Snohomish County PUD

Service Management Journey

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Topics

- Snohomish County PUD
- How We Started
- Our Approach
- Change Management
- ITSM Tool
- Top Ten Tips

Who Is Snohomish County PUD?

Snohomish County and Camano Island

- Electric and Water Utility since1949
- Serving around 320,000 customers
- Over 1000 employees
- 12th largest publicly owned utility in the country

Mission Statement
We will make a difference in our customers' lives by safely providing quality products and services in a cost-effective and environmentally sound manner.

SnoPud IT Department

- 88 full-time IT employees in five departments
  - Application Support (34)
  - Operations (24)
  - BI & Data Management (10)
  - Program Management Office (12)
  - Budget & Admin (5)

  - 3 full-time Help Desk employees
  - Currently using Altiris 6.x as our Help Desk Tool

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Formalizing our ITSM Program

- CIO direction and Program sponsorship
- Solid Executive Sponsorship allows us to focus on cultural change and acceptance
- Leveraging experience/advice from partner Utilities

Getting Started

- 2008 External Assessment
  - Assess Service Management maturity
  - Identify pain points and quick wins
  - Outlined initial Program roadmap
- Committed dedicated Program Manager
- Acknowledged Process Engineering Competency
- Pink Elephant Consulting
  - Helped us develop an ITSM Program governance model
  - Validated roadmap
  - Education
  - Process Design and Implementation Consulting

Our ITSM Program Roadmap

2008-2010

- ITSM Governance
- Program Visioning
- Incident Management
- Change Management
- Problem Management

2011 & beyond

- Service Catalog Management
- Request Fulfillment Management
- Knowledge Management
- Transition Planning & Support
- Release Management
- Service Validation & Testing Management
- Service Level Management
- Service Asset and Configuration Management
- Service Portfolio Management
- Event Management
- Configuration Management
- Supplier Management
- IT Service Continuity Management
- Capacity Management Availability Management
- Service Strategy Management
- Demand Management
- Access Management
- IT Security Management
- Availability Management
- Financial Management

Initial Processes

- Incident Management
  - Good introduction to Service Management
  - Small culture shift required
  - Current tool could support
- Change Management
  - Too many Incidents were being introduced into the environment by Changes
- Problem Management

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Investment in ITIL Education

- ITIL Foundations (Pink Elephant)
  - Entire IT Division certified
- ITIL Practitioner Training (Pink Elephant)
  - Process Design Core Team, Process Owner, Process Manager

    Service Transition - Release Control and Validation

    Service Operation - Operational Support Analysis
- Training Program (SnoPUD)

Organizational Cultural Change

- PUD culture – must have buy in or process will fail
- Process Design Team
  - Core team – stakeholders and subject matter experts
  - Extended team – members from every area of the IT division
- Wide representation aids in acceptance of the process
- Road shows and staff meeting presentations

