IT Service Management
Vision and Strategy
Summary / Roadmap

Lyle Nevels, Deputy Chief Information Officer
Presented at the One IT Summer Gathering
August 13, 2014
University Profile and Mission

The University of California at Berkeley strives to be a community dedicated to teaching, research and public service.

• Comprehensive academic excellence.
• Student success outside the classroom.
• Equity and inclusion.
• Sustainable funding model.
• World class administrative operations and infrastructure renewal.
• Basic and applied research.
What is ITSM?

IT Service Management (ITSM) is a process-based practice intended to align the delivery of information technology (IT) services with needs of the University, emphasizing benefits to customers.

ITSM involves a paradigm shift from managing IT as stacks of individual components to focusing on the delivery of end-to-end services using best practice process models.
Why ITSM?

✓ Enhance / increase service level success.
✓ Align IT goals with those of the Units and Departments we support.
✓ Make ‘Excellence in Service’ a part of our culture.
✓ Improve quality and reliability of IT services offered.
✓ Optimize resource utilization.
✓ Enforce collaboration across silos.
✓ Move from traditional supply-demand model to customer oriented processes and service value creation.
Core ITSM Disciplines

Service Support
Enables effective IT Services
Building blocks of all IT Services

Service Delivery
Management of the IT Services

Service Level Management
Financial Mgmt. For IT Services

Capacity Management
IT Service Continuity Mgmt.

Availability Management

Release Management
Change Management
Configuration Management
Problem Management
Incident Management

Service Desk

Security Management
JOURNEY VISION – One IT

Institutional Strategic Objectives

- Comprehensive academic excellence
- Student success outside the classroom
- Equity and inclusion
- Sustainable funding model
- World class administrative operations and infrastructure renewal
- Undergraduate education
- Internationalization
- Basic and applied research

Key Initiatives

- ITSM Education and Strategy
- Customer Service Training
- Catalyst Program
- Service Benchmarks
- Student Systems Replacement
- UC Path
- Consolidate Tickets and Knowledge
- Create ITSM Function
- ELT Prioritization Process
- Governance Model
- Emergency Management Plan
- On Call Problem Escalation
- Campus Shared Services
- Condo computing (research)
- Rationalization of IT Portfolio

Operating Principles

- Focus on Service
- Imagine and Innovate
- Accountability to each other
- Simplify
- Include and Excel together
- Budgets remain flat

IT Focus Areas

- Focus on fundamentals of IT Management
- Customer Engagement & Governance
- Modernization of Campus Systems
- Security

Strengths to Leverage

- Domain Expertise
- Operations
- Commitment
- Reasonable Funding
- New Leadership
- Collaboration Culture
- Dedicated and Motivated Staff
- Investment in Leadership Training
- Innovative

Challenges

- New Leadership
- Vast web of relationships
- Lack of relationship managers
- Legacy technology
- Lack of business analysts
- Billing
- Heavily Distributed IT
- Rate of Investment (high volume)
- Financial Challenges
- Change Fatigue (business and IT)
- Everything is a priority
- Lack of a clear strategic plan
- Perception that IT can absorb costs
- Expectation Setting
- External customers do not view IT as “One IT”

Clear roles & responsibilities

Well understood and mature governance model

Customer knows how to get solution, one place to go (without needing internal knowledge)

Compelling and understandable story to tell our business partners

Utilize expertise outside of the department

Staff buy-in to the principle and practices of service management

Trusted partner / advisor

UC Berkeley Has a Fully Integrated IT Community

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# Recommended ITSM Roadmap: a Four Year Journey

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Vision for One IT and the ITSM Program

“UC Berkeley has a fully integrated IT Community”

The objectives that support this vision are:

- Clear roles and responsibilities are defined.
- IT has a well understood and mature governance model.
- Customers know how to get solutions.
- Customers have one place to go to get IT services.
- IT has a compelling and understandable story to tell business partners.
- Customers truly see the value that IT provides.
- IT leverages expertise outside of the department.
- Staff buy into the principles and practices of service management.
- IT is seen as a trusted business partner and advisor.
- There is clear prioritization for all activities.
- Customers and users get the same positive experience regardless of which IT organization they approach.
What does Success Look Like?

• Large scale adoption of ITSM principles and practices.
• The ITSM processes have achieved sustainability.
• There is significant cross department collaboration.
• Customer satisfaction is rising.
• There is a positive customer response when interacting with IT.
• IT is the preferred campus resource; the customer comes to us for help.
• Each process shows clear value to the customer.
• Show marked improvement in incident closer rates (MTTR) and have customer facing reports and dashboards as evidence.
Steps Taken

✓ ITIL Foundations Training (`120 staff)
✓ Vision and Strategy session completed
✓ Multi-year roadmap developed
✓ Budget identified and committed
✓ ITSM Director position posted, interviews underway
✓ Structured working discussions with ThirdSky and ITLG+
  •  IT Governance
  •  IT Portfolio Management
  •  IT Service Definitions
Next Steps

✓ Establish a practice for how we engage with our peers across the institution so that we realize the vision of our ITSM program.
✓ Hire an ITSM Director.
✓ Complete detailed steps remaining for IT Governance, Service Portfolio and Service Definition work.
✓ Determine next set of ITSM framework sessions.
✓ Develop overall communications / marketing strategy.
Breakout Session

Please answer and report back on the following questions:

✓ ITSM planning within Central IT is currently focused on Governance, Portfolio Management, Service Catalog development and other service management and service assurance measures. With your interests in mind, where do you see the value in IT Service Management and how do these elements (e.g. governance, portfolio management, service catalog) resonate with you?

✓ Our process around ITSM is a long-term and complex set of steps. What activities, decisions or deployments should trigger communications or community input? What is the best way to get input or communicate with University staff?

✓ Service catalogs and service management systems were highlighted as key needs in the ITSM deployment during the IT Summit. What features or elements of these systems are important from your perspective and how might you use a centralized service catalog or ticketing system in your own unit? What features would be required to have you adopt such a system?