Macanta

# eco-ITSM REPORT FOR COMPANY

| Rating | Description | PMF Commentary | eco-ITSM™ Commentary |
|---|---|---|---|
| 0 | Non-existent | n/a | The process does not exist or exists but there is no intent to embed sustainability into the process. |
| 1 | Initial | The process has been recognised but there is little or no process management activity and it is allocated no importance, resources or focus within the organisation. This level can also be described 'ad hoc" or occasionally even 'chaotic'. | There is awareness of the need and intent to implement green criteria into processes. Some planning is underway. There is little or no funding and no formal commitment. |
| 2 | Repeatable | The process has been recognised and is allocated little importance, resource or focus within the operation. Generally activities related to the process are uncoordinated, irregular, without direction and are directed towards process effectiveness. | Minimal funds and resources with little activity to embed sustainability into processes.<br>Results of sustainability activity are temporary and not retained. Sporadic reports and reviews of sustainability.<br>Sustainability in processes and procedures is loosely defined. Totally reactive processes in regards to sustainability.<br>Irregular, unplanned sustainability activities.<br>Loosely defined sustainability roles or responsibilities.<br>Sustainability is activity driven. |
| 3 | Defined | The process has been recognised and is documented but there is no formal agreement, acceptance or recognition of its role within the IT operation as a whole. However, the process has a process owner, formal objectives and targets with allocated resources, and is focused on the efficiency as well as the effectiveness of the process. Reports and results are stored for future reference. | Documented and agreed formal sustainability objectives and targets.<br>Formally published, monitored and reviewed sustainability plans. Sustainability is well funded and appropriately resourced.<br>Regular planned sustainability reporting and reviews.<br>Sustainability is clearly defined and well publicised in processes and procedures.<br>Regular, planned sustainability activities.<br>Good documentation of sustainability in processes. Occasionally proactive process.<br>Clearly defined and agreed sustainability roles and responsibilities. Formal sustainability objectives and targets.<br>Formalised sustainability process training plans.<br>Continuous sustainability data collection with alarm and threshold monitoring.<br>Consolidated sustainability data retained and used for formal planning, forecasting and trending.<br>Sustainability is service and customer driven with a formalised approach. |

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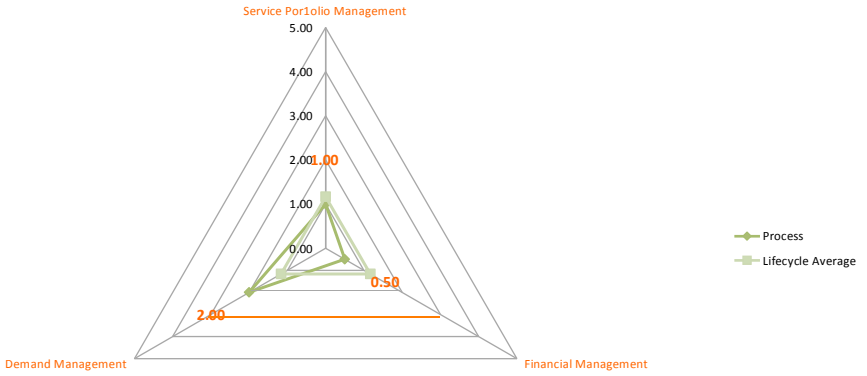
| 4 | Managed | The process has now been fully recognised and accepted throughout IT. It is service focused and has objectives and targets that are based on business objectives and goals. The process is fully defined, managed and has become proactive with documented, established interfaces and dependencies with other IT processes. | Clear direction for sustainability with business goals, objectives and formal targets, measured progress.<br>Effective sustainability management reports actively used.<br>Integrated sustainability process plans linked to business and IT sustainability plans.<br>Regular sustainability improvements planned and reviewed. Sustainability is well defined in processes, procedures and standards<br>Clearly defined sustainability process interfaces and dependencies.<br>Integrated sustainable Service Management and systems development processes.<br>Mainly proactive process.<br>Inter and intra-team working.<br>Sustainability responsibilities clearly defined in all IT job descriptions.<br>Continuous sustainability monitoring measurement, reporting and threshold alerting.<br>Clear direction on sustainability with business goals, objectives and formal targets and measured progress.<br>Effective sustainability management reports actively used.<br>Integrated sustainability process plans linked to business and IT sustainability plans.<br>Regular sustainability improvements planned and reviewed. |
| 5 | Optimising | The process has now been fully recognised and has strategic objectives and goals aligned with overall strategic business and IT goals. These have now become "institutionalised" as part of the everyday activity for everyone involved with the process. A self-contained continual process of improvement is established as part of the process, which is now developing a pre-emptive capability. | Integrated strategic plans inextricably linked with overall business plans, goals and objectives (i.e. CSR).<br>Continuous monitoring, measurement, reporting, alerting and reviews of sustainability linked to a continual process of improvement.<br>Regular reviews and/or audits of sustainability for effectiveness, efficiency and compliance.<br>Sustainability is well defined in processes and procedures and is part of corporate culture.<br>Proactive and pre-emptive sustainability process.<br>Business aligned sustainability objectives and formal targets actively monitored as part of the everyday activity.<br>Sustainability roles and responsibilities part of an overall corporate culture.<br>Complete sustainability integration in all areas of people, process and technology.<br>A continual sustainability improvement attitude, together with a strategic business sustainability focus. An understanding of the value of sustainable IT to the business and its role within the business value chain. |

