

# IT Service Management

## Service Transition

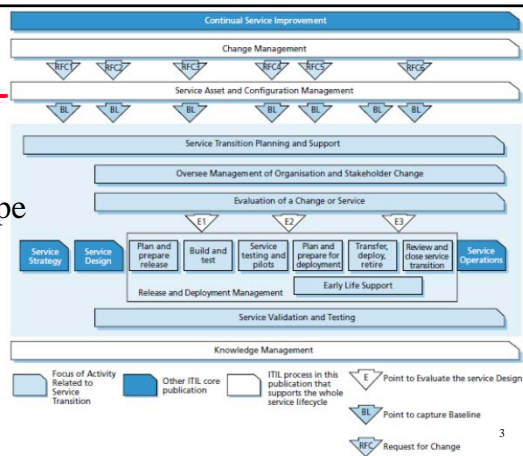
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## Service Transition

- ◆ A **Service Transition** includes the management and co-ordination of the processes, systems and functions required for the building, testing and deployment of a 'release' into production, and establish the service specified in the customer and stakeholder requirements
- ◆ Objectives
  - Supporting the change process of the business (client)
  - Reducing variations in the performance of the service
  - Ensuring the service meets the requirements
  - Ensuring the minimum impact on other services
  - Improving customer satisfaction and stimulate the proper use of the service and mutual technology

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## Scope



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## Value for the business

- ◆ An effective Service Transition ensures that the new or changed services are better aligned with the customer's business operation
- ◆ A Service Transition is effective and efficient if the transition delivers what the business requested within the limitations in terms of money and other necessary means

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## Processes: Transition Planning and Support

- ◆ Ensures the planning and co-ordination of resources in order to realize the specification of the Service Design
- ◆ Also ensures the identification, management and minimization of risks which can interrupt the service during the transition phase
- ◆ Activities: set up transition strategy, prepare Service Transition, planning and co-ordination of the Service Transition, support

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## Processes: Change Management

- ◆ Ensures that changes are deployed in a controlled way, evaluated, prioritized, planned, tested, implemented and documented
  - A change is the addition, modification or removal of authorized, planned or supported service or service component and its associated documentation
  - It is important that (i) standardized methods and procedures are used; (ii) all changes are kept in the CMDB, (iii), consideration is given to the risks for the business
  - Activities: change planning and management, release planning, communication, change authorization, set up recovery plan, reporting, impact assessment, continual improvement

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## Processes: Service asset and configuration management (SACM)

- ◆ Manages the service assets in order to support the other service management processes
- ◆ Definition of service and infrastructure components and maintenance of accurate configuration records
- ◆ SACM is also involved in the non-IT assets and CIs as work products which support the development of services
  - ... and also deals with assets and CIs of other suppliers
- ◆ Activities: management and planning, configuration identification, configuration management (control), status accounting and reporting, verification and audits,

## Processes: Release and deployment management

- ◆ Building, testing, and deploying the services specified in the Service Design
- ◆ Ensuring that: there are release and deployment plans, release packages (composition) are successfully deployed, the IT organization transfers knowledge to the clients, there is minimal disturbance to the services
- ◆ Activities: planning, preparation of building, testing and deployment, building and testing, service tests and pilots, planning and preparation for deployment, transfer, deployment and retirement, verify deployment, Early Life Support, review and close

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## Processes: Service validation and testing

- ◆ Applied during the entire Service Lifecycle and intended to test the quality of the service
  - Tests ensure that the new or changed services are 'fit for purpose' and 'fit for use'
  - Goal: deliver a service which is of added value to the client's business.
- ◆ Additionally, testing mainly supports the release and deployment process
- ◆ Activities: validation and test management, planning and design, verification of test plan and design, preparing the test environment, testing, evaluation of exit criteria and reports, cleaning up and closure

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## Processes: Evaluation

- ◆ A generic process intended to verify whether the performance of 'something' is acceptable
- ◆ In the context of Service Transition, the objective of evaluation is the definition of the performance of a service change
- ◆ Important input for Continual Service Improvement
- ◆ Activities: planning the evaluation, evaluation of the predicted performance, evaluation of the actual performance

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## Processes: Knowledge Management

- ◆ Goal: improvement of the quality of decision-making (of the management) by ensuring that reliable and safe information is available during the Service Lifecycle
  - supporting the service provider to improve the efficiency and quality of the services
  - ensuring that the service provider's staff have access to adequate information
- ◆ Used in the entire lifecycle, but is particularly relevant during the Service Transition
  - A successful transition depends to a large degree on the information available and knowledge of users, service desk, support and supplier
- ◆ The service knowledge management system (SKMS) ...

