



AWARD
WINNERS



GREEN IT
SPECIAL
FEATURES



SOCIAL
MEDIA.
RISKY
BUSINESS?



PERFORMANCE
MATTERS



Webinar success ushers in new era of online services



itSMF Australia hosted its first webinar for 2011 on February 2, from the Melbourne National Office with 2010 National Conference Best 1st Time Speaker Award winner, Katherine O'Callaghan (right) joined by itSMF's National Business Operations Manager, Greg Porter and Victorian State Branch Chair, Rose Dyson.

The first webinar in a new monthly series to be hosted by itSMF Australia has been hailed a huge success with nearly 100 members logging onto a presentation by Dr Katherine O'Callaghan on February 2.

According to Greg Porter, Business Operations Manager for itSMF Australia, the response from members proved there is demand for this type of online knowledge sharing.

"We were thrilled with the response to what was a terrific presentation from the 2010 Conference's Best First Time Presenter Award winner," Porter said. "Over

120 people registered and members logged in from all over Australia.

This shows that we have a tremendous opportunity to extend the value of itSMF Australia membership by facilitating access to some of Australia's most experienced ITSM practitioners from anywhere they can access the Internet."

"Based on the strong reception for Katherine's presentation, we are going full steam ahead with this concept and plan to run webinars once a month throughout 2011."

O'Callaghan's presentation was titled *"Unplanned IT Outages-Take Home and Apply Information"*. It took an in-depth view of Incident Management, how unplanned outages can significantly affect IT costs and how effective and successful Incident Managers restore service quickly and wisely.

The next one hour webinar is scheduled for Friday March 11 at 12:00 noon. It will feature a presentation by Paul Jay, who was winner of the Best Speaker Award at last year's itSMF Australia National Conference.

Ask an Expert

Another new online initiative being trialled by itSMF Australia in 2011 will be the "Ask an Expert" service which, thanks to the efforts of itSMF Marketing Director, Sue Reid, is now in pilot. This service is designed to provide an opportunity for members to connect to experienced experts in the field to expand their horizon, gather and supplement existing knowledge, gain answers to niggling ITSM questions and

access fundamental resources within the profession

It is a way for senior practitioners to contribute back to the industry and enable a mentoring process within the itSMF Australia community. Keep an eye out for further developments in relation to our ask an expert service in future issues of the itSMF Australia Bulletin.

Click for Conference and Awards info

All the latest information relating to the LEADit2011 14th Annual itSMF Australia National Conference and Expo as well as the 5th Annual itSMF Australia 2011 ITSM Industry Awards is also available online.

Under the Conference tab on the home page, you will find announcements about

the sponsors and program progressively as this becomes available as well as venue information and all of the LEADit2011 newsletters that will be published in the lead up to the Conference.

There is also a new Awards tab on the home page to guide applicants through the categories and timelines for the process of nomination, judging and final presentation of Awards at the LEADit2011 Conference in Perth.

One feature of the Awards section which may be of interest to organisations or individuals who are contemplating a nomination is an article that outlines some tips and hints on how to minimise the time and cost involved in nominating and how to catch the attention of the judging panel.

YOUR WEBSITE

The itSMF Australia is a great ITSM information source for members and guests. Add a bookmark to your browser and keep coming back for all of the latest information on National and State Branch events, Conference and ITSM Industry Awards details as well as interviews, book sales, links to the ITSM world and valuable articles written by Bulletin contributors.

www.itsmf.org.au

First Keynote Announced for LEADit2011

Preparations for LEADit2011, the 14th Annual itSMF Australia National Conference and Expo to be held at the Burswood Entertainment Complex are in full swing with the first of the Keynote Speakers announced, a Conference theme designed and the Six Stream definitions released.

For LEADit2011, the Conference theme is "Mine Information, Engineer the Future" which reflects the significant role that IT plays in the resources and engineering sectors which contribute greatly to the Western Australian economy.

RMIT University's Entrepreneur in Residence, Dr Marcus Powe has been locked in as one of the five keynote speakers for the event. Dr Powe, who is also a multi award winning academic who won Australia's Best Entrepreneurial Educator award, was invited based on the extremely high rating he received in delegate evaluations of speakers from the 2010 Conference.

A specialist consultant to Boards and CEOs as well as a leader of multiple IT and software development companies, Dr Powe will kick off the Conference. His presentation will be designed to spark the enthusiasm of delegates so they can consider how to implement and measure creativity and innovation within their organisations.

The six breakout streams for this year's conference are:

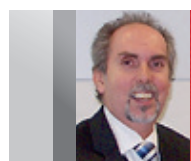
1. Exploration and Discovery – Service Management 101
2. Digging Deeper – Process, Pitfalls and Tips
3. Protecting Your Investment – Governance and Security
4. Leading People – Recruit, Manage and Motivate
5. Mining Information – Performance and Metrics
6. Engineer the Future – Architecture, Innovation and New Technology

Having a stream dedicated entirely to less experienced ITSM practitioners is something that has been mooted for several years but which is being introduced for the first time at LEADit2011. It represents a tremendous opportunity for organisations to send along some of their brighter, young staff who are just starting their ITSM professional career. An ITSM 101 stream also provides assurance that rookies will gain tremendous developmental value from their conference experience without having to sit through challenging sessions catering to more experienced practitioners.

According to LEADit2011 Conference Director, Kathryn Heaton, taking the National Conference to Perth for the first time has presented many challenges and opportunities.

"The Western Australian economy is thriving with a range of healthy industry sectors and this influenced the decision on the theme and streams and keynote speakers we are introducing," Heaton said.

Contd on page 2



CHAIRMAN'S REPORT

MIKE WEBB
CHAIRMAN, itSMF AUSTRALIA

OF DROUGHTS AND FLOODING RAINS

Welcome to the first itSMF Australia Bulletin issue of 2011. With devastating floods on the east coast in Queensland, New South Wales and Victoria being contrasted by one of the worst droughts on record and raging bushfires over here in the west, clearly the holiday season has brought with it significant challenges for many. As we go to press there is also one of the largest cyclonic weather systems ever recorded in Australia bearing down on far north Queensland.

It's a large, wild and diverse terrain we live in but, at the end of the day, these challenges only add to the majesty of our country. I would like to extend my sincerest best wishes to all members who were affected by natural disasters over the past few months. It was horrific to see the damage that was wreaked across the nation, but heartening to see the way communities banded together to meet the challenges that emerged and help out their fellow human beings.

As well as being affirmation of the value of being involved in a community – as we all are as part of the itSMF – this current summer has served as a timely reminder of just how important business continuity strategies and disaster recovery planning are, or should be, as components of any ITSM. With significant parts of Brisbane – Australia's third largest city – going underwater, there would have been many ITSM practitioners working overtime to maintain or restore services to their customers.

Much of it would have been unprecedented as the last time Brisbane was inundated with this sort of flood was 1974 when IT infrastructure was almost non-existent and the concept of IT Service Management had yet to be hatched.

I would urge any members who have stories to tell that could be of value to your

fellow members to get in touch with your State Branch Chairman and think about presenting at a local chapter meeting. Details about how you dealt with the situation is just the sort of intelligence that should be shared with others.

I am sure there are some great tales to be told. How did you prepare knowing that there were flood waters on the way? Just what sort of unanticipated challenges did you face? How did you minimise the impact on services? And, what have you learned about further minimising the risks in the event that this happens again?

Meanwhile, with the industry and the Forum having moved on from the GFC fallout, our Focus for 2010 was on building value for all itSMF Australia members. This continues into 2011 and over the next few months, members will begin to notice new and improved communications and a new "Ask an Expert" service that will be managed, along with other resource improvements, on our website. Keep an eye on the Bulletin throughout this year for more details about online developments.

In addition, our State Seminars and Special Interest Groups continue to provide significant value for those members who attend. If you haven't had a chance to get along to one recently I'd encourage you to make plans to attend this year as they have been consistently rating very highly in terms of value to members. For those attending our seminars in Perth, subject matter has been aligned with themes that are to be presented at the National Conference in August as means to extend the value of both.

These events and meetings wouldn't be possible without the support of sponsors, so I would also like to take this opportunity to thank our partners - Lucid IT, Axios, VMware, Dowling, FrontRange, Kinetic IT and ProActive – for their

continued support of the State Seminar series.

This year's LEADit2011 Conference in Perth is also looming quickly and much work has already been undertaken to ensure that it will be a fabulous event for all of those who attend. Information about all of the latest developments is available elsewhere in this issue including the six streams that the Conference Committee have settled on.

I am particularly pleased about a new initiative in the streams with one of them being classified as "Exploration and Discovery – Service Management 101". The introduction of this stream presents a wonderful development opportunity for the less experienced needing a solid grounding in Service Management. All managers should be encouraged to consider sending their newer staff along to help bring them up to speed in the latest thinking in ITSM.

Finally, I would like to acknowledge the significant role that itSMF Australia is playing in the rewrite of Part 1 of the ISO 20000 standard which has recently been past for publication by the International Organization for Standardization (ISO). This represents the culmination of several years of work and presents a major step forward for IT Service Management due to its alignment with ITIL V3, ISO 9001 and other frameworks. Australian itSMF members, Claire Brereton and Erin Casteel have been major contributors to the work on the Implementation Guide (Part 2). As this issue goes to press, Part 1 is undergoing final preparation for publication with Part 2 expected to be finalised later this year.

I look forward to catching up with you soon.

Mike Webb
Chairman
itSMF Australia
mike.webb@itsmf.org.au

From page 1

"We aim to tap into the resource rich business and trade of Western Australia to provide expert industry case studies and interactive sessions involving local businesses and customers from the mining, agriculture and energy sectors to name a few.

"It has also provided the opportunity to extend an invitation to Asia Pacific itSMF national chapters and attract important regional IT partners and ITSM practicing organisations. To this end, we will be including content that encompasses a broader strategic focus on Australian trade."

Meanwhile, Conference sponsorship opportunities and the booking of exhibitor space in the accompanying ITSM industry trade exhibition are also gathering momentum. Interested parties should contact Barbara Hines (barbara.hines@itsmf.org.au) or the National Office on 03 9879 5466).

