

serviceTALK

Stand up and be counted:

Nominations for
PSMA18 are open

SIAM – mind the gap!

Big data and service
management

Industry news: ITIL and VeriSM

The service design package in
an agile world





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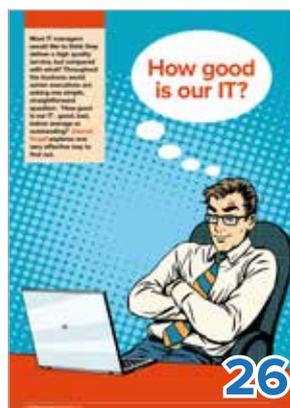
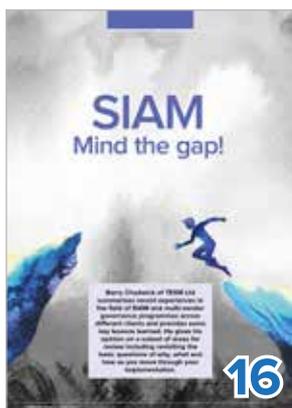
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A word of appreciation

I experienced some great service in my local supermarket last week. Maybe I shouldn't be surprised, but I was. I had asked a shop assistant for an obscure item on my list that was missing from the shelves, and he said apologetically that he would probably have to order it in. A full 15 minutes later, as I was leaving the store resigned to continue my grocery search across town, the assistant re-appeared, triumphantly waving the item I needed which he'd found at the back of the warehouse.

Now, I don't often take the time to provide customer feedback, but this time I felt I should. But how to do it? I went online and found a feedback form on the store's website. Sadly, the staff recognition section turned out to be on page 8, preceded by a detailed grilling about my shopping habits and what I thought of this month's special offers. How many people would have given up by page 3, I wondered. I did persevere to the end, but on reflection a word in the supervisor's ear would probably have been quicker and easier.

Feedback and recognition are so important in the workplace, and in service industries like ours it's vital to highlight outstanding service and job commitment wherever they occur. As Sally Bogg argues in her article later in this issue, investing in your staff – providing career development and direction, helping team members to understand their role within the broader organisation, providing regular customer feedback and letting them know when they're getting it right (or wrong) – is essential to motivation and professional success. Sally will also be talking about this topic at ITSM17.

Some elements of staff well-being are not so well understood – particularly mental health and stress. On page 23 Rebekah Haymes shares the results of some recent Willis Towers Watson research, which reveals among other things that workplace stress is the top health concern for UK employers and the most common cause of long-term absence. Service management is a stressful occupation, but Rebekah highlights a number of things that employers can do to identify potential issues before they develop into serious problems.

In the end a happy, motivated, appreciated workforce will deliver better service; they will also stay with you longer, rather than looking to your competitors for a more positive working experience. Good news for everyone.

That is the philosophy behind the Professional Service Management Framework (PSMF). It's all about helping ITSM practitioners to build long-term career paths in service management, identifying which competencies they need to develop to help them on their journey. PSMF also provides a score-card platform for individuals, a place for managers and peers to endorse them for their commitment and successes, both inside and outside the workplace. And in the PSMF Verified Partner programme, we work with member organisations to enhance their appraisal and feedback processes, helping to demonstrate to staff at every level that their employer believes in them and wants them to have a bright future. You can find out more about PSMF on the itSMF UK website.

Perhaps the best way to make people feel appreciated and valued is to nominate

them for an award. Nominations for PSMA18 are now open, and there are numerous categories available covering individual, team, and organisation-wide achievements. Full information can be found in this issue – including testimonials from some of this year's winners that show just what a difference the awards have made to morale and motivation within their teams. Please don't let modesty prevail – if your team have done something worth shouting about, please shout! It could be just the recognition your staff need.



Mark Lillycrop
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A year of change and opportunity

itsSMF UK



Our conference is set to be the most interactive, collaborative and useful ever. As well as an exciting new venue and a fantastic schedule of over 50 speakers, we have more to offer. We have asked all presenters to deliver 3 practical takeaways from their session, plus we will be feeding back ideas and issues from our new discussion zones to a team of industry experts who will present back the delegates' view of the conference – at the conference.

I'm really looking forward to the conference and the new opportunities that 2018 will bring for our industry and for itsSMF UK. I hope you can join us as members, delegates, or in any other capacity to share ideas and experiences at this exciting time for our industry.

What's 2017 been like for you? What do you need and look for in 2018?? Engage with itsSMF UK to join the debate!



Barclay Rae,
CEO, itsSMF UK
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So we come towards the end of 2017 and our flagship conference in Manchester! It's been an interesting year for ITSM and itsSMF UK...

Within the industry we have seen announcements of new events in 2018, a new framework and training programme launch (VeriSM), plus a re-write of ITIL from AXELOS. The SIAM Body of Knowledge was launched and we see continued interest in DevOps, Agile, AI, robotics, and customer experience. We are delighted to see competition and new ideas in the educational market and wish the new projects well. In the wider tools market there has been some consolidation (eg LANDESK and HEAT joining forces as Ivanti), plus continued growth for ServiceNow. It's good to see so many new products and vendors entering the market too.

As for itsSMF UK, we have launched a number of new initiatives – our PSMA awards event was a great success in London in June, and we are also looking forward to holding our annual conference in Manchester for the first time. We are now delivering a whole series of workshops to our members – on topics as diverse as service catalogue design and digital service transformation – and we've published a full schedule of free member events, workshops and other public events for the whole of 2018.

We continue to grow engagement in the Professional Service Management Framework (PSMF), with a large number of our existing members now enjoying access to the PSMF content and scorecard platform as part of their membership, plus several large organisations taking the framework to new levels of activity and value. As PSMF moves into a new phase of development, we are interested in all input – please contact us at psmf@itsmf.co.uk if you would like to contribute to this.

I'm also delighted and excited personally to introduce our new subsidiary – EssentialSM. This is a commercial (wholly owned) offshoot from itsSMF UK and will allow us to support our long-term viability through delivery of premium consulting services. This is a new area for us and we are excited to be able to offer a portfolio of fast, effective and high-value services, based on the brand, ethos and experience of itsSMF UK.

This is a challenging time for all membership organisations, when organisations limit time out of the office and value for money in membership is constantly re-assessed. We are trying to offer as many options and services as possible to deliver value back to our members, building on a clear strategy of supporting professionalism and people. We aim to develop more use of interactive and digital platforms for our events and workshops, to provide a wider range of options for engagement. We feel strongly that face to face networking is still the best way to build relationships, debate ideas and develop contacts; but we appreciate that this is not always possible.

We are excited to be involved in the development of the industry and in the refresh of ITIL in particular. We have agreed a new award (the ITIL Experience award) in conjunction with AXELOS for PSMA next year and will continue to develop ways to support the core frameworks in our industry – that's where we started as an organisation. I'm pleased to announce that we have agreed a partnership with AXELOS in several areas that will support ITIL and its rebirth and growth, whilst helping our own organisation to maintain our position at the centre of our industry. We will of course continue to provide an independent voice and view of the industry and its practitioners in particular.

Three new faces on the itSMF UK Board



Jane Link

Congratulations to three of our members, who have recently become Board Directors of itSMF UK.

Jane Link has joined the Board to represent Corporate and Large Enterprise organisations. Jane is a Transition Manager at BT with over 20 years' experience in ITSM. An ITIL Expert, technician, strategist and evangelist for service management, she has worked for a range of public and private sector organisations and says she is keen to contribute fresh eyes to ITSMF UK's vision and aspirations. (See our interview with Jane on page 11).

Kevin Holland, a SIAM consultant, ITIL examiner and well-known speaker at



Kevin Holland

itSMF UK conferences and events, also joins the Board as the representative for Individual Members. Kevin said he is delighted to be involved in the leadership of an organisation that has meant so much to him throughout his career.

The third addition to the Board is Nathan MacDonald. Nathan has 16 years' experience in service management; he is a qualified ITIL v3 expert and ISO/IEC 20000 Consultant and is a Senior Manager with Deloitte. He is looking forward to helping itSMF UK as we enter a period of change and redefinition for service management.

Board Chair Rosemary Gurney said, "I would like to extend a warm welcome



Nathan MacDonald

to Jane, Kevin, and Nathan, and also to thank Chris Williams of EE, who is stepping down from his place on the Board. Chris's contribution has been invaluable over the last two years and, like all our current directors, he has invested a great deal of time and effort in the running of itSMF UK."

The other members of the current Board are Martin Neville, TCS (Vice Chair); Richard Horton, NIHR (Member Groups); Sandra Whittleston, University of Northampton; Dave Walker, LV=; and David Backham, Soliloquy (Small Enterprises). Check out the website to find out more about them.

Could you be a PSMF Verified Partner?



Our Professional Service Management Framework is now really starting to gain traction, with many of our members embracing the PSMF membership benefits, including the core framework content and PSMF global scorecard platform.

What's more, we've seen a surge in interest around our Verified Partner Programme – a short and simple assessment and endorsement, which enables organisations to demonstrate their commitment and maturity in approaching ITSM professionalism. This assessment involves a short review by itSMF UK of your current organisational processes based on the PSMF framework. Once assessed and accredited your organisation will be able to provide PSMF-based credits to your staff (leading to digital badges) as part of your own employee development programme.



If you'd like more information on our PSMF Verified Partner Programme, or PSMF in general, please contact claire.Hartnett@itsmf.co.uk, phone 0118 9186517 or visit www.itsmf.co.uk/psmf.

PSMA18 – recognising and rewarding service excellence



Are you a member of a first-class service management team? Would you like to see your colleagues recognised for the service they provide to the business? If so, you really should consider making a nomination for this year's industry awards at PSMA18.

...”The PSMA awards identify organisations and teams that aren't just excelling within their own industry sector but genuinely breaking new ground.”

Barclay Rae

What to do next

If you have a nomination in mind for PSMA18, the first step is to identify the most suitable category. Take a look at this year's list of winners to help you decide. Then visit www.itsmf.co.uk/PSMA18 and give us a brief outline of your nomination.

