



ITIL and DevOps can be friends

Implementing Agile ITSM @ ING Netherlands

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Introducing us



Ingrid Algra

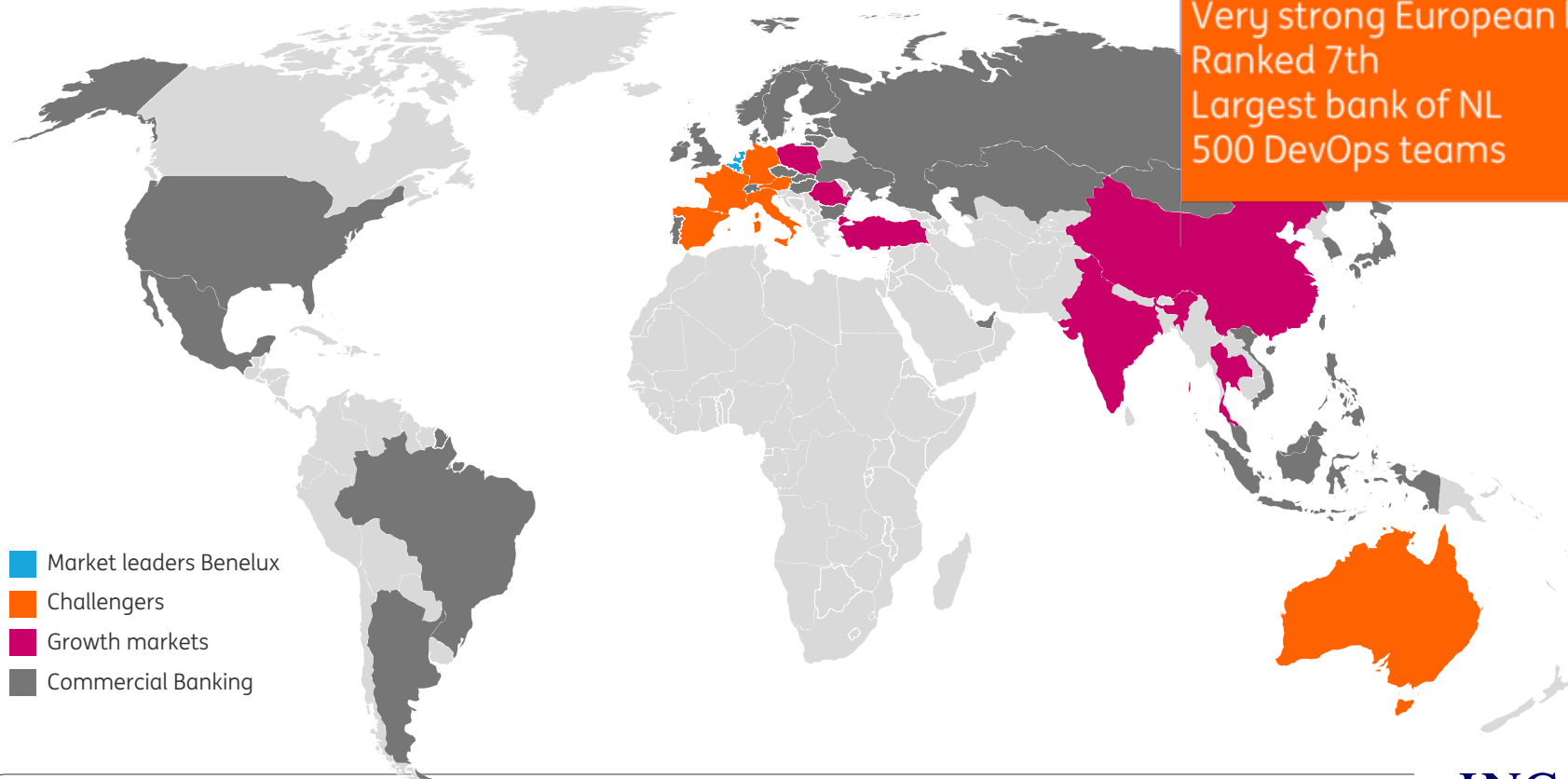
- IT Chapter Lead
- Integration layer girl
- >15 years of experience in IT
- @ING since: 01-10-2000
- Aerobics, horseback riding
- @ingridweij



Jan-Joost Bouwman

- Process Owner Change Management
- DevOps Community manager @ ING
- Background in Operations and Processes
- >15 years of experience in IT
- Birdwatcher, travelling the world for birds
- @JanJoostBouwman

Who is ING?