2011 Dates to Remember:

- 15 March - Sponsors (by Category) announced
- 31 March - Abstracts due for ITSM Awards nominations
- 31 March - Speakers Announced
- 30 April - Final Award Submissions
- 30 April - Final Sponsor Payment
- 31 May - Early Bird Registration
- 30 June - Award Finalists Announced
- 31 July - Standard Registration
- 16 August – LEADit2011 Workshops
- 17-19 August—LEADit2011 Conference

Conference Information online

www.itsmf.org.au/leadit/leadit2011

All of the latest Conference information is available online. This information will be updated regularly as it becomes available in the lead-up to the Conference.

itSMF International announces support for priSM

A message from Peter Doherty, itSMF Australia Board member (Director of the Qualifications/Certifications portfolio).

Some time ago, itSMF USA introduced the Professional Recognition for IT Service Management (priSM) to enable members to gain recognition for ITSM knowledge, skills and abilities. This is one of the key factors to being a profession, a method of professional's accreditation against a set criteria and ensuring they stay current to retain their accreditation.

priSM accreditation will be a recognisable way by which employees and peers can determine the skills levels of professionals – both locally and internationally.

Individuals will apply for a level of accreditation based on set criteria that balances work experience, qualifications and what they put back into the industry. Once a level of accreditation is achieved it will need to be reassessed each year. This reassessment will use a Continuing Professional Development process where professionals will acquire points for work performed and professional development such as presenting / attending certified seminars.

As we move forward here in Australia with improving member services, the Board would welcome feedback from both employers and individuals as to where you see the importance of such a scheme in our profession.

As an initial step in gathering this I would like to invite comments and feedback to be sent to me to help gauge the level of interest in such a program.

Peter Doherty can be contacted via: peter.doherty@itsmf.org.au.



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BOOK REVIEW

BY KAREN FERRIS

ITSMF AUSTRALIA BOARD MEMBER, DIRECTOR OF PUBLICATIONS



Title: Key Element Guides

Karen's Comment:

I have to say that I "love" these little books but that is somewhat related to my role as a consultant and trainer. They are handy quick references that are portable (each KEG is 11cm x 14cm) and they provide access to the fundamental guidance of the core publications without having to carry around each of the heavy and bulky tomes themselves.

As mentioned above, they should not be used as a substitute for having access to the core publications. They are reference guides and as with any reference guide, you need to have an idea of what you are looking for when you access the publication. For example, I would not recommend them as revision or preparation material for an ITIL Foundation exam. There are other, more-suited publications to fulfill that purpose.

For anyone who may reference any of the stages of the ITIL service lifecycle on a regular basis, I would suggest these publications become an occupant of your briefcase, desk or pocket!

They can be used as reminders of the key concepts and elements, sources of confirmation and clarification of understanding as well as providing the essentials before reference is made to the core publications. They can often provide the information or answer you are looking for without having to refer to the core publications.

The downside to these publications is that although they do have a table of contents they do not have an index and they are only available in hardcopy at the moment. They would make nice ready-references for the desktop.

The KEGs can be purchased individually or as a suite. I would recommend the latter as for anyone who has even dabbled in service management will know, one process leads to another and no process is a subject of one stage of the lifecycle. Therefore a complete service lifecycle suite is extremely useful.

Bookstore Link:

www.itsmf.org.au/bookstore

Author: ITIL V3 authoring team – Office of Government Commerce (OGC)

Audience: Practitioners, process owners, service managers, consultants, trainers and other service management professionals.

Coverage: There are five books in the Key Element Guide suite – one for each of the core ITIL lifecycle publications.

Key Element Guide Service Strategy

Key Element Guide Service Design

Key Element Guide Service Transition

Key Element Guide Service Operation

Key Element Guide Continual Service Improvement

Each of the Key Element Guides (or KEGs) provides a synopsis of the basic concepts and practice elements of each of the core publications. These publications do not replace the ITIL core publications or act as a substitute for the full guidance. They serve as a quick reference guide and direct the reader to the full guidance when needed.

They all provide an overview of the ITIL framework, the service lifecycle approach and the lifecycle governance and lifecycle operations elements of the service management model.

Each KEG presents the principles of stage of the lifecycle with which is covering (e.g. Service Design) and provides an overview of the objectives and scope; key elements; roles and responsibilities; the processes, activities and functions; and implementation guidance including technology and tools.

Level: Intermediate – advanced.



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NEWS AGM NOTICE

2011 AGM date announced

itSMF Australia's 2011 Annual General Meeting has been scheduled for April 14 in Melbourne. Venues are to be finalised but it has been confirmed that there will be satellite venues in made available in Brisbane, Sydney, Adelaide, Hobart, Canberra and Perth which will all be connected by teleconference.

All members of itSMF Australia are invited to attend the AGM. The AGM agenda will include the tabling of an Annual Report, the disclosure of financial accounts and ratification of the Board elections detailing office bearers for the next 12 months. Board elections will be conducted by the Council of Members during February.



NSW State Branch Chair, Bradley Busch (RIGHT) presents Paul Jay with his Chairman's Award for the Best Speaker at the 2010 National Conference. Paul's presentation, titled "ITIL and KCS Compliance Taxonomy Model" will be broadcast as a webinar on March 11 at www.itsmf.org.au.



FIVE MINUTES WITH

1. **Name:** Harry Powell.

2. **Current roles with itSMF Australia:**

Deputy Chairman, Director Strategic and Business Planning.

3. **Member since:** 2002.

4. **ITSM Experience:**

- Global Process Owner for the implementation of EDS's ITIL based Service Management model. This entailed travel to the UK as part of a multinational team developing the model and ongoing work on the rollout.
- Lead Consultant on an ITIL consulting engagement with a SA Govt customer that looked at their Change and Release Management processes.
- Lead consultant on an investigation of a Commercial client's Service Management processes.

5. **Current Employment:**

Department of Education & Children's Services, Program Manager, Digital Education Revolution.

6. **Most successful experience on an ITSM project:**

Participating in the Service Delivery process development for EDS.

7. **Biggest challenge faced on an ITSM project:**

Demonstrating the value to the business for investment in developing and deploying ITIL processes.

8. **Best Aspect of Being an itSMF Australia Member:**

The people. It's what this Forum is all about. I've gained so much knowledge from being around amazing people, locally, nationally and internationally.

9. **Favourite IT Gadget:**

Does a chainsaw count as an IT gadget?

10. **Technology Vision for the Future:**

Smaller; faster; cheaper.

11. **Personal Interests:**

Motorsport and the dream of one day owning a Shelby Cobra, or an Aston Martin V12 Vantage, or a Ferrari 308GTB or...

12. **Three books you loved:**

Any Biggles book, Any John Wyndam Book, The Stieg Larsson Trilogy. Oops that's more than three.

13. **Three films you loved:**

Avatar, 2001 A Space Odyssey, Death at a Funeral.

14. **Favourite Global Destination:**

Koh Samui (Thailand), St Maarten (Caribbean), Barcelona (Spain).



PRACTICAL TIPS

GREGG HOLDEN,
MANAGING DIRECTOR, SUNTREE GROUP

Have you ever got into one of those 'win-less' arguments over which technology is better? It seems that these days you can't read any technology blog without some war erupting about the comparative technical differences between i-phones, android handsets and blackberrys (Oh and late comer Win7 Phone). Of course this has now overflowed into the exploding tablet market and it's looking like becoming a bloodbath.

Forget the Specs

It doesn't stop there with Microsoft Xbox, Sony Playstation3 and Nintendo Wii slugging it out in the consumer gaming market. Where ever you look, someone is touting that their technology is better than yours. In extreme cases, brand followers are cult-like in their bantering and will blindly ignore the defects in their chosen technology due to the huge social and public outpouring that has committed them to the brand forever.

If you want to look at some recent extreme examples of this then look up the new Indian technology upstart 'Notion Ink' and their new Adam tablet. Not only are their dedicated fan-sites worshipping the company, the product and its CEO there are also brand extremists calling themselves 'Adamites' and the 'A-Team'! I guarantee that these aren't your average 14 year-old kids either! It's all quite bizarre and in some cases the blogs play out like some weekly reality TV show. Always engaging, yet often empty in any actual substance.

Of course we have been surrounded with brand battles for decades. Take the Holden / Ford loyalists as an example of brand followers stretching over decades. However, comparisons in technology are fuelled not by petrol, but instead through the rapid pace of change of the technology itself. This is further ignited by the use of new technology to talk even faster and more frequently about technology! Where will it all stop?

What I find interesting in these

heated and rather inane online slanging matches between technology enthusiasts is the underlying reasons that people give for why their technology is better than something else. It invariably all comes down to specs. This processor is faster than that one. This one has more USB ports than that one. This one has a wider viewing angle, longer battery, exchangeable battery, HDMI ports, built in physical keyboard...and so it goes on.

The problem with this of course is specs themselves don't actually give you anything. It's the use of the particular device in certain circumstances to meet very personal and particular needs that delivers the value, satisfaction and ultimately brand/product loyalty. Of course you already knew that, didn't you?

In my opinion based upon the evidence laid down in blogs and social networks before me that around 80 per cent of the population is seduced by specifications as the number one reason that their technology is better than someone else's. On paper they would be right. However there is simply no way of comparing end-user experience between technology because everyone's needs are so varied coupled with the fact that the devices themselves are incredibly comprehensive in what they can do. Real usage satisfaction comparisons are therefore all but impossible.

It was easy in the early 90s when comparing mobile phones. There was

size, reception and battery life and that was about it. Now we have fully functional computing devices built into the front of our fridges. There are no winners in technology debates. There is no single point of view relating to a piece of technology that applies to the general population. But what is common is this somewhat dangerous focus on specifications.

Now I say dangerous not from a physical punch-up perspective but instead from a purchasing decision perspective. I'm also concerned that I'm seeing elements of these thought processes creeping into the corporate and enterprise IT Organisations. This is where I want you to bring your attention and take a quick reality check to see if your organisation is becoming infiltrated with technology 'bought on specs'.

The area of particular concern for me is in the internal IT expenditure for IT Service Management technologies and solutions. You see it is quite difficult to expend on fancy technology for business facing services without it delivering clear business ROI. However internal tools are selected, controlled, managed and implemented internally by IT for IT. The business usually has little real understanding of the value and importance of internal IT infrastructure and software especially where there is little IT Governance.