We will contact you within a few weeks for some more content to support your nomination, and from this material our judges will select their short list.

If the nomination is short listed, your nominee will be asked to join us for the Finalists' Day at Madejski Stadium in Reading on 17th April, so that our judges can hear about their story and build a more complete picture of their accomplishments.

And after that, the winners are selected. Winners will be announced at the Awards Dinner on 5th June in London.

Our revamped Professional Service Management Awards, which were staged at the Landmark Hotel on 7th June this year and hosted by TV celebrity Rev Richard Coles, highlighted the achievements of teams and individuals working across the spectrum of service management, from small businesses to large enterprises and product vendors to consultancies. What all award nominees have in common is a focus on professionalism and service improvement, a total commitment to the work they do and a determination to do it better.

For the first time this year, we introduced a number of special awards to identify service management professionals who are reaching beyond the traditional service management boundaries into areas such as SIAM, DevOps, and business relationship management. As itSMF UK CEO Barclay Rae observed, “Our industry is moving fast, and many of the most exciting developments are happening at the edges of our field, where service management meets other business-related disciplines. The PSMA awards identify organisations and teams that aren't just excelling within their own industry sector but genuinely breaking new ground.”



Why not have a go? Nominations are now open at www.itmsf.co.uk/psma18

And the winner is...

A round-up of the winners and finalists from PSMA17

Digital Transformation Project of the Year

Presented to the organisation that, in the judges' view, has completed the most successful digital transformation during the year. The winner will be the organisation that can best demonstrate its ability to design and implement a digital transformation, exploiting a range of tools and techniques to achieve their goal.



WINNER... Aylesbury Vale District Council

FINALISTS:

- City and County of Swansea
- Leicestershire County Council

Service Management Team of the Year

Presented to the members of a team that, in the judges' view, have supported their customers in providing inspirational service delivery and significant business benefit. They will have successfully built upon these relationships to become the beacon of service management within their organisation.



WINNER... nationalgrid

HIGHLY COMMENDED... Coretx

FINALISTS:

- Nationwide Building Society
- Agilisys
- Lookers

Service Integration (SIAM) Project of the Year

Presented to the organisation that, in the judges' view, has undertaken the most successful service integration project during the year.



WINNER... Bank of Ireland

FINALIST:

- NHS Digital

Young ITSM Professional of the Year

Presented to an individual under the age of 30 who has demonstrated an outstanding level of achievement, ability, team support, rapid progress or business impact in the early years of their ITSM career, and who also promises great potential for future success.



WINNER... Rebecca Watson, CapitalOne

HIGHLY COMMENDED... Jonathan Robison, Agilisys

FINALISTS:

- Christian Milton, EE
- Nick Chappell, AICPA

Ashley Hanna Contributor of the Year

Presented to the individual who, in the judges' view, has made the most outstanding contribution to the ITSMF UK organisation as a volunteer in the last year.

WINNER... Matt Hoey, Grant Thornton

FINALISTS:

- John McDermott, HPE
- Mark Temple, University of Glasgow
- Jon Morley, Littlefish
- Jennifer Smith, Alscient

Thought Leadership Award

Presented to the author, special interest group or industry body that has made the most significant contribution to thought leadership within the service management community over the last year.



WINNER... SIAM Foundation Architect Group - SIAM Foundation Body of Knowledge

FINALISTS:

- Neil Battell and SIAM Special Interest Group members - 'Governance in a Multi-Supplier Environment'
- Ian MacDonald, Independent Consultant 'Thinking from the Outside In'

The Paul Rappaport Award for Outstanding Contribution to ITSM

Presented to an individual who has made a sustained and outstanding contribution over a number of years to the field of IT service management. The winner is chosen by the directors of itSMF UK – there are no nominations for this one.



WINNER... Ivor Macfarlane

Special Innovation Awards

Special Innovation Awards highlight the achievements of organisations who are exploring new territory, often around the periphery of traditional ITSM, or who have found innovative solutions to well-known problems.

Business Relationship Management

WINNER... University of Loughborough

Training Delivery

WINNER... G2G3

DevOps Implementation

WINNER... NHS Digital

Look out for a new addition to the PSMA awards this year - **the ITIL EXPERIENCE AWARD**, sponsored by AXELOS. Further information on page 15.

A word from the winners

Three of the winners from PSMA17 reflect on their decision to enter and describe what the award and nomination process has meant for them.



Claire Agutter
Director, Scopism
Thought leadership award

"In 2016, I worked with a team of volunteers from around the world to create the SIAM Foundation Body of Knowledge. The team, including representatives from Atos, Kinetic IT, Syniad IT, TCS, Sopra Steria and more, all gave their time freely to create the BoK and to help support SIAM professionals in this rapidly evolving area. I nominated the team for the PSMF Award as a way of recognising the work that they had done and the contribution they had made to the service management community. The whole team were delighted to be shortlisted, and we were joined at the ceremony by a number of them, including two attendees who had flown over from Australia for the occasion.

Winning the award was a wonderful experience and I know that team members have benefited from it in the way it has raised their personal and company profiles in the SIAM arena. I'm currently working with an even larger team to create the SIAM Professional BoK, so hopefully we'll be back next year.

The SIAM BoK is available as a free download at www.scopism.com"



Rob Thompson
Head of UK Customer Service Management (IS), National Grid Ventures
Team of the year award

"At the start of 2016 I made one of the biggest decisions of my working life to leave a career in the banking industry where I had been for over 25 years to take on a new challenge working for nationalgrid and in Information Technology, or Information Services (IS) as it is referred to internally.

During my first year I have enjoyed the freedom and empowerment to help grow a new Service Management team, focused on the needs of our internal business customers across the company. As one team we have been able to deliver a more customer focused and value adding service. Our sights have at all times been set on the way in which technology is consumed to help ensure nationalgrid's services are provided to external customers and for the benefit of consumers. By focusing on this as oppose to traditional IT targets we have been able to prioritise areas of focus to help nationalgrid 'Bring Energy to Life'.

Proud of our collective team achievements (including how we have supported local communities), I spotted the PSMA Team of the Year 2017 award whilst researching for information to help us continue to evolve. And with input from the entire team I submitted our nomination. The mere fact we had entered was a great feeling for all of us; being selected as finalists following a presentation to judges was amazing. Winning however was incredible. This recognition has given the entire team a huge boost in confidence and belief in our direction. Interestingly in the months since the award I have seen this confidence develop in various ways; our business colleagues who having read about our journey via internal communications

are more receptive than ever to working in collaboration with us to improve nationalgrid.

I would therefore like to express thanks to itSMF UK for making available the opportunity to submit our story, and encourage any individuals or teams to consider a nomination for the 2018 awards."



Neil Bennett
Service Director, Operations and Assurance Services, NHS Digital
DevOps special innovation award

"Going through the submission and evaluation process itself provided an opportunity for us to reflect, as a team, on the changes we had made over the preceding 12 months and on what we had collectively achieved. Then the awards evening was an excellent opportunity to recognise the contribution that the team had made over the course of the year by taking some of them to the dinner.

Obviously, the cherry on the top was to win the award which brought a tremendous sense of achievement across the team as a whole but also raised the profile of NHS Digital across the wider industry. The internal publicity that winning the award gave us also provided an excellent opportunity to reposition Service Management within the organisation and to demonstrate the real value that we add.

Since winning the award, I and a number of the team have been requested to speak at various industry events which is not only an excellent personal opportunity but again provides the platform to raise the profile of NHS Digital and some of the progressive approaches the organisation is adopting."

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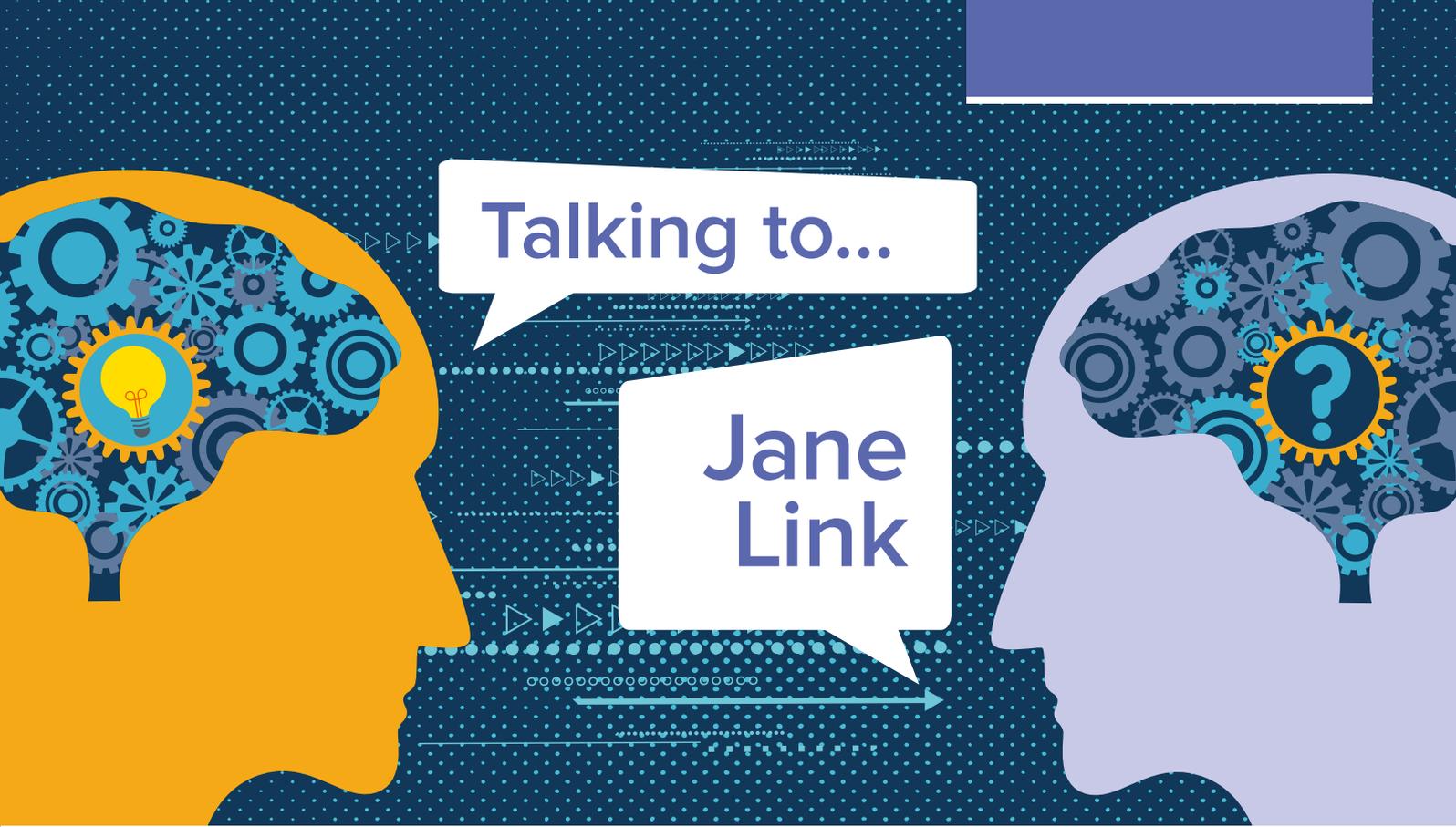
EXHIBITION

