

# ***Projects and the service lifecycle***

***(Theory and practical experience)  
Budapest November 2010***

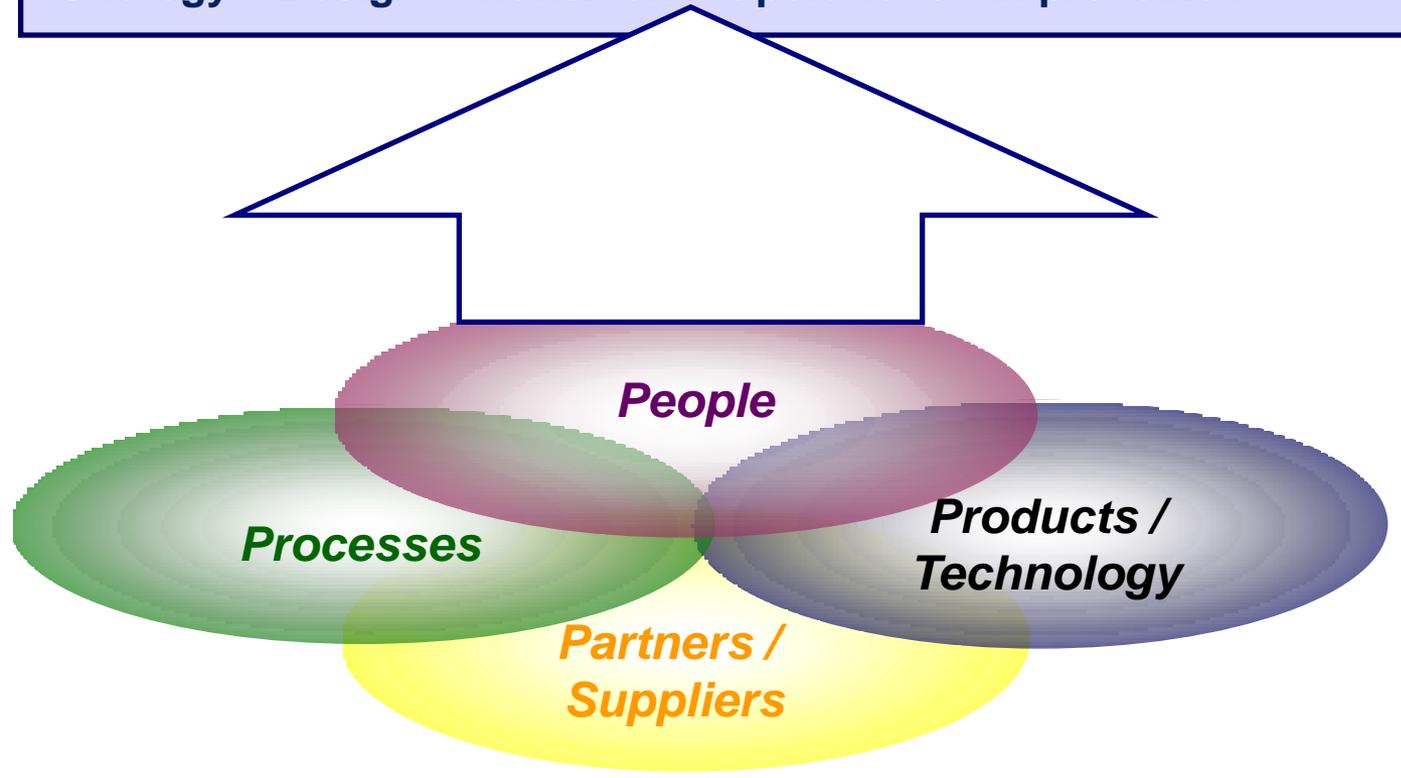
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# Agenda

