Service Management Program

"Delivering a Better Customer Experience"

Category: Enterprise IT Management Initiatives

State: Illinois
Contact: Lori.Sorenson@illinois.gov

Initiation Date: 2020 April
End Date: July 2021

DoIT
Illinois Department of
Innovation & Technology

EXECUTIVE SUMMARY

There's an old saying that the cobbler wears the worst shoes because they're too busy making shoes for others. The same can be said for IT operations. Service management system modernization was in the long-range plans for Illinois but continued to be postponed due to competing priorities. In 2019 the Department of Innovation & Technology (DoIT) established Service Management as one if its five foundational strategic priorities, moving it to the top of the list. In evaluating how to effectuate this priority, DoIT identified a critical need to modernize its service management processes and tools with a goal of improving the service management experience for the customer, streamlining the service request process, creating a single source of truth for hardware and software, and providing visibility into 2500+ applications in support of modernization and data security.

A cross-functional working group was tasked with researching service management tools and recommending the priority order for implementing the service management capabilities. By early 2020, the program charter was approved, $11.5M and project resources allocated, and the program initiated.

In the Summer of 2021, the new solution went live with Configuration Management Database, Discovery, Application Portfolio Management, Service Catalog, Request Fulfillment, Incident Management, Change Management, Knowledge Management, Contract Management, Software Asset Management, Hardware Asset Management and Security Operations. The 15-month project leveraged Agile framework to implement 630 stories worth more than 2500 points within 15 sprints.

IDEA

For many years, DoIT's IT Service Management system was limited to Incident Management, Request Fulfillment, and Change Management. The system required manual ticket assignment and lacked real-time visibility into the availability of IT assets such as desktops and laptops. Configuration Management had never been deployed and Application Portfolio Management lived on SharePoint. DoIT needed a best in class, full-service management suite.

DoIT established a cross-functional team to research IT service management tools and functionality and present a recommendation for implementation. The team consulted independent IT research and advisory professionals to understand the marketplace. They met with multiple IT agencies in other states to gain lessons learned from their service management initiatives. By early 2020, the program charter was approved, funding and project resources allocated, and the program initiated.

IMPLEMENTATION

The successful implementation of the Service Management Program required executive leadership and participation from every division within DoIT, as well as the other state agencies that DoIT serves (DoIT's customers). DoIT contracted with an integrator for development and implementation and an IT service management consultant for business process improvement and program management. The first phase of the program focused on understanding current service management processes, target state, and gap analysis. The next phase focused on platform, data, and integration architecture. With the foundation

established, the program schedule was created, and work began to configure the service management tool. Configuration activities followed the Agile framework to implement 630 stories worth more than 2500 points within 15 sprints.

An organizational change management program (OCM) was established to prepare DoIT staff and other agency users for the changes to come. At the beginning of the program, the messaging focused on explaining why and how DoIT was redesigning processes and implementing a new tool. The program team used newsletters, webinars, and the DoIT Intranet to communicate with all employees and customers. As go live neared, DoIT conducted a series of online instructor-led classes and open houses. The training was comprised of seven unique courses offered across thirty-three sessions, attended by 1,900 employees and customers. Training sessions have been recorded, edited, and posted on the program Intranet site for refresher and new employee training.

Meet Erica Employee!

Read about Erica's impacts, challenges and projected benefits with the ServiceNow implementation! We will highlight a different persona each month, but feel free to browse the entire "family" on the SMP site.

Erica Employee

Role:
Agency Employee (End User)

Areas of impact:
• Incident Management
• Request Management
• Knowledge Management

