



Welcome!

About ITSM Academy



- Accredited Education
 - ✓ Certified Process Design Engineer (CPDE)®
 - ✓ ITIL® Foundation
 - ✓ ITIL Capability (OSA | PPO | RCV | SOA)
 - ✓ ITIL Lifecycle (SS | SD | ST | SO | CSI)
 - ✓ ITIL Managing Across the Lifecycle (MALC)
 - ✓ ISO/IEC 20000 Foundation & Bridge
 - ✓ MOF Foundation
- Practical, Value-Add Workshops
 - ✓ Building Blocks, Roles, Service Catalog, etc.
 - ✓ ITIL, MOF, ISO 20K Overviews
 - ✓ Apollo 13, Visible Ops: The Class
 - ✓ And more!
- Since 2003 - *Tens of Thousands Trained and Certified*
- ITSM Professional Diplomas
 - ✓ Change/Support/SLM
- Public Classes throughout U.S.
- Corporate On-Site Classes
- Virtual Classes
- Courseware Licensing
 - ✓ Corporate & Partner (GEM)
- Alumni Program
- PMI Global Education Provider
- Certified Woman-Owned

Welcome!

Donna Knapp

- Author
 - ✓ The ITSM Process Design Guide
 - ✓ A Guide to Service Desk Concepts, Fourth Edition
 - ✓ A Guide to Customer Service Skills for Service Desk Professionals, Third Edition
- Curriculum Development Manager
- Certified Process Design Engineer (CPDE)
- ITIL® Expert
- ITIL Examination Panel
- Certified Scrum Master



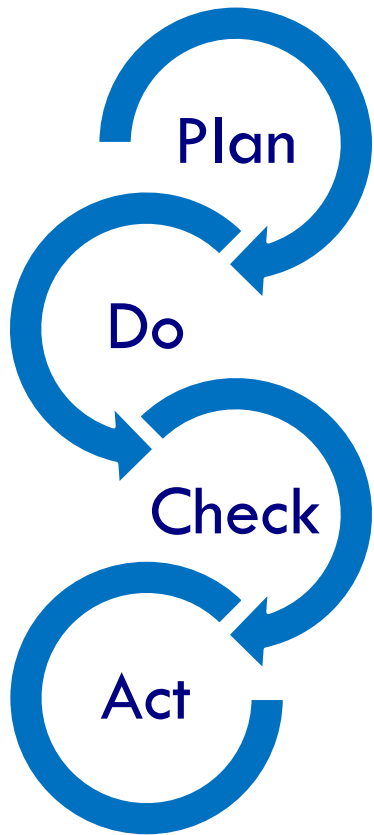
Agenda

- Why process maturity is important
- Assessing process maturity
- Factors that influence maturity
- Lessons learned



Thanks for joining us today.
Please use the chat feature to send in your questions.

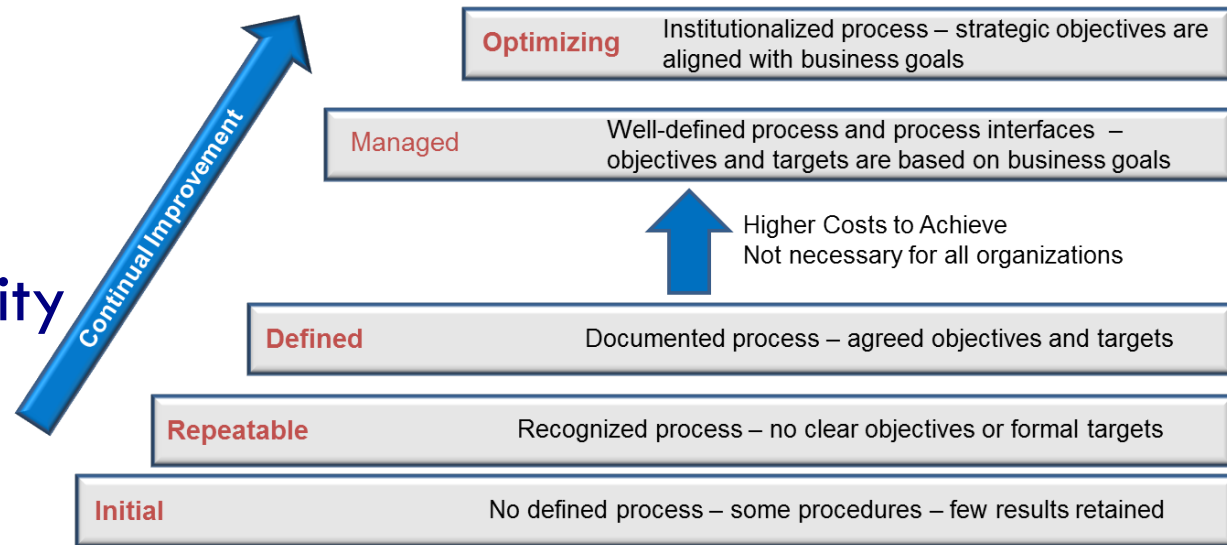
Why is Process Maturity Important?