EDUCATION

NETWORKING

EXPERT ADVICE





Jane Link - BT Transition Manager, astro-photographer and proud mum to twins - was recently elected to the Board of itSMF UK. ServiceTalk recently caught up with her to find out how she became involved in service management, what the day-job involves, and what she hopes to achieve as a director.

ST Jane, congratulations on your election to the Board. How long have you been a member of itSMF UK, and why is membership important to you?

JL I've been a member of itSMF UK since the early 2000s. The organisation was originally recommended to me by Chris Littlewood who was my trainer for ITIL v2. It has always provided a sense of community and discussion groups full of like-minded people all trying to do their best.

ST How did you originally become involved in service management?

JL A long time ago during the 1990s when I was setting up help desks, a colleague made me aware of a process set of A5 blue and yellow books that they thought might help. It wasn't easy sourcing them but once I found a complete set they became my guide and mentor in initiating service management as a concept within IT departments. 'Selling' service management back then was an uphill struggle as the concept of problem management was mainly met with comments like "we don't have problems" and "who'd want to be called a 'problem manager'?"

ST What does the day job at BT involve?

JL Largely, it involves managing customer expectations – both internal and external customers. There's lots of project management which includes process analysis, mapping and redesign, working with ITIL-aligned support teams to incorporate new external customer service requirements, organising training, ensuring the SDMs have the appropriate reporting set up, OAT and UAT, and early life support.

ST What do you hope to achieve as a Board Member? Are there any particular changes that you would like to see in the organisation as the industry evolves?

JL As a Board Member, I hope to positively contribute towards the growth and inclusion of the organisation so that it is truly perceived amongst the membership as the first port of call when seeking help, advice and guidance. In the industry, I would like to see the development of 'ITIL Lite'; a basic, one book, light version of the ITIL v3 process set which is more realistically achievable by small companies and organisations where most often the Service Manager is also the IT Manager, Problem Manager and Change Manager all rolled into one!

ST What do you do to relax when you're not working?

JL I have two-year-old twin girls, Suki and Sasha, and they tend to keep me occupied when I am not working, though I still manage to squeeze in my hobbies, astro photography (I have a Meade ext125 telescope with Registax software), gardening, supporting my local football club, swimming and learning to play the acoustic guitar.



ITSM can be a very stressful working environment, with high workloads and tight deadlines.

Rebekah Haymes reports on some recent research in this area and suggests that a clear focus on staff wellbeing can pay large dividends.

How stressed are your team?



IT service management can be a high-pressured, fast-paced environment.

Tight deadlines, conflicting project demands, the management of customer expectations and long working hours can all contribute to excessive levels of stress. This is compounded by professionals facing increasing pressures to deliver services efficiently and cost-effectively.

While some employees may thrive under such conditions, others can struggle to cope with stress, negatively impacting their mental health and wellbeing – and in some cases, their physical health.

From a business perspective, the correlation between employee health and productivity is widely recognised. Of the 1,669 employers that participated Willis Towers Watson's Staying@Work Survey, for example, every single respondent said that health improvements are important for productivity within their organisation.

The research also revealed the top four health-related issues of concern to UK employers – workplace stress (67 per cent), lack of physical activity (38 per cent), obesity (31 per cent) and poor nutrition (31 per cent).

Workplace stress stood out as the foremost concern for good reason. According to Chartered Institute of Personnel & Development's Absence Management Survey 2016, stress is now the most common cause of long-term absence in the UK.

Forward-thinking employers within the IT services sector – some quarters of which have become hotbeds of workplace stress – should consequently be making employee health and wellbeing a priority.

Establishing a clear roadmap

The first step in developing an effective wellbeing programme should be the establishment of a clear strategy that sets out the key objectives. These objectives may range from reducing absence or improving productivity to cutting benefit costs or boosting employee engagement.

Health-related business data can help highlight where health risks lie and inform the strategy for tackling them.

If this data points towards issues concerning stress and mental ill-health, further insights into the causes might be gleaned from stress risk assessments that take a view of issues such as workload, work patterns and environment.

According to the Willis Towers Watson research, more than three-fifths of employees (62 per cent) cite job pressure and deadlines as the principal cause of workplace stress; a further 54 per cent blame high workloads while 41 per cent point the finger at unpleasant management. These results reinforce the need for companies to initiate

an open dialogue around mental health and to provide continuous, targeted support.

Solutions can range from counselling to emotional resilience or mindfulness training, and where such support is already offered, effective communication holds the key to encouraging employee engagement.

Good data is once again crucial in identifying areas where problems are most acute and developing appropriate initiatives.

Prevention is better than cure

Employers should not only be looking at how they can support their staff in cases of stress or mental ill health, but also at implementing preventative measures to ensure issues are identified and tackled before they develop.

Good data is once again crucial in identifying areas where problems are most acute and developing appropriate initiatives. If it doesn't already exist, a proper reporting structure should be established for stress-related absence.

This approach not only improves workforce wellbeing by identifying and anticipating trends, but also eases the financial implications of stress-related absences and helps position the business as an employer of choice within what is a highly competitive industry.

Indeed, employers that took part in Willis Towers Watson's Global Talent Management and Rewards Study said that helping employees manage stress in this way was one of the top tactics for strengthening their retention programmes.

Managing the workplace environment

If, as might be expected for the IT service sector, the workplace environment is found to be a stressful one and one that is negatively impacting employees, wellbeing programmes should be adapted accordingly to meet this challenge.

The environmental triggers for the stress should be identified and appropriate adjustments made. These might include

adjusting working hours, introducing flexible working, giving employees the necessary training and tools to carry out their job functions, changes to the workspace, access to quiet rooms or an agreement to grant leave at short notice, allowing an employee to take time off for appointments related to their mental health.

With 20 per cent of British workers sceptical about colleagues who take time off as a result of mental health issues, a sympathetic environment should be established that enables future issues to be identified and tackled before they develop. Empathy training can help foster a greater understanding of how to interact with colleagues in a sensitive manner to promote mutual understanding.

Training might also include guidance for management on how to identify when employees are struggling, how to recognise early signs of stress, changes in behaviour or performance, the links between minor illnesses and emotional problems, and how best to approach and support staff.

Measuring success

Measuring the success of wellbeing programmes can help to support the ongoing business case. This success should not focus purely on the financial return on investment, as this will rarely reveal the full value investment. By demonstrating the mitigation of targeted health risks however, continued support for wellbeing initiatives from those that hold the purse strings will be more likely.



Rebekah Haymes is a Health and Benefits Senior Consultant at Willis Towers Watson, a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth.



Reward and recognition that really work

We all want to be recognised for our efforts, but how and when should you reward your hard-working service management team? **Sally Bogg** outlines her experience in this important area.

Studies have shown that there is a huge difference in the performance of motivated and non-motivated staff, and as such it's highly important to invest time and effort in the people responsible for service delivery. People who feel valued and appreciated are better able to deliver excellent customer service; it makes sense that happy people give great and/or better service, so if you want to improve your customer experience then you should start off with employee experience.

Sounds easy doesn't it?

The reality is that this can be quite a difficult thing to do – most people are simply not motivated by money alone, but want to be able to feel that they're making a difference; after all nobody deliberately comes to work to do a bad job. So if you want to supercharge your support teams here are my top tips for successful reward and recognition:

- **Make sure that your teams have a strong sense of direction and purpose** – help them understand their fit within your organisation, and how the work they do supports the overall business.
- **Invest in professional and personal development** – it can be a great motivator for people, so develop a culture and working environment that gives people the opportunity to learn new skills and improve their knowledge, and invest in staff training and development.
- **Collect customer feedback** – comments from customers, particularly compliments, can be a great way of recognising excellent service. Make sure that you take the time to share customer feedback with key stakeholders, including the senior management team.

- **Arrange 'team time'** – a team is not just a group of people who work together but also a group of people who respect, trust, and care for each other. Make sure your teams get the opportunity to spend time away together; regular team meetings are essential, and you might also want to consider team building events and away days.
- **Recognition** – this is an essential ingredient in ensuring that people feel valued and motivated. Make sure you take the time to recognise good work and celebrate success.

My experience is that different people are motivated by different things so it is important to use a wide variety of reward and recognition initiatives, enabling you to demonstrate the value that you place on the staff involved in service delivery.

So when should we reward people?

This can be the most difficult part of a reward and recognition strategy. Should we only reward people when they go above and beyond what is required of them and when they have put in the extra effort to get the job done? That might sound like a good idea, but what about the people who go about their jobs diligently and deliver excellent service every day? Should we not reward them too? Simple answer – reward the behaviour you want to see more of. Recognition should always be timely. When there is a reason for praising someone don't put it off! Promptness equals effectiveness. Praise people when the achievement is fresh in everyone's mind, and don't be shy about it. Simple thank you emails are nice, but don't necessarily have a big impact – it's much better to deliver recognition face to face with a big smile and a warm handshake.

