

UCISA User Support Conference 2010
St Anne's College, Oxford

How to identify the ICT services the University really needs?
(What do we stop doing & how do we know?)

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Session Objective

- ◆ Highlight some of the strategic activities you need to adopt to identify areas for improvement, reduce costs, justify resources & ultimately survive



Question

If you started your OWN University today with your own money & house as security
Would you employ your own service desk or ICT team?



“FACT - For many customers, the Service Desk is there only window on the level of service & professionalism offered by the whole department/organisation”.





Speaker profile - Don Page

- ◆ 400+ ITIL & Service desk implementations
- ◆ Co-author ISO20000
- ◆ Co-author of ITIL
- ◆ Co-author of BS15000
- ◆ Co-author of Service Desk Institute (SDI) service desk standard
- ◆ Co-author of worlds first Msc in IT Service Management (with University of Northampton)
- ◆ Fellow of the Institute of Service Management (ISM)
- ◆ Marval integrated ITSM & Service Desk tool designer





Award winning track record

“Marval Customer projects have won 10 of last 13 annual European IT Service Management Improvement Project of the Year Awards”



2010



2009



2008



2007



2006



2005



Customer Service
improvement &
innovation awards
include











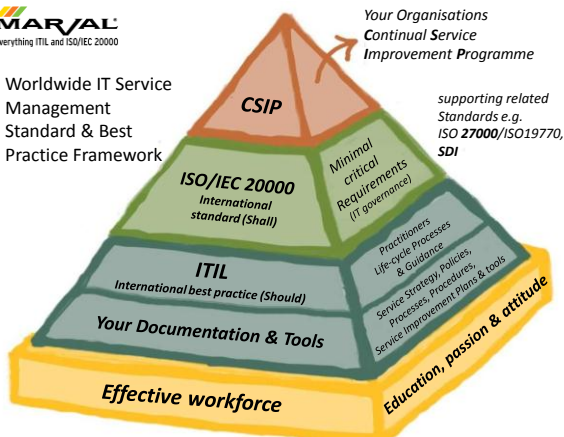
Required strategic benefits

- ◆ Organisation, stakeholder and customer confidence
- ◆ Standardise the way you deliver ICT services to the business
- ◆ Increased ICT infrastructure & service reliability
- ◆ Improved ability to absorb greater levels of change (*do more with the same or less*)
- ◆ Improved control & auditability of the ICT infrastructure & services
- ◆ Improved customer experience & communication
- ◆ Direct contribution to the "bottom line"

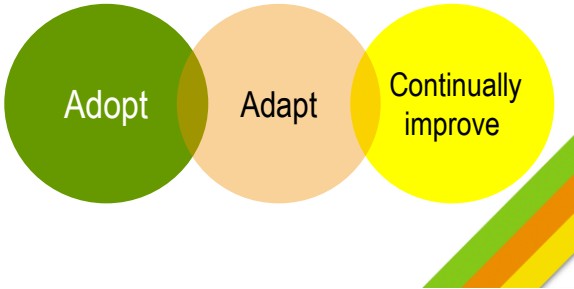


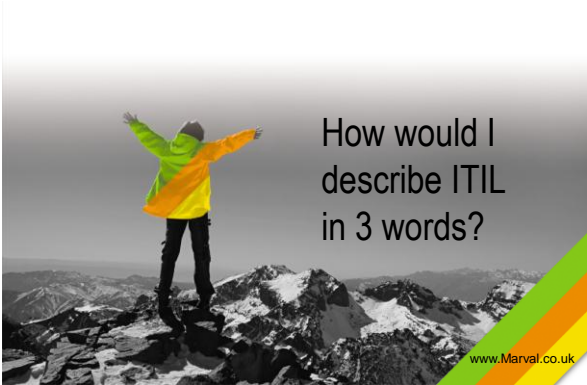


Worldwide IT Service Management Standard & Best Practice Framework



The approach









How would you describe
ISO20000
in 3 words?



