Introduction to Incident Management: How to save time and improve quality with ITIL?
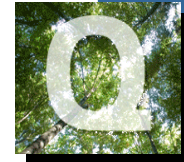
Tijs Clous, managing partner Quint Wellington Redwood

Dare to Challenge

Global Coverage and International Presence

IT Management Consulting & Education

IT performance & Quality

Oslo
Amsterdam
Brussels
Paris   Milan
New York
Madrid   Rome
Athens
Miami
Riaad
Mumbai
Dubai   Bangalore

Tokyo

Hong Kong

Singapore

Kuala Lumpur

Measurable, fact based, result- oriented

Independent

Sao Paulo

- **Founded in 1992 in the Netherlands**

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Introduction Quint Wellington Redwood

- Independent Management Consulting & Education Group
  - Founded in 1992 in the Netherlands
  - Servicing global, regional & local clients operating in more than 49 countries and across four continents

- Focusing on organizational IT-management challenges across 5 consulting practices and 1 education practice

- Extensive knowledge and insight into the IT and Sourcing marketplace gained through continual market research and well-established relationships with partners (i.e. APMG, ISACA, IAOP) and providers.

- Proven IP, methodologies and tools. Recognized 'Thought Leader' in the industry.

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IT Management Agenda Topics

"How can my IT Organization improve its Performance towards the Business?"
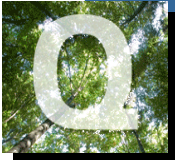
"How do I get the most out of my current IT organization?"

"My customers do not recognize the added value of my IT Organization"

"How do I get my IT Organization to be customer focused?"

"My customers think the Time-to-Market of new services is too long"

"Does my IT organization have the right size/cost level?"

"What is the added value of compliancy?"

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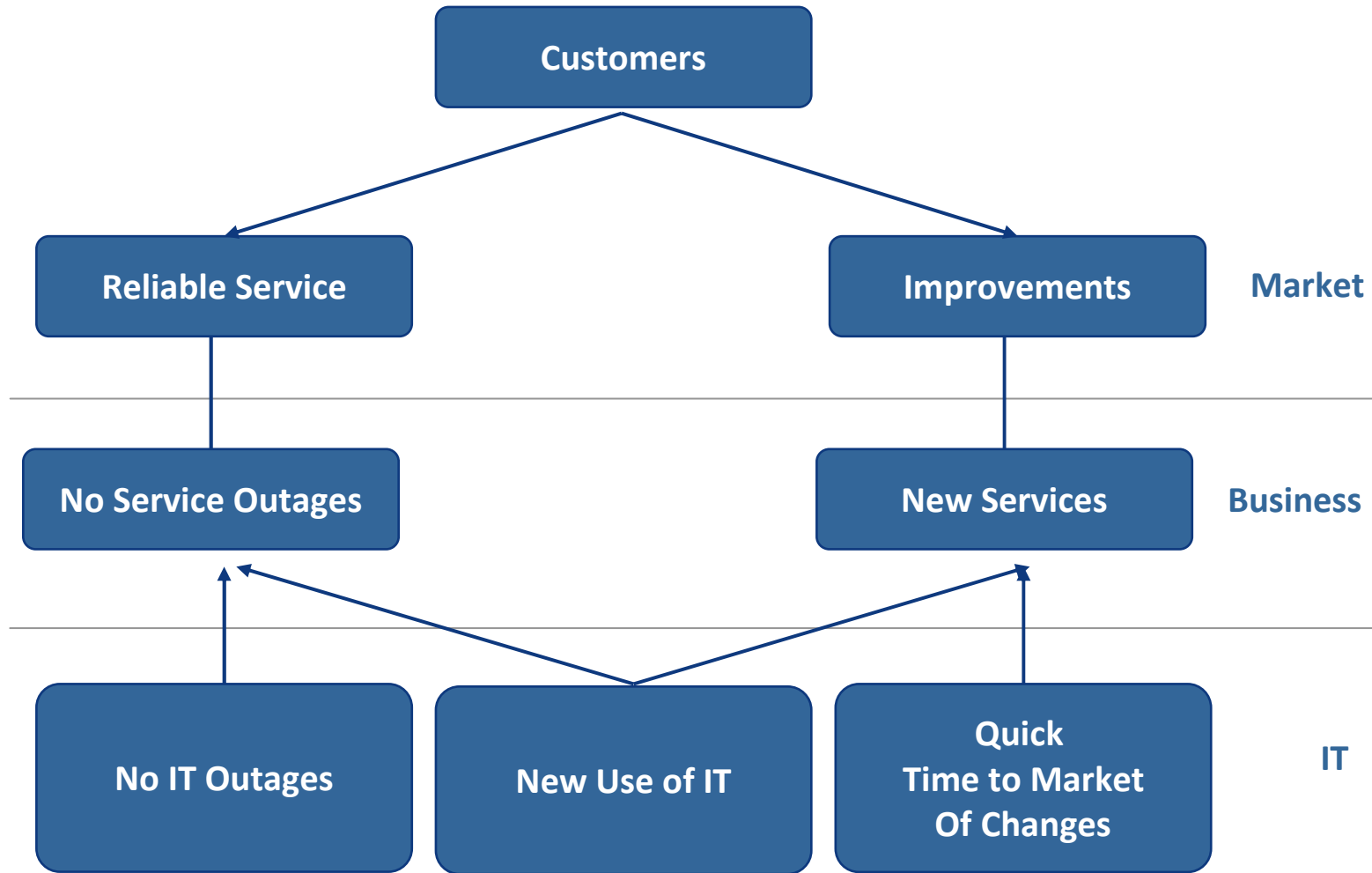
The "traditional" ITIL implementation

