PROMS-G
Project Management
Specialist Group

Service Management &
IT Asset Management

Project Managers and Service Managers - enemies or close friends?

Joint Spring School March 2022

Week 2 March 16th John Meech
“Planning the Successful Design and Delivery of a Service”

Planning the Successful Design and Delivery of a Service

Project Managers and Service Managers – enemies or close friends?

John Meech
16 March 2022

From Project to Service – What could possibly go wrong…?

- Some transition and Change failures
  - Cost
  - Reputation
  - Impact
- Throwing it over the wall even in a DevOps era
- How do we reduce risk and contain costs?

Alerts and Failures

- New technologies
- Performance
- Unable to measure or meet SLAs
- Application failures
- Early life support
- Testing
- Project timescales
- Compliance

Planning for Service Operation

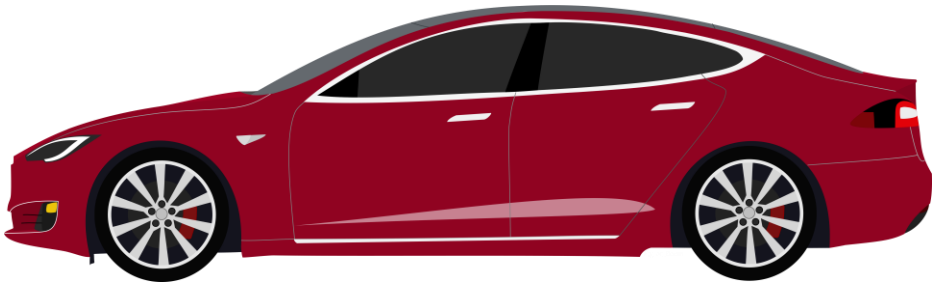
- At Design phase
- At Transition
- At Operation

- People
- Process
- Tools
- Governance

The Service Architect

- Managed Service Provider context
- My Customer is the Service Delivery Manager
- Our Partner is the Project Manager
- Part of a multi-disciplinary team

Design for Service: The Car Analogy…



- Effort to build?
- How to support?
- Tools to support?
- Effort to support?
- What warranty and guarantee will be provided to customers?
- How many spares are needed and where are these stored?
- How to plan to do this?

We need a Method and a Plan

Method

- A standard approach to reduce risk and cost
- Within multiple Frameworks
  - ITIL 4® Axelos
  - ISO/IEC20000:2018
  - IT4IT ™ The Open Group
  - TOGAF ™ The Open Group
  - Agile
  - DevSecOps
  - Etc, etc…

Service Methodology

- Standard Approach to design
- Standard Output Templates
- Demonstrable
- Measure, Improve, Evolve
- Adaptable
  - Agile/DevOps
  - Phasing
  - MVP

Outputs for Service

- Service Architecture Design
  - Organisation and Operating Model
  - RACI
- Transition Plan
- Governance
- Operations Manual
  - Policy, Process, Procedures, Plans
- Costs
- Risks

For Example – You Try

- You are working on a project that requires the provision of a hosted E-Business suite.
- It has a user population of about 100,000 users.
- Host, support and manage the solution – Infrastructure, applications, end-user compute.
- Primary service desk is provided by another supplier.
- Key requirements for the client are high availability (99.95%), security and compliance with applicable ISO standards.
- All users are UK based.
- Different client departments will require access to different modules within the suite.
- You are migrating from multiple different databases

Identify key deliverables for service

Plan

- Design for Operation
- Not “Service Wrap”
- Lifecycle model or not
- Milestones or not

