PROFILE - SERVICE MANAGEMENT

Jean-Marc has practical experience putting in place key management disciplines that enable IT service organizations to control costs and deliver quality products that are in-line with established business priorities. Activities included:

- Establishing a performance management framework for measuring and tracking costs, and quality.
- Managing the bottom line by understanding the underlying costs (Total Cost of Ownership) that are required to support individual customers bases (Customer View), individual products and services (Product View) and individual business activities (Process view).
- Improving quality to a level that meets or exceeds customer expectations
- Minimizing service disruptions to the business.

AREAS OF SPECIALIZATION

Service Level Agreements
Cost Identification and Recovery
Product and Service Definition
Performance Level Indicators
Capacity Planning
Equipment Planning
Project Management
Performance Measurement and Tracking
Business Workload Characterization
Configuration Management
Problem and Change Management
Enterprise Architecture Planning
Technology Architecture
Product Development and Delivery
Business Continuity Planning
System Engineering

MEMBERSHIP / CERTIFICATION:

- The IT Service Management Framework (itSMF) Ottawa Branch
- The ITIL Fundamentals Certification

RELATED TRAINING / SEMINARS

- itSMF Canada Conference - 2002
- IT Service Management Framework Essentials (ITIL®) – Stay Technologies
- HP Openview – Network Node Manager – HP
- Capacity Management and Software Physics –ISE
- Computer Measurement Group 1984, 89, 90, 91, 92, 93
- Computer Capacity Management Conferences 82/83/84 - ISE
- IMS System Management – ISE
- Capacity Management Forum - IIM
- Problem Management Workshop –IBM
- Service Level Management – IBM
- Computer Performance User Group 79/80 - NBS
- MVS Measurement and Tuning - IBM
- MVS Structure and Design – IBM
- Multics Concepts and Utilization - Honeywell
- BEST/1 Modeling - BGS

SELECTED PROJECT EXPERIENCE

Specific project experience is provided for the following the categories:

- Service Level Management
- Financial Management
- Service Continuity Planning
- Availability Management
- Operations Management
- Service Desk
- Problem & Chance Management
- Configuration Management
- Capacity Management

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SERVICE LEVEL MANAGEMENT

Align service and product portfolios to the business needs of the customer and understand the underlying service contracts to the delivery of those services.

- For the **CIO - DND,** as ***member of the System Management Task Force***, developed the **Service Level Management** framework and **Chargeback** for the implementation of Service Level Agreements, budgeting, and billing for departmental national level systems.
- For the **CIO - US Air Force HQ,** advised and contributed to the definition and formulation of the service portfolio and service levels.
- For **Client Services – DND**, reviewed the Service Level Management process and recommended changes to the process and the agreement. Deliverables included the formulation of the Service Level Agreement for the departmental financial system.
- For the **US IT Service Provider - Pharmacia and Upjohn,** participated in the formulation and packaging of the IT Services and Product Catalog. Deliverables included: IT Service and Product Catalog with pricing strategy; a process framework describing the major activities pertaining to defining the products and services and establishing service levels.

SERVICE CONTINUITY PLANNING

Understand the value of the core business activities; assess the vulnerability of the business to risks and threats and put in place adequate protection.

- For the **Micronutrient Initiative,** as ***System Integrator,*** developed the IT Service Continuity Plan through facilitated workshops with the management team for the definition of services, business impact, risks assessment, and restoration priorities. Deliverables included: disaster recovery procedures, the plan, the process, the team, recovery site, and escalation process.
- For the **CIO – DND**, as member of the disaster recovery task force, reviewed the national level systems and established restoration criteria and survivability requirements.
- For the **Finance Computer System Project - DND**, determined the required level of automation to address the survivability requirements of the central computing facility. Deliverables included: application restorations requirements, an assessment of current backup and procedures, and a backup and recovery strategy.

FINANCIAL MANAGEMENT

Establish mechanisms for controlling and managing IT service delivery and support costs. Apply activity based costing and management techniques (ABC/ABM) to quantify total cost of ownership (TCO).

- For the **US IT Operation - Pharmacia and Upjohn,** reviewed existing cost accounting and cost recovery practices associated with the US IT Operation. Activities included establishing a blueprint for doing global product pricing. Deliverables included: a "Buy/Sell" Process framework describing the major activities pertaining to: costing products and services, and pricing products and services.
- For the **Montreal Regional Computer Centre - HRDC,** reviewed the activities of centre, identified service offerings, and

determined their costs. Activity based costing (ABC) techniques were applied to allocate the budget to specific services. Deliverables included: identification and definition of the services provided by the centre; volumetric, and unit costs for each of the services.

