Service Transition Planning & Support
A Practical Perspective

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Takeaways
A practical perspective

• So what’s our problem?
• What are we doing about it?
• How’s it going so far?
• What’s next and why?
• Questions?
Pop Quiz – what’s your status?
So what’s our problem?

Business Growth as a Driver for Change

- More members to support
- Stronger focus on direct channels
- More staff to support
- Changes to IT service provider models
- Growing number of IT systems
- Increasing speed of IT change
- Increasing IT system complexity
- Market Change
- Increasing Business Change and Growth
So what’s our problem?

What does business growth look like for us?
So what’s our problem?

More of Everything - now!
What are we doing about it?

How did we approach the problem?

Service Transition capability
• Work out what we **DO** look like **NOW**
• Work out what we **WANT** to look like in the **FUTURE**

Benchmark using CMM
• Current rating
• Establish a goal rating

Gap analysis to identify what we need to do to reach our goal

Create the plan!
What do we think we look like now?

Release and Deployment/Service Validation and Testing

Objective: To plan, schedule and control the build, test and deployment of releases, and to deliver new functionality required by the business while protecting the integrity of existing QSuper services.

Goal: To ensure that new or changed services are:

FIT FOR PURPOSE
FIT FOR USE
What do we think we look like now?

Service Transition Planning & Support (STP&S)

Objective: To successfully establish the resources and processes needed to transition a new or changed service into production, and support it once it’s there.

Goal: to ensure that new /changed services are

SUPPORTABLE
SUSTAINABLE
What do we want to look like in the future?

Project Management Lifecycle to deliver
- Service Strategy
- Service Design
- Service Transition

Service Transition Process to deliver a service that is
- Fit for purpose and fit for use upon deployment
- Supportable and sustainable in operation
Benchmarking our current service

Characteristics of the Maturity levels:

- **Level 1: Initial**
  - Processes unpredictable, poorly controlled and reactive

- **Level 2: Managed**
  - Processes characterized for projects and is often reactive.

- **Level 3: Defined**
  - Processes characterized for the organization and is proactive. (Projects tailor their processes from organization's standards)

- **Level 4: Quantitatively Managed**
  - Processes measured and controlled

- **Level 5: Optimizing**
  - Focus on process improvement

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So how ugly is our baby?
...but getting prettier
Create your Continuous Improvement Plan

• Establish your **goal** CMM rating
• Prioritise the areas you will focus on to improve it
  – Risk based
  – Best bang-for-buck
  – Financially viable
  – SMART
• Write it down and report against it!
What was our goal?

What was our goal?
- An uplift in our CMM from 2.2 to 2.5 by EOFY

What did we choose to focus on to get there?
- Organisational maturity – it’s people who do the work! Get that right and nearly everything else follows
- Continue developing our strong Testing Management practices and operating model
- Strengthen our Release & Deployment practices, especially with regard to environment management. Put a focus on documentation and reporting
- Introducing a formal Service Transition Planning & Support process
Ask the hard questions - people

Get your house in order first

- Do you have the right people doing the right job?
- Do they have the right skills and experience?
- Do they have the right technology to support them?
- Is your operating model and team structure right for how you need to operate?
- Do you know what frameworks or methodologies you need to apply to the different tasks?
- Are your recruitment practices getting in the way of your success?
Some of the answers - people

We have:

- Expanded the scope of our business functions
- Made changes to position descriptions
- Established some new roles, and gotten rid of others
- Changed our recruitment practices
- Introduced changes to our operating model and team structure(s)
- Decided what frameworks apply to different role functions
Ask the hard questions - process

We implemented STP&S, and had to decide:

- **The Scope** of STP&S (ie when do we and don’t we require STP&S plans)
- **What** to include in our STP&S Plans
- **How** we want the process to work to ensure a good marriage between our
  - Project management methodology
  - Development methodology;
  - Testing methodology; and
  - IT service management methodology
- **When** to influence projects

…..and the answers were…..

