Project Management with EPLC and ITIL: Part 2

Integrating ITIL in the Early Phases of the Enterprise Performance Lifecycle (EPLC)

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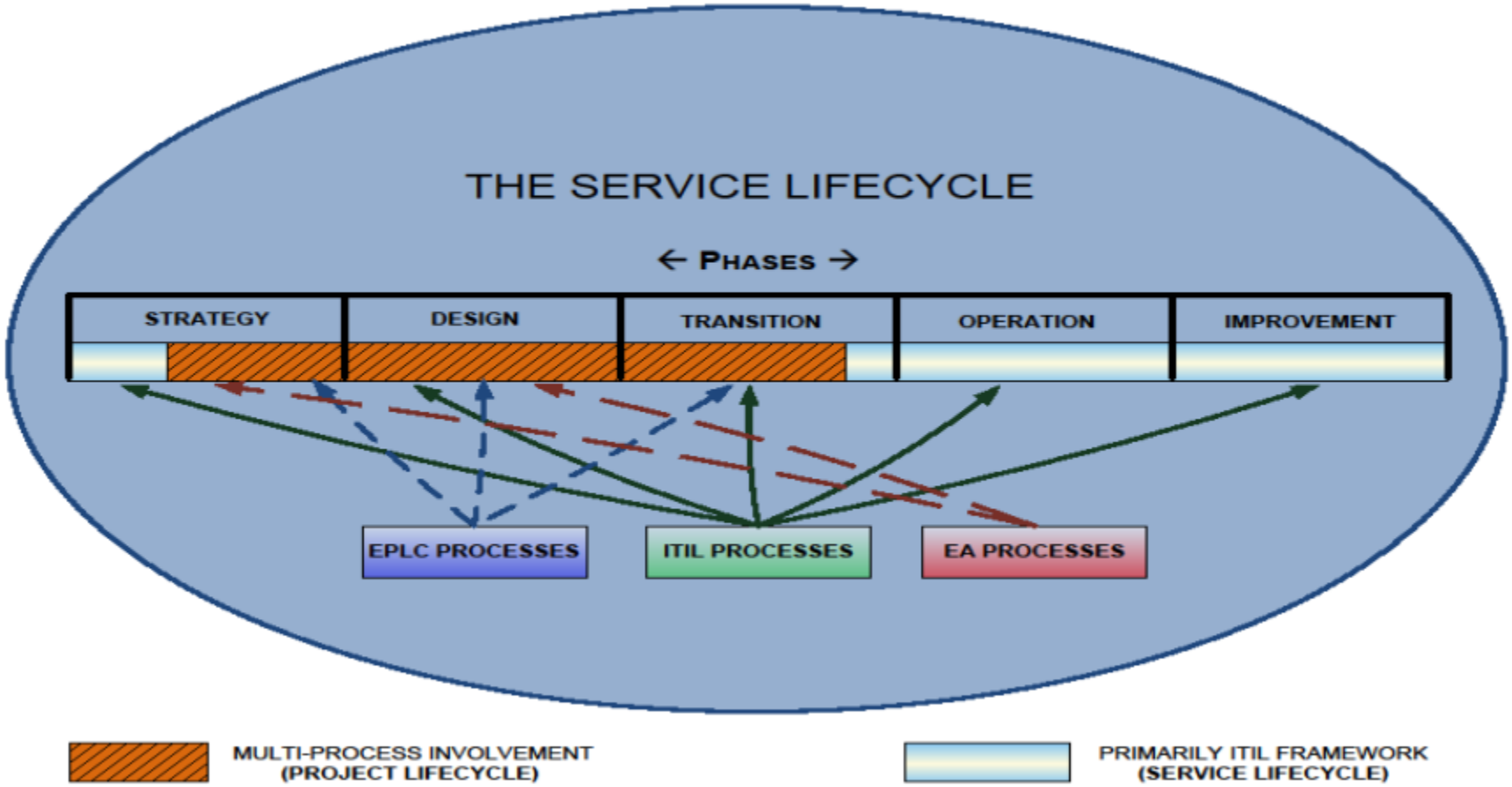
Presentation Goals

- Provide a suggested approach for managing projects in alignment with EPLC and ITIL
- Offer a brief refresher on EPLC and ITIL
- Identify specific deliverables from each that can be leveraged to improve project management.

