knowledge17

WORK at LIGHTSPEED™

Are We Really So Special?

Committing to Scrutiny and Rationalization of Practices as a Fundamental Component of a ServiceNow Implementation

KIPLING MORRIS
MANAGER, INFRASTRUCTURE SERVICES AND OPERATIONS
City of Tacoma

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servicenow

Agenda

- About City of Tacoma And Our Team
- Begin From The Beginning
- Recognizing Opportunity
- Are We Really So Special?
  - Spoiler: No. (and maybe you aren't either)
- Timeline, Approach and How We Did It
- Outcomes And What We learned

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Speaker Introduction



NAME: Kipling Morris

TITLE: Manager of IT Infrastructure Services and Operations

FUNCTION: Responsible for PC, Server, Voice, Data and Service Desk

COMPANY: City of Tacoma, Washington

EXPERIENCE: 3 years with City of Tacoma, 25+ years in technical architecture, operations, and service delivery

EXPERTISE: Operations, Virtualization Design and Deployment, End User Customer Service and Resource Management

ACHIEVEMENTS: Transitioned and revitalized ITSM program by relaunching with ServiceNow. Leadership recognized early successes by increasing scope of initial implementation to include employee onboarding

CURRENT PROJECTS: Expand Service Portfolio, Service Catalog, and maturation of the CMDB

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About City of Tacoma



NAME: City of Tacoma – Information and Technology Department

INDUSTRY: Government and Public Utility

FOCUS: Providing Services to the Employees, Citizens and Ratepayers

RELEVANT DEPARTMENT INITIATIVES IN SUPPORT OF MAJOR CITYWIDE GOALS AND OBJECTIVES:
Strategically partner with business units to deliver major technology applications that enable City business growth and innovation, deliver major technology infrastructure projects that enable sustainability and resiliency of City business and services, establish a results-oriented administration that is aligned with business strategies and plans and IT service needs, create an organizational culture of customer service, equity, innovation, and excellence

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Session Overview



Objectives

- Provide insight to our journey toward organizational change as a government agency
- Explore how asking the question “Are we really so special?” guided our design and implementation



What You Will Learn

- The City of Tacoma, our Customers, Citizens and Ratepayers
- Our history with ITSM
- Strategies we developed to anticipate and address challenges to our ServiceNow implementation
- Learn about our Phase 1 implementation and some of the in-flight opportunities that presented themselves
- Lessons learned from, and next steps forward on our lightspeed journey

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About Us

Tacoma is home to more than 200,000 Citizens

Over 3500 employees

Information & Technology Department



- Support users across multiple Government agencies
  - Fire, Police, Public Works, Environmental Services, Municipal Court, and many more
- Supports users across multiple Tacoma Public Utilities
  - Water, Power, Rail and Click! Cable TV and Internet
- Receive over 350 incidents and requests per week
- Almost 100 calls to the Service Desk per week

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Begin from the Beginning

- The City first implemented ITSM in 2013-2014 (not ServiceNow)
- The overall project advanced the organization's goal of ITIL adoption, but fell short in a number of areas:
  - Attempts to build system to match processes resulted in an overly complex build
  - Change Management implemented on a separate system
  - Gaps in organizational change management effort
  - Inability to handle Incident and Request in the same workspace
  - Customer facing service catalog lacked intuitive design, was not ADA compliant and required too many steps to be completed to efficiently process requests
    - Portal was not rolled out
  - Limited reporting capabilities

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Recognizing Opportunity

- Decided to reset approach rather than reinvest in inefficient products and processes
- Resolved to eliminate disparate ITSM systems that spanned across teams and internal organizations
- Reengaged with customers and staff to better understand concerns with the current systems and processes
- Researched and selected a product that would more closely match the needs of the business and our customers
- Researched and selected an implementation partner that could correctly interpret and implement our processes while still keeping us well aligned to ITIL best practices



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Opportunity … Recognized

- ServiceNow was selected to help City of Tacoma evolve our ITSM program to a new level of maturity and in so doing:
  - Formalize IT Service Management (ITSM) practices and tools
  - Identify opportunities to realign with the ITIL process to further quantify our value proposition



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Opportunity … Recognized

- Before we began the next phase of our ITSM journey, we looked back on lessons learned from our previous installation practices and asked some hard questions
  - In our efforts to build a system to suit each service area, did we drift from best practice design?
  - Did our system become so individually tailored that we were unable to provide a consistent user experience?
  - Was organizational change management more difficult due to the incomplete implementation?
  - Is it possible to over-customize? In short…

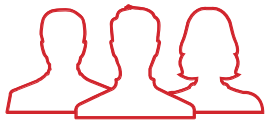
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Are We Really So Special?

