Delivering What You Promised: Operations and the Service Value Chain

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Acknowledgements

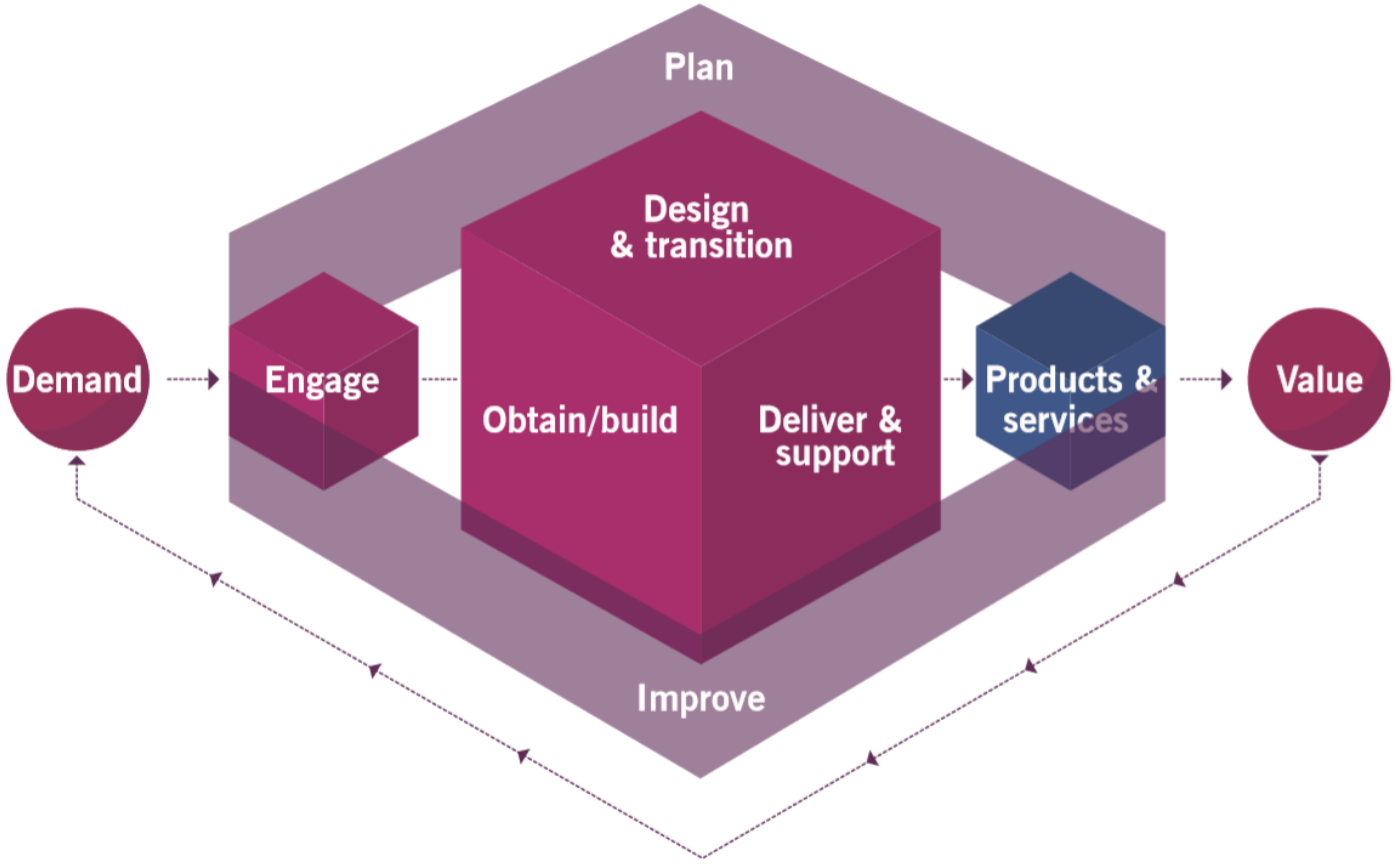
What You'll Learn

Understanding the basics of ITIL® practices in regards to:

- The Service Desk
- Monitoring and events
- Incidents, problems, and requests
- Change Enablement
- Service level agreements
- Continual improvement