The results

My approach to reward and recognition has enabled me to create team cultures where there is a real sense of fun and joy, and joyful people do remarkable work. But it's worth remembering that once you've created this culture it will need to be cultivated and nurtured. This isn't a one off piece of work but an ongoing and continual process.

Service improvement is not just about processes, procedures, tools, and technologies – it starts with the people. A good service needs good people and a strong team. If you focus on improving employee experience the result will be an improved customer experience, and so as a result you should create teams that can stand tall and be proud of the service that they deliver.



Sally Bogg is Head of End-User Services at Leeds Beckett University. At ITSM17 she will be presenting on how you can use reward and recognition to motivate your support staff and build strong, customer-focused teams.

AXELOS and itSMF UK reaffirm ITSM partnership

AXELOS and itSMF UK announce an exciting new award and outline some other joint initiatives as ITIL moves into an important new phase.

Flexibility and agility have become a priority as organisations adopt new technologies and ways of working, such as cloud, increased levels of automation and digital transformation. As business environments change with increasing speed, today's ITSM team needs to respond accordingly. Service management professionals are now expected to collaborate beyond their existing structures, and innovate and experiment to make the most of emerging technology trends, while simultaneously maintaining stable products, processes and practices. In short, today's ITSM professionals need to focus their efforts on best practices that are both enabling and credible.

In recognition of the diverse and crucial skills that IT service management professionals now need to possess, AXELOS, the global custodian of ITIL, and itSMF UK have partnered to create the ITIL Experience Award: Collaborating for Success. This new award will be launched as part of the Professional Service Management Awards 2018, and is one of many initiatives that AXELOS and itSMF UK will be embarking on in the coming months. (See the article about the PSMA18 awards on page 7.)

The ITIL Experience Award: Collaborating for Success will recognise collaborative excellence that has enabled outstanding ITIL service management for customers. It is open to both individuals and teams, and entrants should demonstrate success in the use of at least three of ITIL's nine guiding principles, while providing appropriate examples. This renewed partnership comes at an important time as AXELOS sets about updating ITIL, the world's most widely-adopted framework for service management. This update will take place over the course of 2018. While building on the established core of best practice in the existing ITIL guidance, the update will offer new and explicit practical content which will focus on the optimum integration of ITIL with complementary practices, such as DevOps, Agile and Lean.

Margo Leach, Chief Product Officer of AXELOS, commented: "itSMF UK members have a long history of championing best practices, and this partnership reinforces the strong role that they will continue to have in future product developments. ITIL is a community-driven initiative, and I would now like to encourage itSMF members both to enter the ITIL Experience Award and to join our Global Research Programme to contribute to and drive forward this latest evolution of the framework."

"It is these practitioners who will take ITIL best practice into the future by ensuring that it continues to provide service management professionals with guidance that reflects the realities and demands of today's rapidly evolving business environment."

AXELOS's extensive research among the global service management community has shown that ITIL's proven and tested framework remains the backbone of today's business practices, crucially facilitating business transformation. Over five million IT professionals globally rely on ITIL's best-practice guidance to deliver business success, and each year organisations invest substantially in adopting ITIL, adapting it to their needs, and upskilling their people with ITIL qualifications. As a reflection of this, the update will continue to include the widely-adopted core principles of ITIL, which already deliver real value to organisations worldwide.

Barclay Rae, CEO of itSMF UK, commented, "We are delighted to have entered into this renewed joint co-operation with AXELOS and the ITIL brand, to raise the profile of IT service management in the UK. ITIL is the most

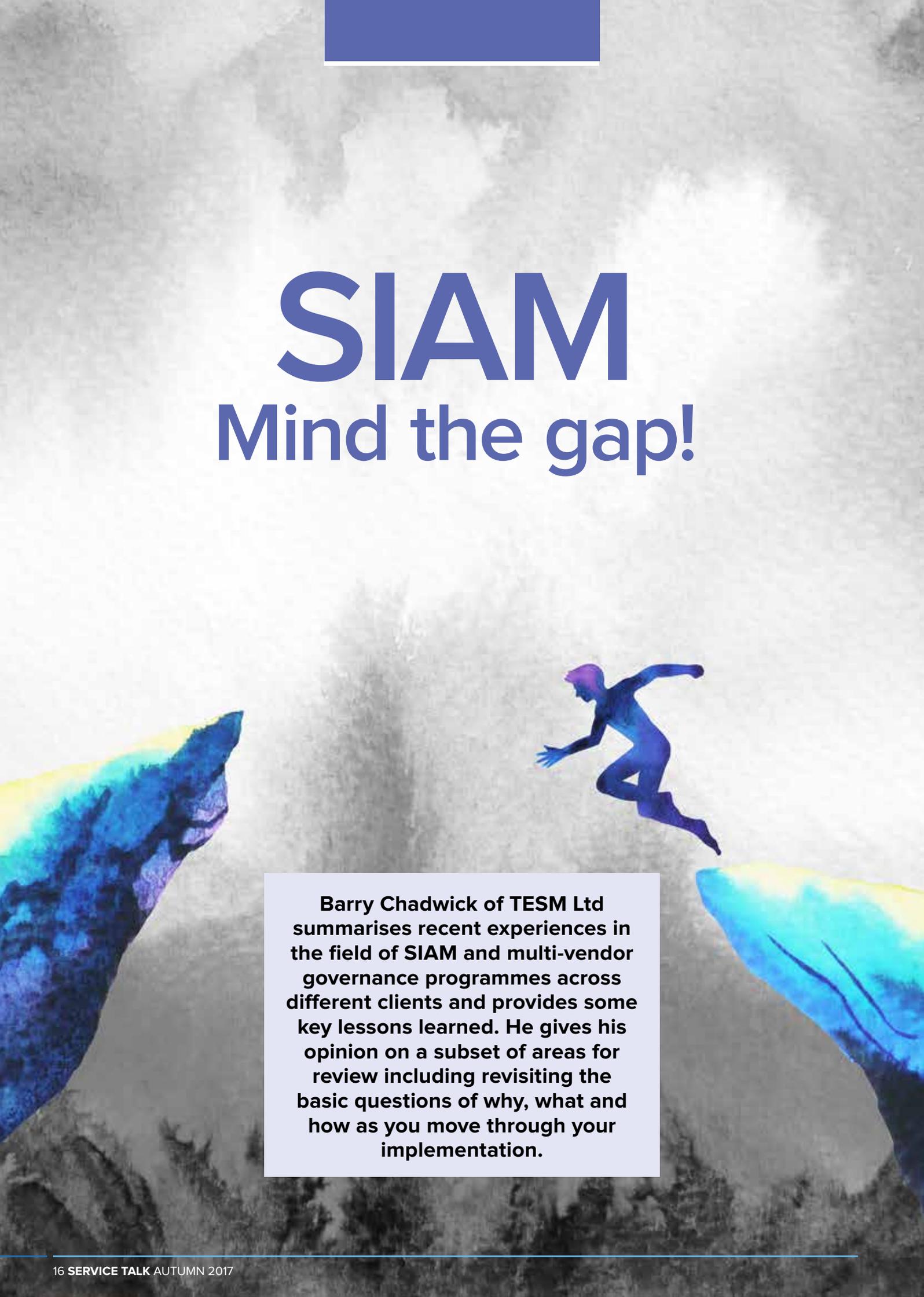
firmly entrenched ITSM framework in the infrastructure of large, complex organisations, and we recognise the importance of its evolution – of which we are a part. We know it is critical to ensure that, as business environments change with increasing speed, service management professionals have the crucial skills to adopt new practices, integrate new technologies and deliver success to their customers.

"We are keen for our members to feed into the ITIL Global Research Programme. This is a great opportunity for them to contribute and create an ITIL for the future, a framework which will continue to provide ITSM professionals with the resources to remain at the heart of business transformation."

To contribute to ITIL's Global Research Programme and drive forward this latest evolution of the framework go to www.axelos.com/global-itsm-research-programme.

To find out more about the ITIL Experience Award: Collaborating for Success, go to www.itsmf.co.uk/PSMA18



A person in a blue suit is jumping a gap between two colorful rock formations. The background is a cloudy sky. The person is in mid-air, with arms and legs outstretched. The rock formations are on the left and right sides of the image, with a gap between them. The person is jumping from the left rock to the right rock. The sky is filled with soft, white clouds. The overall scene is surreal and metaphorical, representing the challenge of bridging a gap in knowledge or implementation.

SIAM

Mind the gap!

Barry Chadwick of TESM Ltd summarises recent experiences in the field of SIAM and multi-vendor governance programmes across different clients and provides some key lessons learned. He gives his opinion on a subset of areas for review including revisiting the basic questions of why, what and how as you move through your implementation.

Of the many lessons learned over recent service integration implementations, perhaps one of the most important is that of momentum. For any SIAM programme to be successful, the ability of both the delivery programme and wider organisational teams to remain fully engaged, enthused, and adaptable to the challenges involved is essential in taking on this step change in operations. In some programmes, this area can fall into a 'virtual gap' in planning and delivery but it's critical that it be addressed and avoided.

We suggest returning to some base principles and objectives on a regular basis to ensure that programme relevance and organisational goals remain aligned, and that collective goals remain in sight and achievable.

A reminder about objectives – the 'why'

One of the most important questions that needs to be revisited on a continual basis on any SIAM implementation journey is 'Why? Are the original goals still relevant and applicable? Are we delivering against, not only what we set out to do initially, but also any requirements that are now taking a higher priority? Given the typical timescales and multiple phases, these basic goals can be lost as personnel, stakeholders and deliverables change over time.

Revisiting these questions on an ongoing basis will ensure that all stakeholders are on board and that focus is not lost on the bigger prize. It reaffirms inclusion of key influencers and removes the risk of divergence from the set of common goals. This is not new thinking

– it is a must-have component of any delivery.

We're not talking here about 'rear-view mirror' checks. These should be forecast anticipatory reviews to ensure that plans are revisited, checked against deliverables and realised with supporting resources as needed.

