



Mise en œuvre de solutions
d'IT Service Management

ARRÊTONS
DE NAVIGUER À VUE.
COMMENÇONS
À PRENDRE LES COMMANDES.

Samia Benali – Responsable des offres de
services d'IT Service Management

Sommaire

- 1** Des meilleures pratiques à la mise en oeuvre
- 2** La mise en œuvre d'outils de Service Management et ses implications?
- 3** Comment réussir la mise en œuvre des outils de Service Management?
- 4** Que faut-il savoir ?

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Se concentrer sur la VALEUR METIER et tirer parti des STANDARDS reconnus

- Le Service Management est une *problématique Métier*, et non une *problématique Technologique*
- La bonne approche est de *considérer tous les modèles et cadres* tout en restant concentré sur les problèmes métiers à résoudre
- Développer la valeur métier par le Service Management, qui tire parti d'ITIL, d'ISO, de COBIT et des autres pratiques et standards reconnus

Objectif réel – Passer de l'état des meilleures pratiques (“we know”) vers une mise en œuvre efficace (“we do”)



Le point crucial du Service Management est de savoir comment passer des meilleures pratiques “connues” vers leurs “mises en œuvre” de manière efficace

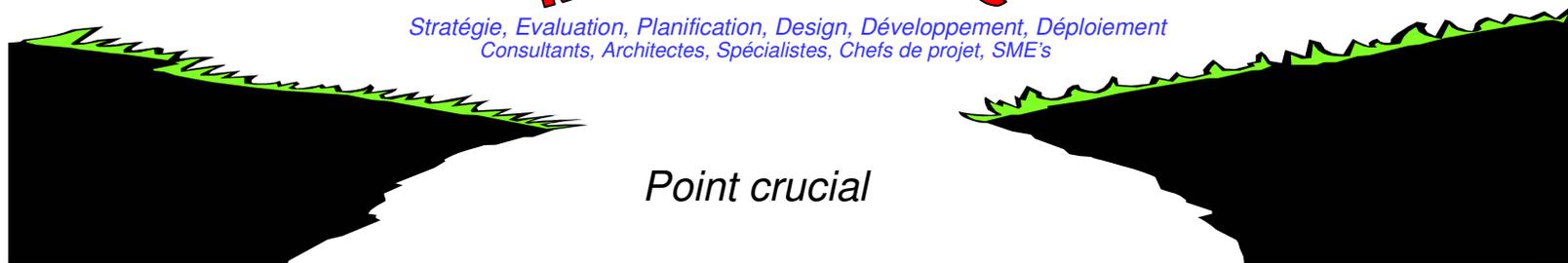
“We know/nous connaissons”

“We do/nous mettons en oeuvre”



Mise en oeuvre

*Stratégie, Evaluation, Planification, Design, Développement, Déploiement
Consultants, Architectes, Spécialistes, Chefs de projet, SME's*

