



Project Remedies Inc.



OneIT:

Eliminating the Dev / Ops Problem
And Operationalizing
Common, Repeatable Processes
Enterprise-Wide.

Using the Game-Changing Capabilities from Project Remedies Inc.



A White Paper
from Project Remedies Inc.
January 2017



Table of Contents

Abstract	3
I. One IT System for One IT Department.....	3
II. The Three Life-Cycles within an IT Organization.....	4
III. A Hybrid: Multiple Functionalities that Work Together.....	6
IV. The Complete Project Management Life Cycle is Built In.....	7
V. Operationalizing Common, Repeatable Processes Enterprise-Wide.	8
VI. Implementing APM Plus Enterprise-Wide is Easier, Faster and Cheaper. .	9
VII. APM Plus has been Characterized Different Ways.	10
VIII. Summary	10



Abstract

If you have attended any conference recently discussing Dev/Ops, i.e. improving communication and collaboration between developers and other IT professionals, and automating the process for software delivery to speed it up, you have heard that the best way to accomplish these goals is to use one system for both Development and Operations. Now, by adding Project Remedies' Remedy-based process and life-cycle management system, ActionProgram Manager Plus (APM Plus), to your existing Remedy IT Service Management suite implementation, an IT organization can use one system, the Remedy system, for both IT Operations and Development. With APM Plus, processes within and between these organizations can be operationalized, and the performance metrics can be captured. This eliminates the Dev/Ops problem while solving other problems at the same time. 16 other use-cases have been identified for APM Plus, including automating request fulfillment, managing the complete acquisition process, and managing cyber remediation processes. Defining, practicing and measuring will speed up each process. Our services support these efforts.

Many IT organizations use the Remedy IT Service Management Suite for Operations, and an application like MS Project or Jira for Development. While both are good tools for their intended purposes, the inherent segregation of effort builds fences limiting situational awareness and hampering collaboration, and neither tool can be used for automating processes like the software development process or the software delivery process. Neither is a "process" application. With APM Plus added to the Remedy IT Service Management Suite (they both run on the same environment), both Operations and Development can use one system, the same system, reinforcing common understanding, bolstering collaboration and communication, eliminating the Dev/Ops conundrum and optimizing efficiency. APM Plus can be used for both Development and Operations processes and projects, whether agile or waterfall, as well as those for other organizations too. This is the easiest, fastest, and least expensive way to implement a Demand Management System that manages all work across an entire IT organization and critically, captures the key performance metrics at every touch-point.

Whether you are in Development, Operations, or overseeing both, we often find ourselves seemingly over tasked and under resourced. APM Plus seamlessly shines a light on processes, tasks, and resources, and offers perspective and insights often unavailable in enterprise-level organizations.

Designed to be easy-to-use across the enterprise, APM Plus is actually a hybrid application. A project can go through the entire project life-cycle (Analyze, Select, Control and Evaluate) or just a part of it. For example, for projects that do not need senior management approval, APM Plus uses a work template and Remedy workflow functionality to generate project schedules. Resources are assigned to tasks and you can see how busy people are when the task is scheduled to be performed. As they work their tasks, each person can enter their time against the task. They use the same capability to enter time spent against Incidents, Problems and Changes too, capturing time against all work.

Management has visibility into all of this and can quickly drill down to project and task details, generate a Gantt chart with the click of a button, group projects together as programs or pools and see them as a multi-project Gantt chart. In this way, a process, such as the Dev/Ops "From Request to Release" process can be defined, tracked and managed, and get new functionality into production faster.



I. One IT System for One IT Department

DevOps is a practice emphasizing the collaboration and communication of both software developers and other information-technology (IT) professionals while automating the process of software delivery, the goal being to get new application functionality into production faster. We call this the “From Request to Delivery Process.”

Many companies and government agencies use BMC Software’s Remedy IT Service Management Suite to manage IT Operations and use a different application to manage projects, primarily Development projects but also Operations projects. Some try to use MS Project Server as an enterprise application to manage all projects but find that it is too difficult to use across the enterprise, requires certified specialists, too much training, and is too expensive. Others use an agile system like Jira for Development projects but find that it cannot cross the chasm from service design to service delivery, and does not work well for Operations projects. In fact, using different applications for Development and Operations just further exacerbates the normal issues that exist between Development and Operations.