Process-based Implementation

- Key Unit of planning: Process Maturity
- Key Success Indicator: Maturity improvement
- Best suits organizations that:
  - Are geographically widespread
  - Do not have a (basic) common tool
  - Have diverse backgrounds (unconsolidated M&A's)
  - Have been given enough time to sort out the problems

- Potential pitfalls:
  - Non optimized performance
  - Parochial: not customer focused
  - Focus on individual processes with a lack of integral overview
  - No link between processes and functions
  - Too many KPIs
  - No clear goals
  - Processes compliant but customers still not satisfied

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Serving Customers

```
                         ┌──────────────┐
                         │  Customers   │
                         └──────┬───────┘
                    ┌───────────┴───────────┐
                    ▼                       ▼
          ┌──────────────────┐    ┌──────────────────┐
          │ Reliable Service │    │   Improvements   │      Market
          └────────┬─────────┘    └────────┬─────────┘
          ┌────────┴─────────┐    ┌─────────┴────────┐
          │ No Service       │    │   New Services   │      Business
          │ Outages          │    │                  │
          └──────────────────┘    └──────────────────┘
```

| No IT Outages | New Use of IT | Quick Time to Market Of Changes |

IT

IT Services and Value Drivers

No IT Outages	New Use of IT	Quick Time to Market of Changes

1. Lost Production Hours
2. Time to Market of Changes
3. Effectiveness of Changes
4. Quality of Plans
5. Number of Proactive Changes

Value Drivers

Management Imperative:
Communication with the (IT) Customer

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Value Driver	Trend
Lost Production Hours	⬇
Time to Market of Changes	⬇
Effectiveness of Changes	⬆
Quality of Plans	⬆
Number of Proactive Changes	⬆

Management Imperative:
Communication with the (IT) Customer

Basic IT Services

No IT Outages

New Use of IT

Quick
Time to Market
Of Changes

↓

"Maintain current functionality"

