IT Service Management (ITSM) Consulting Support

University Of Chicago
Networking Services & Information Technologies (NSIT)

Request For Information (RFI) Response For An Incident Management System

September 5, 2008
Dear Ms. Wojciechowski:

Thank you for the opportunity to present our services, people, and qualifications to University of Chicago. On behalf of Deloitte Consulting LLP (“Deloitte Consulting”), we are pleased to submit our response to your Request for Information (RFI) for assisting your organization with the design and implementation of an Incident Management System. Our attached response outlines our recommended approach to helping University of Chicago meet its objectives.

We strongly feel that Deloitte is uniquely suited to quickly help your organization further refine your business process analysis and software selection efforts for the Incident Management System. We provide a consulting force with deep breadth of Incident Management experience backed by solid implementation methods, processes, templates, tools and aids.

Unlike many other organizations, we bring consultants that have actually run and operated Service Desks working hands-on day-to-day with Incident Management issues and solutions. The methods and approaches we bring are actually being used by Deloitte itself to support its own business. Our independence allows us to provide assistance, advice and recommendations without any bias towards whatever technology solutions the University may decide to put into place.

We understand that choosing a professional services firm, a trusted advisor, is a critical decision. We strongly believe our style and approach to consulting, combined with our demonstrated performance, make us the right firm to assist you with this important endeavor. We are certainly excited about this particular opportunity and look forward to working with the University of Chicago on this most critical effort.

Sincerely,

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Summary

Networking Services and Information Technologies (NSIT) at the University of Chicago (University) provides numerous IT services to support a major research institution. NSIT’s staff of over 300 people supports a client base that includes over 25,000 faculty, staff, students, and alumni. Last year, NSIT responded to over 20,000 incidents through their formal help desk channels in addition to inestimable contacts through less formal channels (e.g. direct emails and calls to NSIT personnel).

In early 2008, NSIT’s senior leadership team surveyed the various formal and informal processes, technologies and agreements that NSIT currently uses to interact with their broad client base. As a result of this work, NSIT senior management team identified three general areas where NSIT can become more effective and efficient. These areas include:

- Improve Client Communication / Interaction
- Improve NSIT Service Delivery Processes
- Optimize Incident Management Systems

In April 2008, NSIT senior leadership established an Incident Management Project Team and committed to support three objectives for the project team going forward:

- Common Processes – NSIT will use an integrated set of department-wide processes to manage incidents and develop intergroup agreements to govern those processes
- Common Tools – the Incident Management team will drive the organization toward a minimal number of incident management systems (preferably one)
- Project Commitment – NSIT will use a project management approach to develop and implement the organizational and system changes related to Incident Management

NSIT considers the Incident Management project to be part of a larger IT Service Management initiative. As part of this larger perspective, NSIT will incorporate the IT Infrastructure Library (ITIL) as a general framework going forward and, initially, concentrate on ITIL processes during the implementation phase. The project team is now interested in working with consulting organizations to further refine NSIT business process analysis and software selection criteria.

NSIT is now gathering information on potential consulting firms. They have invited Deloitte to respond to a Request for Information (RFI) for consulting services for an Incident Management System. The following pages present our answers to the questions posed in the RFI Section III.
A. Philosophy and Culture

1. Describe your company’s culture and philosophy in terms that are meaningful to a potential client.

Deloitte operates a global practice with over 150,000 people in 140 countries across Audit, Tax and Consulting functions. In order for us to remain cohesive and provide the highest value to our clients we are required to strongly maintain the shared values of our people throughout the world. This binds us together and promotes trust among the partners and professionals of our member firms, allowing us to enhance the confidence of our clients. These values join us as a single united practice across different cultures, customs, and languages and are the foundation for our collective success.

