

Welcome

ITIL V3 Live! CIO Mediacast
3PM EST Tuesday June 26, 2007

**ITIL V3 Core Practice Book 4:
Service Operation**

Don Cox, CTO

Pultorak & Associates

ITIL V3 Live! CIO Mediacast – Morning

© 10AM EST: ITIL V3: The Facts

© Speaker: David Pultorak, CEO, Pultorak & Associates

© 11AM EST: ITIL V3 Book 1: Service Strategies

© Speaker: David Pultorak, CEO, Pultorak & Associates

© Noon EST: ITIL V3 Book 2: Service Design

© Speaker: Moira Stepchuk, senior consultant, Pultorak & Associates

ITIL V3 Live! CIO Mediacast - Afternoon

© 2PM EST: ITIL V3 Book 3: Service Transition

© Speaker: Rich Schiesser, principal consultant, Pultorak & Associates

© 3PM EST: ITIL V3 Book 4: Service Operation

© Speaker: Don Cox, CTO, Pultorak & Associates

© 4PM EST: ITIL V3 Book 5: Continual Service Improvement

© Speaker: Kathryn Pizzo, senior consultant, Pultorak & Associates

What we will cover

- ◎ Service Operation Core Practice Book Content
- ◎ What's Key in ITIL V3 – Service Operation
 - ◎ New processes introduced by Service Operation
 - ◎ Recognition and guidance in the balance of Service Operation
- ◎ Bridging from ITIL V2 to V3 – Service Operation



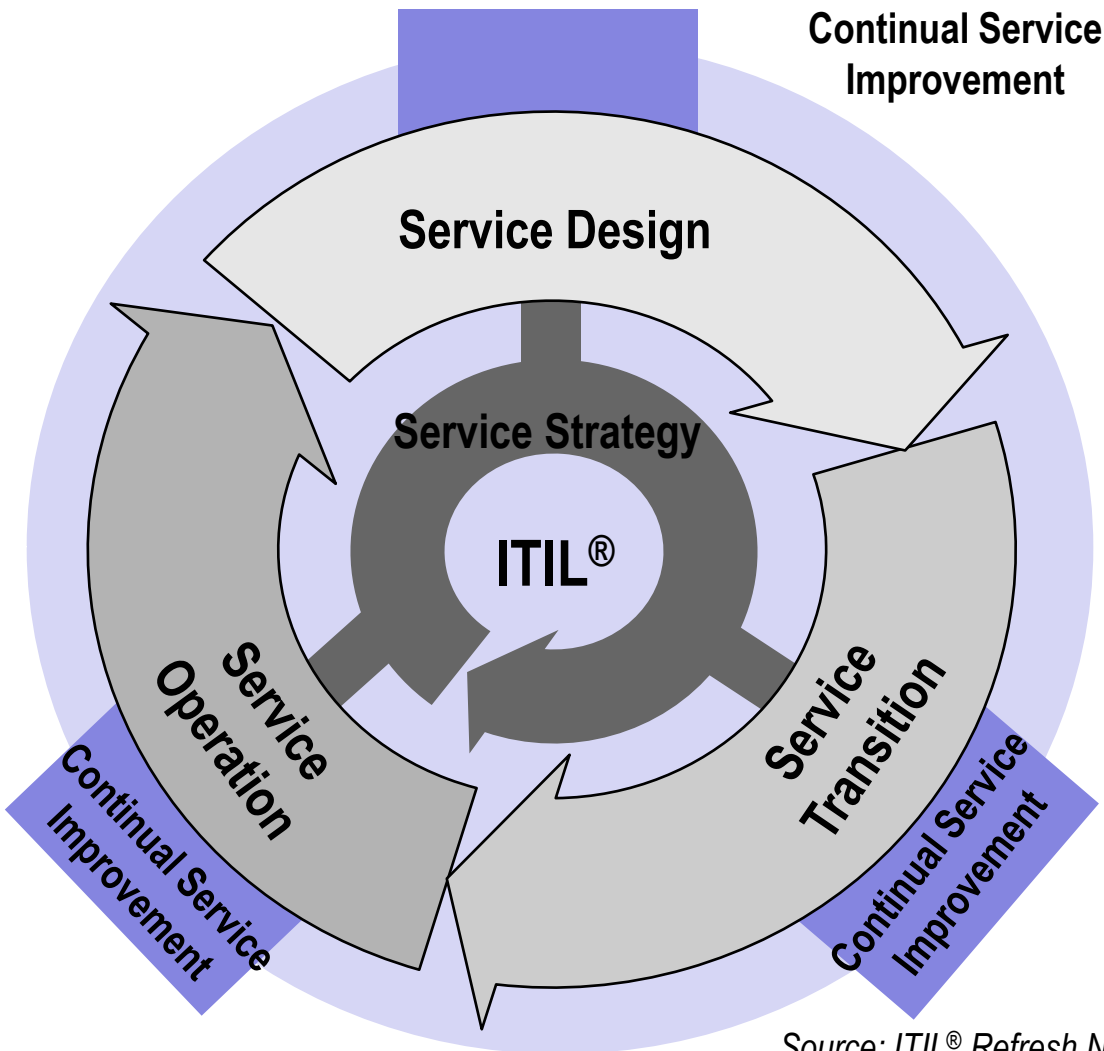
Service Operation Core Practice Book Content