Operating model – the 'what'

Having decided on which one of the SIAM operating model types is the most suitable or achievable for your organisation, you need to consider whether the organisation has embraced, or is it ready to embrace, the changes required within the timeframe/plan outlined. Are the multiple third-party vendors supportive of the change programme or are there challenges that need to be addressed prior to commencement? Some open and honest discussions are needed here.

Next, assess where you are right now and where you need to get to – do a gap analysis and plot the roadmap and transition phases:

1. **Assess current processes, capabilities, governance and controls, tooling against component SIAM service areas and identify gaps**
2. **Do a capability maturity assessment for all key areas and develop an associated improvement plan**
3. **Outline a phased approach to transition services to come under the SIAM operating model – one at a time or in logical groupings**

4. **Review and amend your approach under change control via continual service improvement – adopting an agile approach.**

SIAM principles revisited – the 'how'

The programme should assess activity within and around the organisation against some of the key principles of SIAM. One of the main objectives will be a collective cultural change in many areas as there is an accountability shift (implicit or explicit) from internal departments to multiple vendors:

1. **Continuous improvement** – ensure this is tied into any other ongoing programmes
2. **Collaboration** – build trust and partnership with vendors and internal functions
3. **Accountability** – this is a key tenet, in top-down direction
4. **Simplified processes** – review and revise regularly
5. **Consistency** – across all areas of the programme and associated communications
6. **Transparency** – Shared objectives, successes and, at times, challenges
7. **Standardisation** – Shared vocabulary, definitions, processes and approach where possible.

Figure 1 calls out the main points associated not just with the SIAM deliverables, but also the enablers required to implement them, and the critical success factors that will define success or continuing challenges.



Figure 1: SIAM programme scope

Are we there yet? What does good look like?

Take a step back at each phase, at governance sessions or at least at regular intervals to ask yourself whether you are on track to produce some or all the following, or whether you need to make some adjustments. By meeting these criteria and having confidence to move forwards, you will greatly improve the chances of overall programme success.

1. Is there an established SIAM model that is understood by all, and one in which everyone understands the part they play?
2. Are ownership and accountabilities, roles and responsibilities documented and firmly understood by all with overall control migrating back to the organisation across all relevant services and processes?
3. Are collaborative and organisational culture changes part of ongoing working practice being adopted?
4. Are simplified governance (operational/contractual) and associated reporting and measurement principles in place?
5. Is there freedom to innovate and suggest process simplification and improvement which can become part of the organisational culture?

In summary

The challenges

- Stakeholder engagement is a critical challenge to address
- Remove blockers to multi-vendor/partner engagement – you will need real buy-in for this
- Focus on management of change and the mindset to move to a SIAM model
- Communicate – not just with those impacted in the first wave of change, but also with the wider community.

Lessons learned

- Start earlier than you think
- Remember that business readiness is as important as toolset deployment
- Publish a shared set of common goals and objectives
- Be prepared to make 'step changes'
 - Don't try to do it all at once
 - Culture and organisation change is the most important part and this takes time, focus and patience
- Workshops, lunchtime communications sessions, informal meetings and clinics are all good tools and methods for managing communications and ensuring consistency at every level of the organisation and indeed across all external vendors.

“For any SIAM programme to be successful, the ability of both the delivery programme and wider organisational teams to remain fully engaged, enthused, and adaptable to the challenges involved is essential.”

TESM is an independent service management company, founded by industry practitioners, raising the bar of quality and realising customer outcomes. With their client Bank of Ireland winning the SIAM Programme of the Year Award

at the Professional Service Management Awards in 2017, TESM offers plenty of practical learnings to pick up and potentially apply to your own programme of work, whether you are at the planning/preparation phase or further along the line.



Barry Chadwick has over 25 years' industry experience delivering IT programmes and projects across many sectors and functions within the organisational landscape. Currently focussing on the service management discipline, he has a passion for ensuring collective strategy delivery with specific business outcomes and the need to add value continually along the path of any change programme.

Further itSMF UK member content on SIAM can be found at www.itsmf.co.uk/SIAMcontent



SIGN UP FOR AN ITSMF UK WORKSHOP!

Our workshops take a fresh approach to the challenges faced by modern ITSM practitioners. They are created and facilitated by a team of experienced industry experts, providing real-world guidance and practical advice. Each workshop combines learning with practical sessions to enable delegates to gain knowledge that they can apply quickly and effectively back in the workplace.

Check out the website for details of the next public workshop on your preferred topic, or contact the office to arrange an in-house event tailored to your specific needs.



PRAGMATIC CSI

Practical advice and guidance on how to adopt and implement a workable CSI approach.

SIAM

Provides an understanding of the benefits of SIAM, its real world application and key considerations for implementation.

CHANGE AND RELEASE MANAGEMENT

The approach and implementation for the effective management of a Change & Release programme.

MAJOR INCIDENT MANAGEMENT

A popular masterclass that provides a structured approach to preparing for major incidents.

PROBLEM MANAGEMENT

Real life examples and pragmatic learning for the successful implementation of Problem Management.

FASTER, CHEAPER, EASIER - USING SHIFT LEFT

Understand how existing ITSM processes can be brought together to provide value to the customer and provider.

DEVOPS & ITSM

Clarifying the DevOps approach and debunking myths and misconceptions, with demonstrable examples of how ITSM and DevOps work together.

CYBER SECURITY

Considerations from an ITSM perspective on how to meet the challenges of cyber security.

SERVICE CATALOGUE

Guidance, education and advice to help define services and build a practical service catalogue.

DIGITAL SERVICE TRANSFORMATION

Helping ITSM providers understand what digital service transformation means and how to make it work within the organisation.

CUSTOMER EXPERIENCE (CX)

Actual steps needed to be a true valued service provider and understanding what customer experience means to all involved.

SOFTWARE ASSET MANAGEMENT

How ITSM can manage the lifecycle of software assets. Tips for ITSM practitioners on developing and achieving value from SAM.

Aiimi were recently asked to present to an itSMF audience on Big Data and what this means to IT Service Managers. Given the level of interest (partly fuelled by the concerns around GDPR for businesses) we've outlined our view of Big Data and its potential value in IT Service Management.

The phrase Big Data emerged in the early 1990s and is widely attributed to a computer scientist called John Mashey. It basically means a quantity of data beyond the ability of commonly used tools to cope with it effectively.

So if the scale of Big Data is being matched or arguably even out-performed by the capability of the solutions designed to handle it, does this mean that the challenge associated with Big Data is actually diminishing? In which case, Big Data now represents a significant opportunity that businesses cannot afford to overlook.

If managed well, your Big Data will provide a level of insight unimaginable a few years ago; however, if not managed well it represents a significant risk. We take businesses on a journey through their data, starting with the business challenges that need solving, moving on to describe what the data can show, make predictions, discover lost or hidden data and, ultimately, prescribe the best course of action to achieve their desired business outcomes.

Looking at an organisation from a data perspective often surfaces a few surprises, especially in more traditional industries. When viewing activity at an operational level using traditional reporting tools and approaches you miss those vital changes and patterns that can be obvious when analysing the underlying data. But although the data view provides a powerful new perspective, it's still critical to factor in some level of business knowledge as looking at the data without context can be misleading. We create a holistic view of an organisation combining traditional perspectives with innovative data-orientated views and content which, in turn, provide much improved business knowledge.

Data driven analysis utilises tools and techniques ranging from simple visualisations and drillable dashboards, to detailed statistical modelling, machine learning and artificial intelligence. No doubt you've heard these words used and misused many times and, without doubt, they are still part of an emerging science. It's therefore important to understand the difference between correlation and causation. Causation is when we can say with certainty that A causes B, correlation is when A and B occur *simultaneously*.

Machine learning has the ability to change the way businesses operate and offers new ways to define processes. The nature of machine learning algorithms means that they can adapt as new data is made available to them, thus 'learning' about changes in the business and adapting the outputs as

“Big Data now represents a significant opportunity that businesses cannot afford to overlook.”

appropriate. Over time this can then support 'self-healing' (i.e. fixing things before they occur) and a prescriptive approach where the best available options are presented to users.

For most organisations self-healing and prescriptive automation are a holy grail, but they are something that we should be striving towards as they are achievable once a suitable platform has been established. A challenging part of adopting a prescriptive approach is fully accepting and relying on the outputs of the predictive capabilities and, as machine learning is not a perfect art, we must be aware that this comes with some level of risk attached.

What does all this mean from an IT Service Management perspective?

We recently delivered a proof of concept project based on two years' worth of service desk data from a global financial services organisation. The data consisted of a combination of structured data (e.g. priorities, categorisations, timings, etc.) and unstructured data such as CRM notes and user emails. We agreed three success criteria:

1. Confirm what the client already knew (and where possible enrich it and improve on presentation)
2. Answer a series of questions that the client couldn't currently answer
3. Make predictions based on the hidden patterns, trends, anomalies and clusters etc. that existed but were unknown to the client

Visualisation is a key part of any data-driven analysis and this was a good starting point to confirm what the data set could tell us already before any real analysis had taken place. What's more, we could do this quickly and efficiently in a dynamic real-time dashboard of results. Information was presented back in a drillable format to support queries and investigation.

Secondly, we found answering questions about the data (that previously couldn't be answered) required lots of data cleansing and manipulation – this in itself was informative as it became clear that service desk agents weren't prioritising or categorising incidents properly. We used Natural Language Processing (NLP) to identify instances and patterns of incorrect categorisation and prioritisation in relation to what was being recorded in the free text notes. When

presented back to the client they were able to identify whether this was a 'training issue' or an example of someone attempting to fudge their SLAs.

Where the classification was incorrect we had two choices, either omit the data from analysis to ensure the error wasn't carried forward or allow the NLP algorithm to make predictions on what the actual classification should have been and use this instead. This would allow us to create a very simple prescriptive process, whereby the analysis presents a prediction and we allow that output to be automatically incorporated back into our dataset.