This maturity framework is aligned with the Software Engineering Institute Capability Maturity Model® Integration (SEI CMMI) and their various maturity models including the CMMI-SVC, which focuses on the delivery of services.

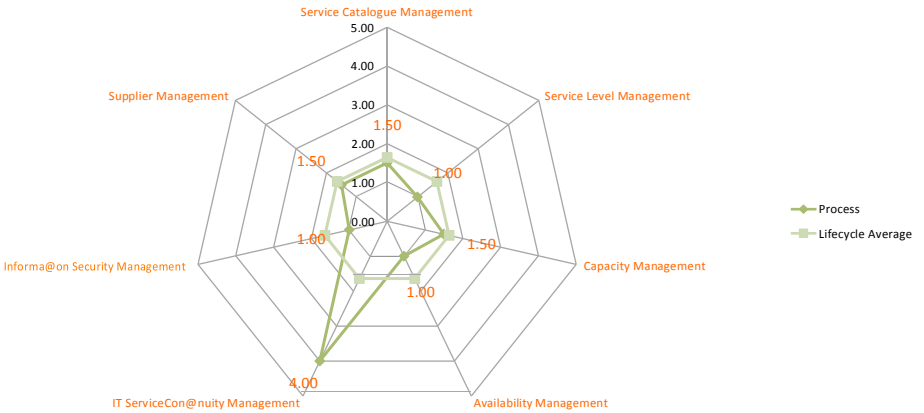
# Report for Company

## SERVICE STRATEGY



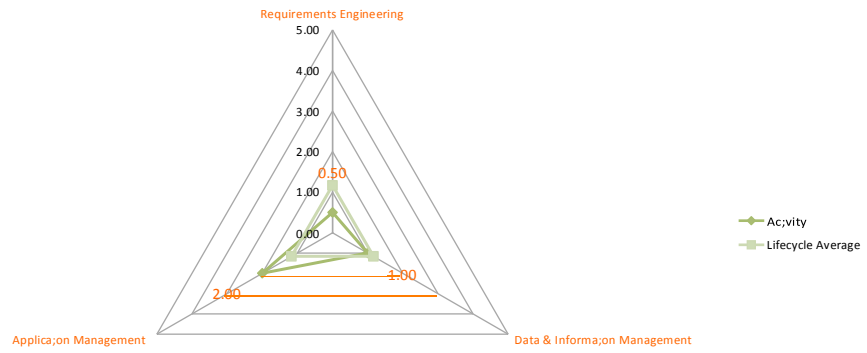

**Lifecycle Average = 1.17**

## SERVICE DESIGN --- Process




**Lifecycle Average = 1.64**

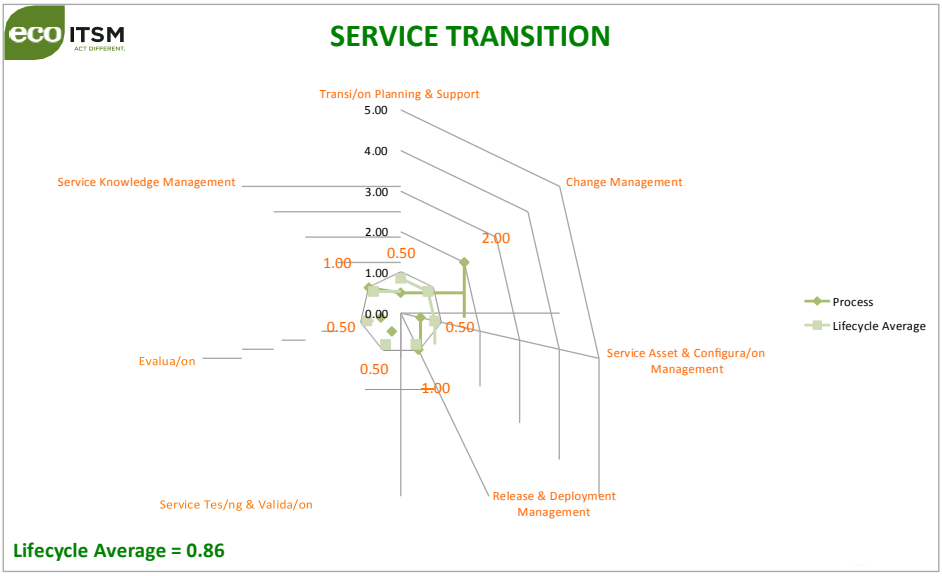