Process Design Methodology
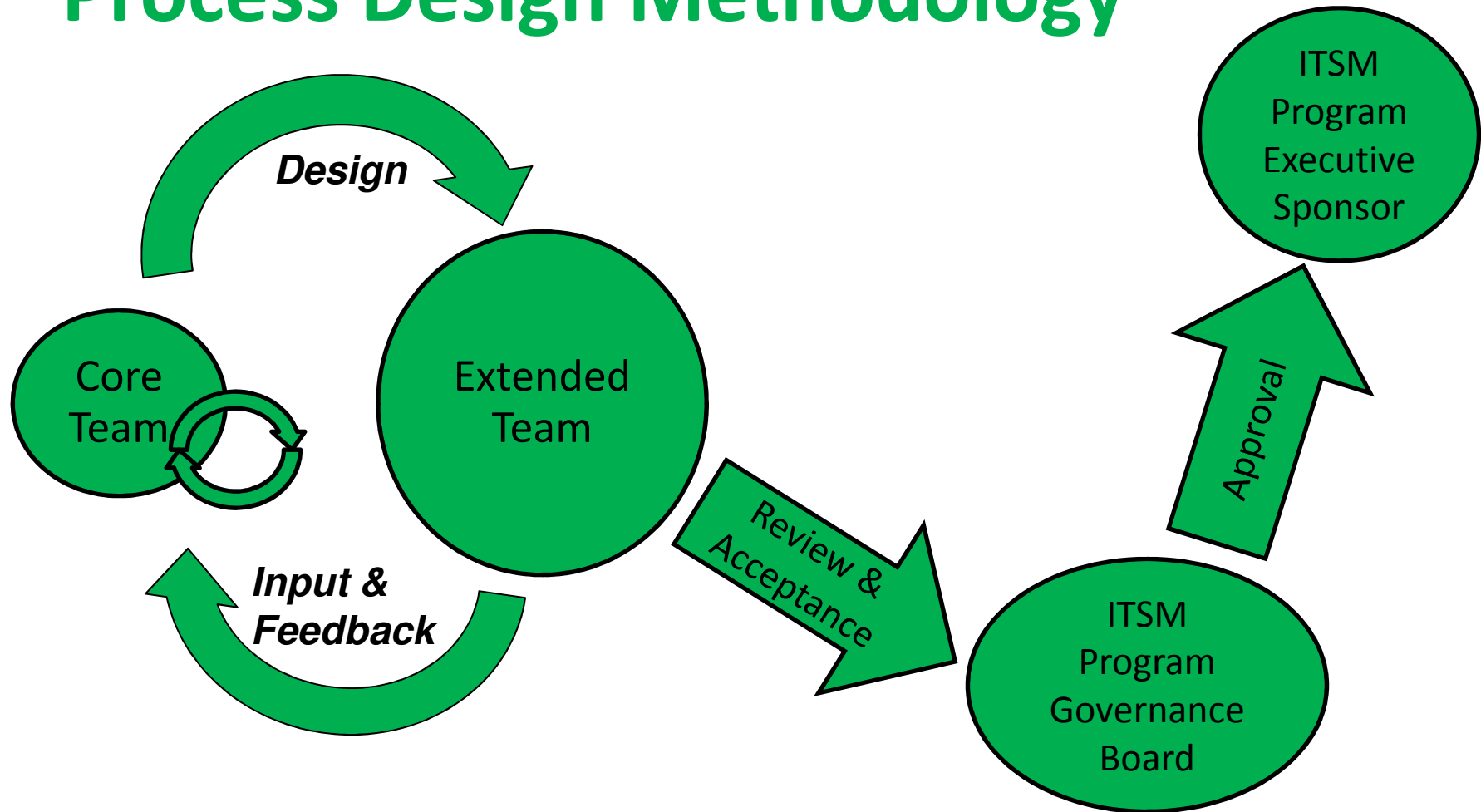
Process Implementation