The most interesting outputs related to where we were able to provide an entirely new perspective on the data that the client hadn't previously seen or even considered. Arguably, the observations made by 'thinking outside the box' where the most interesting ones. Stepping away from the traditional 'IT services' view was somewhat counter intuitive for the client, but once they did that, the patterns that we were able to surface – and their potential implications from a business impact perspective – were significant.

For example, we were able to predict when services were going to fail based on other (seemingly unconnected) failures evidenced in repeated patterns going back over many, many cycles. In other instances we've used this technique to predict likely customer satisfaction scores associated with individual jobs (to support prioritisation and resource planning) and also to make predictions about which staff were likely to leave the organisation and when (thereby providing managers with early sight of possible resignations within their team).

So, in summary, Big Data is not necessarily the scary challenge that it's presented as. If embraced and managed correctly it can help you to deliver services more efficiently and effectively. From an IT Service Management perspective, if you have not adopted a data driven approach it's likely that you are missing out on some valuable insights about your business that will help you improve the way you deliver services and do business.



Jordan Slater (jslater@aiimi.com) is Technical Consultant & Data Scientist and Steve O'Donoghue (sodonoghue@aiimi.com) is Account Director at Aiimi, an information management consultancy based in London.



VeriSM – a new approach to flexible service management



Every organisation is a service provider in today's market. Even businesses selling products need to add a level of service to them. Think of banking, insurance, civil services, but also the myriad of online shops where the physical product is a commodity and the service is the distinguishing characteristic of the organisation. How do we best manage our services and keep our customers happy? Recent years have seen an explosion of different service management practices, leaving organisations confused about the best way forward.

VeriSM is a new approach to help you create a flexible operating model that will work for you, based on your desired business outcomes. VeriSM describes how an organisation can define its service management principles, and then use a combination of management practices to deliver value.

VeriSM describes a service management approach which is:

Value-driven
Evolving
Responsive
Integrated
Service
Management

VeriSM offers an end-to-end view rather than focusing on a single department. It provides a model to show organisations how they can adopt a range of management practices in a flexible way to deliver the right product or service at the right time to their customers. VeriSM allows for a tailored approach depending upon the type of business you are in, the size of your organisation, your business priorities, your organisational culture – and even the nature of the individual project or service you are working on.

In the VeriSM model, governance arches over every activity, keeping a strong focus on value, outcomes and the organisation's goals.

Service management principles are then defined, acting as guard-rails to make sure that all products and services are aligned with the needs of the organisation. Principles are defined for areas including security, risk, quality and use of assets, and then communicated to all of the staff who are involved with the development and operation of products and services.

Management Mesh

The unique element of the VeriSM model is the Management Mesh - a flexible approach that can be adopted depending on the requirements for a particular product or service. It includes:



Figure 1: The VeriSM Model

- **Resources**
- **Environment**
- **Emerging technologies**
- **Management practices.**

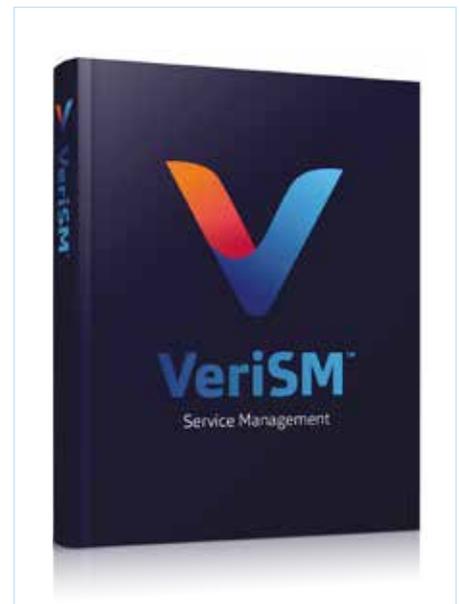
For each product or service, these areas are considered and the Management Mesh is flexed where necessary.

Let's take an example. A bank wants to create a mobile application that will let users send money to their friends with just one click. The Management Mesh for this product could include agile development practices to get rapid feedback about the new product. The bank can use its capabilities and work in innovative ways, but they must still recognise the service management principles associated with security and risk.

Read all about it!

VeriSM - a service management approach for the digital age is essential reading for anyone who works with products and services. It will be of particular interest to:

- **Managers** – who want to understand how to leverage evolving management practices
- **Service owners and service managers** – who need to bring their skills up to date and understand how service management has changed
- **Executives** – who are accountable for effective service delivery
- **IT professionals** - who need to have a knowledge of evolving management practices as well as new technologies
- **Graduates and undergraduates** – who will be joining organizations and who need to understand the principles of service management
- **Everyone within a service organization**



The book provides an excellent introduction to VeriSM, and will be launched at ITSM17 on 20th November. Contact publications@itsmf.co.uk to reserve your copy or visit www.IFDC.global for further information.

Tony Oxley speculates on the future of one of ITSM's most highly regarded components.

How relevant is the Service Design Package in the age of Agile?



For many years in ITSM, we've been extolling, nay evangelising, about the importance of the Service Design Package (SDP) when delivering and running IT Services in an organisation. With the increased adoption of agile techniques and minimum viable product (MVP) as a 'thing', many are asking whether SDPs are still relevant (if they ever were), and if so how can we make best use of them to enhance service delivery rather than burdening delivery with unnecessary bureaucracy, or worse still the creation of 'shelfware'.

"...Agile is about iterative and incremental delivery, and we can start to see how services can be delivered in this way."



The Service Design Package

Let us first look at the core elements of an SDP and the value they give in the traditional service delivery model. The SDP consists of four core pillars that underpin the delivery of services, as follows:

- The Requirements pillar includes our business goal, service contacts, and service applicability – the why, for whom, and from where we deliver the service.

- The Service Design pillar is more than the name suggests and covers the functional management, operational, and service level requirements alongside an approved design topology to satisfy all of these requirements. This is the basis for agreement of what is to be delivered.
- The Readiness Assessment pillar makes sure that the business is prepared financially, technically, and organisationally to receive the service, and is resourced to make the most effective use of the service. In Rugby terms, they're "eyes up, and hands out ready to receive the ball".
- Finally, we have the pillar that represents the Service Lifecycle Plan. This covers how a service is delivered, and how it will be used throughout its lifecycle.

Agile Service Delivery

Now, let's think about Agile Service Delivery using the principle of Minimum Viable Product (MVP). The end customer still has a vision that they want to realise; however rather than spending an inordinate amount of time gathering 'finger-in-the-air' requirements and waiting for a single delivery of the final all-singing all-dancing product – as we did in the past – the MVP model focuses on validated learning using the least amount of time and money to satisfy a specific customer requirement. Couple this with the fact that Agile is about iterative and incremental delivery, and we can start to see how services can be delivered in this way. We can also see how, by adopting this approach, we can ensure that we're building the right thing by validating the design as each incremental part of the service is delivered, as well as minimising the impact to the customer of receiving the service.

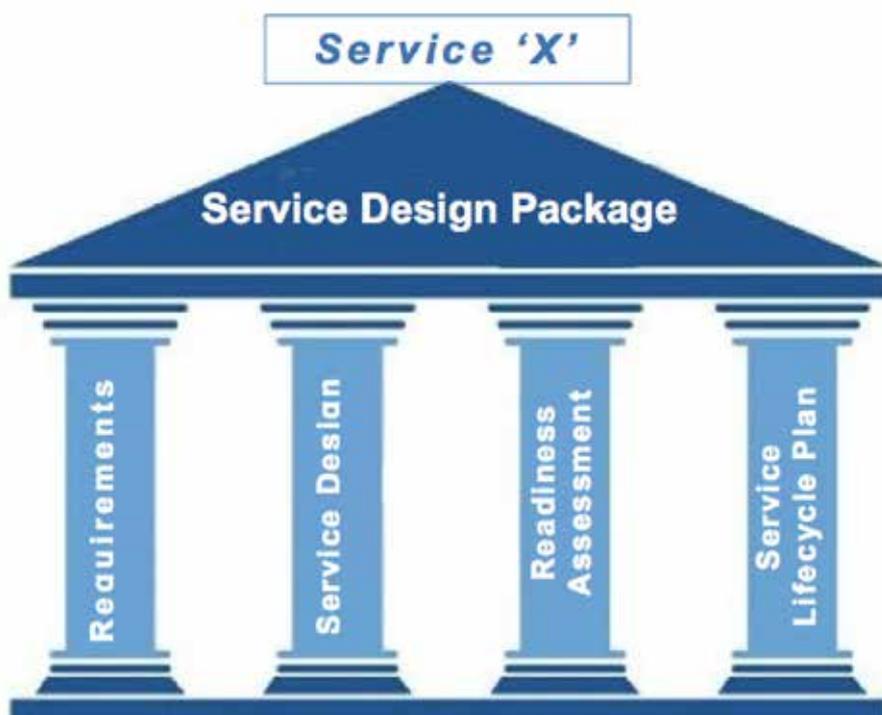
Delivering services in this way can mean that the final service offering may differ quite considerably from that which was originally scoped, having been through numerous iterations and requirements reviews before the whole service is finally provisioned. So how are we expected to record this build journey so that the service offering is supportable? We do this simply by ensuring that all design features, changes in scope and/or functionality, and agreed delivery milestones and accepted elements of the service are fully documented in parallel with the incremental delivery of the service.

Put simply...

Delivery of services in the Agile age does not negate the need for a SDP, but in fact, due to the evolutionary nature of services being delivered in this way, highlights the need for a comprehensive source of knowledge, detailing what was, what is, and what will be for the service to continue to grow. And, as demand for this information grows, the requirement to provide it in a useful and usable form will grow also.

This demand is not going to diminish as we move further into the digital age, and indeed new sub-sets of data or information may be asked for in the support of service delivery, and the logical place for all of this remains the SDP.

In conclusion, as ITSM develops and matures through new technologies, processes, and frameworks so does the relevance of the Service Design Package. The SDP is just one of a range of tools available to Service Managers and its importance cannot be underplayed. (do matter!)



