IT Service Management Maturity Assessment

Service Brief

Introduction

A primary focus of IT Service Management (ITSM) is the application of IT best practices (founded in ITIL) to enable IT to be a more effective service provider across the enterprise to satisfy the organization's business requirements.

Although managing the IT infrastructure itself is a necessary component of most ITSM solutions, it is not the primary focus. Instead ITSM addresses the need to align the delivery of IT services closely with the needs of the business. This involves a transformation of the traditional *Business - IT paradigm* into one that is process-oriented, proactive, and enterprise wide. This service provider paradigm encompasses IT best practices using the perspectives of people, process, technology, organization, and integration.

Within this ITSM service provider paradigm there are several focus areas such as business objectives, service level objectives, and technology infrastructure that with other areas play critical roles in the ITSM methods and best practices.

This ITSM Assessment service is a necessary first step in achieving ITSM and best practice implementation. It encompasses the following:
1) Determine the current, existing IT infrastructure, processes, and services
2) Develop a desired future state of IT and the services it needs to provide
3) Architect a "roadmap" that depicts how to get to the desired state from the current state
4) Determine the steps needed to execute the roadmap

Scope and Objectives

The main objective of this service is to assess and plan for tactical and strategic technology infrastructure in the selected ITSM areas listed below. More specifically, these areas will be addressed within a framework of people, process, technology, organization, and integration with a focus on tactical management and strategic positioning. These areas include but are not limited to:
- ITIL Service Delivery areas (availability, service continuity, capacity, service level, financial management)
- ITIL Service Support areas (configuration, change, release, incident, problem management, and service desk)
- The organization's business strategy that focuses on how the current business requirements are linked to technology infrastructure and what are the processes that do so
- Service planning to focus on how IT provides internal and external services to the organization, the processes for doing so, and CRM processes
- Organization planning that focuses on how the organization adapts to internal and external business factors that impact the IT infrastructure, what is the impact of corporate culture on IT, and how is IT integrated within the organization
- Technology planning that focuses on how does IT plan its technology infrastructure internally and externally around the organization's business requirements and model

This assessment service will allow an organization to:
- Define the IT process, policies, capabilities, roles and responsibilities, and reporting metrics necessary to implement these process areas
- Implement tactical solutions to align with strategic goals enabling preferred best practices
- Develop the necessary capabilities to support the new processes and IT Infrastructure
- Train selected staff in the processes that are developed
- Manage a successful pilot of the combined processes and solution technologies

Approach

1) Assemble a project team that includes the appropriate skill sets necessary to complete a successful project engagement
2) Conduct a project kick-off meeting between the consulting team and a comparable organization team. At this meeting an initial project plan will be developed and refined. This plan will be used to document, plan, and track the activities and results of the engagement.
3) Gather and assemble all appropriate information about current environment and the organization's requirements and expectations for a desired future state that include but not limited to:
   - ITIL Service Delivery areas (availability, service continuity, capacity, service level, financial management)
   - ITIL Service Support areas (configuration, change, release, incident, and problem management, and service desk)
   - Business strategy, Service planning and CRM, Organization planning, and Technology planning

   This information could be supplied from existing documentation, interviews with the required organization personnel, and consultant's observation.
4) Analyze the information gathered as it relates to findings in the areas of IT Infrastructure and the processes that support it. This analysis will focus on organization's people, processes, technology, organization, and integration perspectives both in a tactical and strategic perspective. It will specifically focus on satisfying tactical requirements and strategic positioning to include full ITSM positioning.
5) Develop a list that includes prioritized tactical recommendations in areas of IT Infrastructure and the processes that support it.
6) Develop a solution model that focuses on strategic IT infrastructure and processes based on an alignment with tactical recommendations, ITSM requirements, and strategic organizational goals.
7) Assess the organization training requirements in the focus areas.
8) Develop a training plan for the organization team.
9) Develop an analysis report and associated organization management presentation that includes prioritized tactical recommendations for technology infrastructure and the processes that support it.
10) Develop an outline for recommended strategic "next steps" to meet the organization's full ITSM requirements. This includes a size and scope for the effort and anticipated deliverables.

Deliverables

1) A report documenting the analysis findings of the organization's IT Infrastructure (people, process, technology, organization, and integration perspectives) at an appropriately high level including:
   - The current environment
   - The requirements and expectations for a desired future state
   - A gap analysis of the current state and the desired future state
   - The alternatives for achieving the desired state
   - Recommendations (skills, processes and technology) for the steps toward the desired state
2) Recommendations will be given for each infrastructure category and overall in order of importance for execution.
3) A senior management level presentation summarizing findings, expectations and recommendations.