ITIL® Practices and the SVC

The Service Value Chain (SVC)



The Service Desk

The Service Desk is the entry point/single point of contact for the IT or service organization as well as users

Purpose:

- To capture demand for incident resolution and service requests
- To log incidents and track requests
- To classify, acknowledge, own and action issues, queries, and requests
- To serve as an empathetic and informed link between the service provider and its users
- To have excellent customer service, incident analysis, and prioritization skills

Automation, AI, and robotic process automation (RPA) help to provide less phone contact, less low level work, and allow for better customer service

The Service Desk

- Phone calls
- Service portals
- Live chat
- Chatbots
- Email
- Walk-in Service Desk

Monitoring and Events

Event

Any change of state that has significance for the management of a configuration item (CI) or IT service.

Monitoring and Event Management

Purpose:

- To systematically observe services and service components, and record and report selected changes of state identified as events

Types of Events

Information event

Warning event

Exception event

Types of monitoring

- Active: Tools will poll key CIs, looking at their status to generate alerts when an exception occurs
- Passive: The CI itself generates the operational alerts

Incidents, Problems, and Requests

Incident

An unplanned interruption to a service or reduction in the quality of a service.

Incident Management

Purpose:

- To minimize the negative impact of incidents by restoring normal service operation as quickly as possible

Big idea:

- Handling incidents requires good documentation, sometimes that's just simply gathering user data via automatic scripting

Incident Management

- Low impact incidents must be handled efficiently so that they don’t consume resources
- People working on incidents should provide good quality updates in a timely manner
- All major incidents require a dedicated (perhaps temporary) team with representatives from different stakeholder groups

Problem

A cause, or potential cause, of one or more incidents.

Known Error

A problem that has been analyzed and has not been resolved.

Workaround

A solution that reduces or eliminates the impact of an incident or problem for which a full resolution is not yet available. Some workarounds reduce the likelihood of incidents.

Problem Management

Purpose:

- To reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors

Problem Management

Problem identification activities identify and log problems, this can include performing trend analysis of incident records

Problem control considers all contributory causes, it's important to analyze problems from all angles of the four dimensions

Error control manages known errors, this includes identifying potential permanent solutions

Problem management

- Relies on the knowledge and experience of staff
- Needs personnel that understand complex systems and have excellent analytical and creative skills
- Is closely related to incident management
- Works with change enablement, risk management, and continual improvement

Service Request

A request from a user or user's authorized representative that initiates a service action that has been agreed as a normal part of service delivery.

Service Request Management

Purpose:

- To support the agreed quality of a service by handling all pre-defined, user-initiated service requests in an effective and user-friendly manner

Examples:

- Replacing laser toner
- Request for access to software or a folder
- Request for information
- Feedback, compliments, or complaints

Authorization and approval policies should be created

Automate as much as possible

The expectations of users with fulfilment times should be clearly set and based on realistic fulfilment by the organization

Correlate with standard changes

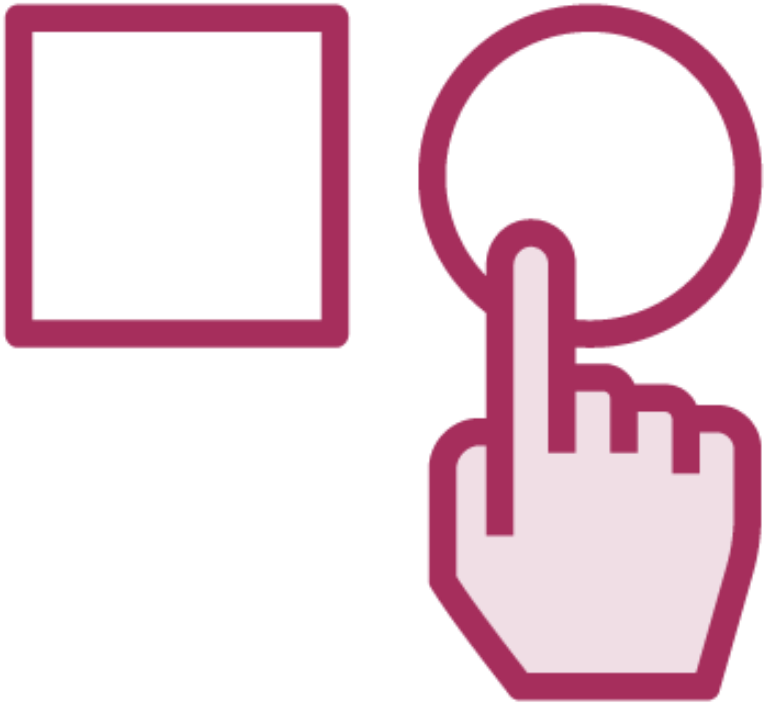
Requests might be redirected to incident management or change enablement

