



itSMFnz News

March 2011

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IT Service Management
Conference & Exhibition 2011

innovative pragmatic knowledge sharing
professional networking continuous improvement ingenious

Clever People
Doing Clever Things

7th - 9th June 2011
Wellington

www.itsmfconference.org.nz

itSMFnz Conference & Exhibition 2011

"Clever People Doing Clever Things"

2011 itSMFnz Conference sponsors

Platinum



Gold



Silver



... celebrating initiatives undertaken by the great people whom we work with. It takes continuous improvement to the next level and offers a great opportunity to learn from the bright and clever things people have been doing. Whether you are looking for general guidance, just wanting to hear what clever things others are doing and gain some ideas, or have a specific challenge in mind, we would love to see you there. Please save the dates (Tues 7th – Thurs 9th June 2011). If you would like assistance with preparing a business case to get sign off, please see the "Top 10 Reasons for attending" and "Convince your Boss" documents on our website or email events@itsmf.org.nz. Registrations will open mid March and we will be offering a limited number of people extra special pricing.

The Call for Presentations is currently open and we are keen to hear from anyone who can share lessons learnt, provide insight on future and/or overseas trends or tackle areas of ITSM that people are keen to learn more about. For more details including how to submit a proposal, please see www.itsmf.org.nz (under Conference link). The closing date is Wednesday 9th March. If you are not keen to present yourself, why not forward to someone you know? Presenters are given free entry to the conference.

If you have any requests for a particular topic, please email events@itsmf.org.nz – we will do our best to cover it. We are also interested in hearing from you if you have a non-ITSM specific request (e.g. how to chair an effective meeting).

We are thrilled to announce that we have Axios/ Focus on Business as Platinum sponsors, plus Microsoft (Gold), Planwell (Silver) and FrontRange Solutions (Silver). Sponsors help us keep the price low for delegates. If you know of a potential sponsor, please direct them to our sponsors' link on our website where they can find out the benefits to them of sponsoring and the different levels available. Alternatively, please let us know via events@itsmf.org.nz and we will contact them to discuss.

For anyone who has an interest in helping with the conference activities please get in touch with myself (Rachael Ryan) via email or by calling me on 021 264 1425.

Rachael Ryan

2011 New Zealand

CIO Summit

**SKYCITY Convention Centre,
Auckland**

27 & 28 June, 2011

Featuring a mix of top-level local and international thought-leaders and practitioners, the 2011 New Zealand CIO Summit will deliver high-level discussion on the evolution of the CIO role from information guardian, to technology enabler, to innovation partner and to business leader.

Enjoy the learning and networking opportunities with over 500 senior attendees, as we incite, inspire, enthuse and engage you with leading-edge content and speakers.

itSMFnz members are eligible for a 10% discount off the registration fee, just enter the code BK622P to receive your discount – see www.ciosummit.co.nz for more details.

itSMFnz Awards

Each year itSMFnz presents awards for ITSM excellence. The award criteria and eligibility are posted on our website at <http://goo.gl/qMXjs>. Entry must be completed electronically and received by the closing date of midnight (NZ time) on 17th April 2011. For further details, please see the itSMFnz website or contact Clive Keylard at awards@itsmf.org.nz

The awards this year are:

IT Service Management Champion Award

The IT Service Management Champion of the Year Award will be awarded to the individual that, in the judges' view, has been the most successful and consistently achieving IT Service Management excellence during the year.

The winning submission will be the individual that can demonstrate they have outperformed and made the most outstanding contribution within their organisation and for their customers.

This category is open to individuals: members and non-members.

IT Service Management Project Award

The IT Service Management Project of the Year Award will be awarded to the organisation that, in the judges' view, has completed the most successful and challenging IT Service Management project during the year.

The winning submission will be the one that can best demonstrate a proven ability to design, plan, build, implement (and maintain) a Service Management service or product to substantially improve the business operations of the organisation.

This category is open to organisations.

Clive Keylard

Kiwi ITSM Professionals

We would like to keep everyone in the community current with what is happening to our members. If you are heading off overseas (or returning) or changing roles or organisations, let us know by emailing the editor with a brief update. Include a small .jpg portrait photo if you wish.

Missing Out?

If you are a member of the **itSMFnz** and you didn't receive this newsletter directly, or you know someone who didn't, let us know at membership@itsmf.org.nz

Pass it on

You are welcome to forward this newsletter to anyone you feel is interested. If you benefited from such generosity you might consider joining the **itSMFnz** to support our efforts in New Zealand.

