

IT Service Management Vision and Strategy Summary / Roadmap

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University Profile and Mission

The University of California at Berkeley strives to be a community dedicated to teaching, research and public service.

- Comprehensive academic excellence.
- Student success outside the classroom.
- Equity and inclusion.
- Sustainable funding model.
- World class administrative operations and infrastructure renewal.
- Basic and applied research.

What is ITSM?

IT Service Management (ITSM) is a process-based practice intended to align the delivery of information technology (IT) services with needs of the University, emphasizing benefits to customers.

ITSM involves a paradigm shift from managing IT as stacks of individual components to focusing on the delivery of end-to-end services using best practice process models.

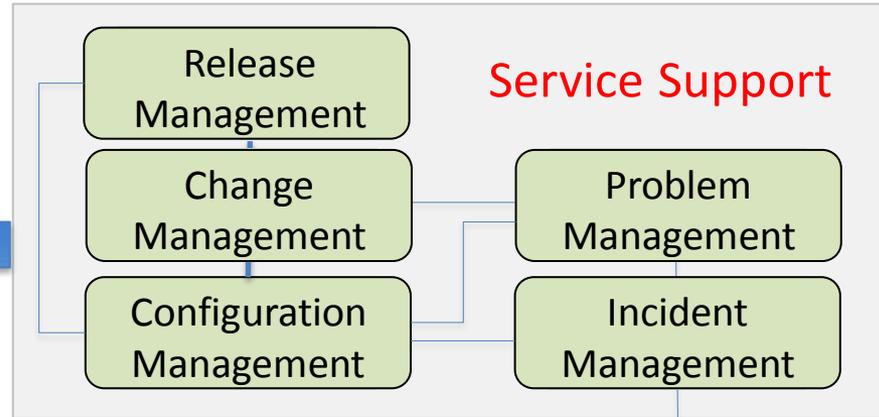
Why ITSM?

- ✓ Enhance / increase service level success.
- ✓ Align IT goals with those of the Units and Departments we support.
- ✓ Make 'Excellence in Service' a part of our culture.
- ✓ Improve quality and reliability of IT services offered.
- ✓ Optimize resource utilization.
- ✓ Enforce collaboration across silos.
- ✓ Move from traditional supply-demand model to customer oriented processes and service value creation.

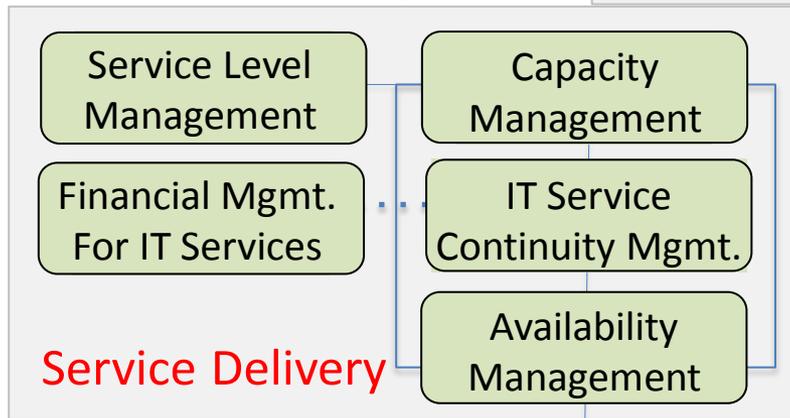
Core ITSM Disciplines

Service Support

Enables effective IT Services
Building blocks of all IT Services



Service Support



Service Delivery

Service Delivery

Management of the IT Services



JOURNEY VISION - One IT

● Institutional Mission

- Teaching
- Research
- Public Service

● Institutional Strategic Objectives

- Comprehensive academic excellence
- Student success outside the classroom
- Equity and inclusion
- Sustainable funding model
- World class administrative operations and infrastructure renewal
- Undergraduate education
- Internationalization
- Basic and applied research

● IT Focus Areas

- Focus on fundamentals of IT Management
- Customer Engagement & Governance
- Modernization of Campus Systems
- Research Systems
- Security

● Strengths to Leverage

- Domain Expertise
- Operations
- Commitment
- Reasonable Funding
- New Leadership
- Collaboration Culture
- Dedicated and Motivated Staff
- Investment in Leadership Training
- Innovative

● Key Initiatives

- ITSM Education and Strategy
- Customer Service Training
- Catalyst Program
- Service Benchmarks
- Student Systems Replacement
- UC Path
- Consolidate Tickets and Knowledge
- Create ITSM Function
- ELT Prioritization Process
- Governance Model
- Emergency Management Plan
- On Call Problem Escalation
- Campus Shared Services
- Condo computing (research)
- Rationalization of IT Portfolio

