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BPI Challenge 2014

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Rabobank

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Summary

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Rabobank Group ICT is using a Service Management Tool to manage the ITIL processes

For this BPI Challenge the processes to be investigated are:

Interaction Management

In order to manage calls or mails from customers (Rabobank colleagues) to the Service Desk concerning disruptions of ICT-services, a Service Desk Agent (SDA) logs calls/mails in an Interaction-record and relates it to an Affected Configuration Item (CI)

The SDA can either resolve the issue for the customer directly (First Call Resolution) or create an Incident-record to assign the issue to an Assignment Group with more technical knowledge to resolve the service disruption.

If similar calls/mails are received by the Service Desk, a SDA can decide to relate multiple Interaction-records to one Incident-record. Further logging of Activities to resolve the service disruption will be done in the Incident-record.

Incident Management

Based on an estimated Impact and Urgency, done by the SDA, an Incident-record is prioritized and gets a deadline to resolve the service disruption. A Team leader within the Assignment Group assigns the records to an Operator. The Operator resolves the issue for the customer, or reassigns the record to a colleague if other or more knowledge is needed. After solving the issue for the customer, the Operator relates the Incident-record to the Configuration Item (CausedBy CI) that caused the service disruption. After closing the Incident-record, the customer receives an email to inform that the issue is resolved.

Change Management

If particular service disruptions reoccur more often than usual, a Problem investigation is started, which will lead to an analysis and improvement plan to prevent the service disruption to happen again.

The improvement plan leads to a Request for Change (RfC) on the CausedBy CI.

All CI's are related to a Service Component, Risk Impact Analysis is done by an Implementation Manager assigned to changes related to the specific Service Component.
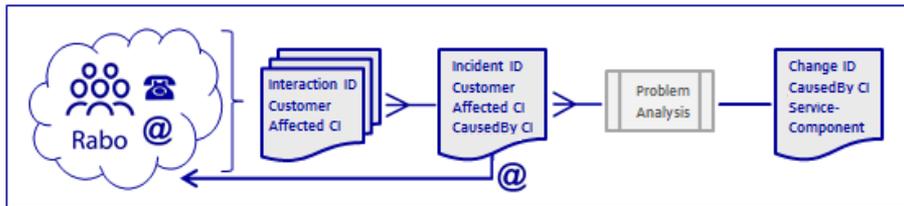
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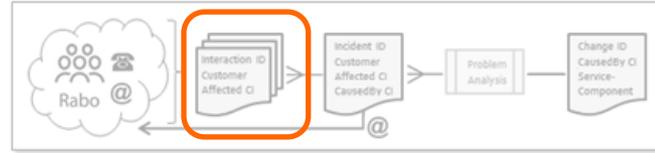
Field definitions Interaction records

CI Name (aff)	Configuration Item (CI) where a disruption of an ICT Service is noticed, this is what we call the "Affected CI". A Service Desk Agent always uses questions in a Knowledge Document (identified by a KM number) to find the correct CI in the Configuration Item Database (CMDB)
CI Type (aff)	Every CI in the CMDB is related to an Entity Type.
CI Subtype (aff)	Every CI in the CMDB is related to a Subtype, which is related to a CI Type.
Service Comp WBS (aff)	Every CI in the CMDB is related to 1 Service Component, in order to identify which Product Manager is responsible for the CI. A Service Component is equal to a product in the Bill of Material and is part of one or more Services.
Interaction ID	The unique ID of an Interaction-record in the Service Management tool.
Status	Status of the Interaction-record.
Impact	Impact of the service disruption to the customer.
Urgency	Indication of how urgent the customer needs a solution.
Priority	Impact and Urgency lead to a Priority for the Assignment Group to resolve the service disruption.
Category	In order to select and compare similar Interactions in the Service Management tool., all records are categorized. The categorization is derived from the Knowledge Document.
KM number	A Knowledge Document contains default attribute values for the Interaction-record and a set of questions for a Service Desk Agent to derive which Configuration Item is disrupted and to determine Impact and Urgency for the customer.
Open Time (First Touch)	Date and time the Interaction record was opened in the Service Management tool..
Close Time	Date and time the Interaction record is closed in the Service Management tool.
Closure Code	Short code to classify the type of service disruption.
First Call Resolution	Flag which indicates if the Service Desk Agent was able to provide the customer with a workaround for the Service disruption (Y) or if it was necessary to assign the record to a specialist by creating an Incident record.
Handle Time (secs)	Time registered to resolve the service disruption.
Related Incident	Record-number of the Incident created from this Interaction-record.

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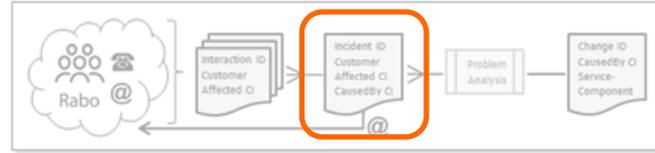
Field definitions Incident records (1/2)

