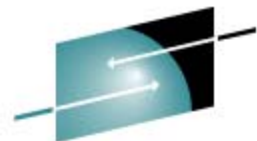


ITIL - A Service Catalog Overview

Reg Harbeck
CA

Monday, February 25, 2008
Session Number 5312





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Abstract

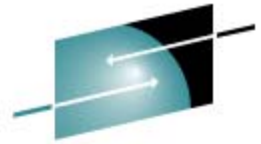
- Many organizations have been looking to Best Practices to assist them with in aligning IT to the Business.
- This session will discuss the role of the Service Catalog, its relationship to SLM, what the key components are and how to implement and automate them.

Trademark Notice

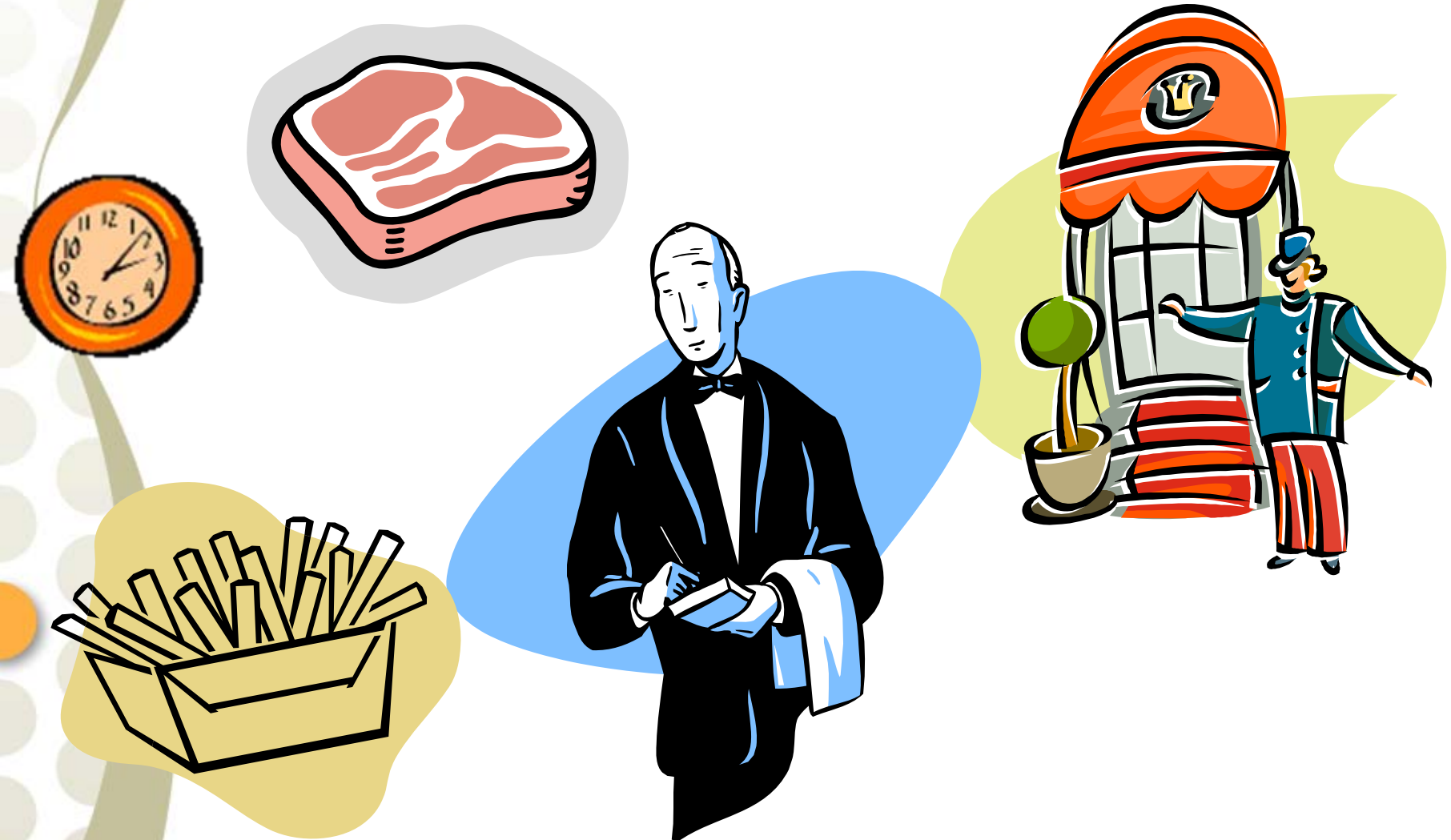
ITIL® is a registered trademark of OGC - the Office of Government Commerce.

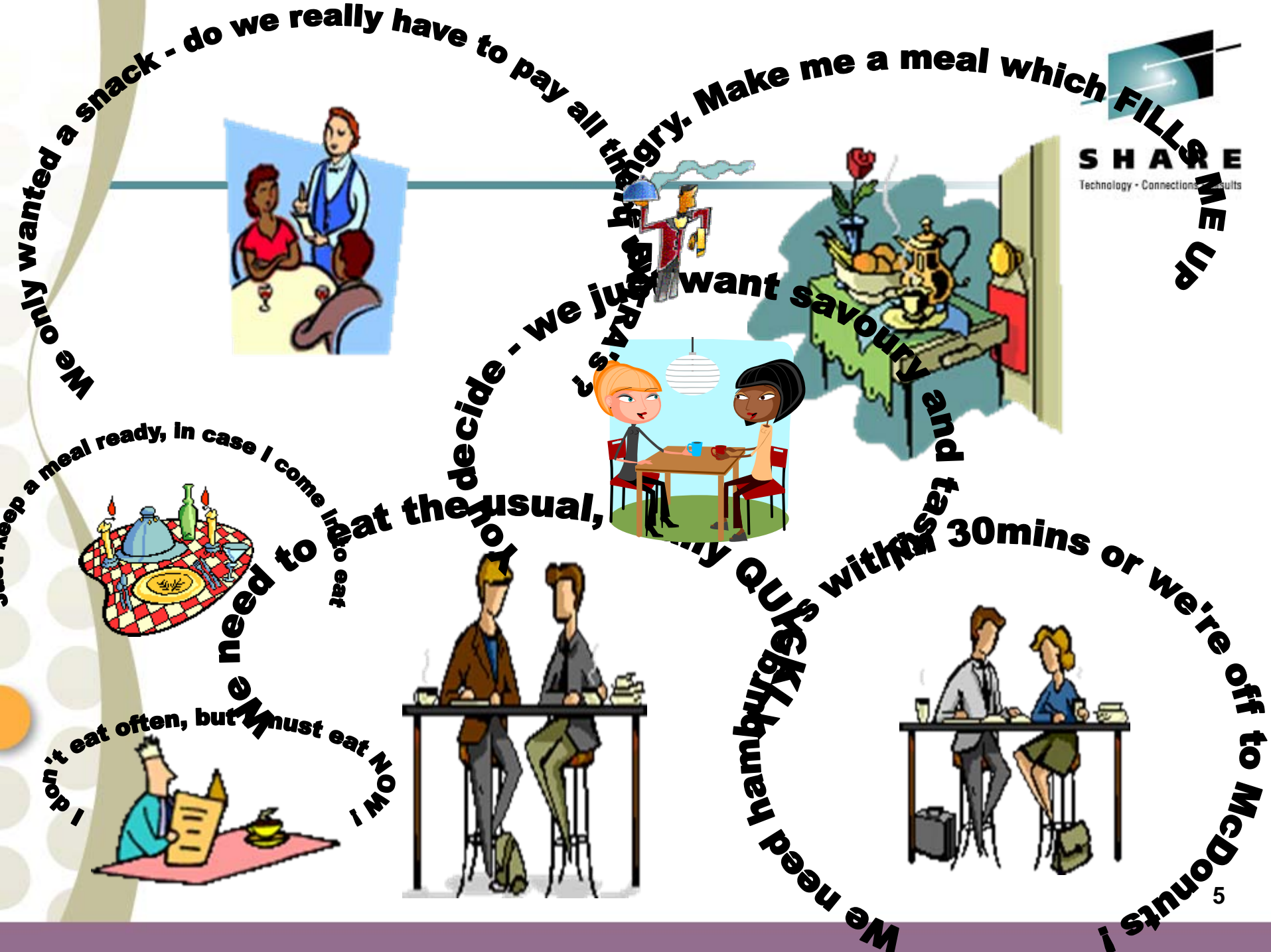


Once you have Service Level Agreements you'll want to monitor them



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We only wanted a snack - do we really have to pay all the way?



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FILLS ME UP



I want savoury and tasty

We need a quick hamburger with 30mins or we're off to McDonalds!