Level of expected impact: ●○○

Erica is an employee of one of the Illinois State Agencies. She is an end-user and consumer of services provided by DoIT and submits incident tickets, as well as service requests, through her ATSR.
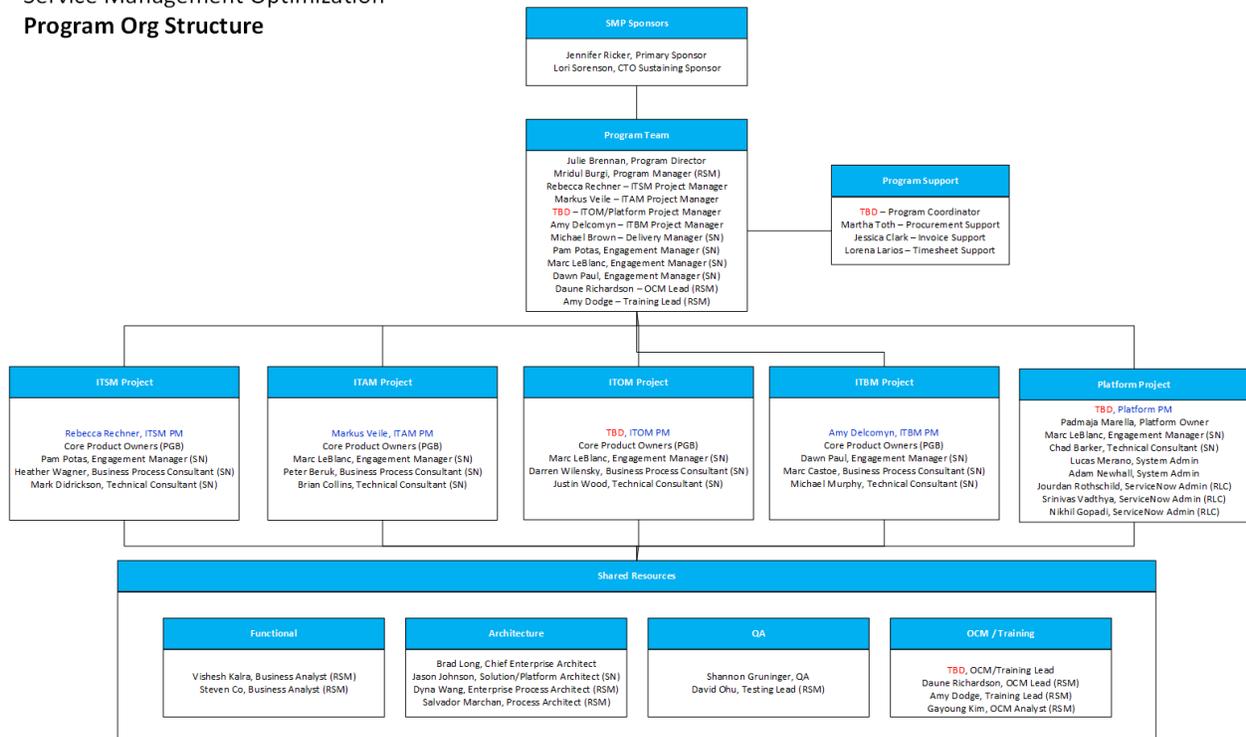
Challenges Today:
- The Report A Problem web form consists of many mandatory fields, often making the submission process long and tedious
- The Service Catalog is not user-friendly and inconsistent with the services that ATSRs are able to submit requests for using the current system (Remedy on Demand (ROD))
- Knowledge articles and self-service troubleshooting tips are limited and exist on various sites and webpages
- An employee must call support to check on the status of an incident or request

How ServiceNow will help:
- ServiceNow is integrated with user-directory information so caller information such as location, phone, email, and agency will be automatically pre-populated
- The Service Catalog will exist on the Service Portal developed with the goal to improve overall user experience by providing automated workflow
- ServiceNow's Service Portal will include a centralized repository for information (e.g. Knowledge Base) that will increase self-service capability / behavior
- The status of an incident or request can be looked up directly from the portal and a user can also send a message to support

A robust governance structure and communication plan was established with the DoIT Secretary serving as Executive Sponsor to communicate the importance and prioritization of the program. The Executive Steering Committee (ESC) included members of the senior leadership team and was tasked with setting overall program vision, resolving issues, and serving as program champions throughout the organization. An Operating Committee was established with a subset of senior leaders to address escalations and conflicts and prepare decisions or recommendations before submitting to the full ESC. The Program Governance Board had responsibility for day-to-day oversight and decision making. This committee met biweekly to quickly address issues and questions, monitor progress, and share information across the products/modules.

