

# Problem management

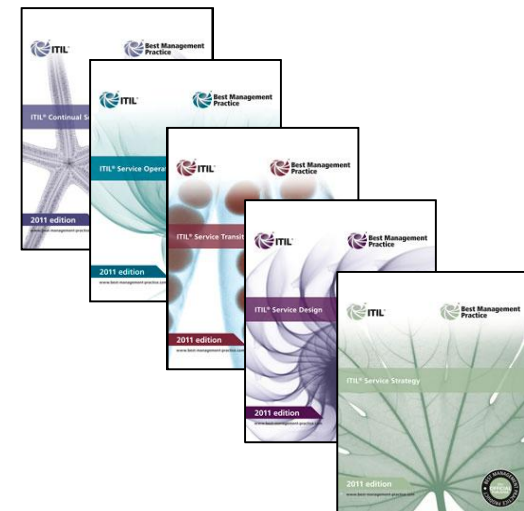
## Problem or opportunity?

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*The IT Service Management Forum*

# Agenda

- Why is problem management so difficult?
- The approach
- Implementing effective problem management

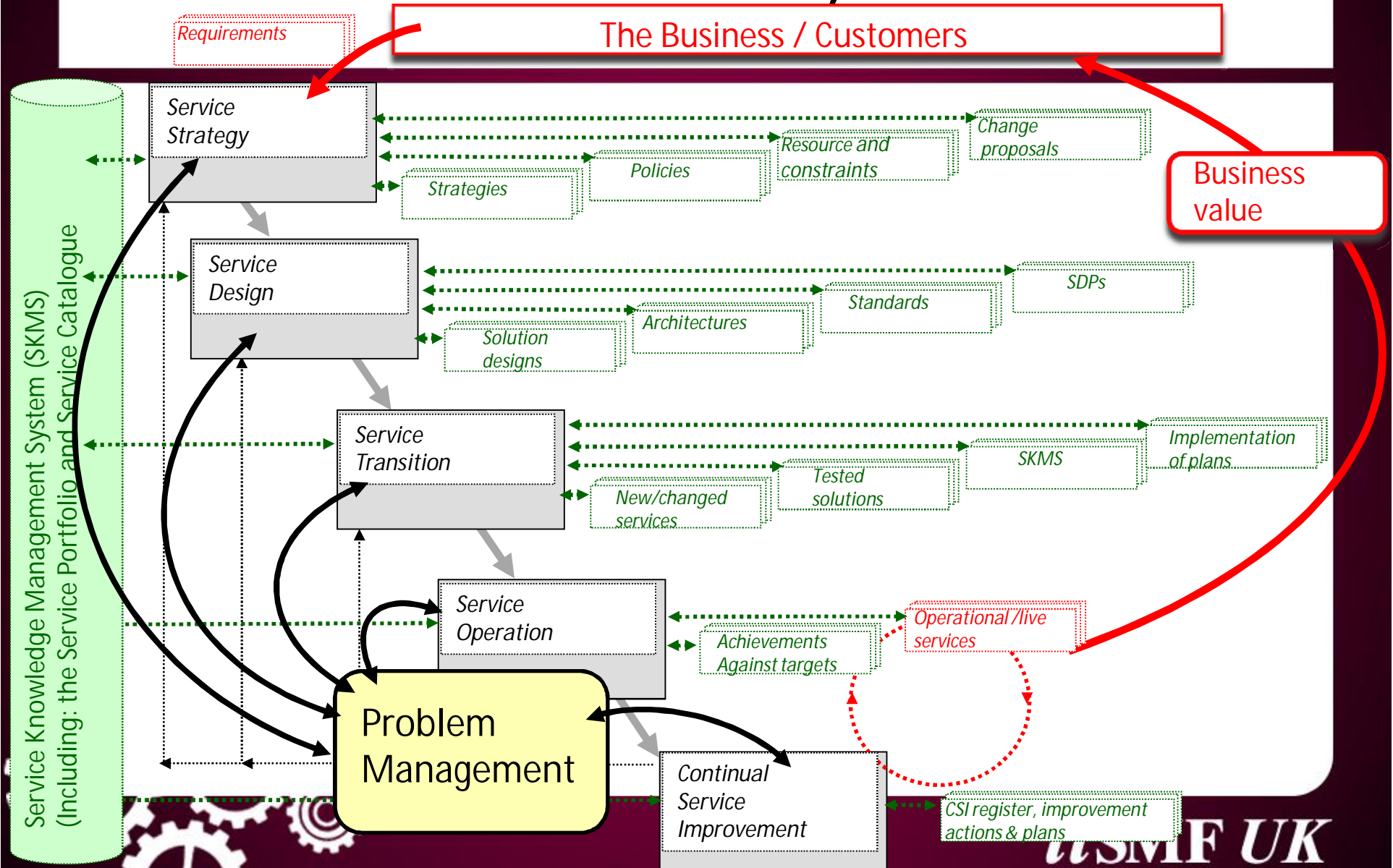
*Everyone's problem ( or complaint) is somebody else's opportunity for improvement.*