## SERVICE DESIGN --- Activity

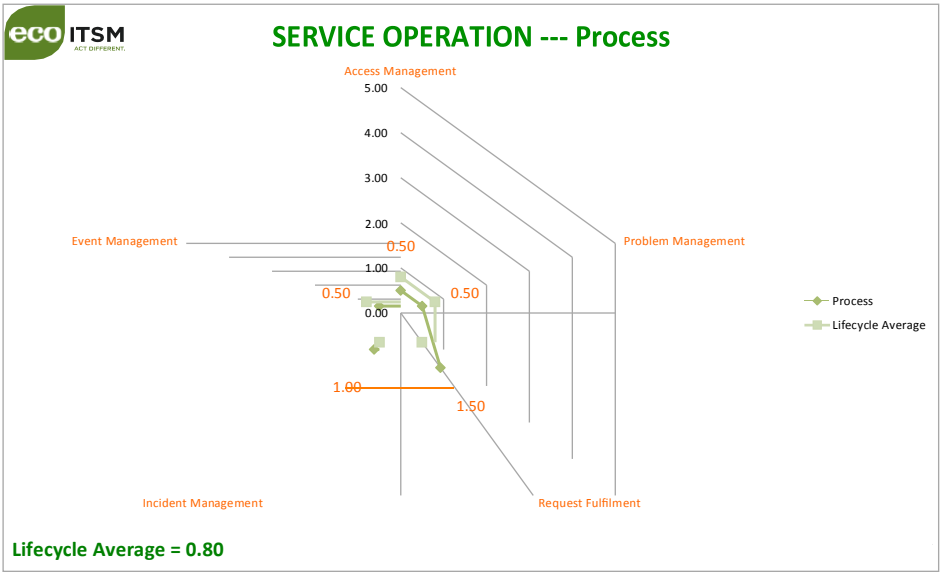



**Lifecycle Average = 1.17**

# Report for Company

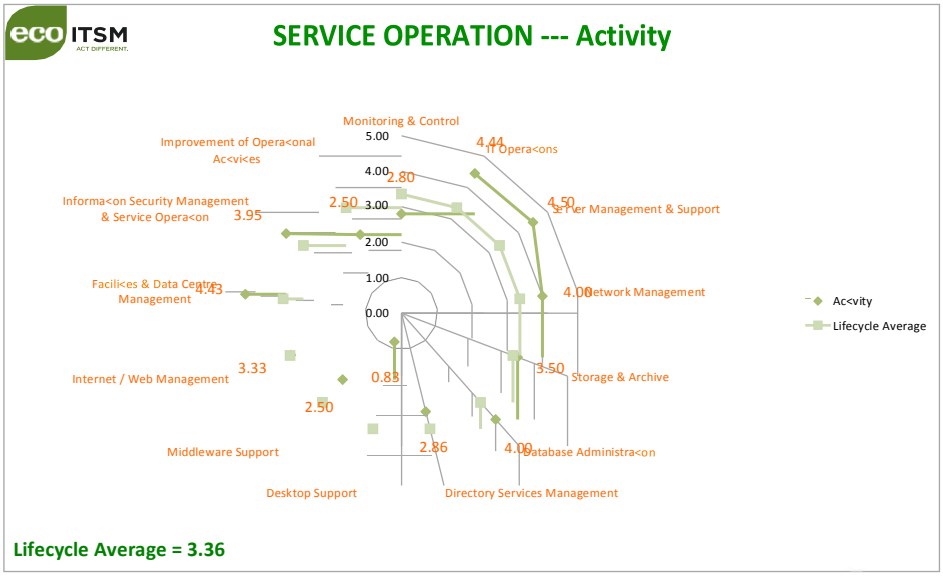
Each Service Lifecycle process, activity and function is assessed using the Process Maturity Framework (PMF) and assigned
a rating from 0 to 5. The rating indicates the degree to which each process, activity or function has incorporated sustainability
and supports the organisation's Corporate Social Responsibility or Sustainability Policy



