



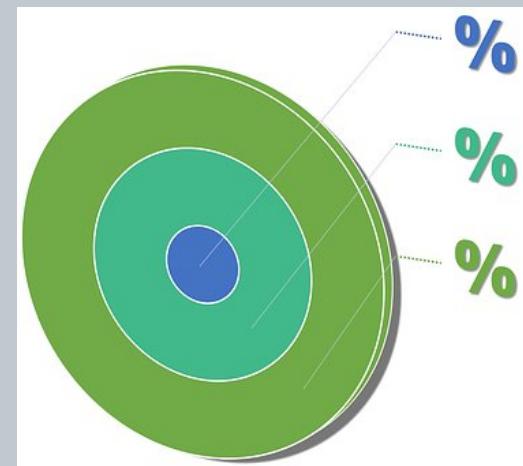
# Functions

- Identify opportunities for improving services, processes, tools, & activities
- Seek to reduce the cost of services
- Identify the required things to measure, analyze, and report upon
- Review all service achievements



# Functions

- Understand what to measure
- Understand why it is measured
- Define the objective
  - What is a successful outcome?



# 7 Steps to Service Improvement

1. Define the vision/strategy
2. Define what is to be measured
3. Gather the relevant data
4. Process the data for analysis
  - *Data becomes information*
5. Analyze the data for trends
  - *Information becomes knowledge*
6. Leaders assess knowledge and produce service improvement plans
7. Implement agreed-upon changes



# Deming Cycle and the 7 Steps

Deming	Step	Activity
Plan	1	<ul style="list-style-type: none"><li>• Identify vision, strategy, goals</li></ul>
	2	<ul style="list-style-type: none"><li>• Define what to measure</li></ul>
Do	3	<ul style="list-style-type: none"><li>• Gather data</li></ul>
	4	<ul style="list-style-type: none"><li>• Process data</li></ul>
Check	5	<ul style="list-style-type: none"><li>• Analyze data</li></ul>
	6	<ul style="list-style-type: none"><li>• Present/use information</li></ul>
Act	7	<ul style="list-style-type: none"><li>• Implement changes</li></ul>





# An Approach to CSI

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# An Approach to CSI

- Helpful to have a overview of the CSI process and how to implement it





# Metrics and Measures

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# Purpose

- To validate previous decisions
  - Evidence that we're doing things right
- To direct activities by setting targets
  - Are we meeting the SLAs?
- To justify a course of action
  - Provides evidence that it is the right path
- To course correct if errors occur
  - What do we do when a threshold is breached in Event Management?



# Baselines in Measurement

- Create a snapshot of an area of the Configuration Management System
- Create baselines before and after a change is implemented to determine change's effect on operations
- Provides an accurate picture of the services, processes, and other CIs being measured



# Metrics

- Measure that is captured and reported on a given service, process, or activity
- Technology Metrics
  - Component or application-based
  - Server availability or app performance
- Process Metrics
  - Captured using process workflow tools
- Service Metrics
  - Measures end-to-end experience



# Key Performance Indicator (KPI)

- Metric used to help manage an IT service, process, or activity
- Quantitative
  - Based on numbers
- Qualitative
  - Subjective in nature
- KPIs are supported by metrics



