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Lecture 1 – IT Op Mgmt

Definition: Production System

- Performs daily business IT operations
 - Restricted access – need to know location
 - Effective Backup and recovery
 - High security (physical and logical)
 - High volume
 - Business critical
 - Highly visible
-
- A production environment = post-development – what is currently in place to deliver business value
 - Production Baseline
 - Systems management is the activity of identifying and integrating various products and processes in order to provide a stable and responsive IT environment.

ITIL

- A framework of best practices for delivering IT services. ITIL's systematic approach to IT service management can help businesses manage risk, strengthen customer relations, establish cost-effective practices, and build a stable IT environment that allows for growth, scale and change.
- What is ITIL?
 - Discover > Plan > Build > Run
 - Set of practices for service management
 - Svc Mgmt: A set of specialised organisation capabilities for providing value to customers in the form of services

Involve Executive Support

- Important Because
 - ITOM uses and needs ever more resources
 - ITOM needs support to acquire resources
 - Critical nature of business functions
 - Executives control the spending
 - Production operations are expensive (quality)
 - Executives have some knowledge of IT
- Principles of Executive Support
 - Managers love alternatives
 - Managers hate surprises
 - Managers thrive on metrics
 - If you can't measure it, you can't manage it

Lecture 2 – Staff

Operations management requires staff

- Reliable operations, governance structure

- Mean time to repair
- Maintenance
 - Upgrading
- New Capabilities
- Installing, Running new systems
- Consumption of materials
- Requires high skills
- Some mundane work
 - No development
- Requires professional help from HR
- Basic activity of management staff in an OM Dept.
 - *The skills management process links the enterprise vision to a technology forecast, the technology forecast to an enterprise's required skills, the required skills to an IT skills inventory, the skills inventory to the IT staff's competency levels, and the competency levels to gaps and time frames during which those gaps need to be filled"*

What is a CTO?

- Develops IT strategy that supports business strategy

Accountability: who is accountable for an outcome

Responsibility: who is undertaking the steps to produce an outcome, can be delegated

Comp Matrix: A CTO's strategy will define what skills are needed for the enterprise platform. Gap Analysis

- A match of competencies (project management, programming etc) and level of skill (beginner, inter, adv)
- Developed from:
 - Business processes internal in the department (production)
 - Approved changes to business outcomes
 - Service level agreements
 - Business processes external to the department that are supported by the department
 - Research - what do other in IT see as required skills

Staff Review

- Create current comp matrix
- Match up current comp matrix with required competencies
- Develop plans to acquire or train staff
 - In house
 - Training – internal or external
 - Hire
 - Consultants (short term)
 - Contractors
- Review regularly
- Non-Technical
 - Financial planning and accountancy

- Contract management
- Librarianship & knowledge management
- Project office administration
- Customer relationship management
- HR

Staff Development

- Staff should be given career paths
- Should be grown, gradually given more responsibility
- Comp Matrix provides the basis for staff development

Guidelines for good staff

- Attitude
 - Eagerness to learn new skills
 - Willingness to follow new procedures
 - Dedication to being a team player
- Aptitude
 - The ability to learn as opposed the desire to
 - Integrate with existing skills
- Applicability
 - Put skills and experience to good use
 - Share knowledge and skills
 - Foresee new areas where skills might apply
- Experience
 - Depthj – level of technical complexity
 - Variety – platforms, environments
 - Currency – how recent?

Employing Staff

- Cost
 - 46% of first year's salary
- Choices
 - Outsource
 - Contractor
 - Process re-engineering to reduce need
 - Telecommuting
 - Job sharing
- Enter into agreement with recruiter
- Induct new staff

Consultants & Contractors

- Benefits
 - Provide readily available technical expertise
 - Immediately available
 - Not a permanent position
 - Make up for shortfalls or transitory loads
- Costs

- Expensive
- Effect employee morale
- Loss of knowledge when they leave
- Hidden cost of employment
- Must vet them well to fit

Benefits of Staff Focus

- Improved morale
- Lower recruitment costs
- Improve staff retention
- Shorten time between needing a skill and acquiring it
- Lower corporate training
- Dept. is attractive to potential employees
- Reliable and reactive workforce

Lecture 2 – 31097 itom

Corporate Governance

Corporate Governance

- A sound governing body will ensure IT is aligned with the business and that ALL parts of the business take ownership for their role in making technology successful
- Ensure the organisation is doing the correct things in the correct manner
- Strong accountability model
- Often called IT Steering Committee
 - Often a forum for complaints & criticism. Few ensure investment decisions are continually evaluated
- Change name to Investment Review Board
- CIO is accountable for governance
- Program of Work vs Project
 - Program of Work – many projects to achieve a common goal

Symptoms of Poor IT Governance

- Poor or Limited Strategic Direction
- Poor investment decisions
- Continued investment in doomed projects by business, tech, or market changes
- Frustrating delays in approval of mission critical projects
- Increasing risks of exposure to legal liability for maladministration of company resources
- Failure to align the Business, Technology, Organisation, People and Process (BTOPP) changes required to ensure technology dependent projects are successful.

BTOPP

- ITOM Manager must manage for each project
 - Business component – commercial value
 - Technology – construction, testing and deploying the system
 - Organisation – organised to make best use of the system – physical
 - Processes – need review re-modelling and re-engineering