↓

Lost Production Hours
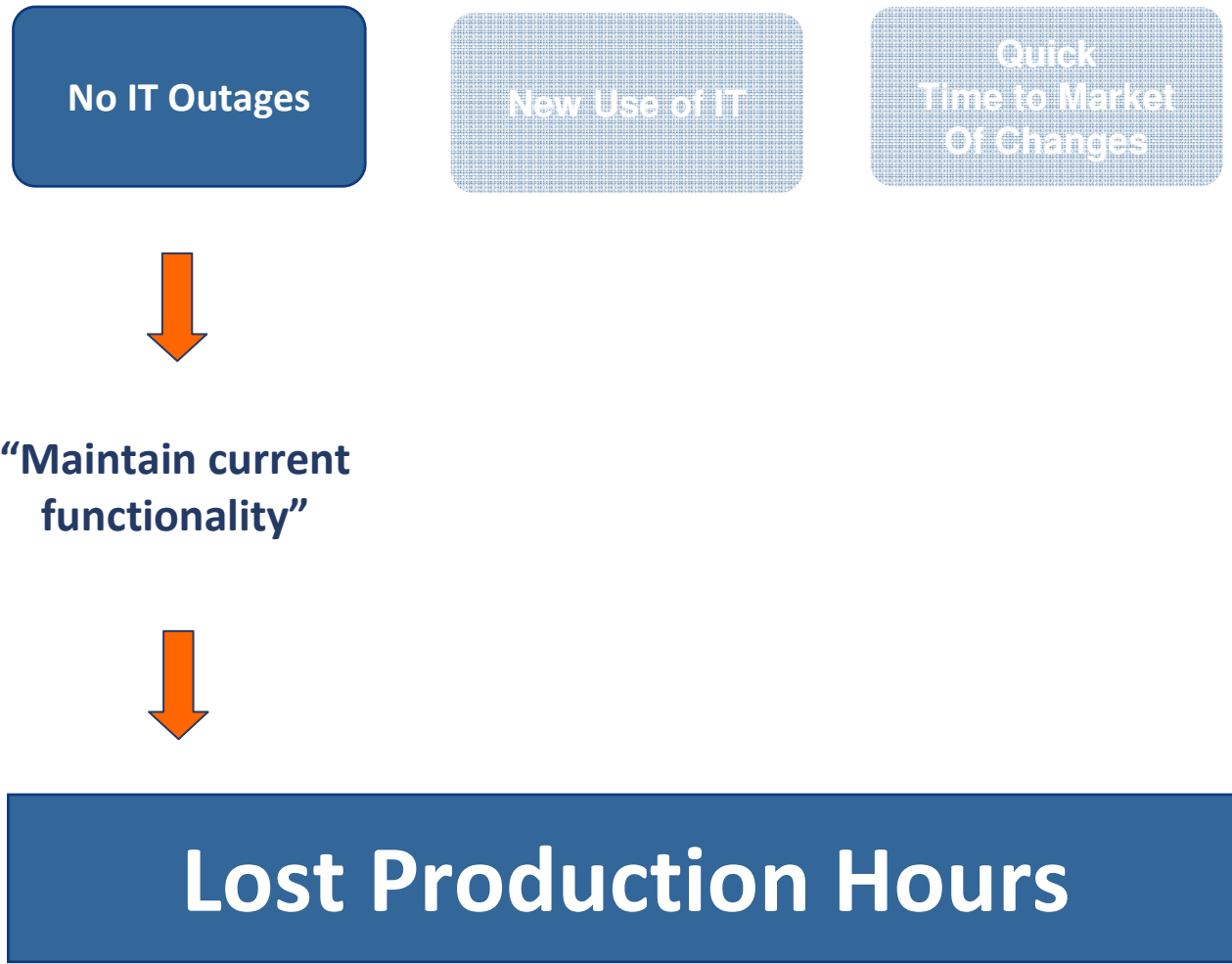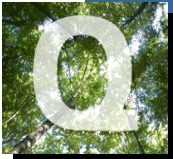