- For **Corporate Services – CPC,** conducted an audit of the Corporate Chargeback system in order to isolate the data discrepancies between the various data sources. Deliverables included: implementation of system exits for timeshared applications and the formulation of reports to properly track storage (DASD) usage by plant, organization and application.
- For the **Service Level Manager - DND**, conducted a functional review of the Cost Allocation and Rate Setting processes of their corporate computing facilities. Deliverables included: recommendations to facilitate these processes in a timely and accurate way; and a comparative analysis of their rates to other government and private sector service providers.
- For the **IT Resource Manager – CPC,** conducted a functional review of the existing cost centers and recommended a billing account code structure to capture usage by organization and application. Deliverables included the design and implementation of the computer based chargeback account code derivation exits (MICS).
- **Cost Allocation and Rate Determination System,** designed and developed a cost allocation and rate setting system. Delivered features: ability to define service groups, expense groups, and allocate costs (i.e. personnel, capital, operation and maintenance) to the various service offerings and calculate the unit cost per service. Software: Visual Basic and MS Access.
- For **CPC** and **DND, Performance Data Base and Chargeback – MICS**, as **Team Leader**, managed, developed, and implemented various MICS Performance and Chargeback systems (i.e. DND, CSE, CPC) for shared networks, assets, computing services including the integration of professional services, and pre and post services. Deliverables included: identification of information sources, utilization measurement metrics and algorithms, standards for application and organization accountability, and writing required user exits. Software: SAS.
- For the **Life Cycle Maintenance and Engineering Manager - DND,** developed a standard approach for sizing and costing EDP projects using dedicated facilities versus shared facilities. Deliverables included: proof of concept by pricing two large IT projects.

AVAILABILITY MANAGEMENT

Define the components, metrics and information sources for measuring "user accessibility and "service availability".

- For the **Client Services - DND**, defined the performance measurement metrics and exception thresholds for pro-active monitoring and reporting of system availability and denial of service due to performance degradation. Deliverables included: Functional Requirements and Technical Specifications for the acquisition of real-time monitors and tools.
- For the **Data Centre Consolidation Project - DND**, as ***Project Manager,*** was responsible for the implementation of real-time monitoring for the National Level

Computing facilities. Deliverables included: market product analysis, request for information, Request For Proposal, Bid Review, Project Implementation and Oversight.

OPERATIONS MANAGEMENT

Establish standards and procedures for the operation of computing environments. Put in place tools to automate manual intensive activities.

- For **Operations – DND,** conducted a functional review of the controlled production environment in support of the automation and integration of the data centres. Detailed evaluation criteria were provided for the selection of a Scheduling package.
- For **DND**, as ***Project Manager***, managed the creation and publication of English and French Data Processing manuals such as User Guides, System Management Guides and Operation Guides. In addition, was responsible for the technical accuracy of both English and French text.
- For **Operations – CSE,** as ***Senior Advisor-Capacity Planning,*** developed standards for the specification of datasets, account codes and job names for the MVS computer facility in order to facilitate the tracking of resources by organization and application. Deliverables included the definition of Application System identifiers for all systems.
- For the **Life-Cycle Engineering and Maintenance Manager** - **DND**, conducted a feasibility study to assess costs and benefits of using DASD versus automated tape libraries for backups and long-term storage.
- For the **CIO – DND**, as **Project Manager**, initiated and coordinated the migration of computer applications between the data centres in the Department. This resulted in standardized backup and restoration procedures for both data centers.

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SERVICE DESK

Provide a single point of contact for customer organizations and service providers.

- For the **CIO - US Air Force Headquarters,** as ***member of the IT Service Management Process Design Team***, identified the "*Best Practice*" key performance indicators associated to the overall management of IT services with an emphasis on the Service Help Desk, Technical Support and Operations Support. Deliverables included: definition of the "*As-Is"* baseline, an assessment and comparison to "*Best Practices*", the definition of the *"To-Be"* process with set performance improvement goals.
- For the **VP** - **Micronutrient Initiative**, as ***System Integrator***, established a virtual Help Desk and Technical Support function by implementing business-to-business relationships with ASP providers and IT Service Providers.
- For **Operations – CSE**, defined a framework for the implementation of a centralized User Help Desk in support of the Information Technology services. Deliverables included: establishing standards; tailoring, definition and implementation of Trouble Ticket/6000; populating the configuration database with hardware configuration items by extracting data from Netview and the Asset Management System.

PROBLEM / CHANGE MANAGEMENT

Minimize the occurrence of service disruptions and degradation and assess the impact of changes to the business.

- For **Client Services - DND**, reviewed the Change Management and Problem Management processes and recommended changes to both the process and system for stream-lining the capture of changes, problems, and overall tracking.
- For the **Operations Manager – CSE**, defined Change Management procedures for the central computing facility. The study involved the participation of the following organizations: system software, application development, security, and operations.
- For the **CIO - DND,** as ***member of the System Management Task Force***, participated in the definition of the **Problem and Change management** procedures, the specification of the business rules, and terms-of-reference (organizational responsibility matrix).
- For the **Configuration Manager - DND**, developed a Configuration Management information bulletin: "***Guide to Effecting Changes to the National Level Technology Framework***" for the local ITI managers. The objective was to ensure performance, security, and operational requirements were reviewed and addressed prior to implementing the changes.