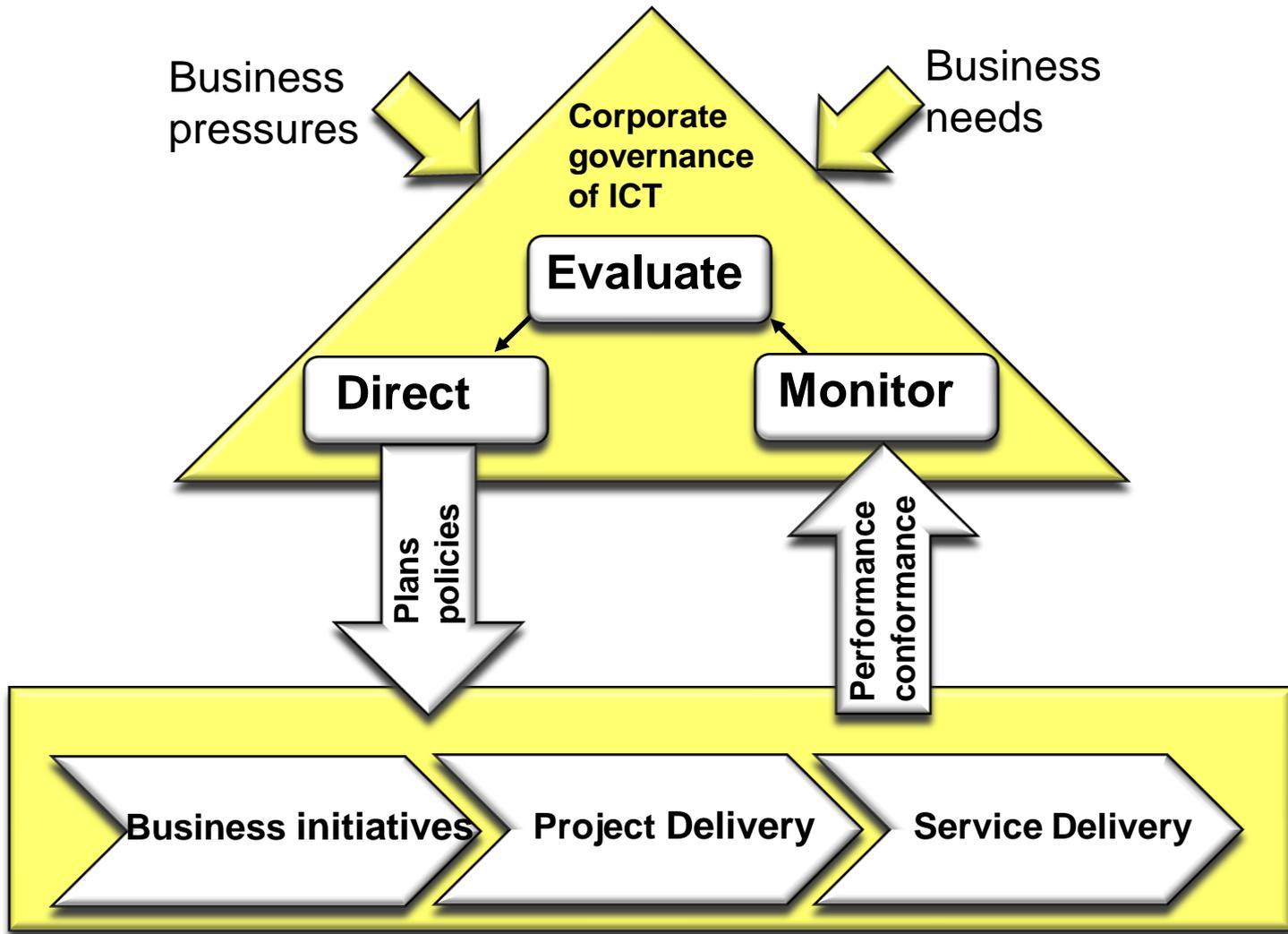
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- Theory
- Governance and lifecycles
- Main issue and challenges
- Practical approaches and solutions
- Summary





# Governance



*Note: diagram based on ISO 38500*

# Business service A

## Business Service Management

*The requirements/demand:*

Business Process 1

Business Process 2

Business Process 3

## IT Service

*The utility:*

Name, description, purpose, impact, contacts, ....

*The warranty:*

Service level, targets, service hours, assurance, responsibilities, ....

*Capability/resources:*

Systems, assets, components, ....

*Capability/resources:*

Process, supporting targets, resources, ....

*Capability/resources:*

Resources, staffing, skills, ....

