

Prepared for Public Sector

ITIL Special Interest Group

Sponsored by: KNOWLEDGE PEAK

ITIL Implementation at Scott County, MN

Presented by:
Marilyn McCarter, CIO
Scott County
November 17, 2006



Where we began...

- County Vision:
“Best public service provider and employer in the business”
- County Mission:
"To deliver quality public services to all citizens in an effective, professional and efficient manner."

Where we began...

County Goals:

- Create Safe, Healthy, Livable Communities
- Develop Strong Public Partnerships and an Active and Informed Population
- Sustain the County's Excellent Financial Health and Economic Profile
- Provide a Supportive Organizational Culture which enhances the County Mission
- Manage the Challenges and Opportunities Derived from Growth and Development

Where we began...in IT

Develop Strategic Plan

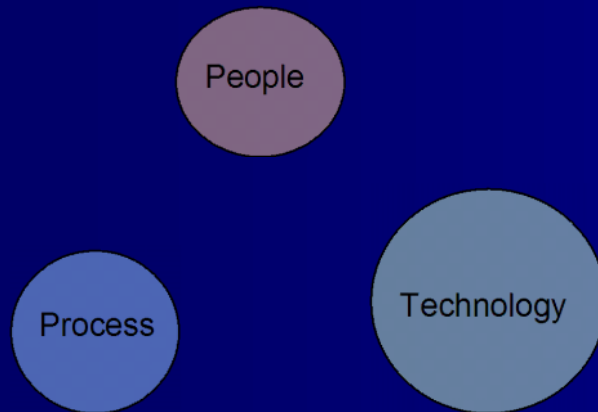
- Assessment and evaluation of IT at Scott County
 - Interim CIO:
 - SWOT analysis within IT Department
 - Dept process review – day-to-day workflow, decision-making, organizational structure, communication flow, planning, financial management
 - Interviews and systems mapping with each city business unit
 - Soft and hard skills assessment of all staff

Where we began...in IT

- Strategy Consultants:
 - Technology assessment of systems architecture, hardware, software
 - Estimated total IT cost of operations (as % of County revenue)

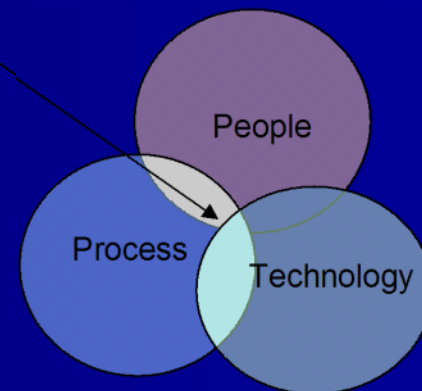
IT Assessment and Plan: Balance for Effectiveness