The result is the purchasing of bloated, expensive but ultimately very 'technically sexy' Service Management

infrastructure and software to appease the inner 'specification geek' in us all. No one from the business will keep us in check and therefore it is a requirement that we become more self-aware and self-controlled!

Service Management tools should never be bought on specifications alone. Nor should they be purchased due to the potential functionality they can provide. Decisions on buying for integration and standardisation should also be carefully reassessed. For what really matters is how the chosen technology is going to best support your people, your processes and ultimately your business while receiving value for money. In some cases, that may mean outsourcing certain parts of your technology into the cloud and beyond. At the end of the day questioning what you really need from a pragmatic and practical perspective will keep your inner geek at bay.

I think that's all I need to say. I'm hopeful that you'll relate to the underlying message in this article and you will be able to make more prudent decisions in your internal technology acquisitions. Such self-awareness will ultimately help you in your job and your organisation without leading you down the expensive and unfulfilling garden path of specifications.

To discuss this article further please see our company blog at www.suntreegroup.com.au or contact me direct at gregg.holden@suntreegroup.com.au

NEWS Awards Update

2011 ITSM Industry Awards to acknowledge excellence

Once again in 2011, the annual itSMF Australia ITSM Industry Awards will be presented in a grand ceremony as part of the National Conference Gala Dinner in Perth on August 18 at the Burswood Entertainment Complex in Perth.

These awards are designed to acknowledge excellence in ITSM implementation and operation amongst members of the Australian ITSM community. A Call for Entries has been sent out and any organisation or individual thinking about submitting a nomination should be aware of the March 31 deadline for submitting abstracts or Expressions of Interest.

There are four main Award categories to be judged:

1. Project of the Year – Best ITSM Implementation – The IT Service Management Project of the Year 2011 will be awarded to the organisation that, in the judges' view, completed the most successful and/or challenging IT Service Management project during the period 1 January 2010 to 31 March 2011.

2. Innovation of the Year – The Innovation of

the Year 2010 is awarded for the most novel ITSM project, product or service developed from 1 January 2010 to 31 March 2011. It distinguishes innovative ideas that demonstrate results and clear evidence of benefits, including financial, that flowed from the development of an innovative project, product or service.

3. Service Management Champion of the Year

– The Service Management Champion award is given to an individual service management professional who, in the judges' view, has made a distinguished, outstanding contribution within the Service Management industry during the period 1 January 2010 to 31 March 2011.

4. Service Desk Team Project of the Year

The Best Service Desk Project award is given to the service desk team who, in the judges' view, has made the most distinguished, outstanding contribution within the Service Management industry during the period 1 January 2010 to 31 March 2011.

All finalists in categories 1, 2 and 4 will be required to provide a one minute video outlining their project and why they think they should win a particular category.

Recognition:

The winners of itSMFA Industry Awards will receive:

- Inscribed trophy award presented on-stage at the 2011 Industry Awards Gala Dinner;
- Two complimentary tickets to the 2011 Industry Awards Gala Dinner for each finalist;
- Certificates of recognition for key team members;
- Permission to display the award logo on all official company stationery and publications; and

- Permanent recognition in all itSMFA publications, press releases and social media that list award winners.

A detailed summary of the evaluation criteria, eligibility status and submission requirements is available from the Awards section of the itSMF Australia website (www.itsmf.org.au) as well as all the deadlines and key dates relating to the process of receiving nominations and determining finalists and winners.



Greg Porter, itSMF Australia's Business Operations Manager, presents Katherine O'Callaghan from KOZADAR Consulting with her Best First Time Speaker Award from the 2010 National Conference. Katherine's winning presentation, titled "Take Home and Apply Information" was also presented online as itSMF Australia's first webinar.



The itSMF Bulletin is published quarterly by itSMF Australia

(Incorporated in Victoria as an Incorporated Association - Registered No. A0036726P) ABN 41 821 213 034

Editor: Gerard Norsa
Editorial Board: Karen Ferris, Tania Moor
Design & Layout: Fran Bolland, Creative Fruition

itSMF Australia

Office Address:
Suite 4,
45-51 Ringwood St,
RINGWOOD VIC 3134
Telephone: 03 9879 5466
Fax: 03 9879 2833

Web: www.itsmf.org.au
E-mail: info@itsmf.org.au

Members Help Desk – (03) 9879 5466

itSMF Australia State Branch Chairs

Victoria
Rose Dyson (rose.dyson@itsmf.org.au)
New South Wales
Bradley Busch (bradley.busch@itsmf.org.au)
South Australia
Nick Kervin (nick.kervin@itsmf.org.au)
Queensland
Peter Marshall (peter.marshall@itsmf.org.au)
Western Australia
Jane Roberts (jane.roberts@itsmf.org.au)
ACT
Ron Pinchen (ron.pinchen@itsmf.org.au)
Tasmania
Nick Laggard (nick.laggard@itsmf.org.au)

itSMF Australia National Office

Business Operations Manager –
Greg Porter
(greg.porter@itsmf.org.au)
Marketing and Events Manager –
Barbara Hines
(barbara.hines@itsmf.org.au)
Publications & Marketing Officer –
Bianca Reardon
(bianca.reardon@itsmf.org.au)
Administration & Finance Officer –
Angelina Gannon
(angelina.gannon@itsmf.org.au)

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Embracing Green ITSM

Irrespective of whether you acknowledge the impact of human activities on climate change or if you have your feet squarely planted in the climate scepticism camp, there is no denying that sensitivity to environmental impact, is an emerging focus in both IT operations and indeed right across the business that IT supports.

Factors such as increased regulatory controls, an appreciation of the business value in corporate social responsibility and the desire to save costs are all driving IT organisations to take the concept of Green IT to the forefront of Boardroom and IT management discussion. Similarly, IT operational processes are coming along for the journey and starting to reflect the need for IT organisations to reduce their carbon footprint.

A Business Imperative

According to Tony Perri, VP Global Marketing and Corporate Communications with business solutions provider, ASG, addressing Green IT concerns is quickly becoming a business imperative.



"Today's Green IT philosophies are driven by environmental and economic necessity," Perry said. "Businesses have come to realise that they need to conserve limited resources in order to protect the environment.

"In addition, they are also starting to recognise that through conservation efforts, they can achieve significant capital and operational expense reductions as well as improving service level delivery which is at the core of what ITSM is all about."

Macanta Consulting is a company set up by highly experienced ITSM practitioners

to embrace the rising interest in Green IT philosophies. Macanta Director, Karen Ferris pointed to research from Gartner and The Climate Group which showed the IT industry was a significant and growing contributor to global carbon emissions.

Ferris said that a 2007 report from Gartner attributed 2 per cent of global carbon emissions to IT. A 2008 report from The Climate Group "SMART2020: Enabling the Low Carbon Economy in the Information Age" supported this figure but also predicted that despite the efficient technology developments that

affect the power consumption of products and services, the figure looks set to grow at 6 per cent per year until 2020.

"Based on global carbon emissions of 2 per cent per year, this puts IT on a par with the aviation industry," Ferris said. "If the carbon footprint for IT is to triple by 2020, then clearly organisations are going to have to address power consumption and other environmental impacts.

"This is especially the case when you consider that if growth continues in line with current trends and forecasts, the world will be using 122 million servers in 2020 – up from 18 million today. There will be an increase in volume servers and virtualisation which will introduce associated growth in heating and cooling requirements that will continue to increase the impact of IT on the environment despite improved technology in terms of power efficiency.

"Therefore it is increasingly relevant for people that have invested in service management to take advantage of any opportunity to embed sustainability into their existing service management processes, activities and functions.

"That is why there is increasing interest in proactively managing operations to achieve some certainty that carbon emissions of the IT organisation are only those that are absolutely unavoidable. This is particularly the case when you consider that some form of carbon emissions tax is also inevitable."

Green IT Trends

John Mustac, General Manager, Sales and Marketing at Planwell said that one of the most notable trends in IT organisations over recent years has been the increasing appreciation by IT departments and IT leaders that they must support the key strategies of their organisations.

"It doesn't matter whether the core objective is market growth, speed to market or something else, IT organisations are now fundamentally serving to meet those ends," Mustac said. "Corporate social responsibility including environmental sensitivity is now an important business objective, so IT has to reflect that.

"IT is one of the key areas of an organisation using power and therefore a key contributor to an organisation's carbon emissions. Like it or not, business executives are pointing here to drive reductions as a key way of showing material support of its green initiatives. Saving hard dollars as utility prices rise also helps."

Power management is one of the key trends in Green IT and a lot of the marketing hype from vendors is based around technologies that reduce consumption. ASG's Perri pointed to Gartner research that showed over 60 per cent of costs involved in constructing and running data centres can be attributed to power and cooling.

"By using power management tools to improve power distribution between servers and nodes, organisations can improve power control," Perri said. "There are cost benefits from reducing waste and increasing rack density but such solutions also have to ensure that power provisioning is optimised to meet workload SLAs."

The Importance of Metrics

According to Planwell's Mustac, as is the case across all ITSM operations, addressing the challenge of measuring performance and improvement is the key trend he sees in Green IT.

"Metrics are a major focus," Mustac said. "Questions such as how KPIs are defined, what measurements can be made to support the KPIs, and how can these be reported in a way that is meaningful and easily understood are universal in ITSM and perhaps more so when talking about minimising carbon impact."

Macanta's Ferris said that the relationship between ITSM and Green IT has been talked about in service management circles for some time but it "is only now gathering some momentum and visibility". To this end, ITSMF International is about to publish a book called "Greening Service Management" by Ian Salvage which addresses the perceived gap between ITIL V3 and sustainability. Ferris is a contributing author, providing the metrics chapter for the publication.

"ITIL Version 3 does not mention sustainability or environmental issues and some say that this was a massive oversight and missed opportunity," Ferris said. "However, I believe that effective and efficient service management processes inherently address environmental issues and provide the framework for measurement of improvements in sustainability across every stage of the lifecycle.

"One of the biggest risks to Green IT philosophies and initiatives is not being able to demonstrate the benefits. We inherently know that through effective Service, Asset and Configuration Management we can identify redundant equipment in the data centre and remove it.

"If this equipment was powered on it was unnecessarily increasing the carbon footprint of the

organisation as well as incurring unnecessary costs. However, many IT organisations never see the power bill or have any idea of the power consumption being incurred. Until IT has this visibility, it is difficult to demonstrate the benefits being realised from IT specific initiatives."

