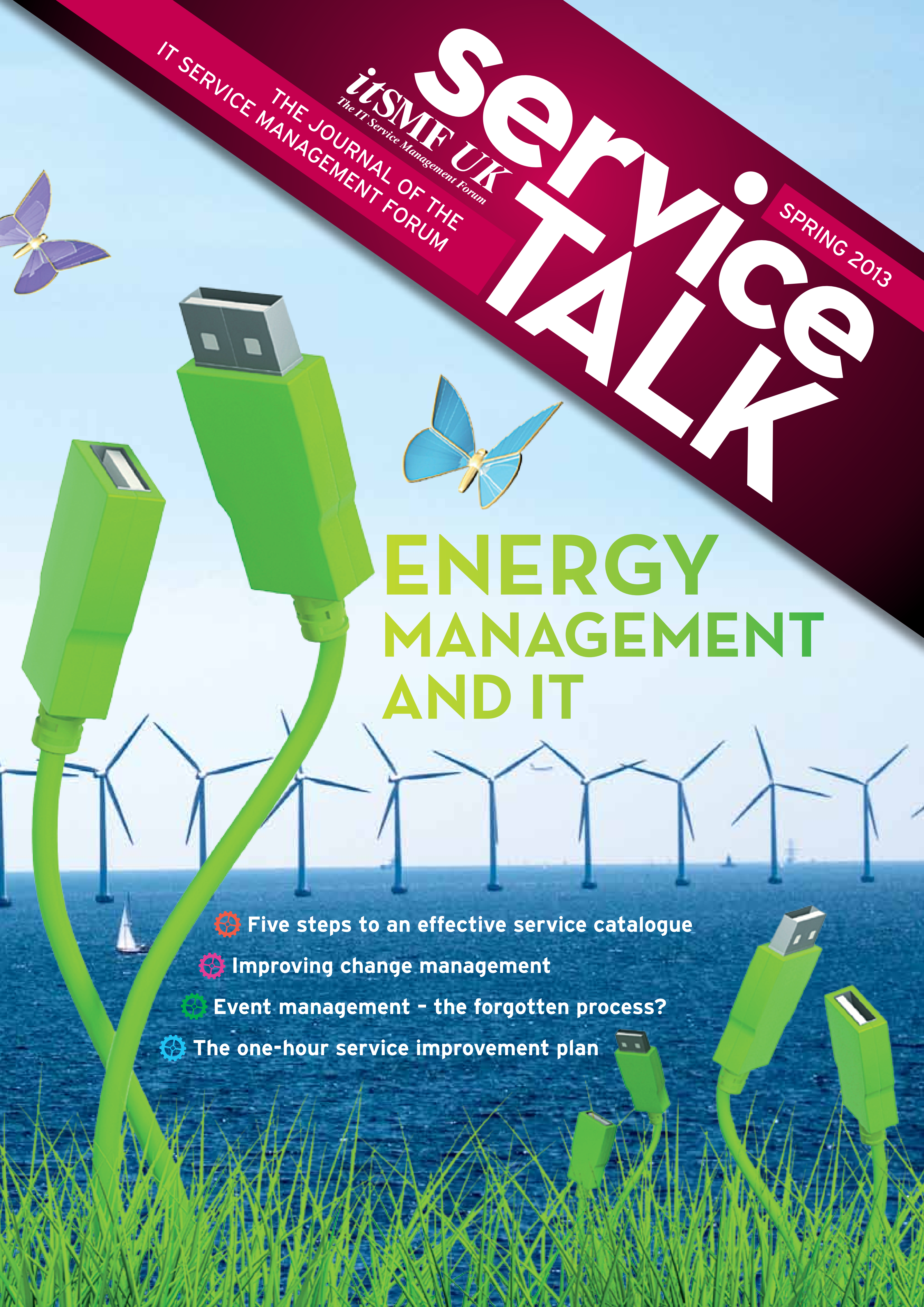
itSMF UK
The IT Service Management Forum
THE JOURNAL OF THE IT SERVICE MANAGEMENT FORUM

service TALK

SPRING 2013



ENERGY MANAGEMENT AND IT

- Five steps to an effective service catalogue
- Improving change management
- Event management – the forgotten process?
- The one-hour service improvement plan

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CONTENTS

service TALK
THE JOURNAL OF THE IT SERVICE MANAGEMENT FORUM

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DO YOU SUFFER FROM OCSD?

You can't read Rob Stroud's account of the poor service he received on his Caribbean cruise (page 35) without thinking 'I've been there!' Everyone at some time has fallen victim to a case of bad customer service, often compounded by the fact that there is no process in place for you to make your grievance heard or for the service provider to put things right afterwards.

For those who live and breathe service management, spotting and rectifying bad service can become something of an obsession. Tata consultant and itSMF UK member Andrea Kis told me recently that she suffered from what she called Obsessive Compulsive Service Disorder. "I spot bad service everywhere and ideas flash through my head about how that particular service can be made better and more customer-centric," she said.

Many of our members suffer from OCSD, or variations of it, and it's this passion for improving service whenever and wherever the need arises, both inside and outside IT, that underlines what itSMF UK stands for. Some of the contributors to this issue show definite symptoms of the condition: Stuart Rance, who discusses one company's success in building change management into their culture; Michelle Major-Goldsmith from itSMF Australia, who offers us the one-minute service improvement plan, the first of three articles suggesting practical hints and tips to take back to your organization; Kevin Shaw on the forgotten process, event management; and Mark O'Loughlin from itSMF Ireland who provides five steps towards an effective service catalogue. Thank you to all our contributors for their incurable enthusiasm for their subjects!

One area where IT is likely to be in the spotlight in the months ahead is sustainability. IT is a major energy consumer, and the proportion of overall consumption that is attributable to IT is growing significantly. As 'green' issues climb up the corporate agenda for financial, legal and social reasons, we've put together a four-page special section on energy management, with Stuart Sawle and Peter Durrant offering some practical advice on putting together a workable energy management plan. Some of our members are at the forefront of sustainable IT – the Co-operative's new buildings in Manchester, for example, show what can be done when green thinking influences the whole design of the working environment – but whatever resources you have available you can take steps to reduce your energy footprint, and now is the time to start.

Finally, if you are attending the Service Desk & IT Support Show at Earls Court in London later this month, please visit us at stand 816 to browse the bookshop and find out what's new at itSMF UK. I hope to see you there!

Mark Lillycrop
Marketing & Publications Manager

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PS. Tell us what you think about the articles in ServiceTalk: #itsmfuk

THE POWER OF THE VOLUNTEER

I had the pleasure (!) in the middle of March of running the Reading Half Marathon. I won't go into detail about why I was there as Colin Rudd talks about the event in his column; but whilst trudging round the streets of Reading on a Sunday morning in the 'lovely' March weather what really kept me going was the volunteers. I identified three distinct groups of volunteers:

- There were the organizers, putting everything in place from the car park and bus stop in the town centre through to the stadium where the race starts and finishes. For a race with over 15,000 runners they are considerable in number and without them the Half Marathon would not have gone ahead.
- Then there were the runners. Amongst those taking part it felt as if half were doing it for charity. As we went round the course I found it very comforting and uplifting to see the green shirts of other runners representing Team Macmillan, but just as exciting to see a charity top I'd not seen before or another that I'd glimpsed earlier on. It surprised me how much this helped to ease the tiredness and cold particularly in the last few miles.
- Lastly there were the supporters. For the vast majority of the 13.1 miles there was someone cheering you on despite it being close to freezing and raining heavily. This was real dedication.

Working for itSMF UK, an organization that relies on and is governed by volunteers, I found this very encouraging. Over the last five years, many of our members have seen their free time dwindle because of work pressures, and for some this has meant much less involvement in itSMF UK. What activities like the Half Marathon demonstrate to me is that, if we can engage with members and non-members who have a genuine interest in service management and prove the value of our organization as a community, then we can continue to find volunteers like the thousands that have contributed to our industry so enthusiastically over the last twenty to thirty years.

As a last point, work is going on at the Cabinet Office which will affect the future of ITIL (as part of its Best Practice portfolio) and as we go to print that future is not clear. All I would say at this point is that the aims of the itSMF UK will remain the same – to serve our members as the premier community for leadership in IT service management and to contribute to the development of service management, no matter what the future of ITIL holds.

Finally, if you aren't yet one of our volunteers but you have something to give and want to contribute to the future of service management, please get in touch and we can begin that journey together.

Ben Clacy
Chief Executive

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OVUM RESEARCH SHOWS A DISMAL END TO 2012 FOR IT SERVICES

Last year was the worst for IT services contract activity since 2002, according to research from analyst Ovum. Performance in the three months to the end of December 2012 fell well below the levels seen in the same period of 2011, ensuring that annual IT services contract activity fell to its lowest level for 10 years, both in terms of total contract value (TCV) and deal volume.

In Ovum's latest analysis of the IT services market **(IT Services Contracts Quarterly Analysis, 4Q12)** the TCV of deals announced in the fourth quarter of 2012 was $20.8bn, down 34 per cent on the same period in the previous year. The number of deals fell 17 per cent in the same period and there was a notable lack of megadeals (contracts valued at $1bn or more). While the level of activity in 4Q12 represented a slight improvement on the previous three months of the year, with TCV up 10% from the third quarter of 2012, annual TCV was down on the previous 12 months across both the public and private sector, with the private sector enduring its worst year since 1998 in TCV terms.

"The ongoing economic uncertainty afflicting key markets for IT services such as the US and Europe was a major factor behind the weak performance of the industry in 2012," says Ed Thomas, Senior Analyst in the Ovum IT Services team. "Our research suggests that many enterprises remain wary of committing to major projects, with issues such as the Eurozone crisis having a particularly significant impact."

STHREE CHOOSES SUPPORTWORKS ITSM ENTERPRISE TO SUPPORT MOBILE WORKFORCE

SThree has used Hornbill's Supportworks ITSM Enterprise to provision over a thousand mobile devices for its global workforce in under two weeks, as part of a corporate BYOD scheme.

Recruitment firm SThree has 2,200 staff using its IT systems across its global operations spanning 20 countries. With many employees working either remotely or travelling between client meetings, the company needed to find a way to quickly approve authorized apps on mobile devices used by its disparate workforce.

"We wanted to enable our recruitment consultants to have access to their email and calendar while on the move," said Marc Christophides, director of service support at SThree.

"Before consultants would have to come into the office, and would not have access to email on the go," Christophides said. "This frees them up between meetings, particularly when they are trying to sign a deal. It is all about having a mobile workforce."

FRONTRANGE WINS CONTRACT WITH GERMANY'S BAUER GROUP

International construction and machinery provider, the Bauer Group, is now using FrontRange's HEAT IT Service Management (ITSM) suite for help desk support for its employees.

The solution was customized to meet BAUER's specific requirements and support the Group's business processes, and comprises HEAT Client Management paired with HEAT IT Service Management, allowing Bauer to manage desktops and servers as well as IT services from a single platform.

Bauer head of IT support, Marco Fröhlich, said that when selecting the new software, it was important that the solution scaled easily, allowed integration of existing scripts, and had the capability to seamlessly integrate the Group's overseas locations.

"Not only did the FrontRange solution fulfill these requirements, it also made a rapid implementation with flexible customization possible. The FrontRange team was able to use its expertise to provide professional support and make a positive impression during both the selection and implementation phases of the project."

2E2 EUROPEAN BUSINESSES SNAPPED BY LOGICALIS FOR €24M

Logicalis Group is to acquire 2e2's four European subsidiaries, excluding its UK business, for €24m (£20.6m).

Logicalis will acquire the Spanish and Irish systems integration businesses, operated under the Morse banner; the Channel Islands business (Jersey and Guernsey) and its operation in the Netherlands including an ITSM consultancy.

The firm's chief executive, Ian Cook, says the deal will expand the integrator's presence in Europe: "In particular, the Spanish business is strategically important to us to strengthen relationships with our multinational clients in Latin America," he comments.

"The service management consultancy business further enhances our services offering and allows us to introduce it to Logicalis' wider international audience. It also allows us to deliver an enhanced portfolio of communications and collaboration, data centre, managed services and cloud services to these new markets."

SOSTENUTO GAINS SUPPORT IN EDUCATION AND IT SERVICES

UK-based service management company Sunrise Software has announced that Newham Partnership Working (NPW) has selected its Sostenuto ITSM software to manage IT support for over 90 London schools.

NPW is rolling out out the new Sostenuto Service Desk solution over a period of twelve months, starting with ten pilot schools. All service and support requests are logged online via the schools' learning platform. The new process has streamlined call logging for users and how school technicians plan their work. It also enables both the schools and NPW to measure and review service level agreements.

In a separate announcement, Sunrise said that IT services provider ANS Group has deployed Sostenuto to manage IT Incident and Change Management for its customers, as well as supporting its critical business processes. ANS is using Sostenuto to track and capture sales leads, manage customer contracts and order processing, and to schedule consultants' time. The company claims both efficiency and productivity gains that have given a return on its investment in just twelve months and significantly contributed to its growth of over 80%.

