Identifying the missing "C"ogs

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Timeliness of Investigations

Effectiveness of Investigation Results
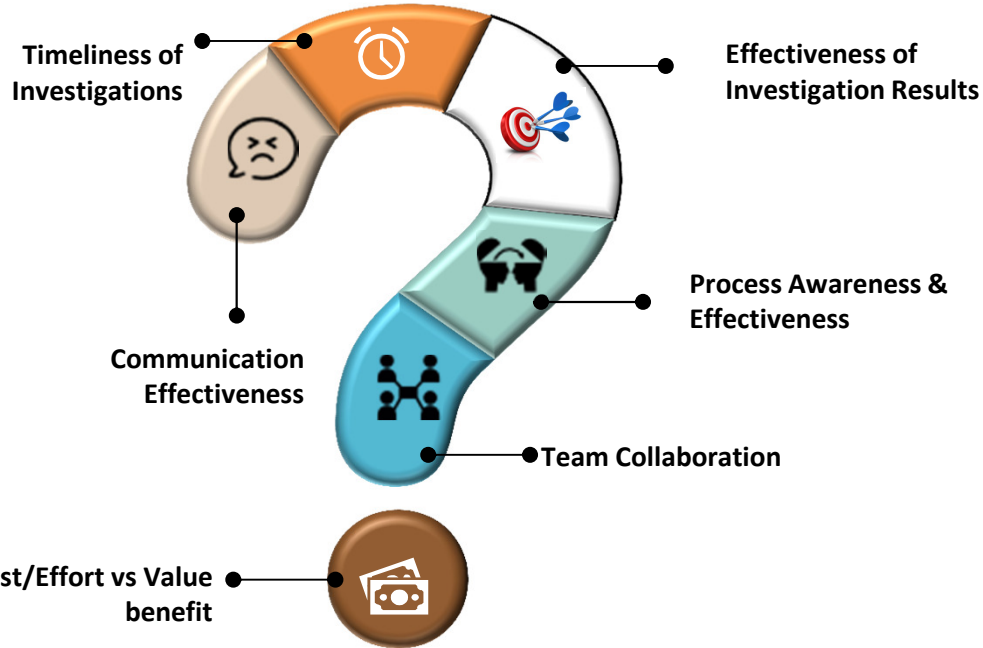
"Supplier has not delivered as per contract!!!"

"Where is the reduction of incidents !!!"

Communication Effectiveness

Process Awareness & Effectiveness
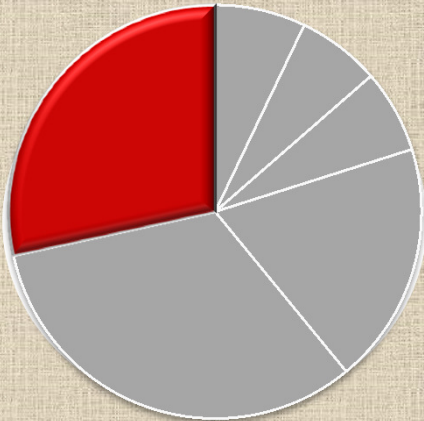
"We still see millions of repeat issues happening, what is the PM team doing?"

"..Its a repeat issue that occurred in another unit…but neither were we informed nor part of the investigation

Team Collaboration
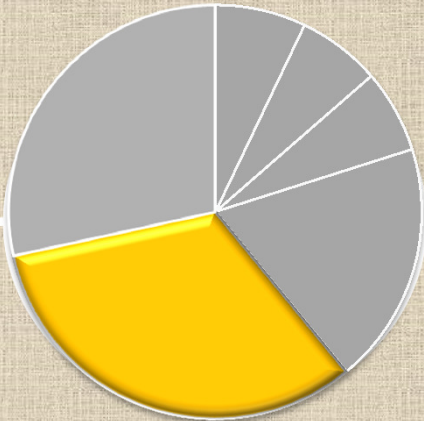
Cost/Effort vs Value benefit
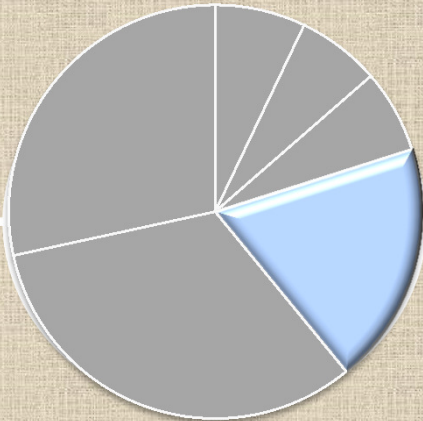
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Spotlight on the Unusual Suspects