Policy/Strategy  
Governance  
Compliance

Service

SLAs / SLRs

Infrastructure

Environment

Data

Applications

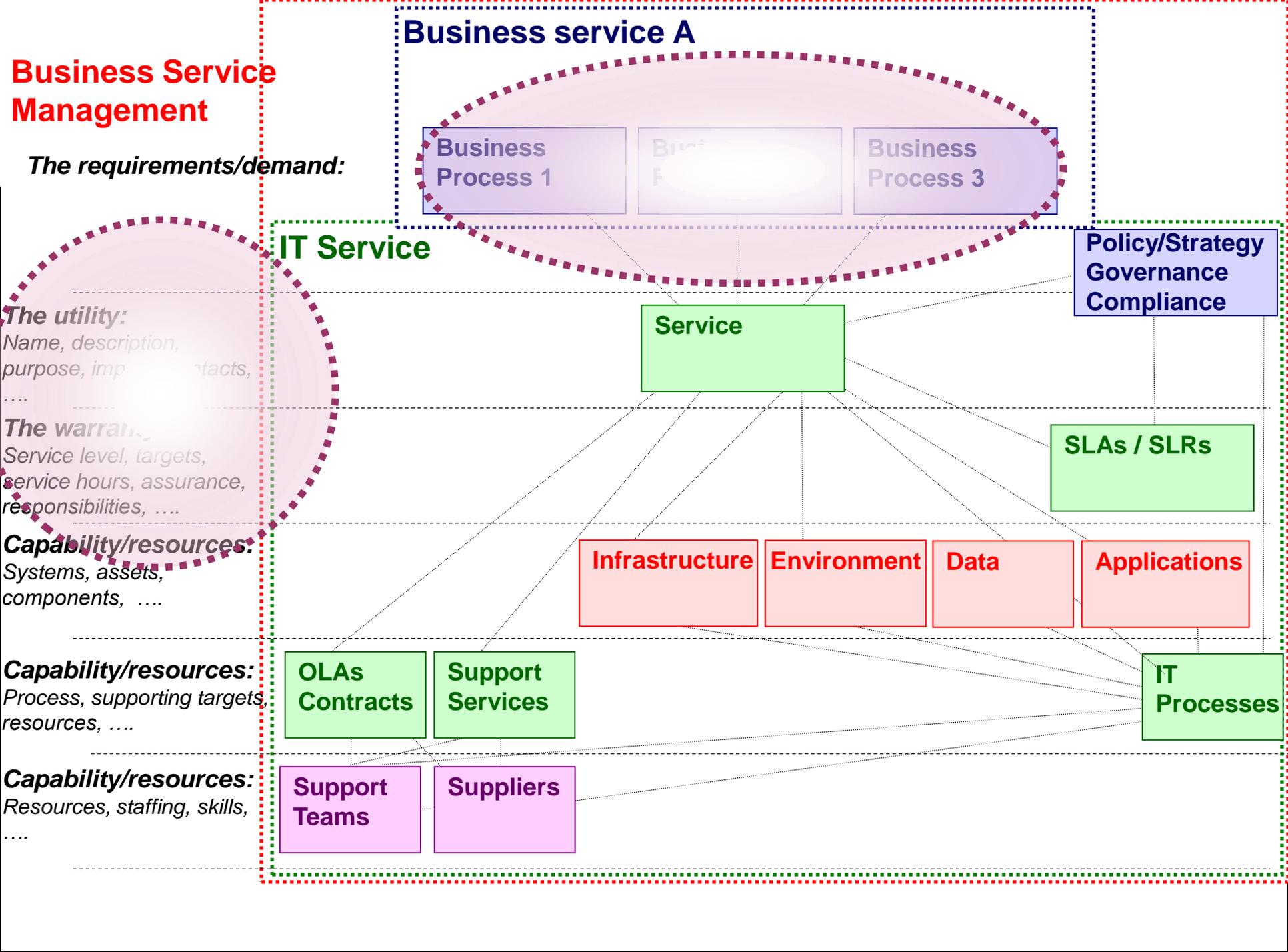
OLAs  
Contracts

Support  
Services

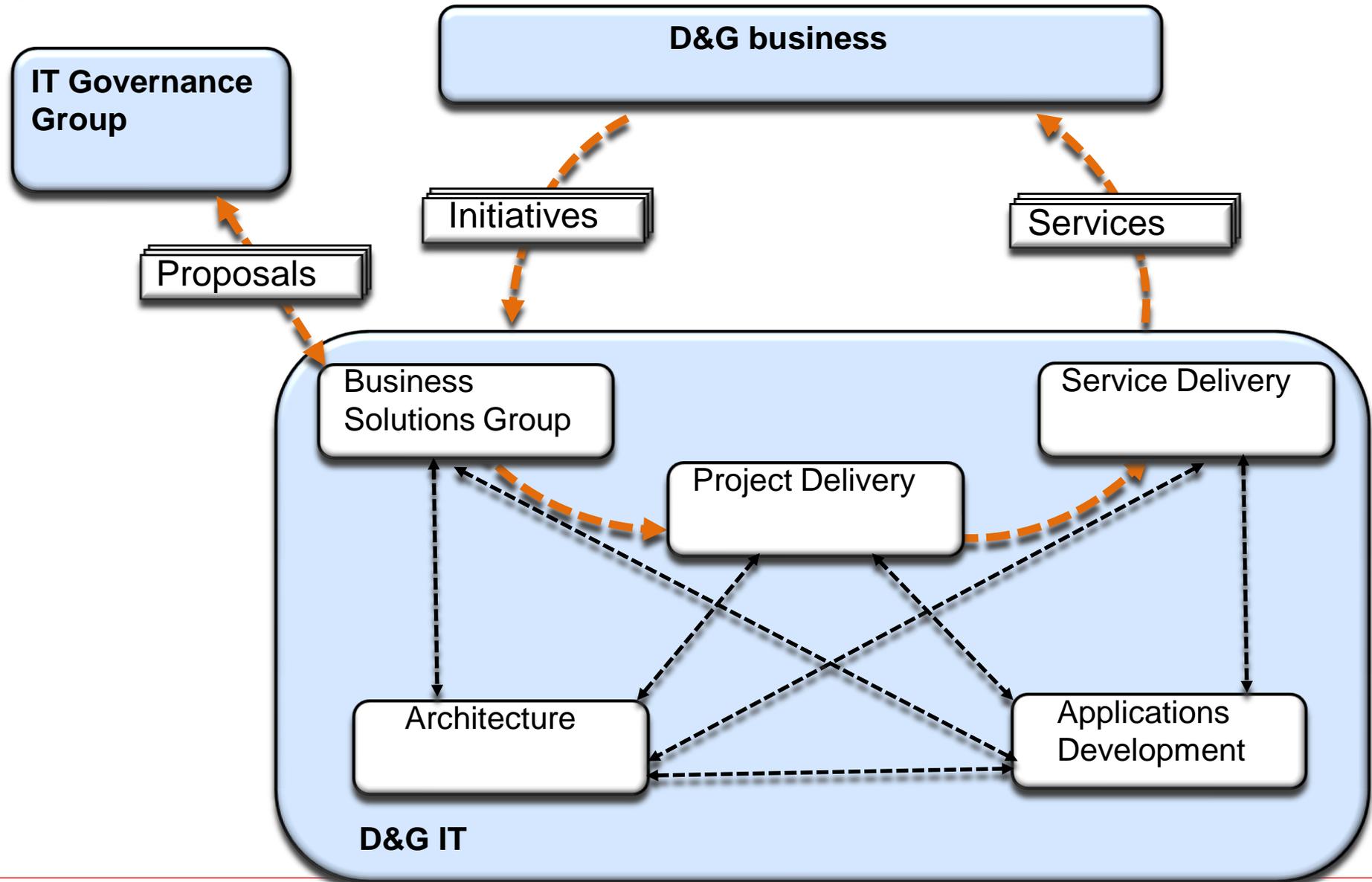
IT  
Processes

Support  
Teams

Suppliers

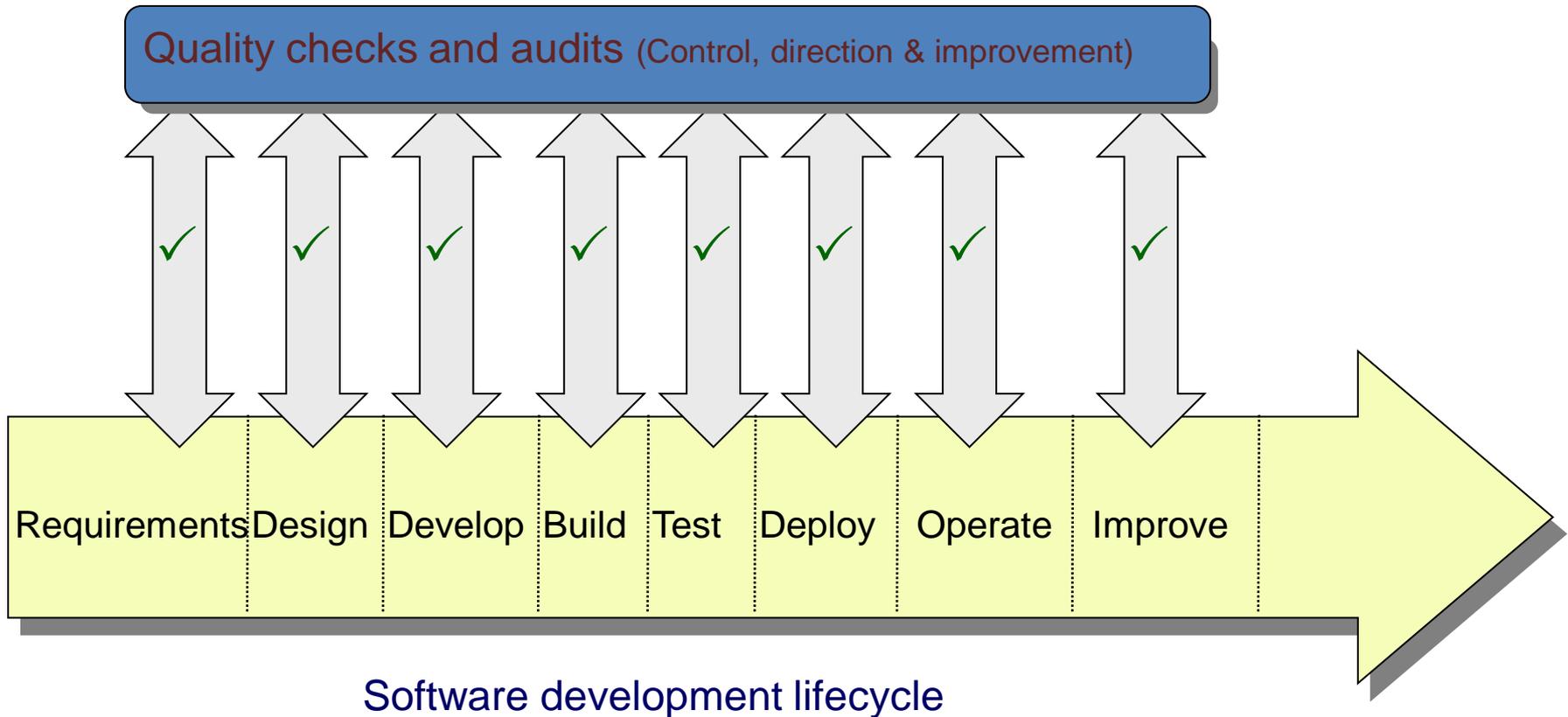