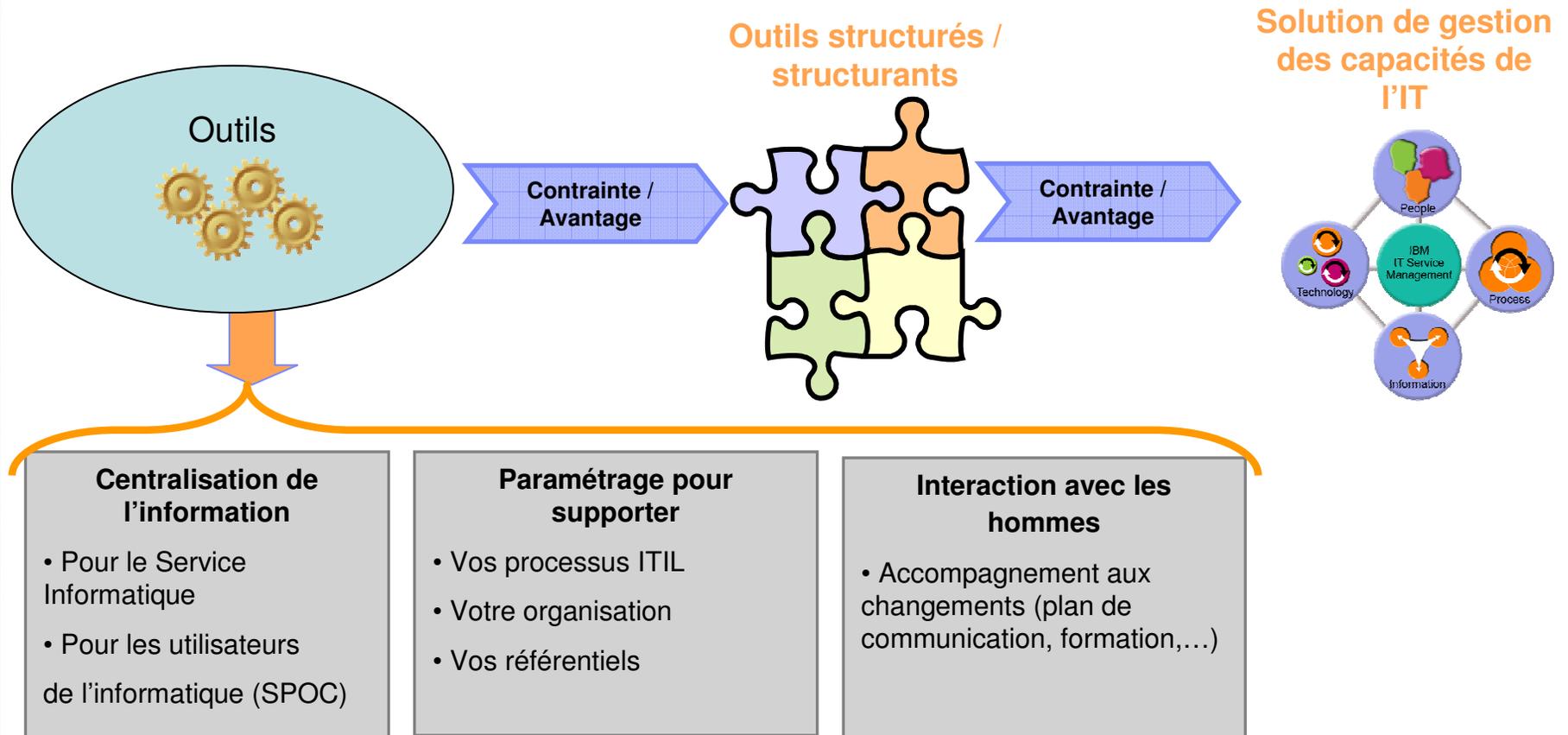


Point crucial

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La mise en œuvre d'outils de Service Management a des implications spécifiques dans une entreprise

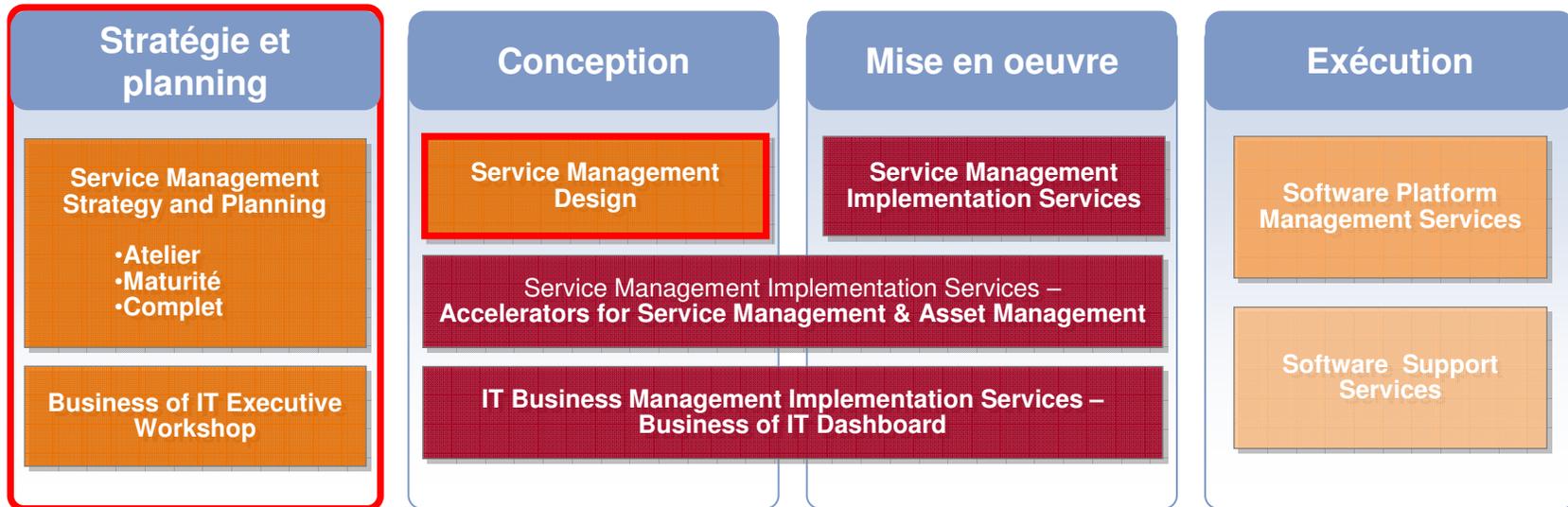


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IBM Global Technology Services possède un portefeuille complet pour la définition, la mise en œuvre et la gestion de l'IT Service Management