Service Lifecycle Viewpoint



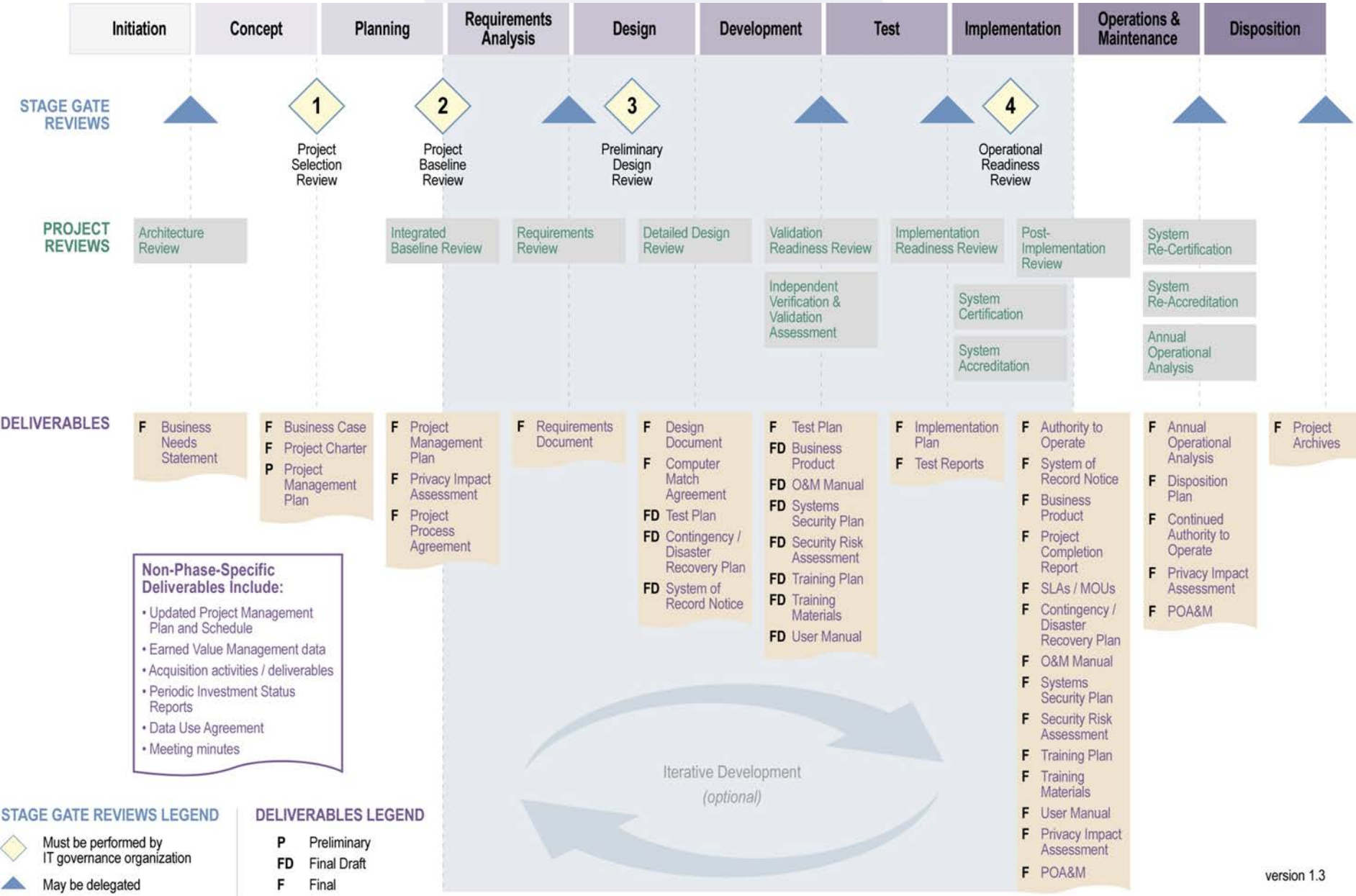
Benefits of Frameworks

- Improve consistency of performance
- Increase competitive advantage
- Raise effectiveness and efficiency
- Enhance organizational capabilities
- Lower costs and risks
- Improve collaboration across projects

Clearing the Confusion & Adding Value

1. Use both EPLC and ITIL in order to benefit:
   - the project management effort
   - the customer
   - the organization
2. Investigate a suggested EPLC/ITIL approach

Enterprise Performance Life Cycle



Purpose of ITIL

"ITIL is used by organizations worldwide to establish and improve capabilities in service management."

