The Five Pillars of IT Service Management (ITSM) Maturity

New research examines the ITSM maturity of organizations in the education, government, and healthcare sectors. Where does your organization stand?

CIO
FROM IDG

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Education, government, and healthcare are bound by the common challenges of limited resources, tight budgets, and rising technology spending. IT executives across these sectors must think differently and have a keen eye for efficiency. A recent IDG survey asked these leaders to rank their progress toward IT Service Management (ITSM) maturity thus far. The study examines how these organizations are coping with increased demands but limited resources, and the steps that they will take to move forward.

The majority of survey respondents (58%) report being at a lower to mid-level of IT maturity when considering all five pillars (ITIL adoption, change management, IT self-service, Knowledge-Centered Service, and resource capacity planning). Here, we take a deeper look at each of these five pillars to better understand how these organizations will move up the maturity scale.

Pillar One
Process Control/ITIL Adoption
While most organizations responding to the survey (64%) described themselves as "standardized, documented, and communicated," only 20% state they have an institutionalized ITSM process—meaning they are at Stage Four (see sidebar). As organizations seek to move up the maturity scale, a move toward ITIL adoption will help to mitigate ongoing service gaps.

"The consistency with which organizations provide high levels of service, and continually improve and make efficient use of their resources are at the mature end of spectrum," says Andrew Graf, chief product strategist for TeamDynamix.

Pillar Two
Self-Service Adoption
Survey respondents report 57% of inquiries require phone or in-person support, which can drain IT resources. This is why many are moving toward self-service, although only 20% report having comprehensive IT self-service. As these organizations are able to increase self-service adoption, the support resource drain will decrease.
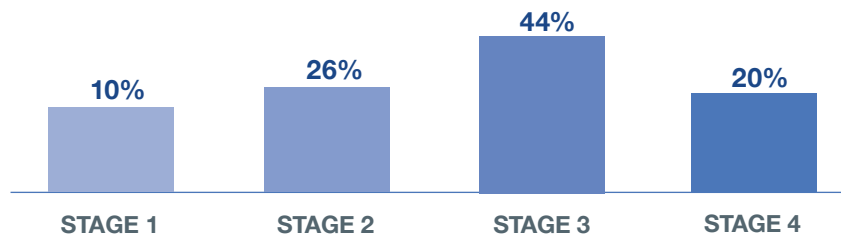
Pillar Three
Knowledge-Centered Service (KCS)
The survey finds 40% of respondents indicate their IT organization captures knowledge "on the fly" while problem solving, versus using a more structured approach. Larger organizations

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ITIL Adoption

A set of detailed practices for IT service management that focuses on
aligning IT services with the needs of business

10% STAGE 1
26% STAGE 2
44% STAGE 3
20% STAGE 4

Respondents at organizations with 5,000+ users are more likely to place their organizations at Stage 4 than organizations with 1,000-4,999 users (33% vs. 8%).

There are no significant differences by vertical or title level.

SOURCE: IDG, January 2019

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may be doing IT self-service, but most have not yet advanced to Knowledge-Centered Service (KCS). The technology exists to share data and knowledge bases; larger organizations often have an extensive service catalog.

"Clients want interaction with a technician when it's critical, and they want easy answers when it's not," says Graf. "From a KCS standpoint, that can be challenging. Every request can be tagged with a knowledge base article, and it continually feeds that level of self-service."
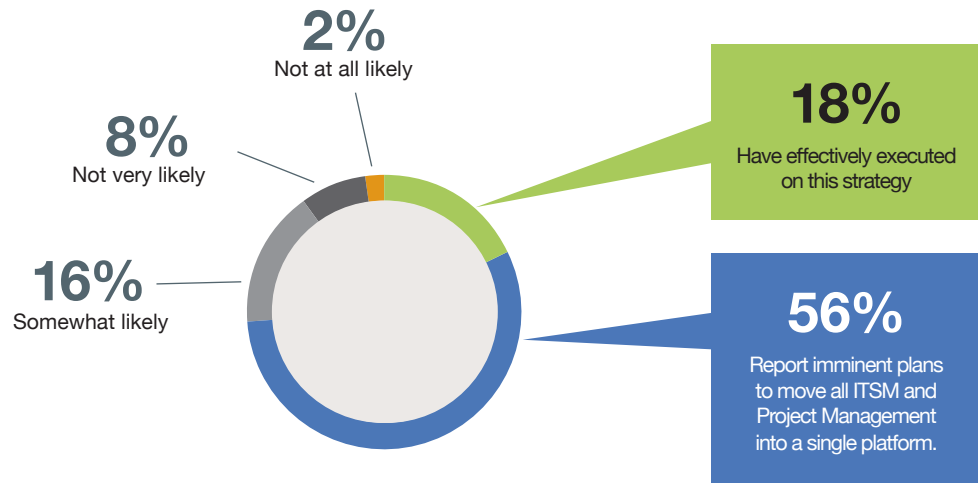
Pillar Four
Change Management
When organizations are asked about how they manage change across multiple IT projects, just 14% report having standards and methods in a formal framework. ITIL refers to change management as the process for controlling the change lifecycle within the Service Transition stage. The objective of change management in

ITIL Maturity Stages:

- **Stage one:** IT processes are ad hoc, disorganized, and chaotic.