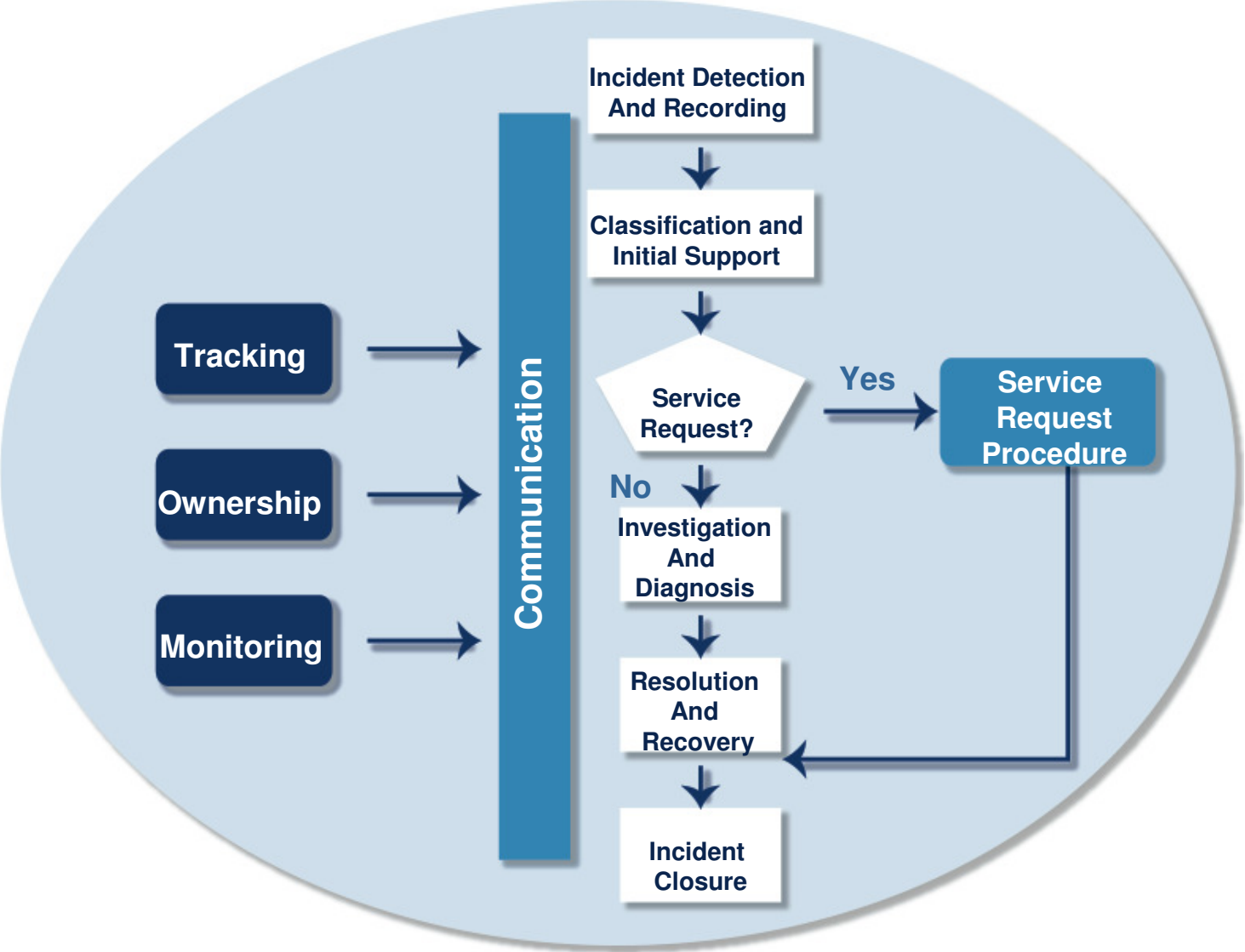
Hoe does this relate to ITIL and in particular to Incident Management?