We need to decide - we just want savoury and tasty

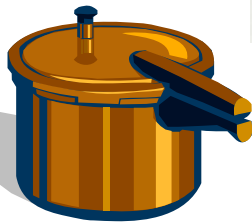
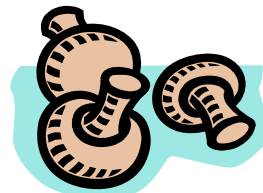
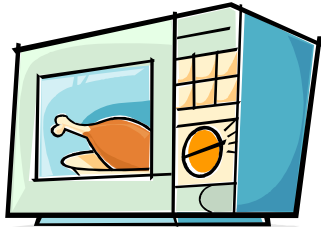
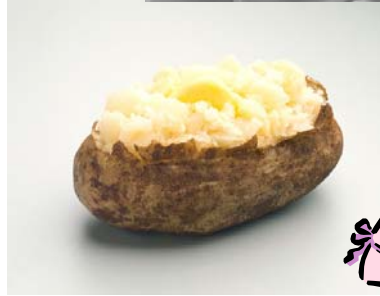
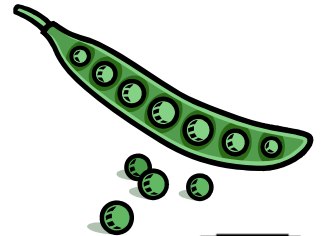
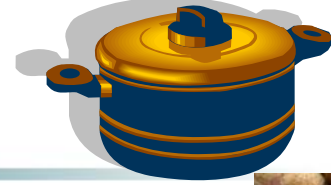
We need to eat the usual, no extra's?



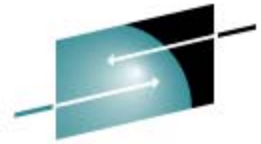
I don't eat often, but I must eat now!



Just keep a meal ready, in case I come in to eat



The Challenge: to Deliver Service



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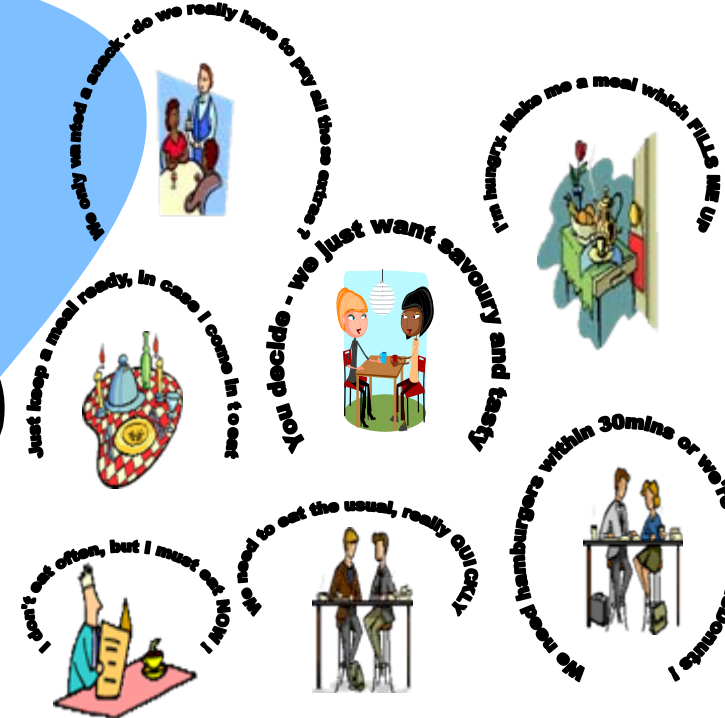
Infrastructure



Provider

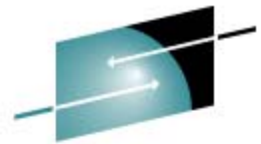


Consumer



Operational Processes

Defined Requirements

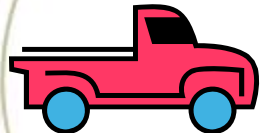


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Restaurants and SLM

Upstream Contracts



Supply &
Disposal
processes



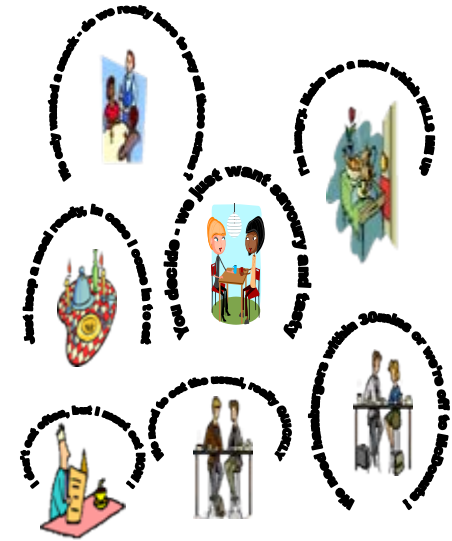
Recipes (Config !)
Changes
New dishes
Order foodstuff
Manage spend
Operations

