



Welcome!

Leveraging CPDE: True Results, True Value

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!

Disclaimers and Credits

- The views expressed in this webinar are those of the author and do not necessarily reflect the official policy or position of the Department of the Navy, Department of Defense, nor the U.S. Government.
- Certified Process Design Engineer(CPDE) – Loyalist Certification Services (LCS)
- The ITSM Process Design Guide – Donna Knapp, CPDE, ITIL Expert
- ITSM Academy Team – Michael Cardinal



Introduction

- NAVMISSA
 - ✓ Program Management Office
- Why this webinar
- Search for the answer
 - ✓ Pivotal maturity step
- From the trenches
- Results driven – process development



History

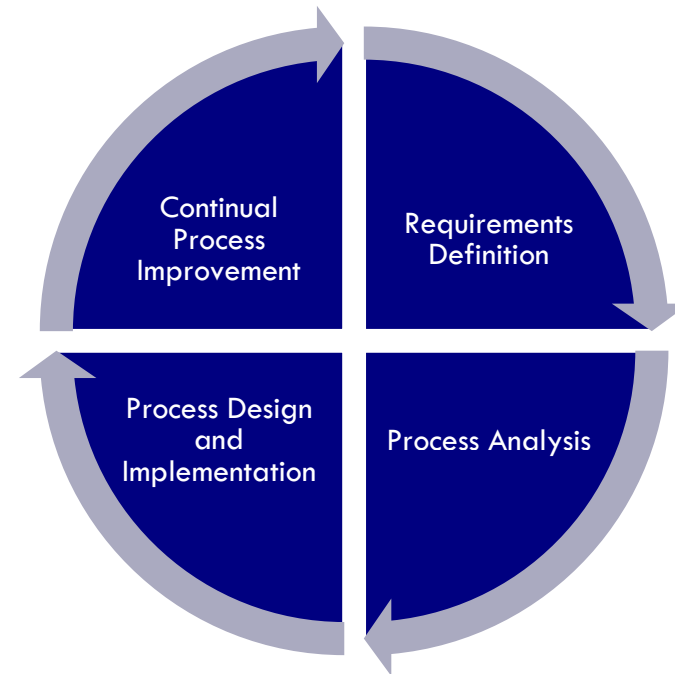
- New organization
- NAVMISSA PMO initially focused on developing project management processes
- Lack of a standardized development process resulted in process development that was:
 - ✓ Resource intensive: 3,344 man-hours
 - ✓ Time consuming: 3-4 month development window
 - ✓ Costly: \$250,847
 - ✓ Lacking customer requirements: PMO driven processes
- Deeply rooted culture

Problems

- Processes that were not adopted by the organization
- Inability to meet organizational demand
- Lack of confidence in PMO's ability to meet the needs of the organization
- Poor quality processes
- Lack of organizational:
 - ✓ Identity
 - ✓ Purpose
 - ✓ Function
 - ✓ Value
- Inability to mature: "Initial" level of maturity

Implementing CPDE – An Eye Opening

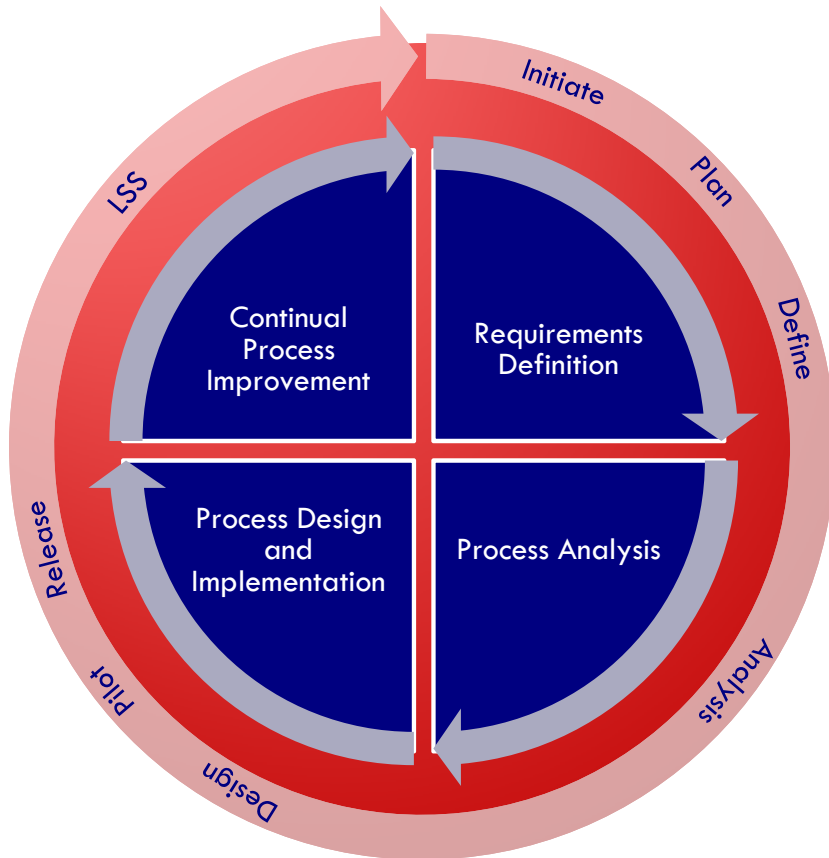
- CPDE – A process development methodology
 - ✓ Agnostic - Meant for IT Service Management, fundamentally for process
 - ✓ Holistic – Encompasses the life of a process
 - ✓ Outcomes based
 - ✓ 4 phase, 10 step methodology, specific deliverables
- Provided the skeleton