A global consultation process is used to ensure that, these values are all-encompassing and embrace the cultures in which our member firms operate. This thorough process results in universal shared values that form a basis for a consistent approach to service delivery worldwide. These shared values are:

- Integrity
- Outstanding value to markets and clients
- Commitment to each other
- Strength from cultural diversity

We maintain a set of ethical principles that are a result of close collaboration between Deloitte’s global ethics and compliance officer, Deloitte’s global independence leader, and senior partners from member firms around the world. They offer guidance to our professionals on the global and local levels and address matters of professional conduct, including confidentiality, competence, and leadership. Our ethical principles include the following:

**Honesty and integrity** – We act with honesty and integrity.
- We are straightforward and honest in our professional and business relationships.
- We are truthful about the services we provide, the knowledge we possess, and the experience we have gained.

**Professional behavior** – We operate within the letter and the spirit of applicable laws.
- We comply with professional standards and applicable laws and regulations.
- We avoid any action that may discredit our firms or our professions.
- We strive not only to do what is legal, but also what is right.

**Competence** – We bring appropriate skills and capabilities to every client assignment.
- We understand that the public and our clients expect our work to meet high professional standards.
- We use due care to ensure that client needs are matched with Deloitte personnel who have the competence required for their assignments.

**Objectivity** – We are objective in forming our professional opinions and the advice we give.
- We do not allow bias, conflict of interest, or undue influence of others to override our professional judgments.
- We address differences of opinion and handle them constructively and professionally.
Confidentiality – We respect the confidentiality of information.
- We prohibit disclosure of information to anyone inside or outside our firms without the legal or professional right to know.
- We do not misuse information of our clients, our firms, or our people for personal advantage or for the benefit of third parties.

Fair business practices – We are committed to fair business practices.
- We receive fees that reflect the value of services provided and responsibilities assumed, and are considered fair and reasonable by our clients.
- We respect our competitors and do not compete unfairly.

Responsibility to society – We recognize and respect the impact we have on the world around us.
- We take our role in society seriously and do not cause intentional harm.
- We support contributions to the communities where we operate.

Respect and fair treatment – We treat all our colleagues with respect, courtesy, and fairness.
- We understand the impact that our individual behavior has on our firms, our colleagues, and society, and always work to take responsible action.
- We encourage and value the diverse mix of people, viewpoints, talents, and experiences found at Deloitte.
- We are fair in our behavior and our policies promote equal opportunity for all.

Accountability and decision-making – We lead by example, using our shared values as our foundation.
- We recognize that we are role models and that we set behavioral standards for our professions and each other.
- We make decisions based on our shared values and expect our leaders and colleagues to do the same.

2. Describe the style of communications that take place between your consultants and your clients. Typically, how much is asynchronous (such as through e-mail) and how much is face-to-face or on-site?

Our style of communications varies greatly across our many clients worldwide. The vast majority of our communications for a typical project are face-to-face and onsite where reasonably possible. This is adjusted to fit the unique needs of each client and how their teams are organized. For example, some clients have their team personnel scattered in many remote locations. For these situations, we leverage email and our virtual meeting capabilities.

Deloitte Consulting uses a structured approach to program management which would include working with NSIT to develop a project communication plan. The purpose of the communication plan is to establish and maintain a method for communications that will facilitate activities and processes needed to manage timely and appropriate generation, collection, distribution, and storage of project information.
A typical project communication plan for our projects identify:

- Who needs project information (includes identifying the project stakeholders)
- Why the information is needed
- The communication vehicles (media) that will be used to generate, collect, distribute, and store the information
- The communication activities that will take place during the project
- The communication roles of stakeholders and team members in the project

Other tools that are part of the communication process include a contact list, which is used as a stand-alone document and is updated and distributed regularly.

Within our projects, the project communications plan is a living document and is constantly updated and changed as the project effort progresses.

3. Describe how your company attracts and retains qualified staff.

The Deloitte U.S. Firms are keenly aware that we must be well-positioned to attract and, more importantly, retain our best people. Our people are our most important assets. For us, the key lies in our culture. In so doing, we are committed to the careers and professional growth of our people. As part of this vision, we have initiated people strategies which we hope will reinforce the best attributes of career-based cultures within our organization.