- Transition from design to implementation
  - Training
  - Continuous Process Improvements
  - Feedback/communication loop
  - Metrics
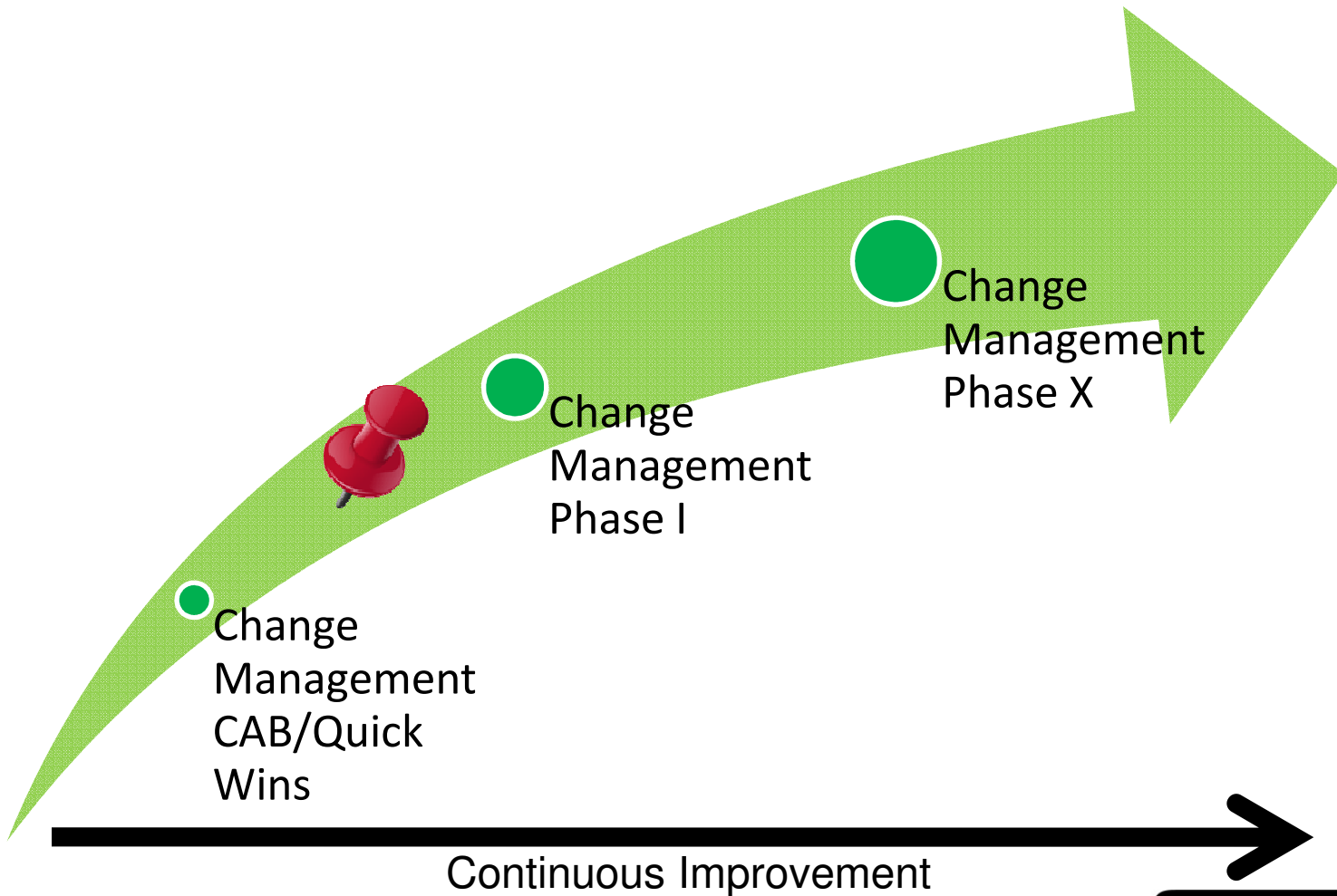 - New process adoption tied to Performance Reviews

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Change Management Maturity

Change Management Phase X

Change Management Phase I

Change Management CAB/Quick Wins

Continuous Improvement

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Change Management Outcomes to Date

- Quick Wins
  - CAB (Change Advisory Board)
- Benefits
  - Increased communication across organization
  - Improvement to existing processes
  - Early identification of collisions
  - Elimination of unnecessary Changes
  - Better job of planning Changes
  - Common vocabulary
  - People are wanting more and more of the Phase I Design

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IT Service Management Tool Selection

- Build the process first, then address the tool
- Don't expect a tool to deliver the process
- No silver bullet to address all of IT Service Management
- The tool is the face of the Change Management Process

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Service Management Initiatives – Top Ten Tips

1. Know your maturity going in and what maturity you want to achieve

2. Recognize that processes vary widely in complexity and size

3. Recognize organizational culture change
   - Be flexible - know your company's appetite for organizational change and adjust as needed
   - Get naysayers involved early
   - Build in multiple feedback loops, listen, and adjust the process as needed

4. Process Design Team Continuity

5. Core Team membership needs to include someone with influence and authority

Service Management Initiatives – Top Ten Tips

6. Define and execute Quick Wins early
    - Show value through addressing pain points

7. ITIL is a framework
    - Use internal resources to design <u>YOUR</u> process, right-size it to your organization
    - Get consultant help to ground yourselves in concepts

8. Don't mistake a tool for the process

9. Don't "set it and forget it"
    - Continuous Improvement needs to be managed
    - Think Continuous Improvement, commit to incremental changes

10. It's a game changer….

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