Service Management Optimization
Program Org Structure

SMP Sponsors
Jennifer Ricker, Primary Sponsor
Lori Sorenson, CTO Sustaining Sponsor

Program Team
Julie Brennan, Program Director
Mridul Burgi, Program Manager (RSM)
Rebecca Rechner – ITSM Project Manager
Markus Veile – ITAM Project Manager
TBD – ITOM/Platform Project Manager
Amy Delcomyn – ITBM Project Manager
Michael Brown – Delivery Manager (SN)
Pam Potas, Engagement Manager (SN)
Marc LeBlanc, Engagement Manager (SN)
Dawn Paul, Engagement Manager (SN)
Daune Richardson – OCM Lead (RSM)
Amy Dodge – Training Lead (RSM)

Program Support
TBD – Program Coordinator
Martha Toth – Procurement Support
Jessica Clark – Invoice Support
Lorena Larios – Timesheet Support

ITSM Project
Rebecca Rechner, ITSM PM
Core Product Owners (PGB)
Pam Potas, Engagement Manager (SN)
Heather Wagner, Business Process Consultant (SN)
Mark Didrickson, Technical Consultant (SN)

ITAM Project
Markus Veile, ITAM PM
Core Product Owners (PGB)
Marc LeBlanc, Engagement Manager (SN)
Peter Beruk, Business Process Consultant (SN)
Brian Collins, Technical Consultant (SN)

ITOM Project
TBD, ITOM PM
Core Product Owners (PGB)
Marc LeBlanc, Engagement Manager (SN)
Darren Wilensky, Business Process Consultant (SN)
Justin Wood, Technical Consultant (SN)

ITBM Project
Amy Delcomyn, ITBM PM
Core Product Owners (PGB)
Dawn Paul, Engagement Manager (SN)
Marc Castoe, Business Process Consultant (SN)
Michael Murphy, Technical Consultant (SN)

Platform Project
TBD, Platform PM
Padmaja Marella, Platform Owner
Marc LeBlanc, Engagement Manager (SN)
Chad Barker, Technical Consultant (SN)
Lucas Merano, System Admin
Adam Newhall, System Admin
Jourdan Rothschild, ServiceNow Admin (RLC)
Srinivas Vadthya, ServiceNow Admin (RLC)
Nikhil Gopadi, ServiceNow Admin (RLC)

Shared Resources

Functional
Vishesh Kalra, Business Analyst (RSM)
Steven Co, Business Analyst (RSM)

Architecture
Brad Long, Chief Enterprise Architect
Jason Johnson, Solution/Platform Architect (SN)
Dyna Wang, Enterprise Process Architect (RSM)
Salvador Marchan, Process Architect (RSM)

QA
Shannon Gruninger, QA
David Ohu, Testing Lead (RSM)

OCM / Training
TBD, OCM/Training Lead
Daune Richardson, OCM Lead (RSM)
Amy Dodge, Training Lead (RSM)
Gayoung Kim, OCM Analyst (RSM)

The tiered governance structure, coupled with DoIT's OCM activities, were critical to a successful go live in July 2021.