- We asked ourselves the question, “what makes us so special?”
  - The more we do it our own way, the more difficult and costly it is to support
  - Focus was on the process and not the tool
    - Reaffirmed the organizational commitment to ITIL
    - Started lean with basic process focus (incident, request, CMDB light, change)
  - Gathered supporting data for build through a series of deep-dive workshops
    - Analyzed our organizational maturity and vision
    - Mapped processes to identify gaps and departures from best practice
    - Identified services, owners and process owners
  - Maintained a firm commitment to Best Practice
    - Strict adherence to out-of-the box functionality and workflow
    - Decisions were data driven, not driven by emotions



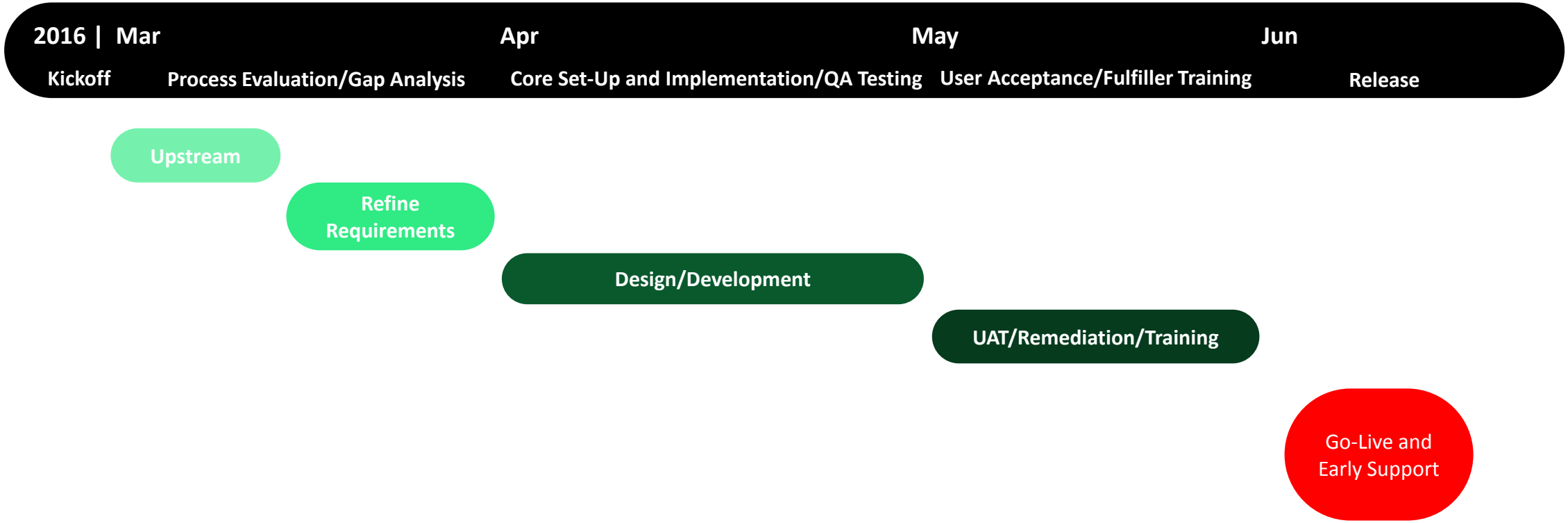






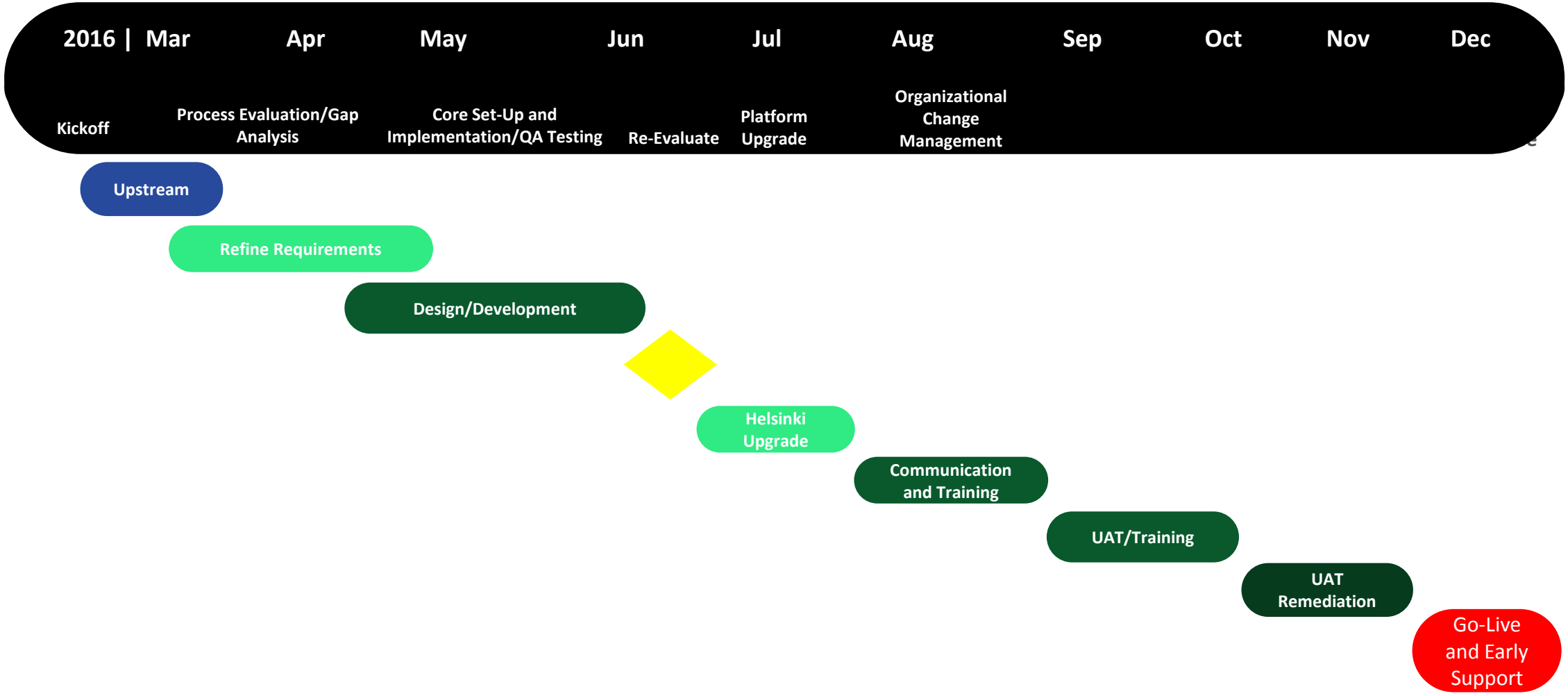
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Release – Original Timeline



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Revised – Revised Timeline



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ITSM – Phased Approach



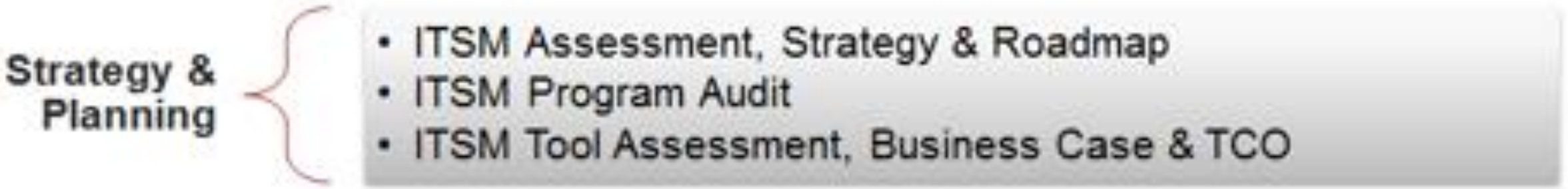
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Phases Defined



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Strategy Phase



- Conduct baseline interviews and assess current ITSM practices, processes and organizational state
- Identify opportunities for improvements and map to best practices

