# ITIL and DevOps can be friends

Adjusting ITSM to an Agile way of work
@ ING Netherlands

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think**forward**

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Who is ING?

Over 40 countries
52,000+ employees
Full-service bank
Very strong European base
Ranked 7th
Largest bank of NL
500 DevOps teams

- Market leaders Benelux
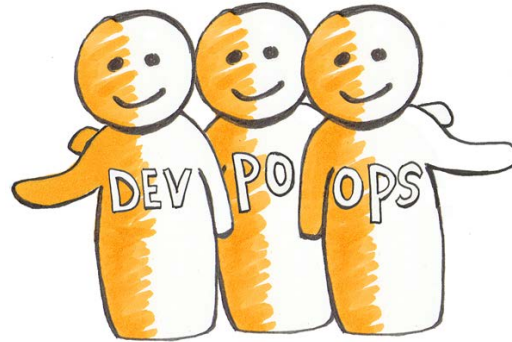- Challengers
- Growth markets
- Commercial Banking

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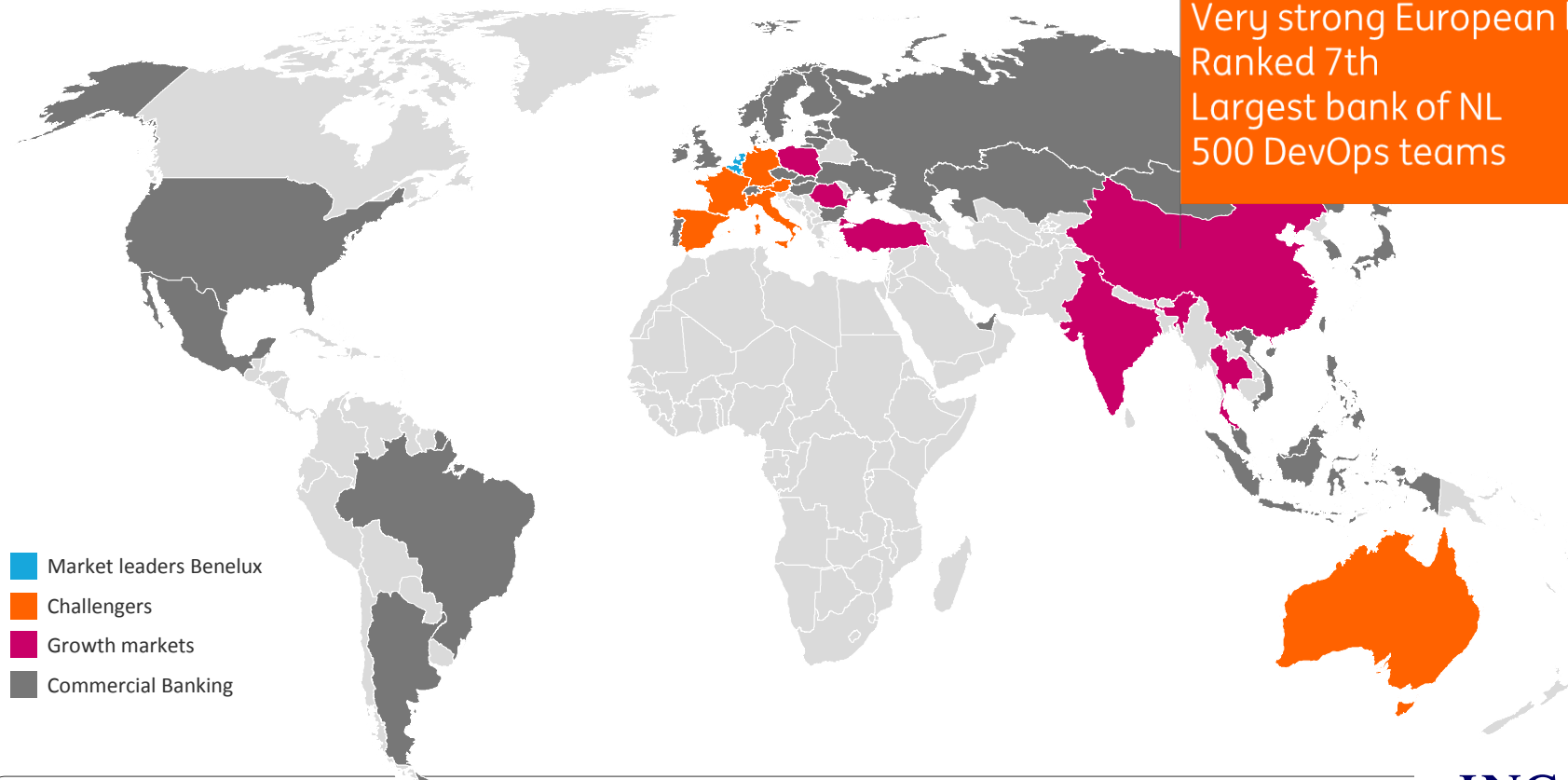
Transition of the organisation