Changes and SLAs

Change

The addition, modification, or removal of anything that could have a direct or indirect effect on services.

Change Enablement



Purpose:

- To maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing a change schedule

Types of Change

Standard

Normal

Emergency

Change Schedule

Used to help plan changes (typically normal), assist in communication, avoid conflicts, and assign appropriate resources.

Each change type should have appropriate change authorities assigned

Service Level Management

Purpose:

- To set clear business-based targets for service performance, so that the delivery of a service can be properly assessed, monitored, and managed against these targets
- Since many services are ‘bundled’, these targets might need to be combined and aggregated together to reflect a more realistic view

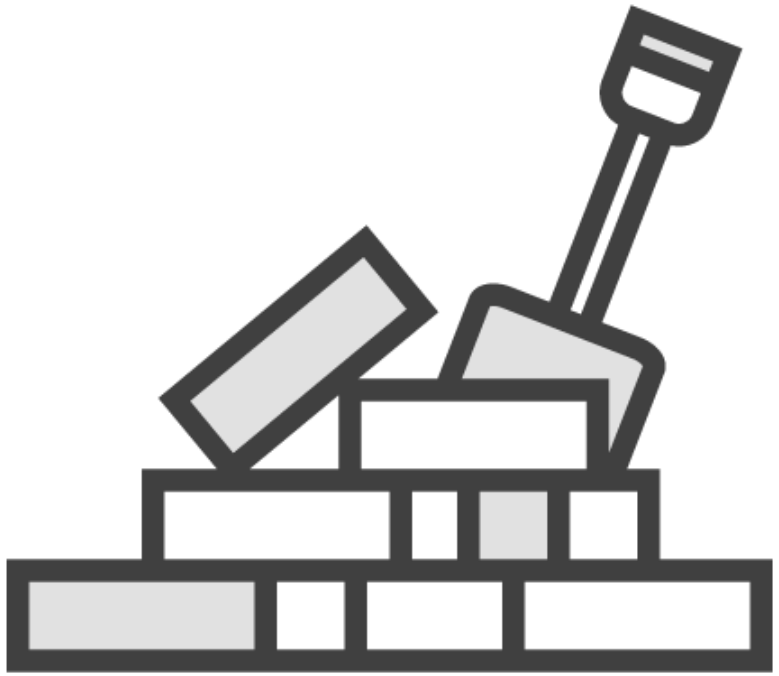
Service Level Management provides the end to end visibility of the organization's services, this means:

- Capturing and reporting on service issues including performance against the SLAs
- Performing service reviews to make sure the current set of services continues to meet the needs of the organization and customers
- Establishing a shared view of the services and target service levels with customers

Key items to consider about successful SLAs

- They must be related to a defined service in the service catalogue
  - Otherwise they are simply individual metrics without a purpose, that do not provide adequate visibility or reflect the service perspective
- They should relate to defined outcomes and not simply operational metrics
  - This can be achieved with balanced ‘bundles’ of metrics, such as customer satisfaction and key business outcomes

