IT Service Management Strategic Plan

Contents

Executive Summary

This document serves as the roadmap to becoming a strategic partner, setting the goals and objectives needed to become a true service provider. A strategic partner brings value, helps set direction, drives innovation, and has a critical role in both strategic decision making, and accomplishing department's missions. The City of Waukesha IT Department will be focused on improving and refining the discipline of IT Service Management (ITSM). The focus on ITSM will begin to align operations with industry standards using the ITIL and COBIT5 frameworks, which will have a direct impact three core service areas: Applications, Development, and Infrastructure.

Vision Statement

Be a strategic partner and asset to the organization by becoming a true service provider.

Mission Statement

Enable City departments to achieve their mission and accomplish their goals by delivering best-in-class customer service, reliable services, innovative solutions, and a superior end user experience.

We do this by focusing on:
1. **The department's mission:** This helps us understand their priorities.
2. **The end user (not ourselves):** This puts priority and focus on the customer and not on our own agenda.
3. **The details:** The small stuff matters.
4. **Communication:** Is of utmost importance if we are to be effective.

Guiding Principals

Communicate Transparently: Listen. Learn. Let people know.
Accountability: Take ownership of the responsibilities entrusted to you.
Respect: Recognize and appreciate one's worth, abilities and differences.
Ethical Leadership: Be honest and ethical. Always.
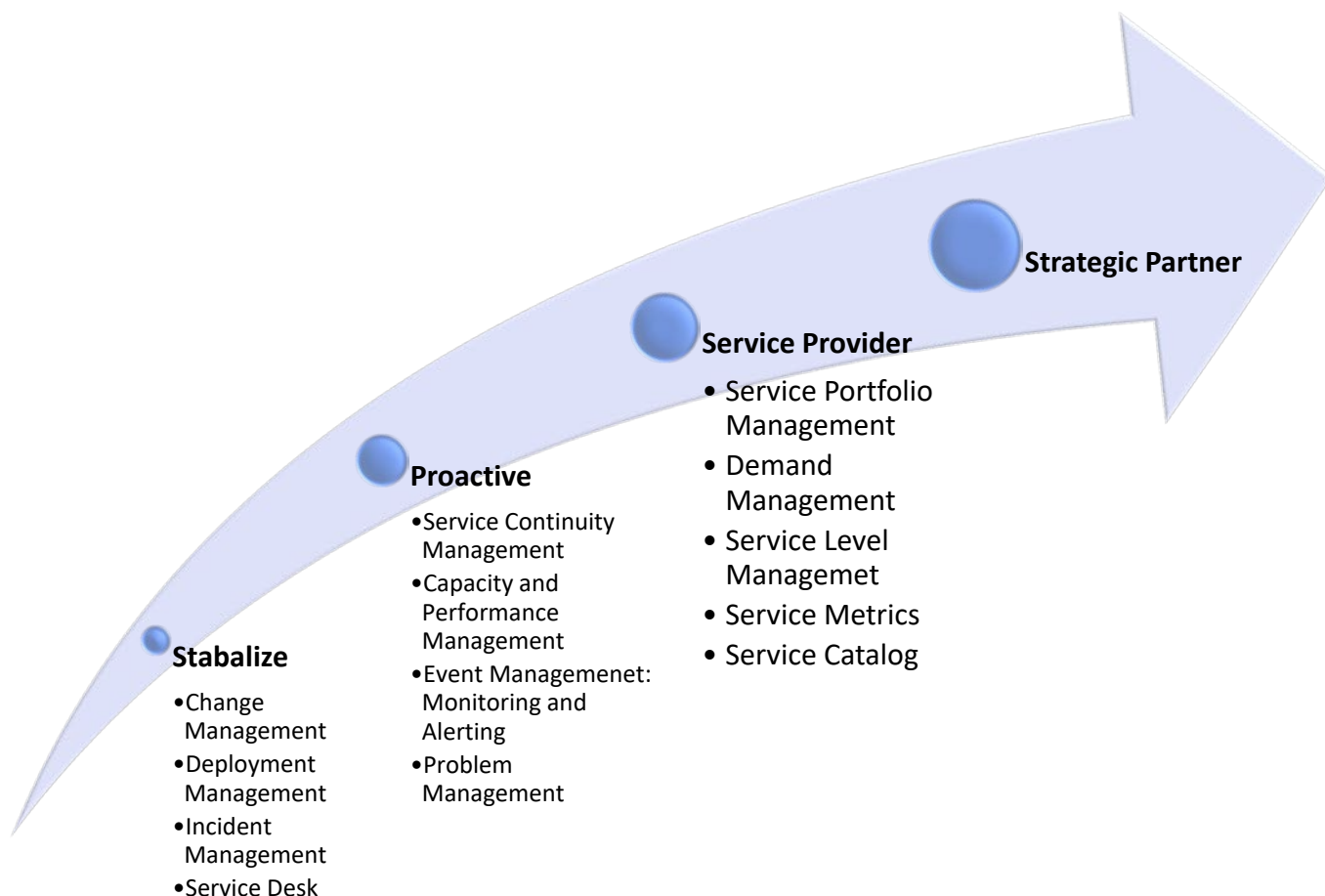**S**ervice: One team making the Waukesha experience better.

