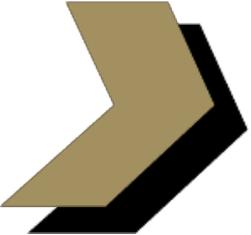# Integrating Service Management (ITIL) and Project Management

3rd Annual Professional Development Days!
May 17-18, 2017

SelfGrowth

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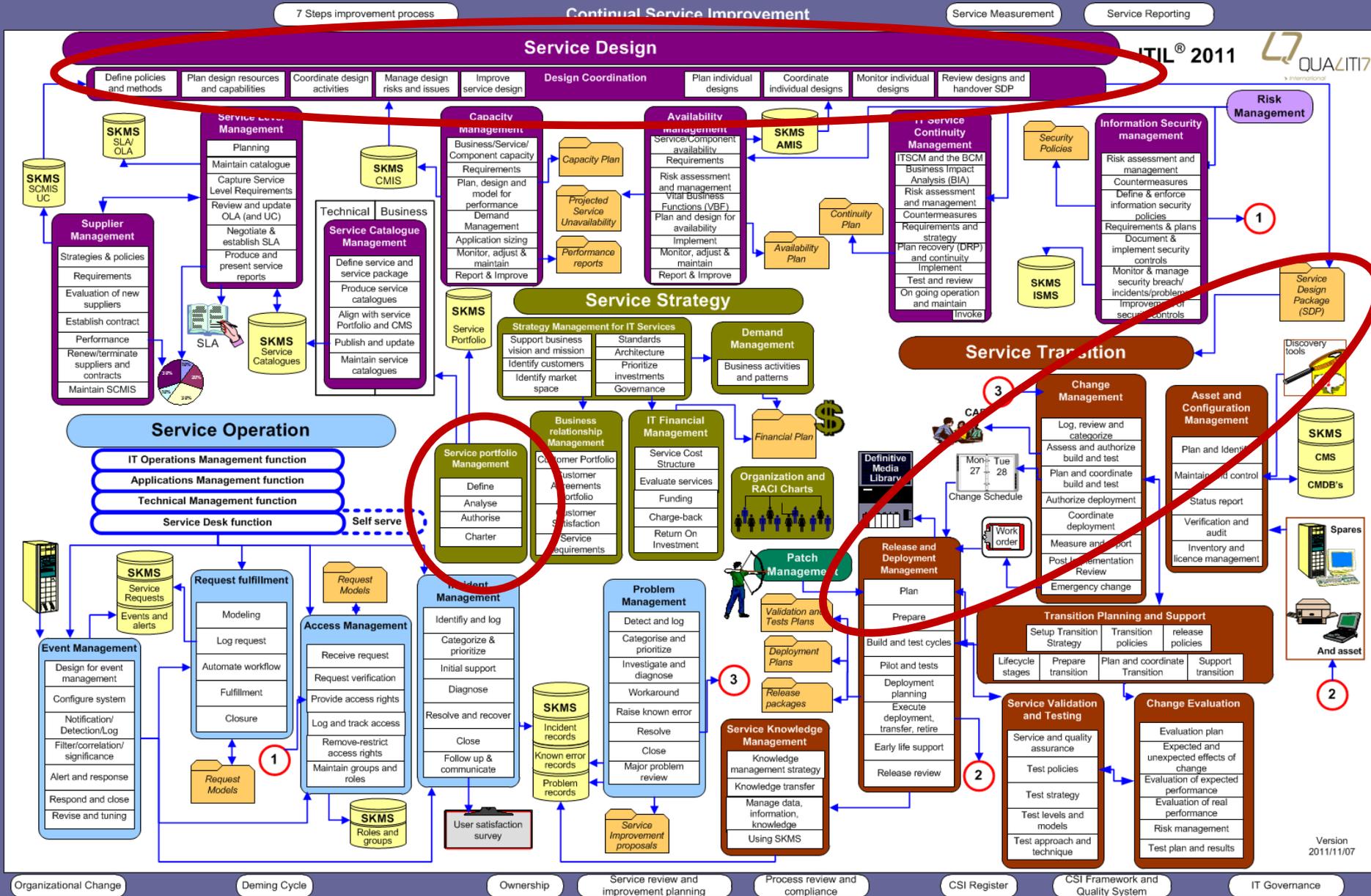Hosted By

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You will learn

- Interaction / Integration between Project Management and Service Management lifecycles and activities.

