Continual Service Improvement

Value to the Business
- Improvements: Outcomes showing desirable increase
- Benefits: Gains achieved through improvements
- ROI: Difference between benefit and cost to achieve that benefit, as a %
- Value On Investment (VOI): Extra value created from benefits, includes long term outcomes
- Remember: Intangible and 'soft' benefits too

CSI seeks to identify and implement improvements to IT Service that support business processes and ensure alignment of IT Services to evolving business needs

Objectives
- Manage the process for improvement
- Review, analyse, assess and support improvement activities
- Identify opportunities for improvement
- Improve IT Services: quality, cost, effectiveness

CSI Model
- What is the Vision?
- Where are we now?
- Where do we want to be?
- How do we get there?
- Did we get there?
- How do we keep the momentum going?

Deming Cycle
- Plan, Do, Check, Act
- Steady, ongoing improvement
- Process led approach
- Critical at 2 points: implementation of CSI's and application of CSI to service processes

Metrics
- Technology Metrics
- Process Metrics
- Service Metrics
- |Used in business models e.g. CMMI and Knowledge Management
- Difference between: CSFs, KPIs, Metrics and Measurements

7 Step CSI Process
- What should you measure
- What can you measure
- Gather the data
- Process the data
- Analyse the data
- Present and use the information
- Take corrective actions

Baselines
- Establish as starting points for later comparison
- Document, recognised and accepted
- Use to prove progress when measuring over time

Measuring
- To validate
- To direct
- To justify
- To intervene
- Producing reports: ask, 'do we still need this?'

Benchmarking
- Evaluate processes in relation to other best practices
- Identify and address gaps
- Drives performance improvements
- Categories
  - Internal
  - Comparison to Industry norms
  - Comparison to other organisations
  - Comparison to same company processes/systems