Four phases of ITSM Process Design

Implementing CPDE - The PDP

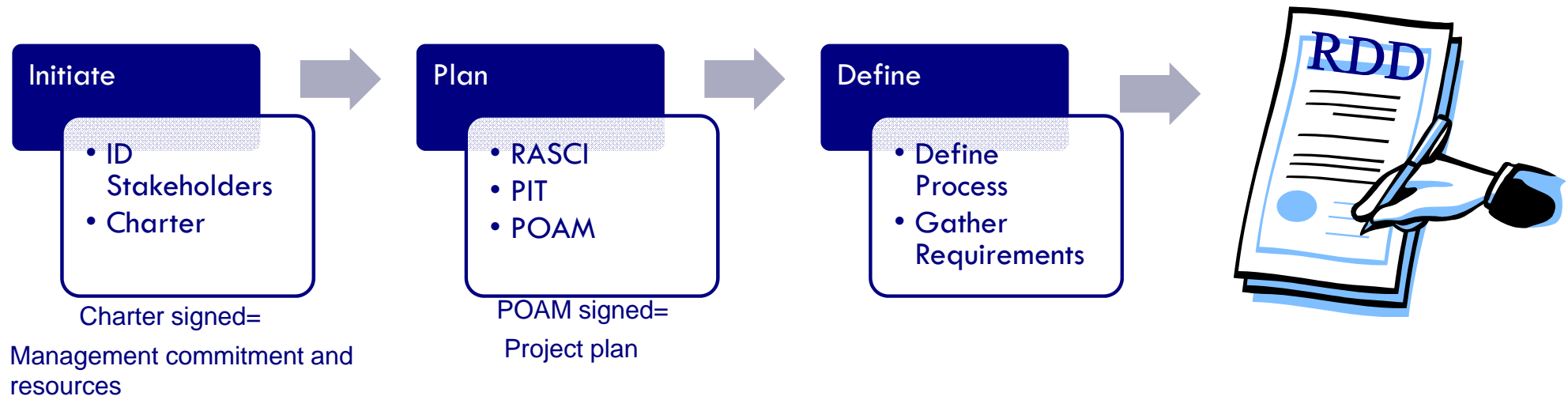
- Giving the skeleton a soul – The Process to Develop Process (PDP)
 - ✓ Methodology into practice
 - ✓ Organization specific
- Used The ITSM Process Design Guide



- The Process to Develop Process
 - ✓ 7 Phase, 31 Activity Process
 - ✓ Standardized all process development documents
 - ✓ Standardized all communications
 - ✓ Established PITs
 - ✓ Established common language
 - ✓ Established roles
 - ✓ Established metrics
 - ✓ Outcomes based/requirements driven

Implementing PDP - Requirements Definition

- Establishes the process project and its scope while identifying the stakeholders, process definition and customer requirements
- Output: Requirements Definition Document (RDD)