- Role and importance of the Service Design Package (SDP) in project success.

- How collaboration between Project Management and Service Management resources will lead to greater value for the organization
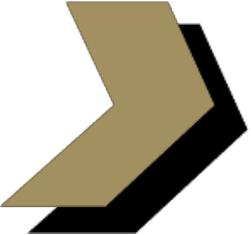
Why do we need to integrate Project Management and Service Management?

❯ Is it normal that Project deployment sometimes come as a surprise to the IT Operations team?

❯ Is it normal that sometimes Projects are delivered with *'missing components'* and now Operations must fix it?

❯ Is it normal that *projects are delayed or blocked because Operations were not ready*?

❯ Should IT (both Project and Operations) be blamed by users because *we did not meet all of their expectations* of a smooth project delivery and support?

Where in ITIL would be the connectors to PPM?

ITIL® 2011

Continual Service Improvement

7 Steps improvement process — Service Measurement — Service Reporting

Service Design

Design Coordination: Define policies and methods | Plan design resources and capabilities | Coordinate design activities | Manage design risks and issues | Improve service design | Plan individual designs | Coordinate individual designs | Monitor individual designs | Review designs and handover SDP

Risk Management

Service Level Management
- Planning
- Maintain catalogue
- Capture Service Level Requirements
- Review and update OLA (and UC)
- Negotiate & establish SLA
- Produce and present service reports

SKMS SLA/OLA
SKMS SCMIS UC
SLA
SKMS Service Catalogues

Service Catalogue Management
Technical | Business
- Define service and service package
- Produce service catalogues
- Align with service Portfolio and CMS
- Publish and update
- Maintain service catalogues

Supplier Management
- Strategies & policies
- Requirements
- Evaluation of new suppliers
- Establish contract
- Performance
- Renew/terminate suppliers and contracts
- Maintain SCMIS

Capacity Management
- Business/Service/Component capacity
- Requirements
- Plan, design and model for performance
- Demand Management
- Application sizing
- Monitor, adjust & maintain
- Report & Improve

SKMS CMIS
Capacity Plan
Projected Service Unavailability
Performance reports

Availability Management
- Service/Component availability
- Requirements
- Risk assessment and management
- Vital Business Functions (VBF)
- Plan and design for availability
- Implement
- Monitor, adjust & maintain
- Report & Improve

SKMS AMIS
Availability Plan

IT Service Continuity Management
- ITSCM and the BCM
- Business Impact Analysis (BIA)
- Risk assessment and management
- Countermeasures
- Requirements and strategy
- Plan recovery (DRP) and continuity
- Implement
- Test and review
- On going operation and maintain
- Invoke

Continuity Plan
SKMS ISMS
Security Policies

Information Security management
- Risk assessment and management
- Countermeasures
- Define & enforce information security policies
- Requirements & plans
- Document & implement security controls
- Monitor & manage security breach/incidents/problems
- Improvement of secure controls

Service Design Package (SDP)

Service Strategy

Strategy Management for IT Services
- Support business vision and mission
- Identify customers
- Identify market space
- Standards
- Architecture
- Prioritize investments
- Governance

Demand Management
- Business activities and patterns

SKMS Service Portfolio

Financial Plan

Service Operation
- IT Operations Management function
- Applications Management function
- Technical Management function
- Service Desk function
- Self serve

Service portfolio Management
- Define
- Analyse
- Authorise
- Charter

Business relationship Management
- Customer Portfolio
- Customer Agreements Portfolio
- Customer Satisfaction
- Service requirements

IT Financial Management
- Service Cost Structure
- Evaluate services
- Funding
- Charge-back
- Return On Investment

Patch Management
Validation and Tests Plans
Deployment Plans
Release packages

Organization and RACI Charts

Service Transition

Change Management
- Log, review and categorize
- Assess and authorize build and test
- Plan and coordinate build and test
- Authorize deployment
- Coordinate deployment
- Measure and report
- Post Implementation Review
- Emergency change