- Few organizations are capable of
 - ✓ Moving from no process to a high performing process in a short period of time
 - ✓ Having all components – people, process, technology and information – in place and in a mature state when a process is first being designed and implemented
- Organizations and processes mature over time – they must be continually improved

Assessing Process Maturity

- Capability Maturity Model Integration (CMMI)
- ISO/IEC 15504
- ITIL Process Maturity Framework
- Tudor IT Service Management Process Assessment (TIPA)



ITIL Process Maturity Framework

Process maturity refers to how well a process is defined, how capable it is of being continually improved through the use of measures tied to business goals and how well it is embedded in the organization's culture.



Benefits of an Assessment

- Baseline strengths and weaknesses
- Identify process improvement opportunities
- Set priorities

Conducting a Formal Assessment



- Establish a Process improvement Team (PIT)
- Include all stakeholders
- Have each member complete a self-assessment questionnaire independently
- Have a CPDE, project manager or facilitator assemble the results and facilitate a consensus

Using a PIT to assess maturity enables an understanding of varying perspectives and perceptions and improves stakeholder relations.

It's not about
the number!



Factors that Influence Maturity

- Objective attainment and business alignment
- Cost effectiveness and funding
- Accountability and process compliance
- Procedural compliance
- Lifecycle management
- Use of technology
- Data capture
- Availability of information
- Knowledge capture
- Proactive activities
- Predictive activities
- Customer satisfaction



Level 1 (Initial)

Characteristics and Challenges

- Level 1 organizations have
 - ✓ Some activities but do not recognize process
 - ✓ Tribal knowledge
 - ✓ Disjointed written procedures
 - ✓ Micro-management
 - ✓ Loosely defined roles and responsibilities
 - ✓ Minimal data capture
 - ✓ Few tools to drive work flow

- Challenges
 - ✓ Lack of commitment from management and staff
 - ✓ Lack of understanding about business needs and service levels
 - ✓ Resistance to change
 - ✓ Processes are perceived as bureaucratic



Level 1 (Initial) Transition Steps

- Gain management commitment
 - Allocate resources to process definition and design activities
 - Adopt organizational change management best practices
 - At this stage, maturity is lacking to
 - ✓ Select and implement technology
 - ✓ Implement SLAs
 - ✓ Reorganize
- Communicate, communicate, communicate!***

Level 2 (Repeatable)

Characteristics and Challenges

- Level 2 organizations recognize the need to
 - ✓ Allocate resources to process definition activities
 - ✓ Document and (re)design process and procedures
 - ✓ Capture and use data to improve performance
- Challenges
 - ✓ Where to start
 - ✓ Who to involve
 - ✓ Finding the time
 - ✓ Recognizing that IT cannot be 'all things to all people'

Ensure policies, processes and procedures are clear and that people are required to follow them.



Level 2 (Repeatable) Transition Steps

- Ensure customer requirements are understood and prioritized
- Identify one or more best practice frameworks
- Benchmark performance
- Define, design and implement the new process
 - ✓ Begin where possible with an 'as is' process
- Baseline performance metrics where possible
- Step up organizational change management activities

Remember to communicate what not to do anymore when implementing a new process or procedure.