● Operating Principles

- Focus on Service
- Imagine and Innovate
- Accountability to each other
- Simplify
- Include and Excel together
- Budgets remain flat

VISION

UC Berkeley Has a Fully Integrated IT Community

Clear roles & responsibilities

Well understood and mature governance model

Customer knows how to get solution, one place to go (without needing internal knowledge)

Compelling and understandable story to tell our business partners

Customers truly see value that IT provides

Clear Prioritization

Trusted partner / advisor

Staff buy-in to the principle and practices of service management

Utilize expertise outside of the department

● Challenges

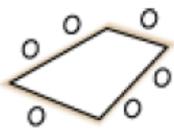
- New Leadership
- Vast web of relationships
- Lack of relationship managers
- Legacy technology
- Lack of business analysts
- Billing
- Heavily Distributed IT
- Rate of Investment (high volume)
- Financial Challenges
- Change Fatigue (business and IT)
- Everything is a priority
- Lack of a clear strategic plan
- Perception that IT can absorb costs
- Expectation Setting
- External customers do not view IT as "One IT"

Recommended ITSM Roadmap: a Four Year Journey

ID	Task Name	Q2 14			Q3 14			Q4 14			Q1 15			Q2 15			Q3 15			Q4 15			Q1 16			Q2 16			Q3 16			Q4 16			Q1 17			Q2 17			Q3 17			Q4 17			Q1 18			Q2 18		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	ITSM Program Strategy	Lyle																																																		
2	IT Governance	Liz																																																		
3	Service Portfolio	Lyle																																																		
4	Incident management	Jerry																																																		
5	PMO Coordination	Liz																																																		
6	SMO Setup	Lyle																																																		
7	Information Security Management	Paul																																																		
8	Resource Management	Lyle																																																		
9	Knowledge Management	Lyle																																																		
10	Event Management	Wait																																																		
11	Validation and Testing	JR																																																		
12	IT Service Strategy	Lyle																																																		
13	IT Financial Management	CFO																																																		
14	Service Level Management	Jerry																																																		
15	Request Fulfillment	Jerry																																																		
16	Transition Planning and Support	Lyle																																																		
17	Demand Management	Lyle																																																		
18	Security Operations	Paul																																																		
19	Change Management	Wait																																																		
20	IT Communications	Liz																																																		
21	Design Coordination	Liz																																																		
22	Organizational Change Management	Lyle																																																		
23	Service and Process Reporting	Lyle																																																		
24	Risk Management	Paul																																																		
25	Supplier Management	Wait																																																		
26	Configuration Management	Wait																																																		
27	Problem Management	Wait																																																		
28	Innovation	Bit																																																		
29	Asset Management	CFO																																																		
30	Change Evaluation	CFO																																																		
31	Service Desk (Function)	Jerry																																																		
32	Release and Deployment	JR																																																		
33	Access Management	Karen																																																		
34	7 Step Improvement Process	Lyle																																																		
35	Availability Management	Wait																																																		
36	Capacity Management	Wait																																																		
37	IT Service Continuity Management	Wait																																																		
38	IT Operations (Function)	Wait																																																		

