Q: My organization is getting ready to implement ITIL v3 and I wanted to know, out of all the ten process areas, which should be the first and second to implement and why? I have heard that Incident Management should be first and others say Change Management.

A: ITIL is not prescriptive – implementation is really a little different for each organization. If there's something already in place that you can leverage, use it. At Metro Nashville we needed data to prove that we were improving and show quick wins, so we focused on gathering the information and taking into account the relationships between processes. For example, with Change Management you reduce the number of incidents that occur because of changes. For us Change Management just needed a few adjustments. We used to have a lot of emergency changes. Now the pendulum has swung and we have more normal changes. So, for us Incident Management was the process that needed the most focus.

Q: For other organizations struggling to get started, what key lessons or guidance would you recommend in following the same strategy of utilizing ISO-20000 Part 1 as the implementation plan?

A: One important thing to do right up front is to figure out what areas have the most pain. Once you've figured that out, you can go to ISO and say, "Show me the shalls." When we first started our journey, we were all over the map; we wanted to fix everything. Our 2nd assessment had something like 148 pain points! What were we going to do with that? It was huge! ISO 20000 helped us prioritize, and identify low-hanging fruit for quick wins.

Q: We too followed a similar course on the ITIL Journey. However, we are having some difficulty making the cultural change throughout our management hierarchy. As a result, we are still struggling with ITIL implementation. How did you address this aspect in your journey?

A: We were very lucky to have a visionary and supportive CIO. There can be a perception that ITIL is just a buzz word. You have to persevere. We have a couple of those managers who aren't exactly sold. Actions speak louder than words, so we focused on those areas where there was the most pain. When you fix a big point of pain using the ITIL best practice framework, you will win people over much more quickly. You can't just **talk** about the benefits – they'll hear "yada yada yada." You have to **prove** there's a benefit to each and every person involved.

Q: What value did the assessments provide you?

A: For us it was a matter of buy-in. We know what we do, and we do it pretty well. We didn't really need the assessments to tell us what we weren't doing well. We had the expertise, and we already knew what we needed to fix. But the assessments were seen as objective and helped us to get buy-in. Past that, I believe if you have people figure out how to do things and make it work in their own organizations, they'll own it. Doing your implementation in house helps get that buy-in.

Q: What do you mean by subject tree. Is that the classification of the ticket so you can do first time resolution?

A: Yes, it's the categorization. At Metro Nashville we have "the 30-year rule," i.e. it's been that way for 30 years – why change it?? So we chose to stay with what we had always called it.

Q: What changed in Results Matter as a result of your ITIL implementation?

A: We're working towards being able to report availability at the service level instead of at the component level.   Until the CMS is populated, we are not yet able to report on end-to-end service availability, but the need to change our key measures to something more customer-centric is very evident now.

Q: What level of maturity would you say you have achieved now? What is your growth plan?

A: We probably started at about 1 ½. Now I'd say we're probably at 3. We are definitely in Continuous Service Improvement mode. Not bad for having just started the projects in January! As for the growth plan, we will be continuing on with improvements to our Incident Management, SACM and SLM processes. Next will probably be a review of our Change Management process and looking at implementing Problem Management.

Q: We are moving forward with implementing V3. However, we have not used ISO 20000 as a guide to assist with this process. You stated this is very important. Should we pause and look at ISO 20000 as we move forward?

A: If your organization is struggling and you are finding you have more on the table than you can handle all at once, and you need to figure out where to start, I think ISO 20000 will help. It's great to have a list of what you should do. Go get training and find out what ISO 20000 says about the processes you want to implement. It will really help you prioritize. You really want to have quick wins and really make people see they're achieving something. ISO 20000 helps you find those milestones and see what you're achieving. You must have this buy-in in order to have culture change.

Q: Do you think you will try to achieve ISO 20000 certification.

A: As a government organization, that probably won't make sense for us. Achieving the certification takes a lot of money. However, if it works out that in 5-10 years we have an administration that chooses to do that, the groundwork will be in place.

Q: Can ITL V3 be implemented without tools?