Website

<http://www.itsmf.org.nz>

The new itSMFnz website is now live! Send your feedback to the webmaster.

Whitepapers and other web content are welcome from our members and vendors for adding to the site.

Please forward to the webmaster for review at webmaster@itsmf.org.nz

Clive Keylard

itSMFnz Webmaster

New Website

itSMFnz are pleased to launch our new website at www.itsmf.org.nz

We have completely refreshed the itSMFnz website. This is a fresh start allowing us to build new functionality within the website as we go. We would love your feedback on the website and this can be sent to webmaster@itsmf.org.nz.

Clive Keylard

Call for Presentations

Are you interested in presenting at this year's conference?

Submissions from potential speakers are now being accepted. The cut off date is Wednesday March 9th.

- Are you an ITSM Professional who is keen to share your clever thinking with others?
- Can you share lessons learnt, provide insight on future and/or overseas trends or tackle areas of ITSM that people are keen to learn more about?
- Can you actively engage people in discussion in all things ITSM?

If you answered yes to any of the above, we would love to hear from you!

Do not miss out on an opportunity to share your knowledge with others and join us in using clever thinking to help others achieve their goals.

Keynotes, Presentations, Case Studies, Workshops and Team Building related sessions are all welcome to apply. Case studies and local content are always particularly popular amongst attendees. So why not challenge yourself to come and inspire us today!

Submission Forms are available from <http://goo.gl/gvIOW> – or please email events@itsmf.org.nz.

Please let anyone who may be interested know (anyone can send a submission; joint presentations also welcome).

Something to contribute?

This newsletter is for the local members of the itSMF. If you have something to contribute please contact editor@itsmf.org.nz.

It is preferable if content has a local NZ perspective. There are lots of good sources of overseas itSMF and ITIL information on the internet already. Preference is given to original content: if we can Google it then so can readers. Case studies are good. So is (informed) opinion.

It should be brief, say 300 - 1200 words. We are looking for information about service management and related topics (ITIL, BS15000, CMM, 6sigma etc).

Text should be in MS-Word .doc format

Photographs should preferably be high resolution files (300dpi).

Member notices and people announcements are welcome. See those sections of the newsletter for submission details.

We will also consider letters for publication.

itSMFnz reserves the right not to publish submitted content.

itSMF Central Branch Event Report

Hosted by IT&T Hudson, Wednesday 16th February, 3:30pm – 6pm

Customer satisfaction rating by attendees was: **35 Greens** **1 Yellows** **0 Reds**
From a financial perspective, this session was not funded by a sponsor: **Red**

Forget the process, it is all about the people!

An ITIL V3 Implementation Case Study at Department of Labour

Katie Hutton, Consultant, Maven

Stephen Fox, ICT Director, Department of Labour

Katie and Stephen made a great tag team, providing us all with a very entertaining presentation with a clear underlining message. They showed us that to move from 0 – 0.5 (or so) in ITIL maturity, success is not just about upgrading infrastructure, defining services and establishing processes. Even more important is to empower people to own and manage the processes. Furthermore, they do not need to be ITIL experts to do this; they just have to be good in their areas of responsibility.

When Stephen was appointed director of ICT at the Department of Labour, he wanted to change the focus of IT management from doing to managing, from reacting to planning. By bringing in the expertise of consultant Katie Hutton from Maven, he has been able to achieve this.

It's a big task as he will admit, it has taken over 2 years to get to where they are now, and the organisation still has a long way to go. It is clear there were many challenges, we have ourselves faced most of them and can guess at the rest. Katie and Stephen showed us that starting well, planning properly, and implementing selectively in the first iteration, creates results that form the foundations for further improvements.

Their advice?

- When you bring in consultants, use their expertise
- Establish roles, processes, SLAs and procedures and enable people to manage them
- Define what you will measure but don't be too clever about this in the beginning
- Remember ITIL is a framework not a methodology. People do not need to know ITIL to be good process owners and step up
- Understand the customers' desires and needs. Spend time with them, talk to them

Their presentation is lively and entertaining. I am really hoping they are able to attend our conference in June and give us an update on progress.