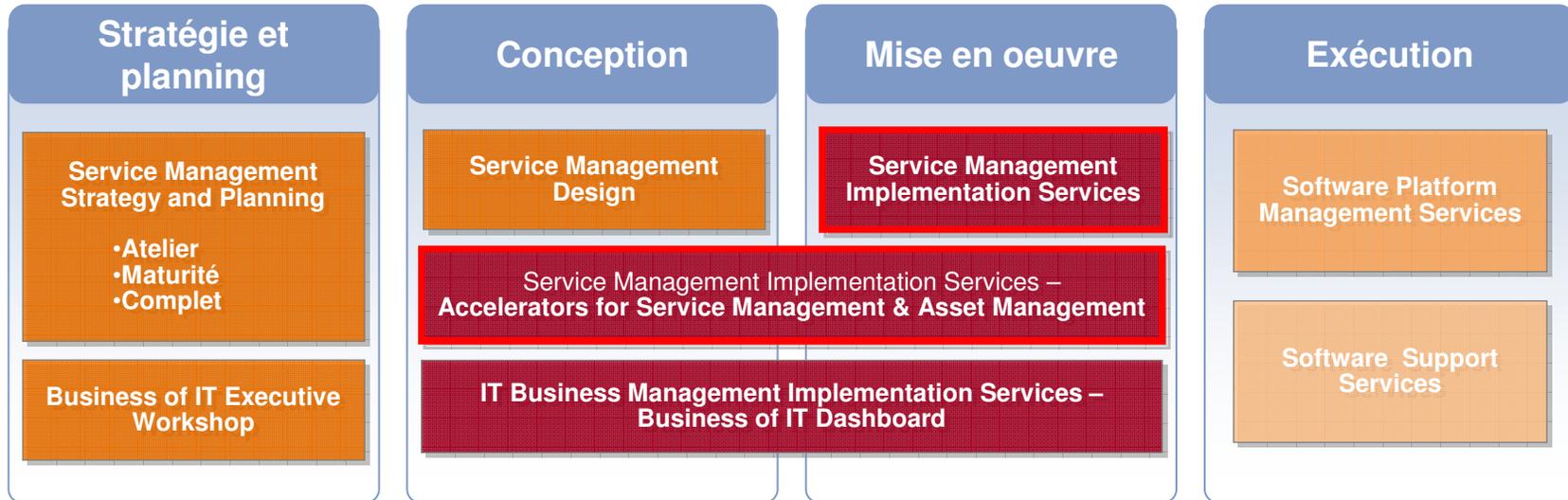
❖ Conception de l'IT Service Management pour développer une feuille de route de mise en oeuvre stratégique –
“Le plan IT service management”

Consultants et Architectes certifiés

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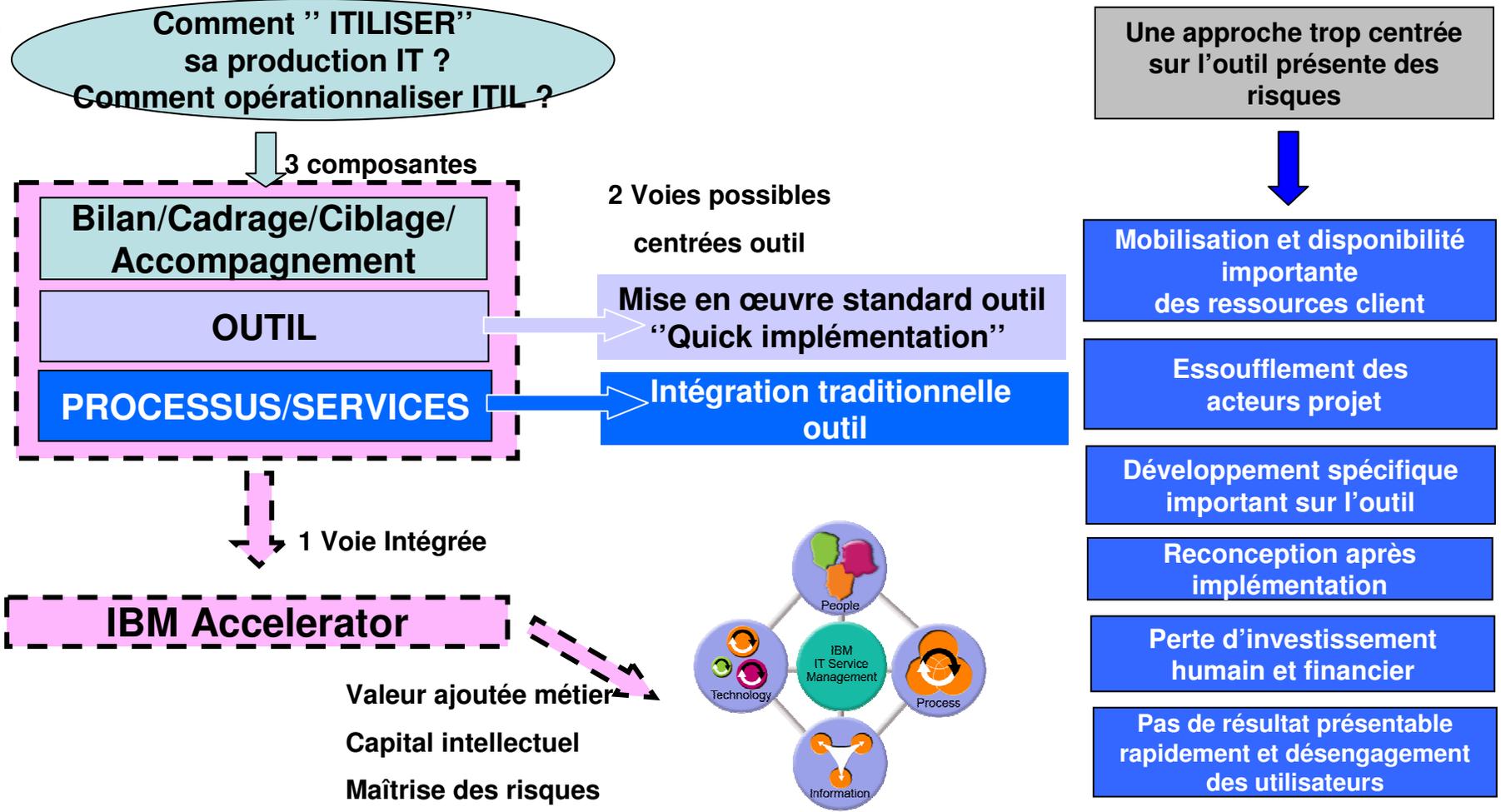
- ❖ Conception complète de l'environnement futur et définition exhaustive d'une solution de mise en oeuvre
- ❖ Accélération de la mise en oeuvre des disciplines de l'IT Service Management et de la concrétisation de la valeur métier



