Q: How does one present a value-added justification for the creation of and on-going support for an SMO? Most IT orgs do not see the value in process-related functions?

A: It depends on what your organization does and what it's looking for. I always try to find out what's important to the organization? If you have current metrics there is value in them so look to mine data from them. If you have current pain points, you may want to show where those pain points are costing the organization in time, resources, missed objectives or just taking away from the bottom line. Show how through the implementation of an SMO, you will be able to direct resources to reduce those costs, and add value by doing that.

Q: Have you integrated a PMO w/ ITSM as a SMO?

A: I have not, and I haven't ever spoken to anyone who has ever done anything like that, but I have experienced and spoken with people who have ensured that the ITSM part of the house is integrated into the PMO. We are always talking about getting IT in the game as soon as possible. When the PMO engages IT earlier, they find that their projects are much more successful, and can hit their timelines much more accurately. They can also control and reduce the IT spend that happens in those projects with much more success.

Q: From a roles perspective…Would the owners of the lifecycles also be the process owners for the following: SS=Strategy Management, SD=Design Coordination, ST=TPS, SO=?? As there is no overarching process for this lifecycle, CSI=7-Step?

A: I love that connection with Design coordination, Transition planning and support and Portfolio Management in Service Strategy. It's just a natural fit. It's a bit different in operations because of all the things that happen there. There is no overarching process in the operations stage of the lifecycle so it may fall to one of the technical functions within that stage. I have to use the consultant answer of "it depends" – it depends on what your organization looks like, and who is the head of the operational activities. That would be the logical answer, CSI is going to look at how is everyone doing, where are our strengths and where do we have opportunities for improvement that currently align to the overall business strategy.

Q: Any special considerations in creating a SMO in a gov't organization?

A: It depends on what government organization you're talking about….but I don't think it would be any different from a government organization to a private industry organization, your security issues may take precedence in a government organization. Government organizations also tend to have more oversight and their budgeting cycles can be interrupted by political considerations.

Q: Is possible to evolve a Service Desk into a full SMO, and what are some things to consider?

A: I'm not sure if I would take that route of a Service Desk transforming into a SMO, but I think that the Service Desk should directly report to the SMO. The strategic and tactical importance of the service desk is often ignored by most organizations. Their ability to be the communications center for the organization is also something that I think if often over looked.

Q: Is there any aspect of Quality management/Process management that is better left out of the SMO?

A: One of the ultimate goals, if you're creating a SMO is the ability to increase the quality of the services that you are delivering to your customer (greater functionality, higher levels of warranty – and doing it more efficiently) so I cannot think of a situation where you would leave that out of the realm of the SMO, so no, I don't think so.

Q: Could one say that a Service Management Office is equal to the concept Service Integration?

A: Our goal is that the SMO is that integration point, we want to be able to incorporate all the processes and functions of the IT organization. There is also the need for integration of operations and development (DevOps), and we want to see that synergy there as well.

Q: In Gov't, our customers are other County Departments, how can we increase customer satisfaction when there is no financial incentive in civil service?

A: At any point, at any time, your customers (no matter who they are) could make the decision to go someplace else for the services you currently deliver. You are always in competition with someone. There is always someone at the gate, that will come along and say we can do it "better, faster, smarter, cheaper" and government organizations today are looking to do it "better, faster, smarter and cheaper". The minute you think that you can never be replaced or outsourced, that the rules can't be changed……… I leave it at that.

Q: Would the SMO own the SM Tool and those technical resources?

A: Yes, I would think so. Again, you are going to organically grow it the way you see fit in your organization, but from my perspective, I would say yes.

Q: Have you ever seen an organization that fits the ITIL structure that is with Strategy, Design, Transition, Operations and CSI departments or divisions?

A: I have not, I have seen and experience organizations that are trying to implement some of that to a certain degree, but never one where it's been broken down where you have strategy, operations etc. Most of my experience has been that you've got people from your processes and your different technical functions living in all five stages of the lifecycle being accountable and responsible for different roles.