Implementing PDP – Process Analysis

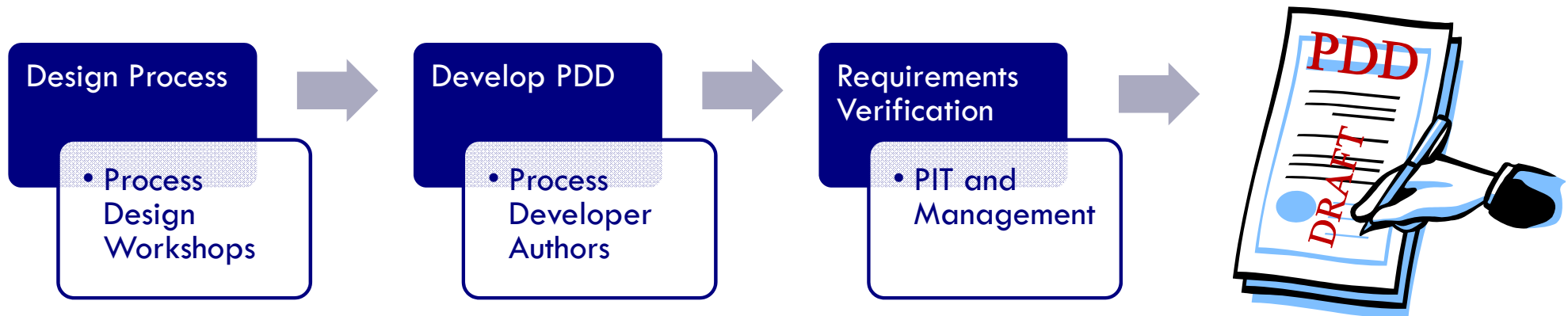
- A series of PIT Team meetings that document current state, identify problems/pain points, best practices, regulatory requirements, benchmarking, etc.
- Led by Process Developer (Facilitator)



What works best
for us!

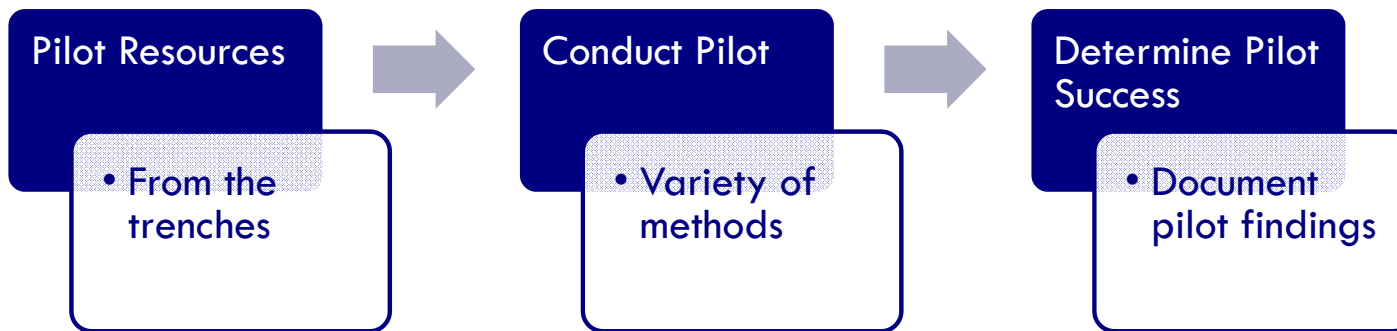
Implementing PDP – Design

- Design the required process and tools to achieve the desired outcomes using design workshops
- Facilitation is an art