Reviewed by Joy Mather

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International news

"At your Service" December 2010 published

In this issue you will find features on Green Service Management, Workplace Transition, How to hold a successful conference, ABC, priSM and more: <http://goo.gl/PvaYI>

International Executive Board Portfolios for 2011

This year's itSMF International Executive Board portfolios are:

- David Cannon - Chairman
- Marianna Billington - Vice-Chair & Publications
- Hans van Herwaarden - Treasurer
- Ulf Myrberg - Qualifications, Certifications, Standards & Communication
- Sallie Kennedy - Governance, Brand definition & management
- Alejandro Debenedet - Chapter Relations & Marketing
- Hon P Suen - priSM

More details at <http://goo.gl/Gp5wF>

Overview of complementary qualifications

A number of complementary qualifications are now available and the number is increasing. All of these are given credits in the ITIL V3 qualification scheme. The complementary qualifications IQC has recommended to be included in the scheme can be found at <http://goo.gl/9CmBL>

For full details and links please download the overview at <http://goo.gl/q3aUP>

Global priSM Institute (Gpi)

The priSM program is now owned by itSMF International, and they have put in place an international governance structure, the Global priSM Institute, which has a board consisting of people from around the globe, supported by Regional priSM Institutes. The EMEA Regional Institute and the Regional Institute for the Americas are fully operational and an Institute for the AsiaPacRim region is due to go live later in 2011. See www.theprisminstitute.org.

Calendar

22- 23 March 2011, itSMF Norway Conference "Heal the World - with ITIL", Oslo

7-9 June 2011, itSMFnz National Conference, Wellington

1-2 June 2011, ITGSM 2011 VI International Academic Conference on IT Governance and Service Management, Madrid

27-29 June 2011, New Zealand CIO Summit, Auckland

27-29 June 2011, ISACA World Congress, Washington, DC

11–14 September 2011, Fusion 2011 conference jointly produced by itSMF USA and HDI, National Harbor

For more international events, see <http://www.itsmf.org/view/eventpageview>

In New Zealand, the Northern Region meet in Auckland every 3rd Monday of the month, Central Region in Wellington every 3rd Wednesday of the month, full details in the event calendar <http://www.itsmf.org.nz/events.html>.

Editorial



Compared to total loss, the Cloud looks good.

There is no President's column this month because Tristan – who lives in Christchurch – has a few other things to focus on right now. Likewise our Treasurer, Clive, is busy on Civil Defence duties.

Whilst we can be grateful that – even this time – the consequences for Christchurch could have been much worse, it is as bad as we can bear. Christchurch is a city special to many of us. My own aunt and cousin thought about lunch in the Cathedral that day. In a country as small as ours, I don't doubt we will all have closer links to the tragedy as the roll of lost lives finally comes out.

We can look to Napier and Wellington to see that a city overcomes a blow like this, but the short-term view is of course less positive. The city will be on its knees for some time before it rises again. Cities can survive the time it takes to recover. Businesses may not. I'm sure a dozen other commentators will use this event to remind us of the need for disaster planning in IT. I am struck by the image I saw of a be-suited businessman walking through the rubble with a PC under each arm.

Many know me as a skeptic but I am growing less sceptical of the Cloud. In this decade, organisations too small to support duplicate data centres or other robust DR arrangements should be thinking very seriously about not having any data in-house at all. Last year GMail delivered 99.97% availability at the server. Of course our Third World internet infrastructure would have reduced that figure by the time it got to the desktop, but not so much that the resulting service level wouldn't still be better than most in-house mail systems.

Much of our resistance to Cloud-based systems is nothing but conservative fear of change (not to mention job protection). Ask yourself whether your organisation could survive the loss of all the servers in your main IT building. Could you acquire the equipment, rebuild, reinstall, and data-recover, before the company went bankrupt? If not, perhaps you should be seriously considering outsourced alternatives. And if you worry about your own future, just remember that outsourcing only *increases* the need for service management and governance. There are no positives in a tragedy like Christchurch, but we owe it to all those staggering under losses to take something from their suffering, and that is to learn from it.

Rob England

Configuration Management - It's not ALL about the CMDB

You mention Configuration Management (CM), and people appear from places within your company that you didn't even know existed! They spout off about dreams of CM tools, listing everything-IT as a Configuration Item (CI), and access to the CMDB. And when they hear "...neither a centralised CM tool nor the CMDB are within the scope of the current project", they walk off as a woman scorned with comments like: "What's the point?!" and "So what's in it for me?" The answer to both of those questions is... "It will provide an understandable, manageable and repeatable process."