A: You can build an in-house tool if you are a small organization. ISO 20000 says, "You shall record all incidents." (ITIL does as well.) You have to find a way to do this so you can use that data to create information and use that information to make informed decisions. Our desktop technicians used spreadsheets for a long time, and it worked. But now that we have a tool, they can create relationships between desktops and servers, etc. You can do without a tool, but it's much more helpful to have it, and as you continue to implement all the processes which, we know, are integrated, at some point you absolutely will have to have a tool.

Q: What role do you think a consultant firm can play to help an organization implement ITIL version 3? Would this be at a project level, with an ITIL Service Manager or ITIL Practitioner?

A: If you're having a problem identifying where your pain points are, sometimes a consultant can serve as a referee. This is also a very good approach for helping a blame-prone culture take an objective look at what's going on. Also, if you don't have someone in your organization who has the knowledge and the ability to be the visionary, having a person who can do this is very helpful. For me the assessments were most useful in helping me learn to step back and see the overall picture. If

you use consultants, it's very, very important that they have overall, across-the-board expertise. A practitioner can be very good at several processes, but your consultants need to understand how specific processes work in the overall lifecycle. A great use of consulting would be to use a consultant with an overall view and hire a project manager to do the actual implementation.

Q: **Do you think an organization needs to perform an assessment or have one done prior to implementing ITIL v3, and what steps should we be looking at in this assessment?**

A: This was key for our organization because we were struggling with how to get started. As far as steps go, no-one knows an organization's pain better than the organization itself. It's sometimes difficult, though, to decide where the pain lies. For example, we felt the service desk wasn't capturing all the necessary information. What we learned was that the customer or user can't give you all the information you need. The root cause of our issue was that we did not have information readily available from the CMS. The CMS (Configuration Management System) really helped us be able to get the information we needed. There are several self-assessment tools out there that you can use to get started. Here is a link to the itSMF International website for help with this:

http://www.itsmf.com/trans/sa.asp

Q: **Were there any "Shalls" that were not achievable for you due to budget or other constraints?**

A: Yes, there are some "Shalls" that we pushed off into a future phase. In the whole ROI cost/benefit picture, we felt we had bigger things to focus on. That's not to say we won't go back and put those things in place. If, for instance, you don't have a tool that will allow you to do the "Shalls" right now, that's okay. You do what you can.

Q: **Do you feel that each department manager responsible for a process area should be trained at the practitioner level, or does the Foundation certification provide the information necessary to successfully manage the ITIL process?**

A: They definitely need Foundation level training so they will understand how everything fits together. We've always been focused on our own little world. We're a very reactive organization. Now, thanks to ITIL, we're moving towards being more proactive. I don't know if the department manager is really the one you'd want to train, but the champion of that process area would really benefit from this training. We sent someone to Service Level Management practitioner training (IPAD) and someone to Configuration Management practitioner training (IPRC), but it wasn't the department manager. It's really important to get the "worker bees" trained so they will understand you're not just doing this because it's something new to do. For example, they need to understand how filling out the incident records correctly helps all the other processes. It's also very, very important to have a Service Manager on site who provides the overall vision.

Q: **What are the KPIs (Key Performance Indicators) you used for Incident Management?**

A: We definitely look at fist call resolution. Per HDI, it costs approx. $25-$30 to resolve an incident at Level 1. At Level 2 it's $75-$90 per incident, and at Level 3 the cost is $150 or more. So we obviously want to increase our FCR as much as possible. Customer satisfaction is also really key for us. We send out follow-up surveys after incidents. We've seen a direct correlation between first call resolution and volume of contacts. As our volumes go up, our first call resolution rate goes down and our

abandoned call rate goes up. Higher abandoned call rates would be an indicator of people getting tired of waiting and hanging up – not something that a 'satisfied customer' would do!

Q: How important is self-service in your implementation?

A: This will be huge, but we haven't gotten to it yet. We provide service 24x7 and have 1 person staffed at night. We are lucky to have a lot of technically savvy customers. They will be able to log in and see, for example, that there are email issues. That will not only reduce the number of calls and time spent on those calls, but will provide us with a communication tool. Our customers will own part of the incident management process. Self-service will provide them with FAQs and a knowledge base that allows them to find answers for themselves. That will be our Phase 2. We wanted to get the process and our subject tree right first, and then move on to opening up self-service to customers.