Over 40 countries
52,000+ employees
Full-service bank
Very strong European base
Ranked 7th
Largest bank of NL
500 DevOps teams

At ING the role of IT has changed from service to strategy driver



Clear and easy

Today straight through processing enables ING to deliver a 5 min instantaneous offering



Anytime & anywhere

Today internet & mobile enable ING's customers to do their banking 24x7 via Mobile or the internet



Empower

Today CRM and predictive banking solutions enable ING to focus on helping customers to understand their future prosperity



Keep getting better

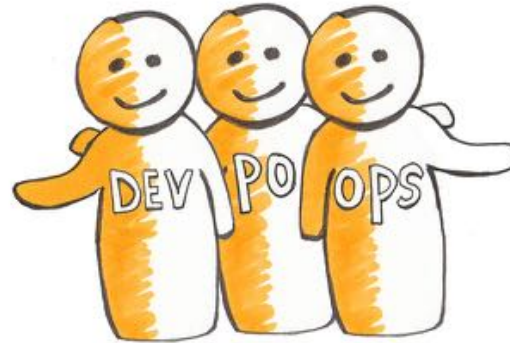
Agile development methods have enabled ING to constantly deliver new value to our customers

Transition of the organisation

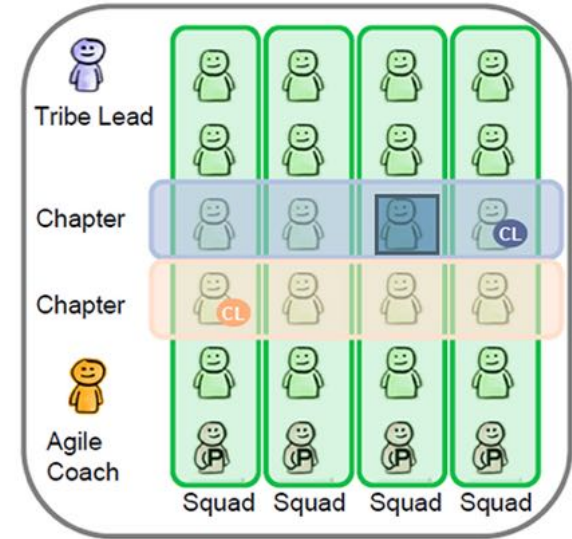
2011



2013



2015



The great divide

Risk Management:
We still need ITIL to prove to our regulators we are in control! You have to use it!

DevOps teams:
We don't want to do ITIL anymore! It is so much administration and we don't see the added value. We only want to use a backlog.

There may be a way to restore the peace!



Eliminating duplicate administration,
making the ITIL Processes as lean as
possible.
Introducing...

AGILE ITSM

Incident management in ING Agile ITSM means utilising bandwidth

Solving incidents should not affect team predictability (Sprint goal)

- Each Sprint has reserved capacity for operational tasks
- Recommended 30% - but base it on historical data
- Priority 1 and 2 incidents must be solved immediately
- Lower priority within bandwidth
- Outside bandwidth after approval of Product Owner



Each team has a dashboard showing open incidents in real time

Strive for **Today in – Today out (TiTo)**

Working with almost empty incident queues gives more satisfaction and a competitive mindset





Problem Management tasks managed as User Story in the Product Backlog

Changes:

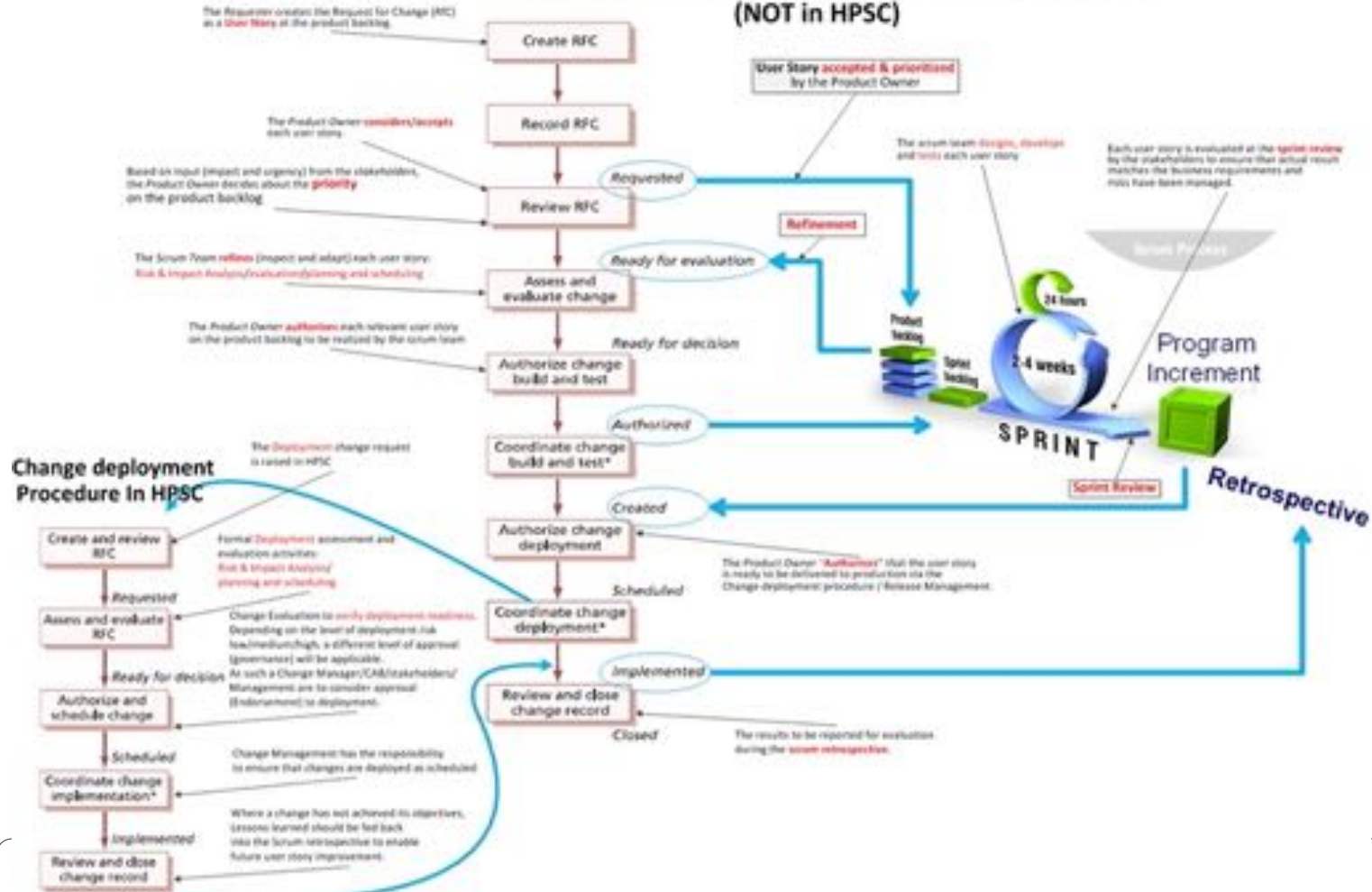
- Workarounds in Knowledge systems
- No more Known Error record

Problem records still require minimal registration (status, short description):

- Reassignment to other teams
- Management reports & dashboards
- Linking incident records for insight in reoccurrence

Minimise build up of Technical Debt by aiming for This **Sprint In** Next **Sprint Out** (TSINSO)

ITIL Change Management process adapted to agile/scrum (NOT in HPSC)



Configuration Management: more progress to be made

We still need to manually change our CI's.

Possible improvements:

- Discovered data
- Automated generation of CI's in the CD Pipeline

CFG is more in the 'new' world!

- Also includes building actual configurations of applications and the stack
- And keeping those in version control





What can Agile/Scrum learn from ITIL?

- Customer focus (reliability)
- Feedback loop (mostly incident management)
- Uniform process
- Discipline

What can ITIL learn from Agile/Scrum?

- Need for speed
- Customer focus (adding value)
- Limiting WiP
- Feedback loop (what customers really want)



Wrap up

- no real conflict.
- ITIL still has adds value to a DevOps way of work.
- It does help to make the processes as lean as possible
- ITIL and Agile/Scrum/DevOps can work together
- This requires understanding and acceptance of each other's expertise



Thank you

@ingridweij

@JanJoostBouwman

visuals by Isabelle Hörl:
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we are hiring!