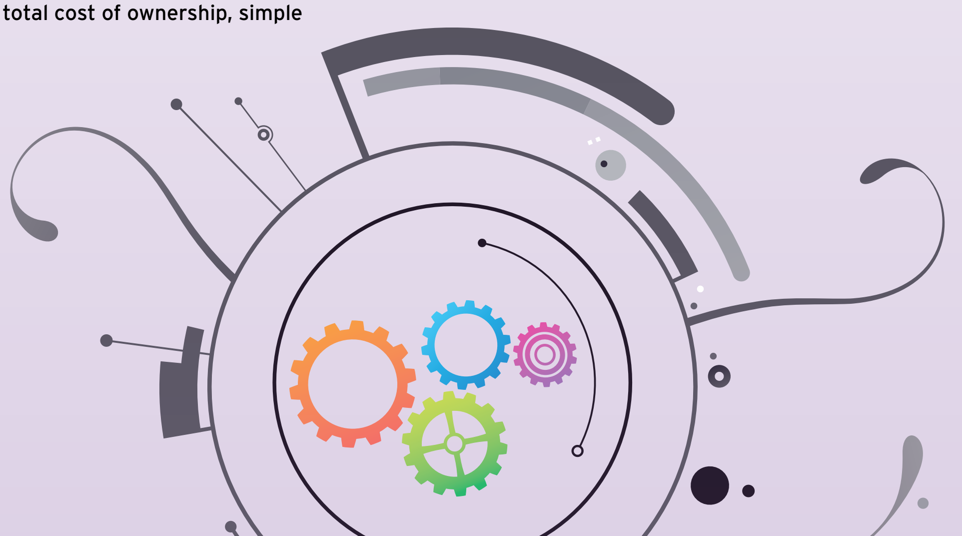
AXIOS SYSTEMS INCLUDED IN SAAS IT SERVICE MANAGEMENT TOOLS REPORT

Axios Systems, a leading provider of IT Service Management solutions, has announced its inclusion in the 'Market Overview: SaaS IT Service Management Tools' report published by Forrester Research.

The Forrester report assesses 21 ITSM vendors, then segments them by target market as well as level of customer success. The report divides ITSM vendor solutions into three market types: Enterprise, Upper Midmarket, and Lower Midmarket. Forrester Research placed Axios Systems' assyst in the Enterprise category.

Forrester lists certain key benefits that SaaS ITSM solutions provide: initial lower total cost of ownership, simple implementation, reduced support needs, greater opportunity of use, and higher user satisfaction. To ensure these benefits can be experienced, Forrester suggests that companies focus in three core areas: support for the most commonly adopted ITSM capabilities, a CMDB, and self-service.

"We believe that the inclusion of our solution assyst in the Enterprise category by Forrester is testament to the value that assyst delivers to global organizations, our clients choose assyst because of our customer-centred approach" said Tasos Symeonides, CEO of Axios Systems.



CHANGEQUEST ACCREDITED FOR NEW FACILITATION CERTIFICATION

ChangeQuest, the training company that specializes in combining people and process skills training for project and change managers, has been accredited to deliver the new Facilitation certification which has recently been launched by APMG-International. Workshop based corporate and public courses are available now.

One of just two organizations to have achieved accreditation to date, ChangeQuest has been fully involved in the launch of the qualification. Ranjit Sidhu, Principal Consultant at ChangeQuest explains: "The old 'command and control' style of management is becoming less effective, and groups need to work in a much more collaborative way. But facilitation skills are needed so that collaboration doesn't end up adding time and complexity and making the group less productive. This new qualification offers a robust process for practising the feedback models and communication techniques that lead to success."

The Facilitation certification is suitable for professionals of all disciplines, and is initially being offered at Foundation level, with the more advanced Practitioner qualification being planned for late 2013.

CHERWELL RECEIVES NEW METRICS AND REPORTING ACCOLADE FROM THE SERVICE DESK INSTITUTE

The Service Desk Institute (SDI) has launched the world's first performance results report accreditation programme for IT service desk software products.

Following feedback from a significant number of SDI certified service desks, SDI members and service desk professionals, it became clear that reporting service desk metrics and report generation remains one of their biggest bugbears. This included not only knowing which metrics should be measured but how to extract data from service desk software products to report on required measures quickly and easily with the least amount of human intervention possible.

Just over a year ago, SDI set out to find a way to ensure service desks could turn a clear set of performance measures as defined in its Service Desk Standard into concise and relevant management reports where, at the click of a button, the data was trended over a period of time from within their own service desk tool.

SDI partnered with Cherwell Software to help turn this vision into reality, and Cherwell Service Management has now been named the first product in the world to be certified as SDI performance results report compliant with the Service Desk Standard.

Simon Kent, head of technical business services at Cherwell Software, EMEA, who spearheaded this project at Cherwell commented: "We are delighted to be the first solution provider in the world to achieve this unique accreditation for our service desk solution."

NEW SURVEY HIGHLIGHTS WORRYING LACK OF GUIDANCE FROM EMPLOYERS ON USE OF PERSONAL DEVICES

A survey commissioned by the Information Commissioner's Office (ICO) has shown many employers appear to have a 'laissez faire' attitude to allowing staff to use their personal laptop, tablet computer or smartphone for work business, which may be placing people's personal information at risk.

The survey, carried out by YouGov, reveals that 47% of all UK adults now use their personal smartphone, laptop or tablet computer for work purposes. But less than 3 in 10 of those who do so are provided with guidance on how their devices should be used in this capacity, raising worrying concerns that people may not understand how to look after the personal information accessed and stored on these devices.

The news comes as the ICO published guidance explaining some of the risks organizations must consider when allowing personal devices to be used to process work-related personal information. The guidance explains how the Bring Your Own Device (BYOD) approach can be adopted safely and in a manner that complies with the Data Protection Act.

A full copy of the ICO's guidance on BYOD is available on the ICO website at www.ico.gov.uk

industry news

ISACA ISSUES GOVERNANCE AND ASSURANCE GUIDANCE FOR BIG DATA

Big data can save big money. A recent McKinsey report found that value gained from data in the US health care sector alone could be more than US $300 billion every year. But traditional tools aren't enough to manage these extremely large amounts of fast-changing information. To help enterprises use big data effectively, global non-profit IT association ISACA has issued guidance on how to manage the chaos and address the business benefits and challenges.

"Enterprises are investing significant capital to develop and deploy big data analytics to obtain an early competitive advantage," said Richard Chew, senior information security analyst at Emerald Management Group and a co-author of ISACA's new white paper, 'Big Data: Impact and Benefits'. "While big data can reap big rewards, it also poses significant risk, including misleading data and unexpected costs. It is critical for enterprises to put in place a governance program to ensure that information remains accurate, consistent and reliable."

CITRIX GOTOASSIST'S INTEGRATED 'TRIPLE PLAY' SUPPORT TOOL REDEFINES UPTIME FOR MOBILE WORKSTYLES

Citrix has announced strong customer demand for its new cloud-based support toolset, Citrix GoToAssist. The integrated toolset offers a 'triple play' combination of easy-to-use service desk management, market-leading remote support and IT monitoring.

By delivering easy access to key support functions from one interface, Citrix is providing IT with the functionality to maintain uptimes and deliver superior support experiences to both internal staff and external customers. In the first 90 days of availability, the company experienced significant uptake in GoToAssist usage with customers reporting efficiency gains from using a seamlessly-integrated toolset for daily and critical support needs.

The GoToAssist integrated offering consists of three modules: GoToAssist Service Desk, GoToAssist Remote Support and GoToAssist Monitoring. Customers can choose one module, two or all three – to fit the specific needs of their business. All are available through one interface and, when used together, provide significant efficiencies in combined reporting and single-click functions between modules.

OUR ANNUAL CONFERENCE MOVES TO BIRMINGHAM

ITSM13, on 4th-5th November 2013, offers the perfect one-stop-shop for service management professionals. As well as six tracks of educational presentations, interactive sessions and case studies, the event includes endless networking opportunities, an unparalleled service management exhibition featuring over 40 exhibitors, and of course our celebrated ITSM awards dinner.

The International Convention Centre offers an exciting new venue for the conference in the heart of Birmingham – so don't miss out on the biggest and best ITSM gathering of the year!

Book your place at **www.itsmf.co.uk/Conference2013** before the end of May and take advantage of our **'early-bird' 25% discount.**

ANNUAL AWARDS

Nominations are now open for the 2013 IT Service Management Awards, the industry's most prestigious accolade. This is a great opportunity to highlight the achievements of those around you – service management individuals and teams whose skills, commitment and imagination have marked them out for special recognition. Why not put your colleagues or customers forward this year?

Award categories include:

- Service Management Project of the Year
- Service Innovation of the Year
- Service Management Team of the Year
- Submission of the Year
- Contributor of the Year
- Trainer of the Year
- Student of the Year (ITIL and ISO/IEC 20000)
- The Paul Rappaport Award for Outstanding Contribution to Service Management.

Visit **www.itsmf.co.uk/Awards2013** for information about eligibility and deadlines, and to download a nomination form.

NEW FACE AT THE ITSMF UK OFFICE

We welcome a new addition to the itSMF UK office team. Alice Cashley, who has joined us from a career in retail, takes on the role of member services co-ordinator, working on membership sales and renewals and helping with event administration.

Alice says she is really looking forward to meeting as many members as possible and helping them to get the most out of their membership. In her spare time Alice makes exceedingly good cakes, much to the delight of the other staff members.

itSMF UK news

SPRECHEN SIE ITIL?

The German edition of the ITIL Lifecycle Suite 2011 has now been published by TSO and is available to itSMF UK members from our bookstore at just £254.15. If you run German-language ITIL courses or have colleagues working with ITIL in German, the new translation will be a great asset.

Just contact publications@itsmf.co.uk for further information.

NEED ONLINE ACCESS TO THE ITIL CORE BOOKS?

itSMF UK members can now sign up for reduced-price access to the ITIL Lifecycle Suite online. The online version of the ITIL guidance benefits from a number of additional features, including dynamic content, easy navigation, bookmarking, history, cross-linking between chapters, and a pop-up glossary of terms.

ITIL access is available as an annual add-on to membership as follows:

	Membership price	ITIL annual add-on - new price	ITIL annual subscription - original price	Membership plus add-on	SAVING
Individual	£120	£180	£254	£300	£74
Company-5	£450	£850	£1270	£1300	£420
Company-10	£600	£1600	£2540	£2200	£940

Just contact the office to find out more about building online ITIL access into your membership, or to obtain rates for larger organizations.

SFIA GOES FROM STRENGTH TO STRENGTH

The 2013 SFIA Conference took place on 7 March in London. This, the eleventh annual IT Skills Management Conference run by the SFIA Foundation (of which itSMF UK is a member) showed that interest in the Skills Framework for the Information Age is growing fast, and that SFIA-based skills and role profiles are being used widely and to good effect within organizations across the world. Speakers from AstraZeneca, Deutsche Post DHL, the Department of Work and Pensions, Hudson IT, Transport for London and other businesses explained how SFIA is helping them to improve personal development plans, banish inconsistency and duplication from their skills frameworks, and improve staff performance and satisfaction.

Meanwhile itSMF UK's new SFIA Skills Assessment has enjoyed a flying start with a wide range of ITSM professionals applying to complete the simple process. The assessment, which is delivered through a SaaS solution, uses structured surveys to provide a unique map for your IT-related skills. For more information about obtaining your personalized SFIA-based profile, go to www.itsmf.co.uk/sfia.

NEW MEMBERS

A warm welcome to the following members, who joined us during the first quarter of 2013.

INDIVIDUAL

- **Paul Soutar,** Independent
- **John Holman-Dine,** CS Technology
- **Angela Logie,** Velos-IT Ltd
- **Jonah Billy,** Michael Wisher & Associates
- **Harold Gigataras,** Independent
- **Mark Jordan,** Open Spaces Limited
- **Tom Benham,** Crompton House School
- **Phillip Nundy,** Independent Consultant
- **Ian Johnston,** BBC
- **Gregorii Pawlyszyn,** IBM EMEA
- **John Green,** Global Logic Ltd
- Asif Hameed, 3C Project Management Ltd
- **Paul Graham,** Amplecom Ltd
- **Ivona Acklam,** Independent
- **Kiri Panayi,** Independent

COMPANY 5

- **Jaguar Landrover** (Frank Manshausen)
- **Nexthink** (Carine Kriegenhofer)
- **Welsh Water** (Emma Dent)

STUDENT

- **Colin Waldron,** NHS Kent & Medway
- **Graeme Barnett**
- **Anthony Blore,** Blazent. Inc

FORTHCOMING EVENTS FOR 2013

Our burgeoning programme of events for members now includes seminars and masterclasses as well as regional meetings and special interest groups. Check out the itSMF UK website for the latest information on forthcoming events, or choose from the list below.

SEMINARS

- **Knowledge & information** Queen's Hotel, Leeds, 22 May 2013
- **Risk, security & governance** Midland Hotel, Manchester, 18 June 2013
- **Sourcing & supplier management** Hyatt Regency Hotel, Birmingham, 18 September 2013
- **Putting the right skills in place** Hilton St Anne's Manor, Wokingham, 4 December 2013

ITSM MASTERCLASSES

Small, interactive practitioner-led events to develop your knowledge and skills.