- © Successfully manage a service through its production **lifecycle** with daily management
 - © Achieving effectiveness and efficiency in the delivery and support of services
 - © Maintaining stability in service operations while allowing for changes in design, scale, scope and service levels
 - © Providing detailed process guidelines, methods and tools for reactive and proactive control activities
 - © Supporting operations through **new models and architectures** such as shared services, utility computing, web services and mobile commerce

Service Operation Goals

- ◎ **Coordinate and Execute:** all ongoing activities required to deliver and support services
 - ◎ Execute the Services
 - ◎ Coordinate Service Management processes
 - ◎ Management of the technology infrastructure used to deliver services
 - ◎ Coordinate the people who manage the technology, processes, and services

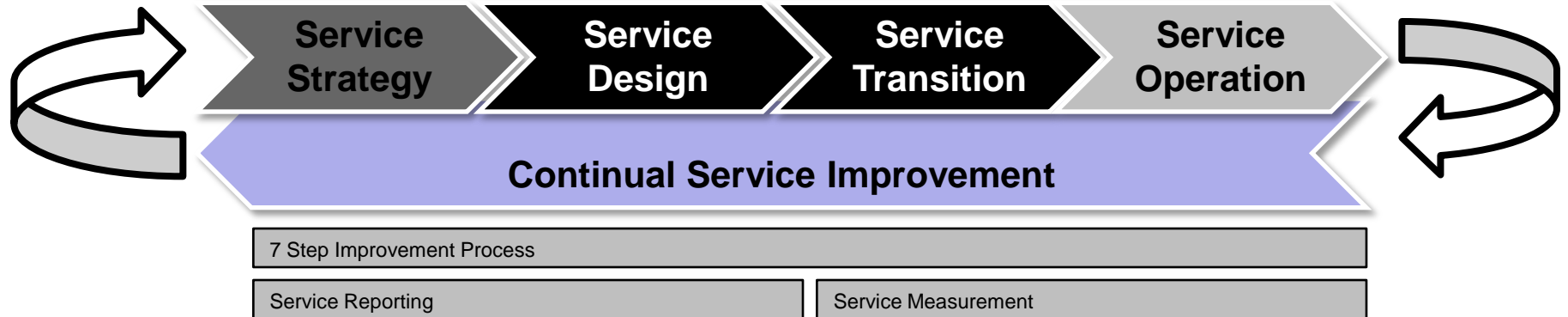
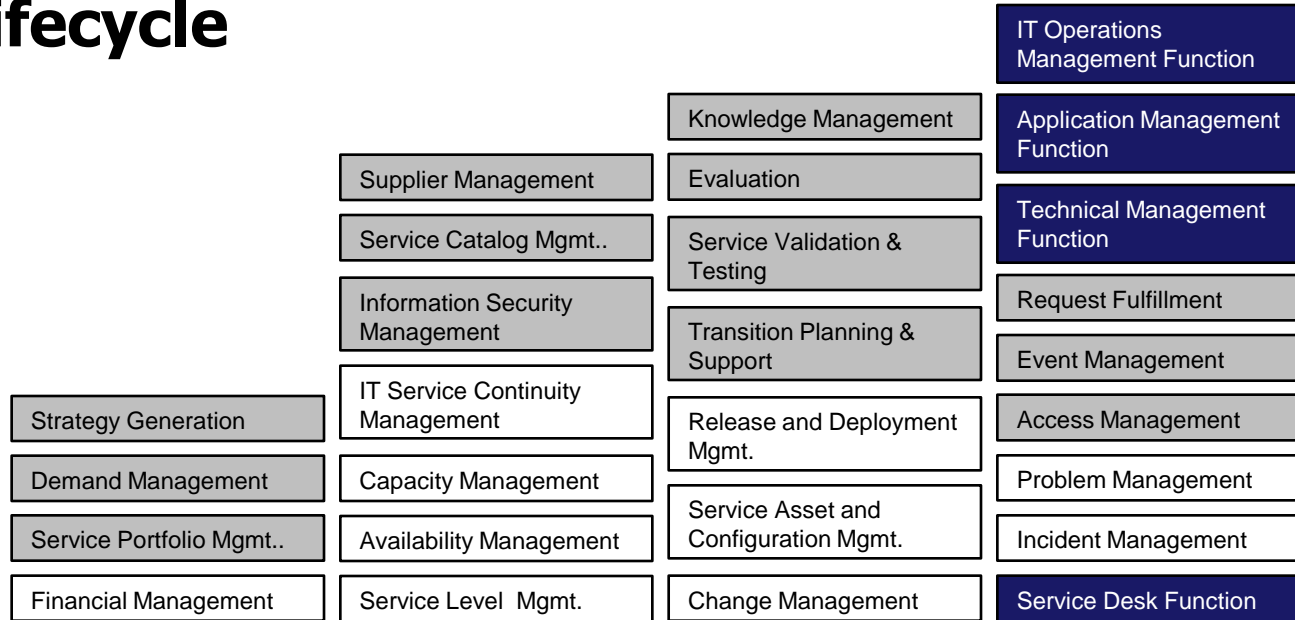
ITIL V3 Service Lifecycle



