

Process Assessment Interview Questionnaire

Name: _____ Date Of Interview: _____
Position: _____ Interviewed By: _____
Dept: _____ Interview Method: Phone
Location: _____ In Person
Phone: _____

General Observations / Comments:

I.1 PEOPLE

Question 1

Please identify the Process Owner(s) for each of the IT Service Management (ITSM) processes under assessment.

Rationale

To determine if there is a common focal point for developing the goals and objectives of each of the processes, thus ensuring that the processes are administered and enforced consistently across the enterprise. We are trying to determine that everyone looks to a single process owner for guidance on how a specific process should be administered.

Alternate Question(s)

Who defines the Goals, Objectives & Policies regarding the processes?

Other Points to Consider

- 1 owner for all processes Separate owner for each process
- No known owner for any
- Multiple owners for same process

Client Response

I.1 PEOPLE (CONT'D)

Question 2

Are roles and responsibilities clearly defined for each of the ITSM processes under assessment?

Rationale

Many processes fail because the R&R have not been defined. In some cases, roles are defined but not well communicated throughout the enterprise. We are trying to determine if everyone that we interview is consistent in their understanding of roles and responsibilities within the IT organization.

Alternate Question(s)

How does the IT organization communicate roles and responsibilities, and is this information kept current? Is there a central repository for this information? Is so, where and how is it accessed?

Other Points to Consider

- R&R's are understood, but not well-documented
- R&R's are well documented, but not communicated
- It is unclear who is responsible for what
- R&R continually changing – people confused.

Client Response

I.1 PEOPLE (CONT'D)

Question 3

How would you assess your organization's skills in respect to the ITSM processes under assessment?

Rationale

To determine if the appropriate skills exist within the organization and more importantly that the skills are deployed where they are needed the most.

Alternate Question(s)

Have you been satisfied with the knowledge and skill level of people that you with interface with within the IT organization? Do you confidence in the support and information provided to you by departments within the IT organization? Are there areas within the IT organization that demonstrate exceptional skill levels? Are there areas that require improvement?

Other Points to Consider

Training/development plans? Skills database? "Cross pollination" between legacy staff and new world folks.

Client Response

I.2 PROCESS

Question 4

Does each of the ITSM processes under assessment have clearly defined Inputs, Outputs, Controls, Measurements and Activities? Are they documented and how are they communicated throughout the organization?

Rationale

A process is a repeatable set of activities designed to provide value. Many processes fail because they are not consistently administered. A key point in ensuring that processes are administered consistently is to ensure that they are well documented and communicated throughout the organization. We are trying to determine that the organization as a whole is aware of their ITSM processes and how they should be executed.

Alternate Question(s)

Have you ever seen documented processes? (forms, emails, procedures,...)

Do you know where to look for process documentation?

Is the manner in which a process administered differs depending on whom you interface with?

Other Points to Consider

- No docs & not well understood
- No docs exist, although generally well understood by most
- Docs exist, but have not been updated in more than 12 months
- Docs exist, but have not been well communicated
- Docs exist and are current & known

Client Response

I.2 PROCESS (CONT'D)

Question 5

What are the strengths and weaknesses of each of the ITSM processes under assessment?

Rationale

We're trying to determine possible areas for improvement. Where are the weak links in each of the various processes? For example, first call to the help desk is excellent, but there is no follow-up or escalation if the problem is not resolved on the initial call.

Alternate Question(s)

Do things get done through "heroic" efforts?
Do things get done well despite the process?

Other Points to Consider**Strengths:**

- Well documented
- Good measurements exist
- Good communications/feedback/response
- Frequent customer contact / reviews

Weaknesses:

- Poor or no documentation
- No controls / measurements
- Problems take a long time to resolve
- No one seems to care / ask for use input

Client Response

I.2 PROCESS (CONT'D)

Question 6

Are you aware if the appropriate controls & measurements exist to ensure that issues with the process are quickly identified and corrective action is taken?

Rationale

For a process to be successful it must be able to adapt to ever changing environments. Without adequate controls and measurements, management does not have the necessary tools at their disposal to ensure that a process is healthy, and continues to meet requirements.

Alternate Question(s)

Have you seen reports? Is there a mechanism by which to provide feedback or suggestions on a particular process? Is the reported data meaningful (i.e.: 99% reliability vs. customer satisfaction)? Do the controls reflect the policies of the process, and are the policies aligned with changing business requirements?

Other Points to Consider

- Regularly scheduled process management meetings vs. crisis meetings.
- Published and regularly reviewed SLA's

Client Response

I.3 TECHNOLOGY

Question 7

Are you currently using tools in support of the ITSM processes under assessment? Which ones? What are the strengths and weaknesses of these tools?

Rationale

Tools must exist to support the processes. All too often tools are purchased to address specific issues or due to personal technology preferences. This can create a very complex environment with extensive overlapping in tool functionality. We are trying to determine what tools exist and if they are redundant. By determining the strengths and weaknesses of the current toolsets we will be in a better position to determine what features must be supported by any new tools. In addition we may be able to identify if the weaknesses lies not with the tool, but with the process.

Alternate Question(s)

Do you believe the IT department is armed with the tools and technology to support your requirements? Are people adequately trained in the use of the tools? Are different tools used across the enterprise for the same function? Do you have issues with any of your current ITSM tools? Would you say the tools that you have are sufficient to support the environment? Do people complain that there is a lack of tools? What tools are critical to managing your environment? What tools would you consider keeping and which ones would you most like to replace?