Anthony Oxley is Director at Ox-SM Limited and Chair of the itSMF UK Service Level Management SIG. At ITSM17 he'll be exploring the rise of Digital and Enterprise Service Management and how Service Level Management needs to evolve to meet the changing needs of the Digital Age.

Most IT managers would like to think they deliver a high quality service, but compared with what? Throughout the business world senior executives are asking one simple, straightforward question: 'How good is our IT - good, bad, below average or outstanding?' **Zdenek Kvapil** explores one very effective way to find out.

How good
is our IT?



How do you provide the answer to the question, how good is our IT? By providing the CFO or CEO some form of SLA reporting? By measuring customer satisfaction? Through TCO, ROI or value analysis? Or maybe through a process maturity analysis? Maturity models tend to be based on process maturity assessments that measure selected processes on a scale of 0 to 5. Let's look at the typical results of such an assessment:

- Incident process level 3.4
- Change management level 2.6
- Service level management level 2.45

Imagine you are a CIO standing in the front of your CEO in an executive meeting and you present such figures. What do these figures say? Is your IT good or bad? What do you need to change to make improvements? And ultimately does this mean that your IT is any good?

You can, of course, turn to external consultants to assess your IT. A commissioned audit might yield an objective report, but all too often these reports are driven by a similar approach – a focus on processes, comparisons with ISO/IEC 20000, COBIT™, ITIL® etc – with an array of findings and recommendations. Does that answer the executives' question as to whether or not they have good IT? Not necessarily. The main issue is that the output provided has no scale, nor a clear method leading to an overall IT quality assessment.

to articulate its requirements clearly. Most executives do not fully realise that the way they communicate with IT, how they make decisions, the extent to which their operational requirements reflect longer term strategic plans, and how they support IT from a resource perspective, all have a clear bearing on IT service delivery. This is a critical component of IT quality which should be measured carefully, not just through internal IT processes.

“The IT Quality Index Model... focusing on the business and IT interface, the people, services, processes and tools.”

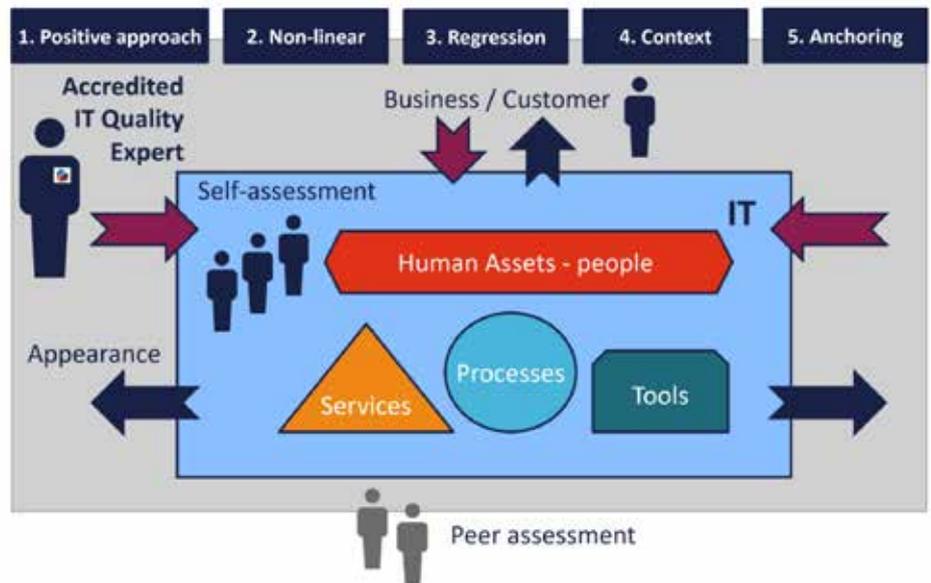


Figure 1: Quality domains, principles and assessors

The IT Quality Index Model

By taking an in-depth look at a cross section of real IT organisations, it's possible to identify areas which frequently remain outside the focus of typical audits but have an enormous impact on the different perceptions of overall quality held by executives and IT management. We can call these areas quality domains:

- Business / customer
- People – human assets
- Services
- Processes
- Tools
- Appearance

These six domains form the basis of a more accurate quality assessment, the IT Quality Index Model, which offers a holistic approach, focusing on the business and IT interface, the people, services, processes and tools. The first of these domains, business/customer, analyses how well the business communicates and cooperates with IT regarding future directions, needs and strategy. This is a fundamental perspective change but one which regularly occurs in quality assessment projects. The quality of the delivered services depends, to a large extent, on the ability of the business

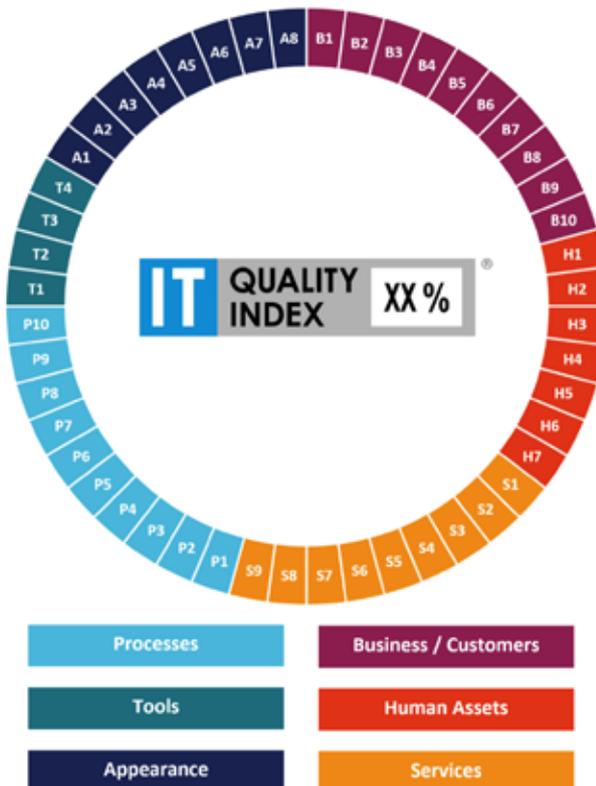


Figure 2: Quality dimensions

Quality dimensions

With the IT Quality Index, then, we look at IT from a holistic, 360° perspective, where a total of 48 quality dimensions are evaluated for every type of IT organisation, and every dimension is measured on a scale of 0 to 100%. For every quality dimension we have defined 4 to 6 attributes. For example:

Quality domain: B - Business/ customers

Quality dimension: B2 – The IT strategy is developed and actively used to support the business objectives

Quality attribute: B2.1 The IT strategy document is approved and accepted by management as a key strategic document.

The scale

While existing models predominantly use a maturity scale in the range of 0 to 5, we chose to use another scale which is well understood in executives' minds. This small change has major implications for the acceptance and understanding of quality assessment results. Business managers tend to use two scales in their day to day work – money (£, \$, €, ...) and percentages (growth, market share etc). So it was a logical step to use percentages to present the results for the quality assessment and ensure clarity of understanding with all parties. When discussing scale there is one important principle that we need to remember - **scale is not linear** (much like most of the world around us). This understanding of non-linearity is important as a small improvement at the beginning is significantly easier and much more achievable than a steady improvement being made at a higher quality level. Therefore quality and cost/resource dependency should be fully understood in line with the non-linearity principle.

Once all of the quality dimensions have been measured (through an assessment managed by an Accredited IT Quality Expert), the overall IT Quality Index can be calculated and subsequently used for benchmarking analysis.

“In reporting the results of the IT Quality Index assessment back to the organisation, the key is the assessee’s relative performance in comparison with other organisations of similar size, sector and maturity.”

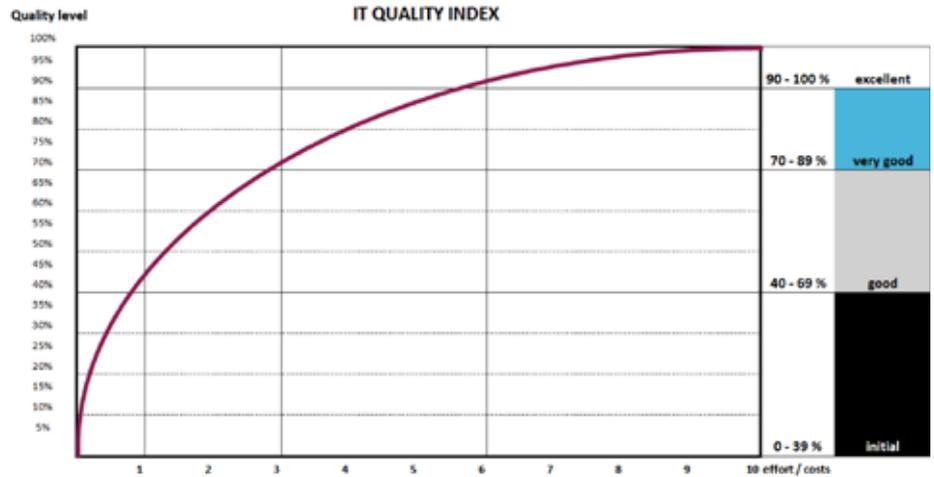


Figure 3: Quality scale

Assessment method

When we look at the assessment method there are some important points to note. Every assessment must be organised in a structured way, and a checklist must be followed to ensure the same approach is applied across all assessments. The assessment process is designed to measure two values for every quality dimension – the **actual level** achieved and the **target level**. These two values provide the basis for deeper analysis that includes improvement prioritisation.

Within every assessment five principles are essential:

- **Positive approach**
 - The identification of improvements rather than gaps, measurement rather than audit
- **Non-linear**
 - Understanding that effort and resources are not directly proportional to the achieved quality level
- **Regression**
 - Measurement of settled levels rather than fluctuations
- **Context**
 - Looking for the targeted quality levels in the context of the business type rather than targeting a 100% quality level – for example, a high street bank might require a higher rating across all quality dimensions than a small, relatively static IT function.
- **Anchoring**
 - Anchoring the actual and target levels in both IT and business minds, ensuring jointly agreed quality levels

In reporting the results of the IT Quality Index assessment back to the organisation, the key is the assessee’s relative performance in comparison with other organisations of similar size, sector and maturity. So to answer the question posed at the start of this article, “How good is our IT?”, the Index provides a top-line response along the lines of “Your IT is at a very good level of 74%. With a target level of 76% set for your company, the priority areas for improvements are 1. ... 2. ... 3. When measured against similar organisations your company’s IT is in the top 30%”. Alongside the summary information, there are also more detailed outputs, including quality and cost analyses that can be fed into future planning cycles.