Office of Government Commerce (UK), *ITIL: Service Strategy,* (Norwich, UK: The Stationery Office, 2007), 7.

"Service Management is a set of organizational capabilities for providing value to customers in the form of services."

Office of Government Commerce (UK), ITIL: Service Strategy, (Norwich, UK: The Stationery Office, 2007), 250.

ITIL focuses on *outcomes and services* to meet customer requirements.

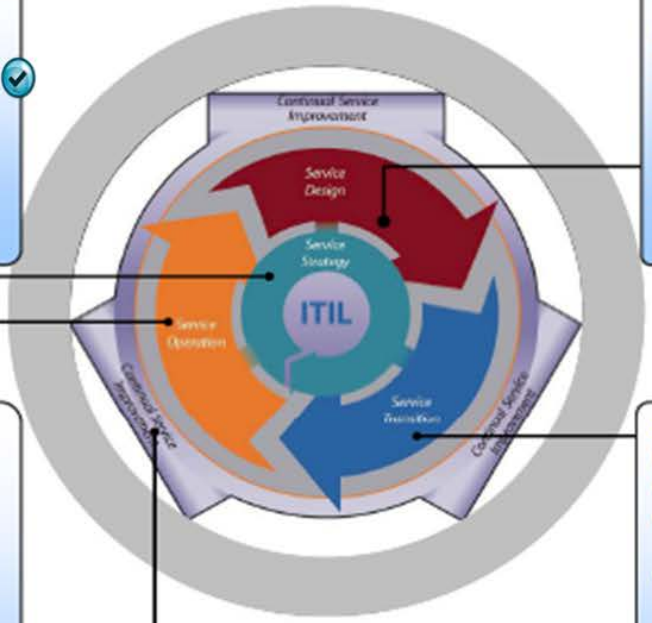
Lifecycle Processes

Lifecycle Processes

: ITIL Processes at CIT

SERVICE STRATEGY
- Service Strategy
- Financial Management
- Service Portfolio Management
- Demand Management

SERVICE DESIGN
- Service Catalog Management
- Service Level Management
- Capacity Management
- Availability Management
- IT Service Continuity Management
- Information Security Management
- Supplier Management



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SERVICE OPERATION
- Event Management
- Incident Management
- Request Fulfillment
- Problem Management
- Access Management

Functions
- Service Desk
- Technical Management
- IT Operations Management
- Application Management

SERVICE TRANSITION
- Transition Planning and Support
- Change Management
- Service Asset & Configuration Management
- Release & Deployment Management
- Service Validation
- Evaluation
- Knowledge Management

CONTINUAL SERVICE IMPROVEMENT
- Seven Step Improvement

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What's Common: EPLC and ITIL

- ✓ Lifecycle-based
- ✓ Parallel (but not identical) terms
- ✓ Matching activities
- ✓ Comparable goals
- ✓ Process Driven
- ✓ Allow tailoring
- ✓ Non-prescriptive

EPLC and ITIL Differences

EPLC

- **Is mandated**
- Is designed specifically for HHS OPDIVs
- Stage Gates are governance check-ins
- Project-based
- Focus on *project control and accountability*

ITIL

- An IT industry framework – proven over 20 years – that delivers:
  - Service Management
  - Process improvement
- Focus on *value created and delivered to customer*

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The Most Significant Distinctions

- Mandated vs. Non-Mandated
  - Assume EPLC must be done
  - Allow for Project Management *and* Service Management differences
- Comprehending *Projects* vs. *Services* is the fulcrum with which to leverage benefits
- Necessary Definitions: IT System, IT Service, IT Project

What is an IT System?

- An integrated composite of one or more of the processes, hardware, software, facilities, formal documentation, people, and configuration items that provides capability to satisfy a stated need or objective.
- *A collection of configuration items* (hardware, software, and documentation) *that are necessary to deliver an IT Service*.

What is an IT Service?

- Service
  - Delivers Value
  - Facilitates Outcomes
    - Enhances Performance
    - Reduces Constraints
  - Owns costs and risks
  - Increases the probability of desired outcomes
  - Continually seeking improvement (*Plan-Do-Check-Act*)

What is an IT Project?

"A project is a temporary planned endeavor funded by an approved information technology investment; thus achieving a specific goal and creating a unique product, service, or result. A project has a defined start and end point with specific objectives that, when attained, signify completion."