- **Building a Service Catalogue,** led by Colin Rudd of ITEMS – 17th April 2013
- **Problem Management,** led by Steve White of Kepner-Tregoe – 7th May 2013
- **Many more topics to come - see page 34 for upcoming subjects**

REGIONAL MEETINGS

Northern Ireland

- **Microsoft,** Belfast - 17 May 2013

Scotland

- **University of Glasgow** – 20 June 2013
- **Baker Hughes,** Aberdeen – 19 September 2013

Midlands & East Anglia

- **Marval,** Kettering – 4 July 2013
- **Coventry University** – 12 September 2013

SPECIAL INTEREST GROUPS

- **CSI SIG,** SCISYS, Chippenham – 27 June 2013
- **Transition Management SIG,** Jaguar Land Rover, Gaydon, Mid-July

chairman's update

DELIVERING AGAINST OUR VISION AND STRATEGY

It seems incredible that another three months has passed since the last Chairman's report. During this quarter:

- I chaired and presented at a seminar on 'Recent trends in process improvement' in London
- I took part in a round-table discussion chaired by the BBC presenter John Waite which was recorded for students of the new Open University course on Project and Service Management
- At the itSMF Norway conference in Oslo in March, I ran a pre-conference CIO briefing session, a service catalogue workshop and also presented a session on 'Personalities, relationships and communication' during the conference itself.

There has been a face to face management board meeting and a number of teleconference board meetings this quarter, where the emphasis has been on:

1. Reaching targets for this financial year, finishing in March
2. Delivering against the strategy and vision of itSMF UK, as discussed in previous issues of ServiceTalk
3. Pushing forward with the restructuring of the itSMF UK Management Board roles and responsibilities
4. Identifying and defining new services to be delivered to itSMF UK members
5. Raising the visibility and profile of itSMF UK at the 'C' level.

The office team and the Management Board have worked incredibly hard to try and reduce costs and increase revenue over the last few months in order to hit the stretched financial targets set at the beginning of the financial year. Similarly exacting targets have been set for the next two years to establish a sound financial basis for itSMF UK's continued growth. Our thanks are particularly due to our Financial Director Alan Thomson and Financial Controller Sarah Nieto for all of their efforts in this area and I will let you know the final financial outcome in my next ServiceTalk update.

The scorecards discussed in the last issue of ServiceTalk have now been revised, agreed and implemented. This should enable the Management Board to improve their ability to deliver against the agreed itSMF UK vision and strategy. Part of the restructure was intended to encourage the more active involvement of ESC (Executive Sub-Committee) vice chairs in Board activities. To that end I am pleased to say that Claire Agutter (vice chair of the Publications ESC) accepted this invitation and attended the March Management Board meeting at the itSMF

UK offices. Claire enjoyed the meeting and was actively involved in contributing to its overall success – her report on the meeting is on the page opposite. We would welcome the involvement of more ESC vice chairs in our Management Board meetings.

To help us achieve against activities 3 and 4, we have now set up an email address to receive ideas and suggestions from members on new service initiatives and changes to existing services, or any other feedback or comments that you may have. The email address is ideas@itsmf.co.uk. Please use this facility to let us know your views - we look forward to hearing from you.

Discussions are still continuing with itSMF International regarding our relationship and interfaces between International and other national itSMF chapters. I have also had a number of meetings with other itSMF chapters over the last three months, trying to achieve a general consensus on the way forward. However as yet there has been no real progress.

Last but by no means least, I would just like to say a huge thank you to the itSMF UK Reading Half Marathon Team of John Windebank, Ben Clacy and Mark Lillycrop (together with yours truly), who all ran the Half Marathon, and the Global Knowledge team (Rosemary Gurney, Barry Corless, Ashley Bantock and David Kenneally) who ran the Corporate Relay. The weather did its utmost to prevent us from achieving our goal, with biting winds, rain, sleet and snow! However, we all managed to complete the course despite the elements. These combined efforts managed to raise an impressive £2,100 for Macmillan Cancer Support, a charity nominated by Ashley Hanna, a long-time volunteer and supporter of itSMF UK. We would like to thank all those who donated to Ashley's Big Challenge and offer Ashley our wholehearted support and best wishes in his fight against cancer.

Colin Rudd
Chairman, itSMF UK

PS. Just in case you didn't get round to it before the event, the donation page is still open at **www.justgiving.com/ashleysbigchallenge**

The Management Board

In at the Deep End

NEW PESC VICE CHAIR CLAIRE AGUTTER FINDS OUT WHAT HAPPENS ON THE ITSMF UK MANAGEMENT BOARD AND CHAIRS HER FIRST PUBLICATIONS ESC MEETING.

At the end of 2012, I volunteered to take on the role of vice chair of the Publications ESC (PESC).

As part of my role I support the chair, John Sowerby, and deputise for him if he's not available. This includes chairing PESC meetings and attending the itSMF Management Board when John can't be there.

Rather than dropping straight in at the deep end, I decided to shadow John at the Management Board to make sure I knew what I was letting myself in for. This turned out to be an interesting decision – a major incident took John away from a large part of the meeting, so my shadowing turned into attending.

I don't attend many meetings as part of my current role, and I have to confess I felt some trepidation at the idea of a six hour one. However, the time flew by and I was thoroughly impressed by the range of topics that we got through.

The meeting was chaired by Colin Rudd and attended by itSMF staff and volunteer board members. Colin did a great job keeping us on track and is implementing lots of good practice ideas to make the itSMF UK run smoothly. ITSM aficionados would have recognized the RACI charts in use to map roles and responsibilities.

It was great for me to see how much focus there is on the members – every decision is subjected to a test "does this add member value?" It's always challenging to get things done when an organization relies so heavily on volunteers, but the Board all work really hard to keep the itSMF UK fresh and relevant.

Some of the topics for discussion were:

- Hot topics and CIO concerns, and how the itSMF UK can address these
- The new itSMF UK website
- Updates from all the ESCs, including people, education and publications
- Updates on events
- New initiatives.

The next day, I chaired the face to face PESC meeting. The PESC meets every quarter, and members can attend in person at the itSMF UK offices or dial in, and the March meeting had a mix of both. We discussed the production of a publication strategy, to include a road map of future titles. We also discussed some publications that are in progress or have been proposed.

The Publications ESC covers all forms of publication from books to white papers to reports and even podcasts in the future.

We're always looking for people to join us, so if you'd like to take part as a member, reviewer, author or anything else then please contact mark.lillycrop@itsmf.co.uk. It's a great opportunity to get involved in shaping the future direction of itSMF UK publications.

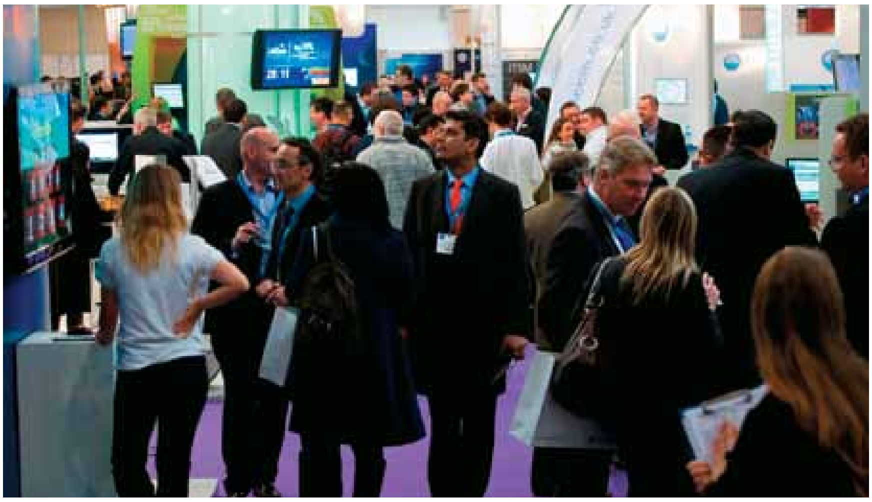
Claire Agutter is Director and Head of Online Education at IT Training Zone and EU Representative, ATO Sub-Group at APMG-International

SITS 13

THE SERVICE DESK & IT SUPPORT SHOW

23-24 APRIL 2013

EARLS COURT, LONDON



WITH THE CHALLENGES OF BYOD AND THE COMPLEXITIES OF CLOUD-BASED SOLUTIONS, IT'S SINK OR SWIM TIME FOR MANY SERVICE DESK MANAGERS. HERE WE PREVIEW THE TOPICS UNDER DISCUSSION AT THIS YEAR'S SERVICE DESK AND IT SUPPORT SHOW IN LONDON.

The decision to deploy cloud, on-premise or hybrid ITSM tools was, until recently, the primary cloud-related decision for service desks to make, but as business departments have begun choosing to source their own technologies via third-party applications, unauthorized devices and subscription-based licence agreements, the fragmented support landscape has become unrecognisable.

Consumer technologies and BYOA (Bring Your Own Applications) are changing where internal IT support now begins and ends.

It was widely predicted that, as Internet speeds and reliability improved, the flexibility and convenience of cloud software would consign traditional on-premise software deployments to history. Yet while the pull of cloud means that it continues to extend its share of the enterprise software market, there are signs that it is reaching its growth limit.

Whether the service desk chooses to deploy within its own department, or it is forced to work with a third-party provider which has been introduced by a business unit, the cloud debate highlights a challenge that will become all-consuming for IT teams. Whether we are talking about BYOD (Bring Your Own Device), consumer applications, or subscription-based software tools, IT has a simple choice to make: swim with or against the tide.

The key is that to survive, IT must become a business advisor rather than the provider/guardian of technology. The good news is that cloud-based, consumer-orientated apps have succeeded in doing something that business IT has failed ever to achieve: get users excited by technology. App stores, touch screens and gesture-based devices have made technology simple and enjoyable to use. They require no technical knowledge – indeed the inner workings are neatly hidden beneath a glossy sheen. In short, consumer apps and subscription-based cloud apps have created what all technology teams must aspire to, they have created 'IT as a service'.

Tackling this massive switch in the way IT services are delivered within the workplace and blurred boundaries is where a visit to SITS13 at Earls Court on 23-24 April can help.

Although user-owned devices and cloud-hosted solutions are now becoming commonplace, the transformation of IT support is by no means complete. Many organizations still need to put the correct processes and procedures in place to fully embrace these new technologies, and demonstrate the value to their businesses for doing so.

The education programme at SITS13 has been specifically designed to include a plethora of case studies and practical advice to give visitors the best opportunity to learn from the experiences of early

Welcome to the world of fragmented IT

adopters and to give a blueprint before rolling out implementations of their own. The show is welcoming a number of 'how to' sessions from representatives of public sector organizations including Rob Miller from the London Borough of Lambeth, who will be describing how his department mastered BYOD by shifting the company culture to self-service (Wednesday 24 April, 10.50 Theatre 1); and Peter Dowdall from Kings College Hospital NHS Trust, who will be discussing the measures they took to manage the increased number of devices and licences for which they are responsible (Tuesday 23 April, 12.30 Theatre 2).

As running a successful service desk is about more than just the technology, there are also some great sessions to help visitors to manage their staff more effectively, recruit new staff members, and build a culture that puts service first.

New Gartner partnership

The SITS13 programme also includes a show first, with featured guest Gartner headlining the Keynote Theatre sessions. The involvement of Gartner, the world's leading information technology research and advisory company, marks an exciting new development for the show. This "new and unique partnership" with Gartner offers the UK's IT Directors and IT Service Management professionals an unparalleled opportunity to gain some valuable first-hand insights from a truly global perspective.

The Keynote Theatre will host a keynote and panel discussion on each day of the show, led by Gartner analysts. Confirmed panel discussion topics include 'Culture versus tools – building a perfectly balanced service desk' on Tuesday 23 April, which will see Gartner lead the debate on how service desks can achieve a positive balance between culture and tools, plus outline methods for maintaining a strong, positive, customer-centric culture within an IT department. Meanwhile the second day's panel will address the tantalising question 'Who is murdering ITIL?' With some organizations complaining of 'death by ITIL', this lively and insightful debate will explore whether the industry really should say yes or no to the most notable of service management frameworks.

Other leading names making an appearance in the Keynote Theatre include Noel Bruton, who will be advising on how to become a great manager and leader, and Ivor Macfarlane of IBM, who will divulge how a changed attitude to customers will transform the service desk.

Alongside the education programme, over 80 exhibitors will be on hand over the two-day event to demonstrate the latest products and services – they will be able to help visitors decide whether they want to utilize their existing products more efficiently or source a new solution. There will also be many launches and industry firsts on the show floor, with 14 new companies present.

For visitors keen to absorb quick-fire advice, the Hot Topic Roundtable discussions are a must-attend. These informal small groups, led by expert facilitators, cover a range of subjects including agile ITSM, metrics, the service catalogue and blending in-house and managed services.

For more information on any aspects of the event visit www.servicedeskshow.com and secure your free entrance pass using priority code SITS202.

SITS13 TAKES PLACE ON 23-24 APRIL AT EARLS COURT AND ATTENDEES ALSO BENEFIT FROM FREE ACCESS TO INFOSECURITY EUROPE, EUROPE'S NO.1 INFORMATION SECURITY EVENT, CO-LOCATED AT EARLS COURT.