Process Improvement Matrix

1 = least opportunity for improvement 5 = greatest opportunity for improvement

Improvement Opportunity	Process		
	Incident Mgmt	Problem Mgmt	Change Mgmt
Customer Dissatisfaction	5	3	4
Employee Dissatisfaction	4	4	5
Cost Saving Opportunity	2	5	2
Time Saving Opportunity	3	3	4
Quick Win Opportunity	4	5	1
Available Resources	5	1	2
Total Score	23	21	18

- Rates and prioritizes process improvement opportunities
- Maps processes against improvement criteria
- 'Available Resources' includes funding, staff, tools

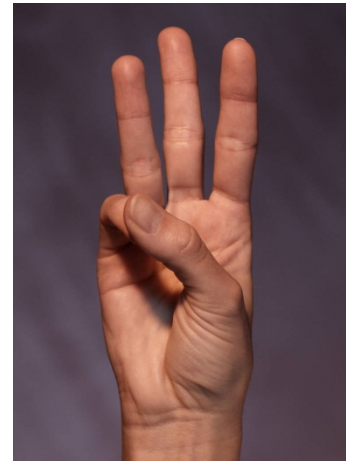
Use a Process Improvement Matrix to determine whether to develop, reengineer or improve processes.

Level 3 (Defined) (1)

Characteristics and Challenges

- Level 3 organizations have
 - ✓ Recognized a process
 - ✓ Designated a process owner
 - ✓ Defined, designed and implemented a new process
 - ✓ Begun measuring performance
 - ✓ Begun to see benefits

- Challenges
 - ✓ Ongoing management commitment
 - ✓ Strong organizational change management
 - ✓ Avoiding getting stuck
 - ✓ Avoiding process silos



Level 3 (Defined) (2)

Characteristics and Challenges

- Consider these questions
 - ✓ Are the process goals linked to business plans?
 - ✓ Has the process been accepted across the organization?
 - ✓ Is the process fully integrated with other ITSM processes?
 - ✓ Is the process integrated with external suppliers' processes?

Level 3 (Defined) Transition Steps

- Steps needed to capitalize on progress made and continue to mature include
 - ✓ Recognize the role of functions
 - ✓ Ensure the tone of reporting is positive
 - ✓ Reduce disparate, uncontrolled tools
 - ✓ Align the process and tools
 - ✓ Avoid over-customizing tools



Level 4 (Managed)

Characteristics and Challenges

■ Level 4 organizations have

- ✓ Implemented process across the organization
- ✓ Established interfaces with other processes
- ✓ Managed the process by using business-focused metrics

■ Challenges

- ✓ Acknowledging customer complaints and changing requirements
- ✓ Ensuring management views process improvement as real work
- ✓ Providing ongoing communication, education and training
- ✓ Establishing interfaces with new processes
- ✓ Maintaining integration with existing processes



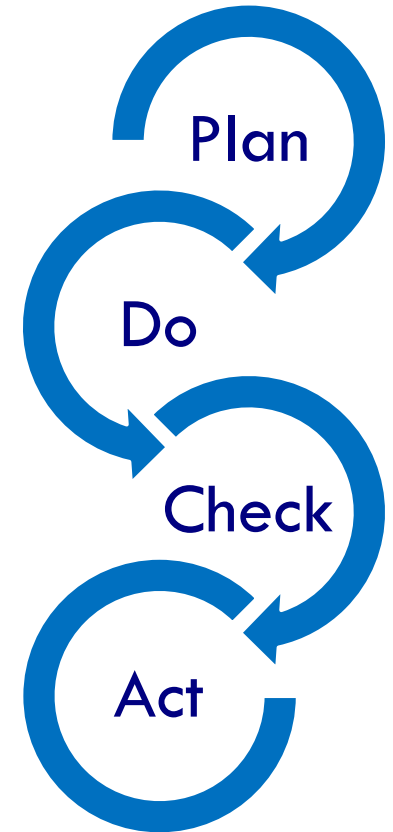
Level 4 (Managed) Transition Steps

- Recognize the importance of continual improvement, business and IT alignment and process integration
- Monitor, measure and continually improve process
- Create or use of a Service management system (SMS) to ensure that
 - ✓ Business impact drives IT efforts
 - ✓ Process aspects – people, processes, technology and information – are considered and integrated
 - ✓ A team perspective prevails and is supported by tools
 - ✓ The process is integrated with other ITSM processes
 - ✓ The process (where applicable) is integrated with supplier processes

Transition steps at this level of maturity are tied to the overall maturity of the organization.