# Why is it difficult ?

- Conflict (problem vs incident)
- Data and information (availability and accuracy)
- Maturity and capability (where are we?)
- People and culture
- Measurements

*Information, relationships, capability and interfaces*

# ITIL® – The service lifecycle



# The prerequisites (*Processes, how much?*)

- **Mandatory:**
  - *Service desk and support teams (SO)*
  - *Incident management (SO)*
  - *Event management (SO)*
- **Desirable:**
  - *Change management (ST)*
  - *Configuration management (ST)*
  - *Knowledge management (ST)*
  - *Service level management (SD)*
  - *Availability management (SD)*
  - *Capacity management (SD)*

# Approach

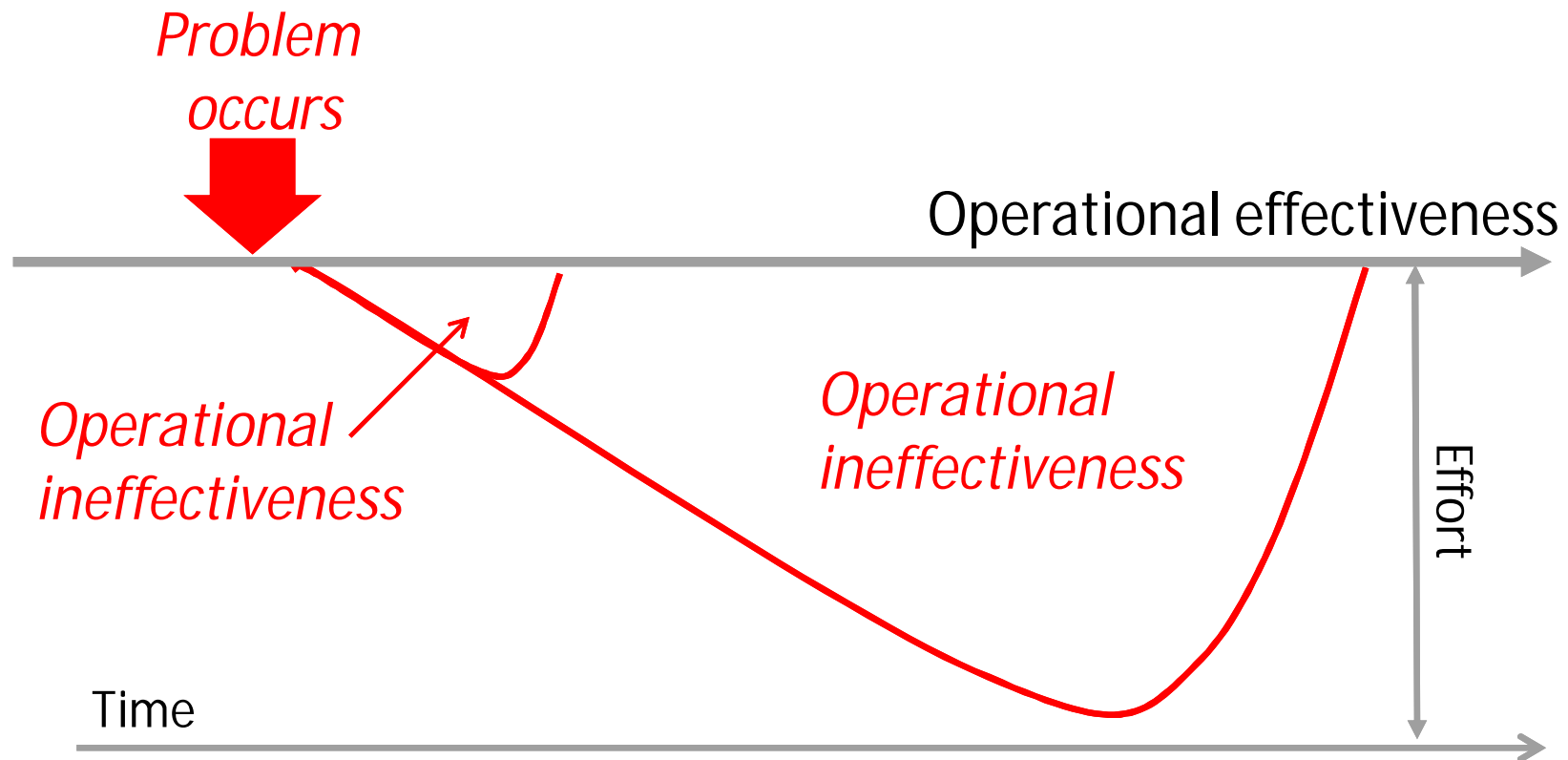
- Establish the need and agree the purpose
- Determine the requirement
- Review the environment (*What currently exists?*)
- Change the culture
- Implement the process (*'fit for purpose'*)
- Continually improve and learn
- *'Institutionalise'* the process