Office of the CIO, Office of the Assistant Secretary for Resources and Technology, Health and Human Services, *Enterprise Performance Life Cycle Framework Overview Document*, (Washington, DC: January 18, 2010), 10.

Project and Service Management

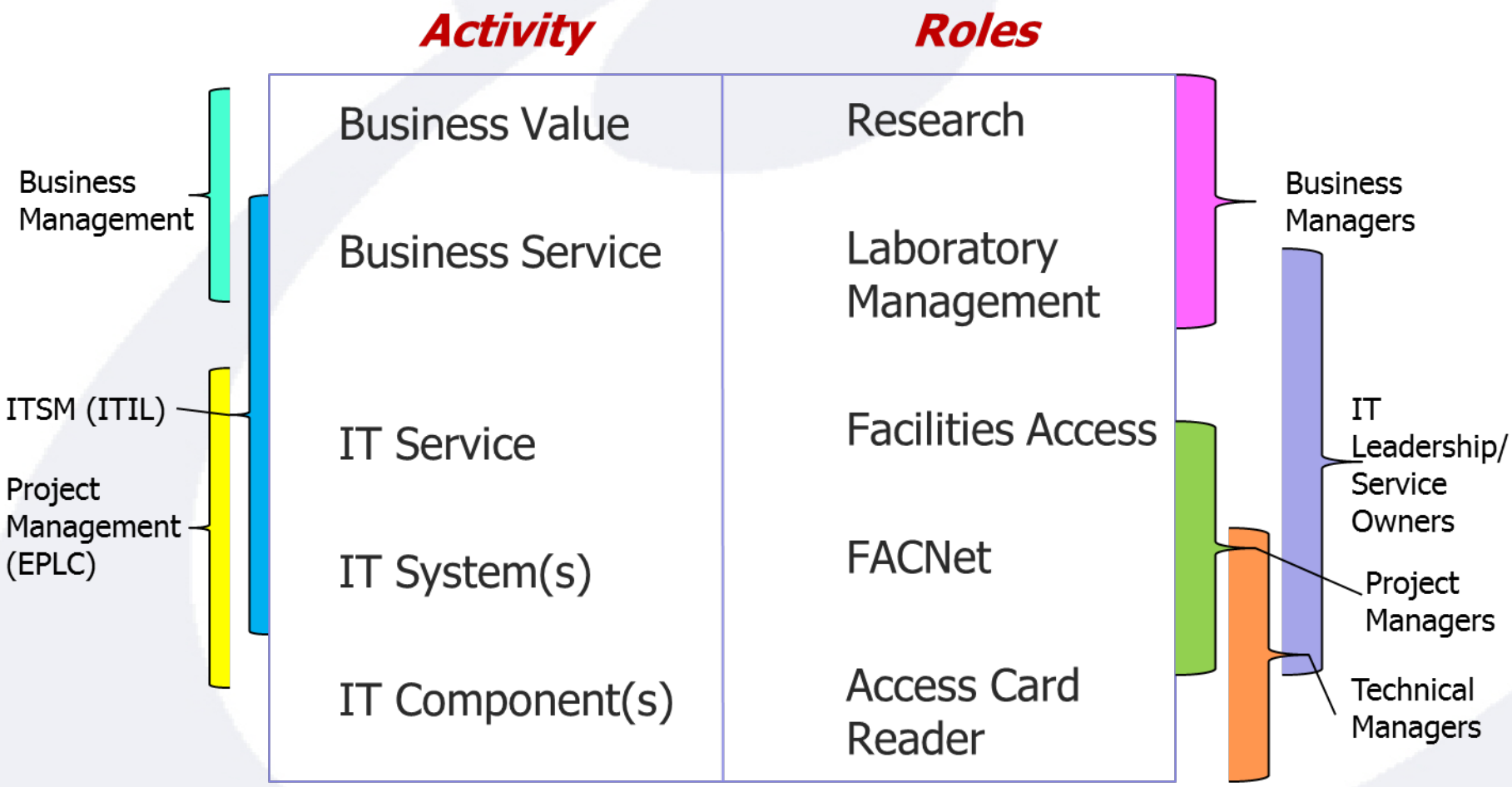
Projects

- **Projects normally used to build applications and systems**
- Projects have defined deliverables
- Projects end or have signifiers of completion
- Transfer of “ownership” from development organization to operations organization