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The scope of STP&S

All new or changed technology services
Pop Quiz – what should be included?
<table>
<thead>
<tr>
<th>Service Transition Package</th>
<th>Service Strategy Package</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition planning and support; change mgmt; Service Asset and config mgmt; Release and deployment mgmt; Service validation and testing; knowledge management</td>
<td>Financial management; Demand Management</td>
</tr>
<tr>
<td>Licensing requirements</td>
<td>Financial management</td>
</tr>
<tr>
<td>Release/implementation plan</td>
<td>Demand management - FTE to support</td>
</tr>
<tr>
<td>Test Approach and Test Strategy</td>
<td>Org change assessment and status update (if changes to FTE are required)</td>
</tr>
<tr>
<td>Test sub-plan requirements (eg unit, system, SIT, SOA/EAI, interoperability, accessibility, load, performance, security/penetration, UAT etc)</td>
<td>Ongoing service costs - current financial year, future years</td>
</tr>
<tr>
<td>Knowledge transfer - IT Support Plan</td>
<td>Service level agreement/Service Catalogue</td>
</tr>
<tr>
<td>Knowledge transfer - Staff training, education</td>
<td>IT Service Continuity Management</td>
</tr>
<tr>
<td>Event management</td>
<td>Disaster recovery plan</td>
</tr>
<tr>
<td>Problem management</td>
<td>DR plan</td>
</tr>
<tr>
<td>Service Handover requirements</td>
<td>DR plan execution</td>
</tr>
<tr>
<td>Incident workflows</td>
<td>Backup and Archiving requirements</td>
</tr>
<tr>
<td>Support arrangements</td>
<td>Backup and Archiving signoff</td>
</tr>
<tr>
<td>Standard operating procedures</td>
<td>Security assessment</td>
</tr>
<tr>
<td>Service desk setup - IQ, FAQs</td>
<td>Risk and Security signoff</td>
</tr>
<tr>
<td>Service desk setup complete signoff</td>
<td>Design documents (high level and detailed designs)</td>
</tr>
<tr>
<td>ISA and SC created/updated</td>
<td>high level design</td>
</tr>
<tr>
<td>EAI - Info Model, Detailed design, and Service contracts repository updated</td>
<td>Detailed design</td>
</tr>
<tr>
<td>Build documents plus confirmation of automated scripts for builds</td>
<td>EAI - Info Model, Service contract - detailed design</td>
</tr>
<tr>
<td>Decommissioning Completion Report</td>
<td>Build requirements</td>
</tr>
<tr>
<td>Decommissioning completion signoff</td>
<td>Decommissioning requirements</td>
</tr>
<tr>
<td>Vendor support</td>
<td>Vendor support</td>
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<tr>
<td>Back to back contract with vendor</td>
<td>Vendor support</td>
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<tr>
<td></td>
<td>Licensing signoff</td>
</tr>
<tr>
<td></td>
<td>I&amp;T Release/deployment plan signoff</td>
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<tr>
<td></td>
<td>Testing package (test strategy, master test plan)</td>
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<tr>
<td></td>
<td>Testing package (sub-test plans) and Certificate(s) of Acceptance</td>
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<tr>
<td></td>
<td>Knowledge transfer - IT Support Plan</td>
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<tr>
<td></td>
<td>Knowledge transfer completion signoff</td>
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</tbody>
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Remember what we said….?

- Project Management Lifecycle to deliver
  - Service Strategy
  - Service Design
  - Service Transition
- Service Transition Process to deliver a service that is
  - Fit for purpose and fit for use upon deployment
  - Supportable and sustainable in operation
**Portfolio, Program and Project Management**: Start-up, GATE 0 Mandate; Initiation Stage, GATE 1 Approval to Proceed; Delivery Stage(s), GATE 2 Approval to Implement.

**Assurance**: GATE 2.1 STP&S Plan Approval; GATE 2.2 Release Readiness Review; GATE 3 Go Live; GATE 4 Commence Close; GATE 5 Approval to Close.