# ITEMS The workflow and groups involved

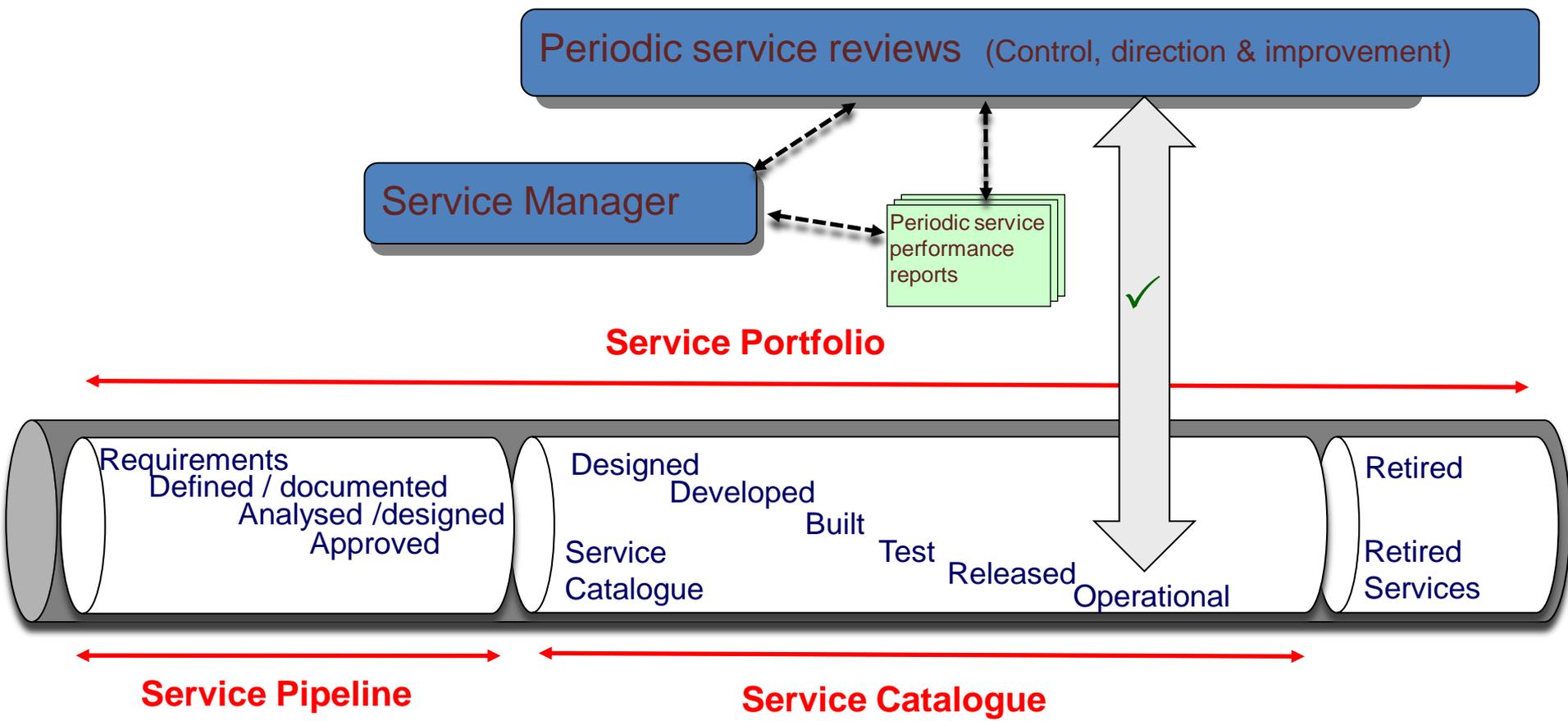


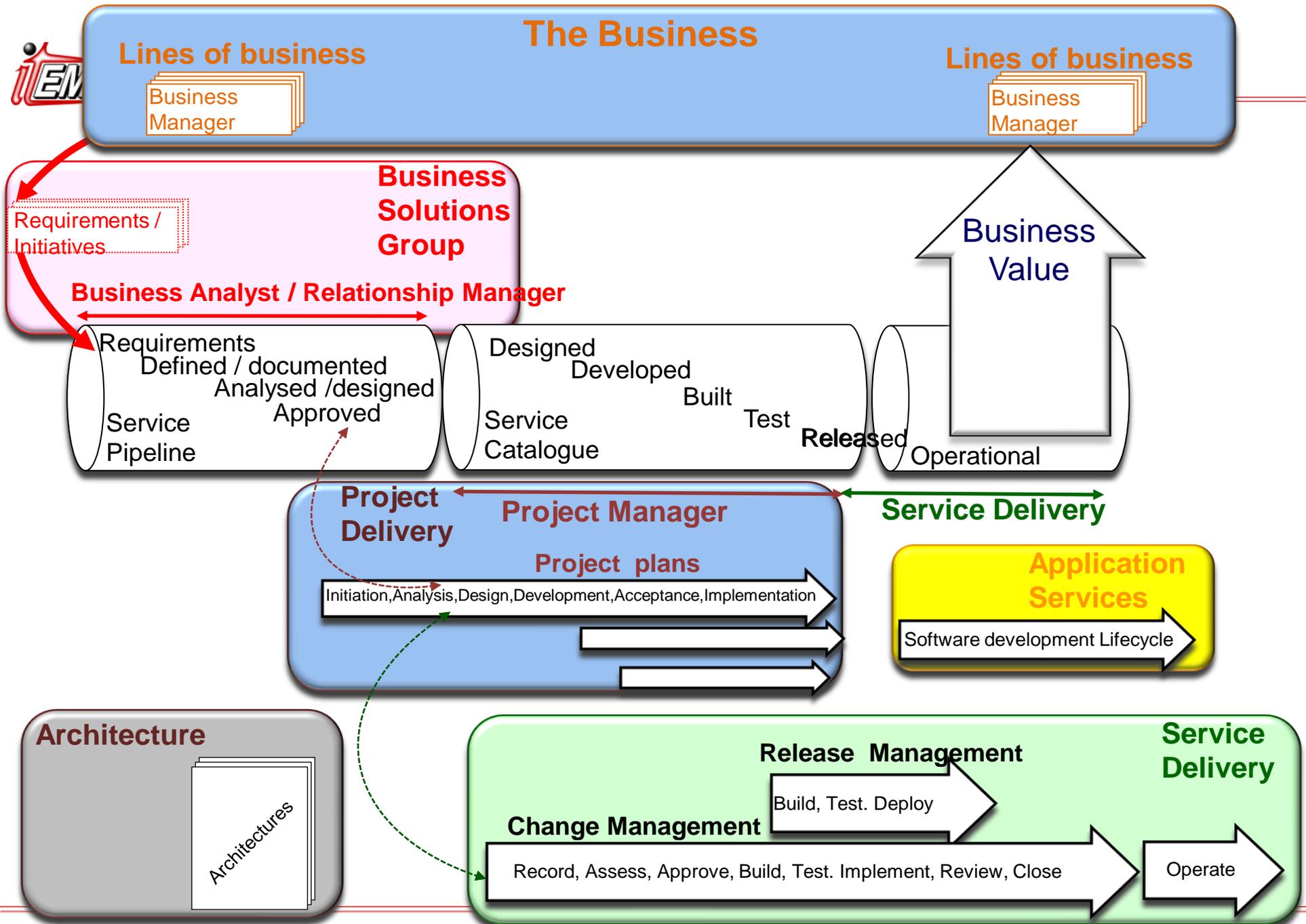


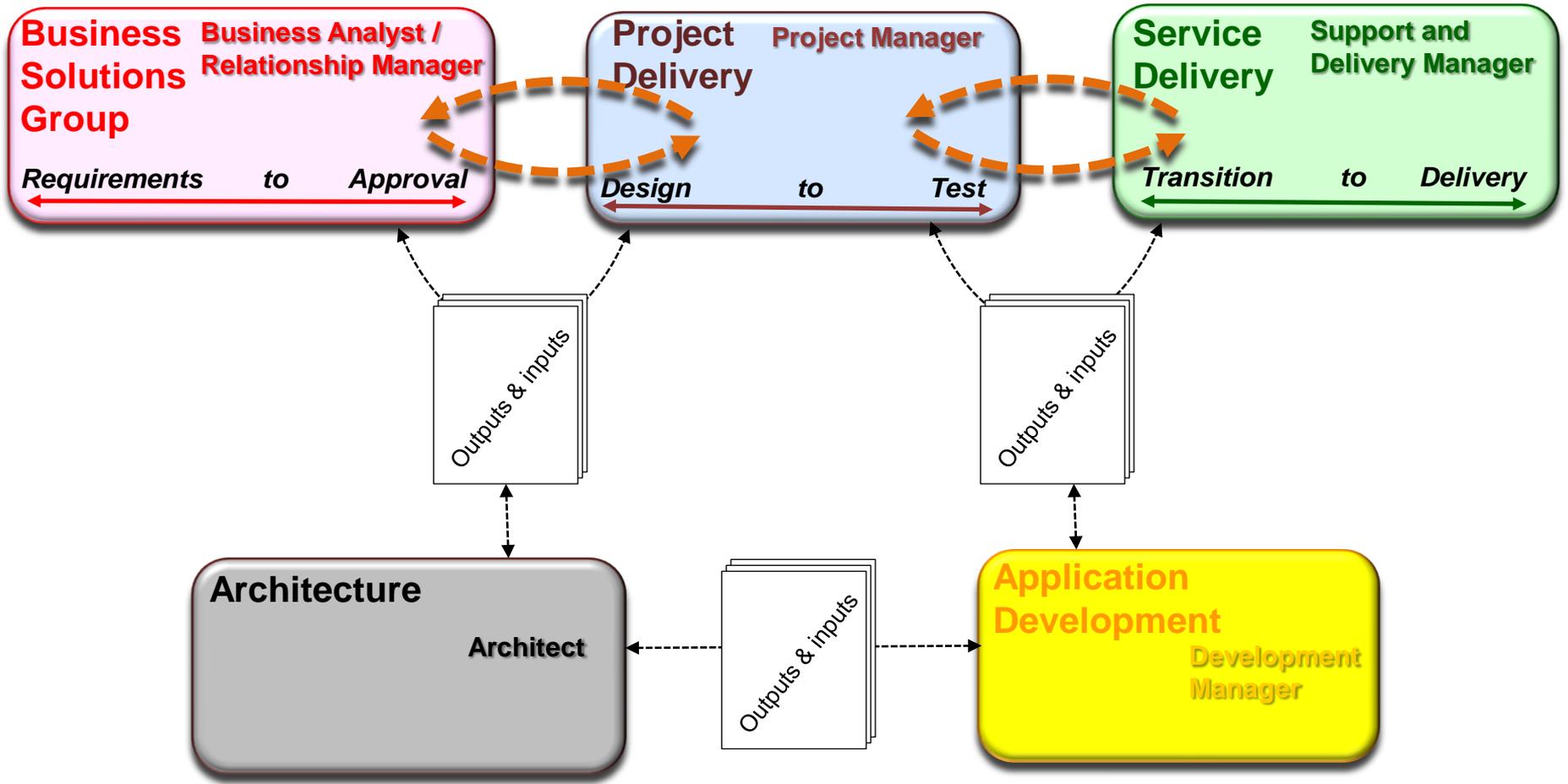
# Application lifecycle and governance



# ITEMS Service lifecycle and governance







# *Main challenges and solutions (1)*

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- Insufficient awareness and use of the business impact and criticality of services
- Too much focus on the functional requirements and the non-functional requirements are only considered at the transition stage
- ‘Silo’ operation within each group (processes don’t join up). There is no real continuity between the processes used by the different groups
- Issues with hand-overs and quality gates between groups and contention and conflict between the groups involved
- No capability of measuring ‘end-to-end’ service value – the focus is on systems measurements (e.g. systems availability)
- Inconsistent provision within business cases and projects of the cost and resource impact on the delivery of on-going service