CAB
Change Schedule
Work order
Definitive Media Library
Mon 27 — Tue 28

Asset and Configuration Management
- Plan and Identify
- Maintain and control
- Status report
- Verification and audit
- Inventory and licence management

SKMS CMS
CMDB's
Discovery tools
Spares
And asset

Release and Deployment Management
- Plan
- Prepare
- Build and test cycles
- Pilot and tests
- Deployment planning
- Execute deployment, transfer, retire
- Early life support
- Release review

Transition Planning and Support
- Setup Transition Strategy | Transition policies | release policies
- Lifecycle stages | Prepare transition | Plan and coordinate Transition | Support transition

Service Validation and Testing
- Service and quality assurance
- Test policies
- Test strategy
- Test levels and models
- Test approach and technique

Change Evaluation
- Evaluation plan
- Expected and unexpected effects of change
- Evaluation of expected performance
- Evaluation of real performance
- Risk management
- Test plan and results

Request fulfillment
- Modeling
- Log request
- Automate workflow
- Fulfillment
- Closure

SKMS Service Requests
Events and alerts
Request Models

Access Management
- Receive request
- Request verification
- Provide access rights
- Log and track access
- Remove-restrict access rights
- Maintain groups and roles

Incident Management
- Identify and log
- Categorize & prioritize
- Initial support
- Diagnose
- Resolve and recover
- Close
- Follow up & communicate

Problem Management
- Detect and log
- Categorise and prioritize
- Investigate and diagnose
- Workaround
- Raise known error
- Resolve
- Close
- Major problem review

SKMS Incident records / Known error records / Problem records

Event Management
- Design for event management
- Configure system
- Notification/Detection/Log
- Filter/correlation/significance
- Alert and response
- Respond and close
- Revise and tuning

Request Models
User satisfaction survey

Service Knowledge Management
- Knowledge management strategy
- Knowledge transfer
- Manage data, information, knowledge
- Using SKMS

SKMS Roles and groups
Service Improvement proposals

Version 2011/11/07

Organizational Change | Deming Cycle | Ownership | Service review and improvement planning | Process review and compliance | CSI Register | CSI Framework and Quality System | IT Governance

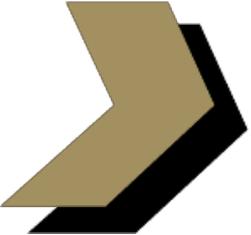# Project Management concerns

Objectives of Project Management

› **Project management** is the process and activity of **planning, organizing, motivating, and controlling resources, procedures and protocols to achieve specific goals** in scientific or daily problems. A project is a **temporary endeavor** designed to produce a unique product, service or result with a **defined beginning and end** _(usually time-constrained, and often constrained by funding or deliverable, undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value)._

› The temporary nature of projects stands in contrast with business as usual (or operations) which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

› The **primary challenge** of project management is to achieve all of the **project goals and objectives** while honoring the preconceived constraints. The primary constraints are **scope, time, quality and budget**. The secondary —and more ambitious— challenge is to **optimize the allocation of necessary inputs** and integrate them to meet pre-defined objectives.

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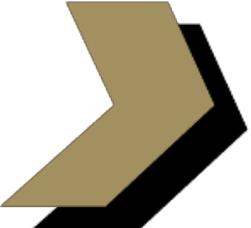
Service Management concerns

Objectives of IT Service Management

❯ IT Service Management is '**the implementation and management of quality IT services that meet the needs of the business**. IT service management is performed by IT service providers through an appropriate mix of people, process and information technology.'

❯ *Objectives of Service Management:*

➢ Adequately designing IT Services to meet strategic and operational needs of the business

➢ Ensuring **smooth implementation new services** and maintenance of existing IT services

➢ Support daily usage of the IT services by business users

➢ Enable proper monitoring and measuring of IT service quality to support continual service improvement

Service Management concerns

Objectives of Change Management *(ITSM Change Management)*

- Respond to the **customer's changing business requirements** while **maximizing value** and **reducing incidents**, **disruption** and **re-work**.

- Respond to the business and IT Requests For Change (RFC) that will **align the services with the business needs**.

- Ensure that changes are **recorded** and **evaluated,** and that **authorized** changes are **prioritized**, **planned**, **tested**, **implemented**, **documented** and **reviewed** in a controlled manner.