**Portfolio Governance (PRB)**: Are we doing the right things?

**Program / Project Governance**: Are we doing things right?

**Service Transition Process Governance**: Is it fit for purpose, fit for use, supportable, sustainable?

**Items that are green are newly introduced process and supporting artefacts**
....and help people to get it right

- Create/use templates for the various artefacts (to be owned and maintained by the relevant ITIL process owner)
- RASCI - Ensure you get the roles & responsibilities right. Not everyone is an approver even though lots of people will think they should be!
- Make sure you have an education / training program for your process
  - For the initial launch
  - For ongoing refreshers and new inductions
How’s it going so far?

- Successful implementation of Service Transition Planning & Support process

- An increase in the mid-year reassessment of our CMM rating

- Our revolutionary improvement plan has morphed into our continuous improvement program. It’s now a line item on our annual business plan
How’s it going so far?

The devil is in the detail....

Sub-Area Rating - Bars
What’s next?

Sub-Area Rating - Bars

- Total Rating
- Governance
- Vision
- Steering
- Target Setting and Reporting
- Documentation
- Process Activities
- Release Design Options and Considerations
- Planning
- Preparation for Build, Test and Deployment
- Build and Test
- Service Testing and Pilots
- Plan and Prepare for Deployment
- Perform Transfer, Deployment and Retirement
- Verify Deployment
- Early Life Support
- Review and close a deployment
- Review and close Service Transition
- Process Integration
- Technology
- Capability
- Tools Integration
- Organization
- Roles and Responsibilities
- Culture
- Skills and Training

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Getting away from the boring stuff…

What does this mean for our staff and members?
Key takeaways

- Engage your key stakeholders early and often
- Ask yourself if you really need a formal process, or is what you’ve got good enough?
- If you get the organisational elements right, the rest is a whole lot easier to implement
- Use the 4-Ps (people, process, product, partners) to your advantage. It also makes it easier to focus on what your priorities should be
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## Recommendations

<table>
<thead>
<tr>
<th>Activity</th>
<th>Key to success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benchmark your current capabilities</td>
<td>Do it before you begin and at regular intervals thereafter</td>
</tr>
<tr>
<td>Establish your goal capabilities</td>
<td>Be realistic. Chances are you'll be doing it with little money, no extra resources and a timeline to meet. Under-promise and over-deliver (rather than the other way around)</td>
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<tr>
<td>Ask the hard questions about your people, process, technology</td>
<td>How ugly is my baby? Be brutally honest. It makes it easier to show positive results when you start changing things!</td>
</tr>
<tr>
<td>Create your Continuous Improvement Plan</td>
<td>Document it and report against it. Link it to your corporate Strategy. Link it to your IT Strategy. Link it to you and your staffs' performance reviews. Link it to your Risk and Issues Registers. These things will show you are serious, and will also give weight to the requirement to achieve your outcomes if things get a bit tough</td>
</tr>
<tr>
<td>Take a risk-based approach</td>
<td>Get the important stuff right first. Once you have the runs on the board, you can mature the process with incremental changes</td>
</tr>
<tr>
<td>Work out how far back in the food chain you can influence a project</td>
<td>The earlier the better. Use your key stakeholders and networks to bring the philosophy of 'for the corporate good' to your projects (not just successful project deployment = successful project).</td>
</tr>
<tr>
<td>Establish an education/training program</td>
<td>For the launch, as well as ongoing refreshers and induction of new staff. You want to set people up for success, so they have to know about what the 'right way' looks like.</td>
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Additional Resources

Formal frameworks, methodologies, standards:
• ITIL (IT Service Management)
• Prince2 (Project Management)
• ISTQB (Testing)
• SDLC Frameworks (eg Agile, Waterfall etc)
• Your corporate standards and policies for risk, IT, HR etc
• Your HR recruitment policy and practices

Contact me:
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It's QUESTION TIME!!