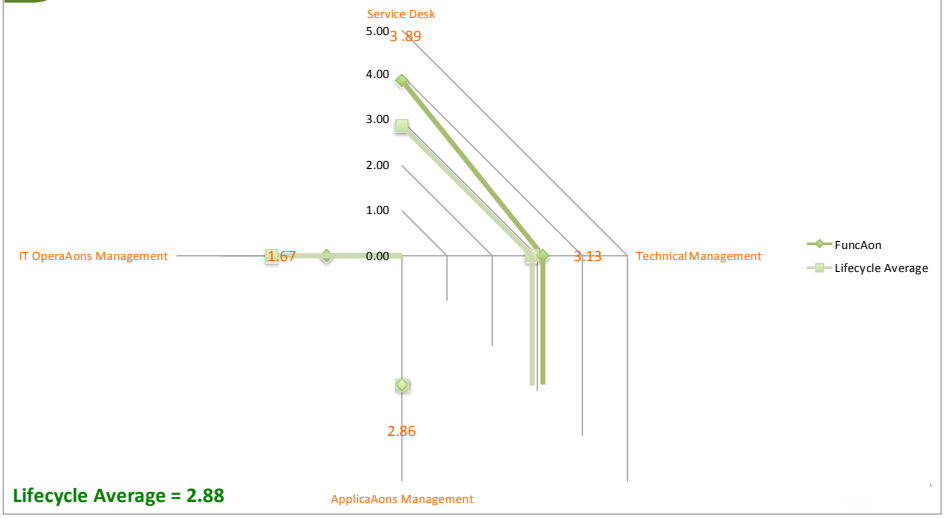
# Report for Company

## SERVICE OPERATION --- Activity



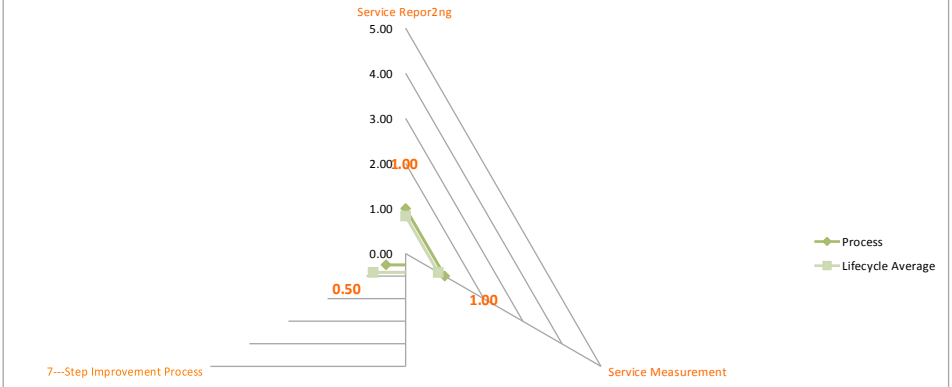

**Lifecycle Average = 3.36**

## SERVICE OPERATION --- Function




**Lifecycle Average = 2.88**

## CONTINUAL SERVICE IMPROVEMENT




**Lifecycle Average = 0.83**

**10 Quick Wins**

1. The following are suggested quick wins that IT could make in the area of sustainability identified as part of the eco-ITSM service.
2. Include the carbon-footprint of equipment (e.g. desktops and printers) in the Service Catalogue and request fulfillment web page to increase awareness of the environmental impact.
3. Develop an IT web page for sustainability where the content of this report can be viewed, activities being undertaken illustrated and any benefits received demonstrated. Include a forum for further suggestions and input to the reduction in the environmental impact of IT.
4. Establish a line of communication with Sustainability Team to keep it informed of activities being undertaken. IT should leverage off the capabilities and competencies within the Sustainability Team to undertake sustainability improvements.
5. Undertake a publicity campaign to raise awareness of the environmental impact of everyday IT usage such as the benefits of powering off PCs when not in use and printer usage.
6. Establish an ongoing education and awareness programme for staff on ways in which to they can become more sustainable e.g. power management of PCs.
7. Include environmental criteria in the selection of all suppliers, products and services such as those that drove the choice of desktop and printers e.g. Canon, HP. Investigate the feasibility of extending print-on-demand to all staff.
8. Commence reporting on travel incurred to resolve Incidents and Problems so that Problem Management can drive Incident reduction not only from a functionality perspective but also a sustainability perspective.
9. Determine the most sustainable way in which to dispose of servers that are made redundant via the server consolidation project.
10. Allocate a "owner" for IT sustainability programme of activities to coordinate, monitor, measure and report on the progress of initiatives. This person should also be the liaison with the Sustainability Team in regards to IT activity.