Before



Balance

After



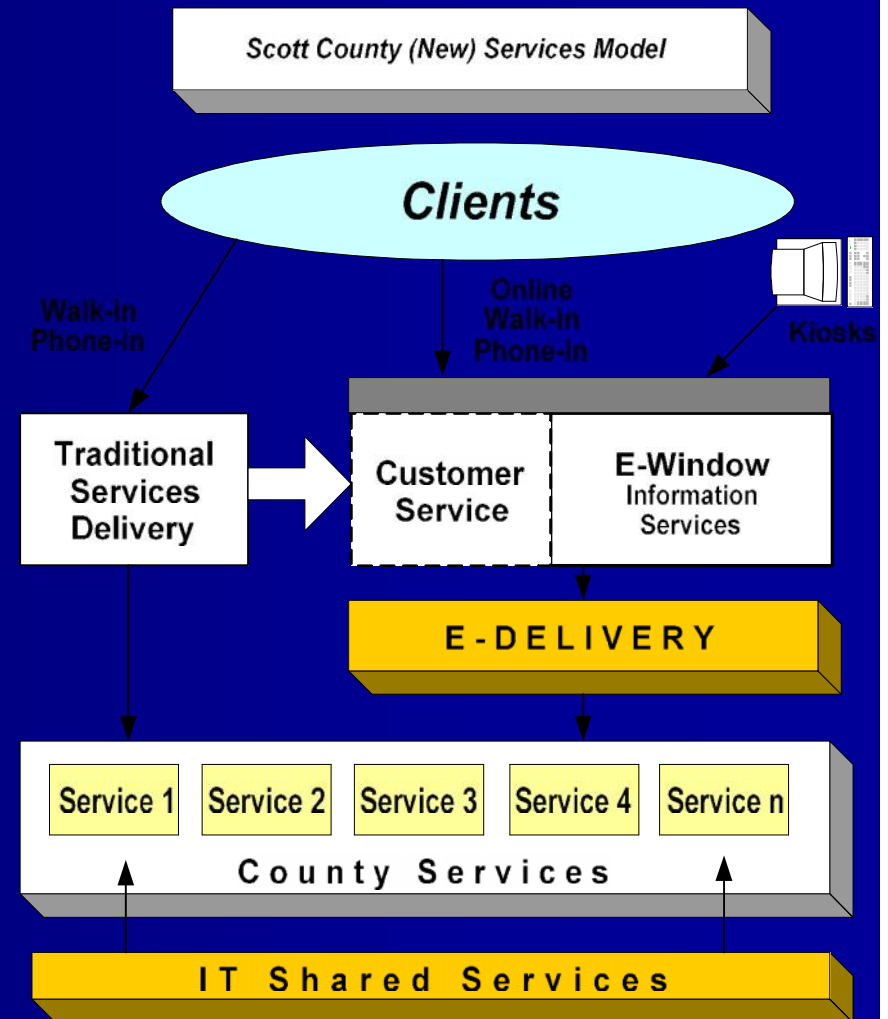
IT Strategic Plan

- Visioning workshops with County senior executives
 - Reviewed assessment findings
 - Defined vision for IT, then brainstormed, then “got real”
 - Align with County vision, mission, goals
 - Reposition from technology-centered to service-oriented operation
 - Lead - to change the way County does business: e-Government and self-service
 - Lower cost of doing business

IT Strategic Plan

Vision for IT: "Any service, any time, anywhere."