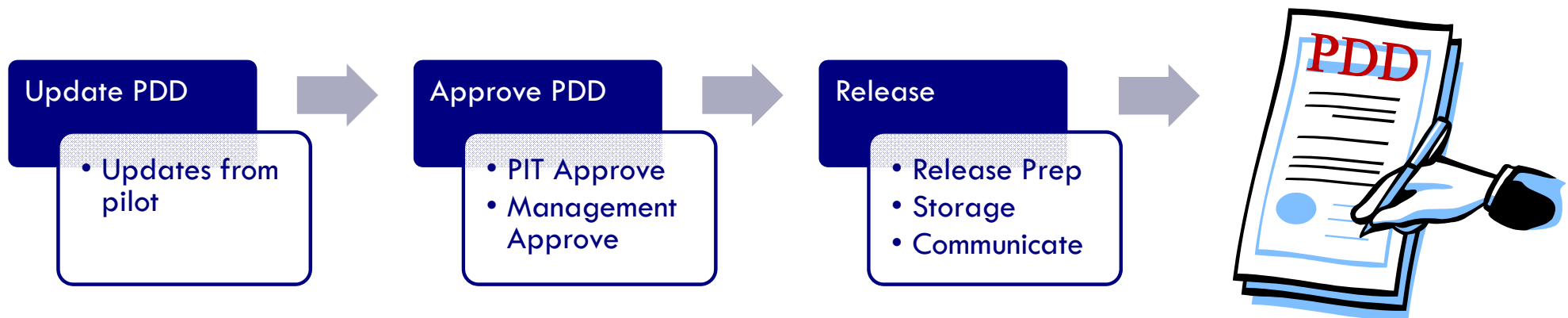
Implementing PDP - Pilot

- Pilot the designed process with draft PDD and associated process tools

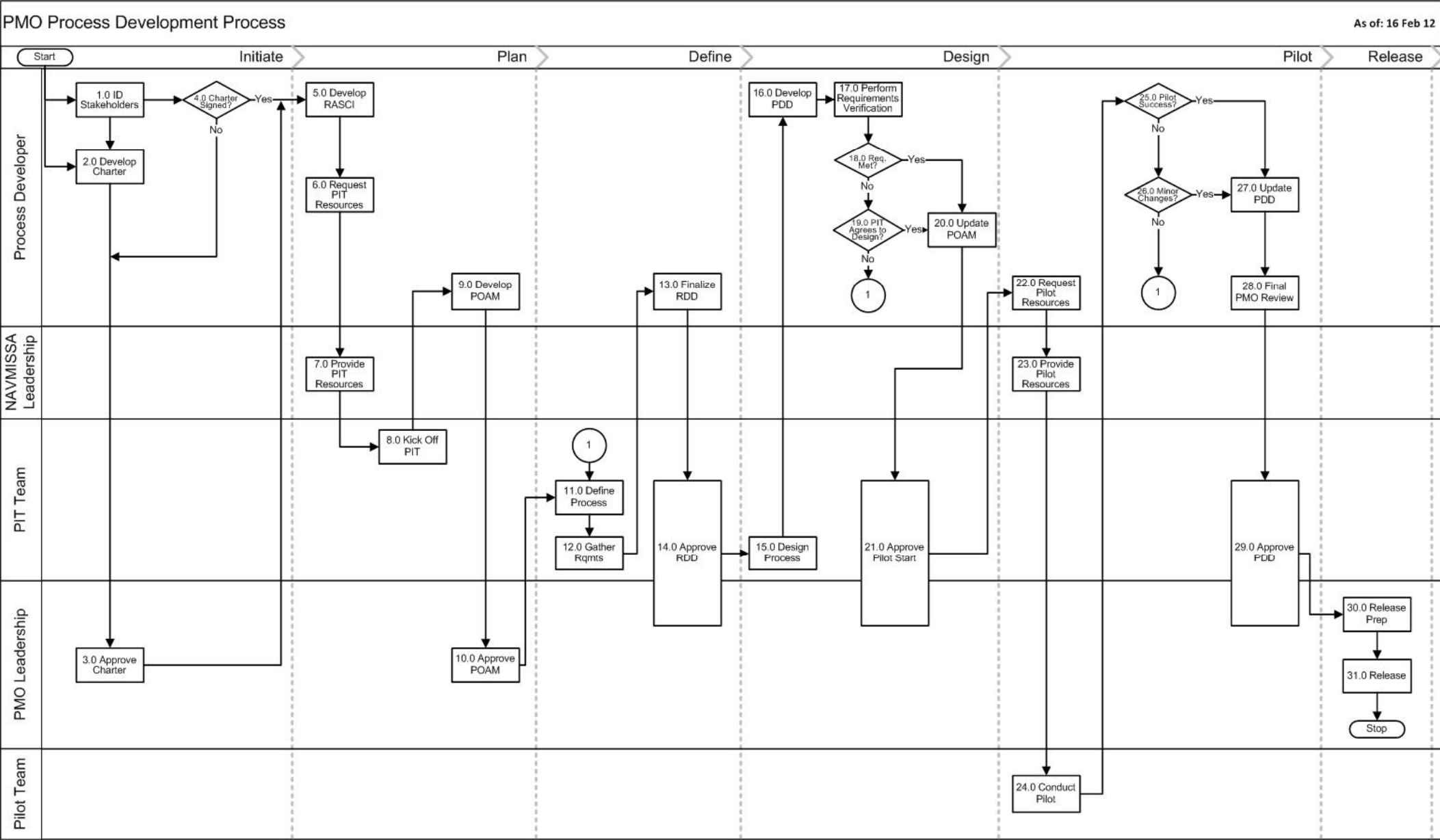


Implementing PDP - Release

- Final updates are made to the PDD and then routed for approval by the PIT and then management before released.