- Ensure that all changes to configuration items are **recorded in the configuration management system**.

- **Optimize overall business risk** – it is often correct to minimize business risk, but sometimes it is appropriate to knowingly accept a risk because of the potential benefit**.**

Some differences between Project Management and Service Management

- **Project Management** focuses on one **BIG** change

- A Project has a beginning and an end

- Projects will often use temporary resources

- The primary concern of Project Management is to respect the constraints (budget, schedule, resources and quality)

- **Service Management** considers the impact of all the changes taking place
  - Focusing on the reliability of the new services but also the stability of the hosting environment
- A Service has a beginning but no specific end (until it is decommissioned)
- Service is mostly managed by permanent resources
- The primary concern of Service Management is to ensure delivery of value through effective use of IT Service
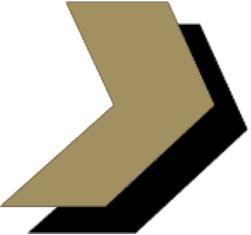
Concerns if Change Management and Project Management are not well integrated (via SDP)

- *Projects could deliver new services or modified services without sufficient involvement of operational resources, resulting in:*
  - ***Project retrofit*** *to match operational standards*
  - ***Inability to support the new/modified services****, leading to users and clients dissatisfaction*
  - ***Extra efforts to deal with last minute modification*** *to project or to operations in order to address operational issues*
  - *Possibly increasing a disconnect between;*
    - *Project Culture (i.e. deliver solution within budget, schedule, resources available)*
    - *Service Culture (i.e. services stability, sustainability, supportability, minimal disruption to the business, delivering more than just technology)*

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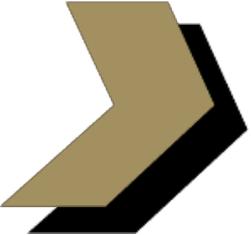
Change Management is not only for Operational Changes.
It is as much about Changing Services

- *A change to a service should either be triggered or leave an early trace in the Change Management process to ensure it is able to "protect" the stability of ALL the systems and IT Business Services.*

- *Change Management Process would allow (through its Change Review/CAB) to assess possible impact the Change/Project could have on the stability of the IT Services and how they are supported*

- *Change Management is concerned about overall Service Quality:*
  - *Technical fit with the rest of the operational standards*
  - *Supportability of the Service and Technology*
  - *Need for communication and training for the users and IT staff*
  - *Capacity of the New/Change service as well as the surrounding systems*
  - *Security of the information*
  - *…*

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Project Management Process – and Service Management Lifecycles
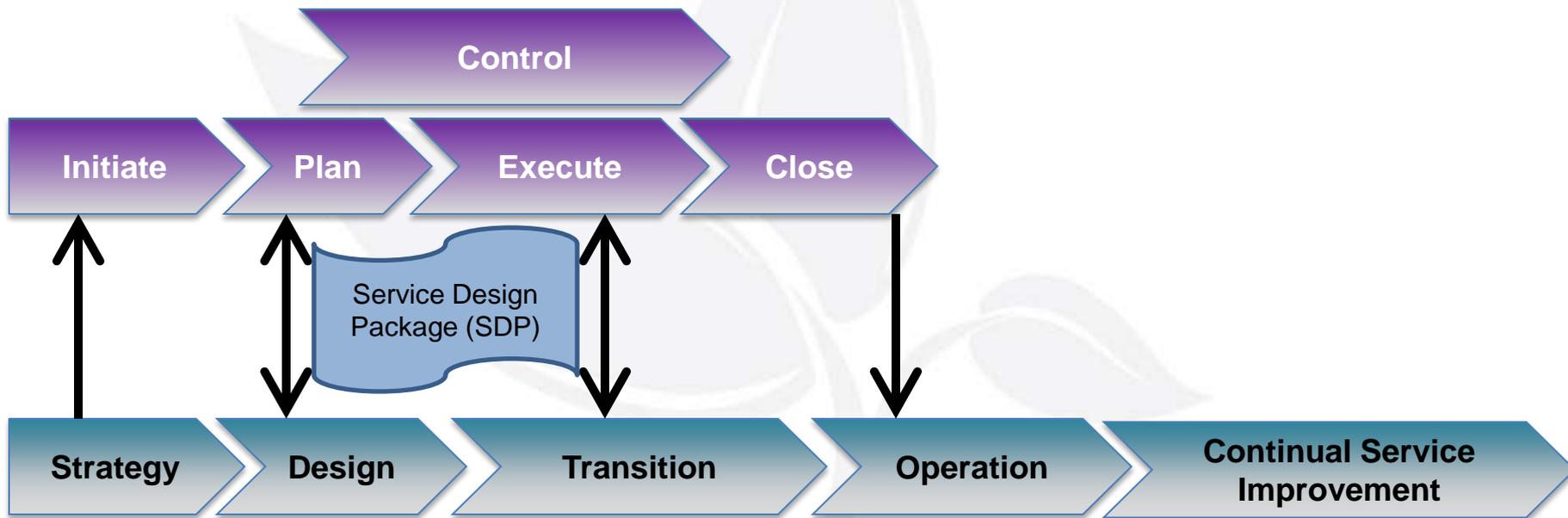
Project Management Process – and Service Management Lifecycles