CENTRALIZED
INVESTIGATION

CROSS-UNIT
COLLABORATION

CROSS-UNIT
COMMUNICATION

Discovering a Potential Approach

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Service/Application Tiering

Formalize A-Team
&
Support Cast

Managing the Knowledge

Manual/Automatic
Communication &
Notifications/ Alerts

CSI

C-Lean Up existing Procedures

Formalize the arrangement

*Note: **Effective** for organizations with a level of process maturity ; **CMDB** Essential*

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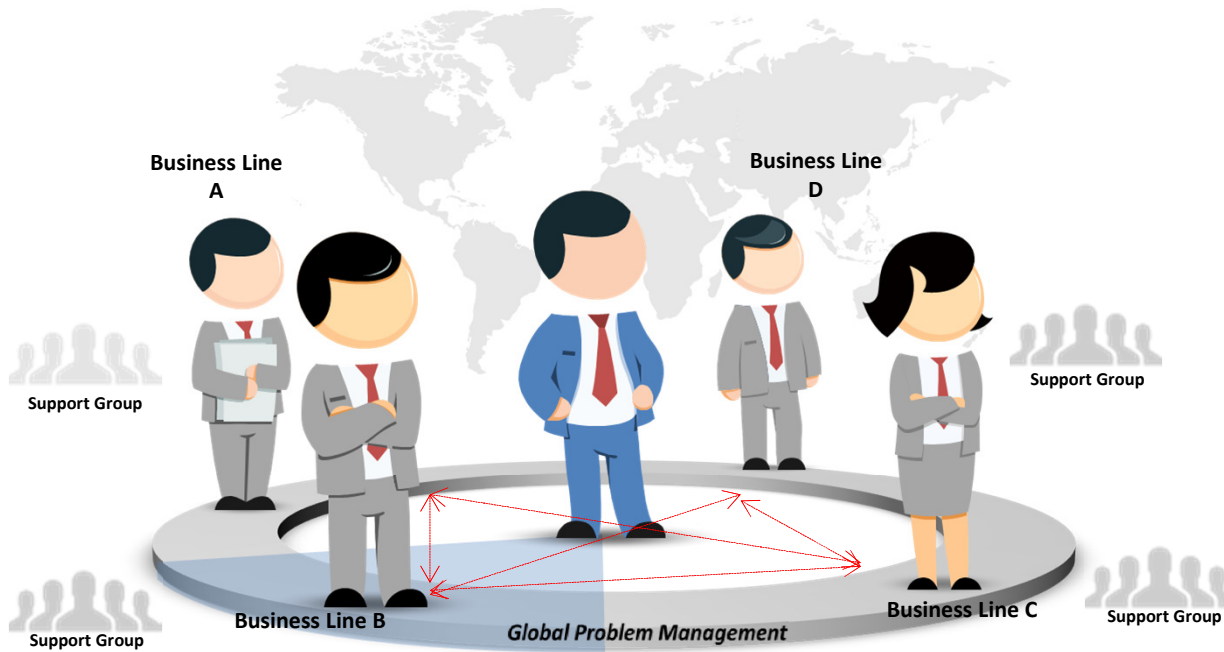CELEBRATING TWENTY FIVE YEARS
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Understanding the Effective "C"ombination

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Standardized Problem Description Template

Online Kanban Boards, App Notification Alerts (AI Systems)

Periodic Stand Up Meetings to review Progress

Model
a) *Supplier : Customer*
b) *Customer Centric*

Formal Impact Assessment by non-Primary Divisions

Business Line A

Business Line D

Support Group

Support Group

Support Group

Business Line B

Business Line C

Support Group

Global Problem Management

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Time to Value Realization – A View (1 of 2)