Project Remedies’ ActionProgram Manager Plus (APM Plus) was originally designed and developed so that one system, the Remedy system, could be used to manage all work within an IT organization. Using one system brings the organization together, eliminates silos, improves transparency and makes it easier to capture the cost of each request. It gives leadership the cost, schedule and performance metrics needed to better assess requests as well as the continuing work within the organization.

When everyone is using one system to manage and status their work, management only has to look in one place to see what everyone is working on. Having all work in one system makes it easier to insure that everyone is working on the priority tasks. Time-at-task tracking is easier because the same system is used for entering time against all types of work (incidents, problems, changes and project tasks). Each person saves time because they look in one system to see their to-do lists. Asset records can be updated with this cost information too. One user says this approach “implements discipline, which is a good thing.”

II. The Three Life-Cycles within an IT Organization.

Project Remedies’ was the first Remedy reseller in Southern California 24 years ago. Over time, we realized that there are really only three types of requests. Each has its own life-cycle, and each starts with a request and ends with someone working a task. What is different is what happens in between.

1. **Simple Requests.** Using the current vernacular, “simple requests” are those which can be managed with a single task, whether an incident or a problem. The incident or problem is assigned to someone who works it, statuses it, and if appropriate, updates the related asset record.
2. **Change Requests.** Changes go through the ITIL change process. When it comes to actually making the change, either a single task or a multi-task process can be used to track the work. In each case, a task is assigned to someone who works it, statuses it, and if appropriate, updates the related asset record.



3. **Complex Requests.** Complex requests go through either the entire project management life-cycle or just part of it. Actually, there are two types of complex requests:
 - a. Those that require senior management approval before proceeding with managing and tracking either development or acquiring and or implementing the solution.
 - b. Those that do not need senior management approval before proceeding with managing and tracking either development or acquiring and or implementing the solution.

With either type, eventually a project plan is generated. People are assigned to the tasks. Each person works the task assigned, statuses the task and if appropriate, updates the related asset record.

A very experienced senior IT manager gave a good example. He said: Let's say a field tech gets a task: "Install a PC on Bob's desk." That task can come from 3 different requests.

1. Bob can call the service desk and say his PC is broken and needs a new one.
2. Human Resources can say that we have a new employee named Bob and one of the 25 – 30 tasks that need to be performed is installing a new PC at his desk.
3. A Vice President or Commander can approve a "tech refresh." 5,000 PCs need to be replaced, one at Bob's desk.