# Critical Success Factor (CSF)

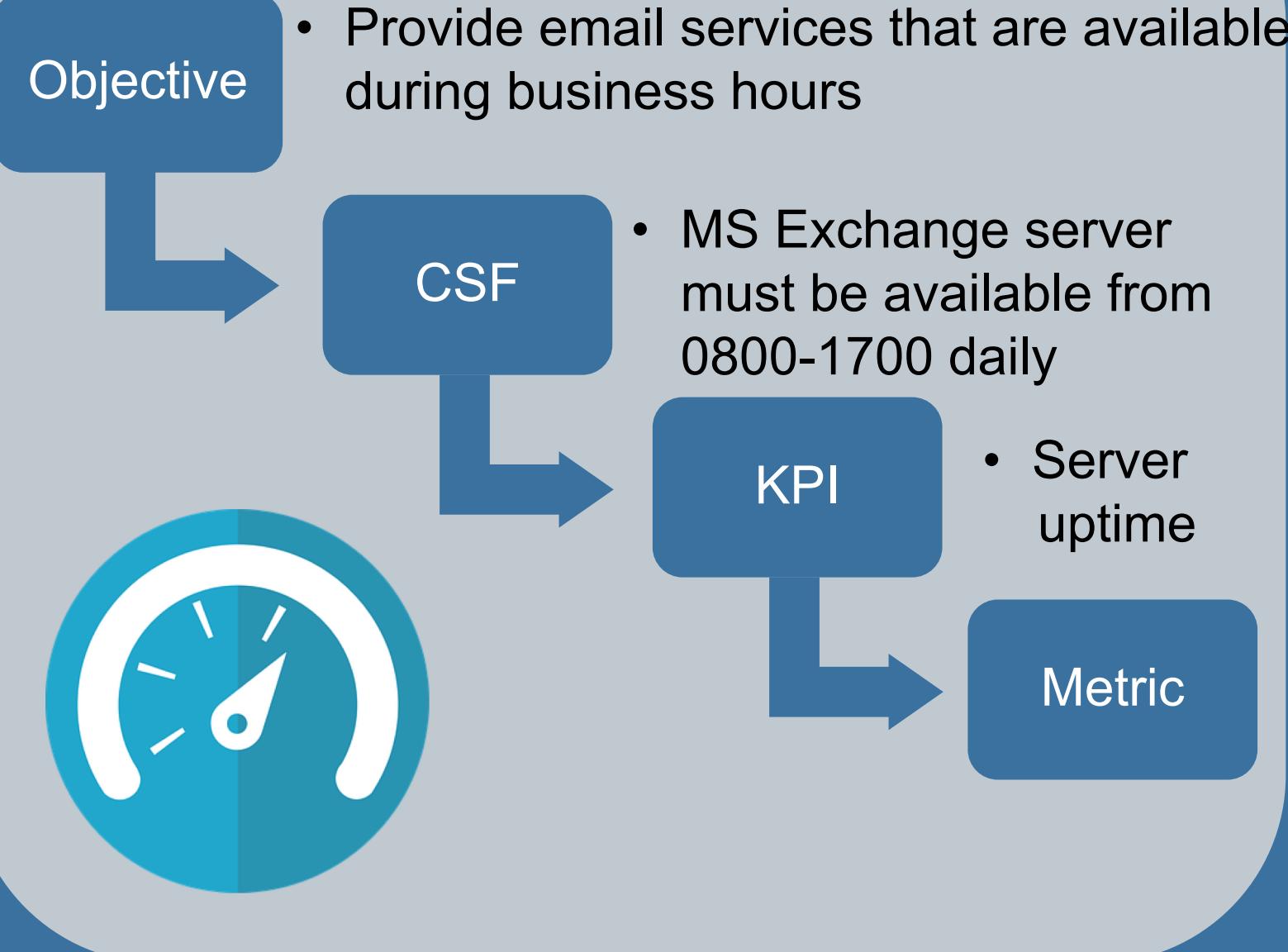
- Thing that MUST happen for an IT service, process, or activity to succeed
- CSFs are supported by related KPIs



# Measuring Objectives

Objective

- Provide email services that are available during business hours



CSF

- MS Exchange server must be available from 0800-1700 daily

KPI

- Server uptime

Metric





# Putting CSI Into Practice

*ITIL Foundations*

# How To Put It Into Practice?

- Leadership buy-in is crucial to success
- Get better at fighting fires (operations)
- Get control over Change Management
- Improve Configuration Management
- Focus on managing services, not on managing technology



# What If You Are In Charge?

- What should be your first steps?
- Get some small wins and then build up some momentum
- Partnerships with the “right” folks will pay big dividends in the end
- Learn to influence others to achieve your goals



# Kotter's 8 Steps to Change

1. Create a sense of urgency
2. Form a guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create quick wins
7. Consolidate improvements and produce more change
8. Institutionalize the change



# Bottom Line...

- If you are to continually improvement (CSI) then you need to build a culture of change and improvement
- Look for efficiencies and quick wins
- Build your partnerships





# Roles in CSI

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# Roles in CSI

- ITIL doesn't dictate how an organization should be organized
- ITIL does recommends roles:
  - Service Owner
  - Process Owner
  - Process Manager