For example, we have enhanced programs that focus on developing our people into top performers. This is done through careful coaching/counseling and a strong focus on staffing/deployment to ensure a tie to practitioner development needs and career objectives. We believe that these strategies distinguish Deloitte from our competitors with respect to the retention of our employees.

Our focus on employee recruitment and retention helped propel the Deloitte U.S. Firms onto the Fortune list. In 2008, Fortune magazine named the Deloitte U.S. Firms to its annual listing of the "100 Best Companies to Work For." This marks our ninth appearance on the list in the past decade.

Our focus on professionals' career growth, skill development, and need for work-life balance has earned our organization a reputation as an employer of choice around the world. Our commitment to training and career planning further ensures that our client service teams are equipped with professional knowledge, in-depth understanding of industry issues, and hands-on experience in providing exceptional service. The best people for us translate to the best people for our clients.
B. Experience in IT Service Management and ITIL

1. Describe your competitive positioning in the IT Service Management (ITSM) consulting space. (Who are your competitors, and what is your competitive advantage vis-à-vis your competitors?)

Providers of IT Service Management solutions in the marketplace are scattered across several large hardware/software vendors, a number of mid-tier product companies and many smaller boutique consulting firms. Deloitte strongly believes that IT Service Management is an absolute necessity for operating IT infrastructures in the 21st century.

Companies have been crying out for independent assistance and advice in how to best strategically use IT Service Management within their own organizations without having to commit to specific tools and products. This is where Deloitte is uniquely positioned within this marketplace.

Towards this end, Deloitte has been investing heavily in bringing the strongest talent, experience and advice to its consulting arsenal. Key areas of difference for us are:

- **Knowledge** and experience in IT Service Management with a certified consulting force of over 110 practitioners in the U.S. who have been on the forefront in the design and implementation of the IT Infrastructure Library (ITIL) framework.

- **Practical experience** in applying ITIL-based solutions to real-world IT operations – many of our consultants have actual experience in running and operating IT infrastructures rather than just consulting about them.

- **Access to a broad range of world-class experts** – Deloitte has over 110 certified ITIL consultants in the U.S. and can quickly assemble a diverse team of full-time and part-time resources that are seasoned experts in the areas of the ITIL technologies and operating models. By tapping into our range of services across our entire company, our engagement team is able to access a wide range of experts to handle all aspects of what is needed to be successful. This includes individuals with extensive experience with financial modeling, IT organizational design, data or call center build and construction, organizational change and regulatory. This group is in addition to our Higher Education Industry practice team that brings consulting expertise and experience with many college university organizations within the U.S. as well as around the world.

- **Leadership in IT and management consulting** – With our experience in planning and implementing strategies and systems at major service oriented organizations, Deloitte blends deep knowledge of technology with experience in operations, systems and finance. We have led successful transformation projects of numerous organizations and implemented ITSM systems across the U.S.

- **Holistic Solution View** – When working with solutions, we don’t just address the software and process changes but also have significant experience with the impacts of these to the organization and people. We marry the technical know how and experience to implement solutions with significant change management experience and people issues associated with the changes those solutions bring.
Strategy that is business-driven and implementation-focused – While we seek to achieve a high degree of innovation with respect to IT strategy, we realize that the key outcome of any aspect of IT service management systems must be driven by business needs and capable of being successfully implemented without undue cost and risk. We work closely with University leadership at University of Chicago to balance the potential benefits with expected risks, all within a functional and financial framework model. We help the University of Chicago achieve its goal of implementing an Incident Management solution that maximizes value for the University of Chicago.

We strongly believe that our ability to be an independent partner is a key differentiator for Deloitte. We do not produce nor sell applications or infrastructure components. We provide the most complex organizations in the world with management and technology consulting expertise. Our services are grounded in an in-depth understanding of people, process and advanced technological concepts. We believe that our focus and experience are well aligned with the project objectives and that you will find our ability to blend IT expertise with strategy, operations, finances and human capital are unparalleled in the industry. We are committed to investing in and growing our business relationship with you.

2. Describe your processes and techniques for systems and process analysis. Do you use any particular methodologies or frameworks for strategy development and business analysis? (Note that this is purely informational; there is no “right” or “wrong” answer here. University is not committed to any particular methodology or framework.)