- *What is an Incident?*
  - Any event not part of the standard operation of a service which (may) cause an interruption to, or a reduction in, the quality of that service

- Goals of Incident Management process:
  - Restore normal service operation as quickly as possible
  - Minimize the adverse impact on the business operations
  - Ensuring that the best possible levels of service quality and availability are maintained according to SLAs
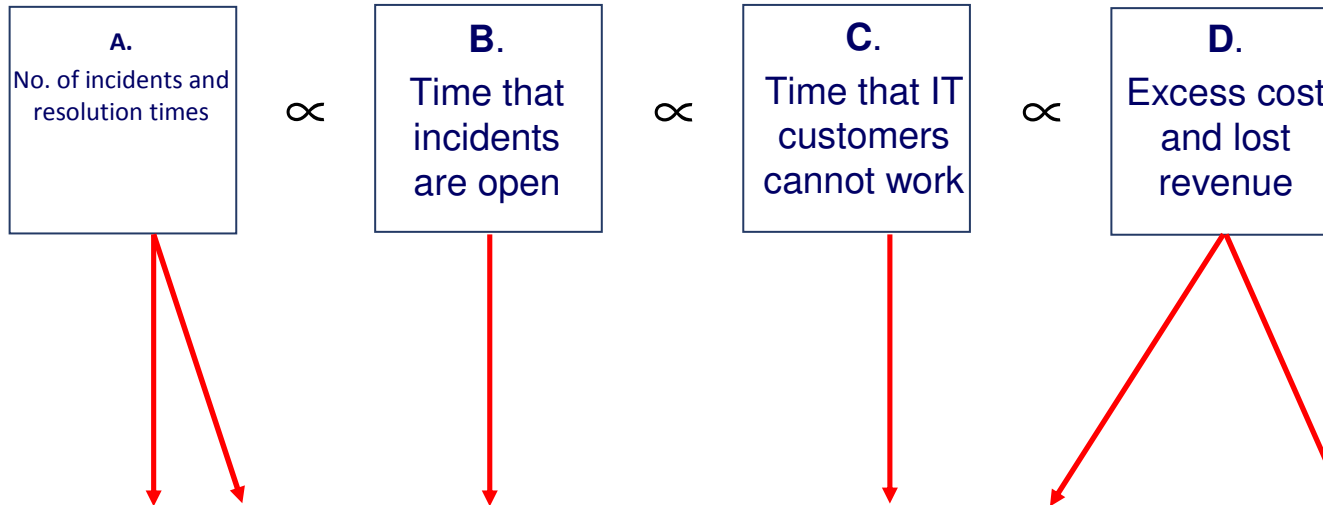
Incident Management Process

Tracking →

Ownership →

Monitoring →

Communication

Incident Detection And Recording
↓
Classification and Initial Support
↓
Service Request?
— **Yes** → Service Request Procedure
No ↓
Investigation And Diagnosis
↓
Resolution And Recovery
↓
Incident Closure

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Lost Production Hours
IT Downtime can be an expensive business

A. No. of incidents and resolution times	$\propto$	B. Time that incidents are open	$\propto$	C. Time that IT customers cannot work	$\propto$	D. Excess cost and lost revenue