# Processes – need to

- Deliver business or customer value
- Be fit for use and fit for purpose
- Be effective
- Be integrated with other processes (*not silos*)
- Not be bureaucratic or complex, but lean
- Be measured and continually improved from a customer experience / perspective



# Problem – the business impact



# Metrics and continual improvement

- Quality
- Outcomes
- Customer experience, feedback and satisfaction
- Performance

*Metrics and measurements drive behaviour*

# Problem management

The process - there are two elements:

- Reactive problem management
- Proactive problem management

# Problem management *(reactive)*

Detect  
Record

Assess  
Prioritise

Investigate  
Diagnose

Workaround  
Known error

Identify and  
resolve root cause

Major  
Problem review

The problem lifecycle:  
Problem: a cause of one or more incidents



# Problem management *(reactive)*

- Identify areas of greatest *'business pain and disruption'*
- Reduce or remove the disruption
- Focus on the most *'critical / valuable'* services and reduce *'service unavailability'*
- Identify the *'top ten'* incidents on a periodic basis and try and eliminate

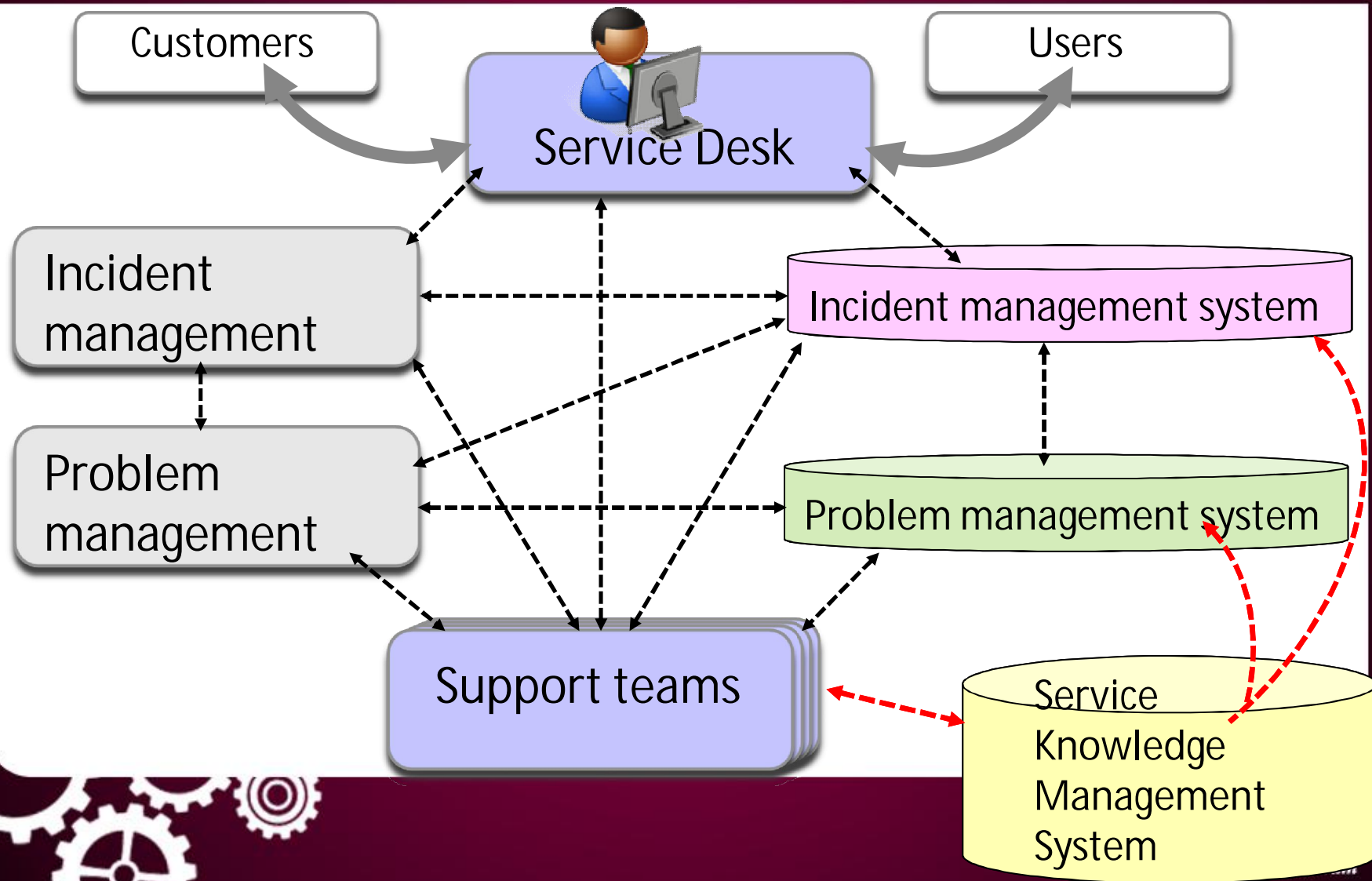
# Problem management *(proactive)*

- Prevent avoidable incidents and problems
- Looking for *'leading indicators'* rather than *'lagging indicators'*
- Identify SPOFs, areas of weakness and high risk
- Provide feedback and improvements to all lifecycle stages
- Use problem management techniques to develop knowledge and proactive capability