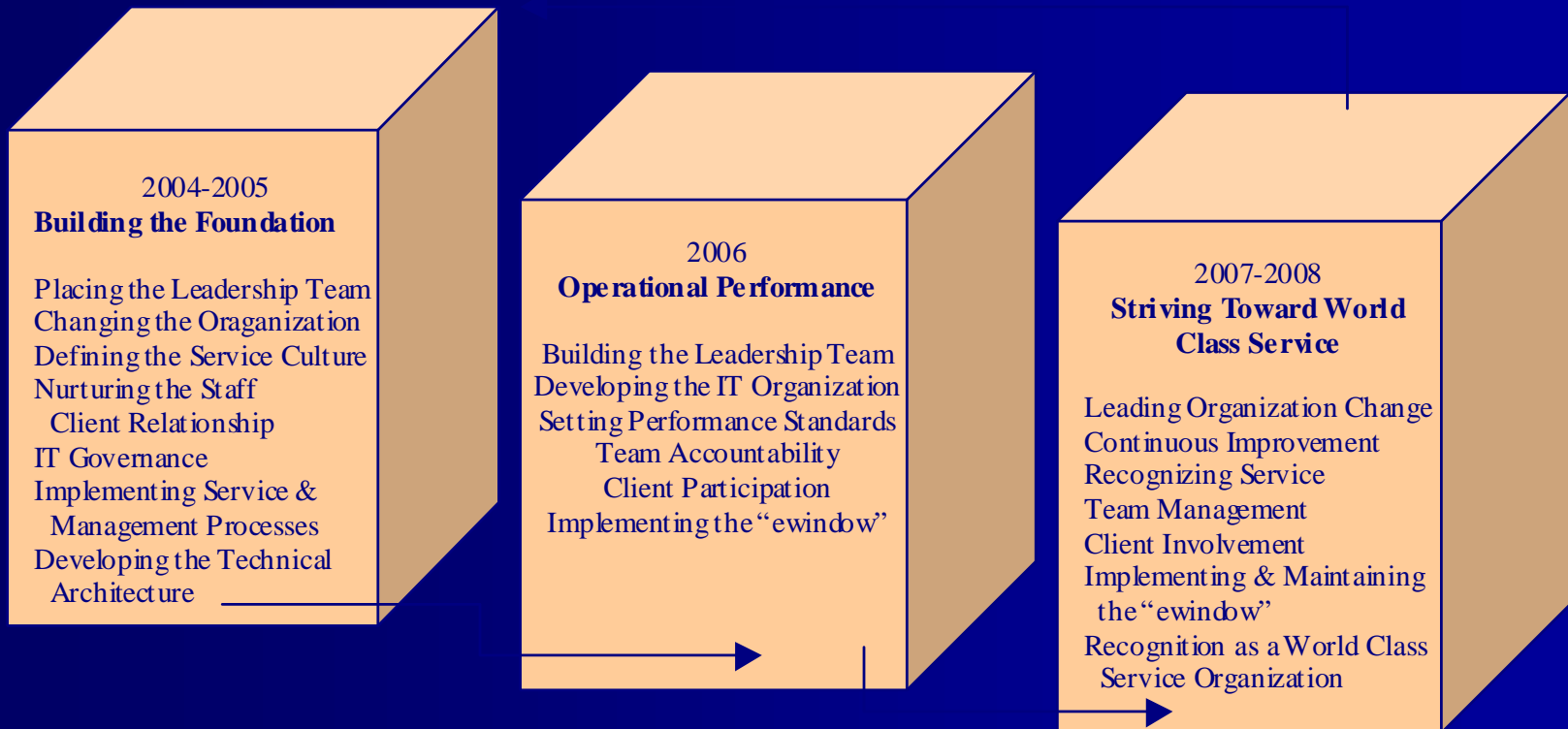
New Service Delivery Model



IT Strategic Plan - 10 Key Recommendations

1. Establish a New Service Delivery Model for Scott County
2. Transform IT Organization
3. Establish Central Point of Contact for IT Clients
4. Re-Align IT Staff
5. Create the IT Steering Committee
6. Leverage the LEIS Advisory Board
7. Validate the Fundamental Technology Platforms
8. Adopt Key IT Process Changes & IT Performance Measures
9. Transition Projects Occur in 2003
10. Electronic Delivery of Services in 2004 and beyond

