Session 4 - ITIL Practices

• Session kickoff
• Agenda
  • Introduction and course background
  • Recap key points from session 3
  • ITIL Practices
  • Session 3 takeaway exercise
  • A Practical Example
  • Takeaway exercise
• Logistics for the meeting
  • 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
• Introduction
  • Instructor: Cyrus A. Howells
  • Senior Process Engineer
  • Been with DLC since November 2016
• itSMF Utilities COI
  • We provide a forum to discuss, develop, 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
  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.
• Recap
  • What is the purpose of the course?
    • Develop common terminology and understanding as it comes to ITIL and IT Service Management
    • Improve individual service management skills
    • Improve department service management capability
    • Improve customer service management experience
    • Improve understanding of the IT role, not just the IT Organization (what I do as opposed to where I sit in the organization)
  • What is the objective(s) of the series?
    • Understand what ITIL is (and isn't)
    • Where do I and what I do fit in
    • Understand how the ITIL framework can help
    • Provide a reference for future needs - A detailed document will be provided to participants for each session
    • Provide information to help you find a path forward
ITIL 4 - Session 4: ITIL Practices

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- From Session 3 - Key Concepts (November 11th)
  - Value (for)
  - Stakeholders (by way of)
  - Products and services (using)
  - Service relationships (while keeping in mind)
  - Outcomes, costs, and risks
- From Session 3 - The Service Value Chain
  - the ITIL service value chain - A service value chain, the central element of the service value system (SVS), is an operating model that outlines the key activities required to respond to demand and facilitate value realization through the creation and management of products and services
  - Value Chain Activities
    - Plan - The plan value chain activity ensures a shared understanding of the vision, status, and improvement direction for all four dimensions and all products and services across an organization
    - Improve - The improve value chain activity ensures continual improvement of products, services, and practices across all value chain activities and the four dimensions of service management
    - Engage - The engage value chain activity provides a good understanding of stakeholder needs, transparency, and continual engagement and good relationships with all stakeholders
    - Design and Transition - The design and transition value chain activity ensures products and services continually meet stakeholder expectations related to quality, costs, and time to market
    - Obtain or build - The obtain or build value chain activity ensures service components are available when and where they are needed and meet agreed specifications
    - Deliver and support - The deliver and support value chain activity ensures services are delivered and supported according to agreed specifications and stakeholders’ expectations
- ITIL Practices
  - What's a practice?
    - A management practice is a set of organizational resources designed for performing work or accomplishing an objective.
    - Practices are what was known as processes before ITIL 4
  - ITIL 3 was based on five lifecycles and 26 processes
    - Strategy (5)
    - Design (8)
    - Transition (7)
    - Operations (5)
    - Continual Service improvement (1)
  - The ITIL Service Value System includes general management, service management, and technical management practices, a total of 34 practices
• General management practices (14) - adopted and adapted for service management from general business management domains.
  • 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
• Service management practices (17) - developed in service management and ITSM industries.
  • Availability management
  • Business analysis
  • Capacity and performance management
  • Change control
  • Incident management
  • IT asset management - was part of SACM in ITIL 3
  • Monitoring and event management
  • Problem management
  • Release management
  • Service catalogue management
  • Service configuration management - was part of SACM in ITIL 3
  • Service continuity management
  • Service design
  • Service desk - Function in ITIL 3
  • Service level management
  • Service request management
  • Service validation and testing
• Technical management practices (3) - adapted from technology management domains for service management purposes by expanding or shifting their focus from technology solutions to IT services.
  • Deployment management
  • Infrastructure and platform management
  • Software development and management
• Each of these practices has a full set of guidance documentation under ITIL 4 and available from Axelos.
• We won't be getting to that level of detail in these sessions, but let's review an example.
• Practice Example: Incident Management
  • Processes:
- Incident handling and resolution - this process is focused on the handling and resolution of individual incidents, from detection to closure.

![Figure 3.2 Workflow of the incident handling and resolution process](image)

- Periodic incident review - This process ensures that the lessons from incident handling and resolution are learned and that approaches to incident management are continually improved.

