USING PRINCE2 AND ITIL PRACTICES FOR COMPUTING PROJECT AND SERVICE MANAGEMENT IN A SCIENTIFIC INSTALLATION

D. Fernández-Carreiras, G. Cuni, J. Klora [on leave], M. Martin, O. Matilla, A. Nardella, A. Pérez, V. Prat [on leave], D. Salvat , ALBA-CELLS, Barcelona, Spain

Why managing projects?

The requirements, the environment, the people and the reality are usually complex. A standard and structured approach helps to identify and minimize the risks, improve the communication the decision-making process.
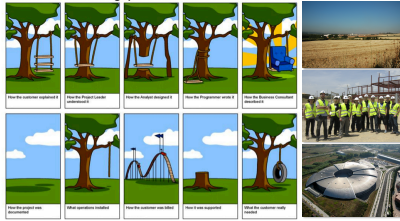
What is a project?

"… a temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case."

What is a service?.

"… a mean of delivering value to customer by facilitating the outcomes customers want to achieve without the ownership of specific costs and risks."
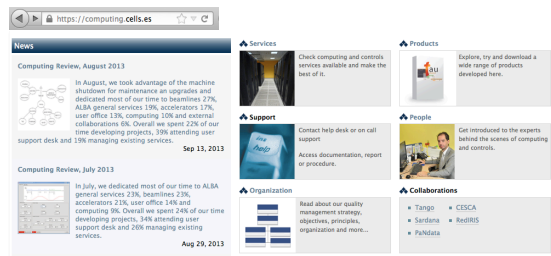
Can we manage projects and services?

… "managing" results in gathering data for the necessary quality reviews, identifying problems at an early stage and keeping the justification and the alignment with the business. Services and projects have a meaning together.

Management and Quality

Project and service management practices have been well established in the industry since long ago. An important success factor is closing the feedback loop with people for **continuous improvement**: **plan, do, check** - gather data, analyze information -, and **act** on findings. The key performance indicators should be reviewed on a regular basis with the whole team..

TimeDB

The web application to log the time assigned to customers´ projects and services.

The database is a huge source of information on resource usage from which we issue various management reports.
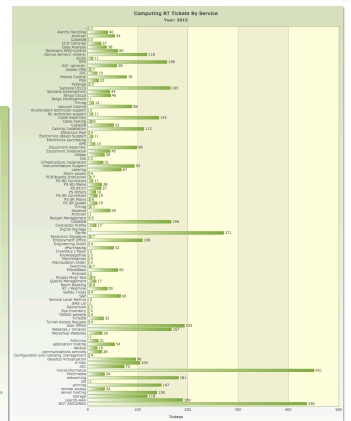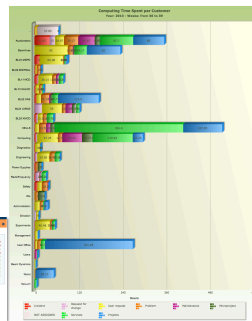
## CPM: ALBA-CELLS CELLS Project Management Tool

The **Mandate**, with the name and purpose of the project, to assess its utility and feasibility.

At this point we decide eventually to proceed:

Pre-Project We define the **Project Board** (Executive, Senior User, Senior Supplier and the Project Manager). Project Manager produces a **Project Brief** including preliminary versions of the **business case.**

Initiation Stage: The project manager develops the project initiation document (**PID**) including managing strategies, products and the detailed plan.

Once the board approves the PID we proceed to the **delivery stages**: each managed and controlled with highlight and exception reports..
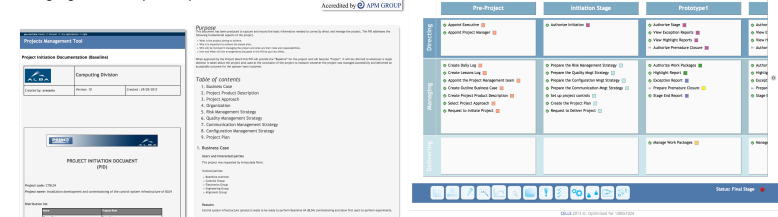
Computing Services Catalogue
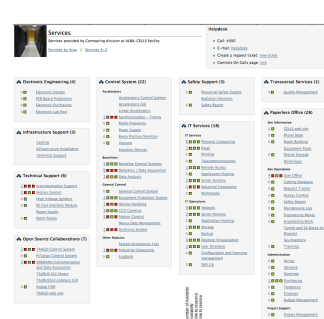
Thee Computing Services Catalogue and the main Key Performance Indicators (KPIs) of each service is available and updated on the web including number incidents over the last 30 days, time to respond, time to resolve incidents and availability


Concerning ITIL service management, we have dedicated a considerable effort. We have a running implementation of few processes of "service operation¨, and a preliminary "catalogue of services" .

Our experience up-to-now

The rigorous management of projects and services is a key success factor for the installation and operation of scientific facilities. Implementing and following a methodology requires a strong commitment from the management and the adequate infrastructure, procedures and knowledge in place. It is usually preferable to follow incremental evolutionary approaches rather than heavy implementations not adapted or customized to the environments. An appropriate **communication management** is essential for both keeping the managers committed with the methodologies and transmitting the benefits of using the tools to the members of the team.
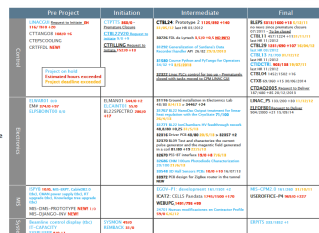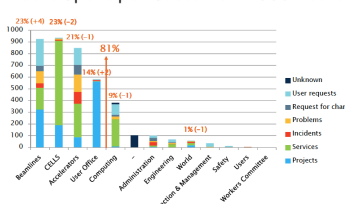
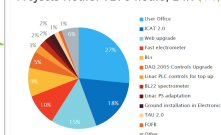## Quality reviews. Reports produced monthly (M. Martin) (Example: Computing July 2013)
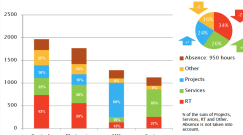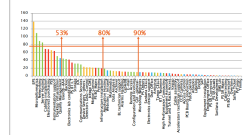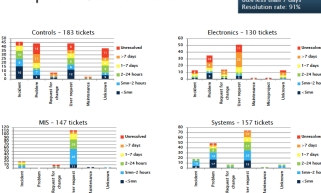
Since 2009 until now (Sep. 2013), almost **150 projects and more than 35,000 request tickets** have been managed through CPM and RT. At the moment we are in the process of deploying the tools and extending the methodologies to whole organization.