Integrated Green IT

Pauline Angelico, a highly experienced ITSM practitioner who is the founding Director of consulting and training firm, Plus Green IT said that Green IT strategies can be incorporated into existing service improvement plans (SIPs), often with minimal impact.

"An organisation can either choose to continue existing SIPs without impact or alternatively integrate Green IT into the project," Angelico said. "There must be case by case analysis and decision based on what stage the organisation is at within the SIP. Only then can an informed decision be made on whether to include Green IT initiatives into existing SIP.

"Obviously, if a specific SIP is in its early stages then the organisation should seriously consider including Green IT requirements and, with the right strategy they can easily do so. Even with a project that is well down the track, Green IT can be incorporated as a key component of Continual Improvement.

"Generally speaking, it would be my opinion that if there is an existing framework for implementing any improvement programs, Green IT implementations should be included and become an integral part of the project as early as possible."

The Challenge for Green ITSM

Planwell's Mustac said the key challenge for IT organisations in relation to adopting a Green IT philosophy is the same as all IT projects – that is, getting practitioners on board to accept the cultural change required.

"ITSM practitioners have to acknowledge the lead role they can play in delivering Green IT," Mustac said. "ITSM practitioners have the choice of being mandated into reactive action by executives, or they can bring innovation and knowledge to the executive table and play a key proactive role.

"It will be an easier road in organisations where they have been able to establish a centralised Service Catalogue delivering a broad set of business services. This capability at a minimum sets the stage for adoption of the KPIs and sustainability practices and processes that are at the core of Green IT initiatives.

"Until there is government regulated compliance with a concise definition of what Green and sustainability means to IT and there is a metrics and reporting framework, then many companies won't develop the required processes themselves. Guidelines and standardisation must come first."

ASG's Perri pinpointed risk management as one of the main challenges faced by ITSM practitioners when considering the possible impact of Green IT.

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Are you struggling to develop IT and business strategies that work hand in hand with your organisation's sustainability objectives? If you are, it is likely that your approach is focussed on technology alone.

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Social Media – Risky Business?

At three major IT Service Management conferences that I attended in 2010, **social media** played a big role in communicating the content, the mood and the social aspects of the conference. At two of these conferences, I witnessed and participated in lively discussions on whether companies should block **social media** in the workplace. Whether the presentation topic was on **social media** or not, there was obviously a desire to get this on the table for discussion.

And it was heated – both times! Many people have strong views on this topic, so this paper will look at the current industry commentary, and discuss the benefits and the risks of allowing staff to use social media in the workplace.

In 2009, DigitalMedia Wire published an article stating that the majority of US companies ban social media sites at work. The following is a breakdown of the statistics:

- 54 per cent of businesses block employee access to social networking sites
- 19 per cent allow social networking for work-related purposes
- 16 per cent allow limited personal use
- 10 per cent allow full use

A recent article in the Sunday Age (Melbourne, Australia) entitled "Surfing the net good for workers and for business" reported that, according to new University of Melbourne research, "Facebook, Twitter and other social media sites, as well as music and online video sites like YouTube, are the most productive ways employees can relax at work. Searching for information about hobbies, reading online news, playing online games and checking personal email was also likely to refresh desk bound employees."

The same article states that the ACTU (Australian Council of Trade Unions) say employers continue to block many online services to employees, including personal email and internet banking, as well as monitoring internet use when there is no need to.

Dr Brent Coker, a lecturer in Marketing at the University of Melbourne who carried out the research, said:

"The enjoyable stuff is better for people than the mundane stuff...the more escapist, relaxing type of feeling {the better}. Reading what your friends are saying on Facebook, playing a little Mafia Wars or whatever, and then getting back to the job."

The findings also demonstrated that people who surf the Internet for fun, for less than 20 per cent of their work time, were 9 per cent more productive than those who don't. The research was based on a sample of 300 workers with access to the Internet at work.

Some organisations are taking an innovative approach to recruitment by using social media. For example, Ernst & Young (EY) believe that graduate recruitment is more about developing a marketing strategy and differentiating the brand.

Building a Facebook presence was one of the ways they did this. This allows them to connect with and deliver recruitment messages to their target audience. As of today, they have over 15,000 "likes", and their Facebook page is communicating the fact that they are currently recruiting for their Graduate Program 2011. I would hazard a guess that their staff members have access to social media in the workplace.

Benefits

Apart from the above example where it can be demonstrated that it improves productivity when we allow employees to use social media as a 'diversion break' from the concentration of their daily tasks, there are also the obvious benefits of 'market intelligence'. By encouraging staff to get positive messages out there via Twitter, Facebook etc and also uncovering public opinion of your organisation that is being shared via social media, it is easy to see why organisations would permit and even encourage social media use.

Royston Seaward, a partner in Deloitte's technology integration practice, says

"There are now many companies that are looking at taking the social media model and seeing how they can apply it both internally, as a way of connecting people across their organisation, and across their client and customer base. In many organisations, this is being driven by staff and teams working together and taking the initiative themselves".

These changes appear to be coming from the bottom up. Mr Seaward says he hasn't come across many examples where enlightened senior management teams are championing significant change from within.



One of the most inspiring presentations at the recent IT Service Management Fusion 10 USA conference was by a social media guru, who has built a business around helping organisations to use social media in ways we have not thought of before. The ground-breaking concepts shared by ServiceSphere's Chris Dancy (www.servicesphere.com) makes one realise that this is not the time to 'wait and see' what will happen – we need to be a part of it, and embrace the opportunities afforded us by using the very human desire to communicate and share, and to use these tools when we need to enhance our means of communication, both within the organisation, and also with our external stakeholders.

What is the purpose of communication in the workplace?
To inform, to share.

When is it most effective?
When it is timely, relevant, and when we feel connected.

Our current attitude to workplace tools and systems is counter-intuitive for today's needs. By embracing social media, and by engaging our staff, we not only exponentially improve access to timely and relevant information, but a very useful by-product is employee engagement, and as a result, retention.

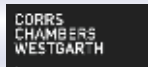
Anyone who has a Gen-y as a family member or a work colleague will recognise the difference in how they communicate, and they do it rapidly and effectively. They have already made email largely redundant in their arsenal of tools - why email when you can blog, tweet or post on Facebook? They intuitively know how to gain maximum exposure with minimum effort. If as employers we hamper them in their naturally inclined ways of communicating, the result will be frustrated, disengaged employees.

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Turning Service Management Green!

Green IT is a widely talked about subject at the moment. Organisations are undertaking numerous initiatives to address the challenge of increasing power consumption, growing carbon footprint not to mention increasing costs.

An initiative that most organisations are not undertaking is embedding sustainability into processes and workflow.

Organisations can use their existing service management framework to improve the sustainability of IT and the goods and services that they provide.

What is Green IT?

There are many definitions to be found on “green IT” or “green computing”. Just do a Google search and see what you find. The majority of the definitions will talk about physical devices and their lifecycle such as the following that I pulled off the internet.

“The study and practice of designing, manufacturing, using, and disposing of computers, servers, and associated subsystems—such as monitors, printers, storage devices, and networking and communications systems—efficiently and effectively with minimal or no impact on the environment”.

Firstly, I don't believe that there is such a thing as “Green IT”. I believe that the phrase itself is an oxymoron! By the nature of IT, it cannot be “green”. What IT can do is improve the way in which it operates by directly reducing the carbon footprint of the IT operation. It can become “greener” but it will never be “green”.

What a “greener IT” should be driving is not only a reduction in its own carbon footprint but providing products and services to the rest of the organisation to enable it to reduce its carbon footprint. Most IT sustainability initiatives are internally focused and they need to become externally focussed as well. They also tend to be operational initiatives and need to be strategic and tactical as well.

IT is also well placed through its service management framework to drive a change in the behaviours of not only its own staff but also its customers and suppliers.

Therefore, if we have to use the term “Green IT” it should be an overarching strategic, tactical and operational programme of activities that not only address the carbon footprint of IT but also that of the organisation, its customers and its suppliers.

IT Impact

Back in 2007, Gartner released the statistic that IT was responsible for 2% of global CO2 emissions. This statistic has been widely used ever since. The Climate Group in the report “SMART2020: Enabling the Low Carbon Economy in the Information Age” (2008) supported this figure but also predicted that despite the efficient technology developments that affect the power consumption of products and services, the figure looks set to grow at 6% per year until 2020.

Based on global carbon emissions of 2% per year, this puts IT on a par with the aviation industry.

The carbon footprint of PCs and monitors is expected to triple by 2020 – a growth rate of 5% per annum.

The global data centre carbon footprint is expected to triple by 2020 – a growth of 7% per annum.

If growth continues in line with demand, the world will be using 122 million servers in 2020 up from 18 million today.

The data centre composition will change in coming years with an increase in volume servers and virtualisation. However, despite being able to keep a somewhat loose-lid on power consumption through new generation technologies, the growth and associated heating and cooling requirements will continue to increase the impact of IT on the environment.

Current IT Initiatives

There are many initiatives that IT is undertaking to address the challenge of increasing power consumption and CO2 emissions.

Included in these is virtualisation, cloud computing, data centre consolidation, application reduction, data de-duplication, server and PC refresh; mobile computing; power management; print management; and redeployment, reuse and recycling.

IT is focusing on technology to reduce the technology impact on the environment. All this is fine but it is a reaction to the growing carbon footprint rather than a proactive approach, which embeds sustainability into process and workflow thus changing behaviours and enabling the required activities to become an “unconscious competency”.

This is where Service Management comes into play.

Is it a Bird? Is it a Plane?...No! – it's Service Management!

ITIL Version 3 may not explicitly talk about sustainability but at every stage of the service lifecycle there is implicit guidance that can assist organisations in addressing the environmental challenges of its operations.

The framework allows environmental targets to be built into new and existing products and services through the lifecycle stages of

service strategy, design, transition, operation and continual service improvement.

The following are just some examples of how this can be achieved and some of the key processes that can be utilised. It is possible to use every one of the processes contained within ITIL Version 3 (albeit some more than others) to address increasing power consumption and carbon emissions. However it is not possible within the confines of this article to describe them all.