Service Tiering:
- Define "Service" & tiers to help differentiate services in terms of "cost" and "performance"
- Define what must be done to deliver a service that meets the business needs
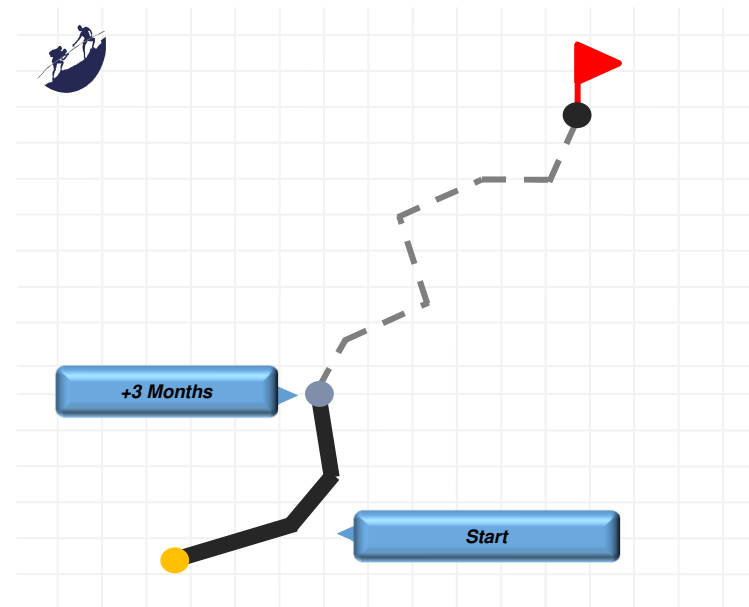
Team Formation:
- Centralized Problem Mgmt. Function (Dedicated SPoCs/ Function, Global Problem Manager)
- Provision for Centralized Analyses
- Real Time Dashboards & Data Dumps
- Global KPIs, Service Levels

Process :
- ITIL Framework (Only required reviews/minimal hops)
- Workflow automation and system integration to reduce manual effort
- Investigation Retrospective

Communication/Collaboration:
- Mobile/ Email Notifications
- Standardised Communication procedures
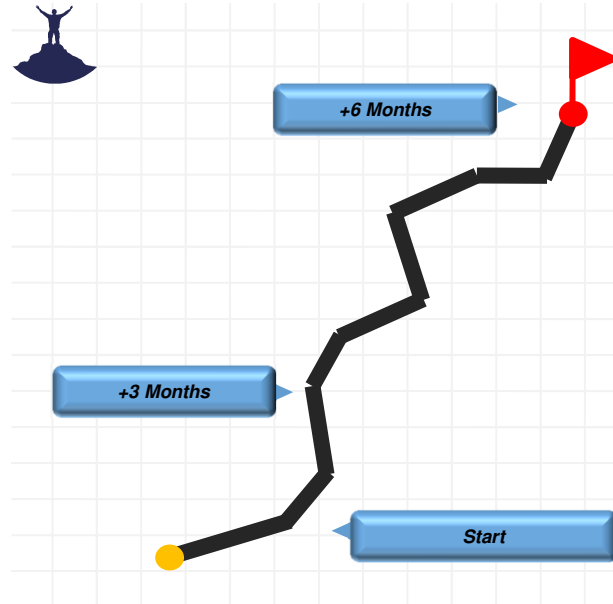- Collaborative Investigation procedures

+3 Months

Start

Partially Complete

Complete

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ITSM (16)

Centralized Repository
- **Centralized Knowledge Management System**
- **Process should enable known errors/knowledge to be recorded from Service Design onwards**