Operational Level Agreements



Take orders
Incidents
Problems
Customer Care
Expectations

Service Level Agreements

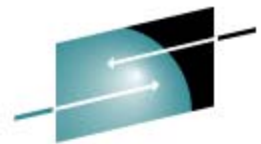


Right Cost
Right Quality
Right Timeframe
Retention /
Revenue

A connection
between quality, cost
and value

Service Level Management

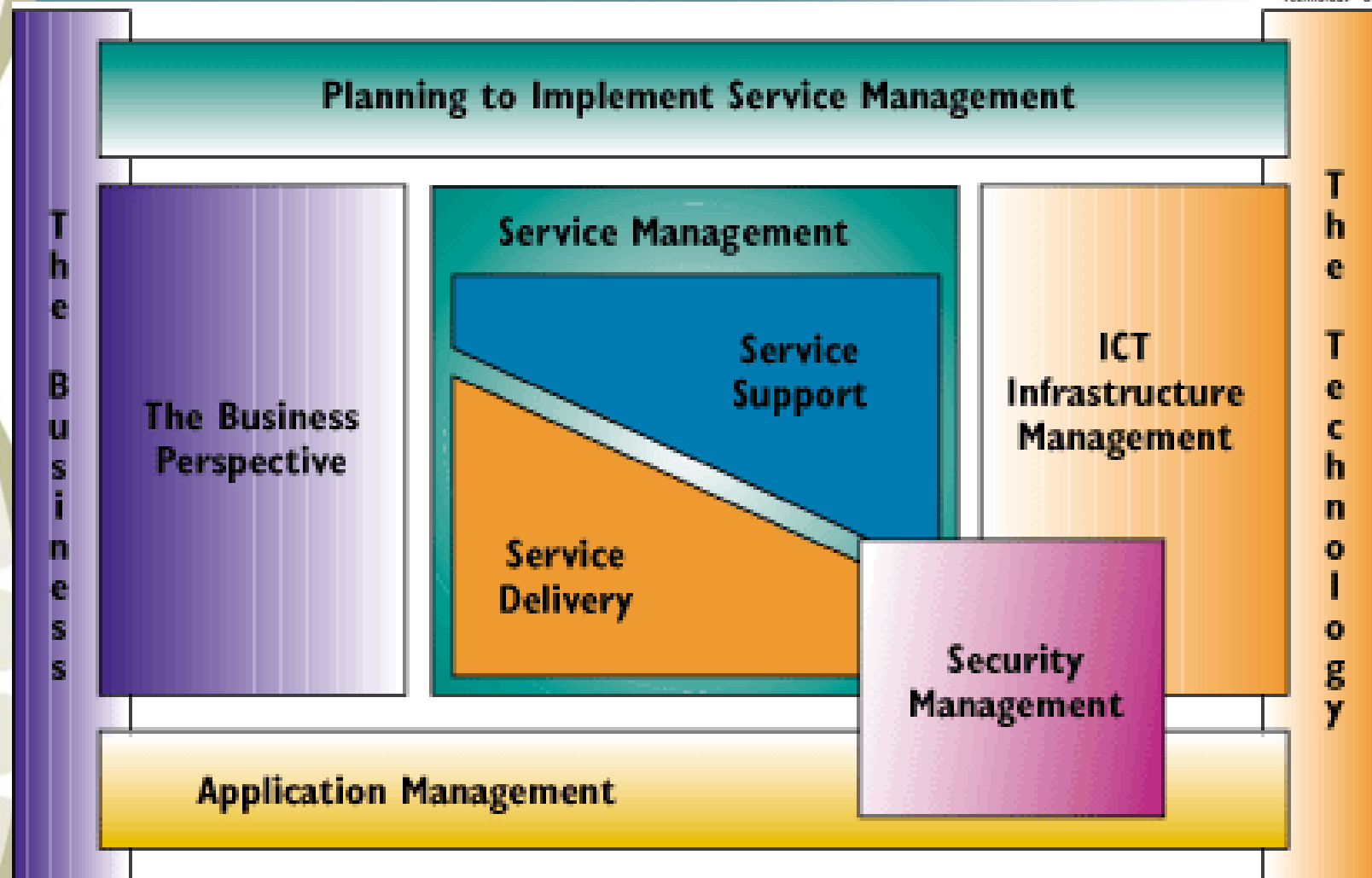




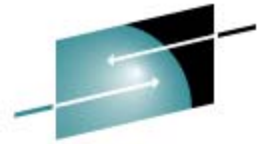
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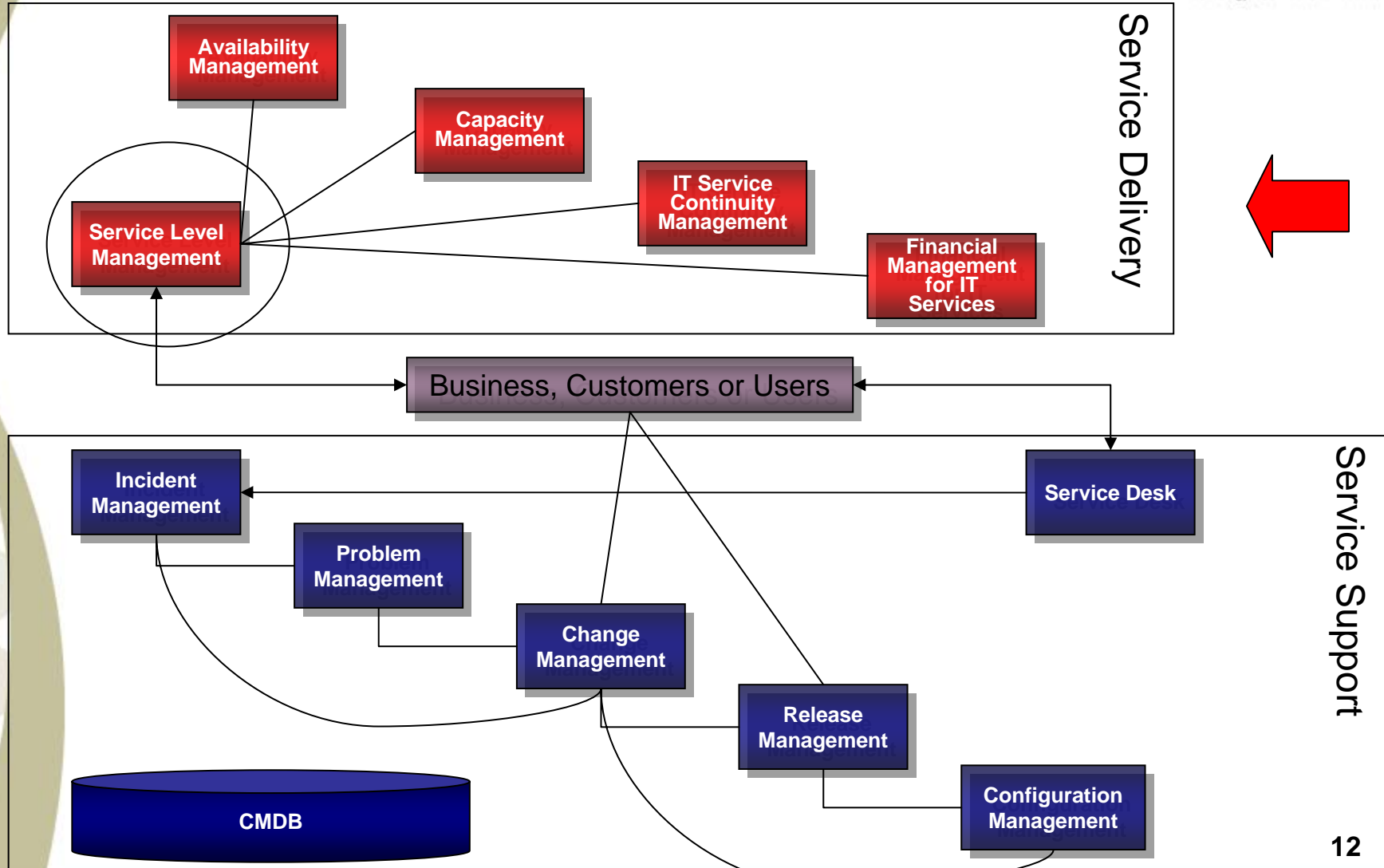
The ITIL Library (version 2)



The Big Picture, of What We Use....

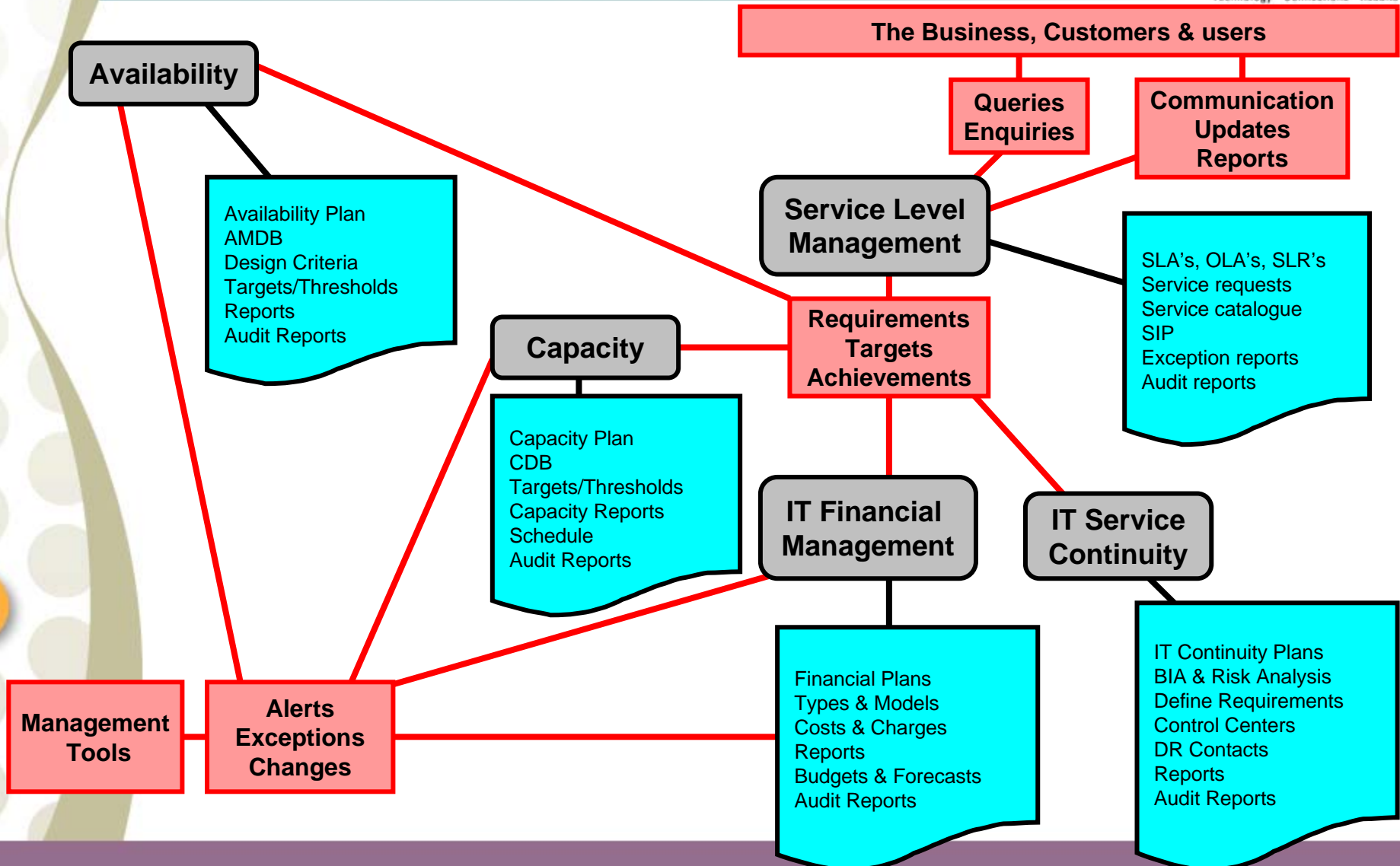


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A diagram showing a light ray passing through a lens. The ray enters from the left, passes through the lens, and exits to the right. The lens is represented by a blue curved shape. The ray is shown as a white line with arrows indicating its direction.

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Service Level Management

Service Level Management ensures agreement to and monitoring of an optimal level of IT service - in close cooperation between the providers and suppliers

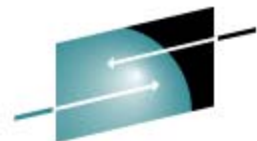
**The “User” is the person using the service
The “Customer” is the one who pays for the service
They can be the same....**

Service Level Management

To maintain and improve IT service quality through a constant cycle of agreeing, monitoring and reporting to meet the customers' business objectives

Benefits - Running IT as a Business

- Managing the demand for and supply of IT services to deliver high quality at the appropriate cost
- Aligning IT priorities with business priorities
- Understanding the business process and being able to manage it
- Deliver and support IT service levels desired by the business
- Creating an information architecture that delivers flexibility and supports decision making and compliance
- Understanding IT service requirements and defining them in dialog with business consumers
- Mapping defined business objectives to existing infrastructure and operational capabilities
- Establishing metrics that can help out quantify and define IT services