- **Stage two:** IT processes follow a regular pattern but are not standardized and training is informal.

- **Stage three:** IT processes have been standardized, documented, and communicated through training.

- **Stage four:** IT is service-focused and its objectives are based on business goals.

this context is to ensure standardized methods for prompt and efficient handling of all IT infrastructure changes. This helps minimize the number of related incidents and their impact on service levels. When considering call volume and IT maturity, having better controls will help to mitigate ongoing issues and outages.

Likelihood to Incorporate IT Project Management and IT Service Management on One Technology Platform

2%
Not at all likely

8%
Not very likely

16%
Somewhat likely

18%
Have effectively executed
on this strategy

56%
Report imminent plans
to move all ITSM and
Project Management
into a single platform.

SOURCE: IDG, January 2019

"When an organization is better at managing change, they have more time to address critical issues because they're spending the proper amount of time," says Graf. "Those that do not leverage a formal approach often will create new problems and incidents, thereby further draining resources."

While not many organizations (18%) have incorporated ITSM and Project Portfolio Management (PPM) into a single platform yet, many more (56%) report they intend to do so in the near future.
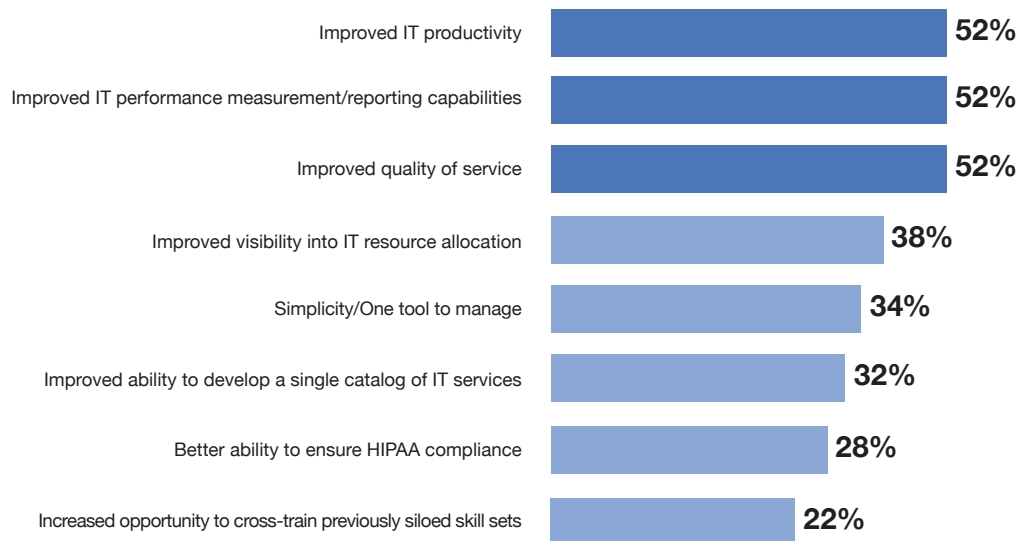
Pillar Five
Resource Capacity Planning

To overcome the common challenge of limited resources, IT leaders within education, the public sector, and healthcare are taking a hard look at ways they can better utilize the resources they have by improving efficiency, visibility, and customer service.

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- Improved IT productivity
- Enhanced IT reporting
- Improved quality of service (QoS)

Perceived Benefits of Combining IT Project Management and ITSM on One Platform
(Multiple responses possible)

Benefit	Percentage
Improved IT productivity	**52%**
Improved IT performance measurement/reporting capabilities	**52%**
Improved quality of service	**52%**
Improved visibility into IT resource allocation	**38%**
Simplicity/One tool to manage	**34%**
Improved ability to develop a single catalog of IT services	**32%**
Better ability to ensure HIPAA compliance	**28%**
Increased opportunity to cross-train previously siloed skill sets	**22%**

SOURCE: IDG, January 2019

Conclusion
Increasing IT Maturity

The organizations surveyed from the public sector, education, and healthcare all face increased demands for IT support, and are therefore experiencing a resource crunch as a result. To help address these challenges, IT leaders in these sectors are looking to improve IT maturity for faster and better service delivery to their end users.

The majority of survey respondents (58%) report being at a lower to mid-level of IT maturity when considering all aspects and most have already taken steps toward ITIL adoption, change management, self-service and KCS. The next area to address is true resource capacity planning. By bringing all IT service and project management into a single view, organizations can more effectively determine the resources needed to meet future and current workflow demands using projection modeling.

TeamDynamix offers a cloud-based platform for ITSM and Project Portfolio Management. They can help you improve IT maturity and optimize resource utilization. As a full-service organization, they will work with you to develop a strategy that fits with your organization's unique needs. Learn more at **teamdynamix.com.**