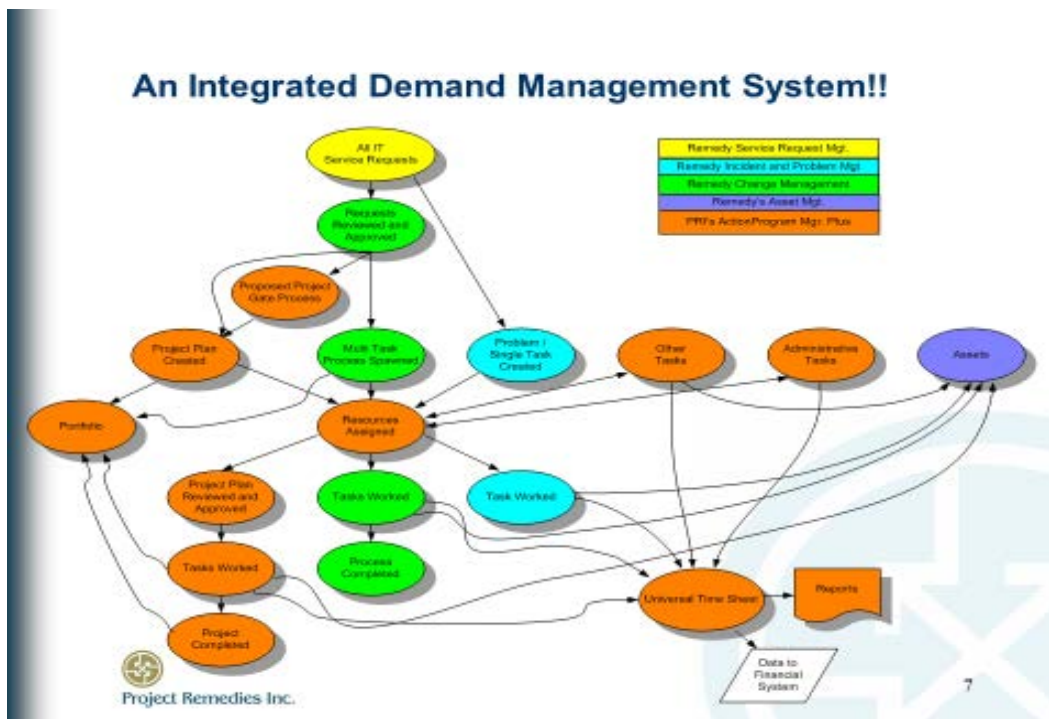


Diagram 1. One System for All of IT.

All of these situations start with a request and end with a task being performed. The manager asked: From the field tech's standpoint, i.e. the person installing the PC at Bob's desk, what is the difference? The answer: there is no difference. He / she is doing the same thing. Why would you use a different system for each of these life-cycles when you could use one? It is a lot easier if only one system is being used.



The high-level process diagram above shows the 3 life-cycles on the left side and “other work not related to requests” on the right side. If you draw a vertical line to the left of “Other Tasks,” you will see that everything to the left is “Demand.” Everything to the right is “Not Demand.” Can you see that this is all work?

All requests are coming through the service catalog, there is one list of resources, and the tasks being worked are connected to each request. If you are capturing time-at-task for all tasks, you are capturing 90+% of the cost of all work, and can relate this cost to a request. At the same time, cost can be associated with the asset being worked on. Since you know who the requestor is, and their organization, you know how much work is being done for each organization. As mentioned above, this is the easiest, fastest and least expensive way to get to a fully integrated demand management system, where you are capturing time spent at every touch-point.

III. A Hybrid: Multiple Functionalities that Work Together.

APM Plus is really a hybrid that includes multiple functionalities that work together and impact each other. APM Plus is a process and life-cycle management system. It is not a project management system like MS Project or Jira although it includes project management functionality. It solves a different problem.

APM Plus brings together process, project, program, portfolio, governance, resource, risk and cost management functionality in such a way that it can manage the whole project management life-cycle. Because it integrates with Remedy IT Service Management Suite applications like Service Management (your service catalog) and Asset Management, true end-to-end processes can be implemented easily, reducing duplicate entry, improving customer service and capturing the performance necessary to improve efficiency.

The “From Request to Release process” (see diagram 2 below) is a good example because it is a process that crosses multiple departments.

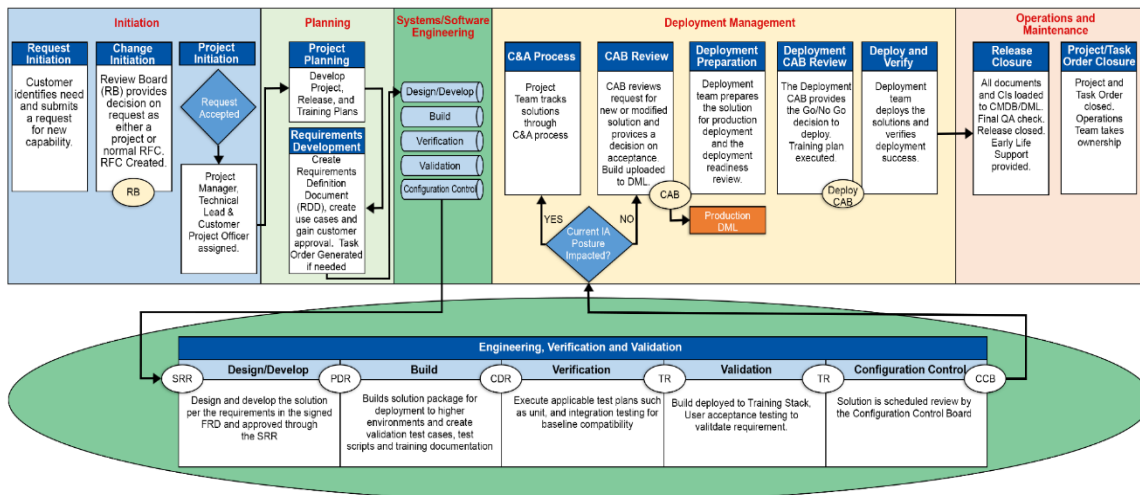


Diagram 2. The “From Request to Release” Process.