Sustaining Efficiency and Effectiveness

- To sustain the progress made at Level 4
 - ✓ Continue to allocate resources
 - ✓ Train new employees and managers
 - ✓ Provide ongoing training to existing employees
 - ✓ Solicit feedback when changes are made
 - ✓ Conduct regular reviews and audits



Level 5 (Optimizing)

Characteristics and Challenges



■ Level 5 organizations

- ✓ Are continually improving the process
- ✓ Have fully integrated the process with other processes
- ✓ Have changed from:
 - People-dependent to process-dependent
 - Reactive to proactive
 - Technology-centric to business-centric

■ Challenges

- ✓ Sustaining this level of maturity
- ✓ Maintaining ongoing leadership, vision and management commitment

■ To Sustain Level 5

- ✓ Understand the metrics lifecycle
- ✓ Produce business-centric metrics

Lessons Learned

1. Senior management commitment is essential
2. Designate and educate process owners
3. Adopt (and mean it!) and adapt existing frameworks and standards
4. Use project and program management best practices
5. Manage organizational change

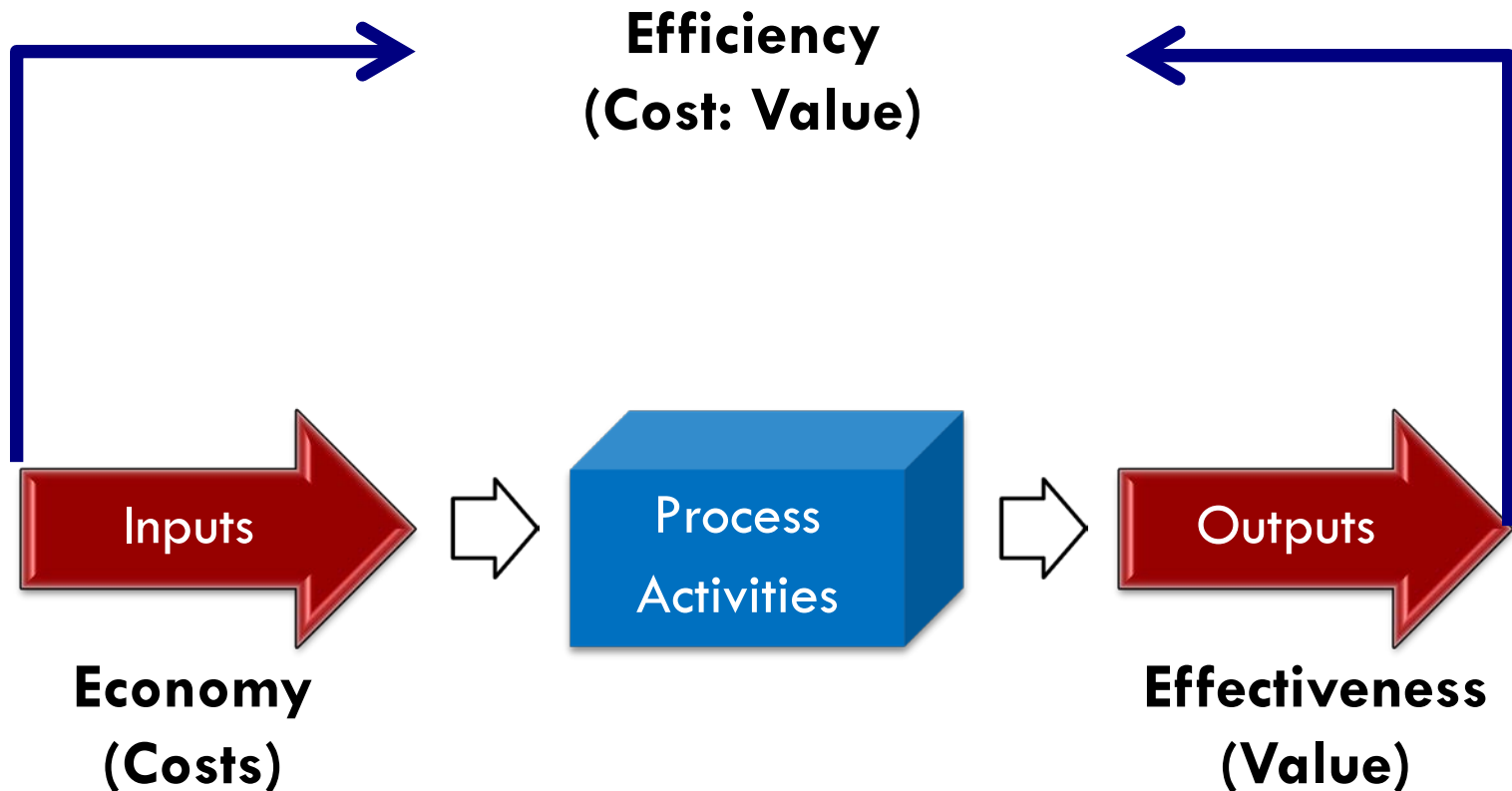
Top management shall provide evidence of its commitment by establishing and communicating the scope, policy and objectives for service management.
ISO/IEC 20000