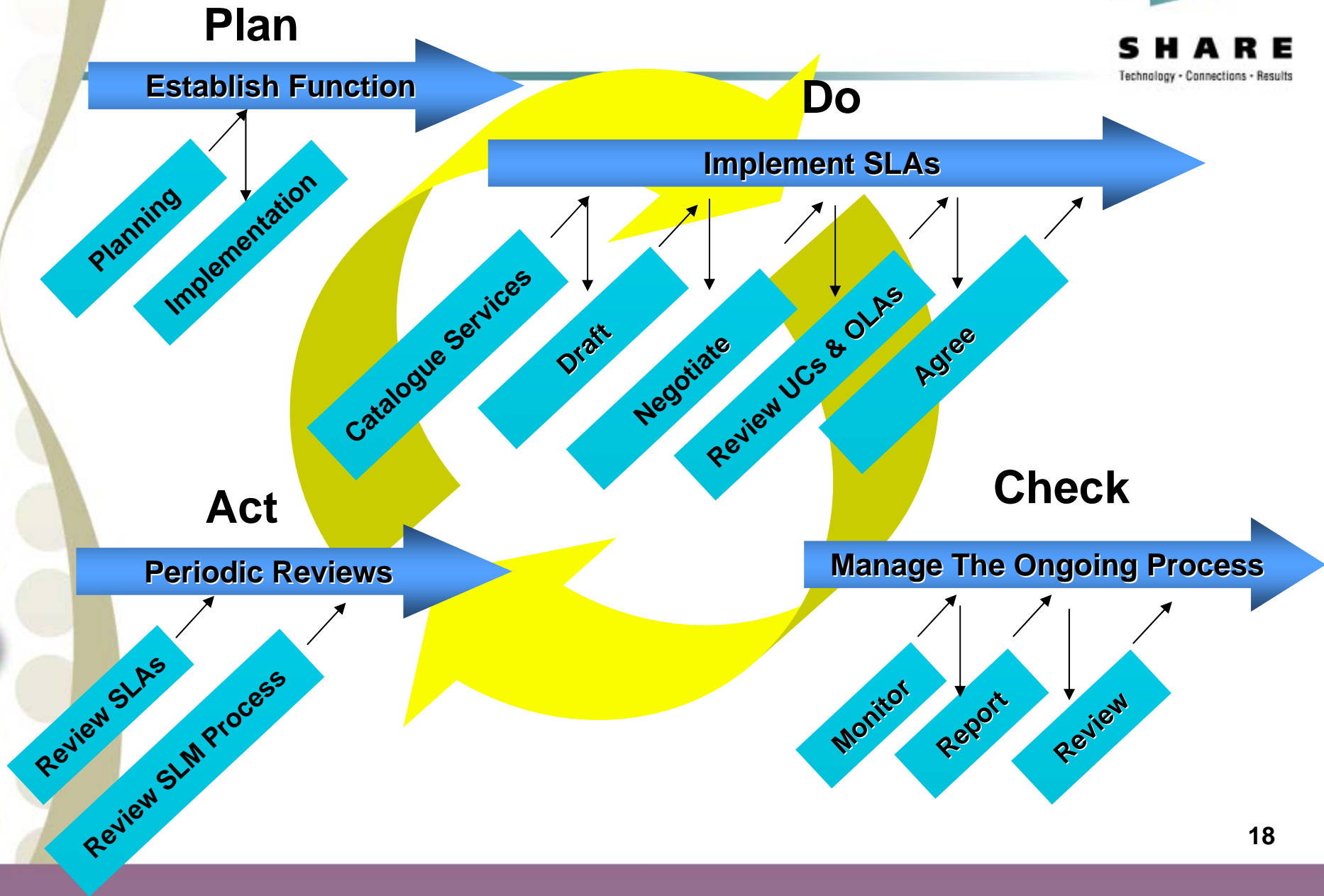
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Key Definitions

- Service Level Agreement (SLA)
- Operational Level Agreement (OLA)
- Underpinning Contract (UC)
- Service Catalog
- Service Improvement Program (SIP)
- Service Level Requirements (SLR)

Activity Summary



SLM Terminology

Service Catalog

A document which describes the Services provided and/or brokered to Customers by Information Services. The catalog forms the basis for the understanding of all services offered including hours of operation, functionality, features, components, charges, changes to service, etc

Service Level Agreements (SLA)

A formal agreement between the customer and the service provider in which service provision is described and achievable targets are identified. This document forms the parameters for the service operation

SLM Terminology

Operational Level Agreement (OLA)

A agreement which defines internal support requirements between the IT Support organization sub-groups. OLAs to be successful should ensure that SLA and UC targets can be achieved.

Underpinning Contract (UC)

An agreement (usually a signed contract) which defines the support requirements between the IT Organization and external vendors and partners. UCs are required to ensure both OLA and SLA targets can be achieved

What Is An IT Service?

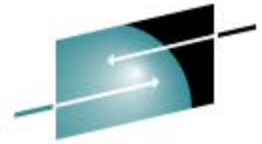
Service

- One or more technical or professional IT capabilities which enable a business process.
- Fulfills one or more needs of the customer
- Supports the customer's business objectives
- Is perceived by the customer as a coherent whole

System

- An integrated composite that consists of one or more of the processes, hardware, software, facilities and people, that provides a capability to satisfy a stated need or objective.
- Collection of configuration items necessary to deliver an IT service