Spécialistes et experts des solutions d'IT Service Management

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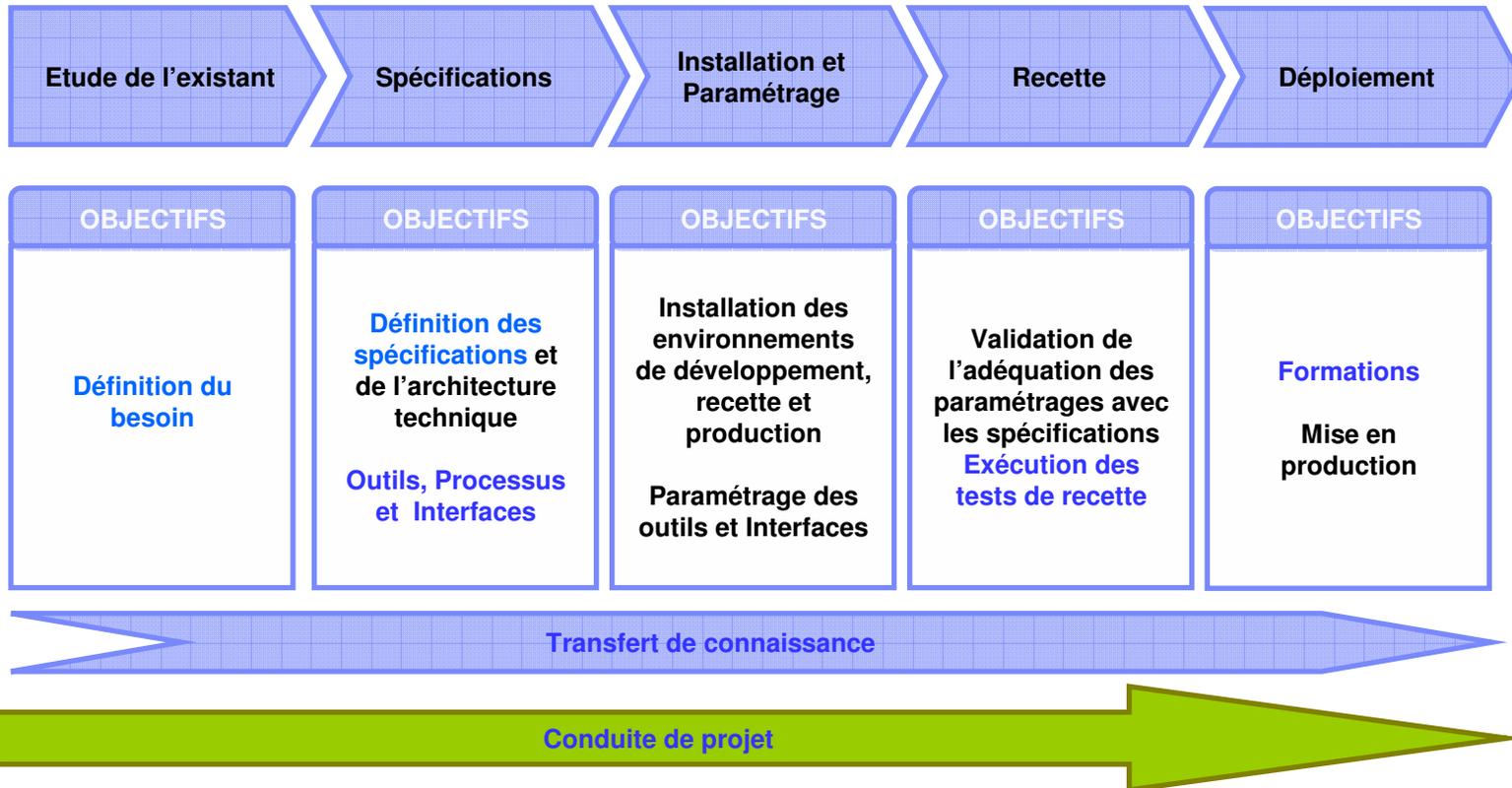
Les différentes approches de mise en œuvre des solutions IT Service Management



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La Méthodologie est le garant de la bonne conception de VOTRE solution ITIL

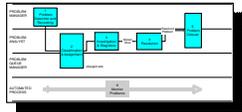


Conditions de la bonne conception de la solution ITIL

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IBM Accelerator, une solution pré-paramétrée, qui fournit 80% d'une solution alignée sur ITIL



Processus

IBM Accelerator

- 100% alignée ITIL
- Guide de référence des processus ITIL
- Activités, entrants et sortants