THE PERFECT ELEVATOR PITCH

ITSMF UK'S SOFTWARE TOOLS FORUM IS NOW ESTABLISHED IN THE CALENDAR AS A REGULAR EVENT FOR THOSE SEEKING AN OVERVIEW OF THE ITSM TOOLS AND TECHNOLOGIES AVAILABLE. BUT HOW DO THE PRESENTERS PUT THEIR MESSAGE ACROSS EFFECTIVELY IN JUST 30 MINUTES? ROS SATAR INVESTIGATES.

The ITSM Software Tools Forum, as the publicity explains, "offers an unprecedented opportunity to bring together vendors, consultants and potential buyers under one roof to discuss product selection and implementation." A simple concept – if you're a buyer or existing user of a product. You sign up, and turn up, for a variety of presentations from vendors explaining why their offering is the best fit for your needs and organization.

But a 30-minute 'elevator-pitch' is one long ride – and it takes a lot more than that to try and appeal to a wide range of potential customers. Following the forum, I spoke to the sponsors' representative - Andrew Smith from BMC, Simon Kent from Cherwell, Patrick Bolger from Hornbill, Marval's Tom West-Robinson and Robert Goldsworth from TOPdesk (not to mention itSMF UK Chairman and event host Colin Rudd) to find out how you decide what to focus on and what to forget when you have just 30 minutes to make your mark.

Why is it important to be a sponsor for an event like this?

"Marval is service orientated and focused on the long-game consultative sale, rather than just punting software," said West-Robinson. "So it's a great opportunity for us to network with like-minded service management professionals to understand the challenges they face now and may face in the future."

This was a view shared by Rob Goldsworth from TOPdesk. "The itSMF UK is a brand that is recognized worldwide, and these events give us the opportunity to network with like-minded people in our industry, to share ideas, discuss trends and challenges, and to showcase our latest innovations."

BMC's Andrew Smith was part of the Numara acquisition, and has a slightly different perspective. Prior to the acquisition BMC was more traditionally rooted in the enterprise and corporate space, but itSMF offers a new direction. "Where BMC is concerned, itSMF UK probably has more relevance to us now than it had in previous years. As an industry forum the itSMF UK event does for BMC what other forums don't, which is to actually span the mid-market commercial base."

Ultimately, people are at the forum to weigh up the potential for a new solution.

"At an event like that, you're expecting to see people not happy with what they've got," said Hornbill's Pat Bolger. "What you're hoping is that you don't see any of your own customers – fortunately I didn't!"

What was the presenters' brief?

On the day, itSMK UK Chairman Colin Rudd set the scene, talking about the need for tools to help organizations achieve business value. He described one of the principle beliefs and values of the itSMF UK:

"itSMF UK is here to facilitate the exchange of information and knowledge on all ITSM-related matters. We are an important channel of communication between product vendors and users, and this sort of event offers an excellent chance to highlight this relationship. In short, we provide the platform and the sponsors have a chance to convey the real value of their company and products to the user community."

Tom West-Robinson said: "It is a very rare opportunity to get this many IT professionals in one room, wanting to talk about your solution, at one time. Literally from our point-of-view we have a blank canvas. We have to assess what the audience may be interested in hearing, and the only way we can do that is by looking at the delegate list and steering our presentation accordingly."

Simon Kent added: "If your product and toolset does not address current themes and offer a vision for the future, then you're irrelevant. The key is being able to articulate that message in only thirty minutes."

How do you make your product relevant to the audience in 30 minutes?

Andrew Smith incorporated part of a live demo from the Chatter messaging channel in Remedyforce into his presentation. "You need to differentiate yourself from the other vendors," he said. "From an audience perspective, we looked at the mid-point and the topics that would be of most interest to this group. We were conscious of the fact that, at the top end, we had Remedy customers there and we did not want to alienate them."

TOPdesk's Rob Goldsworth also chose to use a live demo to help differentiate his company's message. "Through a live demonstration, it's important to give delegates a feel for the usability of the product, " he said.

Marval's Tom West Robinson adds: "It's about getting all the key points across in a short space of time, and that's not easy when you have a lot of key points to share. One guarantee we have is that the audience will be diverse, so we need to make sure we cover every angle: functionality for your frontline service desk team, reporting for the management team and, as Colin Rudd correctly highlighted in his introduction, proof that Marval can and has delivered business value."

In his pitch for Hornbill, Pat Bolger chose to look at profiling and service experience, rather than focusing on the brochure tick-lists of best practice certification. "We want to talk about the stuff they've got to tackle – where we've used our tool with customers and employed a specific approach to overcome a challenge that other users are likely to be facing too."

If there is one thing you or itSMF UK could do differently at an event like this, what would it be?

bmcsoftware

"The bottom line is that we had some really good results from the event. Check the brief, just to make sure we are doing the right thing – that would be the only thing we'd do differently."

MARVAL
ITSM Software | Consultancy | Education

"There are so many messages we need to fit into that 30 minutes to cover everybody's objectives in the room, without actually knowing what the objective are. A little longer might help"

HORNBILL

"One of the things the itSMF UK could do is to score the presentations."

CHERWELL SOFTWARE™

"Increase the presentation time to 45 minutes, so that you can ensure there is time for Q&A"

TOPdesk
Service Management Simplified

"I think the only thing TOPdesk would do differently is to attend even more itSMF events!"

For all the talk about a long elevator ride, 30 minutes can go by quite quickly for presenters; but overall attendees at the Forum received a good balanced view of the tools and technologies that are available to support their service management environment.

In addition to the presentations, there was time for attendees to directly engage the sponsors, and other vendors who manned stands, to discuss their solutions in more detail. And as part of an impromptu Q&A session at the end of the day, there was some discussion about taking the Forum to the next stage, looking in more detail at product integration and implementation.

The final words should go to Colin Rudd, who said: "From our point of view this was a really valuable event in two respects. Firstly, the vendors and users both derived a lot of value from it; and secondly, we now have some great ideas for future events that will help us to build on our unique role as an IT service management forum."

Ros Satar is a freelance ITSM writer and analyst.

5 STEPS TO AN EFFECTIVE SERVICE CATALOGUE

CREATING AN EFFECTIVE SERVICE CATALOGUE IS NOT A TRIVIAL UNDERTAKING, BUT DOING IT RIGHT CAN RESULT IN SUBSTANTIAL BENEFITS FOR YOUR ORGANIZATION. MARK O'LOUGHLIN EXPLAINS HOW TO START.

It has been reported that somewhere in the region 60% of IT projects fail to deliver the outcomes expected of them[1]. Could the same statistic apply to service catalogue initiatives? How many service catalogue implementations fail to provide some or any of the expected benefits?

A catalogue of services, no matter how basic, is the cornerstone of IT service delivery. Yet, paradoxically, many IT organizations do not have their services defined and struggle to understand, let alone create, a service catalogue that yields any benefit or value.

Service catalogues mean many different things to many different people. However, most would agree that a catalogue which helps customers and users to quickly identify the services they require should add value. It will also help organizations to identify key services that support business processes and understand the contribution they provide in facilitating desired business outcomes.

The failure of IT to show its value to the organization and its role in the achievement of business outcomes may leave it vulnerable. Similarly, if IT fails to provide quality services or to cope with changing business demands, it may be viewed as a less strategic asset in the organization, possibly leading to IT being downsized or even outsourced.

Show the value of IT

For IT to be fully successful, it needs to be strategically aligned to the business and positioned as a key enabler in achieving successful outcomes. It is not enough for IT alone to consider itself successful at what it does: it needs to be able to demonstrate the value of the service that it provides. IT must be able to deal with the ever-changing needs and demands of the organization and its customers.

So, with all this in mind, are you ready to uncover five steps that will ensure the success with your service catalogue initiative and clearly show the value IT provides to the organization? Note: chapter references throughout this article refer to my book The Service Catalog – a Practitioner Guide (www.itsmf.co.uk/servicecatalog), where additional details on the subjects discussed are available.

Five Steps to an Effective Service Catalogue

STEP 1 Understand what the service catalogue is.

There are two basic 'versions' of the service catalogue. The first version is a record-based or documented catalogue of services. This catalogue lists the available services and provides information about each service. Basic information included in this type of catalogue includes (but is certainly not limited to):

- Service name
- Service description
- Service attributes e.g. hours of operation, support details etc.
- Service owner
- Service status (providing a basic service portfolio)
- Service costs (though these are not always available or understood).

The above list is just a fraction of the information that can be recorded in a service catalogue (see The Service Catalog, chapter 2, section 2.5 for further details). The key is to identify what information is relevant to your organization and the management of services and to understand how to populate, manage and keep this service information up-to-date. Typically this type of service catalogue can be presented in anything from a spreadsheet or Word document to a web site or similar medium.

The second version is a request-based catalogue, also referred to as an actionable service catalogue. This type of catalogue allows users and customers to select and consume services from an on-line portal or application and uses workflows and automation to process some, or all, of each request. Sometimes this type of catalogue is an extension of a service management ticketing system, especially within IT departments. Alternatively it can be a separate service catalogue application for the specific purpose of allowing customer or end-user interaction in order to procure services or fulfil requests. Many software vendors promote and sell this type of service catalogue.

Armed with the above information the fundamental question to ask is, "what version of service catalogue do we need?" This needs to be understood and clearly answered before moving on to step 2.

STEP 2 Decide which type (or view) of service catalogue is needed.

There are different types of service catalogue to choose from, which can be used for different purposes. Eight typical types are:

- IT Service Catalogue
- Business Service Catalogue
- Customer Service Catalogue
- Supplier Catalogue
- Product Catalogue
- Professional Services Catalogue
- Business Actionable Catalogue
- Customer Actionable Catalogue

Chapter 2 of the Service Catalog book provides a service portfolio pyramid, which is unique to the book and visualizes and explains these eight different service catalogue types in detail.

This is not to say that all of these service catalogue types are different or separate. The first six are records-based. They could easily be represented within one records-based service catalogue structure, application or even spreadsheet. Different views of a service catalogue can be set up to show information from different service catalogue types. A simple example, using a spreadsheet, is to use a pivot table to show supplier information in one view, a different pivot table to show the IT service catalogue in another view etc. Each 'view' or catalogue will show information pertinent to that catalogue's purpose. For example, the IT service catalogue shows an IT view of IT systems that make up IT services and in some cases can be related back to the Configuration Management Database (CMDB) and specific Configuration Items (CIs). The business service catalogue shows clearly, and without technical jargon, services from a business perspective which are easily understood by the business. The billing of services within the organization would be based on this business service catalogue view and could also include customer services from the customer service catalogue view.

The last two in the above list are request-based or actionable service catalogues and would generally be rendered via a web portal or software application. The business actionable service catalogue is internally facing to the organization, while the customer actionable service catalogue is externally facing. In addition it is likely that the user interface (UI) and the workflow configurations will differ significantly between the two.

STEP 3 Use a structured approach.

The old adage 'failing to plan is planning to fail' is just as relevant to a service catalogue initiative as any other project. It is vital to plan the service catalogue initiative to ensure that a successful outcome is achieved. The following simple approach contains two main phases - the project phase and the on-going phase. Within these two phases there are four stages, three of which fall under the project phase and one under the on-going phase. (Fig 1)

The elements of each stage for creating a service catalogue are detailed below and are described in detail throughout chapter 4 of the Service Catalog. These stages can also be considered high-level tasks within a project Work Breakdown Structure (WBS), when planning the service catalogue initiative or project. This approach is not a substitute for formal project management principles but provides, at a high level, areas that should be included within the service catalogue project. Even in the smallest service catalogue initiative with little budget or funding, these same principles apply.

Initiation

- Develop a business case
- Undertake a feasibility study
- Establish the project charter
- Appoint the project team

Planning

- Create a project plan
- Create a financial plan
- Create a risk plan
- Create a requirements specification
- Create acceptance criteria
- Create a procurement plan

Execution

- Design
- Build
- Test
- Evaluation
- Approve
- Deploy / Publish

Operations

- Pilot
- Handover
- Steady state
- Continual service improvement
- Audit and verification

Fig 1

Five Steps to an Effective Service Catalogue

STEP 4 Built it, test it, release it.

This step is aligned with the execution stage. Before any effort is put into building a service catalogue a thorough understanding of the requirements is needed, with a requirements specification. If you don't define the requirements and fail to adequately design an effective and appropriate service catalogue, the initiative is very likely to fail, waste money and yield no real benefits to the organization.

Once designed, the service catalogue should be tested to ensure that the functionality works as expected, especially from an end-user or customer perspective. Basically the service catalogue should be fit for purpose and use, with performance supported and constraints removed. User acceptance testing (UAT) is a vital part of the overall testing approach and should be completed and signed off prior to general release.

Once released, there should be a period of 'early life support' for the service catalogue in order to support issues that may arise. This is particularly relevant for the request-based service catalogue as there are likely to be many workflows and customizations supporting the original requirements and working of the service catalogue.

STEP 5 Manage the service catalogue.

