


Information & Communication Services

University of Dundee

ITIL - A Pragmatic Route to Maturity

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Information & Communication Services

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- The basics
 - 23,200 IT users,
 - Central IT 90 staff (100 other IT support)
 - >40,000 support calls per annum (2005)
 - Typical University IT Support function
- Network Review (2002) - technical focus

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Information & Communication Services

Network Review (2002)

- Technical (Network, IPT, Systems)
- IT Services
 - Low institutional priority, technical focus, lack of standards, training and communication, fragmented responsibilities
- Service Development Program

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Service Development Program

- IT accorded a higher position on the institutional agenda
- Focus on strengthening services delivery and management - to benefit the business
- Re-structure
- Standardised approach
- Metrics and Benchmarking
- Major Change (Holistic)


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Service Development Program (Objectives)

- Strategy aligned with business
- Technology Focus to Customer Focus
- Reactive to proactive then to optimised
- Continuous Improvement
- Increasing the maturity of Services and Delivery
- Consistency (Standards, Policies, Processes)
- Maturity Model (Gartner etc.)


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Major Change Program


- Framework to handle complexity
 - 3 linked workstreams
- ITIL
 - Framework, best practice, standard approach, Staff development, common language
- Continuous Improvement
 - Processes, Metrics, Review, Communication, Barriers
- Service Support Technology
 - Service Desk, Knowledge base, CMDB


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Challenges


- Constrained Resources (no big bang approach)
- Expectation (quick hits, longer term development)
- Change itself
- IT staff (involvement, training, role changes)
- University support



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Implementation


- Establish ITIL
- Replace existing Help Desk - Lanbase ITBM
 - Very close fit for our needs, ITIL compatible, Process-driven.
- Process analysis and modelling
- Better information for IT analysts, IT management and users



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Implementation (continued)

- Initial phase, Service Desk and Incident management implementation
- Maturity Model - link between ITIL and new Service Desk
- Establish vision, assess current position, where we want to be and how we get there - Key point for staff consultation and involvement
- Goals - 33 in total (first phase)
- KPI's for all goals (examples)


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KPI's

Goals	Measurement	Target
Single point of contact	12 different routes	3
Calls resolved at 1st level	48%	65%
Calls handled directly by 2nd level with no 1st level	49% (Black hole)	15%
Self service portal	7 different forms through web site	Service Desk, Right Answers
Number of sources of configuration information	30	1, Service Desk
Change	60% of incidents related to Change	Zero □


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Where are we now?

- 3 years into the Programme
- Maturity Model approach - a success
- Goals and KPI's - clearly established the what and why
- Facilitated the Consultation process
- Clear evidence that we have improved
- Continuous Improvement and Review
- Processes, KPI's, Services

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Summary

- Very complex Change program
- Constrained Resources
- Framework and the right support systems vital for success
- Needed staff on board (involve, consultation)
- ITIL and the Maturity Model provided the development framework and common language
- Service Desk is the glue that keeps the whole thing together

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• **Questions**