# Case study - Benefits

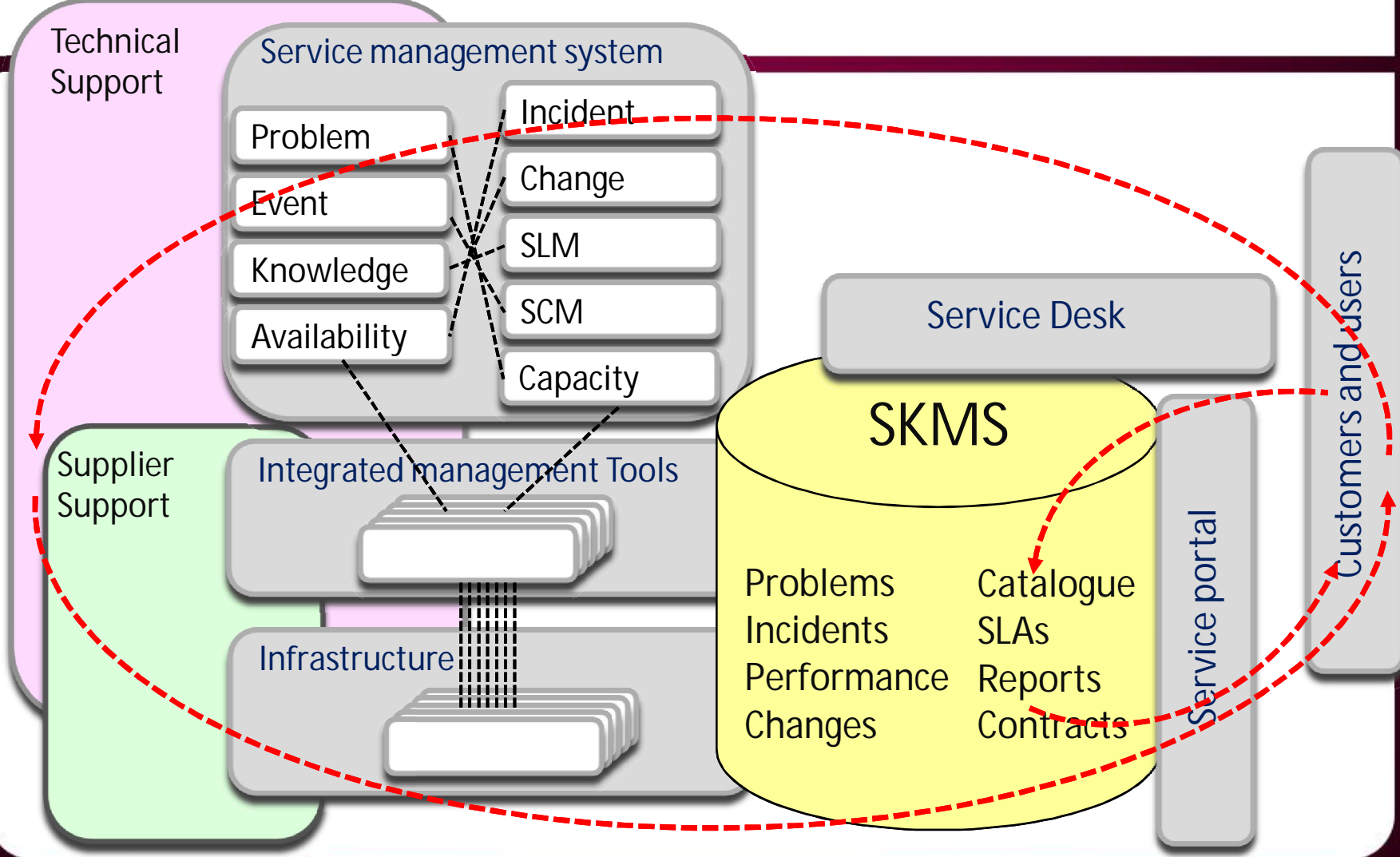
KPI	Before	After
Average 'open calls' on IT service desk	700+	<b>&lt; 250</b>
Average initial response time	2 hours	<b>15 minutes</b>
Average duration of 'long term' call	30 days	<b>10 days</b>
Average response on IT customer satisfaction surveys	2 - Poor	<b>7 – Good</b>
Ratio of IT staff to users	1 : 150	<b>1 : 192</b>
Service unavailability (critical services)	3.4 hours / service	<b>&lt; 2.5 hours / service</b>