Keeping the Momentum Going



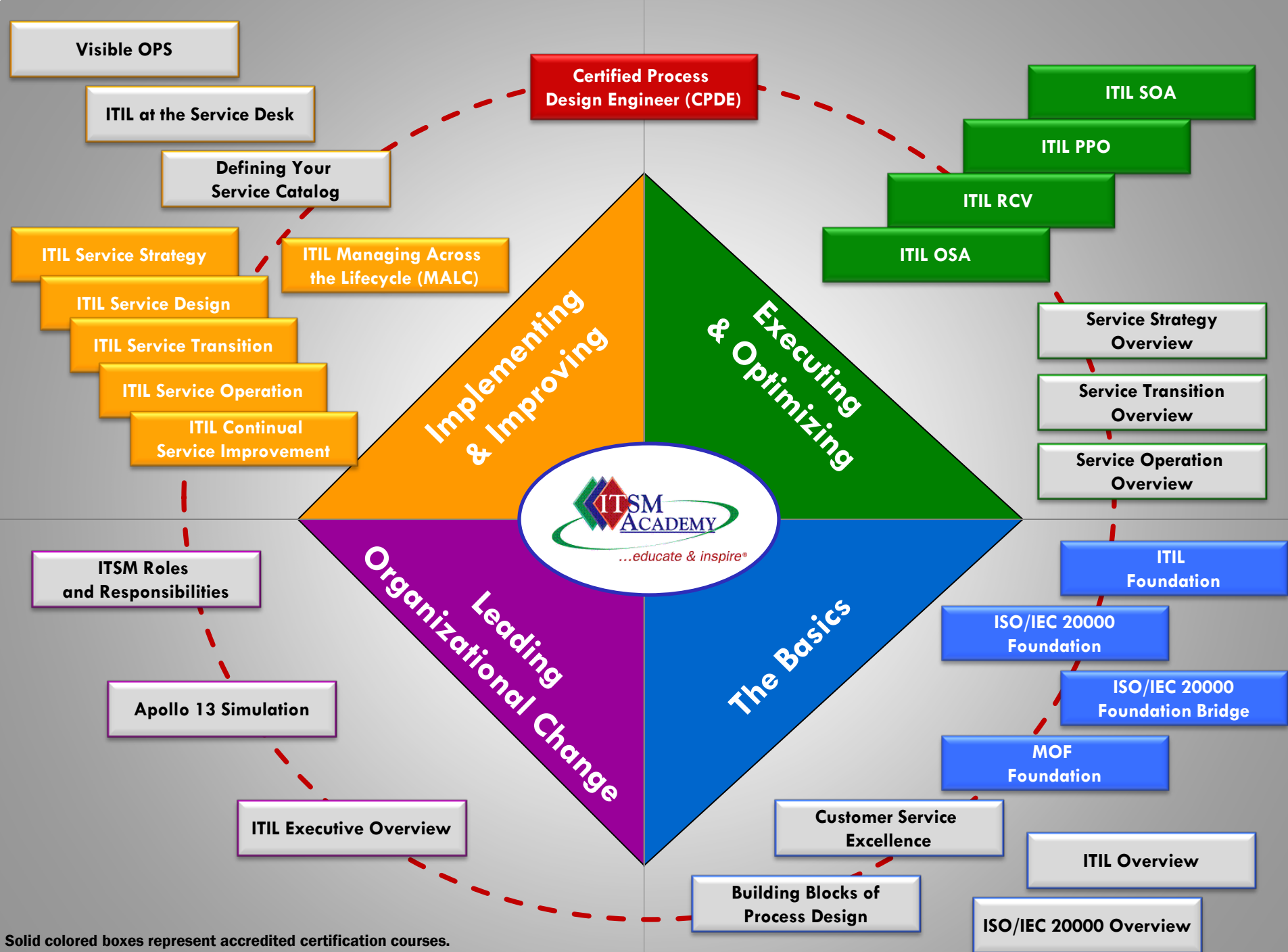
- Set short-, medium- and long-term process improvement goals
 - ✓ Claim the wins!
- Clearly define roles and responsibilities
 - ✓ Tie to job descriptions and performance programs
 - ✓ Reward compliance
- Ensure the tools match the rules
- Listen to and act on complaints
- Innovate – take calculated risks

It's about delivering value for money!