Technologie

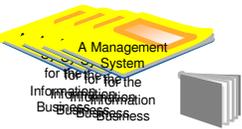
- Logiciels IBM Tivoli
- Pré-paramétrés pour supporter les processus
- Mise à jour pendant la mise en oeuvre



Personnel



- Processus pré-paramétrés pour les opérations quotidiennes
- Mise à jour des processus
- Plan de formation
- Plan Projet, Plan de Communication



Information



Implémentation

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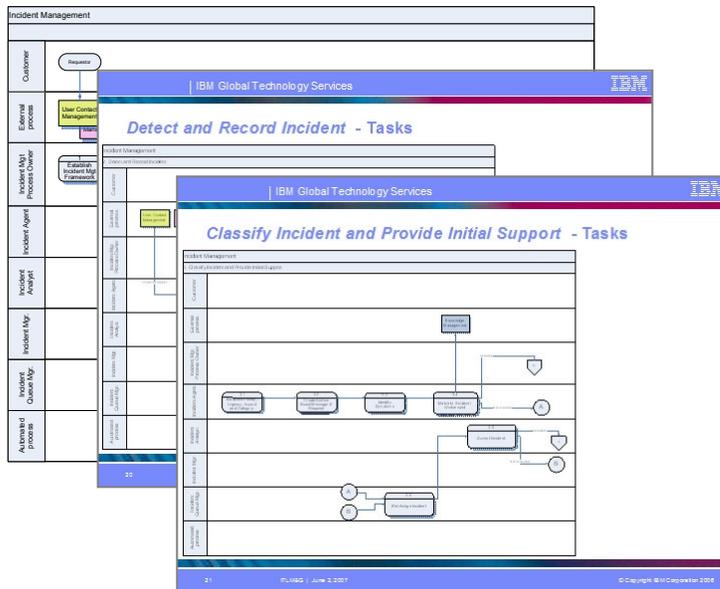


La méthodologie de l'Accelerator est centrée sur des ateliers clés qui seront conduits dès le début du projet



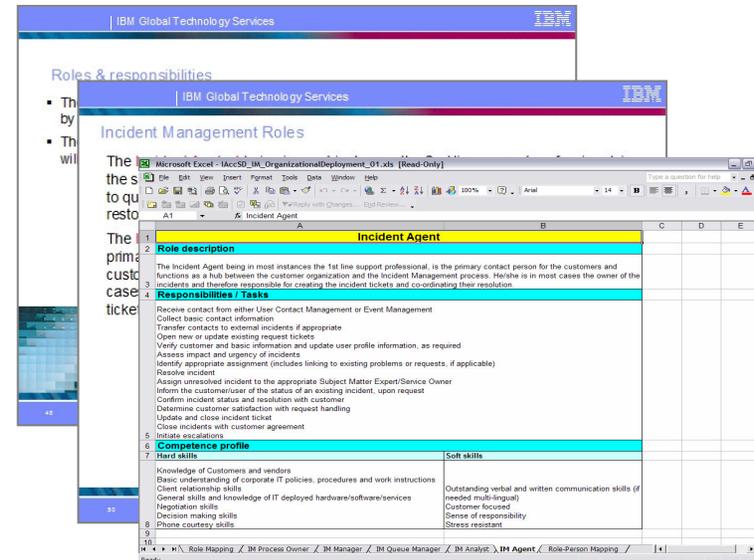
PROCESSUS

Assurer une compréhension claire du flux du processus et de la manière dont chaque rôle est impliqué



ORGANISATION

Définir des responsabilités, des tâches, des profils et leurs implications de chacun des acteurs



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La définition des besoins en termes d'informations est fondamentale pour "personnaliser" rapidement l'Accelerator à votre organisation et un accompagnement aux changements



Règles - Politiques

Politiques - Priority
Priority is one of the key drivers of the Incident Management process. Incident priority is used to define the order and effort when handling incidents. The priority of an incident is calculated by evaluating the following factors:

Politiques - Target Resolution
To provide good control over incident resolution, the overall process is split into sub-components. A target time is applied to each sub-component, as shown below:

Key event	Priority 1	Priority 2	Priority 3	Priority 4
Incident ticket entered	30 minutes	30 minutes	30 minutes	30 minutes
Incident assignment accepted	5 minutes	15 minutes	1 hour	2 hours
Incident resolved warning	1 hour	2 hours	4 hours	2 days
Incident resolved	2 hour	4 hours	1 day	4 days
Incident closed	1 day	2 days	3 days	10 days

Priority Level	Incident Manager	Manager (1)	IT Director	IT Executive
1	4 hours	4 hours	8 hours	12 hours
2	8 hours	8 hours	1.5 days	
3	2 days	2.5 days		
4	4 days			

Données de référence

Reference Data - Incident Status Codes

Incident Status	Description
OPEN	Incident has been reported and is being investigated.
ASSIGNED	Incident has been assigned to a specific person or team.
IN PROGRESS	Incident is being actively investigated.
RESOLVED	Incident has been resolved and the user is satisfied.
CLOSED	Incident has been closed and no further action is required.

Reference Data - Priority, Impact, Urgency
The Internal Priority must be automatically calculated based on the weight of Incident Impact and Incident Urgency.