IT Service Delivery Road Map 2004-2008

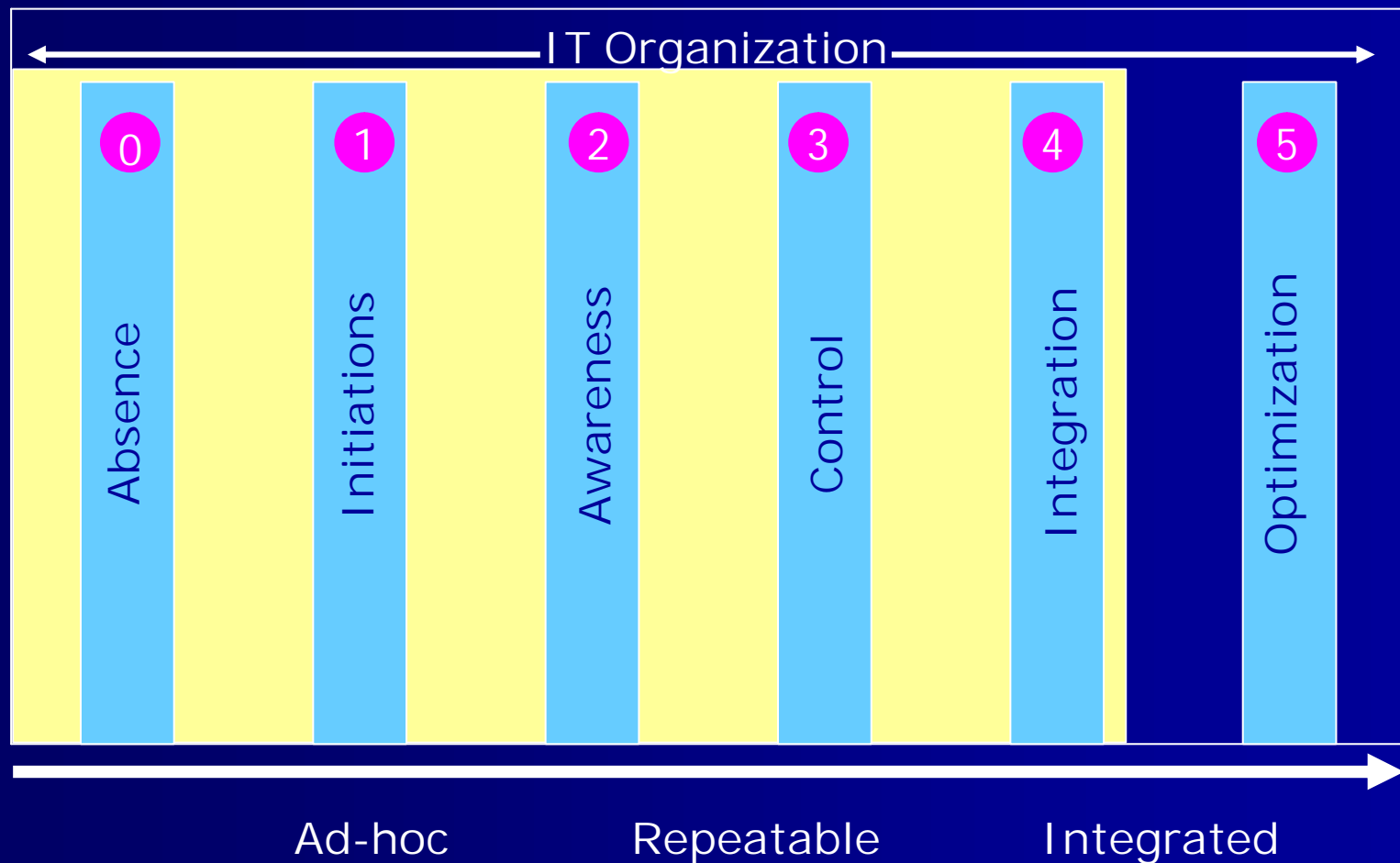


Adopt Key Process Changes & Metrics

- Implement IT best practices as defined by industry standards
- Include:
 - Project management
 - IT work management
 - IT resource management
 - Service (Help) Desk
 - Asset management

IT Process Maturity (CMMI)

Assessment tool



Adopt Key Process Changes & Metrics

Task

Decision:

Implement an ITIL Program

CIO's choice – "Best match out of standards considered: COBIT, TCO, Six Sigma, ISO"

(now ITIL is ISO20000)

ITIL positioning & justification:

Benefits & impact of ITIL on IT & Strategic Plan

- Alignment with vision & mission of County
- Practical tactics for implementing IT strategic plan
- Compliance with HIPAA
- Cost reduction

ITIL positioning & justification:

- Service orientation
- Specific to work done by IT
- Best practices as defined by IT – practical, common sense
- Tailored to fit our organization
- Can be implemented in steps
- Has measurable outcomes for IT performance
- Establishes benchmarks and enables use of quality control efforts

Implementing ITIL:

Task

- CIO as Executive Sponsor – created ITIL Project Plan – goals, tasks, deliverables

Task

- Implement IT Governance & Educate: (CIO chairs IT Governance)
 - Role of effective IT governance
 - Articles on ITIL
 - Attendance at ITIL overview seminars – ½ day
 - Orientation to Scott IT process & workflow – opportunities and challenges

Implementing ITIL:

Task

- Education of IT staff

To Strategic Plan

- New organizational structure (see handout)
- New delivery model
- Challenges in current processes (all identified in SWOT)

To ITIL – as programmatic solution, implemented over time

- On-site 3-day foundation Training & Certification provided to all IT staff

“House of ITIL Model”

refer to handout

Implementing ITIL:

Task

More ITIL training:

- CIO gets Practitioner Certification in SD & SLM - \$1,600
- CIO & IT Mgrs get Practitioner Certifications in Change Management - \$4,000
- CIO & IT Managers attend annual Pink Elephant International conferences '05 & '06 – \$5,000

Implementing ITIL:

Task

Select focus: Processes with the most problems & biggest risk in service and compliance (HIPAA):

1. Configuration management
2. Incident management
3. Problem management
4. Change management

(Function: SERVICE DESK)

Implementing ITIL:

Task

- Conduct Help Desk tools' assessment & gap analysis - \$5,000

Task

- Map four ITIL processes: Config., Incident, Problem & Change to the sub-detail level - \$10,000

(see handout on Change)

ITIL Process ownership

Task

Assign & train Process Managers - selected IT staff who will oversee, track, evaluate & own a specific ITIL process