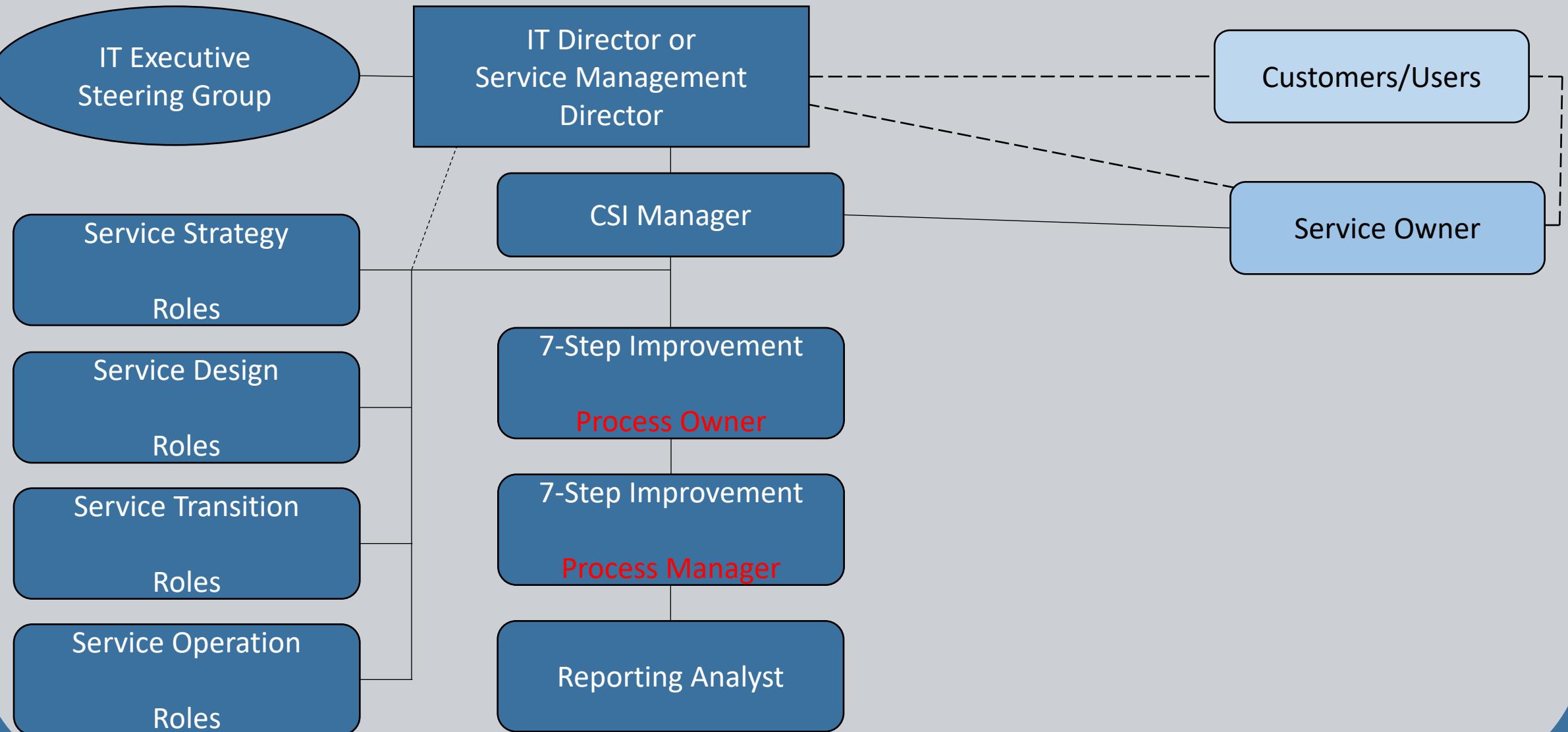


# Roles in CSI

- CSI Manager
- CSI Process Owner
- CSI Process Manager
- Reporting Analyst



# Roles in CSI





# Tools in CSI

*ITIL Foundations*

# Tools in CSI

- All tools from other phases of the lifecycle are useful in CSI
- CSI also helps determine the best tools to use for each other phase



# Useful Areas for Tools in CSI

- Event/Incident/Problem Management
- Systems and Network Management
- Service Requests
- Knowledge Management
- Performance Management
- IT Security Management
- Financial Management



# Always Continually Evaluate Tools

- CSI always looks for places to improve
- Continually review tools status and success to determine if new tools or configurations are needed
- Tools are useful
  - Data gathering
  - Analysis
  - Reporting
  - Determining process efficiency and effectiveness