Continual Service Improvements
- **Agile focussed approach to implementation**
- **Quarterly programs can be defined with measures to monitor outcomes and benefits**
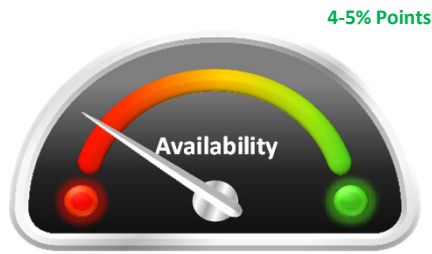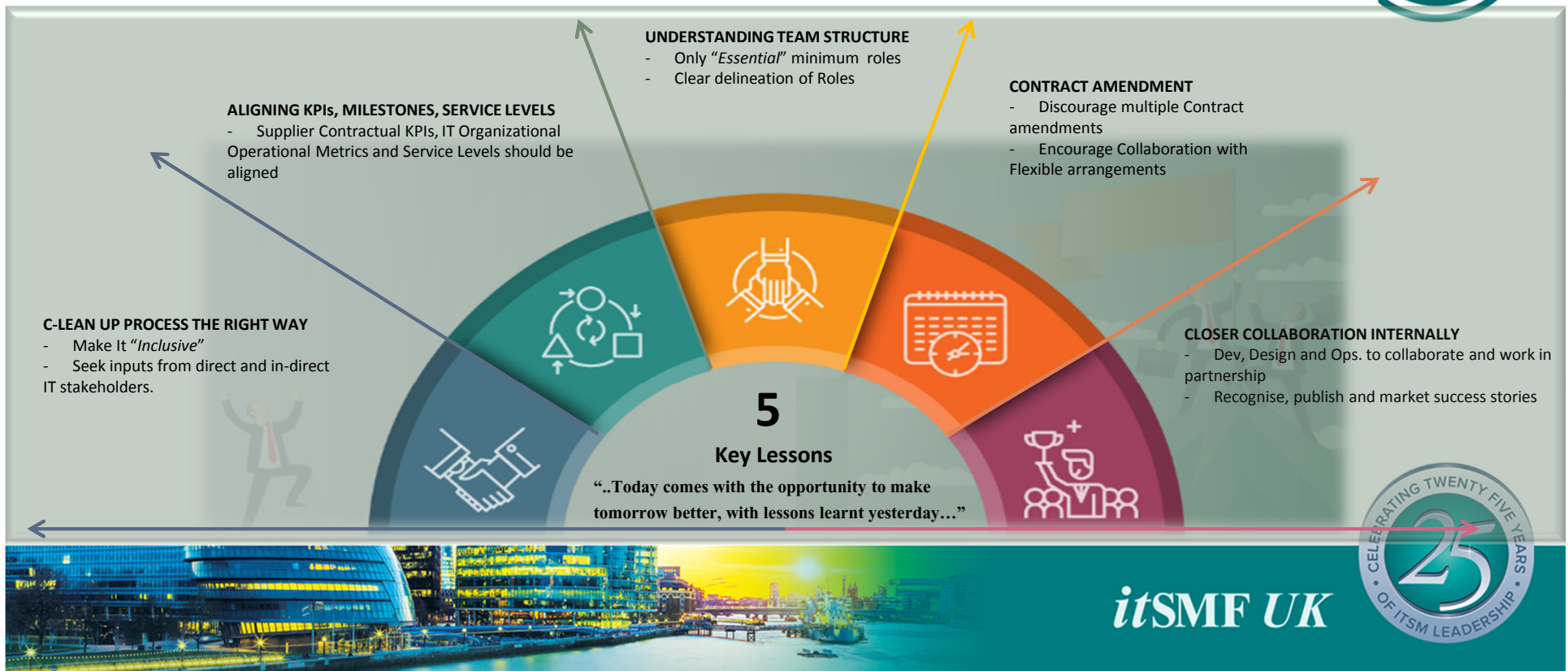- **Focus on Velocity, Process NVA steps, Vendor Response Latency**

Contract Amendments
- **Extra Credit for Support**
- **Mandatory Clause**
- **Outcome based credits**

+6 Months

+3 Months

Start

Partially Complete
Complete

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Retrospective

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UNDERSTANDING TEAM STRUCTURE
- Only "*Essential*" minimum roles
- Clear delineation of Roles

CONTRACT AMENDMENT
- Discourage multiple Contract amendments
- Encourage Collaboration with Flexible arrangements

ALIGNING KPIs, MILESTONES, SERVICE LEVELS
- Supplier Contractual KPIs, IT Organizational Operational Metrics and Service Levels should be aligned

C-LEAN UP PROCESS THE RIGHT WAY
- Make It "*Inclusive*"
- Seek inputs from direct and in-direct IT stakeholders.

5
Key Lessons
"..Today comes with the opportunity to make tomorrow better, with lessons learnt yesterday…"

CLOSER COLLABORATION INTERNALLY
- Dev, Design and Ops. to collaborate and work in partnership
- Recognise, publish and market success stories

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Appendix A : Sample Kanban Card

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	To Do	In Progress	Done
Implementation	Div. A:Update to Change IA List / Div. A:Update to Change /Patching Procedures	Div. B/C : Update IA Template	Div. A : DB Column Deletion / Div. C : Run Scripts Updated
Review	Div. A: Change Comms.	Non-P: Patching Scripts/Proc. / Pri. : Updated Forward Schedule	Pri. : Network Link failover proc. / Non-P.: Backup for Sec. Circuit Breaks
Investigation	IA(Pri.) – Network Fibre / IA(Non-P) – Local Planned Maintenance	Server Reboot @DC1	Server Reboot @DC2 & 3

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Appendix B : Sample Metrics

◉ Reduction in Pulse Time
**How soon the investigation is completed
successfully with an acceptable solution**

◉ Cost of Downtime per Deployment
**Cost accrued due to unplanned downtime –
measured per service deployed**

◉ Increase in Service Availability
**Percentage of Service Time and accepted
downtime**