2011

2013

2015
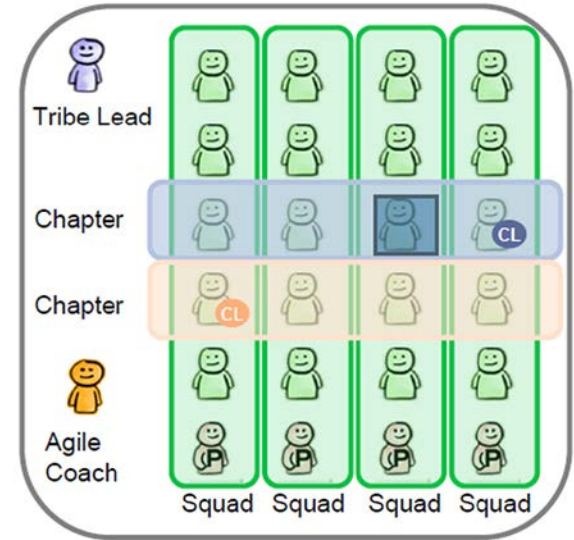
The great divide

Risk Management:
We still need ITIL to prove to our regulators we are in control! You have to use it!

DevOps teams:
We don't want to do ITIL anymore! It is so much administration and we don't see the added value.
We only want to use a backlog.
Oh, and you can't tell us how to do the backlog, because that is not Agile

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There may be a way to restore the peace!

Eliminating duplicate administration, making the ITIL Processes as lean as possible. Introducing…

AGILE ITSM

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Incident management in ING Agile ITSM means utilising bandwidth

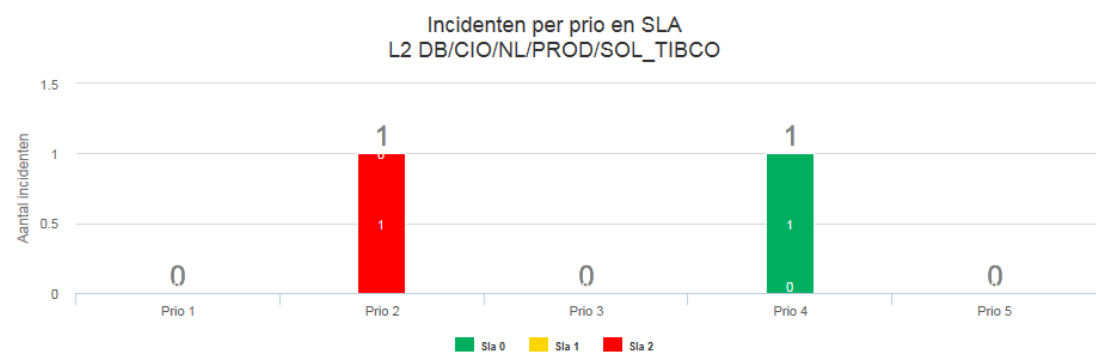Solving incidents should not affect team predictability (Sprint goal)

- Each Sprint has reserved capacity for operational tasks
- Recommended 30% - but base it on historical data

- Priority 1 and 2 incidents must be solved immediately
- Lower priority within bandwidth
- Outside bandwidth after approval of Product Owner

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Each team has a dashboard showing open incidents in real time

Strive for **Today in – Today out (TiTo)**

Working with almost empty incident queues gives more satisfaction and a competitive mindset

Incidenten per prio en SLA
L2 DB/CIO/NL/PROD/SOL_TIBCO

Aantal incidenten

	Prio 1	Prio 2	Prio 3	Prio 4	Prio 5
	0	1	0	1	0

Sla 0   Sla 1   Sla 2

Queue:

L2 DB/CIO/NL/PROD/SOL_TIBCO ▾

Updated on	8:44:19
Total number of incidents	2
Resolved last two months	1
New since last update	0
Next update scheduled in	

MINUTES **4**   SECONDS **5**

Sla	Prio	Id	Open since	Assignee	Summary	Final Deadline
	2	IM04823934	28-09-2015 11:20	-	[S4] We currently experiencing authentication failure issue in AMX3 ACC EMS: lrv150sx.europe.intranet	
	4	IM04820490	24-09-2015 23:27	-	[S7] MK_TIBCO: TIBCO_TAN_ON_VSVLNXTAN001536_PRD01: F1DedicatedAgreementRetrieval_001_P:2015-09-24 23:02:33 vsvlnxtan001536.prd01.csp.europe.	2015-10-08 17:00:00

