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

16th March 2022
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

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<thead>
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<th>Scenario</th>
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## Scenarios

### Scenario 1: Multiple customers unable to access broadband

**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**

<table>
<thead>
<tr>
<th>Step</th>
<th>Scenario Test</th>
<th>Actor</th>
<th>Expected Results</th>
<th>Actual Results</th>
<th>Pass/Fail</th>
<th>Defect?</th>
<th>Notes</th>
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<tr>
<td>1</td>
<td>MSO email notification of failure to Networks and Call Centre</td>
<td>Networks, Call Centre</td>
<td>Email received from Networks. Event correlation and P1 Incident generated in Service Desk.</td>
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Discussion...