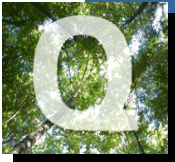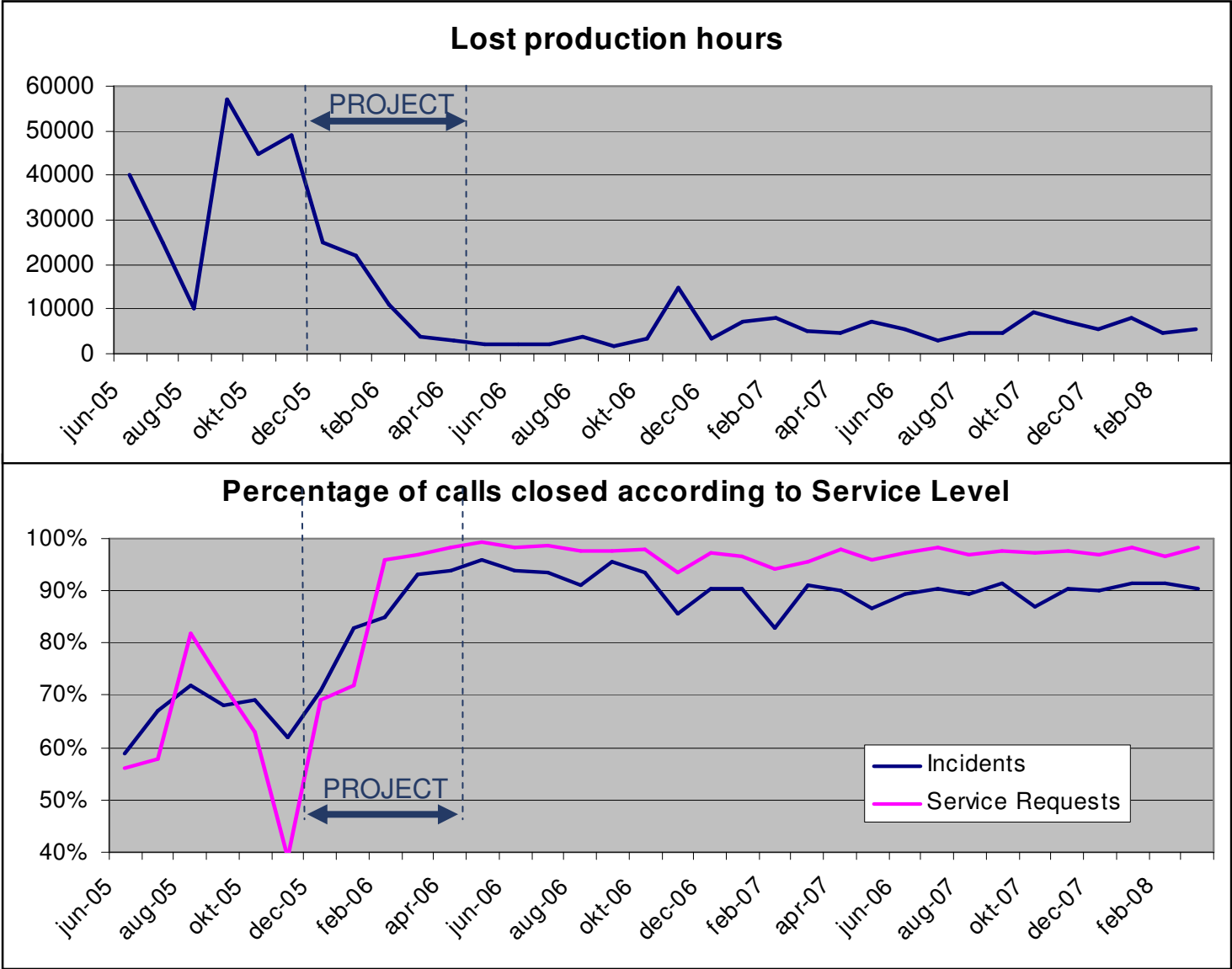| Priority	Total number	Average time to repair (days)	Number of users affected	Gross lost production days	Cost per day	Dependancy	Net Lost production days	Net costs	Costs per day to business per incident	Total cost to the business
Critical	1042	0.7	20	14,227	€ 240	50 %	7,113	€ 1,707,213	5000	€ 3,556,695
High	2796	5.4	10	149,634	€ 240	40 %	59,853	€ 14,364,817	1000	€ 14,963,351
Medium	12196	10.3	4	500,948	€ 240	30 %	150,284	€ 36,068,234	500	€ 62,618,462
Low	376	9.8	1	3,699	€ 240	20 %	740	€ 177,556	100	€ 369,908
	16410			**668,507**			**217,991**	**€ 52,317,820**		**€ 81,508,415**

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Implementation focussed on performance Improvement

Bi-weekly Action Cycle

- Fixed program on fixed days of the week per chosen Focus Area:
  - Step 1 Measure: Prepare the Value Driver report;
  - Step 2 Analyze: Determine areas of performance weakness using team members observations in combination with the Value Driver measurements;
  - Step 3 Plan Activities: Determine the course of action to resolve the performance weakness and assign actions to the members of the Improvement Team;
  - Step 4 Communicate: Explain the findings and the way forward;
  - Step 5 Execute: Implement the changes proposed in step 3. Performance on Value Drivers is publicized and discussed weekly;
- Repeat the action cycle 8-12 times until the performance target is met

Action planning

Analyze

Communicate

Measure

Execute

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PBSM ROI Study (based on client data)

Lost production hours

Percentage of calls closed according to Service Level

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