ITIL 4 – Session 4

ITIL Practices

Cyrus Howells
itSMF Utilities Community of Interest Manger
ITSM Process Engineer, ITIL Expert
chowells@duqlight.com

November 18, 2020
Agenda

• Introduction and course background
• Recap from session 3
• ITIL Practices
• Session 3 takeaway exercise
• A practical example
• Takeaway exercise
Meeting logistics

• Stay on mute if not speaking
• Use chat for questions
• I'll have times to stop to answer questions
• I'll keep this as interactive and engaging as possible
• I will follow up with any questions I can’t get to during session
Cyrus A. Howells

- ITSM Process Engineer Duquesne
- Past President – Pittsburgh HDI
- VP Education – Moon Toastmasters
- Manager – itSMF Utilities COI
- ITIL v3 Expert
- Lean Six Sigma Greenbelt
- Husband
- Father
- Grandfather
- Cavapoo Dad

Past roles

- Field Technician
- Supervisor on Call
- Right of way Agent
- IT Analyst
- Service Desk Supervisor
- Client Technology Manager
- Service Level Manager
- Change Management Process Owner / Manager
- Operations Manager (Incident, Problem, Change)
- ITSM Process Management / Engineer
We provide a forum to discuss, development, and adopt IT Service Management (ITSM) principles and best practices in support of utility organizations.

We are not limited to but generally include companies who generate, distribute or resell; electricity, gas, water, sewer and telecommunications services.
itSMF USA is the premier membership association for Service Management professionals. We are a volunteer-led, vendor-neutral community dedicated to the promotion, adoption, and advancement of service management best practices and standards that help your organization run more effectively and efficiently to deliver bottom-line results.
Purpose

• Common terminology and understanding
• Individual service management skills
• Department service management capability
• Customer service management experience
• Understanding the IT role, not the IT Organization
ITIL 4 – Session 4
ITIL Practices

Course Objective

• Understand what ITIL is (and isn't)
• Where do I and what I do fit in
• How the ITIL framework can help
• A reference for future needs
• Information for your path forward
Key Concepts

Value for Stakeholders by way of Products and Services using Service Relationships while keeping in mind Outcomes, costs and risks
ITIL 4 – Session 4

ITIL Practices

ITIL Service Value Chain

Plan

Engage

Obtain or Build

Design and Transition

Deliver and Support

Products and Services

Improve

Session 3 Recap
ITIL 4 – Session 4

ITIL Practices

ITIL MANAGEMENT PRACTICES
What is a Process Practice?

A set of organizational resources designed for performing work or accomplishing a specific objective

Inputs → Organizational Resources → Outputs

Turns inputs into defined outputs
The ITIL 3 Service Lifecycles

1. Strategy
   5 processes

2. Design
   8 processes

3. Transition
   7 processes

4. Operations
   5 processes

5. Continual Service Improvement
   1 process
Practice Grouping

- General Management Practices (14)
- Service Management Practices (17)
- Technical Management Practices (3)
ITIL Practices

- Architecture management
- Continual improvement
- Information security management
- Knowledge management
- Measurement and reporting
- Organizational change management
- Portfolio management
- Project management
- Relationship management
- Risk management
- Service financial management
- Strategy management
- Supplier management
- Workforce and talent management
ITIL 4 – Session 4

ITIL Practices

- Availability management
- Business analysis
- Capacity and performance management
- Change control
- Incident management
- IT asset management
- Monitoring and event management
- Problem management
- Release management
- Service catalogue management
- Service configuration management
- Service continuity management
- Service design
- Service desk
- Service level management
- Service request management
- Service validation and testing
Technical Management Practices

- Deployment management
- Infrastructure and platform management
- Software development and management
Incident Management Practice

Process 1: Incident handling and resolution

Figure 3.2 Workflow of the incident handling and resolution process
Incident Management Practice

Process 2: Periodic incident review

Figure 3.3 Workflow of the periodic incident review process
Incident Management Practice

Activity Example
Incident review and incident records analysis

The incident manager, together with service owners and other relevant stakeholders, performs a review of selected incidents such as major incidents, those not resolved in time, or all incidents over a certain period. They identify opportunities for incident model and incident handling procedures optimization, including the automation of incident processing and resolution.
ITIL 4 – Session 4
ITIL Practices

ITSM in the modern world

*High-velocity service delivery*

Business innovation and differentiation

- Speed to market is key
- Why? Someone could do it faster
- So? Organizations demand shorter time to market
High-velocity service delivery paradigm

- Faster delivery
- Continual analysis
- Agility in processing feedback
- End-to-end approach
- Integrated practices
- Digitation and adoption
- Extensive automation
How does High-velocity service delivery influence IT management practices?