IV. The Complete Project Management Life Cycle is Built In.

The Complete Project Management Life-Cycle closely follows the Acquisition Life-Cycle: Someone enters a request in the Service Catalog. After the request is approved, APM Plus is used to capture the requirements and to define the project. This definition includes a high-level resource plan, a high-level budget, allocating the budget by Type of Money, and establishing a priority for the project. The budget can be compared to the requestor organization’s budget. The defined project goes through two governance gates before it gets to the Steering Committee. If they want to approve it, the Steering Committee approves it tentatively. The head of the Steering Committee tells the project manager: “We have approved this project tentatively with this budget. Please generate a project plan in this system to show us how you are going to spend these monies, and then come back for a shorter governance process.” The project manager creates a project plan, typically using a work template. This plan, which shows how the approved budget will be spent, goes through a final and shorter governance process, and if approved, the project can start. People are assigned to tasks, and as they work their task, they enter their time spent on the task. The actual cost of the project (labor, expenses and with an interface to Asset Management, asset cost) is calculated and continually updated throughout the life of the project. APM Plus automatically captures the duration of the task. These two metrics, duration and time-at-task are the critical ones needed to determine if and how the process can be improved.

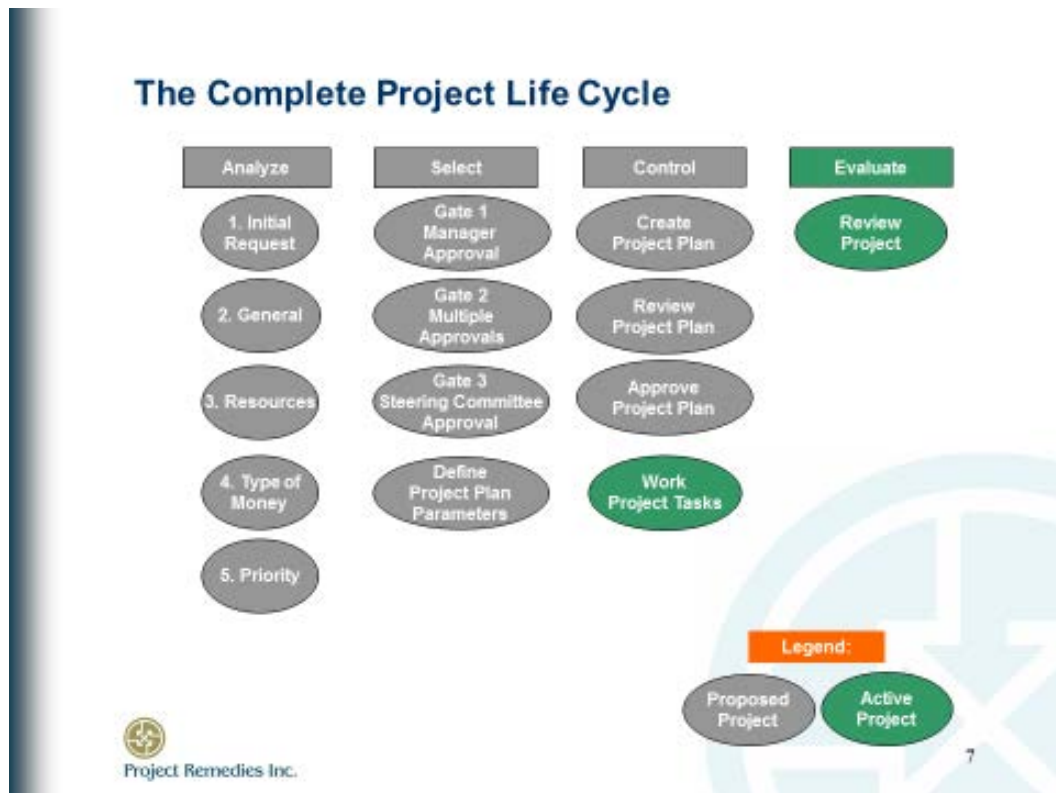


Diagram 3. The Complete Project Life-Cycle.