CONFIGURATION MANAGEMENT

Maintain an accurate representation of the baseline and underlying relationships in terms of the services, obligations and customer base.

- For the **Configuration Manager – DND**, conducted a system review of CM practices for the capture and generation of engineering drawings. Local Configuration Managers across Canada were solicited for input through surveys and telephone interviews. Deliverables included: practices at each of the bases, guidelines and procedures for the on-going life cycle management activities with respect to Configuration Management across the department.
- For the **Chief, Life Cycle Engineering and Maintenance – DND,** conducted an organizational study of the Computer System Engineering groups responsible for life cycle management and technical planning. Deliverables included: a revised organization chart, resource levels, responsibilities, and detailed personnel profiles for each position.
- For the **Configuration Manager – DND**, reviewed existing practices with respect to the up-keep of the CMDB involving the remote supports groups for each the functional managers and the corporate manager. Recommendations were put forward and adopted for a common database and decentralized responsibility for the up-keep of the CMDB.

CAPACITY MANAGEMENT

Understand the business needs and ensure sufficient resources are in place to satisfy the demands and business cycles in order to maximize return on investment (ROI).

- **Capacity Planning Database System**, as **author**, designed, developed, and implemented a Capacity Planning Database Systems complete with data dictionary, archiving, automated reports and graphs. Data is maintained at a number of

summarization levels including detail, days, months, and quarters. Data collection and extraction interfaces were developed for a) BULL MULTICS computer installations, b) DEC VMS clusters, and c) PR/SM MVS/ESA installations. Software: SAS V6, Merrills MXG

- **Information Resource Catalog & Workload Characterization - Ashton Architect™**, as ***Co-author*** designed and implemented a computer based tool specifically designed to address and solve planning and engineering issues commonly encountered with the distribution of databases. Algorithms were developed to evaluate the impact on the technology infrastructure (i.e. servers and network) and propose an optimum Data Placement Distribution Strategy. Delivered capability included an IRC for capturing: the business model, the organization model, subject (information) areas, locations, application portfolios, current system deployment, the technology infrastructure and associated relationships. Software: Visual Basic, SQL, MS Access.

- For **Enterprise Services - INAC,** as ***Senior Advisor - Technical Planning***, established and maintained the Technology Planning Framework for measuring the existing baseline and assessing the impact of proposed application/projects using Ashton Architect™ and HP Openview. Deliverables included: installation and configuration of HP OV Network Node Manager; establishing baseline diagrams of the INAC Network Topology and Servers; integration and sharing of various infrastructure configuration documentation items; and ongoing sizing of application projects/systems.

- For the **Network Services - DFAIT**, quantified the SIGNET network bandwidth requirements to support offices across the world. The study included developing the business framework and technology framework and evaluating the impact of the major applications. Ashton Architect™ was used to assess the workload impact.

- For the **Capacity Manager - DND**, developed a Capacity Planning methodology for Unix based systems. The study defined the processes involved for establishing both the business framework and technology framework.

- For the **Military Recruitment Project - DND**, evaluated the impact of data placement strategies and quantified workload requirements for the deployment of the application across Canada. Similar activities were conducted for the Reserve Integrated Information System. Tool used: Ashton Architect™.

- For the **Data Centre Consolidation Project - DND**, conducted an EDP Workload Characterization study for the National Level Systems. The study included soliciting information from the business user communities, and formulating both the business plan and the computer workload five year plan.

- For **Maritime Command - DND**, conducted a capacity impact study for the Department's Honeywell Multics Computer Centre in Halifax. The study included an assessment of their present and future workload demands. Deliverables included: a Workload Utilization Forecast, Equipment Upgrade Plan, and replacement strategy for the Multics systems.

- For **Engineering and Drafting - CPC**, conducted a study to determine the CADD

workload for the purposes of sizing computer hardware and data communications requirements for databases resident on multiple hardware/software platforms (INTERGRAPH and MVS)

- For the **Corporate Manager Operations – CPC**, prepared short and long range workload projections and upgrade costs for all Corporate computing facilities based on the Corporate Business Plan.
- For **Engineering Services - DND**, quantified both present and future inter-data centre traffic between the data centers. Deliverables included: a network design and feasibility of doing remote backups across the cross-domain links
- For the **Montreal 202 Workshop Depot - DND**, reviewed the existing system at 202 Workshop Depot in Montreal, and prepared technical specifications for the replacement of the DASD and Tape subsystems. Deliverables; RFP, Bid evaluation and acceptance on behalf of the Project Authority.
- For the **Data Centre Project Manager – DND**, conducted a technical evaluation and prepared an evaluation report of bids in response to a large mainframe Request for Proposal.
- For the **Corporate Manager Operations – CPC**, managed the upgrade of the central computing facilities including the preparation of technical specifications, evaluation and selection of bids, contract negotiations, and scheduling and coordination of implementation activities