Building a Better SLA



Customer engagement

- Initial listening and discovery with customers

Customer feedback

- Surveys (event-based and scheduled)
- Key business related measures

Operational metrics

Business metrics

Continual Improvement


What is the vision?
Business vision, mission, goals, and objectives
Where are we now?
Perform baseline assessments
Where do we want to be?
Define measurable targets
How do we get there?
Define the improvement plan
Take action
Execute improvement actions
Did we get there?
Evaluate metrics and KPIs
How do we keep the momentum going?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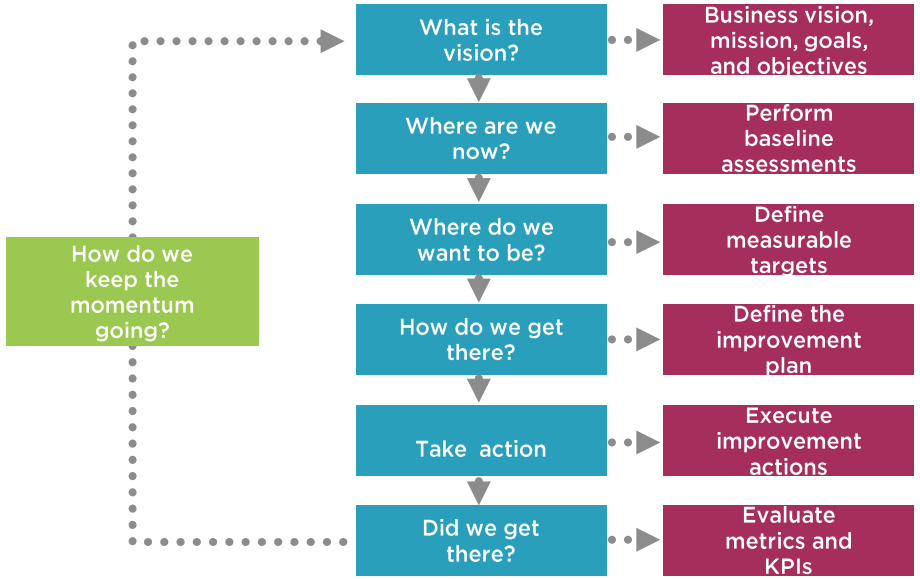


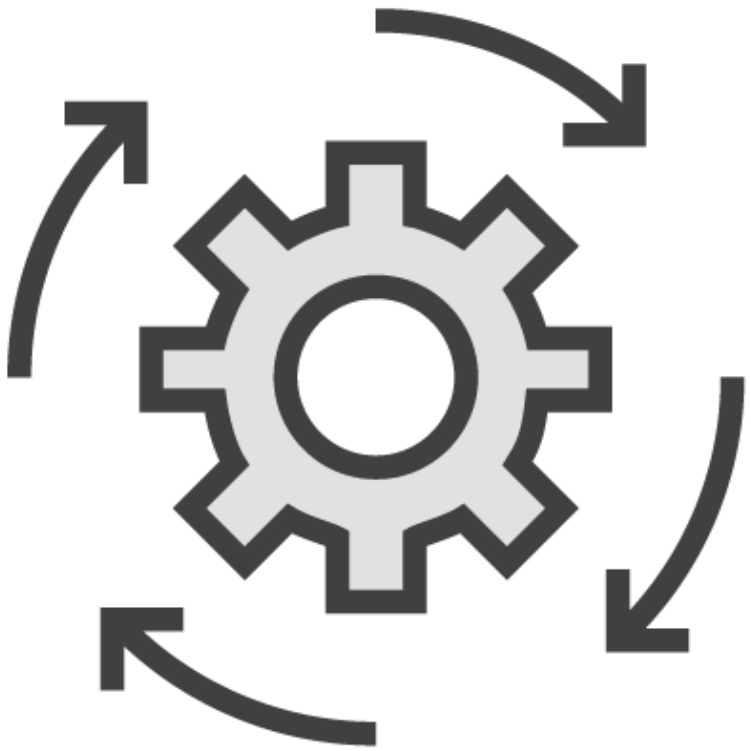
The Continual Improvement Model is part of the SVS (Continual Improvement)

It can be applied to any type of improvement

Using the model increases the likelihood that initiatives will be successful

The model supports an iterative approach to improvement

Continual Improvement Practice



Purpose:

- To align the organization's practices and services with changing business needs through the on-going identification and improvement of services, service components, practices, or any element involved in the efficient and effective management of products and services

Key activities and concepts

- Encouraging continual improvement across the organization
- Securing time and budget for continual improvement
- Identifying and logging improvement opportunities
- Assessing and prioritizing improvement opportunities
- Making business cases for improvement action
- Planning and implementing improvements
- Measuring and evaluating improvement results
- Coordinating improvement activities across the organization

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