# Report for Company

## Key Recommendations

The following table contains a consolidated list of the key recommendations made throughout the rest of this report. Each recommendation had been prioritised using a colour coding system.

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| | Should be addressed as a priority as this will either have an immediate impact on sustainability or there are other recommendations that are dependent on this one. |
| | Should be considered for action as soon as feasible. |
| | Recommendations to be addressed as and when resources are available. |

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| **Service Strategy** | |
| 1 | DEMAND MANAGEMENT: IT understands the Patterns of Business Activity (PBA) to determine where and when demands on resources are being made and being able to influence those demands to make best use of existing resources. |
| 2 | FINANCIAL MANAGEMENT: Power metering is enabled so that the cost of power can be broken down by data centre, computer room, geographical location, business unit and infrastructure components. |
| 3 | SERVICE PORTFOLIO MANAGEMENT: Consolidate existing Service Catalogue and Applications Management into an overall Service Portfolio and include sustainability considerations at every stage of the process. |
| **Service Design** | |
| 4 | SUPPLIER MANAGEMENT: IT sourcing strategy includes the use of preferred suppliers based on their approach to sustainability and the environmental impact of their services and products. |
| 5 | INFORMATION SECURITY MANAGEMENT: Identify and consolidate disparate Information Security Management systems and associated infrastructure to reduce cost and environmental impact. |
| 6 | IT SERVICE CONTINUITY MANAGEMENT: Undertake site wide testing of ITSCM plans to ensure services can be recovered as required and IT reputation is upheld. Testing should be undertaken with environmental considerations in place. |
| 7 | AVAILABILITY MANAGEMENT: Incorporate sustainability considerations into the design for availability and the design for recovery activities. A KPI for the reduction of the environmental impact of availability solutions should be introduced. |
| 8 | CAPACITY MANAGEMENT: Establish a formal approach to Capacity Management covering all aspect of the process and associated activities with overall ownership for the process and capability. |
| 9 | SERVICE LEVEL MANAGEMENT: Include sustainability targets in SLAs with supporting UCs and OLAs. Identify Service Owners to drive service improvements, cost reduction and improvement in sustainability of services. |
| 10 | SERVICE CATALOGUE MANAGEMENT: Implement Service Portfolio Management to encompass the Service Catalogue with linkage to a comprehensive Configuration Management System to manage services and the associated carbon footprint. |
| 11 | APPLICATION MANAGEMENT: Applications Management should incorporate environmental considerations throughout the application development lifecycle with associated targets and measures. |
| 12 | DATA & INFORMATION MANAGEMENT: Implement a formal Data and Information Management activity with a lifecycle approach in order to understand the use of data and ensure only required data is maintained. |
| 13 | REQUIREMENTS ENGINEERING: Include sustainability criteria into the Requirements Engineering activity so that environmental impact is understood at the early stages of requirements analysis and can be managed accordingly. |

