How to do an ITSM Process Maturity Assessment

Dave Strite, Senior Director, User Experience and Engagement
University of Virginia
EDUCAUSE ITIL CG Webinar – December 4, 2013
Dave Strite

- Sr. Director of User Experience and Engagement at UVa
- ITIL® Expert since 2012
- 9 years’ experience working with ITIL - Financial Services and Higher Education
- Performed many ITIL roles including:
  - IT Service Manager
  - Change Advisory Board Chair
  - Service Level Manager
  - Problem Manager
  - Incident Manager
Agenda

In this session I’ll share with you…

- What a process maturity assessment is
- Why UVa chose to do an assessment and what we hoped to learn
- Why we assessed our process maturity against ITIL®
- Whether the participants’ level of ITIL® knowledge mattered
- Why we decided to do a self-assessment versus hiring a consultant
- How we conducted the assessment and why we did it that way
- What we actually learned
- Whether we will do it again and what we might do differently
What is a process maturity assessment?

- A way to determine how well the processes of your organization can reliably and sustainably be reproduced

- **Maturity assessments provide:**
  - A basis for setting as-is and to-be positions
  - Support for gap analysis to define what needs to be done to achieve a certain level
  - Support for benchmark comparison with other organizations

- **Maturity assessments employ:**
  - A standard set of practices to compare against
  - A maturity model for determining maturity levels

Source: Wikipedia, Ohio State University, and SEI at Carnegie Mellon
Maturity model

Level 1
“Initial”

Level 2
“Repeatable”

Level 3
“Defined”

Level 4
“Managed”

Level 5
“Optimizing”

ITIL® Process Maturity Framework

You can’t skip levels!

Source: ITIL: Service Design (Appendix H)
Why did we do an assessment?

- In 2011 the Office of the VPCIO started talking about “Predictability”
- “Saying what we do” and “doing what we say”
- We believed ITIL® would help us, but where do we start?
What did we hope to learn?

- Where we were on the maturity scale
- Which areas needed the most focus—both from a process perspective and an organizational one
- Create a baseline measurement of maturity to compare against at some point in the future
- Use our findings to create a roadmap
Why did we assess our maturity against ITIL®?

- ITIL is the most widely adopted framework for IT Service Management
- ITIL has well-defined process best practices
- ITIL has a process maturity framework
- UVa was headed down the ITIL path

Source: Executive Briefing: The Benefits of ITIL®, Maggie Kneller, ©The Stationary Office 2010
Did the participants’ level of ITIL® knowledge matter?

- Very limited knowledge--one person who participated had ITIL certifications and most had little or no experience.
- We had to provide everyone with some level of background, so there were many definitions built into the assessment.
- We had to allow for participants to answer “I don’t know” and we had to be okay with zeros.

Most folks intuitively understand basic ITIL concepts around things like, Service Desk, Change, Release, and Service Level.

Side benefit: This became an ITIL awareness session.
Why did we do a self-assessment versus hiring a consultant?

- There was no formal budget early on
- We didn’t want to invest much, so the idea was to get as much done with existing resources as possible
- We looked into what we could borrow from the experience of others
## Assessment options

<table>
<thead>
<tr>
<th>Type</th>
<th>Cost</th>
<th>Resources</th>
<th>Pros</th>
<th>Cons</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Self-assessment online      | $12,500 for 12 months | UVa       | - Quick start  
- “how to” conduct an assessment training  
- Can add consultant | - High cost            | This is the XXXX; the only vendor with a v3 assessment I could find |
| Consultant-led; likely interview-based | $5,000+            | Consultant | - Expertise and experience with assessment  
- No UVa resources needed  
- Many vendors to choose from | - Process of hiring a consultant – RFP? | XXXXX paid $5,000 for their assessment |
| Build our own               | $0                 | UVa       | - "Free"                                                            | - UVa resource time  
- Slow start            | Would need to work with other universities |
Assessment decision

Considerations
- Internal vs. external
- Online vs. interviews
- Neutrality
- Quick start
- People’s time
- Cost
- Quality

Inputs
- Other universities
- Consultant offerings
- Self-assessments

Office of the CIO

2009 & 2011
How did we conduct the assessment and why did we do it that way?

- We borrowed heavily from the experience of Ohio State University because they conducted theirs in such a cool and fun way...twice!
- Here is how we did it...
Assessment logistics

- Sr. Directors and Directors (30 participants)
- One room
- 91 questions
- 2 hours
- Clicker technology
Assessment content

- 91 statements
- Rank on the maturity scale (0-5)
- ITIL processes/functions covered (9 out of 28)

<table>
<thead>
<tr>
<th>Service Desk</th>
<th>Service Asset &amp; Configuration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident</td>
<td>Service Portfolio</td>
</tr>
<tr>
<td>Problem</td>
<td>Service Catalog</td>
</tr>
<tr>
<td>Change</td>
<td>Service Level</td>
</tr>
<tr>
<td>Release &amp; Deployment</td>
<td></td>
</tr>
</tbody>
</table>
What did we actually learn?

- We mostly validated what we thought we knew
- We have low levels of maturity for most ITIL processes
- We have varying levels of process maturity among our different teams.

Benefit: The assessment has taken a lot of the subjectivity out of our conversations about where we are and where we should be headed.
Will we do it again and what will we do differently?

- It’s unlikely we would do anything differently from the initial assessment
- We might add an interview component so we can get some subjective feedback to go along with the numbers
- I anticipate we would self-assess the next time around
Contact

Dave Strite

drs4h@virginia.edu
Assessment results