- Client Services Manager
 - Service Desk function
 - Incident Management
 - Service Level Management
- TBD...DBA? Systems engineer?
 - Problem management

ITIL Process ownership

- Deputy CIO
 - Change management
- Senior IT Analyst
 - Configuration management (CMDB)
- Communications Tech
 - Change administrator
 - Knowledge Base administrator
 - CMDB administrator

ITIL Process ownership

Ideas

Applications Manager

- Release management

CIO

- Financial management

- Capacity management
- Availability management

- Service continuity – Security/Disaster Recovery

Implementing ITIL:

Task

- Generate requirements for “integrated” Service Desk tool > RFP – based on Scott’s processes

Task

- Evaluate vendors: on-site “proof of concept” & final tool purchase

Task

- Configure new Service Desk Tool based on Scott’s processes: Incident, Problem, Configuration and Change

Implementing ITIL

- Orientation & training for IT Staff:
 - ITIL refresher on foundations level practices
 - Training as "IT Operators" of new tool
 - refresher on our own processes for Incident & Problem mgmt

Implementing ITIL

Final preparations:

- Testing and trial run of tool for 1 week
- Erased call entries and test data
- “Go live” on new tool – Sept 27,2006

Process Maturity & Control

Task

- **Establish mechanism for regular & consistent efforts in process improvement:**

Continuous Quality Improvement (CQI)

- Working Sessions: 4 hr. & 2 hr./monthly
- Process Managers & CIO

ITIL focus, but also other processes – e.g., on-call schedule, contract management, policy reviews

Task

Implementing ITIL: COMMUNICATION PLAN

- Board – 2x/yr
- IT Governance – monthly
- IT Staff – monthly
- Division Heads – quarterly
- IT Customers – as milestones near

- Regular & frequent
- Tie to County goals & IT Plan
- Show measurable progress – challenges to overcome
- Benefits to them
- Next Steps – next goals for program

ITIL Program Timetable

- IT Strategic Plan
- IT staff assessment – orientation to ITIL
- IT organizational structure redefined
- New IT Managers hired
- CIO certified in SD & SLM
- SD tools assessment
- Board approves Strategic Plan
- Dec. 2002
- Feb. 2003
- Feb. 2003 -see handout
- Sep. 2003
- Nov. 2003
- Feb. 2004
- Mar. 2004

ITIL Program Timetable

- | | |
|-----------------------------------|-----------------|
| ■ HIPAA e-security assessment* | ■ Mar-Sep. 2004 |
| ■ Change Management certification | ■ Nov. 2004 |
| ■ ITIL process mapping | ■ Feb. 2005 |
| ■ IT Governance established | ■ Jun. 2005 |
| ■ SD tool RFP | ■ Jul. 2005 |
| ■ GIS staff certified ITIL | ■ Sep. 2005 |
| ■ SD tool purchase | ■ Dec. 2005 |

* Delayed ITIL 11 mos.

ITIL Program Timetable

- 1st Business Analyst hired
- Feb. 2006
- Configure SD tool
- Feb. 2006
- ITIL refresher courses – all staff
- May 2006
- Training on tool
- Jun. 2006
- Client Services Manager hired
- Jun.
- Testing
- Jul. 2006
- CAB & FSC on paper
- Aug. 2006

ITIL Program Timetable

- “Go live” – Infra: Incident, Problem, CMDB
- Change mgmnt – set up on tool begun
- CQI established
- Deputy CIO position with GIS moved into IT
- Sep. 2006
- Oct. 2006
- Nov. 2006
- Sep. 2006 – see handout of org chart

Lessons Learned at Scott

- Executive sponsorship critical
- CIO at table with top administrators
- Budget & manage ITIL as a new program
- Create formal project plan – timetable & deliverables
- Marketing & Communications plan – 4 P's!
 - Product
 - Position
 - Price
 - Promotion

Lessons Learned at Scott

- Nurture, support & include IT staff
- Obstacles are ever present – embrace early, flex often, keep your focus
- Configuration Management: the foundation
 - CMDB tool critical
- “Change”: too complicated to do first
- Redesigning? Paper or manual process first, then automate
- Flexible tool? Longer time to configure

ITIL Program at Scott

Questions?