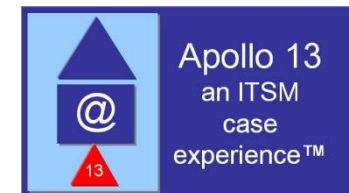
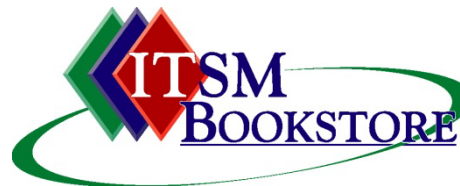


Questions?

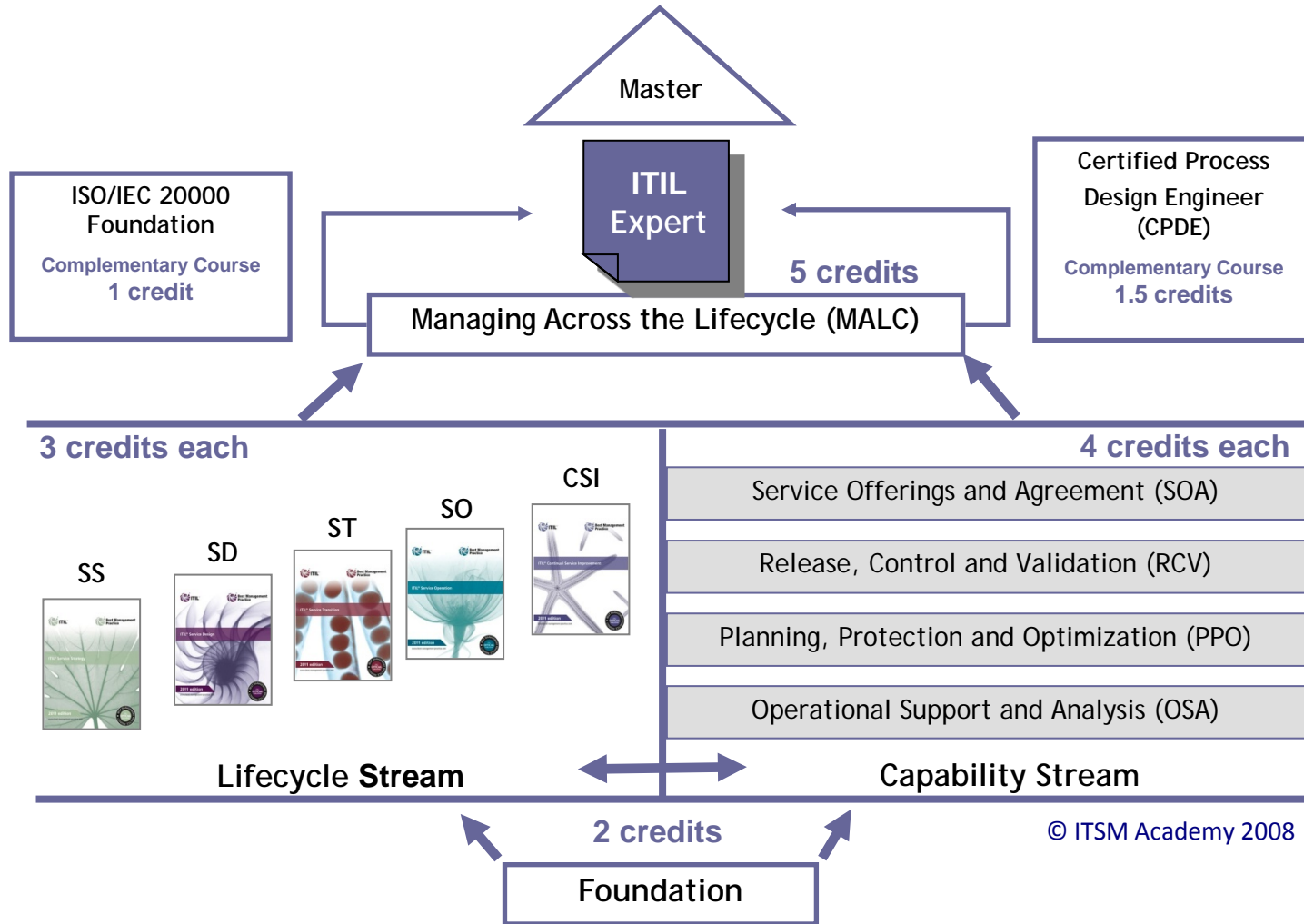




Solid colored boxes represent accredited certification courses.
Grey boxes represent non-certification courses including workshops and simulations.