# Report for Company

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| **Service Transition** | |
| 14 | TRANSITION PLANNING AND SUPPORT: The Release Policy should include sustainability criteria for accepting changes into a release. Sustainability criteria should be included into the exit and entry criteria for each Service Transition stage. |
| 15 | CHANGE MANAGEMENT: Change Management should include environmental criteria into the review, assess and evaluation of changes throughout the lifecycle of the Request for Change. |
| 16 | SERVICE ASSET AND CONFIGURATION MANAGEMENT: The Service Asset and Configuration Management capability is developed to facilitate the monitoring, measurement and improvement of sustainable IT across the Company. |
| 17 | RELEASE AND DEPLOYMENT MANAGEMENT: Incorporate sustainability into all activities within the Release and Deployment Management process including measurement of energy consumption and carbon footprint of the service and its components. |
| 18 | SERVICE TESTING AND VALIDATION / EVALUATION: Service Strategy and Service Design need to incorporate sustainability requirements for service changes against which Service Transition can test, validate and evaluate. |
| 19 | SERVICE KNOWLEDGE MANAGEMENT: Implement a Service Knowledge Management System containing environmental and sustainability management information under the control of a knowledge management methodology such as KCS. |
| **Service Operation** | |
| 20 | EVENT MANAGEMENT: Environmental targets need to be specified within Service Design for new and changed services so that these can be input into Event Management and deviation from expected performance monitored. |
| 21 | INCIDENT MANAGEMENT: Embed reporting on environmental impact of Incidents into the Incident Management process. |
| 22 | REQUEST FULFILMENT: Sustainability requirements should drive Request Fulfillment in addition to financial considerations. Environmental impact of products and services should be published in the Service Catalogue. |
| 23 | PROBLEM MANAGEMENT: Embed reporting on environmental impact of Problems into the Problem Management process. |
| 24 | ACCESS MANAGEMENT: Access Management should actively ensure that the rights that have been provided are being properly used and that inappropriate use of resources is detected and managed. |
| 25 | IMPROVEMENT OF OPERATIONAL ACTIVITIES: Design, implement and deploy an education programme that provides awareness and training in ways that Service Operation activities can become more sustainable. |
| 26 | INFORMATION SECURITY MANAGEMENT AND SERVICE OPERATION: Information Security Management and Service Operation should ensure that there is control of access to systems, services and resources so that sustainability objectives can be supported. |
| 27 | FACILITIES AND DATA CENTRE MANAGEMENT: Facilities and Data Centre Management should be involved in the Environmental Management Plan for the Company in regards to the choice and of sustainable energy supplies. |
| 28 | INTERNET / WEB MANAGEMENT: Forecasting of required capacity for internet and websites should be part of a formal Capacity Management process. |
| 29 | MIDDLEWARE SUPPORT: Inclusion of middleware software and technologies in the Configuration Management System to ensure there is no unnecessary duplication. |
| 30 | DESKTOP SUPPORT: Baseline current power consumption by desktop and printer and demonstrate the economic and ecological savings achieved as a result of power management. |
| 31 | DIRECTORY SERVICES MANAGEMENT: In conjunction with Access Management, Directory Services Management should ensure that inappropriate use of resources does not take place when it does, appropriate action is taken. |

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| 32 | DATABASE ADMINISTRATION: Ensure database design not only meets the functional requirements of Service Design but is also optimal from a sustainability perspective. |
| 33 | STORAGE AND ARCHIVE: Review storage and archive policies, processes and procedures to ensure that the most cost-effective and sustainable approach being taken. |
| 34 | NETWORK MANAGEMENT: Determine and implement a policy, process and procedure for the redeployment and disposal of redundant network equipment. |
| 35 | SERVER MANAGEMENT AND SUPPORT: Determine and implement a policy, process and procedure for the redeployment and disposal of redundant server equipment. |
| 36 | IT OPERATIONS: IT Operations will be able to monitor the infrastructure for deviations from sustainability targets once it is possible to determine acceptable performance. |
| 37 | MONITORING AND CONTROL: Consider the use of Monitor Control loops for the monitoring, reporting and control of sustainability once it is possible to determine acceptable performance. |
| 38 | IT OPERATIONS MANAGEMENT: IT Operations Management staff should be trained in ways to improve the sustainability of IT. Sustainability should be an integral part of job descriptions and performance management. |
| 39 | APPLICATIONS MANAGEMENT: Applications Management staff should be trained in ways to improve the sustainability of IT. Sustainability should be an integral part of job descriptions and performance management. |
| 40 | TECHNICAL MANAGEMENT: Technical Management staff should be trained in ways to improve the sustainability of IT. Sustainability should be an integral part of job descriptions and performance management. |
| 41 | SERVICE DESK: Implement a process for Service Knowledge Management to ensure that work-instructions are current, accurate and their integrity maintained. Incorporate into performance management. |
| **Continual Service Improvement** | |
| 42 | 7-STEP IMPROVEMENT PROCESS: Implement a formal Continual Service Improvement process that includes improvements in sustainability. |
| 43 | SERVICE MEASUREMENT: As an integral part of Continual Service Improvement determine the measures to be put in place to demonstrate the outcomes from sustainability initiatives. |
| 44 | SERVICE REPORTING: As an integral part of Continual Service Improvement determine the reporting requirements that will demonstrate the outcomes from sustainability initiatives. |