Service Strategy

SERVICE PORTFOLIO MANAGEMENT is a primary activity in Service Strategy. Business outcomes and financial targets are key inputs for Service Portfolio Management in the development of new services. Environmental targets should also be inputs for Service Portfolio Management when provisioning new, more sustainable IT services. Service Portfolio Management should ensure that there is no duplication of services and associated applications that we saw earlier in the Intel example.

FINANCIAL MANAGEMENT in terms of cost savings will always be a key driver for energy consumption reduction and improvement in sustainability. Financial Management will be key in understanding the cost of power consumption and the financial savings to be made from sustainability initiatives. Financial Management should drive power metering so that the cost of power can be broken down by data centre, computer room, geographical location, business unit and infrastructure components. Most IT organisations never see the power bill and therefore have no idea of the cost or savings to be made. Financial Management needs to drive visibility so that resources can be targeted at priority areas of high power consumption and cost.

Service Design

New services AND their environmental targets pass through the rest of the lifecycle following Service Strategy.

SERVICE LEVEL MANAGEMENT whilst negotiating with the customer must deal with both the business and the supporting supply chain to agree Service Level Agreements (SLA), Operating Level Agreements (OLA) and Underpinning Contracts.

The important factor here is the existence of joint sustainability policy. Where services are outsourced to one or more partners, the sustainability policy needs to be agreed between all the parties for it to become truly effective in supporting the creation of more sustainable IT services. If the sustainability of IT services is a strategic consideration – and it should be – negotiation with customers and business users must be guided by the sustainability policy.

By using the sustainability policy in this way, the aim is to evolve the process of agreeing SLAs from one based on 'business impact' and 'price' to one which also considers the environmental impact of an IT service.

Within SERVICE CATALOGUE MANAGEMENT, power output and consumption can be a part of the Service Catalogue. Power metering can be integrated into the catalogue so that it can be reported on at an asset level, service level and business unit level. This can show the power hungry business units which are utilising services that may have been poorly designed and contributing to the carbon footprint of the organisation.

The Service Catalogue can also contain details of the energy efficiency of the products and services offered and identification of preferred products and services from a sustainability perspective. If the business is to be able to support the IT sustainability initiatives, it needs to be aware of the current environmental characteristics of each service.

From an AVAILABILITY MANAGEMENT perspective, resources need to be available when they are needed. This doesn't mean however that the resources required for peak periods need to be there all the time. Availability Management can look at functionality such as Capacity Upgrade on Demand (CUoD), on/off capacity on demand and backup capacity. These tools bring processors and memory online only as needed to ensure that the organisation isn't paying for capacity they don't need – and that they are not using power they don't need to keep that capacity running.

CAPACITY MANAGEMENT provides an organisation with the ability to plan how it introduces IT capacity in a more sustainable way. Its purpose is to focus on future business requirements, current service delivery capability and future capability – in order to provide the most energy and cost efficient IT services for the business. Process activities include tuning activities, deriving forecasts, influencing demand and producing the capacity management plan, which includes environmental considerations.

SUPPLIER MANAGEMENT needs to change procurement criteria and processes to favour green products, services and suppliers. This activity starts with a clear documentation of current procurement practices.

Tender documents should include sustainability requirements for the supplier and the products or services being sourced. There should be a focus on the materials and energy used in manufacturing or products or delivery of services; distribution and delivery models; maintenance and support to ensure products operate at maximum efficiency; recycling, renewal and disposal activities.

Suppliers should be able to demonstrate via an auditable process that they adhere to the claims that they make in regards to sustainability.

Service Transition

SERVICE ASSET AND CONFIGURATION MANAGEMENT

(SACM) understand the assets used by a service so they can be managed. A full understanding of any redundant assets can be identified and removed not only getting financial savings from licence fees etc., but also liberating spare capacity. A first step towards this is to do a complete inventory of servers, software and applications, including the interdependencies between them all via SACM. You need to firstly understand how each physical and virtual server is used, what software is running on it, which business applications it supports and what its actual value is to the business. Then you can work out what to remove, refresh or virtualise unused, unnecessary and inefficient assets.

The Configuration Management System (CMS) can contain environmental attributes on CIs that include cost, energy rating, power consumption, carbon footprint and lifecycle energy footprint.

CHANGE MANAGEMENT needs to ensure that the environmental impacts of Requests For Change (RFC) are considered. RFCs should be accepted or rejected using a rationale that includes the environmental impact of that change as well as the financial, business and technology impacts that we generally look at today.

KNOWLEDGE MANAGEMENT should include articles in the Service Knowledge Management System (SKMS) that provide guidance on environmental practices and behaviours that support the sustainability objectives of the organisation. The SKMS should include a reporting suite which includes the performance of the organisation against its sustainability targets. A dashboard showing performance and real-time reporting should be considered.

Service Operation

INCIDENT MANAGEMENT reporting should be used to drive improvements in sustainability. This should include (but not limited to):

- reporting on failure rates of infrastructure
- rate of callout of 3rd party support
- distance travelled to resolve Incidents

This type of reporting can allocate a carbon footprint to the item of infrastructure in terms of the distance travelled in order to resolve the Incident.

This can drive decisions as to whether the item of infrastructure should be replaced; a local supplier should be sourced (where possible); spare parts should be kept on site to enable local resolution; and so on.

From a PROBLEM MANAGEMENT perspective, the number of recurring Incidents could be resulting in an adverse environmental impact if physical presence to resolve an Incident is required.

If recurring Incidents can be linked to a Problem record, which are resulting in onsite attendance, both the cost of a Problem and the carbon footprint of Problem can be estimated.

This will allow Problem Management to not only report on the reduction in the number of recurring Incidents but also the corresponding reduction in cost and carbon footprint.

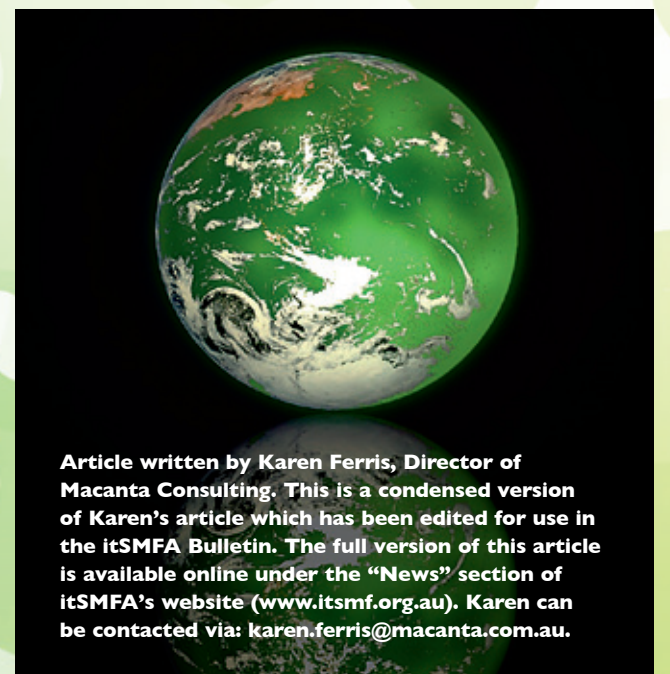
Continual Service Improvement

Continual Service Improvement (CSI) seeks to make gains on financial and environmental performance. The value of CSI should go without saying. It feeds back into every other stage of the lifecycle identifying better ways to become more sustainable.

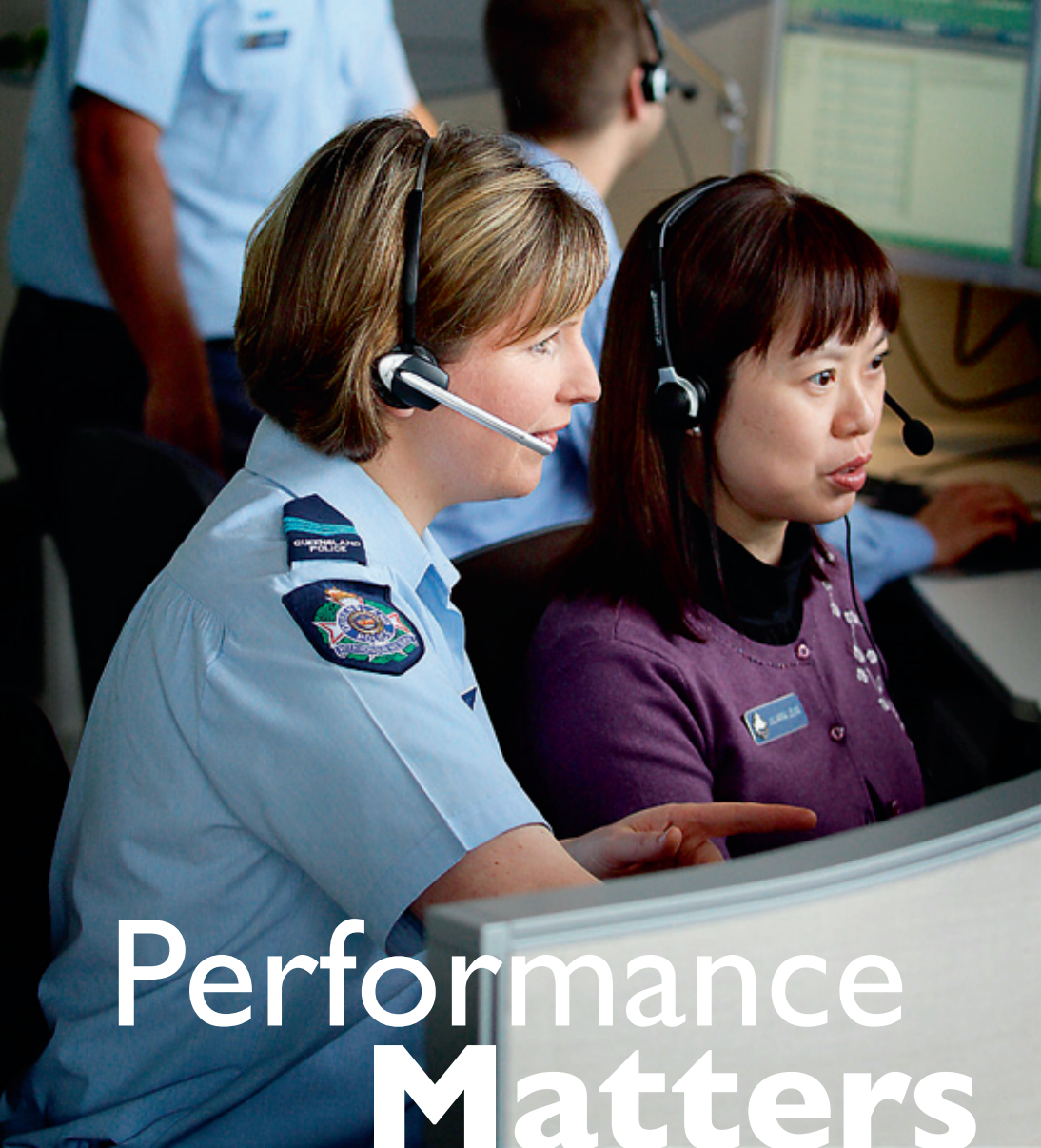
What Next?