During this life-cycle, the requestor, whose name was originally captured from the request made in the service catalog, can be notified automatically at various times during the life-cycle of the status of their request, for example as milestones are completed. Other managers can be notified automatically as the project is being worked. For example, if the actual time spent on a



task exceeds the plan, the project manager and the resource manager can be notified. Each notification is logged, creating an audit trail. There is a lot of flexibility as to who gets notified and when. The idea is to improve customer communication as accomplishments are completed, automatically, i.e. without any manual effort.

During this life-cycle, “cost” is captured at 5 different points in time. APM Plus captures all of them so you can see trends for different types of projects.

V. Operationalizing Common, Repeatable Processes Enterprise-Wide.

APM Plus is most often used to operationalize repeatable processes, manage the resources who work the tasks in the process, and capture the performance metrics needed to optimize each process so it becomes part of a continuous improvement process. Implementing APM Plus insures that everyone in the organization is focused on the organization’s priorities. A “sprint” can be tracked and a group of sprints (whether sequential or concurrent) or any other type of project can be combined to form an Integrated Master Schedule. An organization’s Software Development Life Cycle (SDLC) can be managed as well as other types of processes such as request fulfillment processes and the acquisition process.

There are many examples of common, repeatable processes within an IT organization. Across all of them, APM Plus:

- Eliminates the need for user training on the process because the process is stored in a template.
- Makes the process visible to management.
- Eliminates silos within and between organizations.
- Speeds up tempo.
- Improves resource utilization.
- Tracks cost and performance of each of the organizations that work a process so their performance can be compared.

APM Plus includes simple, useful charts and reports. For example, the Project Details Report, diagram 4 below, includes all the detail needed to hold people accountable and understand what happened during a project. To hold someone accountable, they need to understand the task at hand, its purpose, and key performance parameters of cost, schedule and performance. As a supervisor, you need KPI feedback throughout the project cycle. Was the task completed? When? How long did it take? What was the cost? The Project Details Report gives you all this information. APM Plus automates feedback and offers a common picture designed to expedite and ease conversations throughout the project lifecycle.

The “Should Have Started” and “Should Have Finished” reports can drive the “Monday morning meeting.” They help everyone focus on what needs to be done, i.e. management’s priorities.



Report Preview - APM Tasks [fishqmk12]

1 of 1 120% Total 4 100% 4 of 4

Project Details Report

Information as of: 5/31/01
 Project Id: Proj0000000007
 Project Name: Jim 1
 Project Manager: Allen Crouder
 Project Status: In Process
 Project Time Unit: Days
 Project Schedule Orientation: Project Start Date

Group Association	Responsible Party	Task Name	Task Status	Critical Path	Stack	Predecessor	Planned Labor Hours	Actual Labor Hours	Plan Start Date Plan Finish Date	Duration Time Units	Actual Start Date Actual Finish Date	Planned Cost	Actual Cost	
Programmer	Mary Richards	Execute Engineering Checklist	Complete	Y	0.00		10.00	12.00	5/24/01 8:00:00AM 5/25/01 5:00:00PM	2:00 D	5/23/01 6:20:41AM 5/25/01 6:22:39AM	3,300.00	3,600.00	
Programmer	Mary Richards	Execute Implementation Checklist	Assigned	Y	0.00		10.00	0.00	5/28/01 8:00:00AM 5/30/01 5:00:00PM	3:00 D		3,500.00	0.00	
Programmer	Mary Richards	Move to Operations Approval	Hold	N	0.00				5/30/01 5:00:00PM 5/30/01 5:00:00PM	0:00 D				
Programmer	Mary Richards	Execute Operations Checklist	Hold	Y	0.00		10.00	0.00	5/31/01 8:00:00AM 6/6/01 5:00:00PM	5:00 D		3,300.00	0.00	
Total for Users							30.00	12.00				10,500.00	3,600.00	
Project Totals							30.00	12.00					10,500.00	3,600.00

Diagram 4. The Project Details Report. Holding People Accountable.