❯ Another possible view for bigger projects…
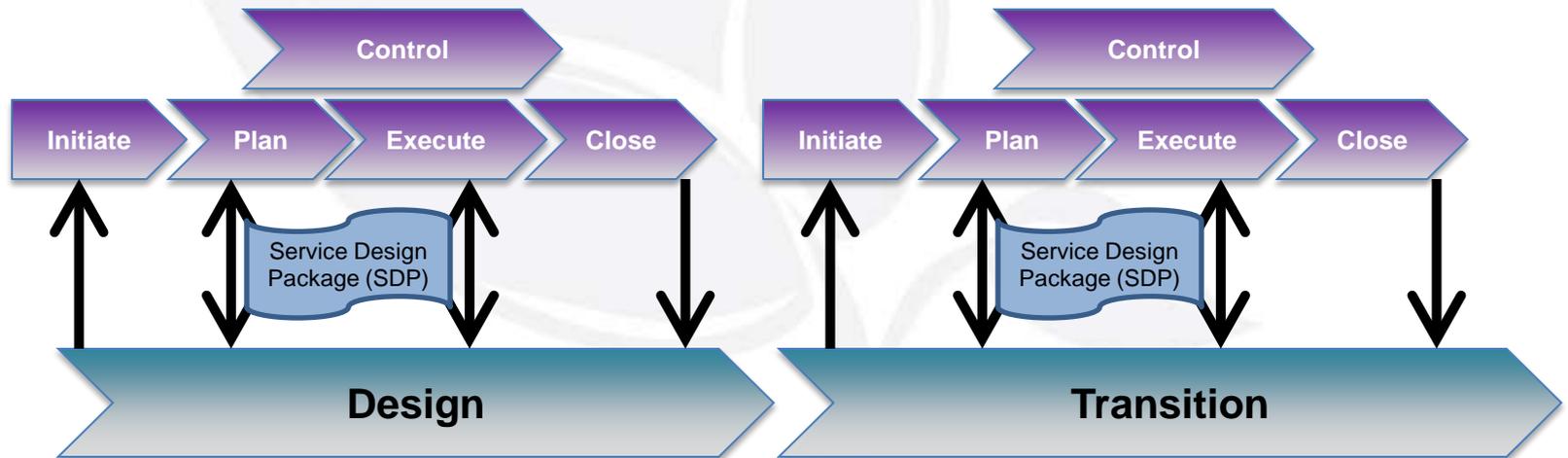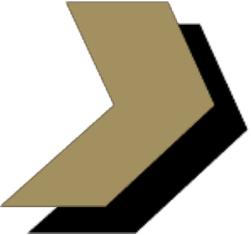
ITIL says…

- **Service Transition**: A stage in the lifecycle of a service. Service transition ensures that new, modified or retired services meet the expectations of the business as documented in the service strategy and service design stages of the lifecycle.