In conjunction with the current initiatives being undertaken by your organisation to reduce its environmental impact, take a look at your service management processes and identify where you can embed sustainability into those processes. IT does not need to seek another framework to help drive reductions in power consumption and carbon emissions; it already has one – ITIL.

Look at every stage of the lifecycle, not just Service Operation. It is Service Strategy, Service Design and Service Transition that are delivering the products and services that are contributing to the environmental impact of the organisation. This is where the focus should be.



Article written by Karen Ferris, Director of Macanta Consulting. This is a condensed version of Karen's article which has been edited for use in the itSMFA Bulletin. The full version of this article is available online under the “News” section of itSMFA's website (www.itsmf.org.au). Karen can be contacted via: karen.ferris@macanta.com.au.



Performance Matters

We recently won a national award for excellence in IT Service Management at the ITSMF conference in Melbourne. Delighted? Yes of course we were, but the win proved to have benefits that reached far wider into the organisation than we had expected and triggered a change in the way we communicate with our customers across QPS.

For the last three to four years, we have been delivering increasingly excellent levels of service and had year on year improvement in our customer satisfaction ratings. Systems are stable, outages are planned, incidents are resolved within agreed timelines, changes cause minimal risk and new systems and services are delivered regularly through maturing transition processes from projects into Service Operations.

Our customers are operational police within the QPS. Their expectations that IT systems should be there and 'always on' are high, and so they should be; police officers need real time information, all day, every day. It isn't an exaggeration to say that for them systems down time could be a life and death issue.

Our modest investment and consistent approach to service improvement over the last three to four years has however largely gone

unnoticed—that is until we won the award. It told our senior stakeholders more about the importance of IT and delivered a key value message that we were not able to previously convey. We had more recognition and understanding of the benefits of our efforts in that one event that we have had over the last few years. We were being congratulated by the most senior people within our organisation, being encouraged

to enter into other award schemes and everyone was looking good.

I learnt a lot that week; a lot about the fact that even although I know our performance is good, we're not telling the right people how good it is. Or at least, we're not communicating it in enough of a way that is meaningful to those who matter. And it does matter when we you consider that there is a finite pool of money with the organisation, and IT has to compete for the same funds that have to cover police officers, equipment, buildings, boats and everything else.

Take for example our customer surveys. The results are great. We've had improvement for the last three consecutive years when we asked end users what they thought of us and the quality of our services we delivered. We don't just measure it though; we make sure the questions we ask are meaningful and important to police officers and are designed in a way that will allow us to improve. We recently expanded the survey to other customer segments and now survey projects and our own internal staff who we involve in the analysis and subsequent improvement initiatives to keep them motivated and connected to their business customers.

We're actively measuring and managing our performance through our annually updated Business Plan. We have produced baseline data to help determine, not just performance, but quantity of service to better manage the impacts of service growth on cost of service. We report using a balanced scorecard approach so that we get that blend of customer, process, financial and staffing within our reporting. Our service has a culture and approach that is supportive of continuous improvement so we put focus

on analysis of the data and put effort into making things that are important to our business customers, even better.

We assure delivery of new IT services to external projects by allocating business relationship managers to manage expectations, agree priorities and formalise the service engagement between us. We have delivery coordinators who manage internal delivery and associated risks and therefore help projects deliver to time and quality. Going by the surveys, our project customers rate our services quite highly.

So what I am saying is that we appear to be doing the things that a good IT organisation should be doing, and that we have, some very happy, satisfied customers. But what appears to be missing is that critical link back to our key stakeholders to regularly promote our good news stories in a way that is meaningful so that they can start to understand the value of their IT investments and the services we provide.

So, the question is how and what should we be telling them?

Here are my top tips that are forming part of my communications plan to be delivered to key senior executive forums over the next 12 months.

Tell people what you do and don't assume they know. Tell them what IT services you provide, what goes into those services and how they can contact you to find out more. Explain the purpose of your service catalogue and how it can help them plan their own business.

Explain what is in your Business Plan. Tell them what your vision, mission and your guiding principles are and how those link back to the organisational vision and strategic plan. Show them your plans and priorities and explain some of the risks in trying to deliver a complex portfolio

of operational services and programmes of change.

Size matters. Provide some metrics to give them an idea of the size and complexity of the services you provide. For example, explain how diverse the systems are that you support and integrate, what your technology architecture looks like and the complexities in managing vast volumes of digital data.

Explain your business model. Describe how cost and complexity are driving change in the way you deliver services, how the drivers are both internal and external, and how they force you to consider how services are sourced. Our example is outsourcing of commodity services such as storage, allowing us to focus on the core business of policing and the specialist systems and technologies that support it.

Show and tell. Arrange visits; show them what infrastructure looks like and what they've invested their money in. Show them what it takes to keep systems highly available. Take a tour of your data centre or your service centre.

Cost optimisation. Technology need not be synonymous with a bottomless pit of money. Explain how effective technical and operational planning can drive down cost and improve service delivery. Get them to sponsor some of your key improvement initiatives.

Ultimately, the message for me was that there is no point in delivering great service if we are not communicating it effectively to those who make the decisions.

Information Systems Branch of Queensland Police Service (QPS) won the itSMF Australia Innovation of the Year category at the 2010 ITSM Industry Awards. Gyl Stacey is Manager, Information Systems Branch, Queensland Police. She can be contacted via gyl.stacey@me.com

Social Media – Risky Business?

From page 7

One of the major changes that we have seen in our work life is how we research. We now have information at our fingertips. Ready access to the world-wide-web means we can search newspapers, archives, and encyclopaedias online. Through social media we can also contact experts, politicians, world leaders, first hand! Never before has it been so easy to be opportunistic in business and product development and innovation. Market research is also at our fingertips – we can churn out a survey to our stakeholders, and get our responses back in timeframes that boggle the mind.

Risks

We like our risk management, don't we? It allows us to identify risks, and take action to mitigate. Risk Management can and should be applied to social media usage. It makes good sense to manage the risk by having a very clear social media policy.

If an organisation thinks that reduced productivity will be the result of allowing staff to have access to social media, they are missing the point. People who want to waste time will find a way to waste time! This is usually a sign that the employee is disengaged.

Social media can be an excellent way to engage people across the organisation, both internally, and with external stakeholders, as long as the social media policy is clear, relevant, and communicated.

The social media policy needs to have clear guidelines about confidential or proprietary information. It should make it very clear to employees what the employer expects of them when they use social media, both in work and on their personal time.

It should include reference to the other policies that the employees are bound by, such as:



- anti-discrimination,
- sexual harassment and bullying policies,
- referring to management, board, shareholders in social media etc.

Make sure your employees know that they need to issue a disclaimer stating that opinions expressed in blogs, Twitter, Facebook etc are the employee's own opinions, and do not necessarily reflect the opinions held by the Company. This is now common practice, and serves to protect the brand and reputation of the organisation.

Performance management and review should not be discounted as a means of reducing risk. Social media codes of conduct can be built into employees' key performance indicators, and compliance with company policies is also a valid measure. Any inappropriate use of social media to the detriment of the organisation should immediately invoke a performance management meeting with the employee's manager, and disciplinary action taken, as outlined in the social media policy.

We need to make sure that managers understand that this level of performance management is required of them as part of their own

performance measure, and they cannot be negligent in this area. I know of organisations that won't allow access to social media and adopt a 'parental style' approach to management, rather than have the hard conversation with the minority who may abuse the use of social media.

Finally, one clear risk is the organisation not acknowledging the inevitability of the role social media is playing in our lives, both at home and at work. If we as employers don't acknowledge and embrace social media, we are already on the back foot. The sooner we accept it, see the benefits, and put a social media Policy in place, the lower the risk to the organisation.

What Next?

Allow your staff to learn as much as they can via social media. Don't just give one person the privilege; it limits the reach and the perspective.

When you allow your staff to use social media, understand that they will use it sometimes to take a break from whatever they are concentrating on. If you do not allow it, they will find other means of getting 'down time', they will not be more productive, and they will definitely not be more engaged! We all need to feel trusted to do our jobs.

Focus on the results, not on the activities. Remember; you employed adults – so let them take responsibility for their own means of delivering the end result (within company policies of course).

Let them tell others what a great place it is to work, and how they can be creative and resourceful with the latest means of communicating and information gathering at their fingertips. You will end up the winner.

Article written by Breed Lewis, Director of Macanta Consulting Pty Ltd. She can be contacted via breed.lewis@macanta.com.au



In this issue's interview with a practitioner, Erin Casteel reveals some of the challenges involved in developing international standards for ITSM and why Australia is playing a prominent role in that process. Erin has been working as a consultant, programs manager and solution architect within the field of Service Management and Governance for the past 20 years. Erin is Project Editor for Part 2 of the ISO/IEC 20000 standard, is a contributor to the current ITIL v3 refresh project and is a regular speaker at Service Management conferences and industry events. Erin is also the author of several industry whitepapers and is co-author of the book "Step-by-Step Guide to Building a CMDB" © 2008 BMC Software.

