



ISO 20000 IT Service Management

CASE STUDY HALLIWELLS LLP

Summary

Needs

- Framework to promote best practice
- Third party endorsement to demonstrate diligence
- Improved productivity

Benefits

- Increased staff efficiency
- Increased employee job satisfaction
- Improved access to information resulting from introduction of a knowledge base
- Achievement of industry award
- Continual service improvement

Background

Haliwells is a commercial law firm, with around 1,000 staff across offices in Manchester, Liverpool, London and Sheffield.

ISO 20000 is the internationally recognised standard for IT service management (ITSM).

It lays out an integrated framework for delivering and managing IT services to the customer and provides opportunities for better management control, greater effectiveness and general management improvement within an organisation.

Haliwells decided to seek certification to ISO 20000 in order to catalyse changes within the business that would add value.



Halliwells

Customer Needs

During the last quarter of 2008 Halliwells introduced the 'Optimisation Strategy 08-10' to progress its service management. Achieving ISO 20000 was the first and primary objective within this strategy to add, maximise and protect value.

By implementing ISO 20000, Halliwells now has the structure to achieve continual service improvement, gain feedback loops to learn from the past for the future, and achieve sustainable performance. Halliwells focused upon ISO 20000 since the standard is predominantly based upon ITIL – the IT Infrastructure Library – a proven framework for ITSM. Certification to ISO 20000 allows Halliwells to demonstrate to clients and prospects that its IT is a "well run ship", which is particularly useful for tendering purposes.

Benefits

Since implementing ISO 20000 Halliwells has seen the 'resolution of incidents against time targets' SLA rise from 60% success to 92% success. The 'satisfaction with how we resolved your call' statistics show a similar improvement having started at 74%, rising to a consistent high of over 90%.

Such improvements were gained by the overhaul of existing incident and request management processes. Each week members of Service Desk and Regional Support now meet to discuss calls that have been escalated, their causes, and identify how these might be avoided. This maximises the number of calls resolved at first or second line, to the benefit of users and Halliwells' staff and is in the interests of support development.

A problem management methodology has also been introduced, to understand what causes incidents to occur, and then to resolve and develop solutions to those problems that consumed the most support time per month. Change management has been implemented across the department, and the process has been continually refined, to the extent that 'incidents caused by changes' are now uncommon. In addition, a knowledge base has been created to facilitate ease of reference during incident resolution, and procedures have been established to ensure knowledge is shared between third, second and first lines – as part of an 'empower support' initiative.

Halliwells has also implemented what it considers to be a critical part of the certification process – the 'Check-Act' process. This mechanism prevents improvements from slipping back and encourages a focal point for continual improvement. It was through the Check-Act monitoring that Halliwells identified that the majority of calls arose due to email distribution list maintenance. This led to an initiative to automate the distribution lists, dramatically reducing monthly calls from over 300 to less than 50.

As a result Halliwells recently won 'City and National Team of the Year' at the Legal Technology Awards, with just over half of that submission being based on their quest for service optimisation.

Halliwells used the certification process as it created a sense of urgency. ISO 20000 compliance deadlines were set which focused the team. In 2007 Halliwells had no formal IT service management processes, and no process owners. Now the majority of the service team also have

a secondary role. Adapting to these roles has required each process owner to achieve ITIL v3 Foundation, to undertake further process training and self-study, and to collaboratively author and communicate their processes and deliverables.

Employees who weren't made process owners still benefited from a wealth of development, and achieved the ITIL v3 Foundation. In short, the implementation of the ISO 20000-based service management framework provided an opportunity for the whole workforce to grow.

BSI's Role

Halliwells elected to obtain certification through BSI to assure clients, prospects and internal staff of quality IT service management. 'Consequently we chose the organisation with the best-known brand that is synonymous with quality' explains John Salt.

Halliwells will work with BSI Management Systems in the future when they work towards ISO 27001 in order to further refine the management of security risks.

BSI Management Systems

PO Box 9000
Milton Keynes
MK14 6WT
United Kingdom
T: +44 (0)845 080 9000
F: +44 (0)1908 228 180
E: certification.sales@bsigroup.com
www.bsigroup.co.uk/improve