Resolved Incidents (1)

Id	Updated at	Summary
IM04826033	29-09-2015 14:08	[LEAGUE1] [S5] gPaymentsAPI unavailable op de nldcv-bi7211

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Problem Management tasks managed as User Story in the Product Backlog

Changes:
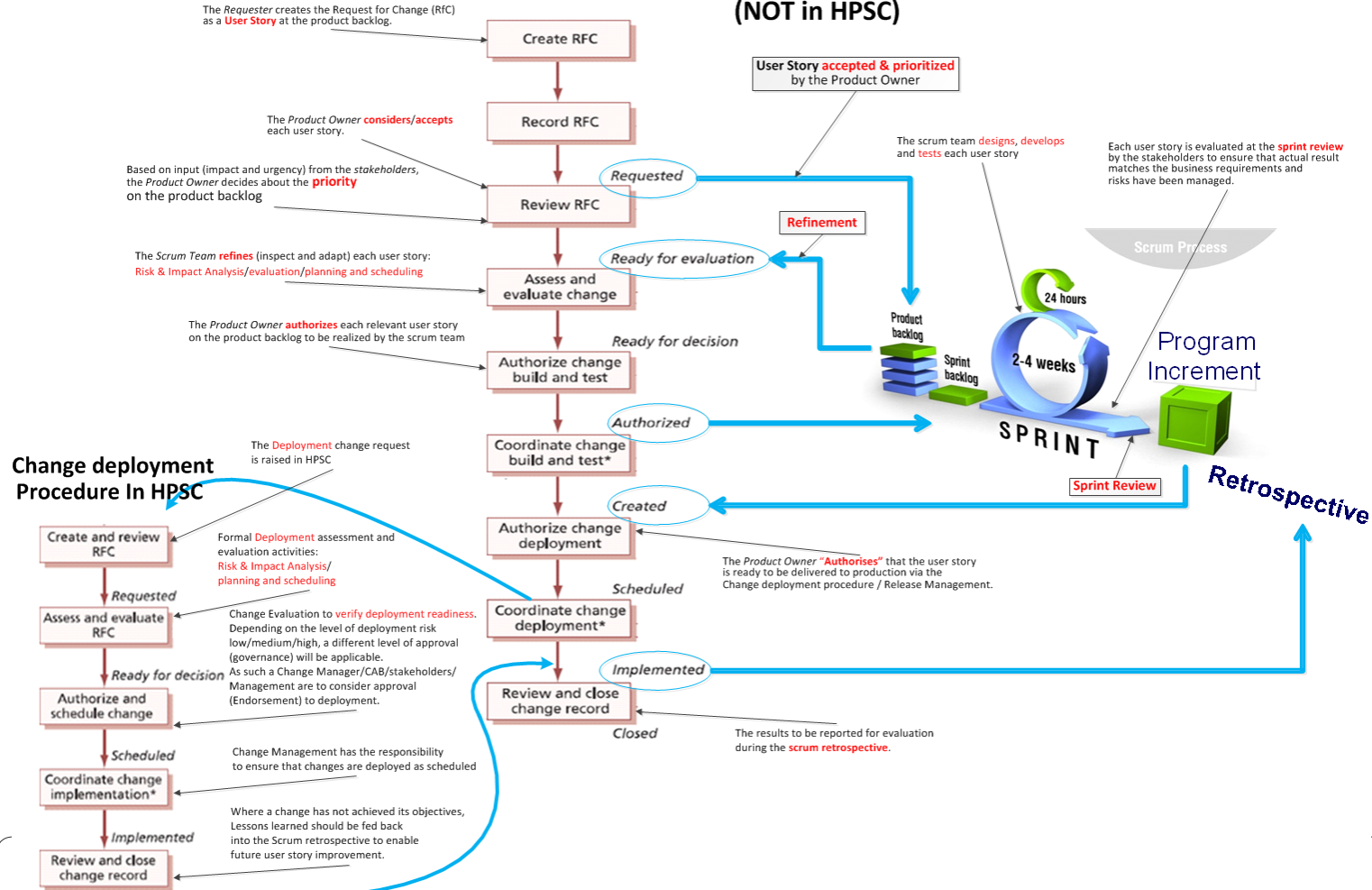- Workarounds in Knowledge systems
- No more Known Error record

Problem records still require minimal registration (status, short description):
- Reassignment to other teams
- Management reports & dashboards
- Linking incident records for insight in reoccurrence

Minimise build up of Technical Debt by aiming for **T**his **S**print **I**n **N**ext **S**print **O**ut (TSINSO)

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ITIL Change Management process adapted to agile/scrum (NOT in HPSC)

The *Requester* creates the Request for Change (RfC) as a **User Story** at the product backlog.