**Auditable
Common
Sense**

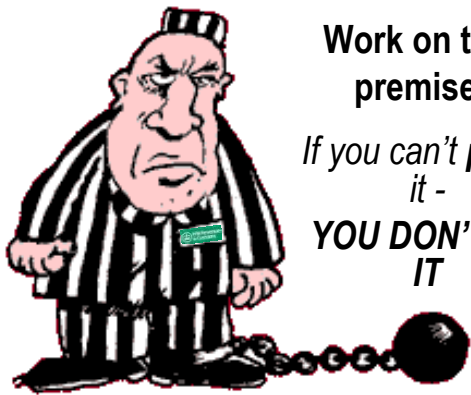
Why adopt ISO20000

- ◆ ITIL is **NOT prescriptive**, it is difficult to maintain without adequate governance controls – **ISO20000 IS**
- ◆ ITIL does **NOT Insist** on **continual improvement** – **ISO20000 DOES**
- ◆ ITIL does **NOT Insist** on **evidence** to prove quality & progress - **ISO20000 DOES**
- ◆ ITIL **quality** cannot be internally or externally **audited** or benchmarked - **ISO20000 quality CAN**
- ◆ ITIL is **NOT** being demanded by business - **governance controls, auditability & agility ARE**
- ◆ ITIL is **NOT** a business **certification** – **ISO20000 IS**



Keep it simple





Work on the premise

*If you can't **prove** it -*
YOU DON'T DO IT



FACT

“Unless we understand what we deliver today with the resources we have available”

“How can we expect to effectively manage the business tomorrow”



Service Silo Transitioning (Internal outsourcing)

Consider replacing traditional Organisational Silos with 'Service Silos' that can be easily Identified, Packaged, Resourced, Managed, Costed, Benchmarked & Sold to the organisation & business users

An intelligent shared service approach

Identify the right target(s)

- ◆ High value services & infrastructure
- ◆ Brand credibility
- ◆ Organisational / political credibility
- ◆ Revenue loss reduction
- ◆ Organisational improvement/savings
- ◆ IT infrastructure & Service reliability
- ◆ Staff productivity



High level questions

1. How are key business 'services' performing
2. Are things getting better or worse
3. Who, what & where is causing problems (e.g. CI, customers etc)
4. How are our processes performing
5. Where can we improve, save time, money & resources
6. Why are we failing to manage customer expectations
7. What types of changes are introducing risk



Service Identification

1. What services are not adding value
2. What services, skills & functions can be re-deployed
3. What services, skills & functions can be merged
4. What services, skills & functions can be ceased
5. What services are suitable for selective sourcing & packaging



The Problem – lack of control & evidence

- ◆ Many ICT departments are reluctant to record & manage what they are spending their time on; their successes & areas identified for improvement
1. Yet we always complain we don't have enough time or resource
 2. We continue to fail in telling the business what a great job we do
 3. Its difficult to prove it







Implement 'service level management'

1. If doing 'more with less' is a key issue then your key focus should be on better managing 'customer expectations'
2. Adopt 'forward scheduled SLA's to set expectations (e.g. please allow 3 working days to complete this activity)
3. Enforce operational agreements with second line teams to underpin your SLA's
4. Be realistic about what you can offer with the resources you have
5. Focus on 'keeping the customer informed'

WARNING – But, do it properly or don't bother

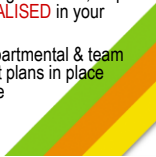




Dons top people tips

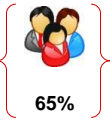


1. Key management focus should be on the people who want to deliver a great service - **not those who don't**
2. Empower to Service desk to **“kick ass”** when representing the customer
3. Be innovative, challenge tradition, stop being **INSTITUTIONALISED** in your approaches
4. Ensure you have departmental & team Service Improvement plans in place that you can measure



People your key success factor

Investment	Historical	determinant of success
People	2%	20%
Process	2%	15%
Culture	1%	20%
Leadership	1%	10%
Organization	2%	10%
Information (data)	10%	15%
Technology	82%	10%



'determinant' - An influencing or determining element or factor in the success of service improvement



Try the Don 10 minute challenge



◆ Ask each team leader to deliver a **10 minute presentation** based on their service **deliverables** from last week. It should be in management speak, no techno babble & focus on the business benefit

1. Highlight 2 areas for **improvement**
2. Highlight 1 area of **success**
3. Identify 1 thing **another** team could do to help you do a better job
4. Identify 1 thing **your team** could do to help other team
5. Identify 1 thing you could do to deliver an improved **service to customers**
6. Identify 1 thing you would change if you were the **boss**



“Every manager has a responsibility to demonstrate to the business their teams valuable contributions to the business”



“Every team member has a responsibility to be accountable & provide the information in order for their manager to make informed decisions & demonstrate their teams valuable contribution to the business”



“Everyone; 1st, 2nd & 3rd line has a responsibility to help their colleagues deliver an excellent service & support the Service Desk”