# *Main challenges and solutions(2)*

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- Focus on delivering business change not 'keeping the lights on'
- Inadequate up front estimation of resource requirements to meet the demand of the initiatives pipeline
- Manually intensive support procedures and work-rounds used to minimise the impact of system and service defects
- Lack of systems documentation, not all support procedures documents (too much information in people's heads)
- Insufficient emphasis on resolving underlying service problems (i.e. focus on break-fix, with no real focus on resolving the defects in the production environment)
- Inconsistent enforcement and adherence to processes
- Resource management and scheduling is a problem for all areas
- The resource management, time recording and forecasting systems are manually intensive and appear to be of limited value to most areas

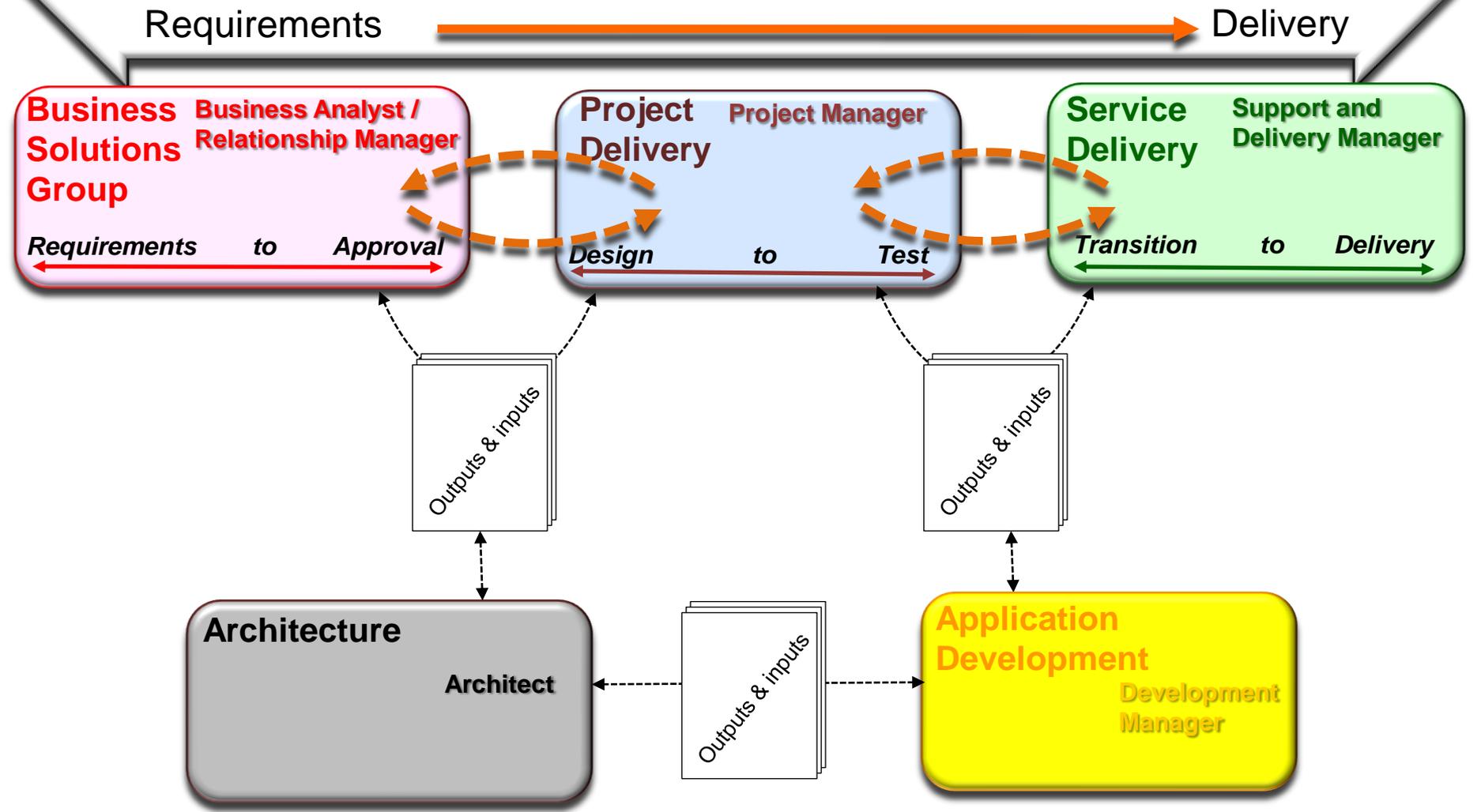
# *Main challenges and solutions(3)*

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- Little visibility of 'projects landing' in the near future
- No measure of project success or benefits realisation reviews
- Disruptive effect of non-standard and ad hoc requests, they are difficult to estimate and prioritise
- Insufficient visibility of a service architecture and a service strategy and roadmap for the future
- Conflict and prioritisation for the use of shared resources, for BAU and project activities
- Inconsistencies in the maturity of process and process documentation. Some processes are 'lite' some over complex and bureaucratic
- Accountability, roles and responsibilities unclear. Architectural activities being performed in Application Services and Service Delivery and projects being run in all areas