Services

- Service management does not typically develop solutions
- Service Management run operations
- Services are rarely built to be handed off to another party
- Services are ongoing
- Assume costs and risks on behalf of customer

Management Domains



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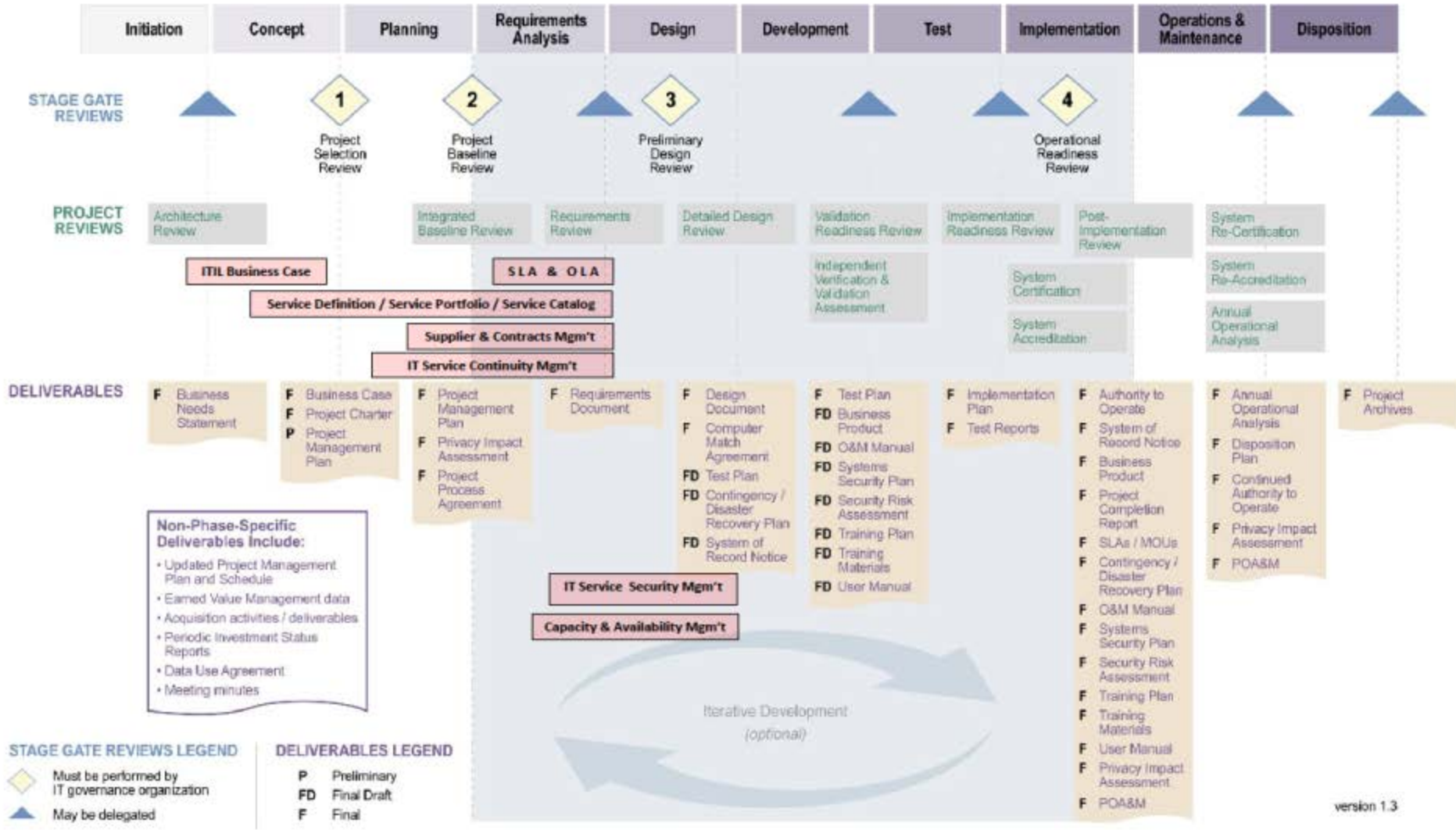
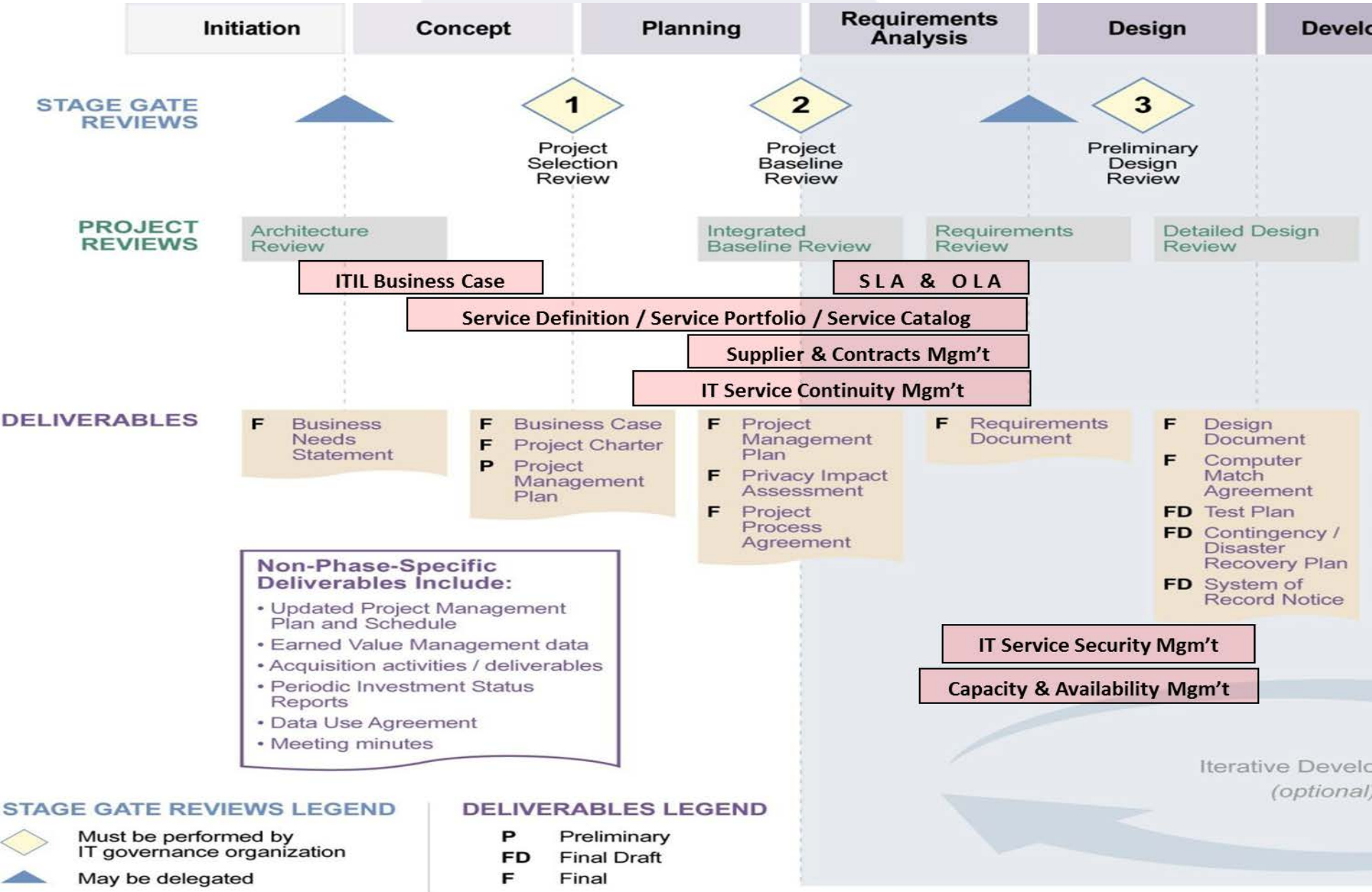
EPLC & ITIL Overlay



EPLC & ITIL Overlay



Complementary Approaches

- Service Management uses Project Management to build its systems (. . . *EPLC enhances ITIL*)
- Project Management uses Service Management to run what it builds (. . . *ITIL enhances EPLC*)
- Guidance from one can help accomplish the other, i.e.,
  - Use ITIL guidance to enhance EPLC documentation
  - Could use EPLC documents as part of ITIL process.

Final Thoughts

- EPLC strengthens project management rigor and accountability through a mandated process.
- ITIL provides a service management framework. The ITIL processes within that framework exist for the primary purpose of planning, delivering and supporting IT services. *Specific ITIL process artifacts inform the EPLC phases and deliverables*.
- Together EPLC & ITIL enhance our organizational capability to deliver value to our customers.

Questions ?

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