This step is aligned with the operations stage. It takes an abundance of coordination and effort in order to correctly design, implement, populate and update a descriptive service catalogue and its various components. However, it can take very little time for the information, workflows and initial mechanics of a service catalogue to become old, out-of-date or obsolete. Therefore it is imperative that there are measures in place to ensure that all this information is kept valid and up-to-date and that it remains relevant to the needs of the organization.

Some would say that the service catalogue requires strong governance. In reality what is required is strong management. The service catalogue is only as up-to-date as the last update that was made to it, so strict management practices are required. In effect another process or sub-process is required to keep the service catalogue relevant, accurate, useful and representative of the true state of all services in the organization. ITIL 2011 contains a process called Service Catalogue Management within the Service Design book. The goal of this process is to "ensure that the service catalogue is produced and maintained containing accurate information on all services throughout the service lifecycle".

Every organization should develop processes and supporting documentation that are fit for their individual purpose and use, and which are also aligned with the needs and outcomes of the organization. Regardless of the process template and format used, there are typical elements that would be expected to be found in a documented process.

With this in mind, the process should include the following sections, which are explained in chapter six of the Service Catalog book:

- Scope and objectives
- Process flow
- Process narrative
- Roles and responsibilities
- Appendices (including supporting information).

While procedure and work instruction documents are to be considered part of the overall process, they are separate documents in their own right and are just as important in support of the execution of the process.

In summary, creating an effective service catalogue is not a trivial undertaking, regardless of the type of catalogue required. Don't let your organization's service catalogue initiative be one of those IT projects that fail. Aim for success and arm yourself and your team with the information required to deliver a successful service catalogue.

Reference

[1] http://www.techrepublic.com/blog/tech-manager/study-68-percent-of-it-projects-fail/661

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IMPROVING CHANGE MANAGEMENT: HOW ONE ORGANIZATION ACHIEVED BIG RESULTS

EVERY IT ORGANIZATION INVESTS IN CHANGE MANAGEMENT TO HELP THEM SUPPORT THE CHANGES THE BUSINESS NEEDS WHILE MINIMIZING THE NEGATIVE IMPACT OF CHANGE, BUT THE PROCESS IS NOT ALWAYS SUCCESSFUL. STUART RANCE DESCRIBES ONE ORGANIZATION WHERE A NEW APPROACH TO CHANGE MANAGEMENT HAS HAD EXCELLENT RESULTS.

Improving change management: how one organization achieved big results

Many organizations find it hard to get change management working well; in the worst case the process can be bureaucratic, slow, expensive and ineffective. When this happens people start to work around the process, leading to even worse outcomes as unauthorized changes lead to more incidents and problems.

One of my colleagues has worked with an organization to help them improve their change management process, and the results have been really spectacular. They haven't finished their journey, but you may be able to learn from what they have done so far.

Initial situation

At the start of their journey, this organization had about 2,000 IT changes every month.

Associated with these 2,000 RFCs there were:

- 7,800 planning tasks per month (average 3.9 per RFC)
- 6,200 implementation tasks per month (average 3.1 per RFC)
- 11,800 approvals per month (average 5.9 per RFC)

Each change needed multiple people to approve it, but most of these did not add much value. Typically there was one manager who actually made the decision for each change, and other approvers weren't adding a lot of value. It took an enormous amount of effort to chase up and manage this huge number of approvals; this became so bad that some people spent all of their time simply chasing change approvals.

The process required 30 days' notice for all changes, and it really did take this long because of the number of approvers involved. The business found this long lead time unacceptable.

About 75% of changes were reported as successful, but this included changes that ran over their change window, or that didn't deliver all of the functionality expected by the business.

How they improved the situation

The change management improvements involved lots of different activities, which worked together very effectively. The most significant improvements were:

1 Automated approval of low-risk changes

There is a new automated procedure for initial risk assessment of changes. This looks at factors such as

- How critical is this CI to the business? – based on the services it supports
- How fragile is this CI? – based on open incidents and problems, history of incidents, problems, failed changes etc.
- Will the change fit within a pre-approved change window?

This procedure is integrated with the HP Service Manager tool that is used for change management and provides automated approval of low-risk changes.

2 Making people accountable for changes they approve

Since most approvers weren't adding much value, the process was simplified to reduce the number of approvers. Changes that require approval now have just one approver. To make sure that the approvers really think about the possible issues, they were made accountable for the success of changes they approve.

Each change is now monitored very closely for success, and compliance issues such as over-running the change window are reported. Change approvers see reports of the outcome of changes they approved, and are aware of how well they are doing this job.

3 Integrating the process and tools for software development and service transition

There is now a single person who is responsible for the tools and processes for change management, release management and the software development lifecycle (SDLC). This means that the processes and tools now work together to deliver a seamless flow from early in the development lifecycle. When it is time to submit a change request, all the required artifacts are already in place and the tool knows where to find them, so much less time and effort are needed to submit the RFC and the quality of the RFC content is much higher.

Also, every release is assigned a time on the release schedule early in its lifecycle and development is planned to meet that release time. It's very interesting to see how the philosophy behind DevOps has added significant value to a traditional IT environment that is not using agile development methods.

As part of this process and tool work the process steps were analysed and each step was categorized as one of:

- No value add
- Business value add
- Customer value add

This categorization helped the process designer to focus on the steps that created value for end customers, with a secondary focus on the ones that added business value. Steps that had no value add were eliminated where possible.

What has been the outcome of these changes?

As a result of these process improvements the amount of work involved in change management has been significantly reduced. Many people who used to spend all their time chasing change requests have been reassigned to other work.

The number of successful changes has increased from 75% to 85%, and this 85% is a true reflection of change success, unlike the earlier 75% figure which included changes that had compliance issues such as over-running the change window.

More than 75% of changes are now approved automatically, based on the automated risk assessment. These changes have an even higher success rate than the changes that still require CAB approval.

The time required to approve changes has been significantly reduced. The most complex changes still require 30 days' notice, but there are now shorter approval times for less complex changes.

- 17% of changes now have a 7-day approval time
- 65% of changes have a 21-day approval time
- 18% of changes still take 30 days.

Where next?

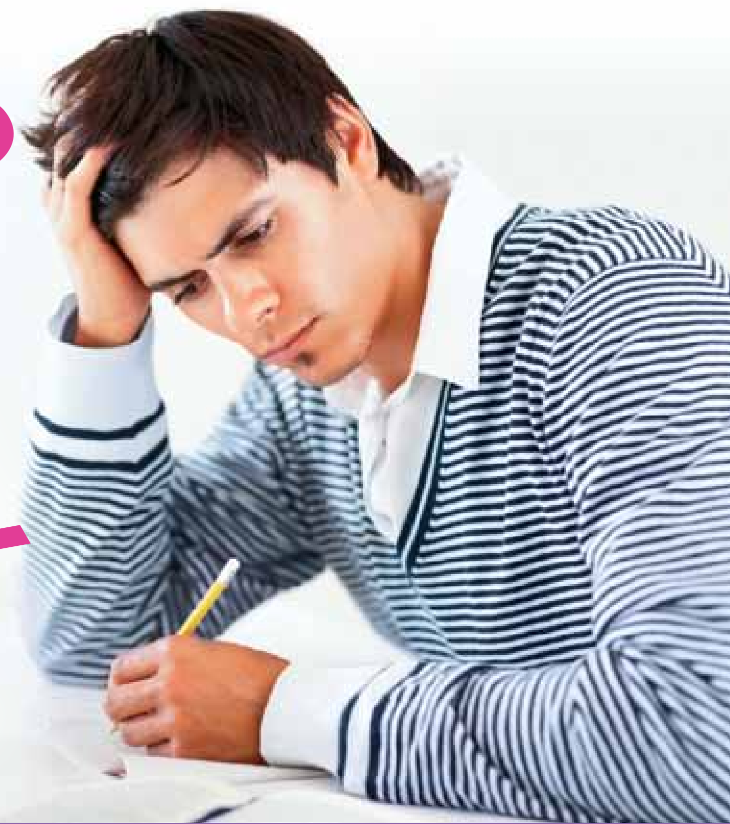
This change management improvement journey is not over. I have described the current state but there are further improvements to come. The change management process will undergo continual improvement, based on measuring and understanding how effective and efficient it is.

One area being investigated is the rating of change requesters based on the success of their previous change requests. This could improve the accuracy of the automated change approval procedure by identifying change requesters who need increased change evaluation, based on their previous history of failed changes.

You can follow Stuart on Twitter - @StuartRance

Stuart Rance is an IT Service Management expert at HP, a distinguished ITIL author, and a leading member of the itSMF UK Publications Committee.

ITIL EXAM ATTENDENCE REACHES NEW HIGH



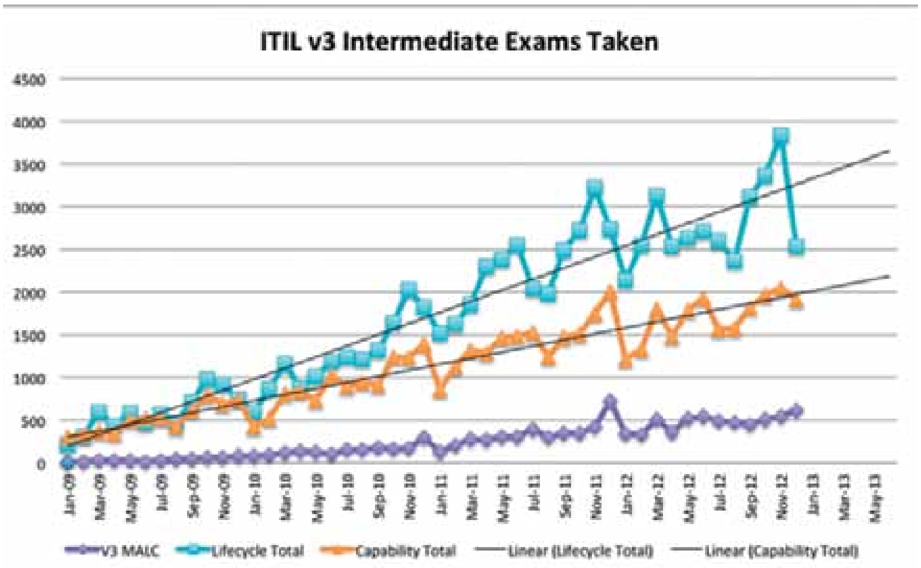
THE OFFICIAL ITIL ACCREDITOR HAS RELEASED ITIL EXAMINATION STATISTICS FOR 2012, WHICH SHOW THAT QUALIFICATION NUMBERS HAVE REACHED RECORD LEVELS. THE HIGHLIGHTS BELOW ARE BASED ON AN ANALYSIS BY GREG TUCKER OF ITSMINFO.COM, WHO HAS KINDLY ALLOWED US TO REPRODUCE THEM HERE.

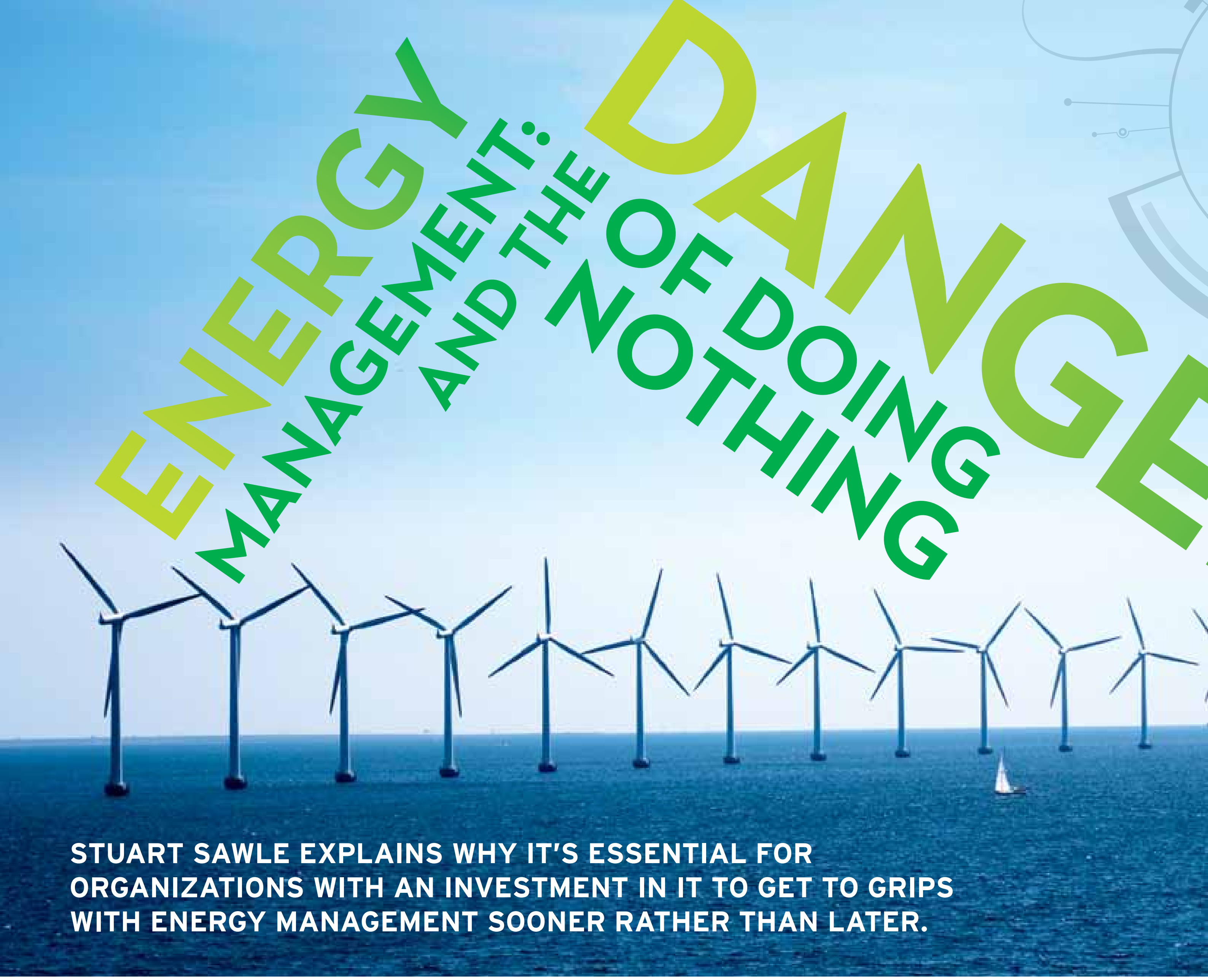
The number of people taking ITIL qualifications has reached an all-time high, according to statistics for 2012 published recently by the Official ITIL Accreditor. The economic down-turn in 2008 put a squeeze on companies seeking ITIL training for their staff, and it has taken four years for the training market to recover. According to the latest Foundation figures, over 263,000 exams were administered in 2012, up 5% from 2011, and more than 236,000 certificates were issued. This number finally exceeds the previous annual high which occurred in 2008 at 255,000. There was an overall pass rate was 90% in 2012, which has risen steadily from 85% in 2010.