VI. Implementing APM Plus Enterprise-Wide is Easier, Faster and Cheaper.

One reason APM Plus is different from project management applications like MS Project or Primavera is that it is a lot easier to use enterprise-wide. APM Plus requires a lot less training to use it successfully. One user said: "APM Plus is the only project management system I've ever seen work. The others require that everyone understand everything about project management, and they just can't. APM Plus is easy to use, intuitive, and it was easy to customize to fit within our culture."

Secondly, we think of projects differently. They are not all unique, in fact, in our experience, almost all can be thought of as repeatable processes. Thirdly, the benefits of managing them at a higher level exceed the benefits of managing them in great detail. Using templates lets management compare performance of different organizations against the same process. If everything is different, how do you compare?

Typically, a project manager uses an application like MS Project to manage one project, their project. They try to capture every possible detail that could possibly impact the end-date of the project. This can lead to project plans with 1,000 or 2,500 tasks or more. This is too much detail for anyone else to understand and to deal with.

The key to implementing APM Plus successfully is defining work processes at the right level of detail. If the process is too detailed, it is too much for the people who work them and too detailed for management to quickly understand. If not detailed enough, the Key Performance metrics captured do not provide enough information to actually improve the process and do not communicate the status of the project effectively. Processes need to be right-sized; someone called this right-sizing "milestone reporting," because ideally management would like to see the status of 5 – 10 tasks under each milestone. At this level, a Gantt chart is usable and understandable, and if the same plan is used for similar types of projects, managers becomes familiar with the process, which helps them understand the status easier and faster. The people statusing the tasks can easily and comfortably deal with this level of detail.



VII. APM Plus has been Characterized Different Ways.

It is a statement about the flexibility of the system that people in different organizations have viewed APM Plus differently. People have said the following:

- **Process and Life-Cycle Management System.** “A process and life-cycle management system used by an enterprise to operationalize very different approval and work processes and then capture the performance metrics needed to optimize those processes.”
- **An Initiative Resourcing System and Approach.** “An Initiative Resourcing System and Approach that supports timely, ongoing, transparent, management of initiatives allowing for a clear picture of resource assignments, contention and resolution, impact of changes to initiatives (scope, schedule, prioritization, cost), and impact of introducing new initiatives across all current and forecasted efforts.”
- **Knowledge Management System.** “A Knowledge Management System because the process is stored in the application as a template and used again and again to generate project plans. People are assigned to tasks and after the project is approved, the people are notified that they have a task to work and update. We did not have to train people on the process because the process is stored in the template. The people only have to be trained to work and update the tasks assigned to them. If they want to see the process, they can click on the Gantt chart button and see the process.”
- **Workforce Management System.** “APM Plus is a Workforce Management System because: 1) because everyone is working in it, being assigned tasks, statusing the tasks and entering their time spent on each task, and 2) management has visibility into resources, both from a long term planning standpoint as well as short term availability and utilization. Management can look in one place to see what everyone is working on.”

VIII. Summary

We began this discussion highlighting the common friction between Development and Operations. In many organizations, the natural friction between departments is exacerbated by siloed information and poor communication. APM Plus fits neatly into the Remedy IT Service Management Suite and offers a common view across both elements of Development and Operations easing friction, improving awareness, and speeding tempo of Dev/Ops efforts.

Leveraging your investment in Remedy. All of the applications that make up the Remedy IT Service Management Suite were written with the Remedy Action Request System, and Project Remedies' ActionProgram Manager Plus (APM Plus) was also written with the Action Request System and run on your existing Remedy environment. All of these applications take advantage of the benefits of this robust workflow engine / development environment. It literally takes less than a day to install APM Plus on your existing Remedy environment. Together, this is the easiest, fastest and least expensive way to implement a Demand Management System which is robust and completely integrated.

Project Remedies is a 24 year old services and technology company. Our experienced project managers, process consultants and senior Remedy consultants know how to work across many different industries to deliver this solution in the shortest possible time, at the lowest possible cost.



Project Remedies Inc.



Project Remedies Inc.

For more information: please contact:

Stan Feinstein

310-230-1722

stanf@projectremedies.com

or visit our home page at www.projectremedies.com