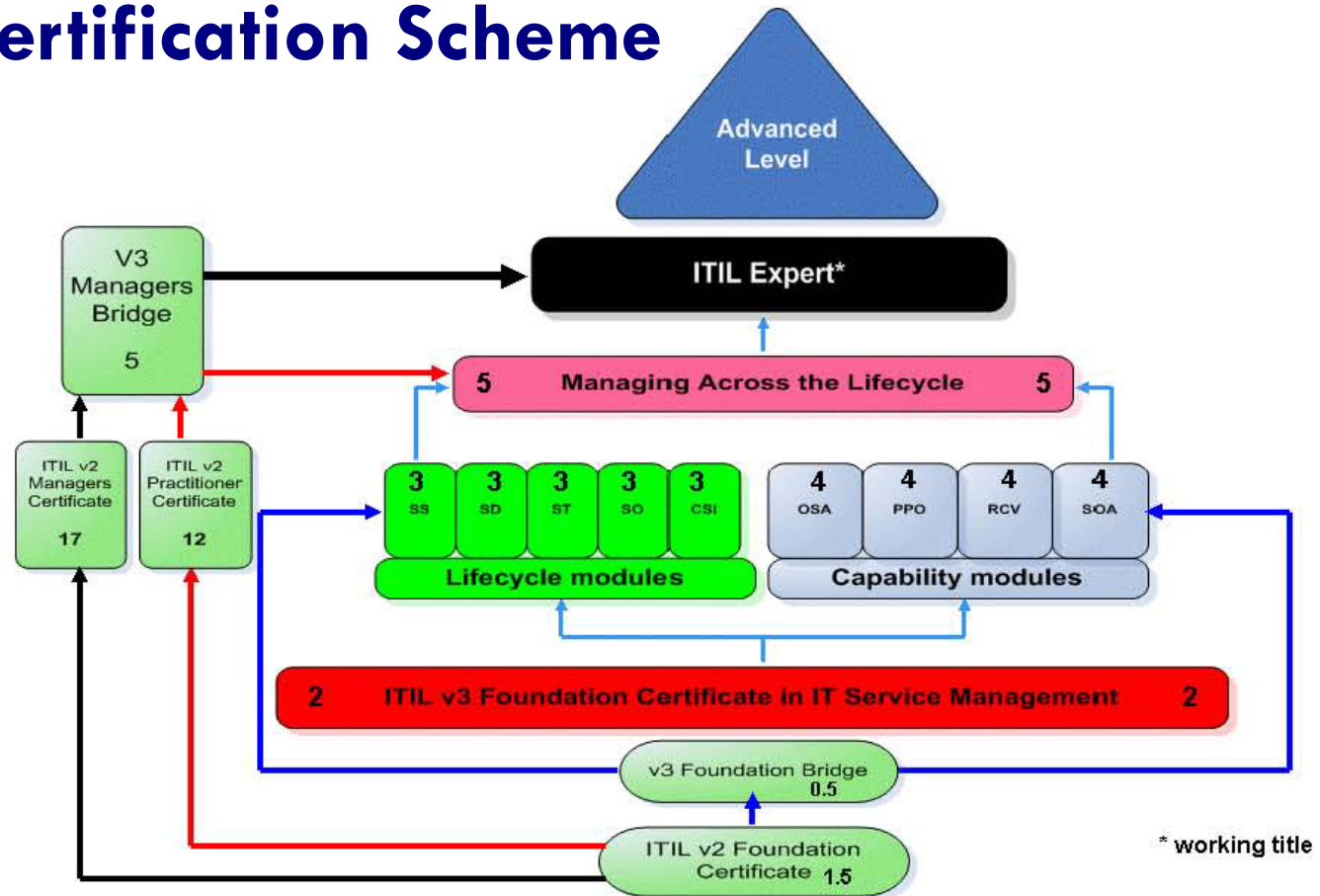


Want to Learn More?



Want to Learn More?

ITIL Certification Scheme



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