At the Intermediate level, over 3,700 ITIL experts were created in 2012. Just under 54,000 Intermediate exams were administered in 2012, up 21% from 2011. Over 42,000 Intermediate certificates were awarded (including Managing Across the Lifecycle – MALC – a mandatory component of the ITIL Expert qualification). The pass rates averaged 79% for the Lifecycle exams and 78% for the Capability exams, while the MALC pass rate came in at 66% in 2012, up steadily from 58% in 2010.

One other trend that ITSMinfo.com picked up from the statistics was the change in global distribution of the certificates, particularly between North America, where there has been a significant fall, and Asia, where a corresponding increase was noted. This trend is discernible at the Foundation level, but more so at the Intermediate stage, where North America's representation declined from 32% in 2010 to 20% in 2012 while Asia's rose from 12% to 24%. Europe's representation of Intermediate certificates held steady at 47%.

The downward American trend will no doubt be cause for concern in some circles, but the recovery of the Foundation total to 2008 levels along with the 21% Intermediate growth from 2011 to 2012 suggest that ITIL adoption is reaching maturity in many organizations, with managers again investing in best practice training for their IT and non-IT staff.





ENERGY MANAGEMENT: AND THE DANGER OF DOING NOTHING

STUART SAWLE EXPLAINS WHY IT'S ESSENTIAL FOR ORGANIZATIONS WITH AN INVESTMENT IN IT TO GET TO GRIPS WITH ENERGY MANAGEMENT SOONER RATHER THAN LATER.

A few months back, I put my Green IT hat on and went to a meeting in London to learn more about the Carbon Management Association. Our host was Lord Redesdale, a Lib-Dem peer and former spokesman on energy.

Lord Redesdale opened the meeting with a startling projection. The government estimates that the UK will need around 30 to 35GW of new electricity generation capacity over the next two decades as many of the UK's current coal and nuclear power stations, built in the 1960s and 1970s, reach the end of their lives and are set to close.

He went onto highlight three specific concerns for anyone engaged in IT management. The first is that there will be insufficient energy available to satisfy peak demand from 2015 onwards. The second is that the price of energy is set to rise even more sharply than it has so far as the combined effects of the Climate Change Levy and the underlying increase in cost of energy continues. His third point was that IT infrastructure continues to expand massively and is set to consume around 10% of the UK electricity supply (if it doesn't do so already)!

A study from IT services supplier Computacenter and Fujitsu Siemens Computers, for example, shows that the UK's top 200 listed companies waste more than £61m in electricity a year by not maximizing the energy efficiency of their desktop computers. With the IT industry accounting for more carbon emissions than the airline industry our appetite for energy seems almost insatiable.

Data Centres continue to grow exponentially and, even though the latest servers are more energy efficient, the number deployed is ever-rising. These large-scale data centres already exceed the capacity of some urban electricity sub-stations and organizations that have data centres in central London and Canary Wharf are already moving to the country.

In these circumstances, is it not incredible that IT managers are rarely held accountable for the energy cost of the IT deployed to support the business? Sure, many have implemented power-management software on desktop PCs, but this is rarely ever part of a coherent energy management strategy.

There is a real need to extend the education of IT professionals to include energy management as part of their responsibilities. The ISEB Foundation Course in Green IT (see side-bar) is a significant first step but more - much more - needs to be done urgently.

Government policy

In its annual energy statement (Nov 2011), the Department of Energy and Climate Change said government policies would increase the cost of electricity by 27% by 2020.

In the supporting documentation for the UK Climate Change Bill, the government forecasts a 20% shortfall in electricity forecast for the years 2015-2017. This is due to a number of factors that create 'a perfect storm'.

- Dirty, coal powered power stations that fail to meet agreed emission targets must close by 2015.
- Existing Magnox nuclear power stations are reaching the end of their life.
- Wind, renewables and AGR nuclear plants will not cover the shortfall.
- Reduced demand due to the recession has delayed the build of new capacity. Even if the building programme is restarted, it is unlikely that any new plants will be online before 2017.

This is why Sysop is continuing to work very closely with Lord Redesdale (Chairman of the Carbon Management Association) to develop a package of training courses to

Energy management and the danger of doing nothing

further spread the awareness and take-up of best practice energy management in ICT. Focusing on financial directors, we plan to educate and help transform energy management within UK organizations.

IT energy management

IT energy management is about the use of ICT for environmental sustainability. It thus includes not only improving environmental efficiency of ICT itself, but also the use of ICT to make other industries and business domains more sustainable. The high level goal of green ICT is to eventually decouple the use of natural resources from economic growth. Achieving this requires new, bold ideas and concepts that generate major systemic, structural and behavioural changes in society. Some general principles of the new frugal society are:

- integrated activities - "1 joule, two jobs",
- waste minimization and utilization - "One man's trash is another man's treasure"
- physical resource substitution - "Consumption of products as bits instead of atoms".

The largest potential for ICT to improve environmental efficiency can be found in applying ICT in other business domains rather than in ICT itself, because the ICT sector only accounts for a small percentage of the total energy consumption. On the other hand, the environmental footprint of the ICT sector is growing the most rapidly, so it cannot be neglected. Rather, the ICT sector should lead the way in taking new solutions into practice. The focus on green ICT is more than just the climate change and low carbon economy, but topics like efficient use of natural resources, reductions of hazardous substances (ROHS), and conservation of biodiversity should also be considered.

Establishing an energy management plan

A significant step in formulating a successful energy management plan is to set the scope:

- What is the overall goal?
- What are the critical success factors?
- What activities are required for each deliverable?
- Who is responsible for each outcome?
- What measurement tools are we going to use to track progress?

Critical success factors for energy management might include:

- Support from the top including the director of corporate social responsibility or equivalent
- Change in corporate culture
- Change in attitude to green issues
- Adequate funding for the project
- Awareness of the need for an energy management plan
- Appreciation of the potential cost savings
- Awareness of the dangers of doing nothing.

All organizations need to consider these points as energy costs rise and IT energy demands increase. Doing nothing about energy management could be a costly mistake.

Stuart Sawle is founder and CEO of Sysop Ltd and has enjoyed a long and successful career in IT spanning over 40 years

ENERGY MANAGEMENT FOR IT

'Energy Management for IT' is an itSMF UK-endorsed course, devised by Sysop for those who wish know more about the energy profile of IT and how to reduce their organization's energy demands and so improve their green credentials.

This course is intended to support those staff engaged in the provision of quality IT services – particularly in the areas of energy management; desktop deployment and data centre management. The course includes:

Green IT and energy management

- The need for energy management
- Defining energy management
- External drivers and opportunities for greening
- Internal drivers
- Government legislation and voluntary initiatives

Internal assessment of the organization

- Establishing an energy management policy
- Assessing an organization's carbon footprint
- The IT contribution to an organization's carbon footprint
- Auditing an existing carbon footprint

Developing an energy management action plan

- The risks and opportunities for greening specific technologies
- Identifying opportunities to reduce energy consumption
- Better practices for ICT deployment

Deploying ICT for sustainability

- Using ICT to reduce emissions from business activities
- Managing the change cycle
- The roles and responsibilities associated with energy management
- Energy management and financial management.

Contact sysop.co.uk for further details.

MANAGING YOUR IT ENVIRONMENT: ARE YOU MISSING AN ENERGY-SAVING TRICK?

MANAGEMENT AND VALUATION OF ASSETS, INCREASED PROFITABILITY, REDUCTION IN LICENSING COSTS AND EASE AND SPEED OF DEPLOYMENT: THERE'S NO SHORTAGE OF DIRECT BENEFITS FROM THE EFFICIENT MANAGEMENT OF YOUR IT ENVIRONMENT. HOWEVER, MANY IT DEPARTMENTS OVERLOOK THE ADVANTAGES AND COSTS SAVINGS TO BE GAINED BY IMPLEMENTING A PERMANENT ENERGY SAVING PLAN, ARGUES PETER DURRANT.

Managing your IT environment – are you missing an energy-saving trick?

Businesses today are confronted with a paradox: a growing need for computer equipment and reduced budgets, all against a backdrop of intense financial and organizational constraints.

IT directors are increasingly under pressure to look for ways to reduce costs and generate efficiencies. This is usually achieved by implementing centralized management tools in the IT environment, allowing them to control their IT hardware and software maintenance. This in turn enables IT staff to meet the productivity requirements of their organization as well as cut costs. However, good management of an IT environment takes more than simply monitoring the equipment and associated costs – there is a greater economic impact than the purchase value of these assets. Their energy consumption can also have serious cost implications for the business, which are often overlooked by IT management.

Soaring electricity rates

Energy bills are increasing exponentially as the government grapples with the need to find more environmentally friendly energy sources. When you consider that a workstation consumes on average approximately 158 KW/h per year, the need to implement an energy management policy becomes very clear.

Essentially, by installing an energy management tool, daily electricity consumption can be cut in half. Obviously, everything depends on the company's sector, services included, type of machines used and working hours, and more globally, the implementation of the IT environment management policy. Regardless, the potential savings of an energy management tool can be between £13.00 and £35.00 per station and per year, according to these criteria. When you have hundreds or even thousands of machines in your IT environment, this could mean substantial savings in a very short amount of time.

Subtle but effective analysis

Creating energy savings consists of more than encouraging employees to turn off their computers at the end of the day or programming an automatic sleep mode for all work stations between 9 am and 5 pm. It is not enough to apply rules without considering their impact on the activity and productivity of the business, which may result in unnecessary practices that have few benefits for efficiency savings.

Instead, intelligent energy management of the IT environment involves taking into consideration the specificities of the network and the inherent constraints in the company's business sector, as well as each of its constituent services. From there, IT management can create personalized rules, applicable either to the entire environment or to specific parts, depending on the various work environments.

For example, an energy management tool has to accurately provide identification and analysis of each work station, even at times when there is no human activity – this includes background tasks, anti-virus analysis, downloads in progress, software upgrades, network activity, etc. It is important to determine which work stations can effectively go into 'sleep' mode, and which must be maintained in active mode in order not to interrupt any processes in progress.

In this respect, an energy management tool can really add value to an organization with its flexibility and scalability. The right tool can help businesses generate substantial savings with the ability to manage exceptions and allow each IT organization to configure its own energy policies and its own rules according to their own requirements.

Quick, measurable gains

With this flexible configuration comes the question of the profitability of an energy management tool: how do we ensure that the rules applied are really efficient and that they result in substantial savings? In other words, how do we ensure a sufficiently high ROI (return on investment) to make the project profitable? And above all, how can it be calculated when it is lost in the aggregate energy bill?

To be confident you can demonstrate the real economic impact of your energy management tool, you need to be able to show the part it plays in decreasing the overall energy bill. By measuring the quantity of kilowatt-hours consumed at each work station over a given period, on the basis of a specific electricity rate and the usage specific to the type of device, you can evaluate the savings resulting from the energy management policy. This enables IT departments to calculate consumption in an IT environment over a defined period of time, allowing them to demonstrate tangible savings from the implementation. You can gain further benefits by monitoring the users of each work station, which would enable the energy plan to be refined in line with usage, while generating continued savings.

Peter Durrant is Enterprise Sales Director at LANDesk Software.

Books on sustainability and energy management

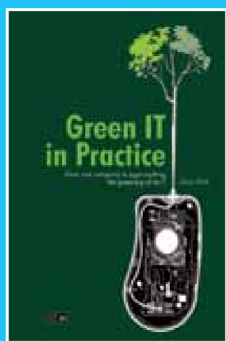
If you would like to read more about energy management and green IT, here are two books from the itSMF UK bookshop to whet your appetite.

