

8 Planning to Implement Service Management

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This module addresses the task of implementing or improving ITIL within an organisation and considers aspects such as where and when to start, Organisational Change, Cultural Change, Project and Programme Planning, Process Definition and Performance Improvement.

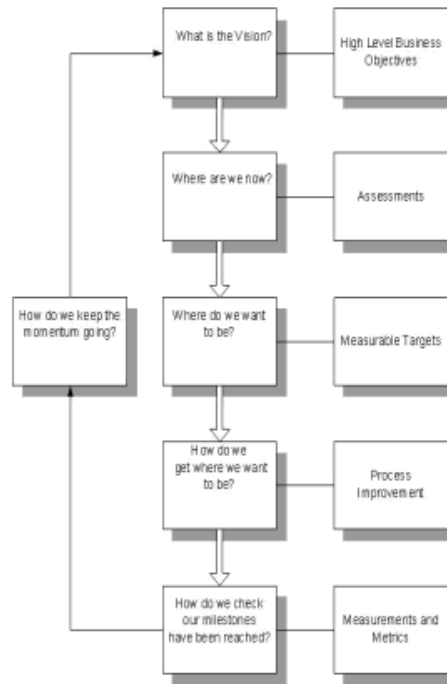


Figure 8: Planning to Implement Service Management – Continuous Improvement

Using the approach in Figure 8 the overall vision for IT is produced first. An IT Service Management vision is a mutually agreed statement of desire and intent between the business and IT. It describes the aim and purpose of the Service Management CSIP.

Once the vision has been determined it is important to establish “*Where are we now?*” This can be assessed using an overall IT organisational growth model that determines the current maturity of the IT organisation in terms of:

- Vision and Strategy
- Steering
- Processes
- People
- Technology
- Culture.

Other techniques which can be used for assessing current status include internal review, external benchmarking or process assessment against industry standards and guidelines (e.g. ITIL and

BS 15000).

The business and IT must then agree the future role and characteristics required of the IT organisation, to understand “**Where do we want to be?**” This stage involves the completion of a gap assessment report, together with a business case for the CSIP. Wherever possible, ‘quick wins’ must be identified, provided they do not inhibit the achievement of long term objectives.

A plan must then be produced for the CSIP project of “**How do we get where we want to be?**” This considers:

- How the Changes are going to be achieved?
- Where to start?
- Which elements are essential to address within the CSIP?

The answers to these questions determine the approach, final scope and terms of reference for the CSIP project.

A set of measurable milestones, deliverables, CSFs and KPIs must be agreed to assess the progress and performance of the CSIP, i.e. “**How do we check milestones have been reached?**” All of these areas need to be regularly measured, monitored and reviewed at each stage of the project to ensure success. It is important to include measurements that directly relate to business benefits and quality business improvements.

Having started a CSIP, one of the hardest issues to address is maintaining the focus and commitment, i.e. “**How do we keep the momentum going?**” Sustaining improvement is made more difficult by the continued acceleration of the rate of Change within IT. The success of any ‘quick wins’ can be used to maintain the momentum during the project. Each improvement, once achieved, must be consolidated into everyone’s everyday practice, in job roles and job descriptions.

Throughout all CSIP activities the key messages of maintaining business focus, priority, impact and alignment must be emphasised and re-emphasised to ensure that all improvements realise true business benefits.

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