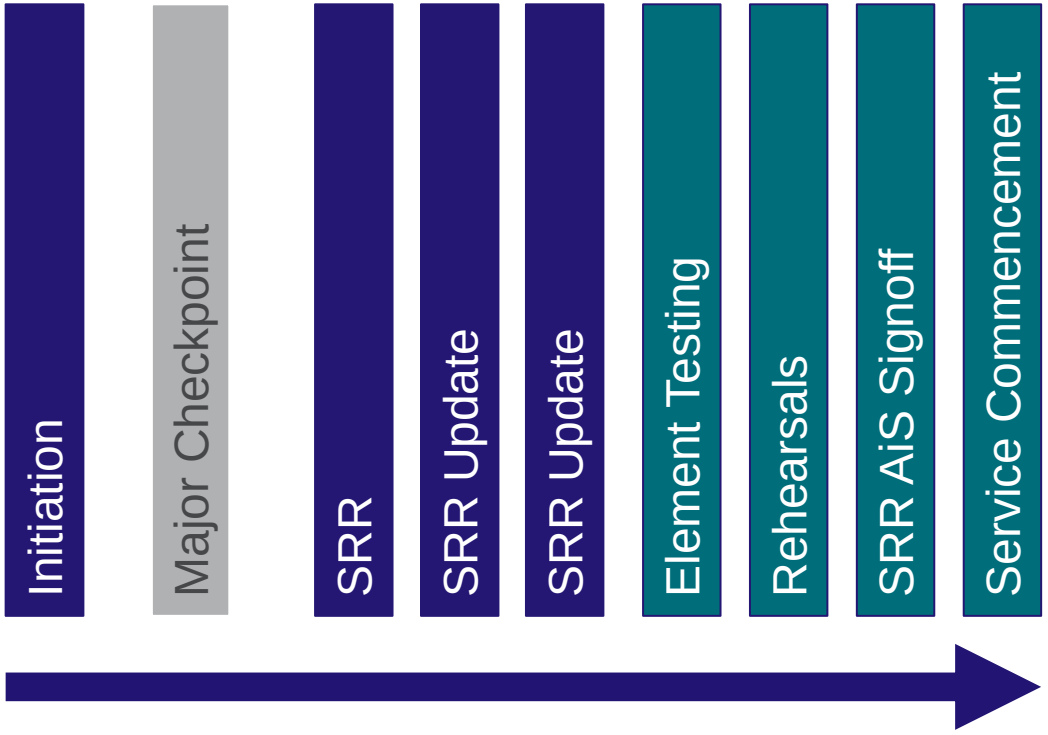
Plan the Transition and Operation

- Acceptance in to Service and Service Readiness
  - Operational Readiness
  - Service Readiness
  - Service Rehearsals

Achieving Service Readiness means that the Service Management Team (and the Customer) is confident* that the Project Team has implemented the Service to meet the requirements in terms of both Scope and Performance

*pragmatic assessment of risk

Checklists, Reviews, Gates



Checklists

- At what stage are the Service Management Processes, Procedures and Work Instructions?
- All Designs signed off
- Service Descriptions, Service Governance Guide, Architecture Overview Document in place
- Operations Teams identified and plan in place for Service Take-On – risk to readiness time-line known
- All Operations Teams aware of Service Levels
- All contact details known for functional and hierarchic escalation
- Check on Plan for training, knowledge transfer, knowledge articles
- Staff identified and available to plan across all teams
- Overall test progress check against plan
- Service Rehearsal scripts and plan on track to complete according to plan
- Applications Business Processes and other programme deliverables
- Customer dependencies on track

Case Study

- Home Phone and Broadband Service

Scenario Scope

Scenario	1	2	3	4	5	6	7	8	9	10	11	12
Across Partners	X	X	X	X	X	X	X	X	X	X	X	X
Customer Impact and Management	X	X	X	X	X	X	X	X		X	X	X
Communications – across partners	X		X	X	X	X	X	X	X	X	X	X
Resolution to BAU and post-scenario reporting	X	X	X	X	X				X	X	X	X
Technology Driven	X	X	X		X					X		X
Process/Service Driven	X			X	X	X	X	X	X		X	X
Multiple Low Priority				X			X	X			?	X
BC/ITSC/DR						X				X		
Security				X		X						
Live Service Impacting	X	X		X						X		X
Business Impacting	X	X				X			X	X	X	X
End-to-end Review (across ITIL processes)	X	X	X	X				X	X	X	X	X
Exceptions (unanticipated)							X	X				

Scenarios

Reference	Scenario 1: Multiple customers unable to access broadband						
Scenario Description	Multiple single customers are unable to access broadband/telephone due to a Infrastructure failure						
Test Objectives	Identification and diagnosis of Incident (Call Centre/Monitoring). Alerting/Notification process between partners. Incident Management process, Major Incident escalation process,						
Test Conditions	Test Details – "A DSL outage occurred at 20 exchanges due to a faulty switch in Salisbury exchange - Simulation". Call Centre has received a large number of singleton calls relating to loss of service – for test purposes raise a single Incident allocated to Networks (Loss of Service includes email, phone and broadband) Network provider has detected a major service outage at the Salisbury exchange potentially affecting 1500 customers						
Instructions for Testers							
Step	**Scenario Test**	**Actor**	**Expected Results**	**Actual Results**	**Pass /Fail**	**Defect ?**	**Notes**
1	MSO email notification of failure to Networks and Call Centre	Networks, Call Centre	Email received from Networks. Event correlation and P1 Incident generated in Service Desk.				
2	...						

Discussion…