Greening service management

This publication, written by Ian Salvage of itSMF UK and Karen Ferris of itSMF Australia, addresses the challenge of IT sustainability and shows how organizations can use service management to reduce the environmental impact of IT as well as cutting costs. Whilst most organizations are addressing the environmental impact of IT through data centre consolidation, virtualization, cloud computing and so on, others realize that improvement in workflow and processes will have a greater impact. There is no need for a new methodology or framework for sustainability. Service management and best practice guidance such as ITIL can address today's environmental challenges. This book shows you how.

Member price **£25.60**

Green IT in practice



Green IT in Practice is a practical book to help managers navigate a little more easily through the mass of information surrounding Green IT. Green IT in Practice contains a variety of ideas for establishing and formalizing a Green IT programme within the organization. The experience of the John Lewis Partnership's Green IT programme during 2007 and the first half of 2008 is discussed in detail and is a core element of the book. Chapters cover the link between general Corporate Social Responsibility and Green IT, how to go about constructing appropriate policies and metrics, and thoughts on how to engage with employees and suppliers.

Member price **£25.46**

To order your copy contact publications@itsmf.co.uk

EVENT MANAGEMENT: THE FORGOTTEN PROCESS?

EVENT MANAGEMENT IS FREQUENTLY TAKEN FOR GRANTED, YET IT PROVIDES AN EXCELLENT OPPORTUNITY TO ENSURE THAT OPERATIONAL IT REMAINS ALIGNED WITH THE TACTICAL AND STRATEGIC GOALS OF THE BUSINESS, ARGUES KEVIN SHAW.

Whilst sitting 'parked' on the motorway the other day, it struck me that I was being subjected to a plethora of examples, terms, techniques and practices associated with the process of event management.

Like many individuals in the past, and no doubt just as many more in the future, I sat mesmerised by the bewildering array of instrumentation afforded by the vehicle (I know that light means I am running out of fuel but *what on Earth* does that flashing symbol mean?).

I tried valiantly, albeit in vain, to locate a radio station that could provide some (indeed any!) information to alleviate this torment – the only palliative comfort being the constant drone from the air conditioning that lulled me into a state of torpor. Alas this was all too frequently interrupted by those incessantly chirpy twin harpies known as Satnav and Smartphone.

In my reverie, I started to contemplate events and their management in the context of service management. For those who know me this is a recurring theme – and (once again) I arrived at the conclusion that it appears to be the 'forgotten process'.

The forgotten process

There appears to be a perception that event management 'just happens'. I truly believe that the topic is not given the attention it deserves. It is often deemed an operational activity to monitor and measure performance of components, and this is true – but to what end? What business needs are being addressed as part of operations control?

Continued over

Event Management – The Forgotten Process?

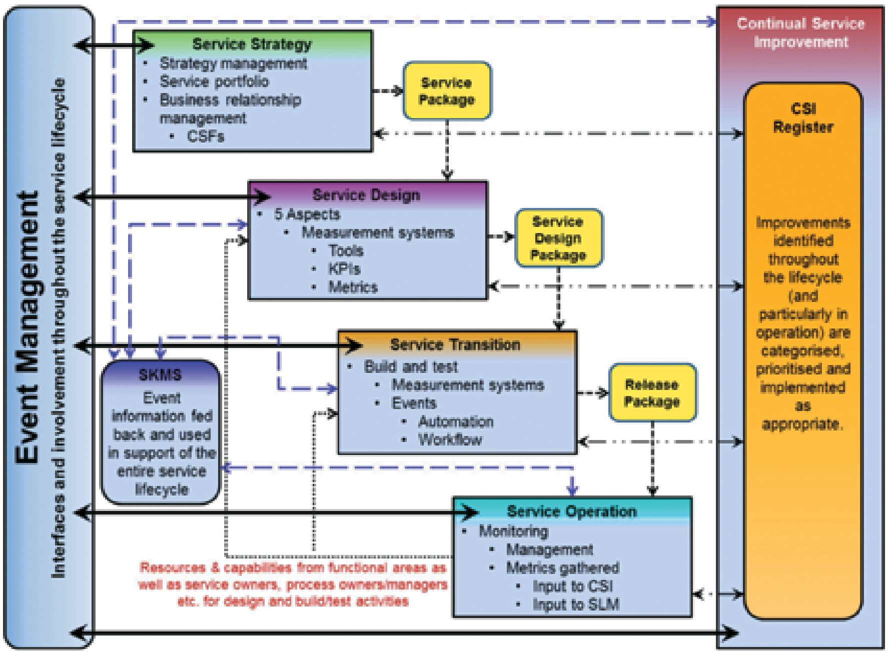
We are all well versed in the concepts of what denotes value and how to create it, and as the books tells us, as experience has informed us, as the customer keeps reminding us – it is in operations that value is actually experienced.

Without a means of identifying and informing us that something has occurred, how are we supposed to know what is happening and how to handle the condition? This is where the process of event management comes to the fore and begins to form the basis for automation.

Reading the above two paragraphs I begin to think that perhaps it is this emphasis on operations that has led people to focus too much on the delivery and support of services (that are underpinned by event management keeping us informed of activity within our infrastructure). As a result, we may have lost sight of the importance of the involvement of the process much earlier in the service lifecycle.

The following diagram illustrates some very basic areas where I believe event management needs to interface with the various stages of the lifecycle to ensure successful, effective and efficient management of a service. You will note that I commence with service strategy – and in particular the role of the business relationship manager.

Event management should start with understanding the customer requirements (be they internal or external). Only then can we begin to design appropriate service solutions, only then can we articulate what is required in event management to manage those services throughout their lifecycle.



In concept, event management does not seem to be too difficult: we 'provide the ability to detect events, evaluate them and determine the appropriate control action (if any)'; which I suppose could be interpreted as 'something has happened, how serious is it and what do we need to do?" In practice, it is much more involved.

Providing the capability to detect events

The first section of the previous paragraph states, 'provide the ability to detect events'. This begs the question, what events do we need to capture?

Firstly, we require careful consideration of what needs to be monitored and why. In order to ensure we are capturing the correct events at an operational level we really need to understand what the business is trying to achieve at a strategic level and the associated critical success factors (CSFs). Once this information has been gleaned we can ensure that the appropriate key performance indicators (KPIs) are identified to show how well we are performing in the pursuit of the CSFs, which in turn leads into defining metrics to feed into those KPIs. This work needs to be considered at the outset of a new service, as part of service strategy and the design of a new service.

Business relationship management has a key role to play here as it bridges the gap between the business activity of strategic thinking and the design actions involved in 'doing' (in order to ensure the two remain aligned). The service portfolio will no doubt require updates, and do not lose sight of the role of the supplier management process in all of this. There is a chance that you may need to consider some form of selection criteria if the existing tools are not capable of providing the necessary data and information; this may not be as simple as tool ease of use, interoperability, customization effort required, reporting capabilities, licence costs etc., but may also necessitate an exercise in supplier evaluation. The latter two activities mentioned will surely involve the Service Strategy process of financial management.

In Service Design, as part of the production of the Service Design Package (SDP), we must give further thought to the question, what events do we need to capture?

This will require involvement from a number of areas; for example, functional teams (e.g. technical, application and operations management) will be key contributors due to the fact that they have the requisite knowledge of existing tools, monitoring systems etc., and not least because they will be dealing with many of the technology events once the service has been transitioned into operation.

The service desk will also have an input to the SDP. Whilst not every event is an incident, you could postulate that every incident is a result of an event. As the service desk plays a key role in incident management it makes sense for them to be engaged from the outset.

Process owners and service owners who are both accountable for their respective areas (and responsible for improving them) should also be participants in the SDP exercise. The process owner will need to define metrics to feed into KPIs and also to ensure the measurement systems are capable of providing them. The service owner has a similar interest in these systems, as they need to be able to measure and report on the availability and performance of the end-to-end service.

Other roles to bear in mind are those of the service level manager and the (already mentioned) business relationship manager. The former should be ensuring that specific service requirements are agreed and documented in the design in order to be able to monitor and review performance once the service is running in the live environment. The latter role is representing the customer perspective and acts as a safeguard in making certain that the high-level goals of the business are being addressed and met. These could include legal, regulatory or governance compliance.

Finally (at least in terms of role involvement), it is entirely conceivable that partners, suppliers, manufacturers and vendors could also contribute to the event management content as part of SDP production. This could be in a consultative manner or indeed carrying out customization activities if in-house resources are at a premium or do not have the necessary skills.

Evaluate and determine the appropriate control action

Event management is concerned with three levels of event: operational, warning and exception – another deceptively simple concept that will (once again) require a collaborative approach when identifying what denotes an event category as part of the SDP.

Take the capacity management process as an example. This process looks at resource utilization and performance as part of its remit (putting it very crudely for the sake of this explanation - space and speed). However there is *much* more to the process.

Looking at disk space, what would be an appropriate level to set a warning threshold? Is it 60%, 70% or 80%? In addition, what would then be the exception threshold?

We very soon begin to see the pitfalls, even in this simple illustration. There is a need to utilize the skills of capacity management and other technical experts to enable the appropriate monitoring to be instigated. It may well be that an 80% warning for a particular storage medium is perfectly adequate based on future predictions whereas it is entirely unsuitable for another device.

The above example was looking at just one aspect of one process. The fact is that you will need to consider a whole host of processes and services when deciding upon the severity of an event; these will include (but are not limited to) information security, availability, IT service continuity, incident, problem and request fulfilment.

Evaluation of an event can be made considerably easier if sufficient thought has been given to the subject of error messaging as part of the SDP. Ideally, the error code should be meaningful and identify the point of failure and likely cause. Therefore, the next time you receive the HTTP 404 message on your Internet connection it tells you everything you need to know! Then again – perhaps not.

Correlating an operational event to a business process is extremely useful in determining the priority of an incident and subsequent restoration of service. It demonstrates the power of event management and gives the business confidence in the service provider.

A simple example I have from my own experience was the failure of a printer in a warehouse, which may not seem to be important at first glance. In fact, the device in question was used to print off picking tickets that allowed the warehouse operatives to select components and to place them in roller cages ready for despatch. This organization was very business process-oriented and a failure of what was seen as a 'low level' or operational component did not seem too important at first.

Using event management, we were able to illustrate that the component failure had a direct impact on the outbound activities of warehouse logistics; this was displayed in real time on a plasma dashboard. Furthermore, we were able to highlight a risk in another element of their business processes – that inbound goods, in a busy environment, can become a real issue when there is no rack space to load them into.

This real life example took a lot of work to implement. However, it was well worth the effort and served to demonstrate to the business that IT had a real understanding of not only the business processes, but how the infrastructure and services worked together to support the strategic aims of the organization.

In the above example, it was a case of 'detecting' the event. There will be occasions when you can 'discern' the severity of an event based upon the information being made available. Another real life example involves a batch job started on a mainframe at 09:00 (information event), the job completed 15 minutes later (09:15) with no error messages, another information event.

The batch job I describe was a month-end processing job that used to run for approximately five hours. Based upon experience we were able to discern that (despite the informational events being presented to us) all was not as it should be. Subsequent investigation led us to discover that the data it was meant to have been processing had either been deleted or moved, no doubt because of an unauthorized change (there is another event we discerned) being made. As a direct consequence of the scenario described, a service improvement plan was instigated and a series of checks and balances implemented.

Having extolled the virtues of considering event management as part of Strategy and Design, it would be remiss of me if I did not mention the importance of testing as part of Service Transition.

The 'events' defined in the SDP must be tested rigorously before their introduction in to live operation to make sure that they provide appropriate triggers and apposite information, and do not instigate spurious activity as a result of bad design and/or lack of testing.

With the above in mind, it continues to amaze me just how seldom I see a project plan or request for change that highlights this requirement for testing. This is our last chance to get it right before the service becomes operational; having understood the criticality of event management and automation, this aspect should be given the consideration and respect it deserves. Project deadlines seem to negate those needs all too often with potentially disastrous consequences.

Everything described thus far should lead the reader towards an appreciation of just how crucial event management is to the successful management of services; how the resources and activities associated with the process should be engaged much earlier in the lifecycle than usual; and how it can demonstrate the proficiency of a service provider in supporting their clients' business.

Event management and Continual Service Improvement

Thus far, I have spoken about the lifecycle stages of Strategy, Design, Transition and Operation and their interaction with the process of event management. It is important to note that embarking on the Continual Service Improvement (CSI) phase is practically impossible without event management.

Event management naturally leads towards improvements in efficiency and effectiveness, particularly when considered in relation to automation.

The CSI register contains a record of all the improvement initiatives, and each of these will be utilizing a CSI technique of some sort. Whether it be the CSI approach (where are we now, where do we want to be), the Deming Cycle (incremental improvement against a maturity scale), or the seven-step improvement process (what should we measure, what can we measure) and combining this with the Deming Cycle and knowledge management (data, information, knowledge, wisdom), they all rely on measurement and metrics. The vast majority of which will be provided by event management and ideally in an automated manner.

