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IT Service
Management
Forum

itSMF Texas Expo

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To ITIL or Not To ITIL?

That **WAS** the question!

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Our Academic World . . .



- Five colleges/ 12 locations
- Common infrastructure & enterprise systems
- Largely decentralized technology
- 2400 Internal staff users
- 60,000 external (student) users
- No standardization of HD services or process
- Drive to provide a common user HelpDesk experience across these gaps

Who ya gonna call?



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Starting the dialogue . . .

- External consultant to explain ITIL process
- Mistake was only IT leaders were in the room
- ITIL is a framework, not a roadmap, so many, many questions were unanswered

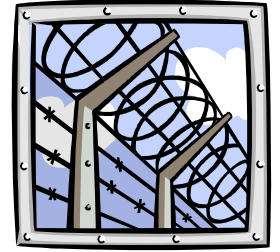


First steps . . .



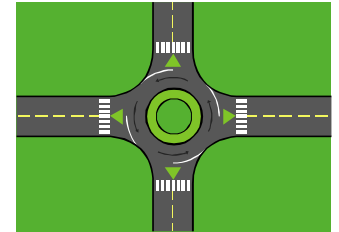
- Establishing the Helpdesk as a primary point of contact seemed a fundamental value
- Common tools – adopting an enterprise ticketing system
- Investigating change control and instituting an elementary system
- Beginning discussions on SLAs and a Service Catalog

The wall of resistance . . .



- Power and trust
- We're different
- Circling the wagons
- No engagement from business
- Total confusion for external users
- No delegation of authority to IT
- Grassroots effort with plenty of manure but no real fertilizer!

Leading to . . .



- User and business awareness of problems made it impossible to deny any longer
- Executive committee explored the concept of IT governance
- CIO was replaced by an IT consultant to begin the program
- Best practices began to be adopted and key components outsourced to stop the bleeding
- Still a long road ahead for the organization to reach stability and reliability and respect of users

And the grass is sometimes greener . .

- Global corporation – 110,000 users in over 100 countries.
- Multiple support organizations engaged in common business support
- Every barrier you can imagine – geography, time zones, languages, levels of service
- Standardization was the key to SALVATION, and it's spelled ITIL



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Adopting a plan vs evolving a plan

- ITIL started in Europe and is recognized as the framework of choice
- Promotes interaction among business partners across common language
- By adopting a system much of the decision making is done
- The ITIL principle that IT exists to serve the business was the right message
- The governance structure of ITIL aligned nicely with the existing corporate structure

Steps in the adoption . . .



- Formal announcement – this is the way we’re going to do our business
- Establishment of champions to strategize the evolution of each of the elements
- One bite at a time – establishing a Service Desk; instilling incident management; segregating some other functions
- Planned growth: SLA’s; Change: Capacity
- Focus on process and results; it’s all about the business

Taking it home

- Firm requirement that all IT employees obtain ITIL foundations certification with 6 months
- Active encouragement for staff to go further in the ITIL programs
- Constant monitoring by management of the ITIL “Roadmap” for the organization
- Continual process improvement



Some milestones



- Move from a “helpdesk” to a Service Desk
- Establishing a “follow the sun” rotation among strategically placed desks
- Formalizing Incident Management across the organization and the globe
- Socializing the process across our IT partners and across the business
- Clear and precise messaging that “this is the way we do our business.”

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First programs



- Standardizing the Service Desk processes
- Common user communications closely monitored
- Establishment of an SLA management program
- Constant socialization of the Incident Management process and constant quality improvement
- Initiating Problem Management with Root Cause Analysis as the first major project

Other initiatives

- Upgrade and refinement of the global ticketing system
- Launch of a global Knowledge Management System to afford universal access to information and process
- IT Governance that really works
- Continued attention to education and process
- Constant socialization to increase understanding and buy-in

Results



- An organization that doesn't always get it right, but knows the right thing to do
- An appreciation from the user base of consistency across the business
- More accurate and consistent communication across the board
- Accountability placed in the right areas
- Technology that works for the business

Our opinions . . .



- It's never too late to start. ITIL represents in many cases good common sense defined in logical increments
- It's not about the size of the organization – it's about consistency of process and commitment to the process
- Truly an instance of short term pain for long term gain – you solve the problems once and then move on
- Everyone knows the names of the players and the positions they play, which makes for an effective, winning team.

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To continue the dialogue . . .

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Thanks!!

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