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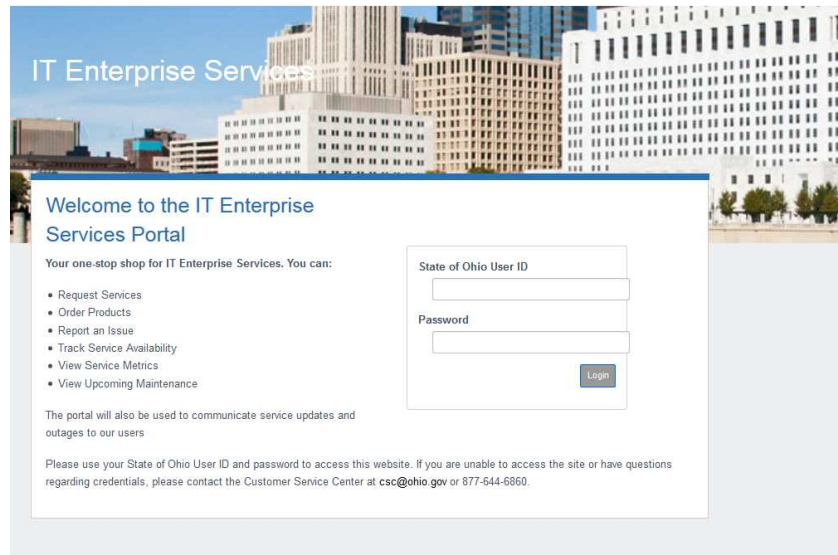
Optimizing IT Service Management – Ohio's ServiceNow Cloud Solution

Category: Improving State Operations

State: Ohio

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Executive Summary:

As part of Ohio's IT Optimization journey, the Ohio Department of Administrative Services (DAS) Office of Information Technology (OIT) realized that transparency and superior customer service would be paramount to supporting the missions and goals of Ohio's state agencies, boards and commissions. Prior to IT Optimization, the IT infrastructure in the state for 120+ agencies was decentralized. Ohio's approach to IT service management was no exception. Agencies implemented their own unique solutions and the tools did not effectively communicate. DAS OIT and its agency partners realized that a true enterprise IT service management (ITSM) tool based on ITIL best practices would provide the critical foundation needed to support statewide IT consolidation efforts and successfully manage enterprise operations going forward. An enterprise ITSM would provide the necessary insight into statewide IT operations. The vision for the solution was a system that would handle the full life cycle of service management. The metrics from the tool would be used to drive improvements in customer service and service offerings. It would also help identify opportunities for cost savings and be used to gain a greater overall understanding of our customers and their needs. The overall goal for the implementation was to provide a high degree of availability and efficiency as well as define common, enterprise processes with seamless continuity for customers.

DAS OIT understood that an enterprise ITSM tool could not be selected in a vacuum, significant input from customers would be the only thing that would ensure success. The initial step was to work closely with agencies to define and document Ohio's IT service related processes, there were 27 identified in total. These processes were used as a roadmap for selecting the appropriate solution and constructing the tools and staffing models necessary to support the enterprise. Ultimately, Ohio decided that the cloud-based ITSM solution, ServiceNow, would fulfill the needs of the enterprise and that a shared service model would be used to help agencies consume and implement the enterprise ITSM model. DAS OIT successfully implemented the ServiceNow solution and continues to make enhancements to the solution based upon customer needs. For instance, an enhancement to the IT Enterprise Portal was created to provide a configurable portal that can be replicated across the enterprise. The template that was created allows agencies to post their own customized content, including enterprise information to ensure transparency and consistency.

DAS OIT's approach to customer service is one of continuous improvement. ServiceNow provides the information needed to continually improve enterprise IT services. Each process within the tool is assigned a process focal (owner) who ensures that processes are documented and implemented properly, measured, as well as demonstrate continuous service improvement throughout the lifecycle.

The ServiceNow implementation created the foundational elements to ensure the best customer experience and a proactive approach to customer ordering, incident tracking, service requests and outages; increasing adherence to Enterprise SLAs to above 90%.

Concept

As part of the IT Optimization effort, the State of Ohio recognized there was not a single, ITIL (IT Infrastructure Library) based process for IT Service Management (ITSM). Ohio agencies purchased their own individual systems for ITSM, resulting in a multitude of IT software packages and versions across the enterprise that could not communicate and were not in a consolidated, centrally managed repository. Many of the existing systems were also not ITIL based.