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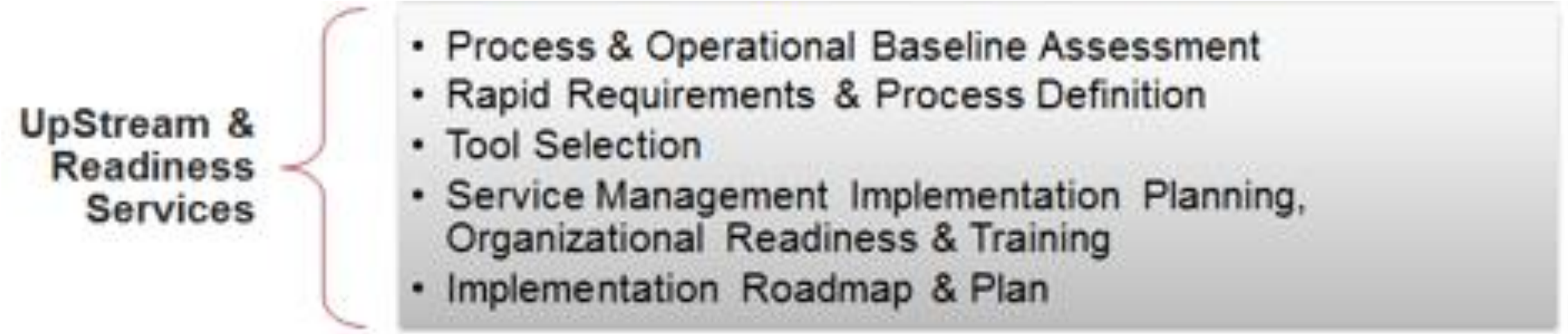
Strategy Findings

General Findings:

- Most processes were consistently used by the organization
- Review suggested opportunities to create IT efficiencies
- Inadequate metrics and reporting
- Processes suggest a very transactional based paradigm
  - Focus was on recording activities as opposed to managing activities

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Upstream and Readiness Services Phase



- Produce gap analysis
- Develop roadmap
- Create Phased implementation plan

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Upstream and Readiness Phase Plan

	Phase I	Phase II	Phase III

New	• CMDB Lite
	  • Services
	  • Applications
	• Change Management
	• Problem Management (Problem Control)
	• Incident Management
	• Request Fulfillment
	  • Service Catalog
	  • Customer Portal
		• Knowledge Management
		• Asset Management Integration (SAP)
		• Governance, Risk, and Compliance
		• Service Level Management
		• Event Management
			• Project/Portfolio Management
			  • Demand Management
			• Service Portfolio
			• SDLC

Continuous Improvement		• Incident Management
		• Problem Management (Proactive)
		• Request Fulfillment
		• CMDB
		  • Discovery
		  • Add CI Classes
			• Knowledge Management
			  • Managed Documents
			• Service Catalog
			  • Orchestration

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Service Management Phase



- Requirements and Design Workshops
- Development requirements for OOB functionality implementation

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Service Management Phase Outcomes

- Replaced end-of life service management tools with ServiceNow.
- Consolidated several existing service request portals for customers (following ITIL process framework)
- Configuration Management Data Base (CMDB) with categorization and reference data to Incident, Problem, Change and Service Request.
- Implemented the following Information Technology Services Management (ITSM) modules: Incident Management, Service Catalog, Self-Service, Change, Problem and CMDB light and Orchestration for password reset.
- Bonus: Added employee onboarding in-flight as well as provided contextual training to staff for future upgrades

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We are Not So Special! … and Maybe You Aren't Either

- Organizational Change Management is Important
  - Start early, engage and ensure sponsors, stakeholders, users and fulfillers understand the objective
- Sponsor and Stakeholder Involvement is Imperative
  - Investment of resources, time and willingness to change
  - Evangelize needed change
  - Direct and consistent participation by leadership
  - Decisions required to apply additional resources when required
  - Timely decision making
  - Interim governance facilitates fast decision making
    - Ex: Mid-flight adoption of Helsinki upgrade and addition of employee onboarding



- Communication is critical
  - Ensuring users and fulfillers understood the objective
    - Bringing the organization along on the journey through communication, training, and project involvement

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Top Takeaways

1

Focus on clean process

2

Strong alignment with best practices

3

Sponsor involvement and Organizational Change Management is key

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Q & A

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Thank You

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