If you are like so many of the people asking those same questions, your response to the answer above might fall in line with something like: "Who cares?" However, if you are one of countless numbers of people that have been part of failed CM implementations, you may recount the futile efforts of:

Did you know...

...not one of the five ITIL core books has "V3" on the cover (or inside it), nor does the Official Introduction (which has now dropped the word "Official"). Some of the other "Official" books do mention "V3" now, such as "ITIL® V3 Planning to Implement Service Management", "ITIL V3 Guide to Software Asset Management", and "ITIL V3 Small Scale Implementation". So "V3" is finally the "Official" name.

- Managing unrealistic expectations of what the CM tool was supposed to achieve.
- Trying to justify the cost of a system that is not being utilised effectively.
- Remodelling the process to fit in line with the capabilities/limitations of the chosen system.

For most companies, when this happens, the reality sets in that:

- Their culture was not prepared to accept the CMDB, nor its limitations.
- They didn't really have a workable plan for utilising the tool once established.
- Controls and practices did not exist/were not mature enough to ensure results.

Bringing in CM can often be viewed as the saving grace that will make all of our issues roll away with the tide. The reality is that companies who do not have Configuration Management in place need to realise that after implementing CM, they will be doing something that they weren't doing before. And 'doing something' is not a tool, it's a process.

Good practice would suggest that you first establish your process, and then select the tool that works best with your process in fulfilling the business requirements. Somehow we lose focus of that approach, and think of Configuration

Management as the CMDB. Having an established process that is being managed, and maintaining a level of compliance enables the use of the process, even if the tools/systems used are less than conventional. It often takes some creativity to utilise existing tools to simulate the effect (or part-there-of) of the CMDB, but can facilitate a beneficial outcome. Establishing the process that will encourage favourable behaviour in the compliance, management and use of Configuration Management is a cultural shift, and a major win in the adoption of the process into your practices.

Anthony Gates, Telecom

ITSM Member News

Contributions are welcomed from any member of itSMFnz of short ITSM-related announcements regarding their own organisation. Items should be kept to 100 words or less, text only, URLs OK, no graphics. itSMFnz reserves the right to decline any submission as unsuitable. There is no charge. Send contributions by email to the Editor at editor@itsmf.org.nz.

Onsite workshop seminars from the IT Skeptic

Rob England's company, Two Hills, is offering one-day seminars on a range of ITSM topics to stimulate learning and debate within your organisation. For more information see <http://www.twohills.co.nz/seminars>

Google Knows Everything

When it comes to questions there is a universal answer – “Google it”. So does Google really know everything?

Check out the following and draw your own conclusion:

225 billion	<i>US dollars, historical high valuation according to Wall Street</i>
26 million	<i>web pages, indexed in 1998</i>
60 million	<i>web pages, indexed in 1999</i>
8 billion	<i>web pages, indexed in 2004</i>
1.65 billion	<i>US dollars, to acquire YouTube</i>
1 million	<i>US dollars, daily bill for YouTube bandwidth (yes, every day)</i>
4.3 billion	<i>video downloads, per month in the US alone</i>

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ITIL® is registered in the U.S. Patent and Trademark Office.

So if Wall Street, a very overworked web site crawler and voyeuristic yanks are anything to go by then Google really does know everything! However by their own admission it will take 300 years to get close to fulfilling the Google mission of organising the world's information.

Google are the defenders of the open and the free. Open access and the freedom to search the web and all the good, bad and ugly that it contains. Not so long ago everyone (everyone? Who else is there? You remember, Yahoo, MSN and AltaVista to name a few) except Google built "Walled Gardens". These nicely manicured gardens of hand picked web sites were manually selected by better humans than us with a philosophy of why search the lot when you can search the best of the bunch? That worked while the bunch was small (the web had about 2000 sites in 1996) but by 1998 the rate of growth of the web meant this manual selection process could not keep up even if unlimited resources were thrown at it. The resolution - do not even try to keep up just select what's good or useful (according to whom or what is moot point) and that will be OK.

Well it wasn't OK, we wanted the web open and free to search it warts and all, and the rest is, and the rest are, history.

Underlying everything that Google does is automation. The web crawlers, the clever algorithms and indexing are all automated. If it didn't work as expected the algorithm was changed rather than resorting to manual intervention in the search results process.

Google knew they had to design a service that scaled and that meant two things: Firstly indexing via mathematics (the aptly named PageRank algorithm) rather than relying on humans and secondly building data centres that could scale – quickly. That last one proved tricky but a combination of cheap PC's and software written to expect failure soon sorted that out.

