

Process Effectiveness

Data Center Optimization Program

Providing the necessary people, processes, tools and systems for the organization to think, act, and run IT like a business



Background

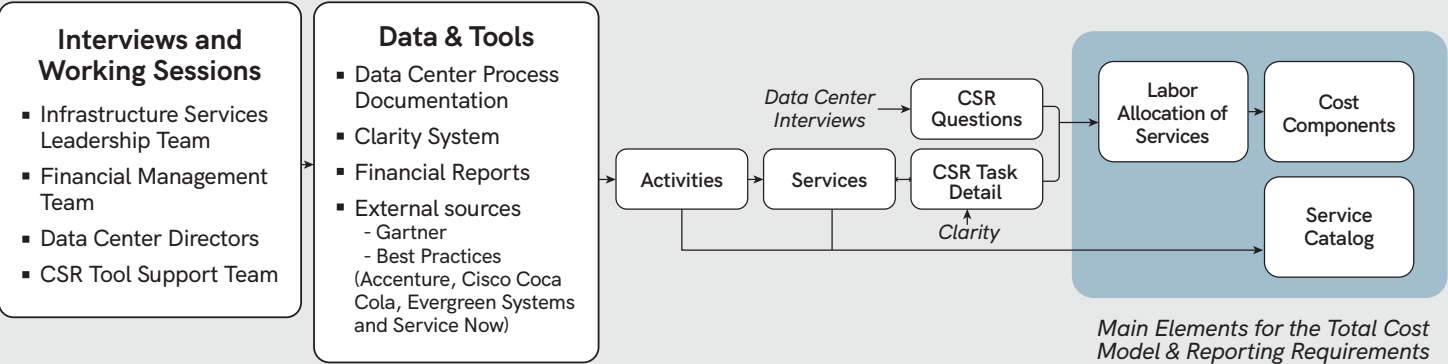
The Data Center lacked current, end-to-end, standard process documentation. Over 40% of its employees with experience were eligible for retirement. Teams were operating in silos and relying heavily on the experience of existing Data Center personnel. There were no clear metrics on how performance (people, processes, systems and costs) objectives were being met. Challenges included:

- Continued dependencies on “tribal knowledge”
- Operational gaps and risks when someone exited the business
- Inefficient ways of onboarding and training new resources
- No method on how to evaluate, standardize, optimize, redesign, update, or improve processes
- Lack of visibility into the total cost base

Solution

A data center optimization program was established to document standardized processes, utilize data center resources to its fullest extent and efficiency, reduce cost and maximize process performance without removing steps that already worked well. The program was also used to prepare for the development and implementation of a configuration management data base (CMDB) system. The program plan and roadmap were based on a 24-month timeframe and key activities included:

Activity-based Costing (ABC) – The “ABC” effort was to account for the spending of IT services and to assign the cost of each activity to all products and services according to the value perceived by the customer and actual consumption of that service. The information learned was used to identify “non-value” activities, determine priorities and refine key metrics used for measuring and reporting performance.

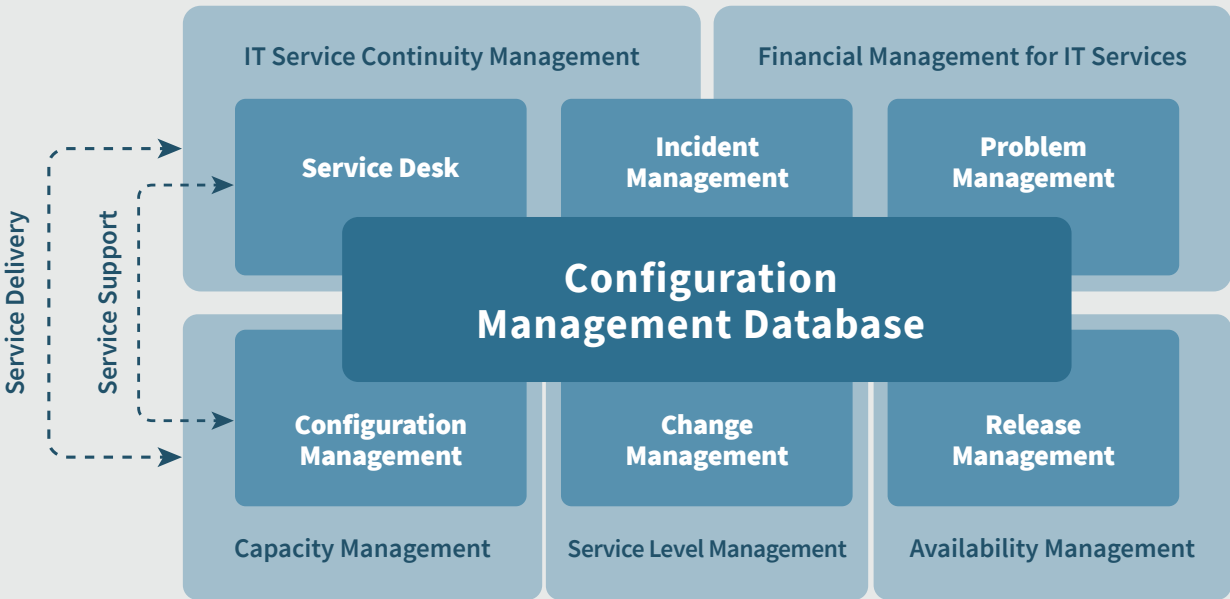


IT Service Management Strategy – An IT Service Strategy was developed to show how Infrastructure Services will transform service management from an organizational capability into a services-based organization focused on delivering business value. The goal of this strategy was to provide the necessary processes and tools for the organization to think, act and run IT like a business.

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Process Documentation – To strengthen the foundation for formalizing and standardizing Data Center future state processes, the Information Technology Infrastructure Library (ITIL) was leveraged.

Vision for Data Center Processes



Process rationalization and optimization with a view of service desk management (SDM) were considered. Organizational impacts and mitigation risks of SDM implementation within the Data Center environment were documented. Roles and responsibilities for process leadership were defined and communicated. Information captured during the process documentation effort was also used to help lay the groundwork for the implementation of a configuration management database (CMDB) and provided means for continuous improvement and optimization of the Data Center.

Change Readiness – A communications plan was developed that included messaging to educate and inform employees on the reason and importance of the initiative and what was expected from them. Change events including all-hands meetings with executives were held to highlight accomplishments. A two-hour ITIL training overview was developed to build awareness of the ITIL Service Lifecycle. During training, employees were asked for suggestions regarding the alignment of ITIL and process improvements.

- Documented 21 Data Center processes based on the ITIL Framework
- Prioritized a 24-month Roadmap and conducted an operational risk assessment
- Identified ITIL Process Owners and formalized roles and responsibilities
- Documented details of over 450 activities that developed into approximately 60 services
- Mapped over 2,000 CSR tasks to 60 services to understand labor costs
- Within three months, developed and delivered an ITIL overview training course to 478 employees located in 13 offices and seven countries
- Developed a document management policy to support knowledge transfer activities