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## Organization

- ◆ The activities of a process are not carried out by a single department
  - For example for SACM, the activities are carried out by departments such as production, application management, network management, and system management
- ◆ Roles
  - Service Transition manager
    - » responsible for the daily management and control of the Service Transition teams and activities
  - Generic roles
    - » Process owner - ensures that process activities are carried out
    - » Service owner - bears the responsibility, toward the client, for the initiation, transition, and maintenance of a service

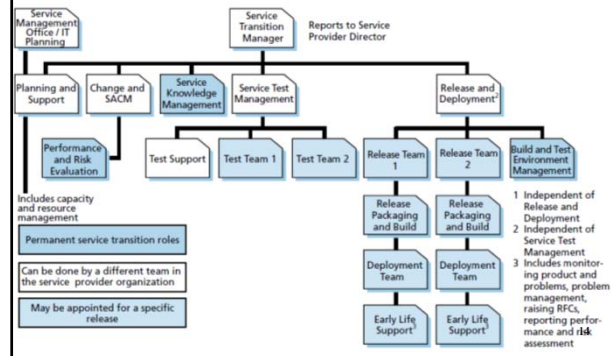
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## Service Transition Roles

- ◆ Service asset manager
- ◆ Configuration manager
- ◆ Change manager
- ◆ Change Advisory Board
- ◆ Release packaging and build manager
- ◆ Deployment manager

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## Example of Service Transition Organization



## Organizational Change Management (1)

- ◆ Significant change of a service also means a change of the organization
- ◆ Important aspects
  - The emotional change cycle
    - » emotional phases that people can experience before accepting changes: shock, avoidance, external blame, self blame and acceptance
  - The role of Service Transition in organizational changes
    - » the management of change is the responsibility of the managers and heads of department involved in this specific change
    - » however, the Service Transition manager or process owner is an important party in the change

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## Organizational Change Management (2)

- ◆ Important aspects
  - Planning and implementation of organizational changes
    - » it is important that the project plans also focus on the organizational changes caused by the change, besides the technical aspects
  - Products
    - » Work products of Service Strategy and Service Design which support the management of organizational changes during Service Transition
  - Evaluation of readiness for organizational change
    - » good practice to make a checklist to control if the organization fulfills the requirements for transition in terms of roles and skills
  - Monitoring of progress
    - » research and surveys must be carried out on a regular basis at different levels in the organization, to define how much progress is achieved with the transition

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## Organizational Change Management (3)

- ◆ Important aspects
  - Manage organizational changes in sourcing
    - » contracting IT services is one of the most serious organizational changes
  - Methods and techniques for organizational changes
    - » make the best possible use of methods, techniques and best practices exist for management of changes
    - » Rosabeth Moss Kanter's theory about the ten reasons why people resist change
    - » J.P. Kotter's 'Changes in eight steps'

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## Stakeholder Management

- ◆ Developing a strategy during the Service Design phase
- ◆ Stakeholder analysis (useful during transition)
  - who the stakeholders are
  - what their interest are
  - what their influence is
  - how they are included in the project or program
  - what information is shared with them
- ◆ A stakeholder map is a useful tool to map the different interest of the stakeholders

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## Stakeholder Map

Stakeholders	Strategic direction	Financial	Operational changes	Interface with customers	Public safety	Competitive position
Business partner	●	●		●		●
Project teams			●			
Customers		●		●	●	
Press and media						●
Trade unions			●			
Staff	●		●			
Regulatory bodies		●			●	

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## Methods, technology and tools (1)

- ◆ IT Service Management systems
  - enterprise frameworks which offer integration opportunities for the link with the CMDB or other tools
  - system, network and application management tools
  - service dashboard and reporting tools
- ◆ Specific ITSM technology and tools
  - service knowledge management systems
  - collaboration tools, content management systems and workflow tools
  - tools for data mining, data extraction and data transformation
  - tools for measuring and reporting
  - test (management) tools
  - publication tools
  - release and deployment technology

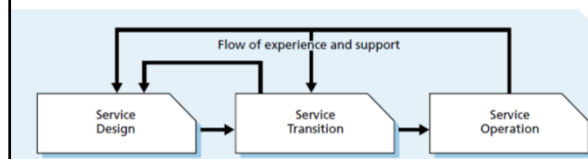
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## Methods, technology and tools (2)

- ◆ Specialized tools
  - configuration management
  - tools for version control
  - document management systems
  - design tools
  - distribution and installation tools
  - construction and deployment tools

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## Relationships with other lifecycle phases



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## Risks

- ◆ De-motivation of staff as a result of changed responsibilities and roles
- ◆ Unforeseen expenses
- ◆ Resistance to changes
- ◆ Lack of knowledge sharing
- ◆ Bad integration between processes
- ◆ Lack of maturity and integration of systems and tools

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