

ITIL[®] Process Implementation Strategy

Version: 3.0
Date: January 2005
Location: Pink Elephant



Table of Contents

1	PROCESS IMPLEMENTATION	3
1.1	OBJECTIVE	3
1.2	PROGRAM MANAGEMENT	3
2	PROCESS IMPLEMENTATION PROJECTS.....	5
2.1	PROCESS, PEOPLE AND TECHNOLOGY (THE INTEGRATED PROJECT PLAN)	5
2.2	IMPLEMENTATION ROLES	7
2.3	PINK ELEPHANT CONSULTING ROLES	9
2.4	HIGH LEVEL PROCESS MODEL DEVELOPMENT	10
2.5	DETAILED DESIGN	12
2.6	PROCESS ROLES AND RESPONSIBILITIES	14
3	PROCESS IMPLEMENTATION CONSIDERATIONS	17
3.1	IMPLEMENTATION TIMES	17
3.2	APPLICABILITY / SCALABILITY	17
3.3	CRITICAL SUCCESS FACTORS	18
3.4	MANAGEMENT COMMITMENT	19
4	PROCESS EMBEDDING STRATEGY	20
4.1	PROCESS WORKSHOPS / TRAINING	20
4.2	DETAILED ACTIVITIES (PROJECT CHECK LIST)	21
5	COMMUNICATION PLAN	24
6	EVALUATION OF THE PROJECT	25
7	CONCLUSION.....	27
8	BIBLIOGRAPHY	28

1 PROCESS IMPLEMENTATION

1.1 Objective

The objective of this document is to provide a template for developing process implementation plans that will be usable across a wide range of diverse organisations. The guidelines within this document are designed for use as a general roadmap or plan, for any major process development or re-engineering project.

1.2 Program Management

Many organisations that undertake programs to improve their core business processes and service delivery capabilities experience the over riding frustration of failure, or at best minor successes in the place of their ambitious goals. The failure of many improvement initiatives can be directly attributed to management's lack of understanding that by implementing processes within traditional hierarchal organisations they are in reality reengineering and changing a large part of the IT business culture and accountability structure.

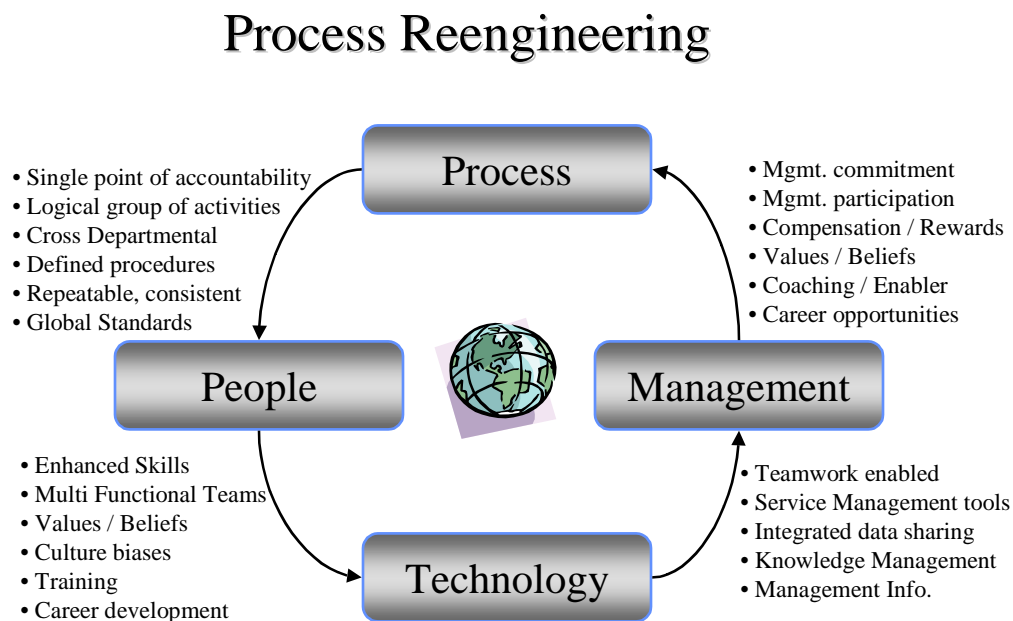


Figure 1: Process Reengineering Model



By mandating that departments have to work as cross-functional teams instead of systems based silos, a variety of fundamental changes need to take place:

- Defined and repeatable cross-departmental processes need to be overlaid across hierarchal silo-based and system-based organisational structures, effectively creating a matrix organisation
- New areas of accountability and responsibilities are defined within job descriptions
- Values, beliefs, and corporate cultures need to be changed from unconstructive departmental competition, to customer-focused cooperation
- IT staff working within complex processes need to be provided with more general knowledge as well as skills required for specialised activities
- To support a process approach, team enabled collaboration tools must support automate multi-process data integration and enable workflow automation
- To embed a new processes orientated and customer focused value system that is characterised by internal IT support team cooperation, continuous process improvement orientation, and customer focused cultural values, management must sponsor new staff performance measures that reward end-to-end service delivery efficiency and provide compensation based on process throughput rather than silo-based departmental efficiencies
- New contracts must be put in place with existing staff, to clarify new expectations for performance, based on the new values surrounding process adherence, customer-based measures of service delivery expectations and contracted service delivery levels

The key element to success is the realisation that what is truly being endeavored is the ultimate goal for any process reengineering effort; effective sponsorship and management of organisational change. To address this, a formal program must be developed with all of the rigors of a major project.