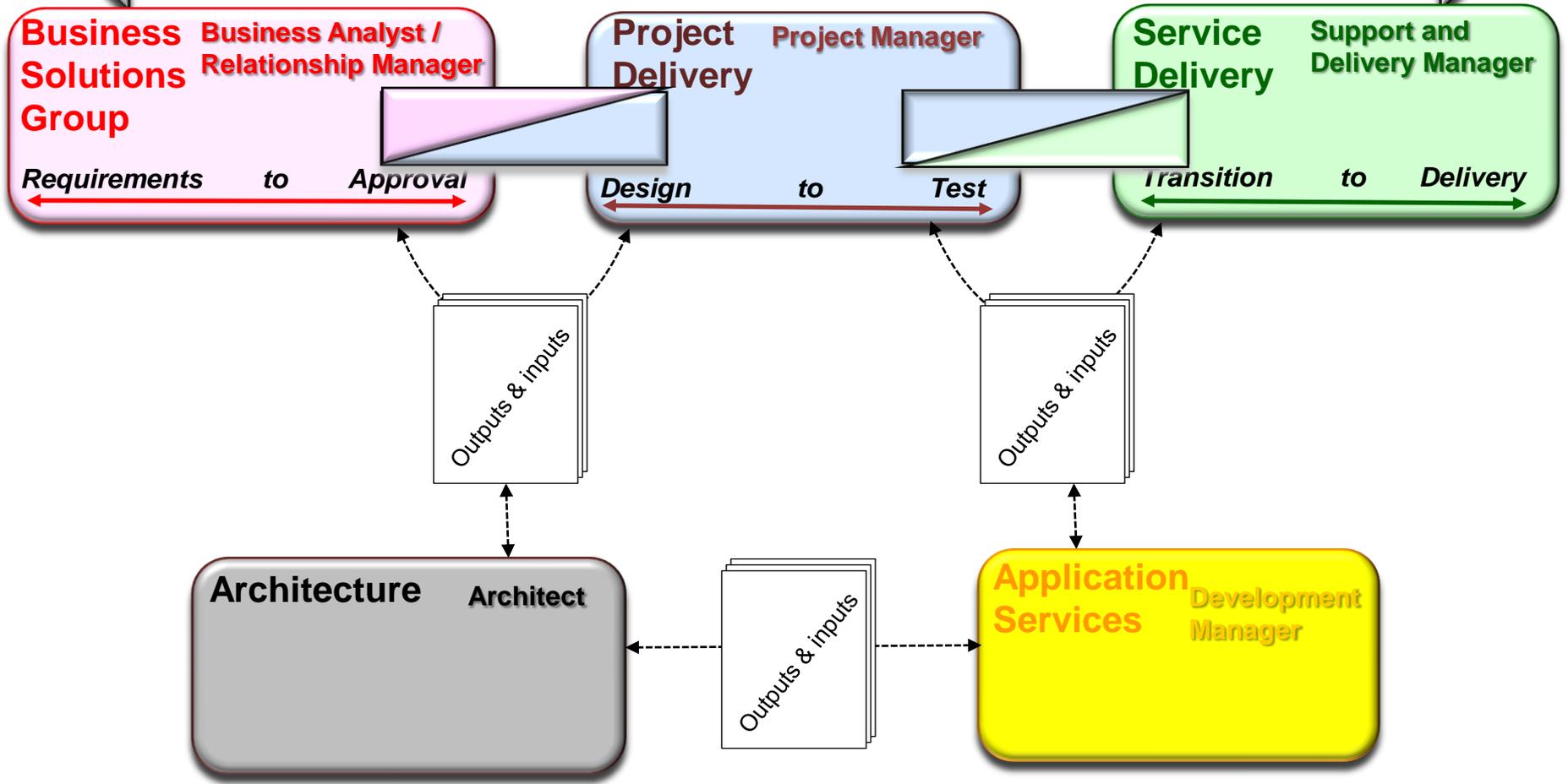
# Service Design process





# Service Design process

Requirements  Delivery





# Change schedule

#	RFC	Product	Description	CAB Approved	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
1c-36994	PC SW upgrade		Release updated laptop backup routine	Yes	■																																
2c-38906	Website		Warranty release for national fixes	No		■																															
3c-38252	PC SW upgrade		SAP GUI for Coventry	Yes	■																																
4c-38979	Reboot primary server		Email server XX001	No		■																															
5c-38964	Website		Upgrade presentation tier to Unix 8.2	No			■	■	■	■	■	■	■	■	■																						
6c-35372	Remediation		YY003 has vulnerabilities that need to be closed	Yes			■																														
7c-38482	Powerdown		Powerdown of UPS 2	Yes				■	■																												
8c-38584	SAP availability		SAP service required on the 11th	Yes										■																							
9c-38942	Remove Apps from laptops		Remove old version of TCIT	Yes																			■	■	■	■	■	■	■								
10c-38900	General admin		Blackberry enterprise server upgrade	No																																	
11c-38585	SAP availability		SAP service required on the 18th	Yes																																	
12c-35820	Upgrade		FAX server SW on Fgate001 and Fgate002	Yes																																	
13c-38729	SAP availability		SAP service required on the 25th	Yes																																	
14c-38586	SAP Basis		Reload SAP servers	Yes																																	
15c-38873	Security patch		Firewall FWA and FWB	Yes																																	
16c-38605	Reboot secondary server		Email server XX002	Yes																																	

# Summary

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- Need to recognise and accept that things are wrong
- Need to accept that the culture is wrong and actively try and change it
- Many of the issues are caused by:
  - Poor relationships
  - Clashes in personality
  - Communication issue
  - Lack of knowledge and information
  - Lack of support and respect for colleagues
- Need good leadership prepared to 'walk the talk' and lead by example
- Need to re-establish good team working

# The Living Library



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**Any questions ?**

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The IT Service Management Forum