INTERVIEW:

Sue Reid: *Why did you volunteer to be project editor for ISO 20000-2?*

Erin Casteel: I saw the opportunity to be Project Editor as both a huge honour and a chance to make a contribution to the industry. Part 1 of the standard is all about auditable requirements, but Part 2 can give examples and provide the essential details organisations need to make it work properly. I believe that a management system approach based on 20K is the solution for organisations to not only improve service quality, but to also deliver

their best intentions. Australia is highly influential and well respected in the international standards community. Other national bodies are very interested in and appreciative of our perspective. Australia's contributions to international standards help to raise our profile globally in terms of our subject matter expertise, which subsequently benefits Australia in numerous ways. Additionally, through participation across numerous ISO standards Australia makes it possible to be represented in terms of what we as a nation need from standards in order to be more competitive, etc. From my perspective, the very best reason is that we are participating

20000-1 and 20000-2 are both international standards, Part 1 is the requirements standard and Part 2 is guidance on application of Part 1 (although the advice and examples can also be used by organisations even if they are not interested in certification.) The other published parts of the ISO/IEC 20000 series are technical reports. 20000-3 is Guidance on scope definition and applicability of Part 1, which is very useful for an organisation trying to understand whether it is eligible for certification. 20000-4 is a Process Reference Model and 20000-5 is an Exemplar Implementation Plan.

We are currently working on Part 8, which will be a process

understanding and support of my husband and daughter it would certainly not be possible. Right now Part 2 is under ballot though so I have evenings and weekends free – it is lovely!

Sue Reid: *What is the importance of understanding and comprehending the content of the ISO/IEC 20000 standard?*

Erin Casteel: I think it's very important for those of us who work in this industry to be educated about standards and that they become part of our arsenal of tools. In 2011, consultants and trainers in particular should be conversant with standards and be able to refer people to examples and guidance that add value and reference world's best practices.

organisations are audited to achieve certification – in other words Part 1 has the "shall" statements.

Part 2 provides guidance on application of Part 1, however because the 2005 version of ISO/IEC 20000 was a fast tracked update of BS15000 and timeframes were tight, the first version of Part 2 did not have anywhere near as much content as the new version will.

Since 2007, the updates for ISO/IEC 20000 Part 1 and Part 2 have been in progress. Part 1 has now passed its final ballot and is due to be published in April or May of 2011. Part 2 will ideally only have one more ballot after this one and be published by the end of the year at the latest.

ITSM Practitioners Sharing Their Experiences

greater value to the business and to become more agile. The key has been to focus on providing some really tangible guidance to both "translate" the requirements in ISO/IEC 20000-1 and to identify what organizations should have in place to be successful with implementing, using and improving a service management system.

Sue Reid: *Why do you think Australia should keep contributing to International standards?*

I believe that our contribution represents the passion of the Australian community to make a difference and to enable standards to achieve

with the world community to make the way the world functions more efficient and effective, resulting in both higher quality and lower risk. All of these reasons are pretty compelling ones. I think we should feel proud of what we have done so far and we should continue to make the best contribution we can.

Sue Reid: *ISO/IEC 20000 seems like such a large and complex beast and seems to be made up of different components, how does that work?*

Erin Casteel: Well, ISO/IEC 20000 includes multiple parts:

assessment model (co-numbered as 15504-8). We have also just begun work on Part 10, which is expected to be Concepts and Terminology. There is always a lot going on!

Sue Reid: *What does this involve and what impact does this have on your average work week?*

Erin Casteel: That is an interesting question, given that I have just spent all my spare time over the past few months preparing the latest version of ISO/IEC 20000-2! Being Project Editor means I contribute the equivalent of 2-3 months full time employment as a volunteer – evenings, weekends and holidays. Without the incredible

In terms of ISO/IEC 20000 in particular – it is the international standard for IT service management. Anyone involved in service management in any capacity should know it. The great thing is that it is quite accessible – in only a few pages an organization can understand "what" to do – then frameworks like ITIL and COBIT etc. can help to provide guidance on the "how".

Sue Reid: *What has been the journey to date with the ISO/IEC 20000 series?*

Sue Reid: In December of 2005 the first version of ISO/IEC 20000 Parts 1 and 2 were published. Part 1 is the standard against which

Part 3 was published in 2009, Part 4 and Part 5 were published in 2010. As technical reports they have a shorter lifecycle – each will likely either be revised or perhaps in the case of Part 3, adapted to become an international standard.

This next version of 20K Part 1 and Part 2 will contain a number of differences with the 2005 published version. These include updates to align with the latest version of ITIL and clarification of terminology in order to make the standard easier to translate into other languages. Part 2 will also be significantly longer – close to 90 pages long now.

Contd on page 11

Lessons learned from the Queensland floods

If it hit the fan ... what is your plan?

Consider the recent floods in Queensland and Victoria, earthquakes in New Zealand and severe weather impacts causing the closure of major airports in Australia and overseas...

Does **your** organisation have a Business Continuity Plan (BCP) that goes beyond data backups? Even if you have a well established IT Service Continuity Management (ITSCM) process in place with real-time offsite data synchronisation, what is your company's strategy if multiple events like transport disruptions, power outages and equipment damage start occurring in conjunction?

IT DR is just the 'tip of the iceberg'

The earlier mentioned examples are real-life events. They caused unexpected effects like buildings being inaccessible and data communication links being out of action for prolonged periods of time. They caused companies' primary as **well** as secondary data centres being flooded, cut off from communication and/or electricity.

Even with an advanced IT Disaster Recovery (DR) solution, your organisation will struggle to keep core business processes going during such events. Particularly if you are a manufacturing company, a courier business or if you have retail premises. Sending everyone home to dial-in remotely won't help in that situation. And how often has "work from home" been tested at a sufficiently large scale, to be confident that systems and bandwidth will handle all the activity, and that staff can make the business processes work when they are not located in the same place?

Think also a little outside the box...

- What if your building is fine, your systems are up and running and the roads are open, but your **staff** have their own home situation to worry about, rather than coming to work? As managers you will likely want to support employees through a time of strife,

without the impact on your business being irreparable. Companies during the NZ earthquakes reported 30-40 per cent staff unavailability due to houses being destroyed, or staff having to look after affected friends and family members. A good job rotation scheme was often not in place or had not been tested beforehand.

- Have you developed a strategy for the scenario when your own building, systems and staff are fine, but one or more of your critical **suppliers** are out of operation?

Communication is the key!

Apart from **workshopping** real-life disasters to learn how to deal with the people impacts, a solid **communication and decision-making plan** is often missing from BCPs. Three main areas of focus may help:

- **Capturing contact details and keeping them up-to-date.** Ensure that staff are willing and motivated to provide you with their details – not just their mobile number but preferably also their home phone number; private email address and partner's mobile. You could run a monthly prize draw for those who have updated their details. And let's not forget contact details of suppliers, customers, regulators, bankers, insurers, journalists and other stakeholders. Best practice is to **decentralise the maintenance** of such lists, so that those who regularly deal with the external party keep their details updated.
- **Who does what when?** Have an alternate (or multiple alternates) in place for all key people, whether they are junior or senior in the organisation. When fatigue kicks in, the primary should be able to take rest and hand over to one of their alternates. Tracking of decisions should be managed, so that accountability is ensured... whether a decision was made by the CEO, or by 'team consensus'. Practicing crisis decision-making processes is not only a useful, but also a fun and interactive way to build confidence and pick up issues before it really "hits the fan"!

- **Automation.** Call-trees and paper-based contact lists are the way of the past. They are time-consuming and often even inaccessible from outside the office building. Smartphones and advanced systems like CloudBCM enable you to quickly push out a consistent message to thousands of internals and/or external people with minimal effort. Mechanisms should include SMS (including tracking who has read the message), secure 'tweeting', secure internal staff blogging, freecall numbers for staff and/or customers and virtual boardrooms using conference calls, all integrated neatly and enabling details to be easily kept up to the minute.

In every crisis hides an opportunity... will you make use of it?

In most disasters, companies find that not only panic is contagious, but also leadership is contagious. And their competitor unexpectedly phones up to offer some help.

Don't underestimate the free publicity that could be yours – **if** you're prepared. Think about the Nudie Juice factory fire, that helped getting the Nudie name in the news. And the increase in post-disaster sales often reported by successful 'survivors' like Mars and Herron after their product recalls.

A simple, easy-to-maintain, quick to activate BCP can be yours without the need to reinvent the wheel. It will help you to prioritise and keep your staff focused on the time-critical activities. It will help you maintain company reputation. And even if **you** don't see the urgency of building a solid plan, your customers or regulators probably do! Get a best-practice framework now... and be prepared.

Article written by Rinske Geerlings, MD and managing consultant of Business As Usual. She can be contacted via: rinske@businessasusual.net.au.

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From page 10

For those new to the process of International standards development, it can be somewhat complex and lengthy. Progress to publication of a new version of a standard can be a 3-4 year development cycle process encompassing WD, CD, FCD, FDIS and finally into a new standard or version of a standard.

For all that, it is a worthwhile process. We have had the participation of more than 35 national bodies on the development of ISO/IEC 20000. While it can be frustrating to haggle over the wording of a sentence and achieve the perfect solution, only to find it cannot be translated into another language, this is one of the things the development of an international standard is all about. It has to be usable and understandable by everybody. What I enjoy most is the variety of different perspectives contributed by both individuals

and national bodies. There is a strong sense of cooperation and mutual respect.

Sue Reid: What governs your actions; in the sense of what do you have in the background to support your decisions and activities?

Erin Casteel: I The goal is to have a cohesive streamlined document - but also to make choices to make sure we are contributing the most value in terms of guidance. We must make sure to adhere to the vision.

The ballot process allows national bodies to comment on each version of the document as it develops. Comment resolution for technical decisions must be approved by the national body representatives to the working group, WG25. Technical decisions much also have explanations in line with ISO directives and policies.

In addition to the ISO specific directives and policies, WG 25

has produced a specific 'spirit of intent' document, as well as a glossary of words which can and cannot be used – for example, jargon cannot be used. So as an example the word 'workaround' is very common in Australian but globally is considered a jargon word and cannot be used. All words must be found in the English dictionary and used according to the most common definitions. This facilitates understanding, particularly for those who need to translate the document into other languages.

Sue Reid: What do you see as the key benefits of ISO/IEC 20000?

Erin Casteel: What we are really discussing is "what is the value of ISO/IEC 20000", so bullet points are probably the easiest here:

- I see that ISO/IEC 20000 can enable an organization – regardless of size or industry sector - to make better

decisions through the end to end visibility and control of the environment provided by the service management system

- ISO/IEC 20000 is a great enabler of culture change because continual improvement is a requirement of the standard and this provides a useful external incentive to get people to embrace both the concept and the activities that make it possible.