WIDE	LARGE	LIMITED	LOCAL
weight 10	weight 5	weight 5	weight 1

Reference Data - Incident Cause
The incident cause is used to specify the underlying cause of an incident. The Incident Agent can specify an incident cause when he/she registers the incident. Incident cause can be used for reporting and querying purposes. The following cause codes are defined:

Cause	Description
APPL	Application program error
USERERROR	Incident is caused by improper usage
CFG	Cause by configuration
CHGS	Scheduled changes
CHGU	Unscheduled changes
CRD	Could not duplicate the error
DOCUMEN	Incident is caused by error in documentation
EDUC	Inadequate training
HARDWARE	Incident is caused by a hardware error/issue
NETWORK	Network connection
NTF	No Trouble Found
PSWD	Any type of password issue
RESOLVE	User resolved
RESOURCE	Resource problem
SOFTWARE	Incident is caused by an error/issue in the software

Indicateurs - mesures

Measurements
Measurement and tracking is key to constant process improvement.

Measurements - Effectiveness
Days-to-Day Performance

- Number of closed incident tickets, aged by categorization type
- Number of incidents successfully resolved
- Number of new requests per day

Measurements - Efficiency

- Average support cost for all incident tickets (Monthly)
- Average cycle time for incident tickets (Monthly)
- Average cycle time cost

Rapports

Reports - Incident Summary Reports
The Incident Manager should create these reports to do trend analysis on a weekly, monthly, and yearly basis.

Reports - Incident Activity Measurement Reports
These reports should provide a high level view of the key measurement used to manage each of the activities in the Incident Management Process. It will show all the defects reported for each activity, as defined by the measurements of each activity. The Incident Manager will create this report on a weekly basis.

Reports - Incident Management Process Summary
This report should provide a high level view of the key measurement used to manage the entire Incident Management Process. The Incident Manager should create this report on a monthly basis for the Incident Management Process Owner and IT Director.

The reports will contain the following:

- Process Effectiveness
 - Day-to-Day
 - Number of closed incident tickets, by priority
 - Number of closed incident tickets, by categorization type
 - Number of closed incident tickets, by close code
 - Process Health
 - Number of process defects and improvements implemented

Audience: Incident Management Process Owner and IT Director

Réunion de lancement

Engagement flow

The Gold solution realizes accelerated implementation into production through a set of activities provided by IBM team and by you (4/4)

Several workshops will be convened during this project to educate your staff, gather your personalization requirements, train your trainers & validate the solution (1/3)

Activity	Description	Workshop
Discovery	Discovery workshop to understand the current state and requirements.	Discovery Workshop
Design	Design workshop to define the solution architecture and data model.	Design Workshop
Implementation	Implementation workshop to define the implementation plan and roles.	Implementation Workshop
Training	Training workshop to educate the staff on the solution and its usage.	Training Workshop

Plan de communication

3.4 Communicate expectations to Staff External to IBM

3.1 Communicate Solution Transition
Description: Prepare and communicate the solution transition plan to the staff. This includes the transition of responsibilities to the staff and the communication of the solution transition plan to the staff.

3.2 Product Roll-out Announcement
Description: Prepare and communicate the product roll-out announcement to the staff. This includes the announcement of the product roll-out and the communication of the product roll-out plan to the staff.

3.3 Review new roles and responsibilities with Management Team
Description: Review the new roles and responsibilities with the Management Team. This includes the review of the new roles and responsibilities and the communication of the new roles and responsibilities to the Management Team.

Profils de compétence

Incident Agent

Incident Queue Manager (optional)

1. Role description
The Incident Queue Manager co-ordinates the work of Incident Analysts and Incident Agents, who perform activities within the different queues.

2. Responsibilities / Tasks
Manages resources allocation
Manages the assigned incident queue

3. Competence profile

Competence	Soft skills
Knowledge of the incident management processes	Effective negotiating skills
General knowledge of business system environment	Good verbal and written communications skills
Good understanding of enterprise IT policies, procedures and standards	Good people skills
Knowledge of Service Level Commitments	Ability to create and manage progress of tasks
Analytical capabilities	

"Former le formateur"

Architecture Overview

Incident Management - Investigate and Diagnose Incident (5/8)

Incident Management - Reference Data - Incident Status Transitions (4/10)

1. Wait on RFC
Transition to an incident with status Wait on RFC. The cause of the incident is identified and a change is needed. A request to change is then created.

2. Wait on RCA
Transition to an incident with status Wait on RCA. The resolution effort required requires root cause analysis and trouble Problem Management is involved.

3. Wait on CSU
Transition to an incident with status Wait on CSU. The customer needs to provide additional information that is not at the hand during the call. The form is sent to Wait on CSU. The queue will request transparency. Theoretically only the Incident Agent is assigned to this queue.

4. Assigned
Transition to an incident with status Assigned. The Incident Agent decides that the resolution of the incident is within their capabilities. The incident will be sent to the Incident Queue Manager with the status Assigned.