The Ohio Department of Administrative Services (DAS) Office of Information Technology (OIT) recognized that a consolidated ITSM platform across all 120+ agencies, boards and commissions would provide a high degree of availability, drive efficiencies, establish common enterprise processes and deliver seamless continuity to customers. Working with agency partners, a path was set to procure ServiceNow, a cloud-based ITSM tool, and offer it as an enterprise Software as a Service (SaaS) solution. The solution would encompass ITIL best practices and lead the way to the adoption of enterprise service management.

Many agencies immediately expressed their interest in an enterprise ITSM tool and volunteered to participate in the configuration of ServiceNow as the Enterprise Service Management (ESM) platform. Beginning in February 2014, workshops began to align agency ITSM processes. The workshops took on a life of their own with numerous representatives from agency partners and DAS OIT, including: process focals (owners) and consultants, subject matter experts and the ESM platform team. As a result of the workshops, the team defined statewide requirements and ensured that both the enterprise and agencies were able to operate under a single platform. The team also worked together to define the "unique where necessary" requirements.

The workshops culminated in the creation of seven core ITSM processes: Incident, Problem, Change, Hardware Asset Management, Configuration, Knowledge and Service Requests. These ITSM processes were ultimately built and configured within the ServiceNow tool for both enterprise and agency use. There were over 500 individual requirements, which included features such as service level agreements, notifications, escalations, status, automatic surveys, workflows, approvals, reporting, and multiple integrations. The team developed, configured, tested, trained and communicated on the status of the project at each step on the process. The go-live for the ServiceNow implementation occurred in June of 2014.

Once ServiceNow was in place, DAS OIT identified a major deliverable to redesign the IT Enterprise Portal in ServiceNow. The portal enhancement would allow transparency into the enterprise by sharing a single source of authority for information. The goal was to deliver a configurable portal that can be replicated across the enterprise. The template that was created as a result allows agencies to post their own customized content, including enterprise information to ensure transparency and consistency.

The IT Enterprise Portal in ServiceNow went live in February 2015 and was designed to:

Be configurable	View IT enterprise announcements
Adhere to best practices in self-service design	Centralize links to an enterprise system status for application availability
Illustrate the enterprise theme and design guidelines	Provide maintenance calendar links for enterprise change requests
Redesign 100+ service requests to enhance customer experience	Access to DAS IT policies and procedures
Submit service requests and incidents	Access to the My Ohio payroll, benefits and career resources portal
Search knowledge articles	Links to provide customer feedback
Allow customer profile updates	View "Message from State CIO"
Provide visibility into the status of service requests and incidents	Post proactive outage alerts and urgent maintenance information.

After the successful ServiceNow go-live and the IT Enterprise Portal launch, the team is focused on supporting, maintaining, and enhancing the platform. A monthly release process allows backlogged items and projects to be added to the core platform in a consistent, repeatable and predictable process. The monthly releases continue to this day and have resulted in numerous enhancements to the platform.

Significance

Improving and standardizing Ohio's enterprise ITSM capabilities enables enterprise IT to become a service partner and not just back end support for its' customers. The implementation of ServiceNow and the growing adoption statewide of common ITIL processes is improving efficiencies and support levels across the enterprise. The central IT organization has greater insight into the needs and concerns of its agency partners. As a result, DAS OIT is able to ensure its' services and enhancements meet the needs of their customers. It also provides insight into the effectiveness and efficiency of Ohio's Customer Service Center. The metrics provided through the ServiceNow tool are used to continually monitor whether or not service levels are being met and that customers are receiving quality support.

As a result of this effort, DAS OIT achieved a number of "firsts", including:

- The team held multiple multi-agency strategic meetings to set the vision and roadmap for the transformation of ITSM into a consolidated, shared service model.

- Engagement with multiple agencies to develop an enterprise ITSM solution that is flexible, secure and scalable to support agencies, boards and commissions of all sizes.
- The multi-agency team used Agile, Scrum and SDLC (Systems Development Life Cycle) best practices and methodologies to manage the solution deliverables.
- Enterprise view of incidents and service requests through reporting and dashboards.
- A consolidated IT Enterprise Portal

ServiceNow is a cloud-based ITSM tool that provides internal and external support through an automated service desk workflow based application, which provides flexibility and ease of use. The ITSM tool provides workflows aligning with ITIL processes such as incident management, request fulfillment, problem management, change management and service catalog. These processes allow customers to manage related fields, approvals, escalations, notifications and reporting needs. Customers have the option of provisioning the entire suite of service features or selecting those features best suited for their needs.