Other Points to Consider

Strengths

- Easy to use
- Well integrated with other packages
- Open / adheres to industry accepted standards
- Good reporting capabilities

Weaknesses

- Difficult to use, poor user interface
- Not integrated / not open
- Poor vendor support
- Difficult to setup / install / customize

Client Response

I.3 TECHNOLOGY (CONT'D)

Question 8

To what extent are the current tools integrated and automated? Please give examples.

Rationale

The output of a process can be the input to another. As such the tools that support these processes must somehow communicate with each other. For example, a network event trapped by a monitor may cause a trouble ticket to be automatically created and brought to the attention of the appropriate support person. Determine to what degree there is manual intervention in the execution of the tools. Wherever possible automated features (scheduling, retry, escalation, etc.) of the tools should be exploited.

Alternate Question(s)

Is the existing integration homegrown, supported through provided API's or inherent in the capabilities of the products? Can the Help Desk: easily associate changes to problems; validate configuration data with their clients? Is the degree of automation consistent across your various platforms (mainframe, midrange distributed systems, open systems, client machines)? Is the automation that takes place well documented? Can you identify areas that would benefit from automation?

Other Points to Consider

Automated inventory process? Inventory data available to Configuration Management, Problem Management and Software Distribution processes? What data integration is in place? Is there any automated workflow that steps people through the process across multiple tools? How well are the tools that support IMAC, integrated (Requisition, Procurement, Installation, Move, Add, Change, Ongoing Support and Retirement). Integration at common UI? Cross-platform integration? Integration with minimal customization? Usability / Openness / Awareness of automation features by staff

Client Response

I.4 INTERFACE TO OTHER PROCESSES

Question 9

Please describe how the ITSM processes under assessment interface with each other from both a process and people perspective.

Rationale

The delivery of service requires the support of many processes crossing multiple departments and various technology platforms. As such, processes must interface well with each other to ensure that this service delivery chain is not broken. We are trying to understand how well the current processes are integrated to support this goal.

Alternate Question(s)

Are you aware of any interfaces (automatic exchange of information) between the processes?

Would you say the organization is built on "silos"? Are there turf wars? Is there a "not invented here" mentality?

Other Points to Consider

- Are the interfaces manual or automated?
- Are there standalone processes that should be integrated?
- Good communications, periodic meetings
- Autonomous departments, little or poor communications
- "Wheel Re-invention" common due to lack of communications
- Good communications at a staff level, poor at management level
- Good communications at the management level, poor at the staff level

Client Response

I.5 MANAGEMENT CONTROL

Question 10

How do you currently measure the effectiveness of the ITSM processes under assessment (measurements / reports / SLA's)?

Rationale

It is impossible to manage a process without the information provided by effective measurements.

Alternate Question(s)

What types of reports or data are available?

Are measurements posted for all to see (either electronically or in hard copy format)?

Tell us about the mechanisms and controls in place to ensure service levels are met and/or exceeded.

Measurements related to business objectives?

Other Points to Consider

- SLA's in place Frequency: _____
- Periodic customer meetings Frequency: _____
- Reports/stats reviewed Frequency: _____
- Daily/weekly contact with customers through casual meetings and visits
- Unsure of the effectiveness – no formal process for measuring in place
- Measurements related to business objectives?

Client Response

I.5 MANAGEMENT CONTROL (CONT'D)

Question 11

How well are you currently meeting your service objectives for the ITSM processes under assessment?

Rationale

We need to understand where the areas for improvement lie.

Alternate Question(s)

Do you feel that people in your area are happy with the level of service delivered by the IT department – can you give examples (happy with / not happy with)?

Do you feel that the IT department is delivering the level of service to which they committed?

Other Points to Consider

- No service objectives defined
- Customers are generally happy; occasional dissatisfaction with process
- Customers chronically complaining about: _____
- Unsure if objectives are being met

Client Response

I.5 MANAGEMENT CONTROL (CONT'D)

Question 12

What procedure is in place to regularly update and improve the ITSM processes under assessment?

Rationale

To ensure that the process is adaptable and continues to evolve to meet changing business requirements.

Alternate Question(s)

Are you aware of regular process review / SLA review meetings?

Do you have a way of providing feedback on a process?

Are you aware of any initiatives underway to ensure process improvement?

Are there committees or teams in place with the goal of process improvement?

Other Points to Consider

- SLA's
- Customer satisfaction surveys
- Customer meetings
- Periodic review/update of policies, practices and standards

Client Response

I.6 GENERAL

Question 13

What Initiatives are currently underway that you feel will impact the ITSM environment and how will the environment be impacted?

Rationale

To learn more about what's coming up and how it might affect systems management.

Alternate Question(s)

Are there any Initiatives in your area that require IT support?

Other Points to Consider

None, that I am aware of

Several initiatives underway: In-house only Outside consultants only Both

Client Response

I.6 GENERAL (CONT'D)

Question 14 If there was any One Thing that you could change, ... ?
Rationale To learn more information and perhaps something that would not have been determined from any of the other questions. An opportunity for the interviewee to give us their "wish list".
Alternate Question(s)
Other Points to Consider
Client Response