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Pour vous garantir une autonomie, l'Accelerator fournit, en plus des matériels des ateliers, de nombreux documents techniques



Guide d'installation Guide de configuration

Guides de procédure (Manuels de l'utilisateur)

Guide de démonstration

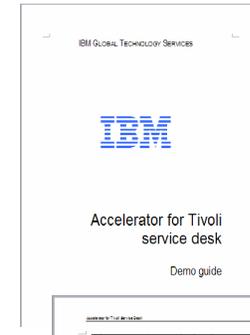


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- 2.6 Service Desk for Tivoli-Desk 2
- 2.7 Troubleshooting 2
- 2.8 Security 2
- 2.9 Data backup 2

3 INCIDENT MANAGEMENT INSTALLATION

3.1 Preparing the Incident Management installation

Before you install the Accelerator for Tivoli Service Desk, you must complete the following tasks:

- Prepare the hardware resources
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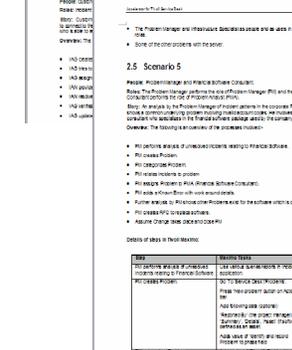
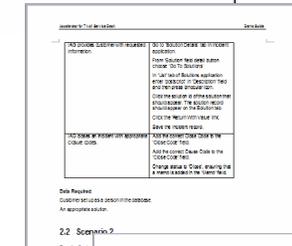
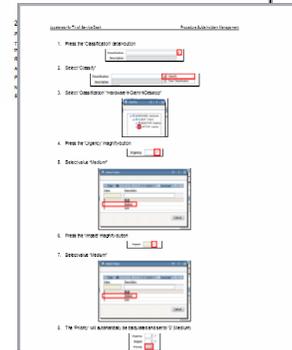
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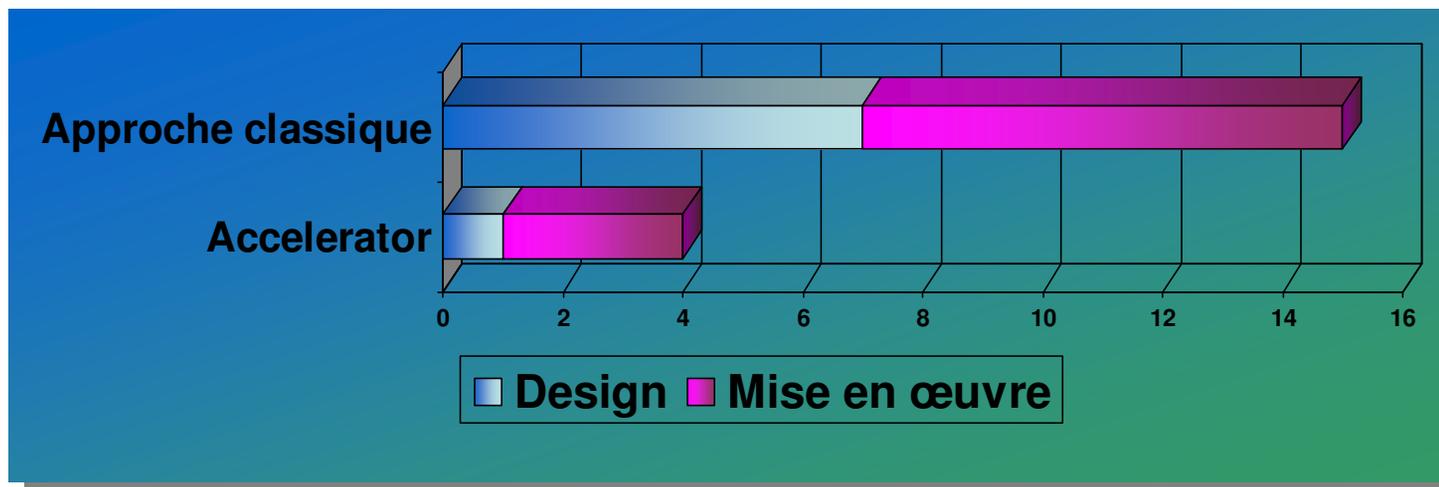


La solution de Service Management tire parti des IBM Accelerators, une approche et une méthodologie basée sur ITIL prouvée depuis plus de 10 ans...

- La mise en œuvre complexe des processus ITIL nécessite une aide supplémentaire pour garantir le succès de vos projets.

IBM a créé les **Accelerators** pour :

- Une **mise en œuvre accélérée** et une **implication importante de équipe projet client**,
- Des **processus ITIL présentés et expliqués** à l'ensemble des acteurs,
- Une **formation adaptée** et basée sur la solution implémentée,
- Une solution développée disposant des processus, organisation et outils.
- Méthodologie bien définie pour un déploiement rapide