Our Approach - Overview

The Deloitte approach is heavily based on use of IT Service Management principles and IT Infrastructure Library (ITIL) good practices. Our recommendation would be to continue down the path that NSIT has chosen in using ITIL guidance to implement the Incident Management System.

IT Service Management (through ITIL) is emerging as a key strategy for operating and delivering IT services throughout the industry. This strategy focuses on operating IT as a service delivery organization using repeatable consistent processes rather than as a collection of technologies. ITIL is very strongly aligned to NSIT objectives such as improving overall service delivery processes, improving interactions with NSIT clients or optimizing IT processes.

Deloitte utilizes an IT Service Management Operating Model to help place solutions within an overall operations context. This model is shown as follows:
The operating model is based on the following basic tenets that describe how IT operates and delivers its services:

- Customers get services;
- Services are delivered through one or more functional units;
- Functional units deliver their services through consistent and repeatable processes
- IT Service Management cannot take place without service and process ownership in the organization
- Incidents are unplanned outages to delivered services (e.g. Email is not working) while requests are transactions against those services (e.g. Please increase my mailbox size)

Putting this model in context for NSIT, we see the intended effort as follows:

- NSIT consists of a number of functional units to deliver services to their clients
- NSIT desires that these units operate with a common Incident Management process and set of supporting technologies
- Clients interact with NSIT by issuing requests or reporting incidents
- NSIT may have implemented monitoring and event detection capabilities in the NSIT infrastructure to detect incidents before they are seen by clients
- NSIT wishes to formalize interactions between functional delivery units to satisfy requests and resolve incidents through use of operational and service level agreements
- NSIT has begun documenting request fulfillment procedures such as how to respond to general questions or provide access to applications and is requesting the selected partner to help complete these procedures
- NSIT has also begun documenting incident resolution procedures such as how to deal with telephone service interruptions and is requesting the selected partner to help complete these procedures
- NSIT has initiated use of the IT Infrastructure Library (ITIL) as part of a larger Service Management initiative and would desire that any implemented Incident Management solution fit within this approach

Towards this end, Deloitte would recommend the implementation of an Incident Management solution that is ITIL-based. Deloitte brings to the table our ITIL Solution Implementation Model combined with several analysis tools, starting templates and other accelerator aids to help NSIT further refine their business process analysis efforts, develop software selection criteria and select process and tooling solutions.

Deloitte views ITIL-based solutions in a holistic manner. This means looking at technologies, organization, and governance in addition to processes. Deloitte has found that the success of these kinds of efforts works best when all four of these domains are considered in unison.

The scope of this effort, as has been stated in the RFI, as we see it, covers the Service Desk function along with the ITIL Incident Management and Request Fulfillment processes. In addition, these processes will be supplemented with short-term processes or procedures that interface with those two processes but which are not yet developed.
Our ITIL Solution Implementation Model provides a complete roadmap for implementing an ITIL-based solution. It guides the design, development, transition, and early life operation of future state ITIL solutions, which in this case, is the Incident Management System.

The ITIL Solution Implementation Model is shown as follows:

**Deloitte IT Service Management (ITIL) Solution Implementation Model**

This model follows the ITIL Continual Service Improvement model through a project lifecycle that covers the ITIL Service Lifecycle Stages of Initiation, Design, Transition, Operation and Improvement. At the end of each lifecycle stage, a checkpoint is taken to make sure there is readiness and agreement to proceed to the next stage.

Each project lifecycle stage cuts through the four solution aspects or project tracks (Process, Technology, Organization and Governance) and provides a specific set of work activities and work products. These activities and work products are common to all the ITIL process solutions. In addition to these, a Specific Solution Work track is added unique to implementing the Incident Management System solution.
Our Approach – In Detail

The following pages describe a more detailed view of how the Implementation Model is used to provide a holistic Incident Management System solution. The Deloitte project phases in the model are somewhat equivalent to the ITIL Service Lifecycle stages: Service Strategy, Service Design, Service Transition, Service Operations and Continual Service Improvement.

