Service Management Program
“Delivering a Better Customer Experience”

Category: Enterprise IT Management Initiatives

State: Illinois
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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.

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.
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.