IT View of SLM

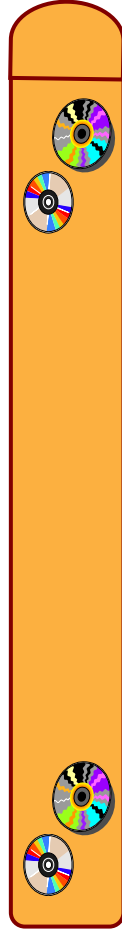


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Silos



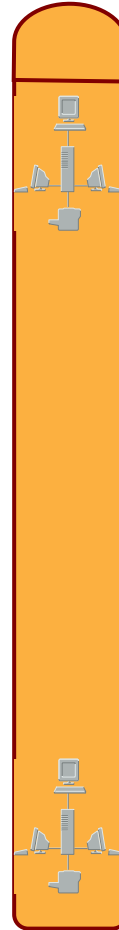
Mainframe



Desktop



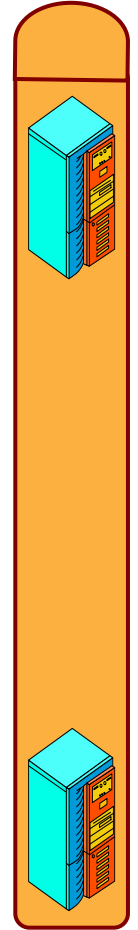
Storage



Network

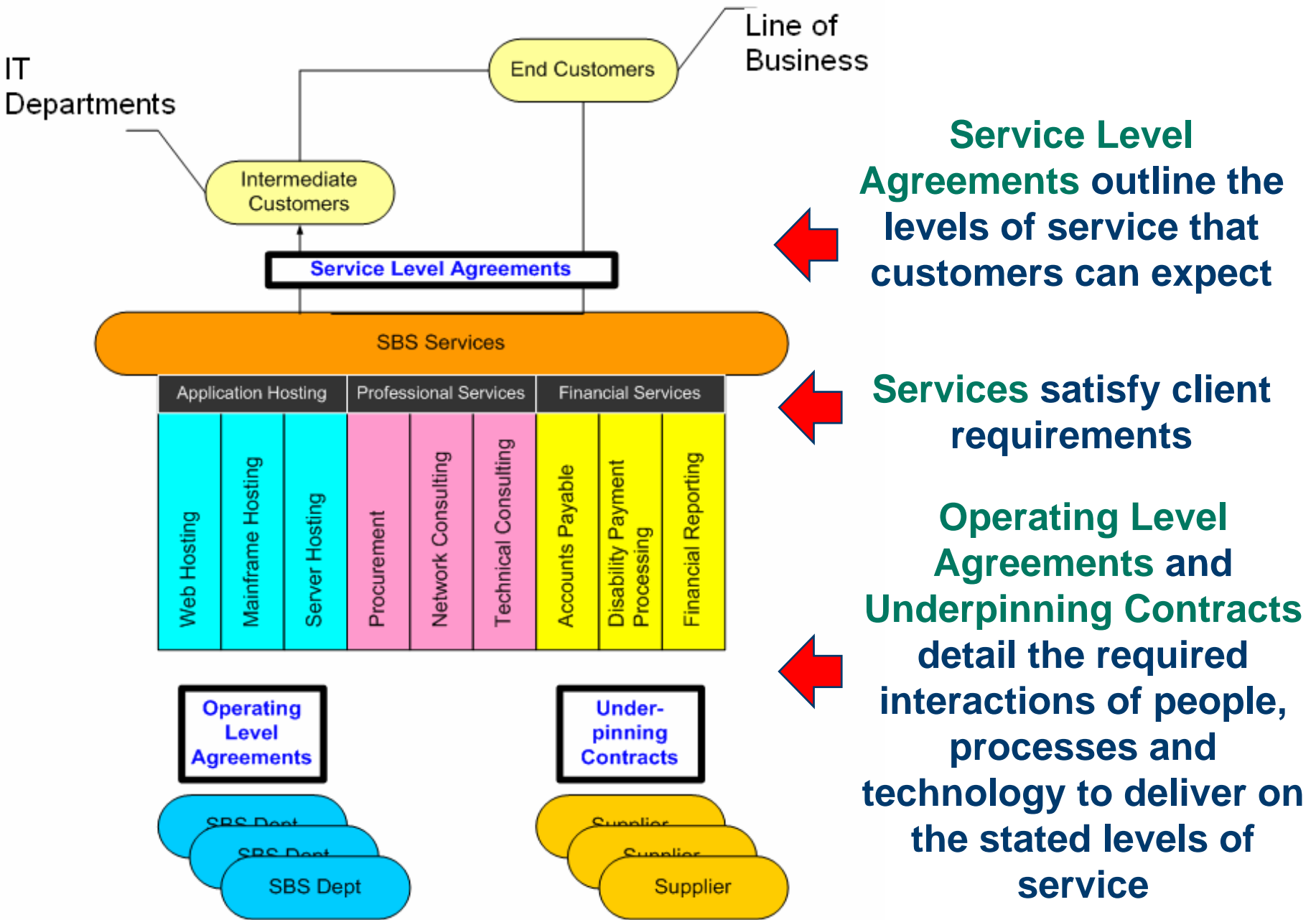


Security

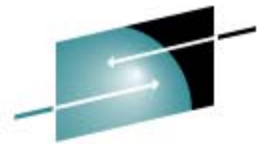


Server

Structure of SLM

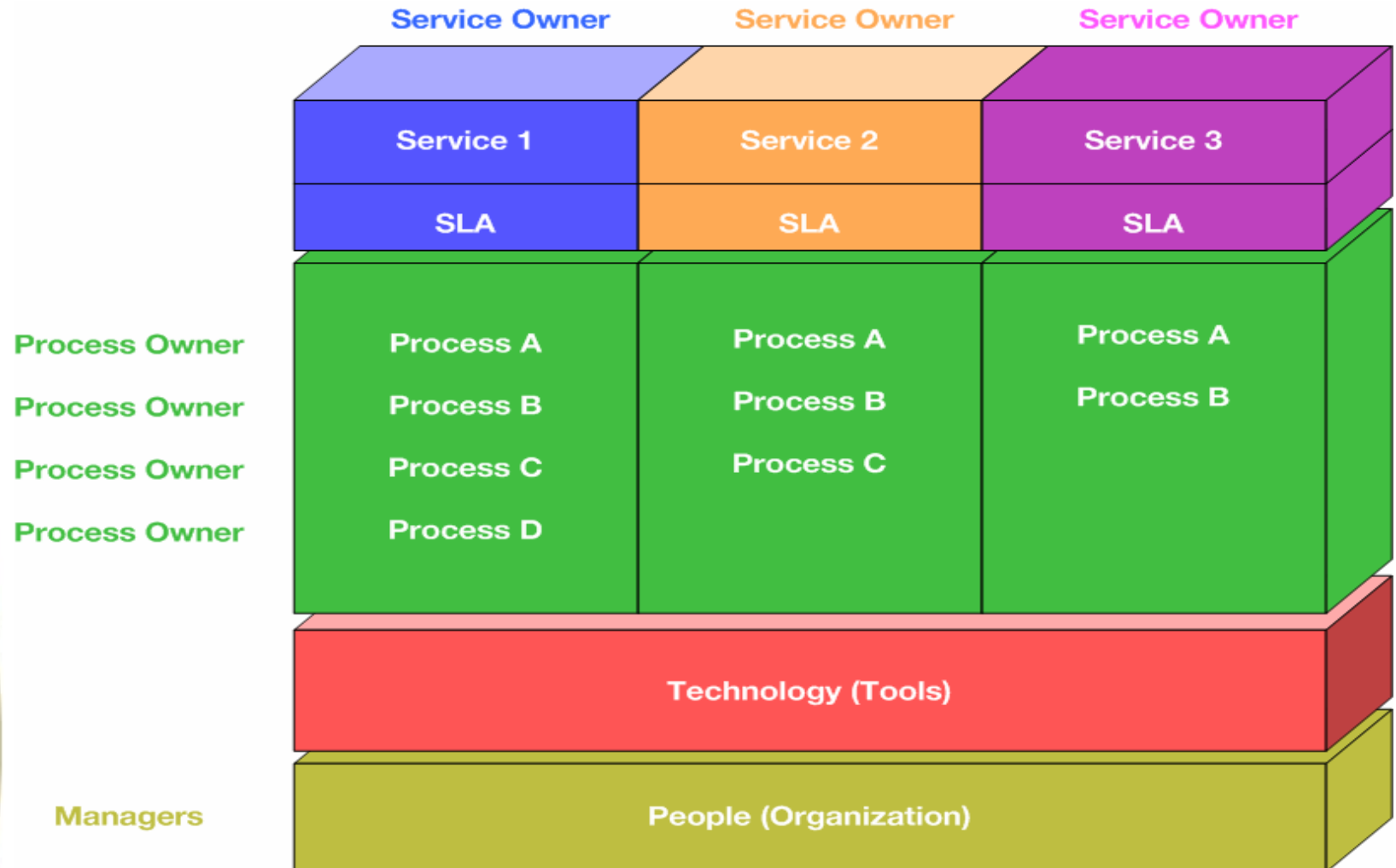


Services & Processes & Functional Areas



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Service Definition Process

- Definition of Major Business Processes
- Define the IT Services
- Map IT Systems to IT Services
- Map IT Components to IT Systems