- The alignment of objectives and policies with plans and processes is incredibly powerful – it is amazing that everyone doesn't just do this considering how common sense it is.

- Competitive advantage – if your organization has end to end visibility and control of the environment, structured and well prioritised continual improvement and personnel who understand how they contribute to the objectives etc, your organization has

SIGNIFICANT competitive advantage.

- Agility and quality. It is not possible to achieve both agility and quality without visibility and control.

- The ability to deliver world class services. Integrated service management and continual improvement is how that is done.

- Required adherence to governmental and industry regulatory requirements and policies

- 20K certification can provide enablers to visibly support the business strategy, with opportunities to improve the efficiency of services in all areas, impacting on costs, quality and agility. The GFC has been an interesting factor – organisations have really been shaken or had reinforced that there must be more efficient, higher quality at lower cost and risk. Standards enforce these factors and reduce

duplication of effort, the ROI is quite startling.

- The ability to manage suppliers more efficiently and effectively, with less risk.

- The ability to become more responsive to internal and external customers, with services that are business-led rather than technology-driven.

- Consistency, transparency, traceability, oversight. We could go on and on!

itSMF Australia acknowledges the support of itSMF International and Standards Australia who together with itSMF Australia fund the travel costs for Erin to represent the IT Service Management community in the development of ISO/IEC 20000. So as we sip our chai latte give pause for thought to Erin's final comment 'ISO/IEC 20000 is really just the minimum of what an organisation should do anyway, right?' Right.

Let me take you on a journey, a journey of observation, development and implementation of the Problem Management Process in an evolving environment. A journey where Business growth was rapid but the supporting IT functions was not met with the same rigour.

BUILDING AND PROMOTING PROBLEM MANAGEMENT

Like competing magnetic poles, the push pull approach was a recipe for chaos. The challenge was on offer but it was bigger than Problem Management could influence, but using the process might be the only change agent for the time. There was much fear. Fear of the unknown. Fear that it was a blame and shame process and that the IT specialists were under a lot more scrutiny than ever before.

“Fear is a darkroom where negatives develop”.
~ Usman B. Asif.

Problem Management is one of the ITIL processes; that in my experience is often met with some resistance when attempting to implement.

I came to this organisation nearly five years ago, from a very well developed background in the ITIL disciplines and an understanding of the basic concepts of what ITIL is and what the intention should be. I saw the opportunity as probably the best ever presented to me. It was Problem Management devoid and I was presented with a green field's opportunity to build it the way I wanted it to grow. In the five years I have been in this role, I have had various Managers who had various levels of understanding of what Problem Management is. There was little to no direction from Senior Management who knew they had to have Problem Management but did not really know why. That was the mission to give them what they didn't know they wanted.

The difficulty was grooming the right network of influencers and getting their buy in and support. I embarked on the **observation** phase.

Who were the enablers? I am old and ugly enough to recognise immaturity and coupled with an aggressive acquisition programme the recipe was there for the mixing. Whilst the business was heavily focussed on growth of its core business it was slowly recognising that technology played a big part in its success or failure but was very much “not” at the forefront in terms of developing strategies and plans for the future.

There were two Problem Managers employed before me and both had limited success in terms of developing a plan. So the opportunity was mine. I observed and watched the very ordinary application of IT services in a very Adhoc “old boy” network where whoever hollered the loudest got the focus for the day. No reported issues at the Service Desk, Changes done outside a process (another story waiting to be told), little to no planning and definitely no strategy evident. Quite frankly the business had held on very tightly to the IT anatomy and the screams of pain by many IT practitioners is still heard deep in the dungeons of servers long past.

Management placed a hesitant ear to the ground to understand more but the challenges of getting people to open up and discuss a “Problem” was fantastic. In order to getting that to eventually happen, one had to go back a step in the information gathering & finding phase. How did a Problem get classified as a Problem, well it just didn't as the Service Desk was all over the shop, Incident Management had no real structure or classification, so therefore no appropriate categorisation? As a Problem Manager, this was met as both a horrendous but incredible challenge.

I was engaging with the enablers and was able to engage and promote the process and all its benefits.

To **develop** the process was to observe and understand what we did now, what we could do quickly and what would put the process on the roadmap. What could be the quick wins that would promote the investment? In the beginning, it was easy to see where the opportunities were. It was obvious the Service desk was neither structured nor managed effectively. Unrealistic expectations, non appropriate classifications of Incidents, time restraints, unstructured escalations, little to no documentation, service desk tool non effective, no reporting from tool, manual manipulation of limited data for reporting purposes, non service focus, nil SLA's, old boy network (if you scream loud you will be the priority), no training, no reward or recognition should I continue?

Unfortunately, the management of the Service Desk baulked at most suggestions and recommendations because they simply saw it as a personal criticism, and yes, in some circumstances that was

the case. In simple terms, they were the wrong people in the wrong roles. So how to influence without appearing to be overtly critical? The approach was to gather information, and once this was attempted, I could clearly see where the first win would come from. There were no SLA's and as a result, all Incidents were prioritised based on “noise” and a user base that placed demands on Management who quite simply “caved” to the pressure. Each month the Incident Managers would “manage” 200 High Severity incidents. This was not sustainable and clearly not an accurate representation of the true number of High Priority Incidents. It was based on the “noise” level only. So we embarked on a categorisation and classification of Incidents reported to the Service Desk.

This was educated to the customer base but was also met with some resistance as this was quite a different approach to what they were used to. But the results were immediate and obvious. First win. Incidents were reduced from 200 High Severity Incident's at the time to a manageable 40 average. The flow on impact was widespread in terms of data management, escalations to the appropriate workgroups and rationalisation of queued work. Problem Management could now build a repository of data to build reports.

I could now focus on what was genuine as a Problem and not the administration of data integrity. But how was I going to get highly aggressive IT specialists to review and take on Tasks?

Where Problems were raised proactively, i.e. evidence from the Incident Management process to suggest an underlying repeated Problem; I had to find a way to encourage resources to attend an “Investigation Session”. This would be the opportunity to understand the evidence and cause and effect per infrastructure item. How the environment hung together; all the dovetailing up/downstream impacting Configuration touch points. Clearly, for this environment a new can of worms was discovered and opened. Any “crazy talk” of a CMDB should be parked for a couple of years. Just getting resources in a room to “talk” about a Problem was an eye opener and quite a frightening experience, for it was now that I discovered just how immature and aggressive the organisation was. But I was going to influence some positive outcomes one way or another.

After a couple of failed attempts to facilitate Investigations Sessions, I engaged with Senior Management to get their support and buy in for without it this was going nowhere. Finally, after a general broadcast to all and sundry I was in a position to get resources in a room, reluctantly. I thought we were there only to discover that they were there under instruction. Perseverance and a “never say die” approach was adopted and eventually attendance at Investigation Sessions increased. It took some time but it was psyche of the individuals, the culture and evidence that Problem Management was there to assist them not blame them. Over time and one by one, the entire Operations team saw the value in attending these sessions as they began to use the process as a vehicle to draw attention to many underlying issues that they realised that they were working harder for rather than smarter. This was a tremendous leap forward. This was one small step for IT, but one giant leap for ITIL. Finally, the work to get the Problem Management process in lights was starting to pay off.

The **implementation** going forward of developing more detailed reporting based on Investigation Sessions and their subsequent follow up sessions and the conducting of Major Problem Reviews (MPR) (reactive) ensued. With more buy in and acceptance of the process and the development of more detailed reports the Problem Management team, as it became, grew in status. But one interesting observation after 5 years, there is still some doubtful Thomas's even after the high success rate, even after repeated independent audits, even after hundreds of Problems have been resolved, even after so many recommendations have been adopted.

It is all in the sell, who you engage with, how well you network that, sets your results. More importantly you need to be committed to just getting on with it and get the quick wins, take no prisoners. Recognise that there will always be the detractors but remember that results speak louder and need little else to promote them.

Article written by Peter Williamson, Problem Manager, Toll Global Information Services. He can be contacted via: Peter.Williamson@tollgroup.com

Embracing Green ITSM

From page 6

“Before embarking on a Green IT initiative, appropriate risk and impact analysis should be undertaken to ensure that service level delivery will not be negatively impacted,” Perri said.

Macanta's Ferris said that the main challenge for ITSM practitioners will be to look to what they do on a day-to-day basis.

“In the end it should all be about service management,” Ferris said. “For a Green IT solution to truly address the challenge it should not be swayed by the technologists who promise to solve the environmental impact of IT with more technology. The solution is in front of ITSM practitioners now and they just need to grab the opportunity and run with it.”

Green IT Complements Good IT

Plus Green IT's Angelico felt that there was a complementary relationship between Green IT initiatives and the lifecycle approach of ITIL V3 which allows each to support the other.

“From the ITIL V3 lifecycle point of view, sustainability and Green IT can be seen as one of the constraints or requirements in the Service Design phase,” Angelico said. “When designing a new service or changing an existing service, Green IT requirements must be one of the parameters considered.

“In certain cases sustainability might even be a strategic consideration and therefore might be a reason to change part or a whole service portfolio taking into account how it is offered to the business to match Green IT requirements.

“On the other hand, from the Green IT point of view, ITSM processes support Green IT and some parts will be impossible to do without the ITIL V3 Framework; Demand, Capacity and Availability Management are needed to be able to run an efficient and effective data centre, which would cut down, for example, electricity consumption.

Meanwhile, a Service Catalogue and Service Level Management are needed to define and communicate the Green IT initiatives. Communications Plans are very important to the success of any Green IT project as the changes adopted will require support and contributions from the larger organisation.”

ASG's Perri agrees. “Green IT is a sign of good IT governance,” he said. “It gives a favourable brand association and a positive image for staff. In addition, a green policy for enterprise content management that reduces paper consumption in the business will also speed up document-centric processes, facilitate flexibility of process location, increase resilience and compliance.”



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itSMF CONTACT DETAILS

itSMF Australia

Mail: Suite 4, 45-51 Ringwood Street, Ringwood, VIC 3134

Phone: (03) 9879 5466 **Fax:** (03) 9879 2833

Email: info@itsmf.org.au **Web:** www.itsmf.org.au

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