City of Waukesha Information Systems

IT Service Management

Goals & Objectives

Develop a set of service management practices that will better address the goals and missions of City departments and the organization as a whole.
- Create a plan for implementing service management initiatives/processes that aligns with the overall goals/objectives for service management.   - Identify service management initiatives that must be implemented/improved in the short term, before deploying more advanced initiatives.
To create a roadmap that incorporates best service management practices.
- Assess the current state and determine the target state for each initiative.   - Identify service management initiatives and understand dependencies and prerequisites.   - Determine the sequence in which initiatives should be deployed.   - Create a detailed rollout plan that specifies initiatives and time frames.
Strengthen the relationship between departments and IT.
- Understand departmental goals, mission, and how IT services help operations.   - Improve Communication.   - Create a service provider culture in IT.

The Strategic Partner Roadmap

The strategic partner roadmap below systematically lays out service management initiatives that are defined by COBIT5 and ITIL standards. COBIT5 focuses on IT management, performance, and governance. ITIL is a set of practices for IT service management that focuses on aligning IT services with needs of business. There are three stages that IT will to through before reaching its target state: Stabilize, Proactive, and Service Provider. Each stage has different practices that need to be implemented or improved in order to reach the desired maturity level that will allow the department to move to the next phase.

Strategic Partner

Service Provider
- Service Portfolio Management
- Demand Management
- Service Level Managemet
- Service Metrics
- Service Catalog

Proactive
- Service Continuity Management
- Capacity and Performance Management
- Event Managemenet: Monitoring and Alerting
- Problem Management

Stabalize
- Change Management
- Deployment Management
- Incident Management
- Service Desk

Stages, Initiatives, and Processes

Stage 1: Stabilize
Change Management: The set of processes that allow changes to be introduced into the live environment in a controlled fashion that minimizes disruption and maximizes efficiency.   **Deployment Management:** Deployment management process will enable successful deployments of hardware and software into the production environment.   **Incident Management:** Incident Management is the process responsible for resolving all events causing an unplanned interruption to an IT service. The Incident Management process includes a set of standardized procedures that work to restore an IT service to its normal operating efficiency.   **Service Desk:** The procedures for properly processing tickets from the Service Desk.
Stage 2: Proactive
Service Continuity Management: Initiatives to develop an overall Business Continuity Plan (BCP) that ensures critical business operations are maintained during and after an event that would otherwise cause an interruption.   **Capacity and Performance Management:** Ensure that IT resources are right-sized to meet current and future business requirements in a cost-effective manner.   **Event Management + Monitoring and Alerting:** Data and insight to diagnose and address network issues before they can severely impact end user productivity and customer service.   **Problem Management:** The procedures for effective problem management to improve service quality.
Stage 3: Service Provider
Service Portfolio Management: Ensure that the service provider has the right mix of services to meet required business outcomes.   **Demand Management:** Anticipate and ensure that sufficient and appropriate resources are in place to effectively meet those IT demands.   **Service Level Management:** Monitoring and management of the quality of service (QoS) of key performance indicators(KPIs).   **Service Metrics:** The data used measuring IT performance.   **Service Catalog:** Organized collection of all IT related services.
Target State: Strategic Partner

Metrics

Monitoring the progress on the roadmap is important to ensure maturity levels are developing as desired. Each initiative in the service provider roadmap has its own metrics that can be used to track individual completion. An assessment of each initiative will be done frequently and will be scored using the scorecard below.

Metrics Scorecard

0 - Absent: There is no evidence of any activities supporting this process.
1 - Initial: Activity is not well defined and ad hoc.
2 - Defined: Activity is established, but needs more work.
3 - Repeatable: Activity is established, documented, repeatable, and integrated with other phases of the process.
4 - Managed: Activity execution is tracked by gathering qualitative and quantitative feedback.
5 - Optimizing: Qualitative and quantitative feedback is used to continually improve the execution of the activity.