- ⊙ **Service Strategy** – envisioning and conceptualizing the set of services which help achieve business objectives
- ⊙ **Service Design** – designing the services with utility and warranty objectives in mind
- ⊙ **Service Transition** – moving services into the live production environment
- ⊙ **Service Operation** – managing services on an ongoing basis to ensure their utility and warranty objectives are achieved
- ⊙ **Continual Service Improvement** – evaluating services and identifying ways to improve their utility and warranty in support of business objectives

Source: ITIL® Refresh Newsletter, 1st Edition

ITIL V3 Processes and Functions in the Lifecycle



Legend: From ITIL V2 New in ITIL V3 Functions

Incident Management Process

© Managing the lifecycle of all incidents

- © An incident is an unplanned interruption or reduction in quality of an IT service
- © A Configuration Item (CI) failure that has not yet impacted service may also be an incident

© Goal and Objectives

- © Restore normal service operation quickly
- © Minimize adverse impact on business operations
- © Ensure best possible levels of service quality and availability are maintained
- © Normal service operation (within SLA limits)

Problem Management Process

⊙ Managing the lifecycle of all problems

- ⊙ A problem is the unknown cause of one or more incidents

⊙ Goal and Objectives

- ⊙ Prevent problems and resulting incidents from happening again
- ⊙ Eliminate recurring incidents
- ⊙ Minimize the impact of incidents that cannot be prevented

Access Management Process

◎ **Managing authorized user access**

◎ Sometimes known as Rights Management or Identity Management in different organizations

◎ **Goal and Objectives**

◎ To enable users to use a service or group of services while protecting against unauthorized access

◎ The execution of policies and actions defined in Security and Availability Management

Event Management Process

© Managing events throughout their lifecycle

© Events typically notifications created by an IT service, CI, or monitoring tool

© Types of monitoring tools

© **Active** monitoring tools: checks key CIs to determine their status and availability, throwing an exception alert when needed

© **Passive** monitoring tools: detect and correlate operational alerts or communications generated by CIs

Request Fulfillment Process

- ◎ **Process of dealing with service requests from users**
 - ◎ A service request can be various types of demands on the IT department by users
 - ◎ Often small changes or information requests
 - ◎ Scale, frequency, and low risk nature merits handling by a separate process from normal incident and change management processes

Service Operation Functions

⊙ Service Desk Function

- ⊙ Functional unit with dedicated number of staff responsible for dealing with a variety of service events, acting as the single point of contact for IT users

⊙ Technical Management Function

- ⊙ Provides technical expertise and overall management of the IT Infrastructure

⊙ Application Management Function

- ⊙ Supports and maintains operational applications and plays an important role in the design, testing and improvement of applications that form part of IT services

⊙ IT Operations Management Function

- ⊙ Function responsible for ongoing management and maintenance of the IT infrastructure to ensure delivery of the agreed level of IT services to the business

Service Desk Function

- ◎ Functional unit with a dedicated number of staff **responsible for dealing with service events**, acting as the single point of contact for IT users
 - ◎ Via telephone, web interface, or automatically reported infrastructure events
 - ◎ Handles all incidents and service requests
- ◎ Good service desk can compensate for IT organization deficiencies
 - ◎ Poor service desk can give a poor impression of an otherwise very effective IT organization
- ◎ Nature, type, size and location varies depending on type of business, users, geography, complexity of calls, scope, etc.