In conclusion

Historically event management has focussed on infrastructure components and applications. The emphasis should really be on the business itself and a 'top down' approach taken to ensure that operational IT remains aligned with the tactical and strategic goals of the business.

There is a sense that event management is purely a 'technical' activity. Nothing could be further from the truth; all stakeholders need to be involved and at every stage.

Event management does not 'just happen'; it is an integral and indeed intrinsic element of service management that requires consideration from the outset (i.e. strategy), and preparation in both design and transition – in fact, when it comes to service management you may have to 'invent the event'.

Well, the radio has just piped up to tell me that the traffic is starting to move again. Hmm – from my past experience of this stretch of motorway, I cannot decide whether that was an information or exception event.

Kevin Shaw is a service management consultant with 25 years' experience in IT.

SERVICE MANAGEMENT: ALSO AVAILABLE OUTSIDE I.T.

Wish I was elsewhere!
Rob

ROB STROUD CONSIDERS HOW GOOD SERVICE MANAGEMENT MIGHT HAVE ENHANCED HIS WOEFUL CARIBBEAN EXPERIENCE.

Continued over...

Service Management – Also Available Outside I.T.

If your customer is complaining, at least you still have a customer. The challenge is that, unless you promptly resolve the cause and not just treat the symptom, they will probably NOT be your customer for long.

In February this year I experienced one of the worst customer experiences ever while I was on vacation, a cruise in the Caribbean. Whilst onboard ship, the hot food was cold, the cold food hot, the service staff didn't know how to smile (or didn't want to) and their idea of a clean room certainly didn't match mine - the towels replaced daily were worse than the day before and the room maintenance was generally very poor. Now I realize that worse things happen at sea, but what really got me was the lack of process to report, monitor and track resolution. Let me explain.

In the case of the food, it was a simple matter of informing the head waiter who returned minutes later with another cold meal - my guess is they hadn't heard of a microwave. Then my 'chilled' soup arrived warm and I left. Finally, after complaining to management, my room was brought up to an acceptable standard, although the hurricane-like noise from the window to the exit under the door made for many sleepless nights and noisy days.

What was particularly frustrating was that this organization has a reputation for delivering exceptional customer service. That's one reason why I chose it. But after a number of less-than-satisfying visits to customer service, I gave up. Ironically, when I departed I was asked if I "enjoyed my stay". I replied "no" and was promptly told to complete the online survey as they had no capabilities for verbal or written complaints - that had to be dealt with at HQ.

My impression here is deep-seated seismic problem within the organization—stemming from its culture and lack of structure, processes and effective tools to ensure customer delight.

I mentioned this experience to a marketing VP at a global manufacturing company, who was sitting next to me on a flight to an industry outsourcing conference where I was speaking. He said his organization was experiencing similar customer service challenges and that a number of satisfaction issues were recently escalated to him. He also said these issues were hurting sales and that myriad challenges—including rapid customer turnover, frequent production line changes to support a more agile approach, and product changes to meet customer expectations—were causing quality issues.

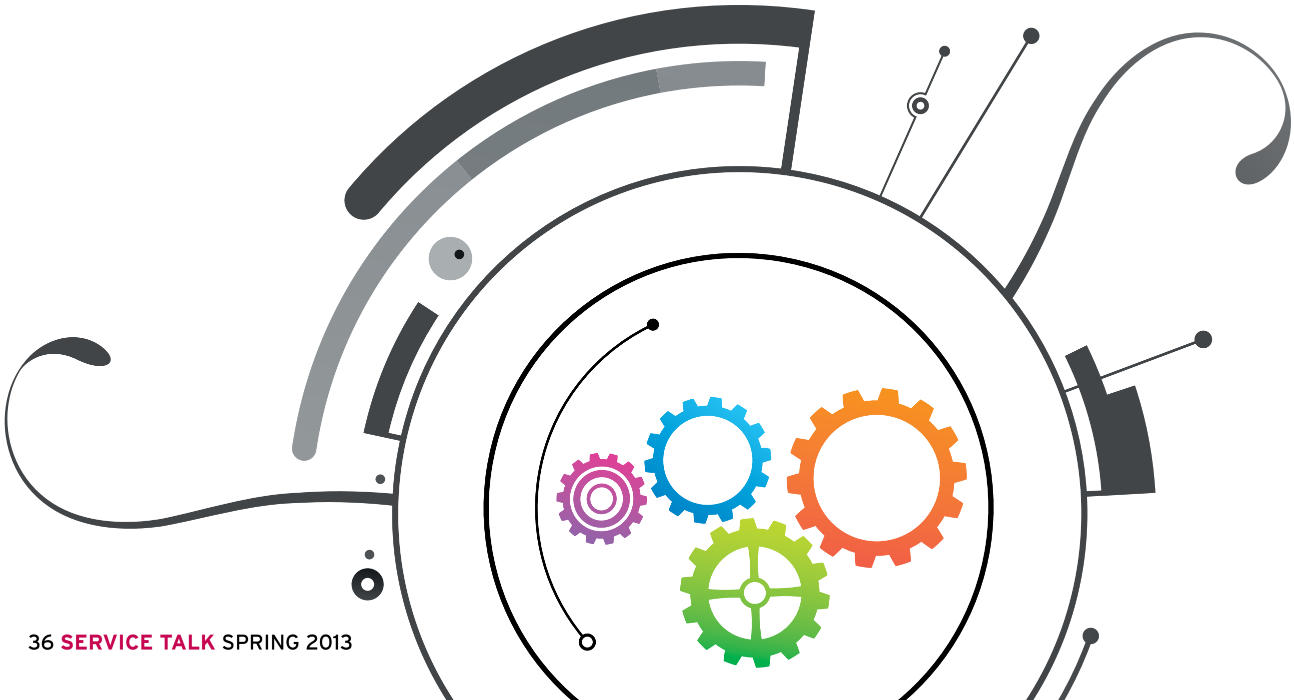
To resolve the problem, his company's first step was to fully grasp the issues and their impact on quality product delivery, and then determine where the change process should be better automated to relieve the manual burden on the staff. In the interim, they had implemented additional quality checks to ensure that immediate purchaser satisfaction issues were resolved. Technology was critical to the efficient and cost-effective delivery of the company's products, and the VP knew that his IT organization had implemented an effective service management process internally, changing the perception of IT in the eyes of the business. Following a lengthy discussion with the CIO, he leveraged the service management solution from his IT organization for incident tracking, collation and reporting, tracking major customer outages and implications and resolutions. More importantly, the organization leveraged the automated change process to request change and then track it across the estate, integrating this directly into the order process. The end result was not only an improvement in their quality over time, but also significantly reduced costs.

This scenario is not unique. Other business functions can learn a lot from ITSM processes and I am now seeing service and programme management solutions (both agile and waterfall) used extensively outside IT. This trend will continue to accelerate, as technology remains critical to the delivery of business value in a world of rapidly accelerating change.

I wish this was happening everywhere, but it's not. A few days after my vacation, I still hadn't received the comment form. So in desperation to provide feedback, I visited the website and submitted an online customer service form detailing my experiences. I received an immediate reply that my feedback is important and "we will get back to you in 7-10 days." It's now day 7 and there's still no response, but I really don't expect them to follow through.

They had an opportunity to seize the moment, and they didn't do it. And they lost a customer in the process. So if you're not responsive to your customers, they won't be customers for long.

Robert Stroud is Vice President, Strategy and Innovation at CA Technologies. He is also the company's Service Management, Governance and Cloud Computing Evangelist, serves on the ISACA Strategic Advisory Council, and is co-chair of the ISACA World Congress, INSIGHTS 2012.



ONE-HOUR SERVICE IMPROVEMENT PLAN

SERVICE IMPROVEMENTS ARE A GREAT WAY TO PUT ITSM TRAINING INTO ACTION AND NEED NOT INVOLVE HUGE CULTURAL CHANGE, ARGUES MICHELLE MAJOR-GOLDSMITH IN THE FIRST OF THREE ARTICLES FOR SERVICETALK.

It would be fantastic to think that - after completing an ITIL® training course - delegates went back to work and started to make service improvements. All too often, whilst the will and enthusiasm are very evident, many struggle to know where to start. I'd like to share some of my thoughts regarding basic checks that you can undertake to provide the focus to start to make valuable improvements within your organization.

Most of us take time to apply new knowledge; often because work priorities mean that changing the way we work takes second place to being a part of it. When we do have the time to implement new ideas it is not so simple. Our training is not as clear in our minds as when we attended the course, or our own workplace is different from that described during the training.

Most organizations already have some processes in place. These might not be fully ITIL-conformant but the chances are that they are considered to work reasonably well, and few senior managers would be willing to 'plough up' everything currently in place in favour of ITIL-conformant processes that are unproven in their particular environment.

With this in mind, I've devised some simple checks you might wish to apply when you return from training. The checks are designed to be executed in under an hour and to allow consideration of a process or activity that might require review.

These tests are not meant to replace a full review or audit but might provide the impetus and justification for one. They should also demonstrate the value of applying ITIL principles. It is unlikely that you will be able to perform every check here as they depend to some extent on available information and some processes being in place.

1 Everyone - get some ownership

We don't all have the ability to align every service management process with a dedicated manager. In truth you probably don't have every process working anyway. Don't confuse processes with people. Use the simple and effective RACI matrix to allocate some roles and responsibilities for the processes you are operating. Actually putting someone 'in charge' drives focus. Being accountable for something sharpens the mind.

2 Service Desk - call analysis and handling time

With the Data-Information-Knowledge-Wisdom (D-I-K-W) philosophy of knowledge management in mind, consider undertaking a review of the telephony statistics of the service desk. Identify the context (information>knowledge) and not just the raw data. Analyse the duration of abandoned calls. Short calls might just indicate users 'ringing off' without the desk having a chance to answer; they could be misdialled calls that have been quickly cancelled. To know whether this is an issue, you need more detail, preferably the pattern of these lost calls. They may highlight periods of low resource or people trying to contact you when the desk is not manned. Whatever the underlying reason, it is important to understand how users view the level of response. Go and ask them their perception of how often you don't answer the phone.

Think about the 'desk time' too. Review all incidents/service requests which the service desk 'held on to' for more than 20 minutes. Was their involvement necessary and did it have an adverse impact on calls placed at the same time? Check response times and lost calls during these periods.

Which was the cause and which the effect? Look for instances of the service desk staff acting as an information hub, resulting in a high ratio of calls made to calls received. It's great to have a well informed and useful desk but are the calls being generated because of poorly communicated changes? Perhaps the volume of calls is due to a lack of user training prompting requests for assistance, or even duplicate calls generated due to major incidents. Each of these reasons can prompt some simple remedial action plans. Post-implementation reviews after failed changes, identification of user training needs, and using alternative communication technologies during major incidents are some possible actions.

3 Second line support - stop cherry picking!

Analyse the incident logs for long-running issues. If you don't have a dedicated problem manager nominate a process owner and confirm that someone is responsible and that regular, relevant progress reports are recorded with a frequency that matches the stated priority. If they are not, initiate a review of the priority of the problem.

Check that problems, when closed, have not been marked 're-open if it happens again', or had their priority reduced, not because the impact on the business has lessened but because insufficient resource is available to deal with the problem. Remember the responsibility of problem management is to try to paint a picture of the business impact of the problem and the likely cost of resolution, so that the business can make a decision on which problems are the most important based on the pain that is being felt.

4 Change management - zero tolerance of unauthorized change

If you suspect that some changes are by-passing your process, try to determine the percentage of changes that 'slipped through the net', even if you have to base this on instinct. These might be things that have cropped up as 'unplanned emergencies' or those perceived not to be 'real changes'.

Many organizations are not willing to implement full change management because of the anticipated bureaucracy. Of course, low-cost low-risk changes can be approved as standard changes, still process led and authorized but more fluid and thus 'palatable'. There is some investment in assessing suitable standard change candidates but there is a longer term payoff: swift application of change management that is still auditable with controlled costs and risks. Poorly controlled or bureaucratic change can lead to high levels of incidents, extended time to resolve such incidents and dissatisfied customers.

5 Service managers - flag waving

Solicit good news. Always asking 'what did we do wrong?' creates a poor perception of your own estimation of the service and misses the opportunity to get customers thinking about the positive aspects of what you do. It might be that you always attempt to resolve problems; that your staff are always accommodating or demonstrate good customer service skills. Make sure you ask about the positives as well as the negatives.

Publicize the things you do well but check that these things are of value to your customers. Are they ever at the expense of other activities, more valued by your customers, which you aren't doing well? Some organizations over-deliver service to their customers, resulting in a very positive perception. Providing there is no impact on other services and that costs are not perceived as excessive, this may be acceptable.

Finally...

So that is my starter for five. I did say this was a one-hour service improvement plan. Whilst I don't think you can action all of your findings in that time I think you can assemble a focused plan. With any service improvement activity quick wins are important. Demonstrating success inspires and motivates; it's what keeps the momentum for improvement going and promotes a much sought after 'service culture'.

You might not have mature service management processes but it is important to make the best of what you have. Successful 'quick wins' can help maintain the improvement cycle. This approach will create a firm basis for further improvements and raise the profile of your IT department within your customer and user community.

Good luck!

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