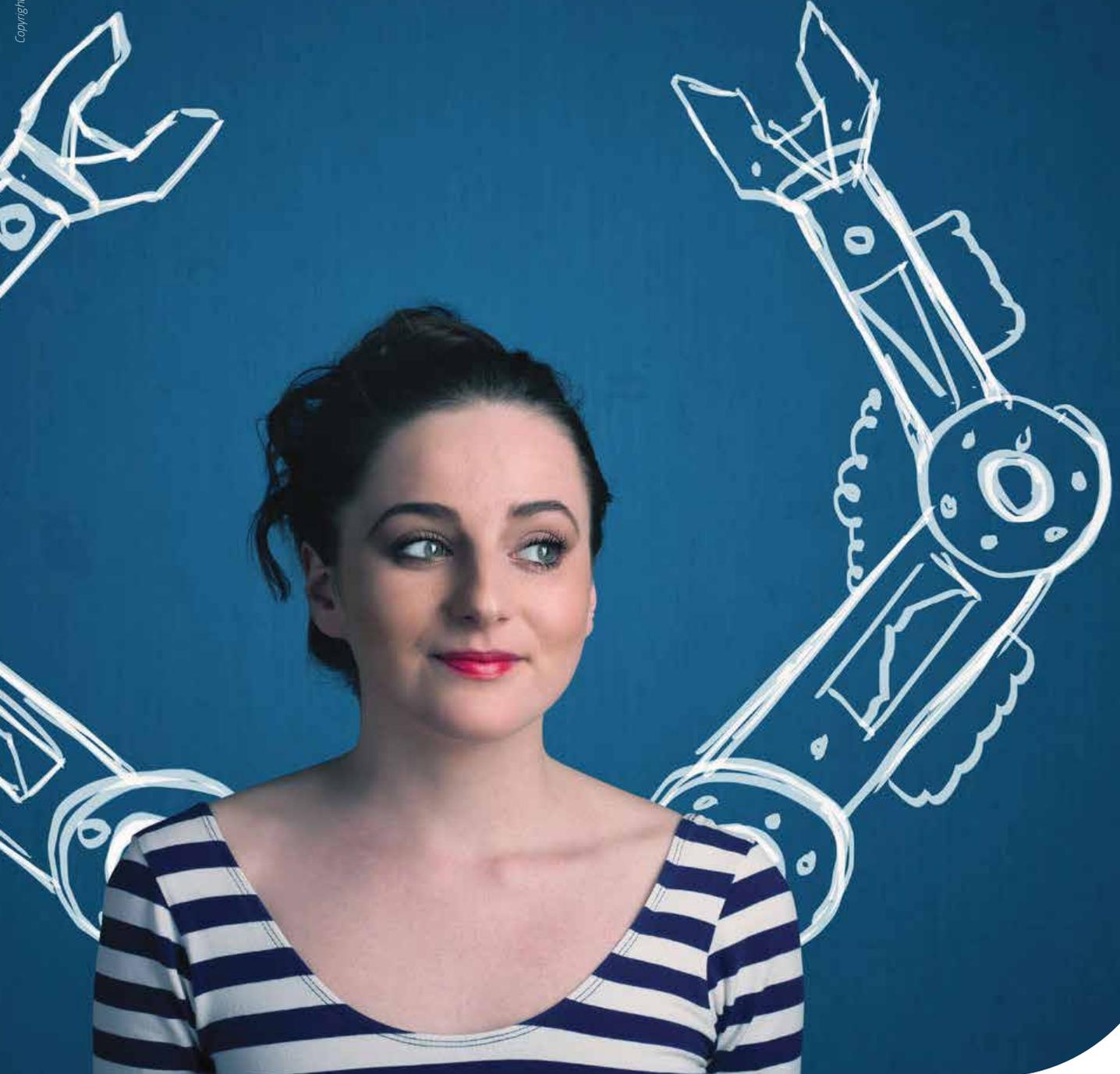
Armed with this information, senior executives have a very clear picture of the real contribution that IT makes to the business, where the IT/business relationship perhaps needs some attention, and how ‘good’ their IT really is compared with that of their competitors.



Zdenek Kvapil is the founder and CEO of Q4IT and the architect of the IT Quality Index framework. He has spent 25 years in the IT industry, from programming through to the management of his own IT consultancy business. His other roles in the industry have included consultant, trainer, speaker and founder of the IT Service Delivery Forum International conference. www.itqualityindex.com



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Why do we bother measuring?



Metrics? Bah! In IT we've measured all sorts of things for years, things like quality, cost, safety, people, customers, availability, reliability, continuity, and so forth. Every major framework has suggested measures but they don't seem to be able to help me get my teams to satisfy my customers or stakeholders. HELP!!!

This is the dilemma of most IT leaders. How do you know what is good, bad, or great in terms of what is occurring in your organisation? How do you set some measures to help your people and suppliers understand and know how they're performing against agreed expectations? Let me share a story with you, and it goes back four decades to when I first started in IT at a large Texas bank.

Taking us back to Texas

My CIO, ex-IBM, ran almost the entire IT division on one metric: MTBK (Mean Time Between Kicking). Not when he kicked us, but when he got kicked.

You see he walked the halls of the bank, went to branches, and visited suppliers weekly. Every time he heard, "Ah your IT is terrible" or "Your IT is not helping me" or "Why did you make that change?" he marked it down. When he returned to his office he went to a board and logged the number of 'kicks' he'd received.

Over a short period of time he noticed something. When we did IT changes, the number of kicks was higher. The other thing he noticed was that there was never a day with zero 'kicks'.

The thing is, my CIO wanted zero 'kicks' for at least one day. So he challenged his team to come up with metrics in their area that would help the IT division have a day of zero kicks, aka no bad comments. If we did this he promised a night out at a major restaurant.

He could have told us what the metrics he wanted us to hit were, but instead he coached us to find metrics that aligned across all the teams to help make quality and performance as great as possible. Development looked at how they found defects and improved testing by using a Right First Time metric. Development and PMO realised though that issues happen, so they asked the Service Desk to help create a robust incident handling process to minimise downtime or impact of an incident. Infrastructure added performance metrics and used these to improve how applications or services worked such as load balancing, more memory when needed, tuning of databases etc.

Think about what we were really doing though. Think about the problems we were finding and addressing not just within our silo but across the silos. In my role as Service Desk Manager I could fix nothing. I had

"How do you know what is good, bad, or great in terms of what is occurring in your organisation? How do you set some measures to help your people and suppliers understand and know how they're performing against agreed expectations?"

to find a way to use my team to work with other areas of IT to develop faster incident response and resolution times, and they had to find ways to stop incidents from occurring or at least help my team. Collaboration – not just "read and do this" communication.

Three months later we had our first zero day. I remember my CIO walking into the computer room and shaking every person's hand. He then went to Dev, Tech Support, the Service Desk, and he called every supplier. The impact was amazing.

After that we never had to be told to aim for a week or a month or a year of zero 'kicks' – we did that ourselves. We never made a year, but there were times where we did achieve an entire month free of complaints.

So, what measures did we use?

- Right first time
- Escalation is bad
- Monitor, alert, respond fast
- No rollback, no roll forwards
- Quality before being on time.

Some of these you will recognise from suggested metrics in DevOps or ITSM. A few we made up just to make it fun, like we had a measure to count the bouncing incident (number of times we escalated and it bounced back for more information). The challenge was to have no more than one bounce.

None of these were ITIL-based, but then this was before ITIL existed. We also were not afraid to prune our KPI tree. Yes, if you think about the main trunk: no bad comments, then all of the branches from all of the areas linked to the trunk to keep it healthy. If a metric no longer mattered or needed to be adjusted

(pruned), we did so as a team and, since we were all working on the same tree, we had to do this collaboratively.

Our metrics became linked to customer satisfaction. Any metric that could not be linked to customer satisfaction was removed. An example would be that we were only down for 80 minutes so we hit our SLA. We looked harder and saw that 80 minutes at end of month (payday for many people) was not really acceptable. The other metric we had was Mean Time Between Failures. "Hey, it has been 4 days since we had an issue!!!", we cried. "Who cares? You have an issue and it takes you hours to get it resolved," was the response back from our customers. Out went MBTI to be replaced by Mean Time to Get It Back Up.

The better we became, the less it cost to manage our services. No staff loss. Staff instead were busier as we were able to offer more services that the bank wanted so training time went up. Quality up, performance up, customer satisfaction up, employee satisfaction up, costs down. No, this was not easy and yes we still had our bad days. But: we had the trust of the bank that we would get it right.

So how do YOU help your teams to do better, faster, and safer IT? Do you let them set their own goals and allow them the time, training and environment to achieve them? Do you celebrate success?

Key Performance Indicators (KPIs) are forward looking indicators. They should help teams make immediate decisions. They should act as a guide that what they are doing is good, bad, or great in terms of quality, cost, safety, performance, and satisfaction. Let your teams create indicators that are KEY to them. Then just watch the magic happen!



Daniel Breston is an independent consultant and a regular itSMF UK contributor. Catch his metrics presentation at ITSM17!

Four big events not to miss in 2018

1

Self-service – a tools forum for members

28th February,
Birmingham

Put the right tools and information in place to support effective self-service in your organisation.



2

Digital Service Transformation

21st March, London

Practical round tables and case studies to help define new ideas and approaches for digital transformation.



3

The Professional Service Management Awards

5th June, London



An evening of recognition and celebration in service management.



4

ITSM18

November, London

Europe's leading service management conference returns to London. Join us for an exceptional learning and networking experience.