- **Service Design Package (SDP):** Defining all aspects of an IT service and its requirements through each stage of its lifecycle. A service design package is produced for each new IT service, major change or IT service retirement
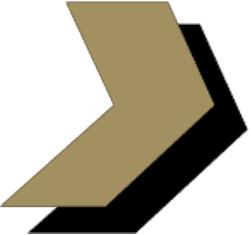
Service Design Package (SDP)

- Follows a service through its lifecycle from initial proposal to retirement
  - ➢ Once Created, the SDP remains a 'service artifact' that will be controlled by Change Management.
  - ➢ When a project revisits a service, the existing SDP is consulted and revised.
- Contains all the information required to manage a specific IT service
- specifies the requirements from the viewpoint of the client (not IT) and defines how these are actually fulfilled from a technical and organizational point of view
- When created properly, SDPs bring a lot of value to both IT and the business

The Service Design Package content

Category	Sub-category
Requirements	Business requirements
	Service applicability
	Service contacts
Service design	Service functional requirements
	Service level requirements
	Service and operational management requirements
	Service design and topology
Organizational readiness assessment	Organizational readiness assessment
Service lifecycle plan	Service programme
	Service transition plan
	Service operational acceptance plan
	Service acceptance criteria

Table A.1 SD p. 303
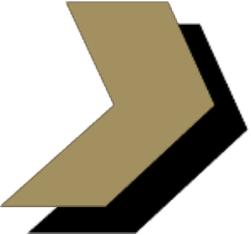
Content of the SDP, (A Comprehensive Recipe)

- Part I: Header
- Part II: Detailed Requirements Specification as a Basis for Service Transition
- Part III: Service Operation and Improvement
- Part IV: Technical and Organizational Implementation Blueprint *(including the Service Acceptance Criteria)*
- Part V: Transition Planning Information

Reference: IT Process Wiki

http://wiki.en.it-processmaps.com/index.php/Checklist_Service_Design_Package_SDP
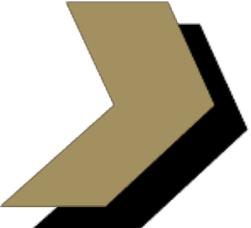
Service Acceptance Criteria

➤ The <u>Service Acceptance Criteria (SAC)</u> *set of criteria used to ensure that the service meets its expected functionality and quality and that the service provider is ready to deliver the new service once it has been deployed.*

➤ Each criteria listed should also determine who is responsible that the criteria is fulfilled.

➤ Typical SAC would cover the following area;

- ➢ Functional
- ➢ Availability
- ➢ Capacity
- ➢ Support and Knowledge Management

- ➢ Information Security
- ➢ Service Continuity
- ➢ SLA
- ➢ External Contracts
- ➢ Monitoring
- ➢ Management Metrics
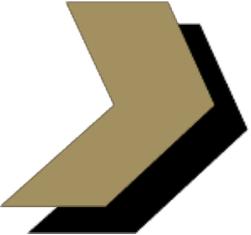
Example of Service Acceptance Criteria

› *Has the SLA/SLR been reviewed, revised and agreed with all concerned parties (Resp.: Service Level)?*

› *Have all test plans been completed successfully (Resp.: Test Manager)?*

› *Have all the new suppliers been identified and their associated contracts drawn up accordingly (Resp.: Supplier Management)?*

› *Have all RFCs and release records been authorized and updated (Resp.: Change)?*

› *Have appropriate technical support documentation been provided and accepted by Incident, Problem and all IT support teams (Resp.: Incident, Problem)?*

› *Have all users been trained, and has user documentation been accepted and supplied to all users (Resp.: Project Manager)?*

› *Have appropriate business managers signed off acceptance of the service (Resp.: Project Manager)?*

| Business requirements | Business requirements | Business requirements | Business requirements | Pilot or warranty period | Live operation |

Design and development

Project (Project Team)

Planning
Validation
Testing
Chng. Eval.