Business Process

Communications

IT Services

Email

Voice

IT Systems

MS Exchange

Lotus Notes

Service Breakdown Structure – an examples

Business Service Bundle

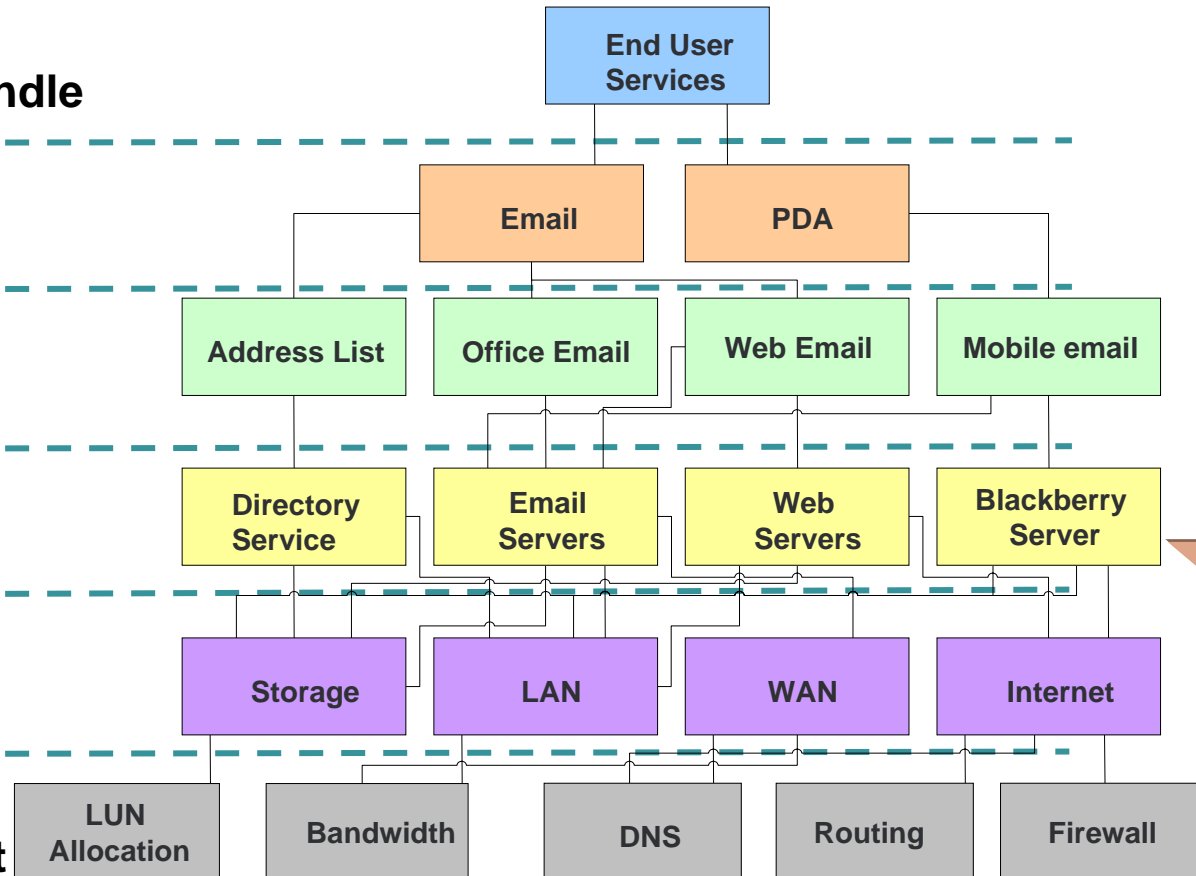
Business Service

IT Service Bundle

IT Service

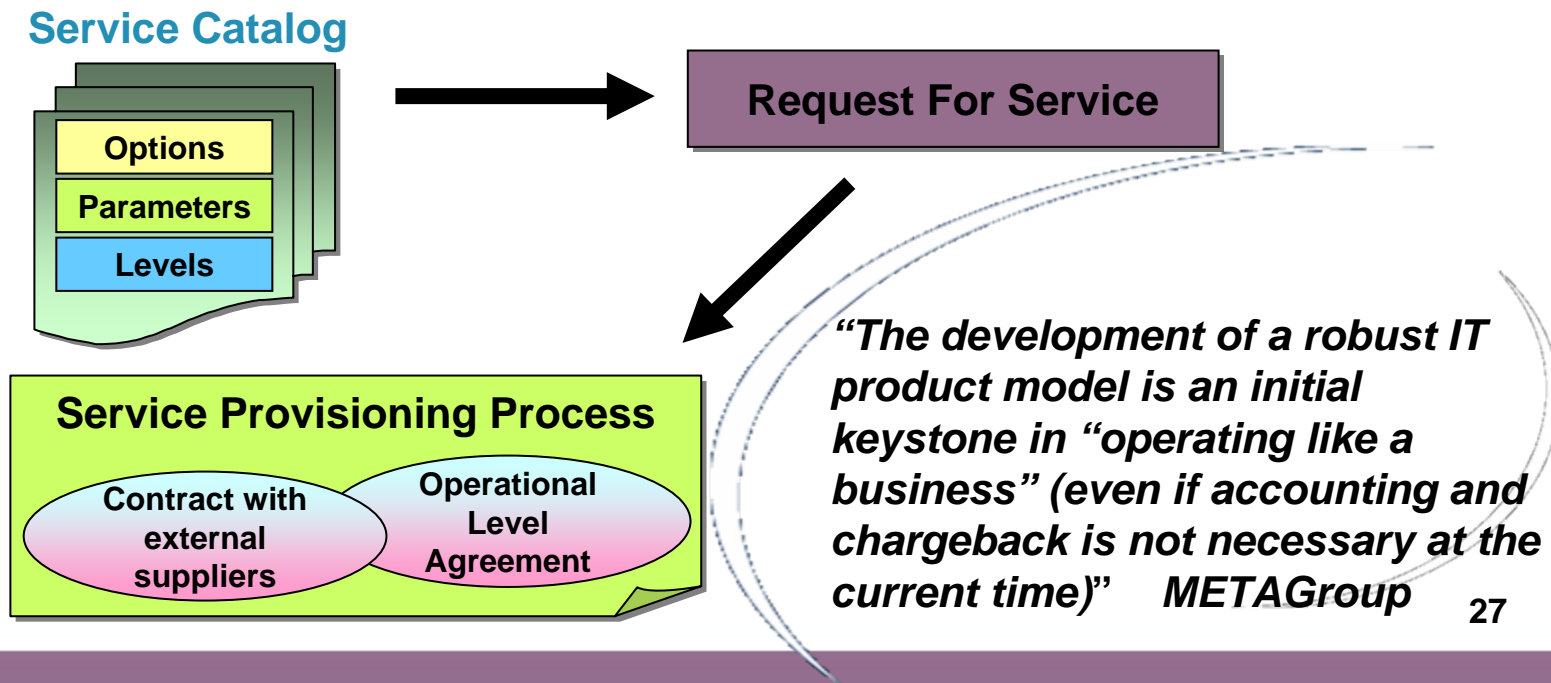
IT Core Service

Service Component



Service Catalog Overview

- An IT service is a combination of one or more technical or professional IT capabilities that enable a business process or provide a business value
- A service catalog contains a list of services along with specific terms and default parameters for services provided with the default levels and related options. It gives the organization a profile of the service provider and the users an overview of available services

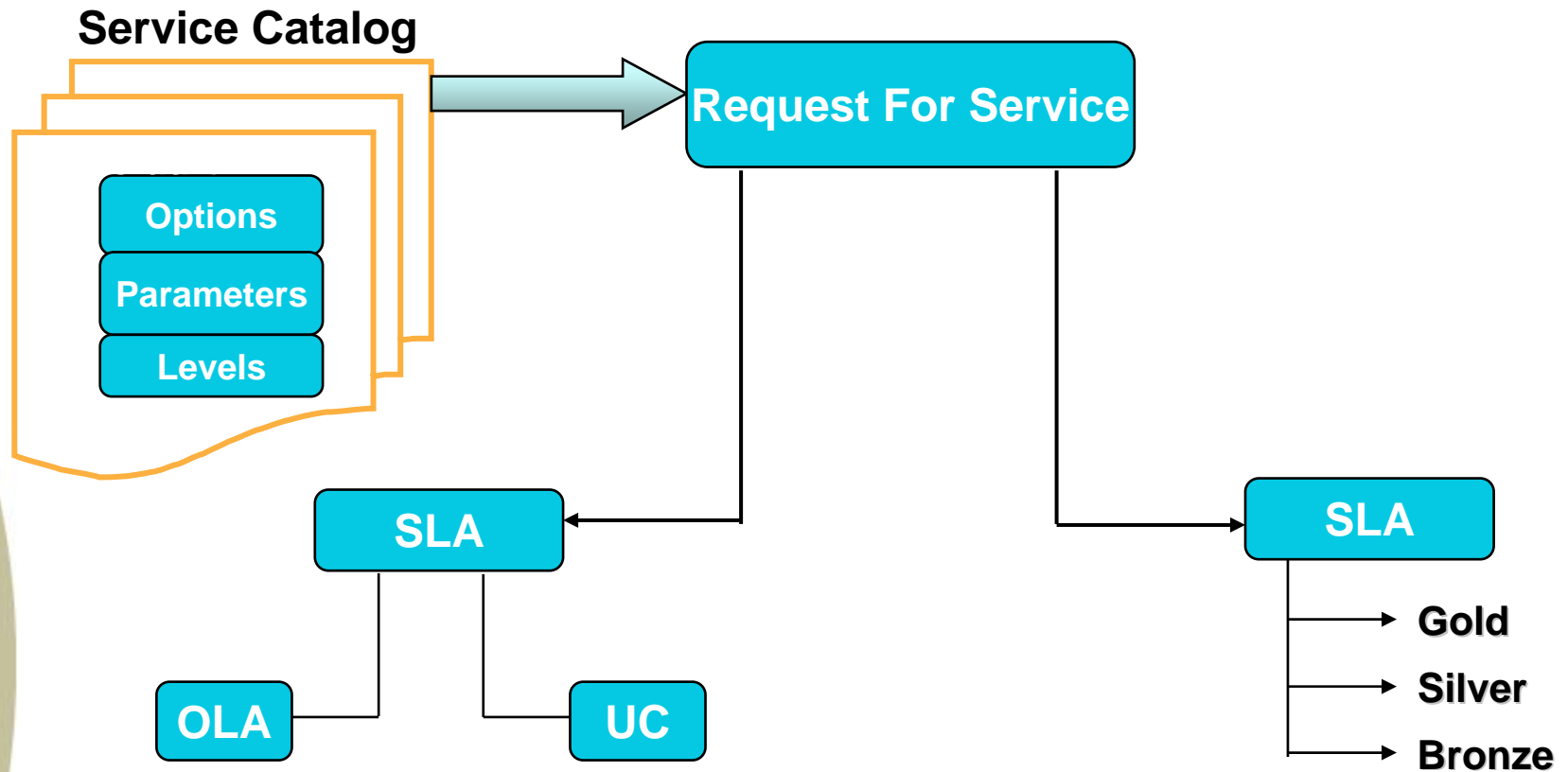


Service Catalog

- Identifies the services offered
- Should reflect the default levels of service that would work for the majority of your organization
- This becomes a master SLA that allows for different levels of service to be driven from the default levels of service
- Doesn't require an SLA for each customer
- Easier to update and maintain than separate SLA's
- Accessible by the customer
- Non-technical document
- Includes a glossary of terms

The Service Catalog

- Defines the default services with the default levels of service and the options



Service Catalog Outline

- Description of service
- Service hours
- Service availability
- Support levels
- Performance
- Functionality
- Charges
- Contingency
- Backup & Recovery
- Restrictions
- Report Distribution
- Amendments / Supplements
- Reviews
- Glossary
- SLA Templates

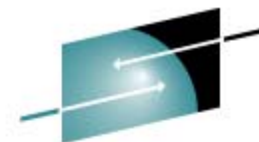
Creation of the Service Catalog

- Define Services
 - Create a Service Map or domain map for guidance
 - Define services around ITIL (at minimum reality check)
 - Ensure services follow major industry benchmark
 - Ensure services align to business strategy
- Define components of each Service Area
 - “Part Number” creation
 - Service Packages
- Define Roles for each Service
 - Customer Roles
 - Provider Roles
- Develop Service Level objectives
- Develop Operating Level Agreements (OLA's) where services span functions
- Automate Services where possible

Catalog Definitions

Attribute Name	Definition
Service Description	Brief description of the service which explains what the service includes
Service Exclusions	Brief clarification regarding what is not included in the service
Service Core Dependencies	Listing of the underlying services and processes that are necessary for this service
Service Options	The various components/options available to users when ordering the service
Service Hours	The time period during which the service can be ordered
Planned Down Time	Time period during which the service is not available due to scheduled maintenance
Service Availability	Defined Service Hours during which service is available for requests
Service Owner	The person responsible for the service
Service Users	The intended group of requesters for this service
Performance Measures	Defined performance measurements for the service fulfillment with a base line target
Key Performance Indicators	Performance measurements which are primary indicators of the performance of the fulfillment of this service
Key Goal Indicators	The overall company benefit in regards to this service
Collection Method	An overview of the intended data collection method and frequency
Charging Policies	Charging Policy for the service
Cost Categorization to Business Unit	Definition of the cost categorization of the service in regards to various aspect (Direct vs. Indirect, Capital vs. Operational, Fixed vs. Variable, Cost Type, Cost Elements, Cost Units)

Sample Catalog



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IT Support Services

Hardware

Procurement
Administration
Install/Move/Add/
Change (IMAC)
Break/Fix
Retire/Disposal
Mtce/Support
Perf Monitoring

Software

Procurement
Install/Upgrade/
Remove
Break/Fix

Email

Acct Setup/Term
Increase Mailbox
Archive Mailbox
Recover Mailbox
Email Dist List
Email Forms
SPAM Filter

Security

Password Reset
Virus Protection
VPN Access
Appl Access

Data Mgmt

Backup/Restore
Retention Mgmt

Support

Empl Self-Service
Knowledge
Service Levels

Special Projects

On-going
Tactical
Strategic
Infrastructure

Audit Support

Virtual Office Setup

Telecom

Desk Phone/ Accessories

Voicemail

Mobile Phone/ Accessories

Handheld Devices

Pager
Fax
Corp Calling Card
Conference Bridge
Video Conference
Webcast
Analog Line