![Figure 3.3 Workflow of the periodic incident review process](image)

- 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.
- ITSM in the modern world: high-velocity service delivery.
  - In business innovation and differentiation, speed to market is a key success factor.
    - Example: Charging stations.
  - If an organization takes too long to implement a new business idea, it is likely to be done faster by someone else.
Because of this, organizations have started demanding shorter time to market from their IT service providers.

The high-velocity service delivery paradigm includes:

- focus on fast delivery of new and changed IT services to users
- continual analysis of feedback provided for IT services at every stage of their lifecycle
- agility in processing the feedback, giving rise to continual and fast improvement of IT services
- an end-to-end approach to the service lifecycle, from ideation, through creation and delivery, to consumption of services
- integration of product and service management practices
- digitalization of IT infrastructure and adoption of cloud computing
- extensive automation of the service delivery chain.

How does high-velocity service delivery influence IT practices? High-velocity service delivery influences all the practices of a service provider, including general management practices, service management practices, and technical management practices.

Even if only some of the services in a provider’s portfolio need high-velocity delivery, organizational changes of a significant scale are required to enable this, especially if the organization has a legacy of low-velocity services, practices, and habits. Examples causing such changes include:

- 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? Without a framework, we’re building a house with no plans. ITIL 4 provides the framework including practices to build, maintain and improve that house.

RESPONSE TO QUESTION

Takeaway: Where do I / what I do fit in?

- What Service Value Chain activity do you spend most of your time doing?

Value Stream and Processes

The Story and its practices

The Story: As an electric utility, we need a better way for our customers to report bad poles which could be a safety or reliability issue.

Engage

- Relationship management
- Portfolio Management
- Project Management
- Service financial management

Plan

- Strategy Management
- Project Management
- Service financial management

Design and Transition

- Service Design
- Business analysis
- Service continuity management

Obtain or Build
• Portfolio Management
• Service catalogue management
• Supplier management
• Service level management

• Plan
  • Architecture management
  • Information security management
  • Risk management
  • Strategy Management
  • Service catalogue management

• Design and Transition
  • Project management
  • Infrastructure and platform management
  • Software development and management

• Design and Transition
  • Software development and management
  • Service validation and testing

• Design and Transition
  • Workforce and talent management
  • Knowledge management

• Design and Transition
  • Service catalogue management
  • IT asset management
  • Service configuration management
  • Monitoring and event management

• Design and Transition
  • Service validation and testing
  • Deployment management
  • Infrastructure and platform management
  • Service level management
  • Organizational change management

• Design and Transition
  • Change control
  • Release management

• Deliver and support
  • Deployment management
  • Service desk
  • Incident management

• Deliver and support
  • Service desk
  • Incident management
  • Problem management
  • Monitoring and event management
  • Software development and management
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- Infrastructure and platform management
- Improve
  - Measurement and reporting
  - Relationship management
  - Portfolio Management
  - Supplier management
  - Capacity and performance management
  - Service level management
  - Continual improvement
- Story summary: 34 practices used
- Value Stream and Processes
  - ITIL Service Value Chain
    - Value stream - steps used to create and deliver products and services to a service consumer
    - Process - interrelated or interacting activities the transforms inputs into outputs
    - Note: There can be one or more processes as part of a value stream
  - Tie it together
    - Value Steam Optimization
      - To Improve Productivity
        - Analyze the current state
        - Identify workflow barriers
        - Remove waste
    - Using the continual improvement model
    - Following the guiding principles
    - Remember the value stream isn't only the top layer, but can be broken down
    - Results in improved value to customer
- Takeaway
- Instructions
  - If you're willing to participate, or you can do this on your own
  - You'll receive this by email or you can send directly to me at chowells@duqlight.com
  - Doesn't have to be perfect
  - Don't spend more than 15 minutes
  - Don’t provide sensitive or restricted information
- Takeaway: Where do I / what I do fit in?
  - What practices would you like to explore in future sessions?
  - Pick up to 3 of the practices and return
  - Return to me by November 27th
- Next step: Session 4: ITIL Practices - November 18th - 3:00 PM