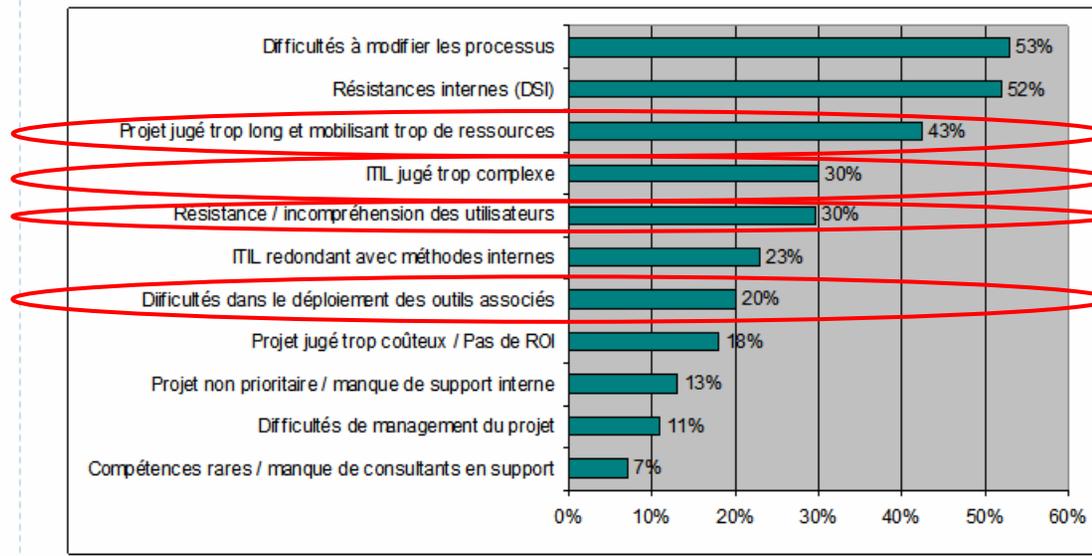


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En conclusion, la solution IBM Accelerator est la réponse aux entreprises qui pensent que

Un programme ITSM / ITIL reste difficile à déployer

- Les projets de mise en œuvre d'ITIL rencontrent de nombreuses difficultés
- La plupart des témoignages insistent sur la nécessité d'accompagner le changement



Sommaire

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- 3** Comment réussir la mise en œuvre des outils de Service Management?
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Un projet de mise en œuvre d'un outil ITIL doit prendre en compte votre architecture de données existante

Gestion des types de données et de la qualité du système existant	<ul style="list-style-type: none">– Mortes / Vivantes / Archivées– A jour (pourcentage) / Obsolètes– Structurées, non structurées– Systèmes propriétaires, systèmes ouverts
Gestion des données vivantes attachées aux processus	<ul style="list-style-type: none">– Delta à gérer– Mapping de processus à établir
Gestion de la transition (faisabilité, exigences)	<ul style="list-style-type: none">– Transition nette<ul style="list-style-type: none">• Arrêt / migration / relance• Arrêt / Relance– Chevauchement<ul style="list-style-type: none">• Double interface homme / machine• Interface machine / machine

Ce qu'il ne faut pas négliger lors de la mise en œuvre de votre Service Desk

Disposer d'une classification des incidents et des problèmes simple et intuitive	<ul style="list-style-type: none"> - Nbre de niveaux de classification - Classification trop lourde n'est pas exploitable
Eviter les conflits entre un Incident et un Problème	<ul style="list-style-type: none"> - Définir des règles de gestion - Définir des responsables
Mise en œuvre de tableau de bord	<ul style="list-style-type: none"> - Tableaux de bord pour <ul style="list-style-type: none"> • Pilotage • Analyse causale • Gestion de la connaissance
Formation adaptée	<ul style="list-style-type: none"> - Sensibilisation à ITIL - Documentations pour une autonomie

Les principaux risques relatif a la mise en œuvre d'une CMDB

Les retours d'expérience mettent en évidence les risques potentiels suivants :

- ❖ Niveau de détail des CI inadéquat : trop ou pas assez détaillé
- ❖ Interfaces manquantes ou incomplètes avec les autres référentiels techniques contenant des données de configuration.
- ❖ Difficulté à assurer les mises à jour des informations de la CMDB.
- ❖ Définition des rôles et responsabilités, en particulier pour la mise à jour de la CMDB
- ❖ Pas suffisamment de prise en compte des activités de mise à jour de la CMDB dans les autres processus ITIL.
- ❖ Pas de sponsor au niveau management.

Quelque soit la problématique, il est important d'avoir une approche TCO de la solution que l'on souhaite mettre en oeuvre

- Quelle est l'architecture opérationnelle de la solution ?
 - Client / serveur
 - N tiers ? (web)
- Ces composants sont-ils standards / propriétaires ?
- Pour chacun des composants, prendre en compte :
 - Maintenance curative
 - Maintenance évolutive
 - Maintenance préventive
 - Disponibilité de la solution
 - Scalabilité
 - Compétences nécessaires pour l'administrer
 - Surveillance
- Politique de Licences ?
- Sauvegarde / restauration
- Upgrade

Pour conclure, la bonne mise en œuvre d'un outil ITIL est le fruit de la collaboration entre vos équipes et des experts qui sauront vous apporter le bon niveau de conseil

Maîtrise d'ouvrage	Maîtrise d'œuvre
<ul style="list-style-type: none"> - Initiation à ITIL - Connaissance des objectifs, de la stratégie de l'entreprise - Disponibilité - Un responsable pour chaque processus (responsable du fonctionnement et de la qualité du processus), avec les droits de décision associés - Un sponsor pour le projet - Communication 	<ul style="list-style-type: none"> - Multi-compétence : certification ITIL + Outil(s) + Projet - Profils spécialisés : chef de projet, spécialiste, architecte, consultant - Expérience / métier - Communiquer et transmettre - Travail en équipe



Fin de la présentation

PARLONS MOINS AGISSONS



Backup