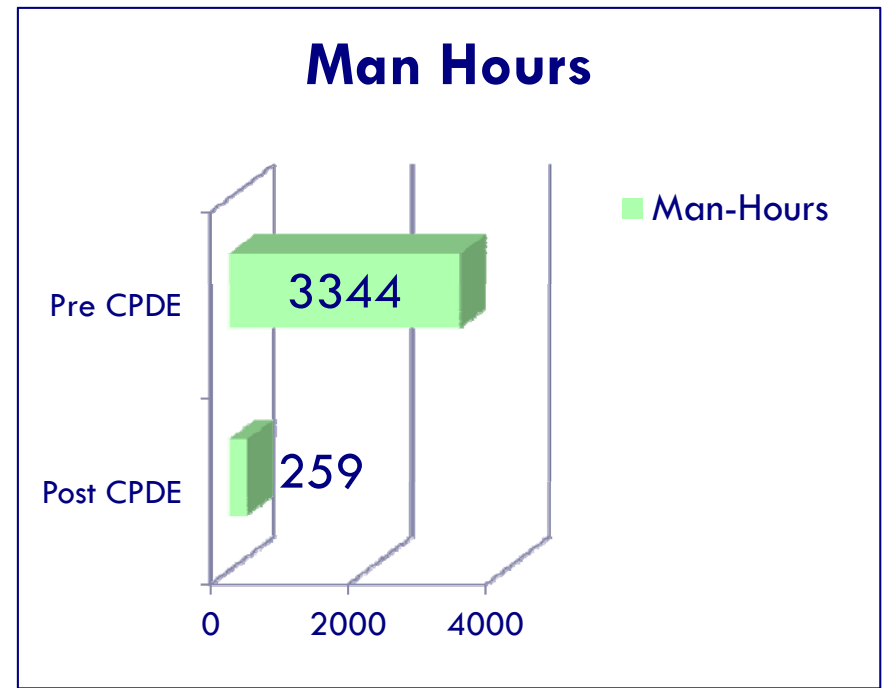
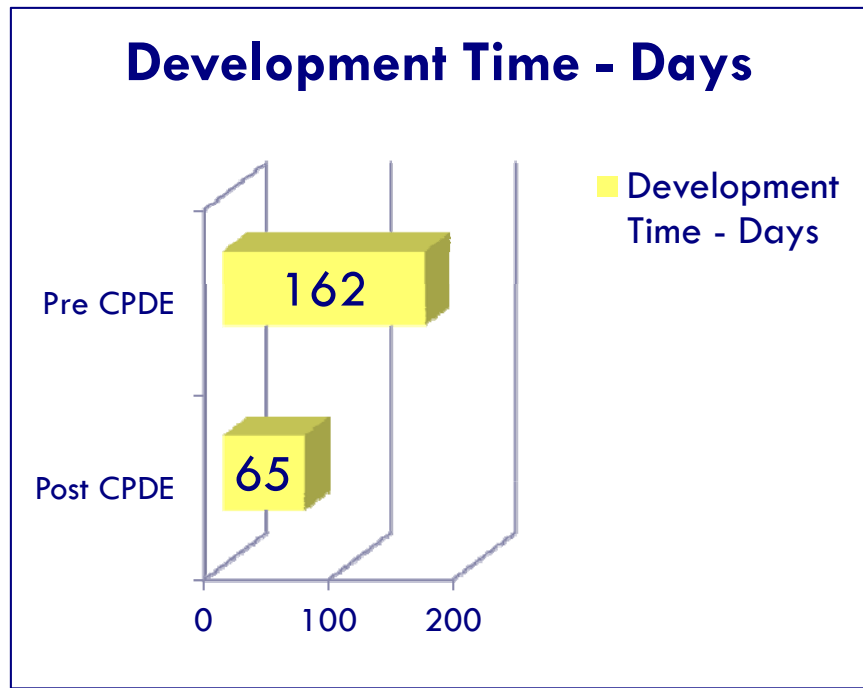
The PDP



Process Development Process Pilot

- 12 Project management processes
 - ✓ Cost, Schedule, Scope
- Conducted 2 developer lessons learned sessions
- Measured cycle times and assessed quality at each phase
- Held PIT lessons learned sessions