Technical Management Function

- ◎ Provides **technical expertise** and **overall management** of the IT Infrastructure
- ◎ Ensures organization has access to right type and level of human resources to manage technology and thus meet business objectives
- ◎ **Roles**
 - ◎ Custodian of technical knowledge and expertise
 - ◎ Provides resources to support the IT service lifecycle
 - ◎ Ensure balance between skill level, utilization and cost of resources
 - ◎ Provide guidance to IT Operations to best to carry out ongoing operational management of technology

Application Management Function

- © Supports and maintains **operational applications** and plays an important role in the design, testing and improvement of applications that form part of IT services
- © Support the organization's business processes by helping to identify functional and manageability requirements for application software, and then to assist in the design and deployment of those applications and the ongoing support and improvement of those applications
- © Usually divided into departments based on the application portfolio of the organization

IT Operations Management Function

- ⊙ Responsible for **ongoing management** and **maintenance** of the IT infrastructure
 - ⊙ Ensure delivery of the agreed level of IT services
 - ⊙ Ensure system or process is actually running or working
 - ⊙ Where plans are turned into actions
- ⊙ Focus on daily or shorter term activities, performed and repeated over a relatively long period
 - ⊙ Executed by specialized technical staff trained properly
- ⊙ Focus on building repeatable, consistent actions

Balance: Conflicting Motives in Service Operation

- ◎ **Service Operation:** More than repetitive execution
 - ◎ Services delivered in a changing environment
 - ◎ Conflict between status quo and adaptation
 - ◎ Balance between conflicting sets of priorities
- ◎ **Balance Areas of Conflict:**
 - ◎ Internal IT View vs. External Business View
 - ◎ Stability vs. Responsiveness
 - ◎ Quality of Service vs. Cost of Service
 - ◎ Reactive vs. Proactive

Balance: Conflicting Motives in Service Operation

◎ Internal IT View vs. External Business View

- ◎ Internal: IT components and systems
- ◎ External: Users and customer experiences

◎ Stability vs. Responsiveness

- ◎ Stability: Stable platform and consistent
- ◎ Responsiveness: Quick response and flexible

◎ Quality of Service vs. Cost of Service

- ◎ Quality: Consistent delivery of service
- ◎ Cost: Costs and resource utilization optimal

◎ Reactive vs. Proactive

- ◎ Reactive: Does not act until prompted
- ◎ Proactive: Always looking to improve

Bridging from ITIL V2 to V3 – Service Operation

- © Get **educated** on ITIL V3 by taking V3 Awareness, V3 Foundations, or V2 to V3 Update Course
- © **Examine** current processes and gradually integrate new V3 concepts for as long as they are business justified
- © If you have V2 already in place, understand how they can be made **compatible** to V3
- © **Read** the Service Operation book:
<http://www.tsoshop.co.uk/bookstore.asp?AF=A10112&FO=1159966&Action=Book&ProductID=0113310463>

Session Summary

- © Service Operation is about how to successfully manage a service through its production lifecycle with daily management
- © New processes introduced by ITIL V3 Service Operation are: Access Management, Event Management, Request Management
- © Key new topic in Service Operation is: balance and the conflicting motives in Service Operation
- © Bridging from V2 to V3 requires an understanding of your current environment, updating on V3, and taking business-justified steps to move to V3

Call to Action

- ◎ Learn more about ITIL V3 and IT service management
 - ◎ Visit www.pultorak.com and searchcio.techtarget.com for the latest information on ITIL for CIOs
 - ◎ View the other webinars in this series
 - ◎ 10AM EST: ITIL V3: The Facts
 - ◎ 11AM EST: ITIL V3 Core Practice Book 1: Service Strategies
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 - ◎ 2PM EST: ITIL V3 Core Practice Book 3: Service Transition
 - ◎ 4PM EST: ITIL V3 Core Practice Book 5: Continual Service Improvement
- ◎ Consider implementing ITIL V3 in your organization
 - ◎ Contact Pultorak & Associates at (206) 729-1107
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Questions and Answers

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