Project Work Phase: Strategize
Typical Duration: 4-6 Weeks

In this phase, Deloitte reviews the current state of the Incident Management, Request Fulfillment processes and Service Desk function, including process flow, key performance metrics in place, and current roles and responsibilities. This current state information will be analyzed based on a workshop with key NSIT participants and a review of relevant information. Deloitte will assess the current state information relative to current process maturity using the workshop results and information provided. Gap Analysis activities will occur to identify key improvement areas and map then map these to specific NSIT improvements, goals and benefits.

The goal of this phase is to gain agreement as to the future state vision for the solution, identify what actions need to take place and solidify the going-forward roadmap. The model for this work phase is shown as follows:
Highlights to this approach include analyzing variance to best practices. To measure the variance of current state processes to ITIL-based best practices, Deloitte uses its proprietary ITIL assessment tool to look at process, technologies, organization, and governance practices as they relate to Incident Management.

**ITIL-Assessed Process, Technologies, and Tools**

![Example Diagram]

Key Deloitte tools and templates used to conduct this phase include the following:

<table>
<thead>
<tr>
<th>Item</th>
<th>Used To Provide:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMMI Process Maturity Tool</td>
<td>Independent means for assessing relative level of maturity for processes</td>
</tr>
<tr>
<td>ISO20000 Controls Inventory</td>
<td>Independent means for benchmarking process activities against the IT Service Management standard</td>
</tr>
<tr>
<td>Architecture Analysis Tool</td>
<td>Populated with current client toolsets to determine viability of current tools, tool value and tooling gaps</td>
</tr>
<tr>
<td>Organization Analysis Architecture</td>
<td>Provides a general benchmark of IT organizational roles and activities to compare against current state organization</td>
</tr>
<tr>
<td>Metrics Inventory</td>
<td>Provides a general benchmark to examine current state reports and metrics</td>
</tr>
</tbody>
</table>

Key project activities conducted during this phase are listed in Appendix A.
Project Work Phase: Design
Typical Duration: 10-12 Weeks

The goal of this phase is to design the service and process solutions as well as the technologies that support them. Design activities take a holistic view of the solution to be implemented including all aspects such as process, tools, organization, metrics, and reporting. The model for this work phase is shown as follows:

In this phase, Deloitte will leverage ITIL for the development of the future state Incident Management System. General activities include:

- Developing recommended process flows, roles and responsibilities, technology requirements and process metrics based on minimal customization of ITIL
- Prepare and facilitate workshops with NSIT personnel to review the initial future state documents
- Refine and complete future state documents based on feedback from NSIT
- Assist NSIT in conducting selections of technologies to support the new Incident Management solutions
- Begin planning for an effective implementation of the solution
Additionally, Deloitte will coordinate any short term process integration activities as required across the in-scope ITIL processes. For example, Incident Management typically requires some Configuration Management activities to be in place such that Service Desk Agents have accurate information on current infrastructure state and caller technologies being used (such as their desktop configuration). OLAs (Operational Level Agreements) and SLAs (Service Level Agreements) need to be put into place to help guide the priorities for how the Service Desk staff will react to incidents as they occur.

Key Deloitte tools and templates used to conduct this phase include the following:

<table>
<thead>
<tr>
<th>Item</th>
<th>Used To Provide:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Management Process Flows and Templates</td>
<td>Starting point for clients to quickly design and build their call management processes and work flows</td>
</tr>
<tr>
<td>Incident Management Process Flows and Templates</td>
<td>Starting point for clients to quickly design and build their incident management processes and work flows</td>
</tr>
<tr>
<td>Request Fulfillment Process Flows and Templates</td>
<td>Starting point for clients to quickly design and build their request fulfillment processes and work flows</td>
</tr>
<tr>
<td>Sample Training Plan</td>
<td>Starting point to create a training plan to structure approach for training audiences and prepare stakeholders for new processes and technology.</td>
</tr>
<tr>
<td>Sample communication Plan</td>
<td>Starting point to create a communication strategy and plan to prepare and onboard stakeholders to new processes and technology.</td>
</tr>
<tr>
<td>IT Organization Design, Roles, and Talent Requirements</td>
<td>Accelerators ranging from organization design best practices to specific job descriptions to support a refined organization design.</td>
</tr>
<tr>
<td>Service Desk Operational Template</td>
<td>Starting point for clients to quickly document and build their Service Desk tasks and procedures</td>
</tr>
<tr>
<td>Sample Process Guides</td>
<td>Jump starts policy building efforts with sample policies for all solution processes</td>
</tr>
<tr>
<td>ITIL Process Modeler Tool</td>
<td>Assists with design of ITIL processes by simulating performance characteristics of ITIL processes such as task/delay times, utilization of staff, etc.</td>
</tr>
<tr>
<td>Service Desk Staffing Calculator</td>
<td>Assists with identifying resource staffing levels for Service Desks based on expected call volumes.</td>
</tr>
<tr>
<td>ITSM Architecture Model</td>
<td>Provides starting reference for all required tool functions, role descriptions, data repositories, services and operational activities</td>
</tr>
<tr>
<td>Deloitte Technology Selection Methodology</td>
<td>Used to help guide clients through the technology selection cycle from requirements generation to vendor selection</td>
</tr>
</tbody>
</table>

Key project activities conducted during this phase are listed in Appendix A.
**Project Work Phase: Transition**
Typical Duration: 12-20 Weeks

The goal of this phase is to build, test and transition the solution to a production state ensuring it meets all its business and operational requirements. The model for this work phase is shown as follows:

Sustainable acceptance of change (in this case, the new Incident Management System) occurs when the impacted workforce understands the new Incident Management System, the business processes as well as the vision behind the changes. The objective of this phase is to support the transition through effective alignment of talent and to the future state organization and to confirm that the impacted workforce clearly understands the need for and the impacts of the change to the new system. Further, this phase is focused on ensuring that the workforce possesses the knowledge, capabilities, and motivation to change. In our experience, these activities accelerate the impacted workforce’s adoption of the changes and reduce the performance dip typically experienced during new system implementations.

Deloitte will develop a customized communication campaign to support understanding and adoption of new processes and technology as well as a training program to support the necessary skills to support effective implementation.

It is important to highlight that the change management and organization activities are highly integrated with other project activities, following the same phases as the overall project phases, which result in coordinated and effective delivery of the change management activities. This approach is scalable and will be tailored according to the needs of the NSIT project.
Key Deloitte tools and templates used to conduct this phase include the following:

<table>
<thead>
<tr>
<th>Item</th>
<th>Used To Provide:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Change Lifecycle</td>
<td>Planned steps and activities for helping NSIT adopt the new Incident Management System and ensure that staff is accepting and operating with improved Incident Management processes.</td>
</tr>
<tr>
<td>Deloitte Project Management Method (PMM4)</td>
<td>Used to manage and control implementation and transition projects to make sure they are completed on time and within budget.</td>
</tr>
<tr>
<td>Deloitte Systems Development Playbook</td>
<td>The Playbook is Deloitte’s methodology and supporting materials for building and delivering custom technology solutions.</td>
</tr>
</tbody>
</table>

Key project activities conducted during this phase are listed in Appendix A.
Project Work Phase: Operate
Typical Duration: Ongoing

The goal of this phase is to oversee day-to-day operation of the implemented solution. The model for this work phase is shown as follows:

During this phase, NSIT is operating the Incident Management System on a day-to-day basis. Tools and templates used to conduct this phase will come from the actual implemented Incident Management System solution itself.

Key project activities conducted during this phase are listed in Appendix A.
**Project Work Phase: Improve**

Typical Duration: Ongoing – Usually Every 3-6 Months

The goal of this phase is to continually improve the quality of the processes and services related to the solution that was implemented. The model for this work phase is shown as follows:

Tools and templates used to conduct this phase include metrics and reports as produced by the implemented Incident Management Solution.