PBX
Centrex
IVR
ACD
Satellite

Network

Network Engineering/ Design

Network Performance Testing/Tuning

Network Education

Network Vulnerability Analysis

New Network Drop
LAN Admin
WAN Admin
Wireless Ntwk Admin
Firewalls
Ntwk Authentication

Internal Network Access Request

External Network Access Request

Fileshare Request

Sample Catalog

Application Services

Appl Environment Setup
Database Services
Appl Hosting
Appl Admin
Appl Monitoring
Appl Perf Test/Tune
Backup/Recovery
Appl Access
Appl Reports
Appl Training

Project Services

Vendor Product Eval
Vendor Management
Contract Negotiation
New Project Request
Project Management
Business Continuity Planning

Corporate Services

Business Cards

Corporate Charge Card

Travel Services

Expense Reimbursement

Education

Holiday/Special Event Planning

Employee Recognition

Community Service Projects

Personnel Services

Recruitment

New Hire Setup

Temp Employee Setup

Immigration Package

Benefits

Time Reporting

Vacation/Leave Requests

Role Change

Relocation Package

Employee Exit

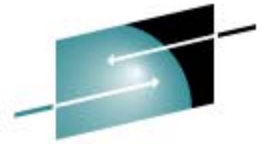
Facilities Services

Conference Rooms
Kitchen/Break Rooms
Refreshments/Food Services
Printing/Copying
Mail
Space Planning
New Office Setup
Office Relocation
Office Furniture/Accessories
Office supplies
Housekeeping
Maintenance/Repairs
Security
Parking/Transportation
Health/Safety
Concierge Services

The Service Catalog & SLA Relationship

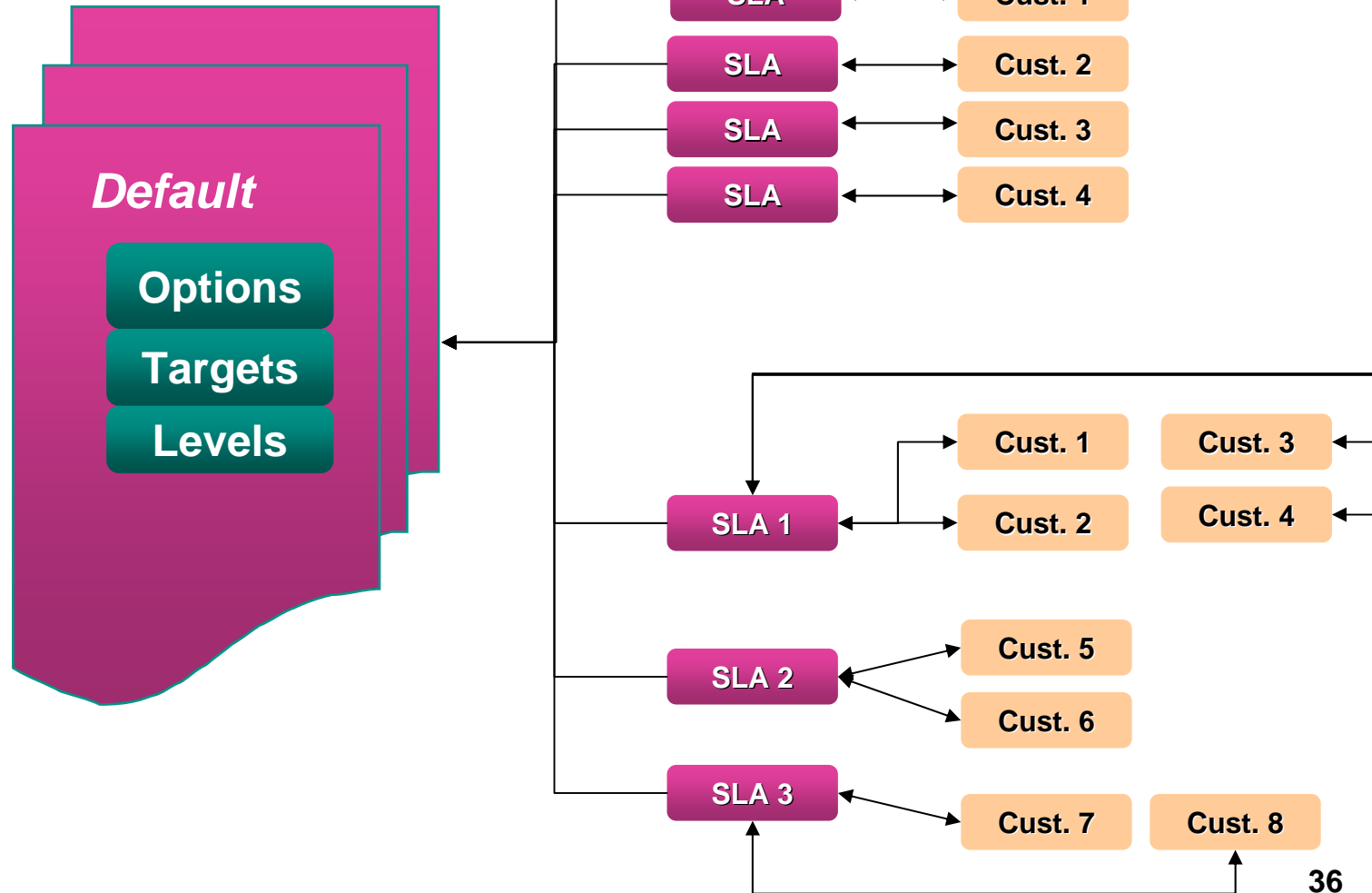
- A formal agreement between the customer(s) and the IT service provider specifying service levels and the terms under which a service or a package of services is provided to the customer
- It describes deviations from the standard services, options and levels described in the Service Catalog

SLA Structures

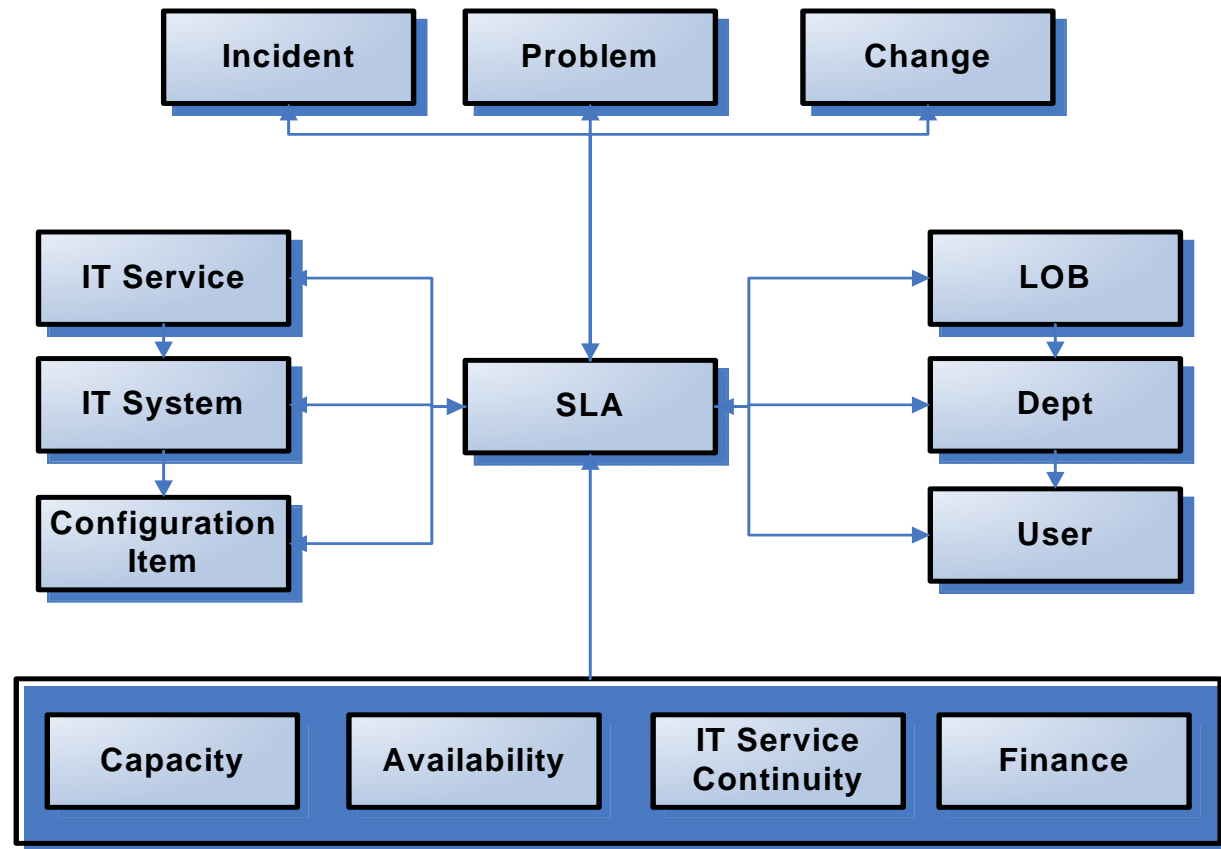


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Service Catalog



Automating SLA Relationships



Management Information – Regular reports

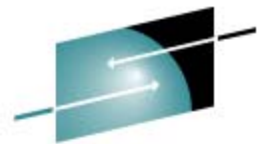
- Regular Reports
 - Targets / achievements
 - Corporate / business planning
 - Threshold and alerts
 - Quality measures
 - External factors