2 PROCESS IMPLEMENTATION PROJECTS

As part of our consulting engagement model, Pink follows a standardised and scalable approach for implementing ITIL processes. This model begins with the creation of a core process design team and the identification of a larger group of stakeholders involved in review, feedback and signoff activities. A typical project plan includes staged milestones and project activities, which consider the requirements and dependence of process, people, and technology.

The process implementation model has been designed to facilitate a greater level of success for project completion and process embedding. The high-level project model demonstrates the integration and sequence of activities for a typical process implementation project.

2.1 Process, People And Technology (The Integrated Project Plan)

To ensure a greater level of success for project completion and process embedding, organisations need to take a holistic view of process implementation projects. Serious consideration needs to be given to the development and mapping of the three basic elements of any quality improvement initiative; process, people and technology. To concentrate on one area to the detriment of the other can jeopardise the success of the project. The following model demonstrates the integration and sequence of activities for a typical process implementation project.

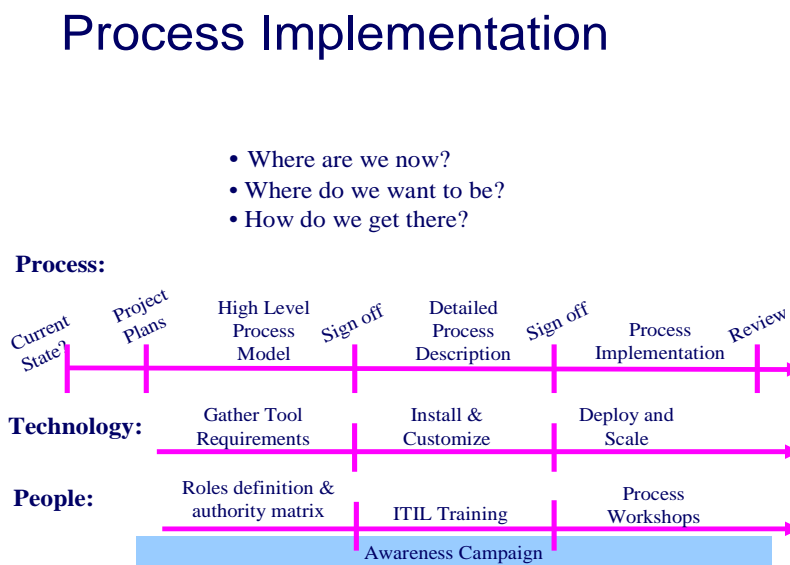


Figure 2: Integrated Process Implementation Model



As can be seen from the model above, process implementation is a complex, integrated and multi faceted set of activities and as such warrants the use of a formal project methodology such as PRINCE2 (Projects in Changing Environments). The recommended formal role established to manage process implementation programs is discussed under the Process Roles And Responsibilities section below.

The implementation of each ITIL process follows the model depicted in Figure 2 above. The scope of this document covers the development of IT service management processes. The Tool Selection, Quality Assurance, and Development of Management Information are handled in other internal documents.

2.1.1 Project Timelines

Based on Pink's experience, a typical project in a single location will take between four and six months to complete based on the model illustrated above. The reason for this duration is related to several factors:

1. Internal resources are typically assigned to the project in a part-time capacity with at best, two to three days a week being made available for status and design meetings as well as the creation of deliverables.
2. With the understanding that process implementation is fundamentally about organisational change, it is necessary to build activities into the project timelines that are focused on receiving feedback and signoff from process stakeholders. Actual design and creation of deliverables constitutes approximately a third of the time required to implement a re-engineered process. Most organisations that choose to discount consensus building will find that the processes designed without the involvement from stakeholders will be highly resisted and most likely fail.
3. Due to the complexities of running a process implementation initiative with strong cross-departmental or regional participation, it is necessary to staff the core process team with diverse members from all stakeholder groups. The added expense and time involved in travel and logistics around these projects requires a creative use of physical as well as virtual participation in relationship to design and feedback activities. Coordinating the logistics and tools required to facilitate the involvement can add several months to the duration of the project overall. Typically a core team will be brought together more frequently at the beginning of a project and can then work in a more virtual mode as the project progresses.

In order to meet these time lines the following assumptions have been made:

- Executive Sponsorship and Process Owners allocated
- An approved budget for internal and external resources over the twelve month period



- Funds are made available for tool selection and customisation according to the ITIL processes being designed and implemented
- There is a political will to define new ongoing roles for process management and coordination
- Small core teams can be constructed from internal resources
- Core team members can be dedicated to their perspective projects at a minimum of three days per week

Expected Project Deliverables:

- Documented and formalised process and procedures
- Documented and formalised process policies
- Automation requirements defined and customised within technology availability and constraints
- Documented and defined awareness campaign and training activities for process implementation.
- Documented and formalised management reports and key performance indicators
- Documented and formalised ongoing roles and responsibilities for the management and continued ownership and improvement of the process

2.2 Implementation Roles

The following section represents the typical roles required for a process implementation program:

2.2.1 Process Owner

The initial planning phase of an ITIL program must include the establishment of the role of process owner. This key role is accountable for the overall quality of the process and oversees the management of, and organisational compliance to the process flows, procedures, models, policies, and technologies associated with the IT business process.