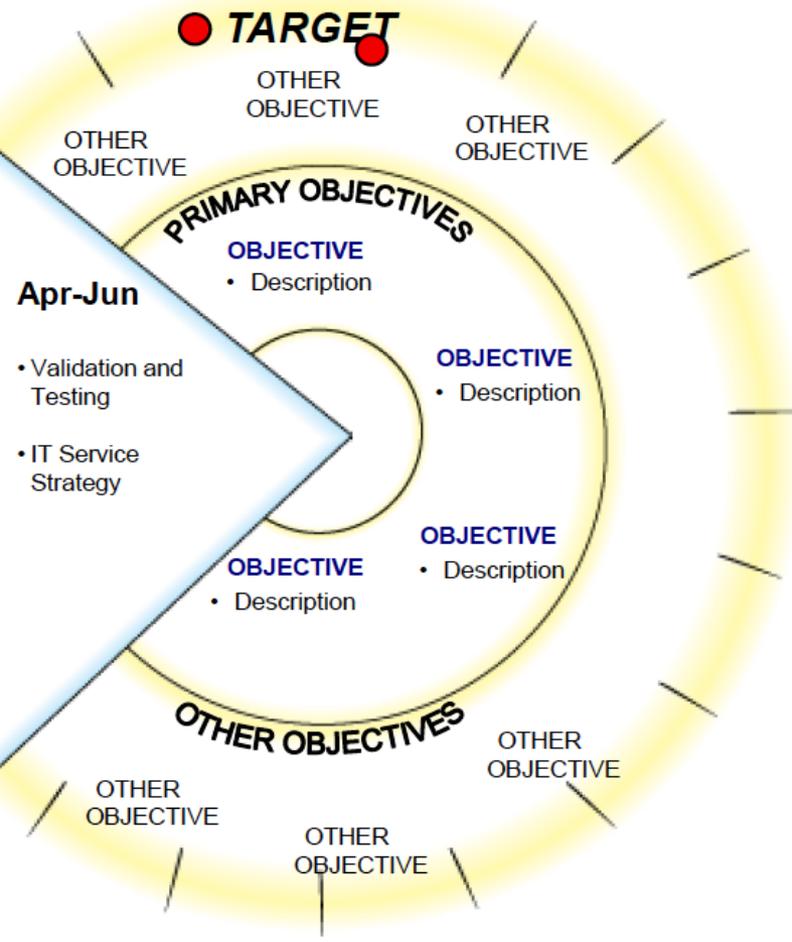
GAMEPLAN

TEAM/RESOURCES

Sponsor: Lyle
 Leader: New Dir
 Member: TBD

 Member: Jane Doe
 Leader: John Doe
 Resources:

STAGES/TASKS

Mar-Jun	Jul-Sep	Oct-Dec	Jan-Mar
<ul style="list-style-type: none"> ITSM Program Strategy IT Governance 	<ul style="list-style-type: none"> Service Portfolio PMO coordination SMO setup Incident Management 	<ul style="list-style-type: none"> Information Security Mgmt Resource Management 	<ul style="list-style-type: none"> Knowledge Management Event Management



SUCCESS FACTORS

- Engagement Broad Adoption
- Sustainable processes
- Cross Collaboration
- Self-sustaining
- Positive Customer Response

CHALLENGES

- ITSM Director not on board
- Budget
- Priorities
- Scope
- Meeting Space
- Volume of other work (SIS)
- Resources (people)
- Fatigue
- Organizational Structure
- Calendars
- Maintaining Inertia

Vision for One IT and the ITSM Program

“UC Berkeley has a fully integrated IT Community”

The *objectives* that support this vision are:

- Clear roles and responsibilities are defined.
- IT has a well understood and mature governance model.
- Customers know how to get solutions.
- Customers have one place to go to get IT services.
- IT has a compelling and understandable story to tell business partners.
- Customers truly see the value that IT provides.
- IT leverages expertise outside of the department.
- Staff buy into the principles and practices of service management.
- IT is seen as a trusted business partner and advisor.
- There is clear prioritization for all activities.
- Customers and users get the same positive experience regardless of which IT organization they approach.

What does Success Look Like?

- Large scale adoption of ITSM principles and practices.
- The ITSM processes have achieved sustainability.
- There is significant cross department collaboration.
- Customer satisfaction is rising.
- There is a positive customer response when interacting with IT.
- IT is the preferred campus resource; the customer comes to us for help.
- Each process shows clear value to the customer.
- Show marked improvement in incident closer rates (MTTR) and have customer facing reports and dashboards as evidence.



Steps Taken

- ✓ ITIL Foundations Training (~120 staff)
- ✓ Vision and Strategy session completed
- ✓ Multi-year roadmap developed
- ✓ Budget identified and committed
- ✓ ITSM Director position posted, interviews underway
- ✓ Structured working discussions with ThirdSky and ITLG+
 - IT Governance
 - IT Portfolio Management
 - IT Service Definitions

Next Steps

- ✓ Establish a practice for how we engage with our peers across the institution so that we realize the vision of our ITSM program.
- ✓ Hire an ITSM Director.
- ✓ Complete detailed steps remaining for IT Governance, Service Portfolio and Service Definition work.
- ✓ Determine next set of ITSM framework sessions.
- ✓ Develop overall communications / marketing strategy.

Breakout Session

Please answer and report back on the following questions:

- ✓ ITSM planning within Central IT is currently focused on Governance, Portfolio Management, Service Catalog development and other service management and service assurance measures. With your interests in mind, where do you see the value in IT Service Management and how do these elements (e.g. governance, portfolio management, service catalog) resonate with you?
- ✓ Our process around ITSM is a long-term and complex set of steps. What activities, decisions or deployments should trigger communications or community input? What is the best way to get input or communicate with University staff?
- ✓ Service catalogs and service management systems were highlighted as key needs in the ITSM deployment during the IT Summit. What features or elements of these systems are important from your perspective and how might you use a centralized service catalog or ticketing system in your own unit? What features would be required to have you adopt such a system?