Management Information

- **Sample Metrics**
 - Number of occasions when agreed service levels are not provided
 - Service level reports are produced on time, are distributed to the right people and are effective
 - Service reviews with customers are regular and constructive
- The elapsed time to follow up and resolve issues raised by customers, is reducing over time
- Shortfalls in service level management are reducing over time
- Possible improvements in SLM are implemented more quickly, over time
- Active and accurate interfaces with other SM functions are growing

Implement The Process

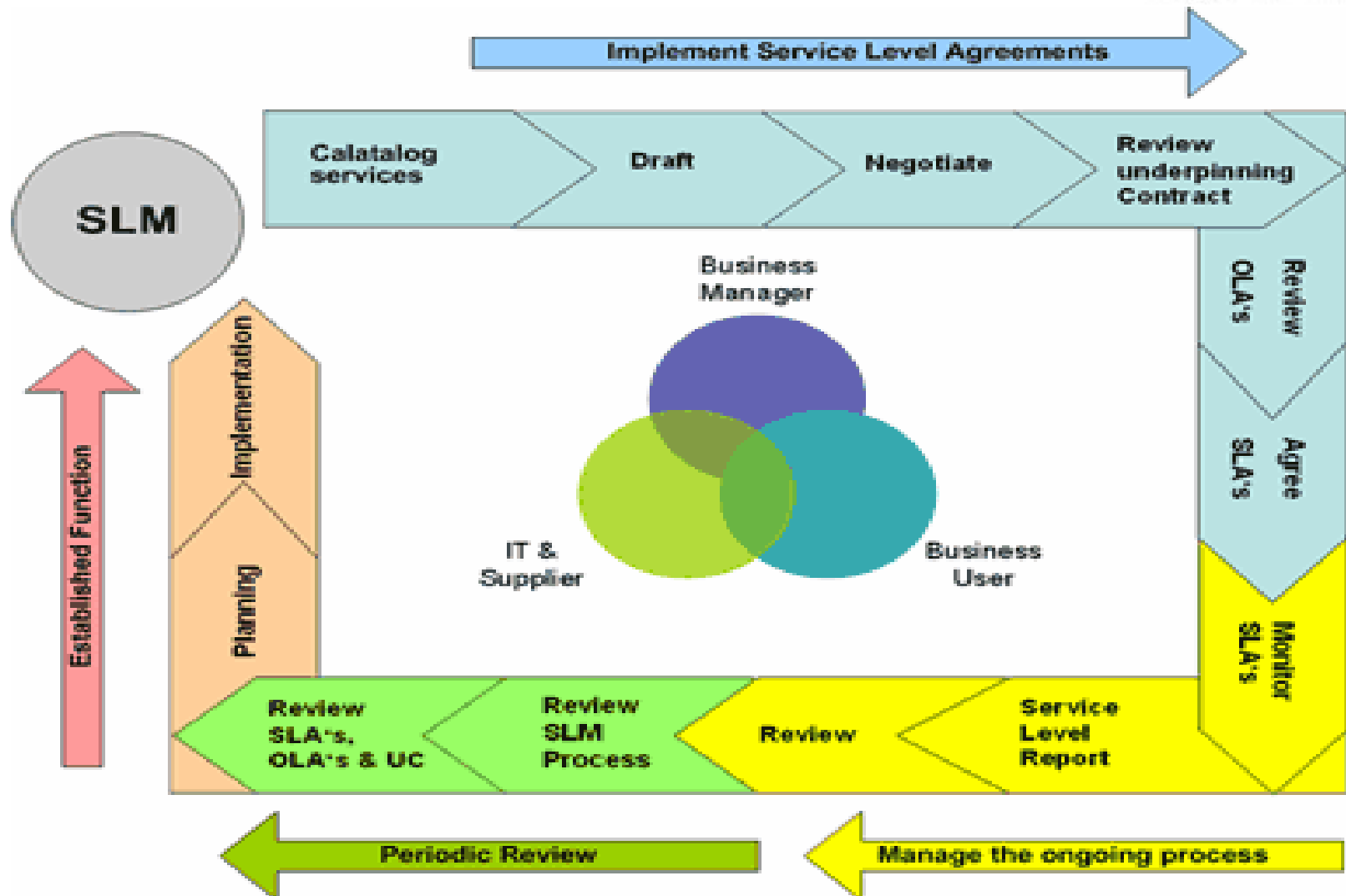
- Create Service Catalog
- Benchmark the current service performance
- Initial offering to the customer based on the default level of service using the known data
- Draft SLA's, OLA's, UC's based initial feedback from customer, or known performance of service
- Document Service Level Targets/Statements
- Get agreement that either the default level of service meets the customer's need, or requires a new Service Level Agreement

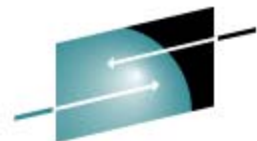


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Service Level Management, the process





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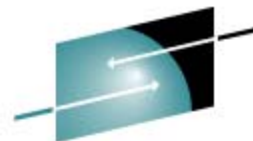
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Challenges, yes there are a few.....

- Monitoring actual achievements
- Ensuring targets are achievable prior to agreement
- Inadequate supporting agreements
- IT based rather than business aligned
- SLAs not communicated

Metrics & Management Reports

- Number or percentage of services covered by SLAs
- Are underpinning contracts and OLAs in place for all SLAs?
- Regular review meetings and any service improvement programs
- How many service breaches?
- Are service breaches followed up effectively?



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Summary

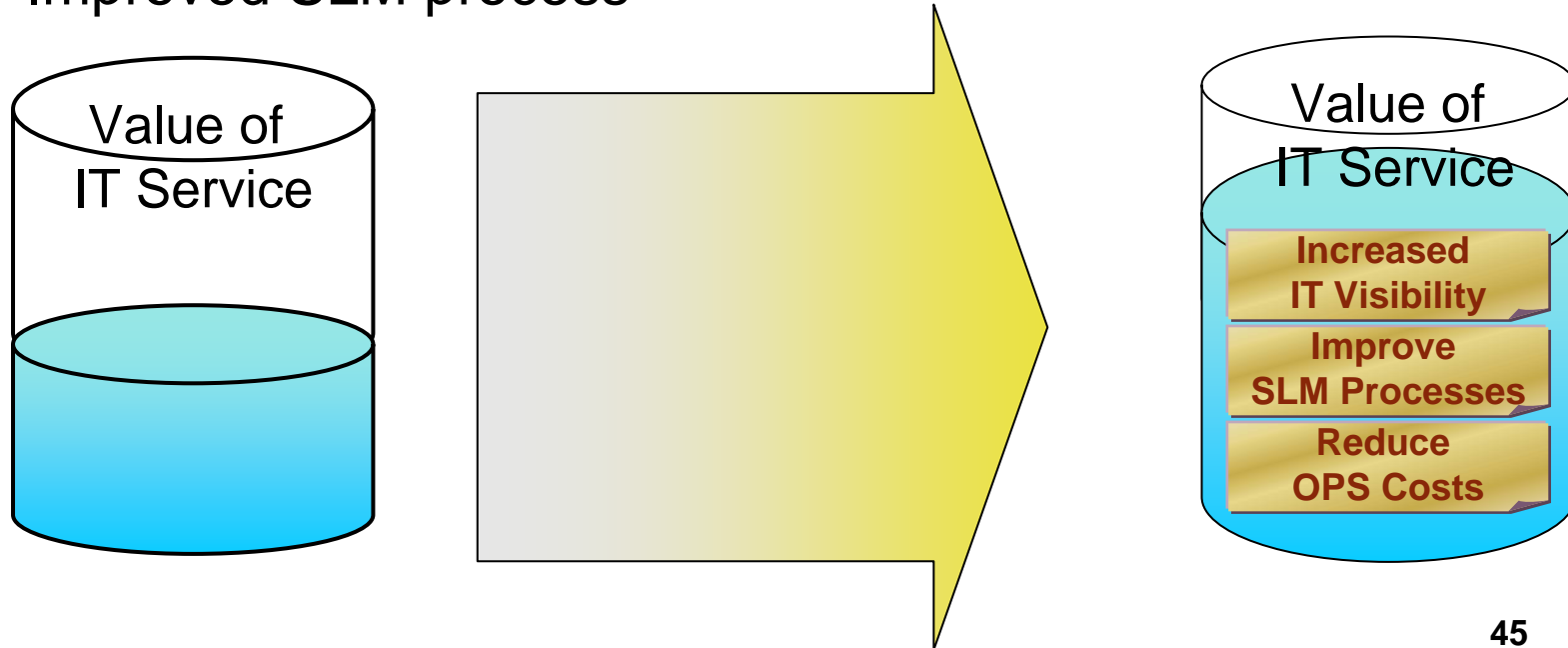


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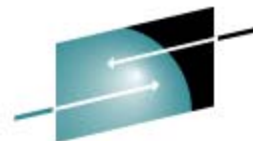
Benefit of SLM

- Serves as a foundation of chargeback and SLA reporting
- Increased service visibility
- Reduced operational costs
- Improved SLM process



Conclusion checklist for SLM

- Identify Services and Customers
- Identify current contracts and agreements
- Define current IT capabilities
- Produce a Service Catalog
- Define and Document Process
- Define SLA Structure
- Define Reporting and Review Procedures
- Implement Pilot SLA
- Publicize the existence of SLAs
- Rollout remaining SLAs
- Analyze, Report, Review



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Questions



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