ITS Leadership Team Meeting
June 29, 2010
Laying the Foundation for Operational Excellence
Definition

ITS Operational Excellence is defined as the effective and efficient delivery of information technology and service required by the end users that add measurable value to the University Community.

Today’s Focus Points

• What framework do we use?
• Why is there a need for additional structure?
• What is driving this change?
• What are the focus area’s and how do we attain Op Ex?
What best practice standards are we using as a model for our framework?

**ITIL**
- Information Technology
- Infrastructure
- Library

**PPM**
- Portfolio & Project Methodology
  (Gartner & PMI Model)

The above standards are currently being developed and used in small pockets of the organization. Op Ex will make use of these standards to improve our framework and expand them across the division.

Where to focus first?

There are many area’s within these standards that drive operational excellence. For ITIL, there are 25+ areas. Below are the areas upon which we will focus and standardize across the division.

**ITIL**
- Change Management
- Problem Management
- Service Management
- Vendor Management
  - Communications Management

**PPM**
- Portfolio & Project Management
- Financial Management
- Metrics & Reporting
This diagram illustrates our foundation toward ITS Operational Excellence.

Operational Excellence is a process with a focus on continuous improvement.
Process Improvements

Over the last fiscal year, ITS has made many advances in process and customer service. These excellent strides in visibility and transparency are steps in the right direction as a team.
Why do we need additional process improvements?

**Vendor Management**
- Identity Finder
- Digital Measures
- What is our Vendor SLA to us?
- Contract negotiation best practices.
- Maintenance Renewal Notices?

**Service Management**
- We do not have enough resources - > Prioritize our work
- What is in the work request queue for what team
- What are our services across all ITS and what should the availability be
  - Visibility and transparency requested from University Executives.

**Financial Management**
- Project Spend
- Contract renewals
- Budget status in time
- Visibility and transparency requested from University Executives

**Communication Management**
- Our End user asks: “Who do I go to for help?” & “How do I know there is a service interruption?”
- Consistent Outage & Availability Communication
- Standardize our use of communication across all ITS divisions
  - What is the best way to share information?
- Visibility and transparency requested from University Executives

**Change Control**
- IP address mix-up causing partial Data Center Outage
- FTR – First Time Right
- Mid-Day routine changes causing unplanned or even planned outage during normal business hours

**Problem Management**
- CASC – initial assessment did not allow time to get to Root Cause Analysis
- Aged Ticket Report – tickets are open for issues that have a work around but need RCA
- Vendor dependant fixes

**Project Process**
- Operational Work not captured
- IT governance initiative from external assessment.
- Campus Project Portfolio Development
- Visibility and transparency requested from University Executives

**Metrics**
- Monitoring Performance & Availability (P&A)
- Reporting services P&A
- SLA adherence
- Data to Root Cause Analysis
- Visibility and transparency requested from University Executives
- OVERALL improvement of service delivery
Who is working on helping build the foundation?

Committee Members

Communication Management
Kirsten Nagel
Dave Kovacic
Dirk Holsopple
Genevieve Mathieson
Gina Benke
Jeff Gumpf
Jeff Shaw
Jennifer Loudiana
John Landers
Kristen Kolenz
Megan Linos
Paul Kalanish
Roger Bielefeld
Tom Siu

Project Management
Colleen Nagy
Jess Walders
Mike Chalkwater
Tony Kramar
John Landers
Linda Lazzaro

Service Management
Mike Kubit
Chet Ramey
Nate Murphy
Bob Garcar
Sara Baber
Pete Beurmann
Brian Christian
Bill Wichert
Steven Organiscak
Jeff Shaw

Change & Problem Management
Jess Walders
Dave Dominish
Bob Garcar
Tim Van Oss
Ed Rynes
John Sully
Mike Thomas
Dwayne Bible
Matt Panchur
Neal Mather
Mike Chalkwater
<table>
<thead>
<tr>
<th><strong>Goal by Pillars</strong></th>
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<tbody>
<tr>
<td><strong>Project Management Process</strong></td>
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<td>Drive consistent, repeatable project practices</td>
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<td>Provide education to the University community to drive standards</td>
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<td>Provide visibility into the ITS project initiatives and status</td>
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<td>Promote the IT governance standards within ITS and across the University</td>
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<td>Share resource constraints and transparency into staffing needs</td>
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<td><strong>Financials Process</strong></td>
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<td>Bring visibility into ITS Total spend.</td>
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<td>Build consistent IT spending model for all ITS</td>
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<td><strong>Vendor Management Process</strong></td>
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<td>Standardize vendor engagement process for all ITS</td>
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<td>Generate central repository for all ITS contracts</td>
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<td><strong>Service Management Process</strong></td>
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<tr>
<td>Track and report performance and availability</td>
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<td>Track and report resolution time for incidents</td>
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<td><strong>Change Management &amp; Problem Management Process</strong></td>
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<tr>
<td>Change Management</td>
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<tr>
<td>• Prevent Service Interruptions</td>
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<td>• Track and report the number of changes ITS performs</td>
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<td>• Improve SLA’s</td>
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<td>• Promote Stable Environment</td>
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<td>Problem Management</td>
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<td>• Track Root Cause Analysis</td>
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<td>• Drive resolution</td>
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<td>• Learn and Improve</td>
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<td><strong>Communication Management Process</strong></td>
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<td>standardize service interruption communication</td>
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<td>Improve new student awareness of ITS</td>
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<td>Improve new employee awareness of ITS</td>
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<td><strong>Metrics &amp; Reporting</strong></td>
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<td>Provide University with scorecard on ITS services</td>
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<td>Drive continual process improvement through metrics</td>
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<td>Bring visibility to performance &amp; availability</td>
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<td>Outline all work requested &amp; demonstrate work queue management</td>
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Implementation Targets

High Level Targets

Phase One
AUG 2010

- Project Management Process
  AUG 2010

- Change and Problem Management Process
  AUG 2010

Phase Two
Sept / Oct
2010

- Service Management Process
  AUG 2010

- Communications Process
  AUG 2010

- Metrics and Reporting
  NOV 2010

Phase Three

- Financial Process
  NOV 2010

- Vendor Management Process
  NOV 2010

Key Performance Indicators

- Audit Reports
- Portfolio Metrics
- Status Reporting
- Capacity vs. Demand report
- Reduce # of defects

- Reduce # of unplanned outages
- Track & report # of Changes
- Increase proactive outage planning

- Track and report P&A
- Track & report work requested
- Track and report resolution time vs SLA

- Increase # of proactive communications
- Track and report service interruption communications

- Show ITS Performance & Availability trends
- Executive status reports
- Track & report resolution
- Track & report work queue

- Improved budget management
- Transparency into all costs
- Complete utilization of resources

- License renewal awareness
- Streamline vendor engagements
- Improved contract negotiation
- Improved cost savings

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NEXT STEPS

PILLARS: Service Management & Communications Process
Focus Groups – 1HR Meeting

• July 6th – July 15th

PILLARS: Project Process / Change & Problem Process
Education Sessions – 2 HR Meeting

• July 19th – Aug 5th

Tool and Application Changes -

Aug 2010

• ITS Website
• Footprints
• Mashups PPM
QUESTIONS?