Current Scorecard (1/1/2018)

An initial assessment was performed on each initiative of the roadmap in mid-2016. Initially the plan was get each initiative in the Stabilize state at 4 or higher, and then move into the Proactive state. The 9% drop incidents show the stability of the environment, but closer analysis of processes within the Proactive and Service Provider phases show that IT needs to focus on areas in both phases, rather than systematically moving from one phase to the next.
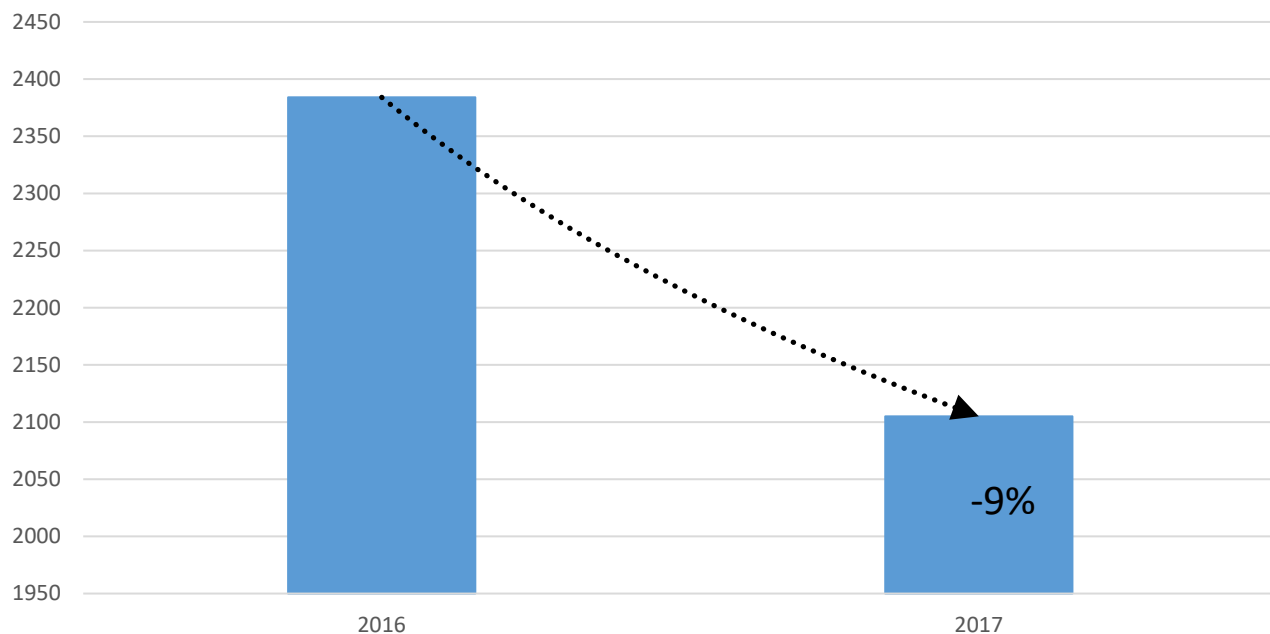
Stabilize
• Change Management: **5 - Optimizing**   • Deployment Management: **2 - Defined**   • Incident Management: **3 - Repeatable**   • Service Desk: **5 - Optimizing**
Proactive
• Service Continuity Management: **2 - Defined**   • Capacity and Performance Management: **1 - Initial**   • Event Management + Monitoring and Alerting **3 - Repeatable**   • Problem Management: **2 - Defined**
Service Provider
• Service Portfolio Management: **1 - Initial**   • Demand Management: **1 - Initial**   • Service Level Management: **0 - Absent**   • Service Metrics: **4 - Managed**   • Service Catalog: **0 - Absent**
Strategic Partner (target state)

Targeted Scorecard for 2018

Primary areas of focus for 2018 are within the Proactive and Service Provider stages:

Stabilize
• Change Management: **5 - Optimizing** • Deployment Management: **3 - Repeatable** • Incident Management: **4 - Managed** • Service Desk: **5 - Optimizing**
Proactive
• Service Continuity Management: **4 - Managed** • Capacity and Performance Management: **2 - Defined** • Event Management + Monitoring and Alerting **3 - Repeatable** • Problem Management: **2 - Defined**
Service Provider
• Service Portfolio Management: **2 - Defined** • Demand Management: **2 - Defined** • Service Level Management: **2 - Defined** • Service Metrics: **4 - Managed** • Service Catalog: **3 - Repeatable**
Strategic Partner (target state)

2016/2017 Comparitive Support Ticket Count

-9%

2016   2017

2016 vs. 2017 Support Tickets – Eliminating Peaks and Valleys

January February March April May June July August September October November December

2016   2017

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