◉ Reduction in Cost of Operations
Total cost of operations to support a service

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01

02

03

04
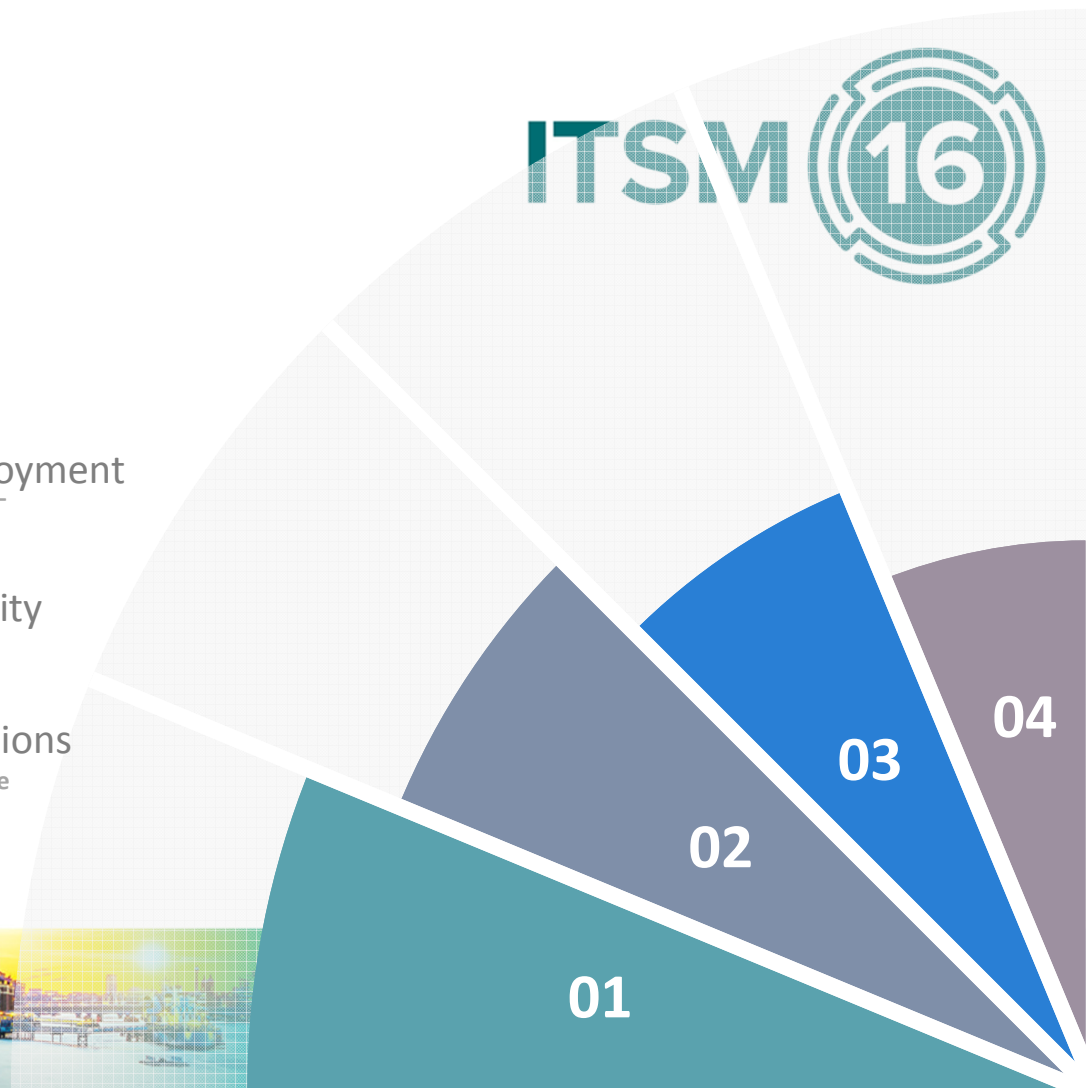
Appendix C : Service Tiering

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Triangle diagram:
- CAPABILITY
- FLEXIBILITY
- AFFORDABILITY
- CRITICAL
- FLEXIBLE
- INDUSTRIAL
- COMMODITY

Critical	Industrial	Flexible	Commodity
Critical services for the business for which certainty of performance and availability is paramount	Important services for the business for which certainty of performance and availability is more important than flexibility	Important services for the business for which flexibility and the ability to customise are more important than certainty of performance and availability	Standardised services with limited ability to customize. Cost is the primary driver

	Critical	Industrial	Flexible	Commodity
Performance				
Availability				
Security				
Flexibility				

FIXED COST — VARIABLE COST

Cost is based on actual expenditure, increased requirements drive increased cost

* Definition of a 'Business facing IT Service' : An offering from IT consumed by users for conducting a set of business tasks

* Note : Model created in partnership with a British multinational oil and gas company headquartered in Reading

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