The process owner performs the essential role of process champion, design lead, advocate, and coach. Typically, a process owner should be a senior level manager with credibility, influence and authority across the various areas impacted by the activities of the process. The process owner is required to have the ability to influence and assure compliance to the policies and procedures put in place across the cultural and departmental silos of the IT organisation.

A process owner's job is not necessarily to do the hands on process re-engineering but to ensure that it gets done. They typically assemble the project team, obtain the resources that the team requires, protect the team from internal politics, and work to gain cooperation of the other executives and managers whose functional groups are involved



in the process. This role's responsibilities do not end with the successful embedding of a new process. In a process-oriented company, the Process Owner remains responsible for the integrity, communication, functionality, performance, compliance and business relevance of the process.

For global projects it is critical to implement a tiered governance and process ownership model that provides the flexibility and needed structure to maintain process consistency across the various regions.

2.2.2 Core Process Team

Each core process team would be consisting of between four and six members, which will include the process owner in addition to cross-functional representatives from key departments, functional groups and regions within the organisation. The make-up and composition of this team is a critical success factor in the overall success of the design, acceptance and effective implementation of the processes. In a global initiative, a regional representative will typically assume the role of process manager or regional process owner and be responsible for further coordinating and defining the process procedures, tool customisations and implementation strategies required to deploy the process in their specific region. The core process team members should expect to spend at least two to three days a week on the design and deliverable creation activities defined in the projects.

The majority of the actual work of process development and reengineering is the job of the core process team. They will develop the high-level process model based on the ITIL framework and examples of existing within Atlas or internal organisational documents.

2.2.3 Stakeholder Groups And Subject Matter Experts

In order to maintain a control on cost but yet handle the cross-functional requirements for feedback, expertise, and sign off, additional stakeholder and subject matter experts will be defined and brought into the project at key times. The project work assigned to these individuals should not require significant changes in the volume of daily activities and workload, but will add time to the duration of the project. It is important to re-iterate that the inclusion of these roles and activities in the project is critical for addressing political constraints and for ensuring the long-term success of the process initiative.

2.2.4 Internal And External Process Advisors

Process owners, project managers, and the core process teams focus is on the specific reengineering activities being carried out in the organisation. The process advisor role is to provide strategic, tactical, and operational knowledge transfer at the right place, at the right time, and in the right quantity in order to facilitate the activities of the entire project.



The process advisor has the responsibility of enabling and supporting the process owners, project manager, and the process teams with the correct knowledge, methods, and tools.

The process advisor also brings to the project, the experience of past implementations and is equipped with in-depth knowledge of best practice, time saving strategies and templates. This role does not have to be a dedicated to the project 100%. Typically, the process advisor expends the majority of their efforts at the start of the project conducting training and awareness seminars to ensure the project begins well and is equipped with the knowledge required. From that point forward the process advisor interacts with the project at key milestones.

The process improvement program will be greatly assisted by the correct and timely use of both internal and external advisors.

2.3 Pink Elephant Consulting Roles

Pink Elephant provides several defined roles and resources for implementation projects. These roles have been designed to provide the right level of experience and advice to the organisation and the process design teams. A typical implementation project will have a Managing Consultant overseeing the overall relationship with the organisational Sponsors and Process Owners.

A Senior Consultant provides subject matter expertise and provides an advisor role to the process owner and process design teams. This role will provide most of the knowledge transfer in the beginning phases of the project and then will work with the team on a periodic and decreasing basis as the project matures in its lifecycle.

In addition, Pink Elephant can provide hands on assistance with deliverables alongside the process team members. This role is typically handled by a Pink Elephant process consultant and can be shared between multiple process projects.

The following table provides a visual representation of the model used in our standard engagement activities.

Table 1: Project Roles

Service Delivery	Project Role	Organisational Position
Executive Sponsor Managing Consultant	Executive Sponsor <i>Strategic Vision and Direction</i>	CIO and Executive
	Process Sponsor <i>Tactical Integration and Change</i>	Director Senior Manager
Managing Consultant Senior Consultant	Process Owner <i>Process Design and Training</i>	Director Senior Manager
	Project Manager <i>Template Schedules</i>	Internal PMO
Senior Consultants Consultants	Team Leads or Process Managers <i>Roles and Responsibilities</i>	Specialists and Operational Staff
	Stakeholder & Subject Matter Experts (SME) <i>Training and Advisory</i>	Managers or Specialists
	Process Team Members (Internal & External) <i>Documentation/Workflow/Policy</i>	Specialists and Operational Staff

2.4 High Level Process Model Development

The first phase of the project plan is the development of the high-level process model. The high-level process model is critical to understand the drivers for staffing requirements and tool selection. In its most elemental form, the high level process model maps the key process steps in a sequential flowchart design as shown in Figure 3 below:

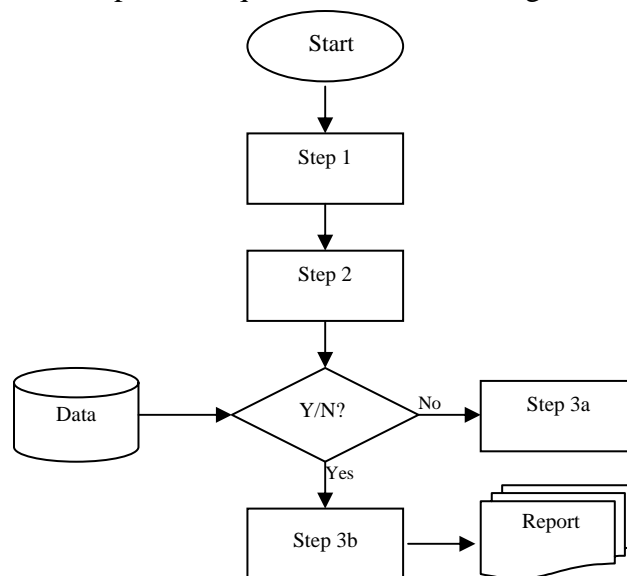


Figure 4: Basic High Level Process Model

As Figure 5 below illustrates, this high-level process model will map the flow and life cycle of inputs entering the process, through to the output of desired results. Through the identification of process activities and process integration points, decisions can be made according to staff roles, skills, and competencies. Also, areas for automation will become clear as detail is developed within the activities.

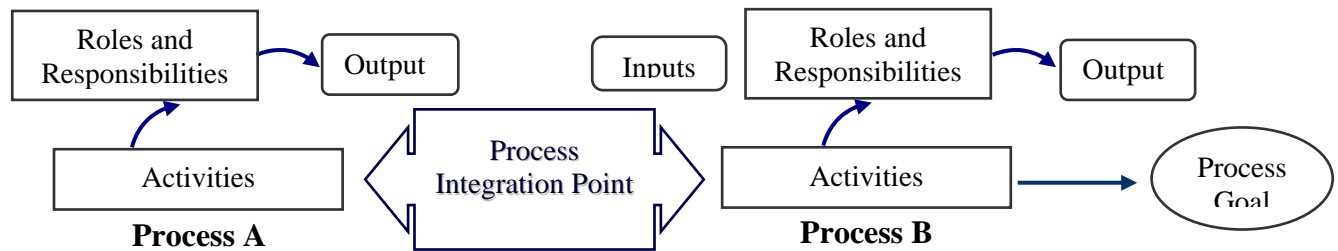


Figure 6: High Level Process Model And Process Integration

The goal of this phase is to establish the basic requirements that will set the tone and the direction of all future work. The high-level process model describes the following components:

1. What is the objective of the process and how does it integrate with other processes?
2. What are the activities of the process and how do they flow from a sequential and parallel perspective?
3. What decision-points exist within the process and what information is required to make the decision?
4. Which are the roles that interact in the process and what do they do?

These points can be summarised into the following statements.

- What is it and what is the point? (i.e. What is the purpose of the process and its role in the framework)
- What happens when?
- Who gets to do it?

It is absolutely critical to establish these elements and gain political consensus on these points in the high-level process design phase, before moving the project forward. Ineffective consensus making at this point, will result in disagreements and excessive debate over basic decision on what, when and who, during the definition of policies, procedures and deployment training.



The primary tools that are presented here are sample flow diagrams representing a deployable process model and description as well as an Authority Matrix which represents a tool to facilitate the mapping of roles to a process flow (see section 2.6.1).

2.5 Detailed Design

After the high-level process model has been developed and illustrated in a flow diagram the process needs to be developed down to another level of detail in order to be truly executable.

2.5.1 Process Procedures

After the high-level process model has been developed and illustrated in a flow diagram, or model, detailed procedures need to be developed to document each activity. Process dependencies will also have to be worked out such as Priority Indicators, Categorisation Schemes, and Escalation Models. In short, procedures should: The development of adequate procedures is the activity that ensures that a process flow is documented with enough detail to ensure consistent execution and the clear handling of process exceptions.

Describe clusters of sequential and/or related activities that, together realise the process objective

Be started by an external trigger (inputs)

Have connections to other procedures

Describe WHO, WHAT, WHEN and WHERE

Example Procedures Required For Change Management:

Define proposal for major change

Handling an RFC

Handling an urgent change

Production of management information

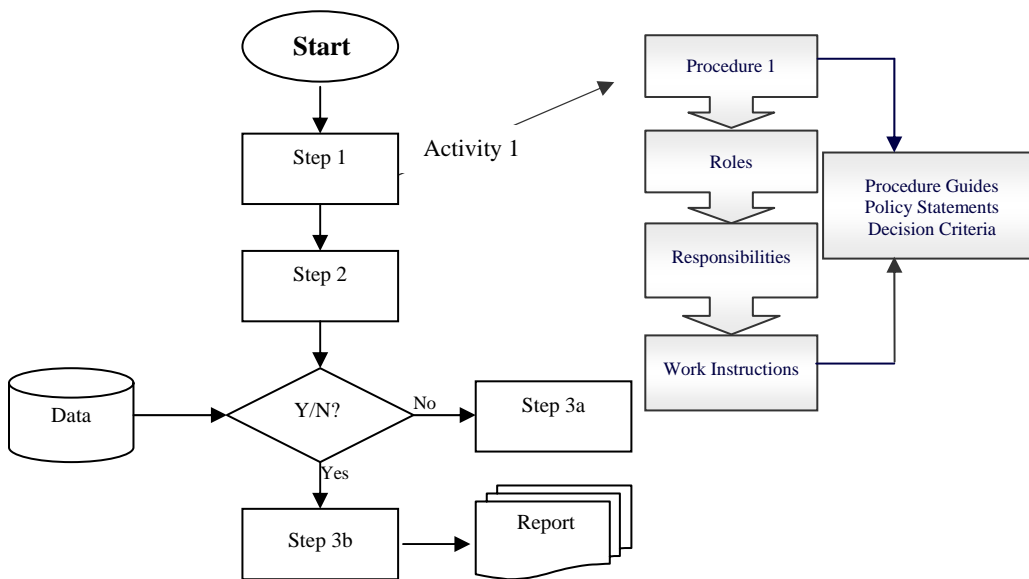


Figure 7: Procedures To Work Instructions

2.5.2 Development Of Work Instructions

A work instruction by definition is a detailed, sequential, step-by-step description of HOW to perform a task in exactly the same way each time. As illustrated in figure 8 above, work instructions are derived from the high level process model in an iterative activity that steps down through each high level process step, defining procedures that are comprised of more detailed work instructions (i.e. descriptive process steps help define WHAT needs done, finally to HOW to do it.) Work instructions are generally required for sections of procedures that allow no deviation. Work instructions then:

Describe HOW an activity is performed
 Are required in ISO certified organisation
 Are necessary for:

- Complex activities (e.g. more than one department involved a the same time)
- Activities that need to be performed identical every single time (e.g. back up)
- Inexperienced/unskilled work force

2.5.3 Policies

Policies have to be defined in order to ensure that all parties use the flow consistently. Without these policy statements and documents the actual use of the flow is up for interpretation.



Example Polices Include:

Incident Management

- Incident categorisation and classification models
- Assignment, Escalation and notification models
- Major incident review policy

Change Management

- Request for change lead time policy
- Change Classification
- Change Approval requirements

Problem Management

- Major Incident Review

Configuration Management

- CI update frequency
- Which attributes require change approval for modification

2.6 Process Roles And Responsibilities

Once detailed procedures and work instructions have been developed, an organisation has to design the new staffing model required to support the process, and more importantly the process framework. This often represents a challenge for organisations as it is the critical point where IT leadership stakeholders begin to clearly recognise the extent of required changes to the Status Quo, and the impact this may have on their sphere of influence and reporting structure. The effectiveness of the Sponsorship Communication Strategy and the Program Awareness Campaign will be evident by the degree of (and nature of) resistance experienced at this strategic point in the detailed process design phase.

Clear definition of accountability and responsibility is a critical success factor for any process implementation project. Without this step, functional staff are unclear as to their roles and responsibilities within the new process and revert back to how the activities were accomplished before.

2.6.1 The ARCI Matrix

To assist with the task of designing the new staffing model in support of the process, the ARCI Matrix (Authority Matrix) model is often used within organisations to indicate roles and responsibilities in relation to processes and activities.



When the activities in the process flow are complete, a matrix can be used to associate them with specific roles and responsibilities. Because involvement for each activity can be layered, it is useful to differentiate the various levels of involvement. The matrix can be used to verify that detailed procedures specify the level of involvement of different groups.

- **Accountability (A):** the ownership of the quality of the end result and process. For each activity, only one role (person or group) should be accountable.
- **Responsibility (R):** the correct execution of the process and activities. The person(s) or group(s) who actually execute the task are said to be responsible.
- **Consulted (C):** involvement through input of knowledge and information. If the activity requires a response or input from a person or group, they are considered consulted.
- **Informed (I):** receiving information about process execution and quality. If the activity requires that a person or group receive information only (per activity or in summary form), then they are informed.

2.6.1.1 Example A.R.C.I. Model

Function:	Client	Service Desk Manager	Network Administrator	Service Desk Analysts	Business Services Mgr.	Supplier
Incident Management (Help Desk)						
<i>Incident Alerted Notification</i>	R/I	A	I	I	I	
<i>Information Recorded</i>	I	A	R	R		
<i>Incident Classification</i>		A/I	R/C	R/C	C	
<i>Incident Diagnosis's</i>		A/C	R	R		C
<i>Initial support Initial Investigation Resolution Recovery Escalation</i>	C	A/I	C	C		
<i>Further Support Detailed Investigation Resolution Recovery</i>	C/I	A/C/I	R	R	C	R/C
<i>Incident follow-up</i>	C	A/R	C	R	C	
<i>Incident Closure</i>	I	A/I		R		
<i>Monitoring</i>	I	A/I	I	R	I	
<i>Proactive Communication</i>	C/I	A/R		R		
<i>Process Review</i>	C/I	A/R	C	C	R	C



Possible Problems to Watch for with the A.R.C.I Model:

- More than one person accountable for a process
- Delegation of responsibility without necessary authority
- Delegation of accountability
- Focus on matching processes and activities with departments
- Wrong division/combination of functions:
 - Combination of accountability for strongly related processes, such as Service Desk + PM; CHG + REL

As an organisation works through the development of an authority matrix it soon becomes clear that processes are not always very clear. A single activity in a process flow can be executed by multiple roles depending on various circumstances. A natural use of the A.R.C.I model is to define what policies and detailed procedures need to be in place. Once all of the A.R.C.I elements have been satisfied with enough detail to describe when and how activities occur, it can be argued that enough documentation has been developed to cover all the variables and (if-then) clauses discovered in the process flow. It is at this point that an adequate level of documentation detail has been defined.