CPDE/PDP in Place – Real Results



■ Results

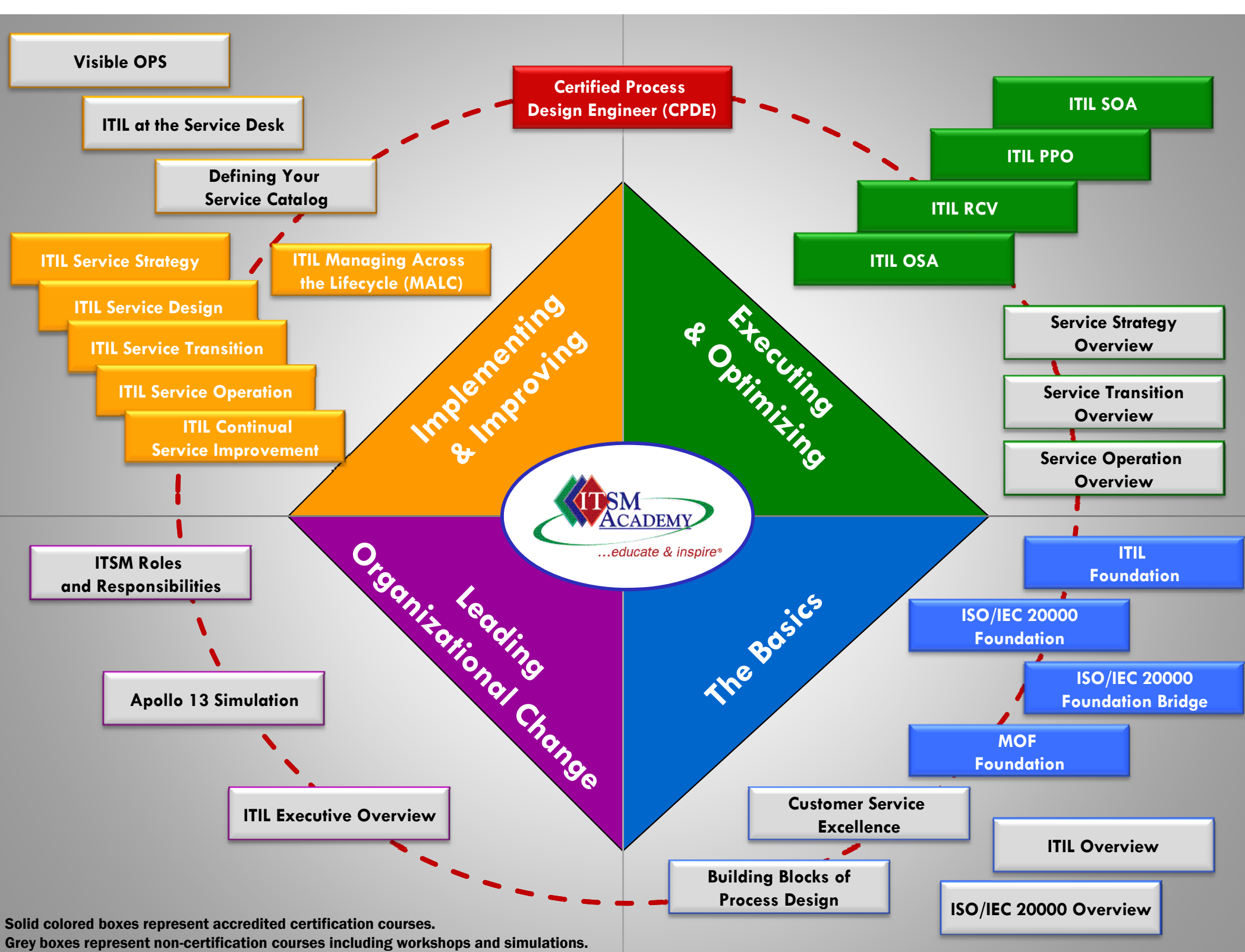
- ✓ 59.9% reduction in development time
- ✓ 92.3% reduction in man-hours
- ✓ Cost avoidance per process \$231,323

CPDE/PDP in Place – Real Value

- Organizational maturity and acceptance
- Standard for ALL processes
 - ✓ 12 Project Management Processes
 - ✓ 3 Service Management Processes
 - Incident, Change and Service Level
 - ✓ 5 Business Processes
 - Employee Hiring, Employee Check-In, COOP, LSS Project and Governance
- 3 process developers trained

Lessons Learned

- Policy
- Executive support
- Takes time to change culture



Questions?