The ethos of scale (underpinned by automation) also enables Google to bring new or improved services to market faster than any competitor. Take Gmail as an example, there were already well established web mail offerings (yahoo and hotmail to name two) but Google's ability to scale data centres quickly meant Gmail could be launched with 250 times more storage than Yahoo. There are numerous other examples such as Google Earth, Google Books and the recently announced Google One Pass.

Just like Google all businesses want to do more and do it differently meaning as IT professionals we need to become world class service providers. To achieve this we are all well aware of the importance of IT Service Management processes and the concept of delivering services via the service lifecycle.

The big question though is how can you deliver a service if you do not know how it hangs together? IT Operations main job is to keep the lights on but with the proliferation of virtual infrastructure it is pretty hard to even find the lights let alone keep them on. We can use the key concepts of openness and automation from Google to discover how services hang together to achieve the ultimate goal of improving service delivery.

Embrace Openness

I do not mean open your network up for all and sundry to look at but embrace open standards for network and infrastructure management. Relying on proprietary protocols, agent based discovery, and continuous polling applications can lead to the inability to scale – think about the need to include agents in builds, device licences and network overhead. This can also lead to “vendor capture” or perhaps more appropriately “vendor addiction” because once a user always a user and the less said about withdrawal symptoms the better!

In the physical and virtual IT world this means making the Simple Network Management Protocol (SNMP) your best friend. SNMP is an open protocol and is one of the few examples of wholesale agreement between IT vendors (pity the mobile phone charger manufacturers could not do the same). All IT vendors worth their salt include SNMP on their devices and can therefore be used to discover a huge amount of information about the network, storage and application domains.

If you are responsible for service configuration then it is time to move beyond the process and get the technical knowledge needed to understand automated discovery and relationship mapping. The implementation of SNMP can be extremely variable and therefore the quality of data as equally variable. Understanding SNMP and what your network and system administrators use to manage their domains is the first step. Convincing these domain managers to embrace SNMP as the management protocol of choice may be harder – it will all depend how “addicted” they are.

Once this foundation for management and discovery is in place we can take advantage of this by applying some clever automation.

Automation

The CMDB does not enable service delivery, there are plenty of examples of service being delivered and not a CMDB in sight. However to release new services, to change services with zero impact, to accurately assess impacts BEFORE changes are made and do all of this faster and better than the last time

Therefore the organisations that know how services hang together AND can maintain the information cost effectively will be the leaders.

Trying to understand how services hang together using manual input, just like those early web search engines, simply does not work. Using open standards and automated tools to map the network, storage and application domains to provide insights that can keep up with the rate of change, simply works.

Determining the root cause of incidents is another added advantage of using automation. Once the IT environment is discovered and mapped (and continuously updated) then it is possible to determine the exact root cause of incidents. This among other things prevents alert storms and reduces the mean time to repair by focusing valuable time and energy into the fix rather than working out the cause. This is one of the main methods of transforming the IT operations laggards (those that spend 30% or less on value add projects) into leaders (those that spend 40% or more on value add projects) by spending less time on just keeping the lights on.

Trying to determine the root cause by manually updating rule and correlation engines, simply does not work. Using automation, model based architectures and statistically determining root cause together with the ability to keep up with the rate of change, simply works.

Now of course all that openness and automation becomes most useful when it is integrated into the greater IT Service Management environment. Using the information to improve the way things are done, improve quality and be more responsive to business needs requires multiple integration points to ITSM processes to provide IT operations with a "single pane of glass". Seamless integration of discovery and monitoring with ITSM processes and tools has to be very high on the continual improvement list.

There are valuable lessons to be learned from Google and other IT operations leaders. Using open management protocols and automation can tell you how services hang together to improve change and release quality. Only you can answer how many processes you have that involve manual intervention and how many could be automated. Only you can answer if you want to be a leader or a laggard. Like Google you have to first seek to understand automation and then act to implement solutions that simply work. The benefits of automated discovery and management are only truly realised when they are integrated into IT Service Management processes. These processes provide the management needed to sustain and improve the responsiveness to the business enabling a faster go-to-market. Automation is but one answer

to the questions along the path to becoming a world class service provider, for more answers you can always Google it!

Dave Hayes, Transform3 Ltd

References

Stross, R. (2008). *Planet Google: How one company is transforming our lives*. New York, USA: Free Press



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