2.6.2 Critical Cultural Considerations

Culture in an organisation is defined as a self-reinforcing set of beliefs, attitudes, and behaviors. Culture is one of the most resistant elements of organisational behavior, and is extremely difficult to change. To be successful, process reengineering projects must consider current culture in order to change these beliefs, attitudes, and behaviors effectively. Messages conveyed from senior management in an organisation continually re-enforce current culture for the positive or negative. Performance reward systems, stories of company origin and early successes of founders, physical symbols, and company icons constantly enforce the message of the current culture. These messages provide people in the organisation with unspoken guidelines for the direction of acceptable behavior patterns. People quickly determine what is “good and bad behavior” or what should be accepted or rejected from the message received from the culture.

Organisational culture influences managerial behavior, which in turn directly influences company plans, policies and organisational direction. In short, culture is shaped and transformed by consistent patterns of management action. This means that re-shaping of culture cannot be achieved in the short term. Cultural changes must be continually reinforced by consistent action over the long-term. A new process, attitude, or slogan will not change culture if the underlying reward systems and messages of the current culture are not changed permanently. Quick fixes and spontaneous attempts to change culture will undoubtedly fail without long-term planning, commitment, and communication demonstrated by senior management.



3 PROCESS IMPLEMENTATION CONSIDERATIONS

A practical implementation of service management should include:

- 'Quick wins' to demonstrate the benefits of service management
- Starting with something simple and adopting a phased approach
- Involving customers, especially those that have been critical of the service
- Explaining the differences that will be seen by customers
- Involving third party service suppliers
- Explaining what is being done and why to everyone involved or affected; support staff are often cautious about changes. It is particularly important that they understand the benefits to overcome their resistance
- Involve staff wherever possible in designing improved process/workflow, facilitate ownership interest
- Educating staff and managers to become service managers

3.1 Implementation Times

Throughput times for an implementation project are dependent upon the scale, required customisation, and degree of complexity of each organisation. In some organisations several processes can be implemented concurrently, subject to the following considerations:

- Size of the overall IT operation
- Scope of the role selected for each process
- Degree of integration with other IT processes
- Number of processes to be implemented
- Quality and number of assigned staff
- Speed of management decision-making

3.2 Applicability / Scalability

The size of the organisation is an important factor when implementing ITIL processes (or indeed for any other kind of change). In a small organisation, many of the roles defined may well be the responsibility of one person.

Although in practice, a large number of factors in the organisation will have an impact on which combinations work best, based on best practices, the following can be said on role sharing:

There is a tension between Incident and Problem Management, because of their conflicting goals. The Incident Manager is responsible for quickly minimising the effect of incidents for users. The Problem Manager's task is to find the underlying problem and is less interested in the continuity of the users' activities. When combining these two roles, this tension should be acknowledged.



There is a similar tension between Problem and Change Management. When combining these roles, there is the danger of changes quickly being implemented by the Problem Manager, who is the same person. No checks and balances exist.

Roles that are quite commonly shared are those of Configuration Manager and Release Manager. Both tasks have an administrative component and are concerned with maintaining an up to date database.

Configuration and Change Management can easily be shared as the Configuration Manager uses CMDB information and there is no direct conflict of interest.

3.3 Critical Success Factors

There are several factors that will need to be considered to ensure a greater degree of project success:

Business Decisions

Decisions on the implementation of a process should be guided by the organisation's predefined process maturity goals.

Time For Planning And Review

Enough time should be given to the careful consideration of project plans, process goals, and tool requirements to ensure qualified decisions are made in respect to process implementation.

Mutual Terms Of Reference

When dealing with multiple business units or complex organisations, common frames of reference will need to be negotiated and agreed upon such as categorisation, priority (impact & urgency indicators), and escalation models. These values will have to be developed before a shared tool can be fully configured and used.

Knowledge Of The People

The process owners and operators, who will work at developing a common sense of purpose for the Service Management process framework, should have hands-on ownership in the development of this solution. All stakeholders should have a solid understanding of the specific process in which they hold responsibilities as well as an understanding of process integration points within the framework.

Product Configuration

Time should be dedicated up front to the proper configuration of the Service Management process automation tool’s workflow and values. Detailed procedures and work instructions will have to be documented, based on pre-defined process models, in order to ensure efficient mapping of process to technology.

Central Focus On Control And Integration

Maturity within the ITIL Service Management Framework focuses on the integration of processes. Insure that inputs and outputs to each process are defined and automated where possible.

To limit the degree of rework in phased process implementation projects, process owners and key stakeholders should develop the integrated framework model early in the initial process design and implementation planning activities, and use it as the high level architectural blueprint for all subsequent process implementations

Project Review

After the implementation of an ITIL process, a formal review should be done by the organisation.

Organisational Culture and Management Commitment

This is the cornerstone of all success factors. Without demonstrated commitment and direct participation from Sr. Management, a process initiative or cultural change is severely constrained and most likely will fail.

3.4 Management Commitment

To ensure the greatest possibility for success, Sr. Management’s role in respect to demonstrating commitment and participation in the project must be defined and acted upon. The following matrix demonstrates the effect of low commitment and participation of senior management on the eventual success of a process implementation project.