SAC | SAC | SAC | SAC | SAC ✓ | SAC ✓

SAC = Service Acceptance Criteria

Document and agree to business requirements (Strategy & Design)

Design service solution (Design)

Develop service solution (Design)

Build service solution (Transition)

Test service solution (Transition)

Event, Incident, Problem, Request, Access

Strategy

Service Portfolio
Financial
Demand
Market
BRM

Design

Coordination
SLM, SC,
Supplier,
Security,
Continuity
Availability
Capacity

SDP

Change,
Release & Deploy
Asset & Configuration
Knowledge

Improvement

CSI
7 Step
CSI Approach
Measurements

Transition

Transition and operation involvement

Operation

SLR | SLR | SLR | SLR | SLR | SLA Pilot | SLR | SLA Live

Build, Test, Release, and Deployment Management

Change Management:
RFC released

Approved for design

Approved for development

Approved for build

Approved for test

Approved for Warranty

Approved for live release

Review & closure

SDP as seen through the PM lens

❯ Phase 1 – Initiation and Planning Phase
  ✓ Stakeholder and Power Matrix

❯ Phase 2 – Execution Phase
  ➢ Requirements
    ✓ Requirement documents (SAC)
  ➢ Design
    ✓ **SDP start**
    ✓ Solution Design documents
  ➢ Testing
    ✓ Test Strategy and Test Plan (SAC)
  ➢ Training
    ✓ Operational Readiness

❯ Phase 3 – Transition Phase
  ✓ Implementation Plan
  ✓ Communication Plan
  ✓ **SDP complete**

❯ Phase 4 – Closure Phase
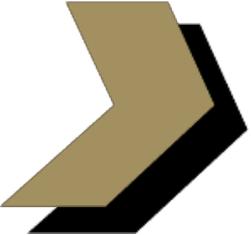
SDP as seen through the ITSM lens

- Initiated at the Service Design stage
  - Passed from Service Design to the Service Transition stage to provide all information required to develop the service solution
  - Ensuring that Service Design meets service outcomes required by the Service Strategy
- Completed at the Service Transition stage
  - Fine tuning and detailing the content of SDP before we operationalize a service
- Service Transition, Service Operation, and CSI provide inputs to the requirements in the SDP, ensuring services get better as time goes on

A Collaborative Approach

- Facilitated through PMO practice
  - Engage appropriate resource
  - Comprehensive definition of Service (SDP)
  - Clearly defined deliverables
- Governed and Supported by ITSMO
  - Process and Service walk through
  - Change controlled
  - ITSMS enablement

KEEP CALM TEAMWORK MAKES THE DREAM WORK
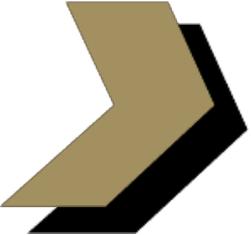
Benefits of using the SDP as integration between PM and SM

- Improves the quality of services
- Improves decision-making from both PM and SM standpoints
- Makes implementation of new or changed services easier with less surprises
- Improves alignment of services to the business
- Makes service performance more effective
- Improves IT governance
- Makes ITSM more effective
- Reduces Total Cost of Ownership (TCO)

Benefits of that approach

- Allow Operations (through involvement during the initial SDP review and on the CAB) to see Project coming much earlier and be able to;
  - *Ensure Operational standards and supportability have been considered by the project*
  - *Ensure that service sustainability is considered in the project planning and budget (before it received Client's authorisation)*
  - *Prepare its staff and process to welcome the result of the project*

- Allowing Project Management process to capture all aspects of the service to be delivered and use a collaborative approach to deliver it.

- *Allow each process to focus on their respective objectives and measure their achievement*
  - *PM: Delivering project outcome with quality in mind, in respect to constraints*
  - *CM: Ensure IT systems can be supported, maintained and improved*

*Note: the **involvement of the 'Service Owner' across the project and service lifecycle**
will ensure 'smoother' touch points between the processes*
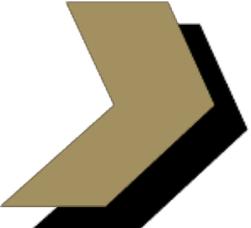
Summary

- IT and business would benefit from considering Projects as 'Big Service Changes'
- <u>Project Management</u> process and <u>Service Management</u> processes **should be designed to be complementary** to one another… avoiding duplicate responsibility when possible.
- **People have multiple roles and take part in multiple processes**
  - Project Managers should be involved in the Change Management process, not only in the Project Management Process…
  - Change Managers should coordinate with Project Manager
- **Service Design Package** is a key deliverable to integrate project management and service management
- **Measure the extent of project success…** Find ways to measure how projects are impacting the stability of Services… though Change Management.

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Thank you!

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