Examples

• Shifting to Agile project management
• Flexible architecture management
• Specific architecture technology solutions, such as microservices
• Infrastructure management focused on cloud computing
Why are we talking about this now?

This

Not this
Takeaway Responses – session 3

Where do I / what I do fit in?

What Service Value Chain activity do you spend most of your time doing?
As an electric utility, we need a better way for our customers to report bad poles which could be a safety or reliability issue.
ITIL Service Value Chain

Field operations talks with their business relationship manager in IT who helps register the idea, initiate funding and a project.

Practices
- Relationship management
- Portfolio Management
- Project Management
- Service financial management
The steering committee agrees this aligns with the company vision, identifies a project sponsor, and approves the funding and initial schedule for the project.
The project management team works with the technical team to determine possible solutions.

**Practices**
- Service Design
- Business analysis
- Service continuity management
ITIL Service Value Chain

While the mapping system exists and is supported in house, there is no system to which can integrate the location provided by the customer in the customer relationship system with the mapping system.

There is manufacturer who provides such a solution, and a statement of work is put in place.

**Practices**
- Portfolio Management
- Service catalogue management
- Supplier management
- Service level management
A review is conducted by the architecture review board who determines the proposed solution meets architectural standards, and no other products exist in the portfolio to provide this service.
The server team builds the virtual servers required to host the new system.

The Pole Report team installs the new system with the assistance of the server team and the manufacturer.

**Practices**
- Project management
- Infrastructure and platform management
- Software development and management
The pole location interface system is integrated with the customer relationship system and the mapping system, and integration testing and user acceptance testing takes place.
A new Pole Report team has been trained and ready to support the new system.

The teams supporting the customer relationship system and mapping system have been trained to support their portion of the interface.

**Practices**
- Workforce and talent management
- Knowledge management
The ITSM system has been updated for the new applications, servers, and information for receiving calls, alerts and requests for information from the new system.

**Practices**
- Service catalogue management
- IT asset management
- Service configuration management
- Monitoring and event management
The PC team works with the software deployment to develop and deploy the software needed by the call center to monitor and manage bad pole reports by the customer.

Final integration testing has been completed and achievement of expected service levels have been validated.

Corporate communications initiates a communication plan with the customers with a go-live date.
The final change is approved the change approval board (CAB) to deploy the final release package to activate the new system.

Practices
Change control
Release management
The system goes live with a go-live support team is in place for 3 months to provide enhanced support during the go-live period.
• The Pole Report team supports and maintains the new pole report system
• Customer applications supports and maintains the customer relationship system
• Field Applications supports and maintains the mapping system.
• The PC team supports and maintains the customer service computers and software.
• The server team supports and maintains the servers running the new system.
• The network team supports and maintains the connectivity between systems.
• The Service Desk provide first level support for call center representatives

**Practices**
- Service desk
- Incident management
- Problem management
- Monitoring and event management
- Software development and management
- Infrastructure and platform management
ITIL Service Value Chain

Performance and survey results are monitored. The business relationship managers work with the business groups reviewing performance as part of monthly service review meetings and establish future improvement targets. Improvement plans are developed and executed to continue to improve the results of the system.

**Practices**
- Measurement and reporting
- Relationship management
- Portfolio Management
- Supplier management
- Capacity and performance management
- Service level management
- Continual improvement
ITIL 4 – Session 4

ITIL Practices

ITIL Service Value Chain

34 practices used
ITIL 4 – Session 4
ITIL Practices
Takeaway

Where do I / what I do fit in?

• What practices would you like to explore in future sessions?

Example what I’m looking for

• Measurement and reporting
• Organizational change management
• Portfolio management
• Project management
• Relationship management
• Risk management

• Doesn’t have to be perfect
• Don’t spend more than 15 minutes
• Don’t provide sensitive or restricted information
• Return to me by COB November 27th – chowells@duqlight.com
Thank you!!

December 2\textsuperscript{nd}

Session 5: Guiding Principles and going forward