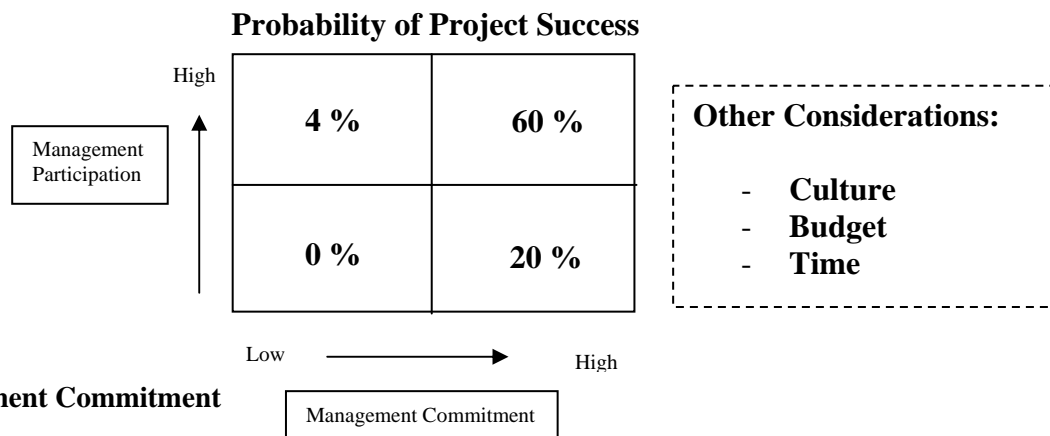


Figure 9: Management Commitment



4 PROCESS EMBEDDING STRATEGY

When it comes time to embed a process within an organisation the sequence and timing of activities plays an important role in insuring the success and acceptance of the new processes, procedures, and policies.

The critical inputs for this stage of the project are as follows:

High Level Process Flow
Detailed Procedures and Work Instructions
Guidelines/Support and Policy Documents
Correctly installed and configured tool
The right skill level and knowledge of staff
Management Commitment
Supporting staff commitment to authority matrix
Customer awareness and acceptance

A constraint or limitation on any of the above points could indicate a potential problem with the embedding phase of the project.

4.1 Process Workshops / Training

This phase in process embedding uses the output from the High Level Modeling and Detailed Design Phase, and makes us of user guides, procedure guides, Policy Documents and other training materials to communicate the new “Way We Work”. The goal of this activity is to insure that roles and responsibilities are clearly understood, procedures followed and policy adherence is understood to be a requirement as the IT organisation moves forward in a Service Management centered and Process based work culture. Process workshop and training activities are described below.

4.1.1 Develop Lesson Plans

- Define target groups; for example:
 - Service Desk
 - Team Leads
 - Management
 - 2nd and 3rd level support
- Set Objectives
- Develop Time frames
- Develop Workshop/Training
- Develop specialised presentations
- Develop handouts and documentation
- Develop Marketing Material

4.1.2 Schedule Workshop And Process Embedding Date

Timing is key when scheduling the workshops. Ideally, the training should be delivered just prior to going live with the new procedures. The following timeline in Figure 10 illustrates this concept. It is always a best practice to go live in a limited pilot location to minimise any potential impact to the organisation.

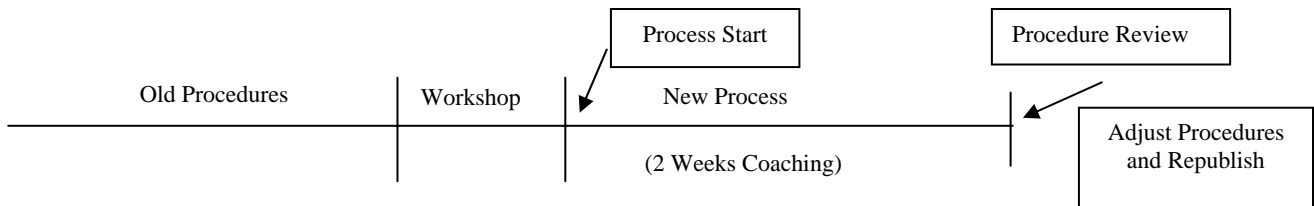


Figure 11: Training Timeline

4.1.3 Coaching Period

After the process start-date, coaching workshops should be offered to prepare the staff to use the new procedures. This coaching serves several important purposes. First, the coaching will function in a quality audit capacity to ensure that the new process and procedures are being adhered to. Second, during this period process functionality will be examined to provide information for the first review. In the case of a pilot project, improvement adjustments can be made for the full implementation of the new process before organisation wide application.

4.1.4 Initial Process Review And Adjustment

Following the two-weeks of process coaching and monitoring, an initial review should be held on the functionality of the new process. If bottlenecks or improvement actions can be identified, the process and procedures should be modified and republished.

4.2 Detailed Activities (Project Check List)

- Process design and implementation plan
- Terms of reference and statement of requirement
- Feasibility study
- Project Brief (high level project definition)
- Project Initiation Document (detailed description of Work Break Down and Product Break Down)
- Appoint a Process Owner
- Define a mission statement
- Set objectives
- Agree on scope, roles and responsibilities



- Review experiences, tools and processes at similar sites
- Risk analysis
- Product selection and overall design
- Mount awareness campaign
- Recruit and train staff
- Development and validation
- Pilot Project
- Pilot Review
- Implementation
- Post implementation review
- On-going management and operation
- Efficiency and effectiveness reviews
- Audit

4.2.1 People Involved

- Customers and IT staff
- Appointment of Process Owners
- Support staff
- Suppliers, contractors and vendors
- Consultants
- Project teams
- Auditors

4.2.2 Awareness Campaign

- Sponsorship Communication Plan
- Newsletters
- Workshops
- Bulletins
- Seminars
- Presentations
- Marketing Information
- External education

4.2.3 Systems Implementation Activities

- Acquire and install equipment
- Customise tools
- Test system
- Create hardware and software inventories
- Prepare documentation
- Train staff