IMPACT

DoIT focused on process improvements and automation to streamline the service request process. The previous service management tool required manual updates to asset records, resulting in a thirty-day delay from asset deployment to asset record updates. Accordingly, DoIT did not have an accurate view of assets available for deployment, which created challenges with supply chain forecasting. Now, service requests are tied directly to a specific asset, and records are automatically updated providing a real-time view of inventory levels.
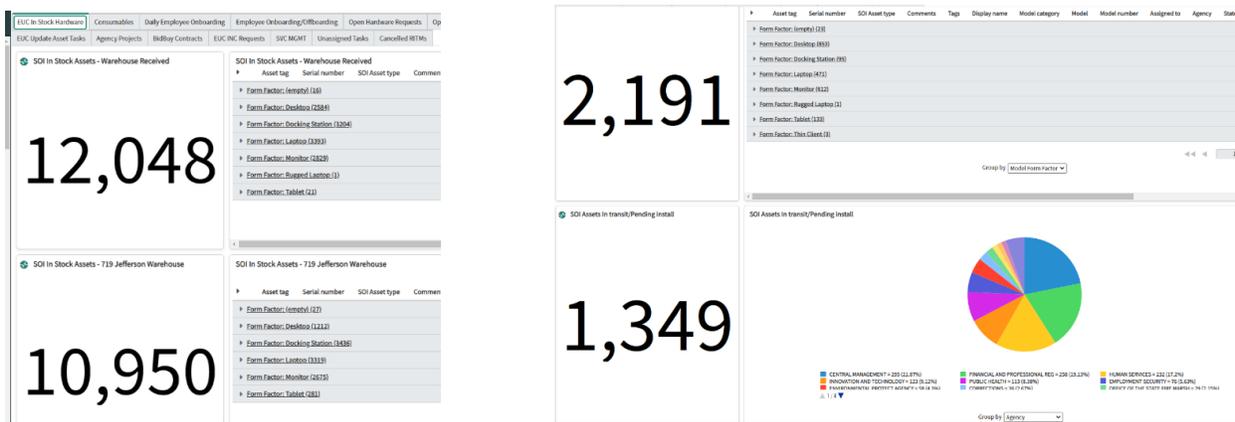
Dashboards provide DoIT and customer agencies with views into order status, performance against service targets, and better insight into incidents or requests. This data is shared real-time on the DoIT website and in quarterly customer agency and monthly Governor's Office dashboards. Currently, DoIT supports 190 agencies encompassing 72,000 user profiles using the Service Management application.
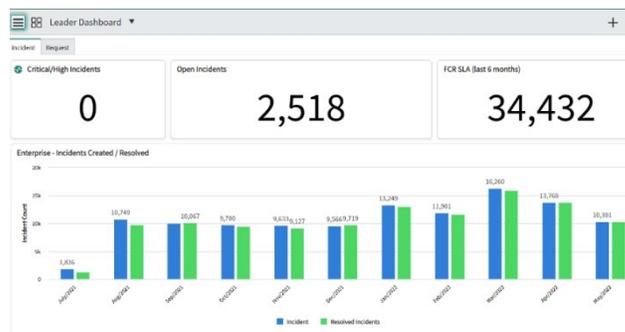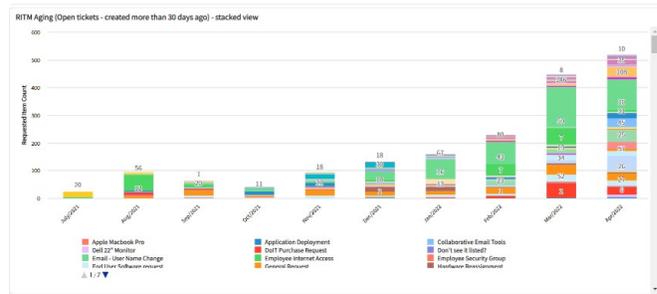
The Configuration Management Database combined with Application Portfolio Management is providing the linkages between infrastructure and applications. This data provides better visibility into the impact of changes or outages and assists with event correlation.
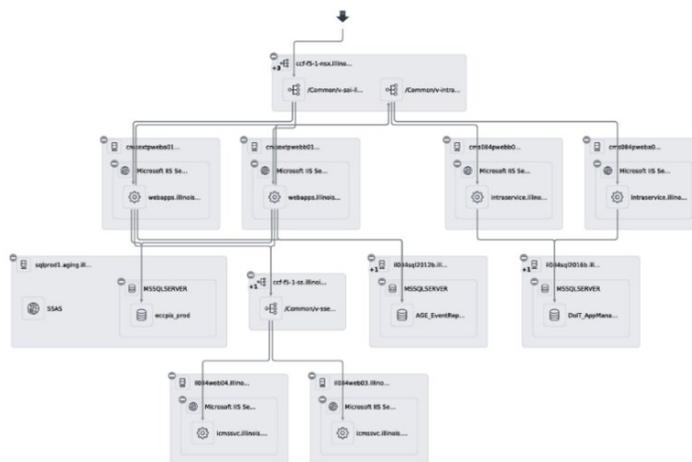
The service management program achieved the established goals of improving the service management experience for the customer, streamlining the service request process, create a single source of truth for hardware and software, and providing visibility into 2500+ applications in support of modernization and data security.