# Incident, service desk and problem

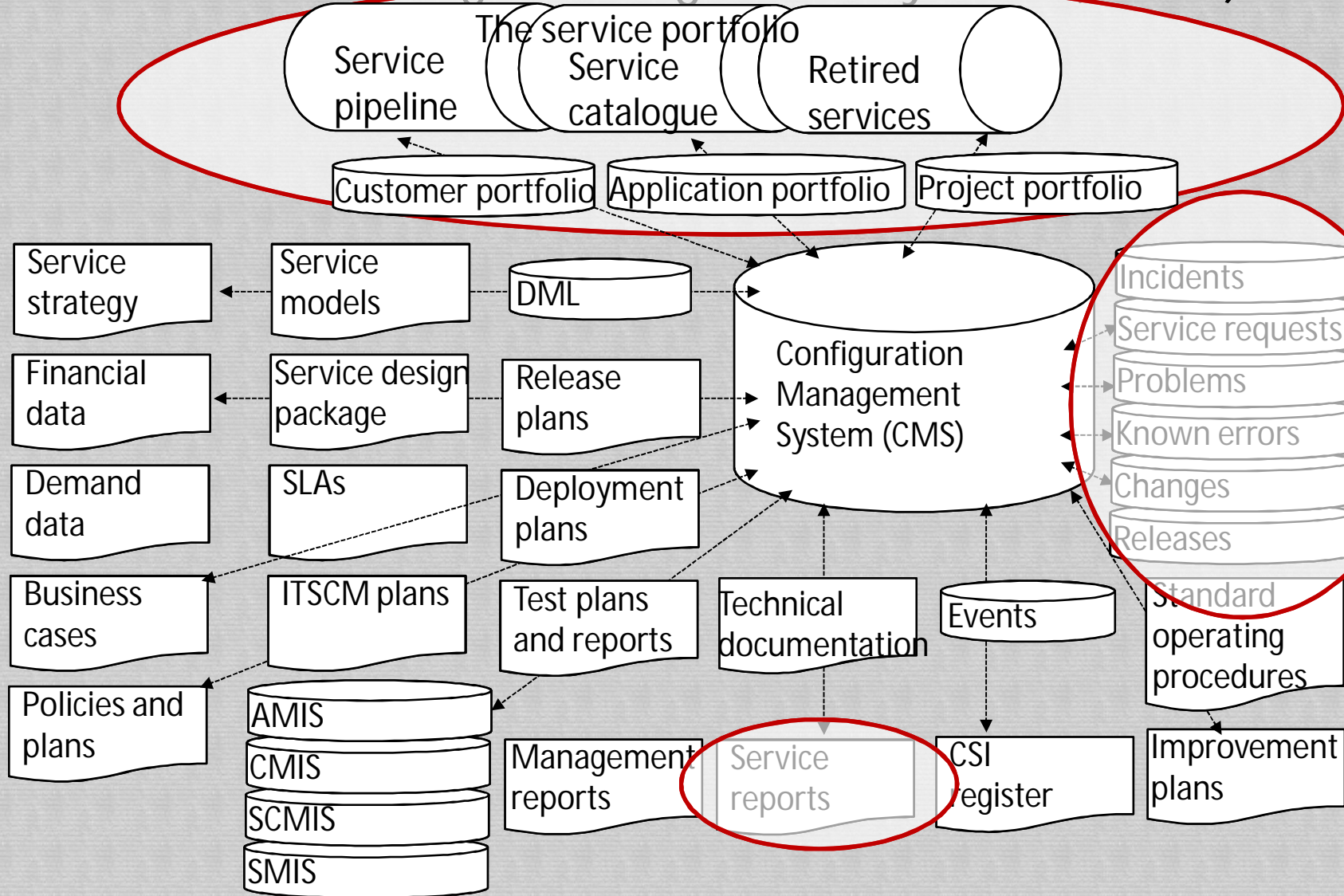




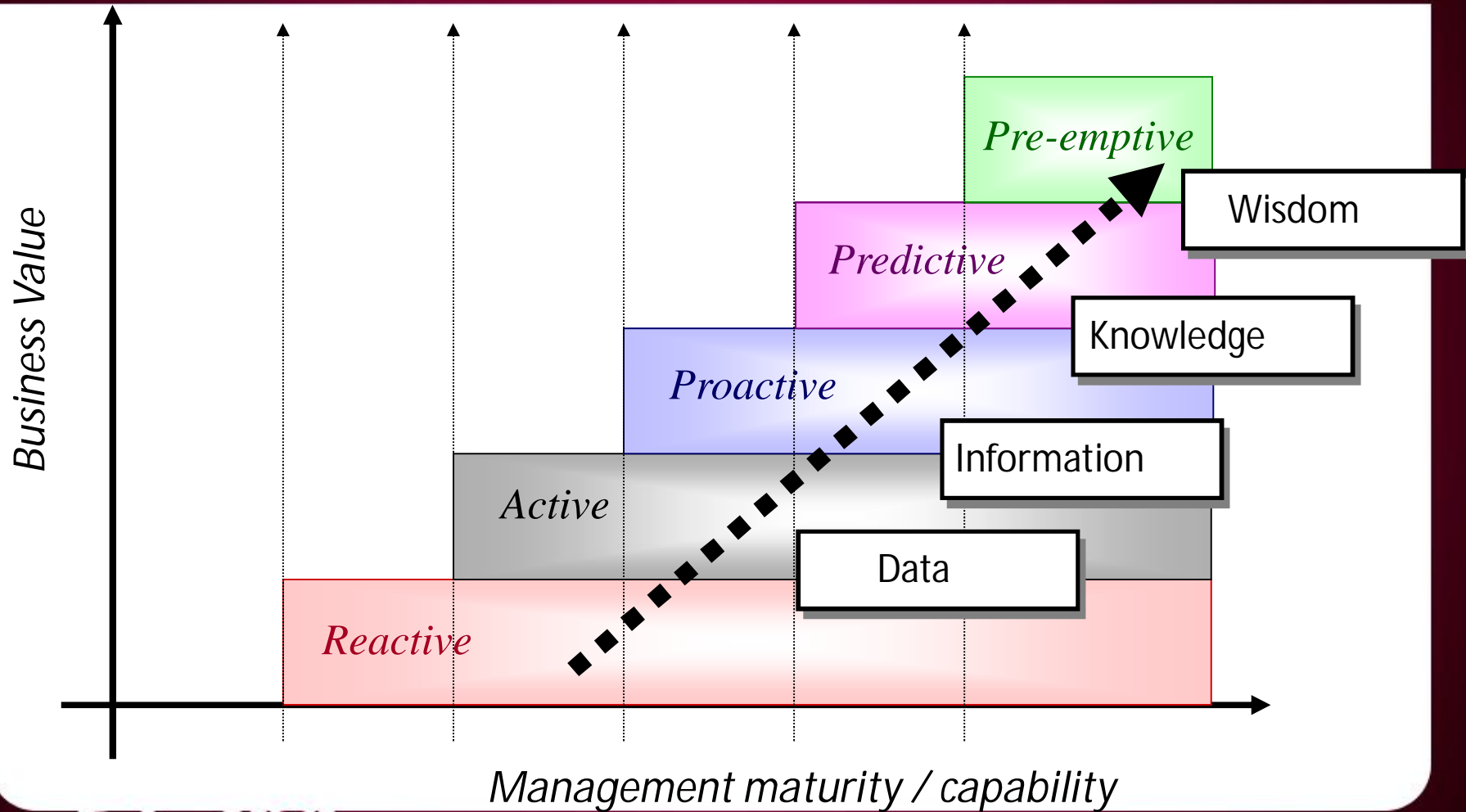
# Interfaces and information flows



# Service Knowledge Management System (SKMS)



# Improving, capability and knowledge



# Summary

- The perspective needs to be from the customer and business
- Communicate
- Focus on value, outcome and quality
- Lean, integrate and automate
- And remember .....

*“the better you do an activity, the less you actually need that activity”*

# Problem management

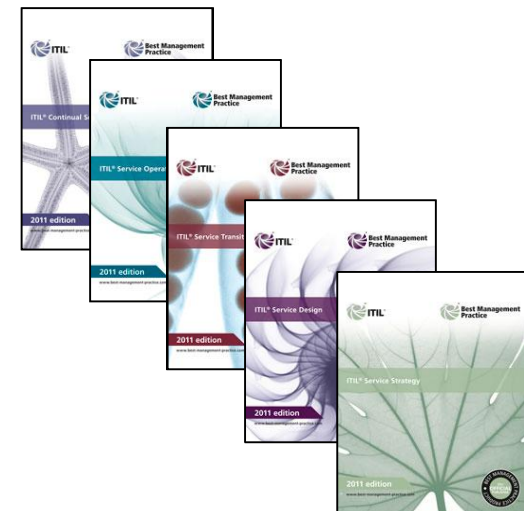
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