Create RFC

User Story accepted & prioritized by the Product Owner

The *Product Owner* **considers/accepts** each user story.

Record RFC

Based on input (impact and urgency) from the *stakeholders*, the *Product Owner* decides about the **priority** on the product backlog

Review RFC

Requested

The scrum team **designs, develops** and **tests** each user story

Each user story is evaluated at the **sprint review** by the stakeholders to ensure that actual result matches the business requirements and risks have been managed.

The *Scrum Team* **refines** (inspect and adapt) each user story: Risk & Impact Analysis/evaluation/planning and scheduling

Assess and evaluate change

Ready for evaluation

Refinement

Scrum Process

The *Product Owner* **authorizes** each relevant user story on the product backlog to be realized by the scrum team

Ready for decision

Authorize change build and test

Product backlog

24 hours

2-4 weeks

Sprint backlog

Program Increment

The *Deployment* change request is raised in HPSC

Coordinate change build and test*

Authorized

SPRINT

Change deployment Procedure In HPSC

Create and review RFC

Formal *Deployment* assessment and evaluation activities: Risk & Impact Analysis/ planning and scheduling

Authorize change deployment

Created

Sprint Review

Retrospective

Requested

Assess and evaluate RFC

Change Evaluation to verify deployment readiness. Depending on the level of deployment risk low/medium/high, a different level of approval (governance) will be applicable. As such a Change Manager/CAB/stakeholders/Management are to consider approval (Endorsement) to deployment.

The *Product Owner* "**Authorises**" that the user story is ready to be delivered to production via the Change deployment procedure / Release Management.

Ready for decision

Authorize and schedule change

Scheduled

Coordinate change deployment*

Scheduled

Coordinate change implementation*

Change Management has the responsibility to ensure that changes are deployed as scheduled

Implemented

Review and close change record

Implemented

Review and close change record

Closed

Where a change has not achieved its objectives, Lessons learned should be fed back into the Scrum retrospective to enable future user story improvement.

The results to be reported for evaluation during the **scrum retrospective**.

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Configuration Management: more progress to be made

We still need to manually change our CI's.
Possible improvements:
- Discovered data
- Automated generation of CI's in the CD Pipeline

CFG is more in the 'new' world!
- Also includes building actual configurations of applications and the stack
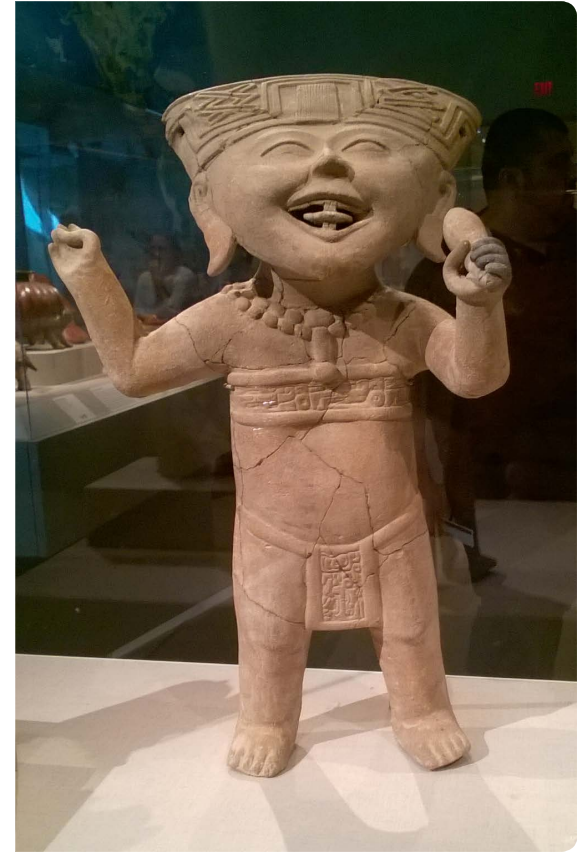- And keeping those in version control

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What can Agile/Scrum learn from ITIL?

- Customer focus (reliability)
- Feedback loop (mostly incident management)
- Uniform process
- Discipline

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What can ITIL learn from Agile/Scrum?

- Need for speed
- Customer focus (adding value)
- Limiting WiP
- Feedback loop (what customers really want)

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Wrap up

- no real conflict.
- ITIL still has added value in a DevOps way of work.
- It does help to make the processes as lean as possible
- ITIL and Agile/Scrum/DevOps can work together
- This requires understanding and acceptance of each other's expertise

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Thank you

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we are hiring!

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