Standard ServiceNow features Include:

- Incident Management - Manage service disruptions and restore normal operations quickly.
- Major Incident Management - A major incident is defined as an event that has significant impact or urgency for the business/organization and demands a response beyond the routine incident management process to assist the specific business area.
- Problem Management - Identify the underlying cause of recurring incidents.
- Change Management - Minimize the impact of service maintenance.
- Configuration Management – Define and maintain a configuration management database (CMDB) for your IT infrastructure.
- Asset Management - Manage assets and inventory records.
- Service Catalog Management – Automated process for goods and service requests.
- Knowledge Management - Gather, store and share knowledge within your organization.
- Reporting – Custom reporting
- Integration to AD, Event Monitoring, Discovery Tools, Exchange
- Customized Portal Pages

The ServiceNow solution is in direct alignment with the goals of IT Optimization. It is focused on increasing efficiency, reducing complexity, and eliminating redundancies. The delivery of the ServiceNow shared solution and its subsequent enhancements exemplify one of the main tenets of IT Optimization – that the next generation of IT services will be built together. The ITSM solution helps DAS OIT to directly monitor their service level agreements (SLAs) ensuring that our promises to our customers are maintained.

The ServiceNow solution also aligns with several of NASCIO's 2016 priorities: Cloud Services, Consolidation/Optimization, Legacy Modernization, Enterprise Vision and Roadmap for IT, Agile and Incremental Software Delivery.

Impact

To begin the evolution to ServiceNow, DAS OIT and its agency partners built a strategic roadmap of enhancements to transition the enterprise from multiple, independent ITSM solutions to the desired enterprise scale, cloud-based ITSM tool that would introduce quality service standards and ITIL based concepts throughout the state. Through ongoing collaboration with agency partners, the project team was able to launch the core product in under four months – June 2, 2014. In addition to the solution's core platform (Incident Management, Problem Management, Change Management, Configuration management, Asset Management, Service Catalog Management and Knowledge Management), DAS OIT developed a strategic plan to build out the core. This plan included agency on-boarding and adoption, platform upgrades, ITSM process enhancements, and custom applications. By the end of 2015 DAS OIT enhanced the core to include:

- Additional agencies, boards and commissions
  - Department of Administrative Services, Office of Budget and Management, Youth Services, Facilities Construction Commission, Medicaid Lite, Department of Public Safety, and the Department of Developmental Disabilities implementation was in flight as of December 2015
- Major Enhancements
  - Portal, mobile, significant version upgrade, virtual machine, service catalog re-work, server asset management, network asset management
- Minor Enhancements
  - Over 437 minor enhancements have been applied to the ServiceNow platform to further improve business processes and customer experience.
- Custom applications
  - Mass communication wave 1
- ServiceNow platform integrations
  - 23 Microsoft Exchange integrations
  - Netcool Network Management
  - [Tivoli Application Dependency Discovery Manager (TADDM)](#)
  - VMware vRealize Orchestration
  - SolarWinds Network Performance Monitoring

During the defined nomination period, the ServiceNow team achieved impressive results. The team consolidated six agency systems into one ITSM platform and had an additional agency implementation in flight by December 2015. Over 130+ customized dashboards/reports were designed and implemented to assist in the oversight and management of the ITSM processes. The ServiceNow platform was designed to

accommodate over 65,000 employees and vendors. In addition, as a result of the implementation, adherence to Enterprise Service Level Agreements increased to above 90%.

Overall, the implementation of ServiceNow is assisting Ohio agencies that are running on unsupported ITSM tools and maintenance contracts, which is currently approximately 75%. It also serves to remove inconsistent processes, high maintenance costs, over-customized applications and non-current versions. The solution provides a common platform for Ohio and a single source of truth. One of the key reasons for the success of this implementation was the strong focus on collaborating with agencies early and often. DAS OIT wanted to avoid a "build it and they will come" philosophy. It was critical that agencies receive an ITSM tool that would meet their business needs and requirements.

Today, Ohio has a modern ITSM solution that provides a platform for incident and service request management and that can deliver continual service improvement, automate enterprise IT operations in alignment with ITIL, monthly releases, enterprise transparency and reporting and shared solutions.