CI Name (aff)	Configuration Item (CI) where a disruption of an ICT Service is noticed, this is what we call the "Affected CI". When a Service Desk Agent decides to create an Incident from an Interaction, the Affected CI is copied from the Interaction-record into the Incident-record.
CI Type (aff)	Every CI in the CMDB is related to an Entity Type.
CI Subtype (aff)	Every CI in the CMDB is related to a Subtype, which is related to a CI Type.
Service Comp WBS (aff)	Every CI in the CMDB is related to 1 Service Component, in order to identify which Product Manager is responsible for the CI. A Service Component is equal to a product in the Bill of Material and is part of one or more Services.
Incident ID	The unique ID of an Incident-record in the Service Management tool.
Status	Status of the Incident-record.
Impact	Impact of the service disruption to the customer.
Urgency	Indication of how urgent the customer needs a solution.
Priority	Impact and Urgency lead to a Priority for the Assignment Group to resolve the service disruption.
Category	In order to select and compare similar Incidents in the Service Management tool., all records are categorized. The categorization is derived from the Knowledge Document.
KM number	A Knowledge Document contains default attribute values for the Interaction-record and a set of questions for a Service Desk Agent to derive which Configuration Item is disrupted and to determine Impact and Urgency for the customer.
Open Time	Date and time the Incident record was opened in the Service Management tool..
Reopen Time	Date and time the Incident record was reopened in the Service Management tool. This option is used when an Incident record was closed and within a short period of time it is discovered that the resolution is not effective for the customer.
Resolved Time	Date and time the Service disruption is resolved.
Closed Time	Date and time the Incident record is closed in the Service Management tool.
Handle Time (secs)	Time registered to resolve the service disruption.
Closure Code	Short code to classify the type of Service disruption.

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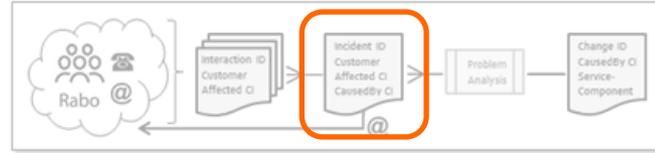
Field definitions Incident records (2/2)

Alert Status	Alert status of the Incident-record, during it's lifecycle, based on defined Service Levels in the Service Management tool.
# Reassignments	Number of Incident Activities with Actvity Type "Reassignment".
# Related Interactions	Number of related Interactions to this Incident.
Related Interaction	Record-number if only one Interaction is related to this Incident.
# Related Incidents	Number of similar Incidents, related to this record. The related Incidents are what we call child-records for this parent Incident-record, which is used for logging all Activities toe resolve the service disruption.
# Related Changes	Number of related Changes to this Incident.
Related Change	Record-number if only one Change is related to this Incident.
CI Name (CBy)	Configuration Item (CI) which caused the disruption of an ICT Service, this is what we call the "CausedBy CI". When an Operator resolves an Incident , the CausedBy CI must be registered before closing the Incident-record.
CI Type (CBy)	Every CI in the CMDB is related to an Entity Type.
CI Subtype (CBy)	Every CI in the CMDB is related to a Subtype, which is related to a CI Type.
ServiceComp WBS (CBy)	Every CI in the CMDB is related to 1 Service Component, in order to identify which Product Manager is responsible for the CI. A Service Component is equal to a product in the Bill of Material.

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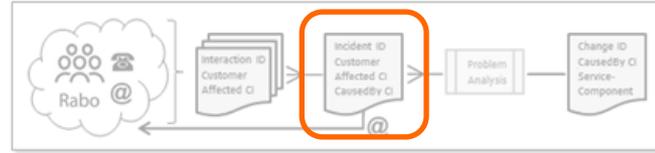
Field definitions Incident Activities

Incident ID	The unique ID of an Incident-record in the Service Management tool.
DateStamp	Date and time when this specific Incident Acivity started.
IncidentActivity_Number	Unique ID for an Incident Activity.
IncidentActivity_Type	Short code to identify which type of Incident Activity took place.
Interaction ID	The unique ID of an Interaction-record in the Service Management tool.
Assignment Group	The team responsible for this Incident Activity.
KM number	A Knowledge Document contains default attribute values for the Interaction-record and a set of questions for a Service Desk Agent to derive which Configuration Item is disrupted and to determine Impact and Urgency for the customer.

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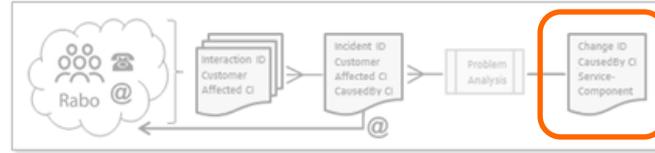
Field definitions Change records

CI Name (aff)	Configuration Item (CI) which will be affected by this change. A change can be related to more than one Configuration Item.
CI Type (aff)	Every CI in the CMDB is related to an Entity Type.
CI Subtype (aff)	Every CI in the CMDB is related to a Subtype, which is related to a CI Type.
Service Comp WBS (aff)	Every CI in the CMDB is related to 1 Service Component, in order to identify which Product Manager is responsible for the CI. A Service Component is equal to a product in the Bill of Material and is part of one or more Services.
Change ID	The unique ID of a Change-record in the Service Management tool.
Change Type	In order to select and compare similar Changes in the Service Management tool, all records are categorized by Change Type.
Risk Assessment	Impact of change: Major Business Change, Business Change or Minor Change.
Emergency Change	Indication if the change is an emergency fix.
CAB-approval needed	Indication is the changes needs approval by the Change Advisory Board, before implementation.
Planned Start	Date and time the change implementation is planned to start.
Planned End	Date and time the change implementation is planned to end.
Scheduled Downtime Start	Date and time the Service Downtime is scheduled to start.
Scheduled Downtime End	Date and time the Service Downtime is scheduled to end.
Actual Start	Date and time the change implementation is actually started.
Actual End	Date and time the change implementation actually ended.
Requested End Date	Date and time before the change requestor wants the change to be implemented.
Change record Open Time	Date and time the Change record was opened in the Service Management tool.
Change record Close Time	Date and time the Change record is closed in the Service Management tool.
Originated from	Indication if the change originated from for instance Problem research, or is a quick fix for an Incident.
# Related Interactions	Number of Interactions caused by this change.
# Related Incidents	Number of Incidents caused by this change.