Carry out acceptance testing
Post implementation review and audit

4.2.4 Support Tools

Automated wherever possible
Integrated with other SM processes
Provide accurate and timely information

4.2.5 Post Implementation and Audit

Reconcile requirements with reality – on time, on budget, deliverables met
Compare activity levels with forecasts
Assess human element
Review effectiveness and efficiency
Identify benefits gained
Reconcile actual and planned roles
Review overall project – how well did it go?
Prepare review reports
Quality management (assurance and control)

4.2.6 Other Considerations

Finance and administration
Human Resources (embed expectations for modified responsibilities into performance reviews)
Suppliers, contractors and vendors
Environment, accommodation and equipment
Security
Operations
Networks



5 COMMUNICATION PLAN

Communication is a vital component of these culture change dependent projects. A service management project will involve many people directly but typically, the outcome will affect the working lives of many more. Implementing or improving service management within an organisation requires a cultural change not only by IT employees, but also by IT customers and users as well. Communication around this transformation is essential to its success. It is necessary to ensure all parties are aware of what is going on and can play a relevant part in the project. For this reason, clarification and planning how the project will communicate with all interested parties is necessary.

A formal communication plan has a direct contribution to the success of the project. Communication is more than a one-way information stream. It requires continuous attention to the signals (positive and negative) of the various parties involved. Managing communications effectively involves the following steps:

- 1) Formulate vision for change and role of communication.
- 2) Analyse current communication structure and culture.
- 3) Identify target groups.
- 4) Decide for each target group the communication objectives.
- 5) Decide for each target group the communication strategy.
- 6) Decide for each target group best communication methods and techniques.
- 7) Write communication plan.
- 8) Realise communication methods & techniques and communicate.
- 9) Measure & evaluate the effect and adjust.

A communication plan describes how target groups, contents and media are connected in the time-line of the process implementation project. Much like a project plan, a communication plan will show plans including actions, people, method, and budget.



6 EVALUATION OF THE PROJECT

As the project draws to a close, it is important to analyse how the project was managed and to identify lessons learned. This information can then be used to benefit the project team as well as the organisation as a whole. An End Project Report will typically cover:

- Achievement of the project's objectives
- Performance against plan (estimated time and costs versus actual)
- Effect on the original plan and business case over the time of the project
- Statistics on issues raised and changes made
- Total impact of changes approved
- Statistics on the quality of the work carried out (in relation to stated expectations)
- Lessons learned with recommendations
- Post project review plan

6.1.1 Post Project Review

A business case will have been built based on the premise that the project outcome will deliver benefits to the business over a period of time. The delivery of these stated benefits needs to be assessed at a point after the project has been completed and the process has been in operation. The post project review is used to assess if the expected benefits have been realised as well as to investigate if problems have arisen from use of the process.

Each of the benefits mentioned in the business case should be assessed to see how well, if at all, it has been achieved. The post project review should also consider any additional benefits achieved or unexpected problems that arose. Both of which can be used to improve future business cases. If necessary follow-up actions may be developed as, adjustments or improvement actions are identified.

6.1.2 Auditing Using Quality Parameters

Process quality parameters can be seen as the "operational thermometer" of the IT organisation. Using quality parameters allows you to determine whether processes are effective and efficient. There are two types of quality parameters, process specific and generic.

Generic Quality Parameters for IT Service Management

The following parameters are in fact measurement categories that need to be quantified before a valid assessment can be done. This task will be easier once you have determined the required Service Levels and Internal Service Requirements. Generic Quality parameters to consider include:



- Customer satisfaction
- Staff satisfaction
- Efficiency
- Effectiveness

Process Specific Quality Parameters for IT Service Management

Process specific quality parameters are measures of the degree to which the process delivered the desired outcome. Efficiency of key process activities, reliability of process integration points, and specific measure of process automation tool efficiency are examples of process specific quality parameters.

The appropriate information will need to be collected to quantify the quality of each parameter. The nature of the information required would vary depending on how an organisation decides to measure each aspect. These indicators should be clearly defined at the start of the project so that such benefits can be assessed objectively at a post project review.



7 CONCLUSION

In conclusion, the objective of this document is to provide a template for developing process implementation plans that will be usable across a wide range of diverse organisations. Managing change and ensuring overall project success is greatly facilitated by the development of a detailed implementation strategy. The guidelines developed within this document are designed for use as a framework or general methodology to consider when undertaking any major process development or re-engineering project. The applicability and level of detail used from this report will depend on the scale and complexity of the project or organisation being considered.

In general however, it can be said that process implementation projects vary somewhat from traditional IT projects. They are by nature, culture change dependent projects. Proactive measures to address change resistance, proactive project sponsorship activities and creative communication planning activities must be incorporated into project planning at the earliest phases. Process implementation projects present special challenges for IT organisations, but adequate planning will help insure an effective implementation strategy.



8 BIBLIOGRAPHY

Books used in the development of this report:

- OGC Service Support ITIL modules, published by HMSO
 - Help Desk
 - Service Level Management
 - Understanding and Improving
 - ITIL Service Support

- Other Sources of Information
 - New Developments In Re-Engineering Organisations (Stephen Campell and Brian H. Kleiner)
 - Leading Change (John P. Kotter)
 - Various internal Pink Elephant consulting documents
 - Quality Management for IT Services (CCTA ITIL)