Key project activities conducted during this phase are listed in Appendix A.
Our Approach - Project Team Organization

It is highly recommended that a structured program be put into place to guide the overall Incident Management System Implementation effort. The program should be structured to maximize the need for solution design, solution communications and solution acceptance. This is highly critical as process and new technology solutions are only as successful as to the degree that they are actually adopted and used.

Deloitte recommends use of a Core/Extended/Advisor team approach to make this effort successful. This leverages the project team across the NSIT organization fairly efficiently and helps gain buy-in and acceptance for the Incident Management solution along the way. A summary of the key team roles is as follows:

<table>
<thead>
<tr>
<th>Team Role</th>
<th>Participation</th>
<th>Description</th>
</tr>
</thead>
</table>
| Core Team                  | Half to full time | • Hands-on implementation team member  
                              |                                 | • Produces Work Products/Artifacts |
| Extended Team              | Up to 4 hours per week | • Represent Business Or Other IT Unit(s)  
                              |                                 | • Speaks on behalf of units represented |
| Advisor Team               | Up to 2 hours per month | • Participation is as desired  
                              |                                 | • Reviews and agrees solutions |
|                            |                   | • May be a key decision maker  
                              |                                 | • Recommends Core/Extended Team Members |
|                            |                   | • May simply want to be informed |
| Subject Matter Expert (SME)| Varies as needed | • Provides expertise to the team in areas where the team needs advice and guidance  
                              |                                 | • May be part of Core, Extended or Advisor teams |
|                            |                   | • Typical role for outside consultant or technical expert |
The Core Team organization itself is primarily divided by project track (Process, Technology, Organization, and Governance) as well as by the team roles described above. A recommended approach would have a team structure that might look as follows:

Each Core Team Track will align with the tracks, work products and activities described earlier. NSIT may wish to utilize the above as an overall structure and populate it with key stakeholders and team members as it sees fit. Use of external consultants generally will fit into the Subject Matter Experts slot, but can also take on a Track Leadership role if NSIT so desires.
Our Approach – Software Solution Selection

Deloitte uses a generalized 10-step software selection approach to help frame and guide the tooling and technology selection process. These activities would be performed in the Design phase of the Incident Management System implementation effort. The 10 steps are described briefly below:

Step 1: Develop an agreed upon a vendor selection methodology to be used

Step 2: Conduct market research to identify potential vendors and institute a process to develop a vendor short-list

Step 3: Conduct meetings with client business and technical SMEs and key stakeholders to develop a set of comprehensive business and technical requirements – for this step, the ITSM Architecture Analysis tool can be used to provide a comprehensive architecture and set of functional and data requirements
Step 4: Develop a vendor demonstration script if it is desired to have vendors demonstrate their software performing specific business and functional requirements

Step 5: Develop a Request For Proposal (RFP) document and issue to the vendor short list developed earlier

Step 6: Develop reference check questions to help guide reference checks

Step 7: Evaluate RFPs responses, vendor demonstrations and references and score these using the selection criteria and evaluation framework
Step 8: Using the selection criteria and evaluation framework, score each vendor on their RFP response, vendor demonstration, reference checks, vendor company information and pricing.

Step 9: Develop a draft recommendation and socialized this with key stakeholders and then present to Steering Committee for confirmation

Step 10: Define a vendor negotiation strategy with top selected finalist vendors after the recommendation has been confirmed

<table>
<thead>
<tr>
<th>Vendor</th>
<th>One-time Cost</th>
<th>Ongoing Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor X</td>
<td>$25M</td>
<td>$10M</td>
</tr>
<tr>
<td>Vendor Y</td>
<td>$22M</td>
<td></td>
</tr>
</tbody>
</table>

Target: $5.5M

Vendor Recommendation

Vendor Y ranks first overall, based on their ability to meet Client X’s requirements, provide a technically sound solution, and support the implementation with the most qualified team.

<table>
<thead>
<tr>
<th>Vendor</th>
<th>Overall Score</th>
<th>Areas Listed First in</th>
<th>Areas Ranked First in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor X</td>
<td>5 2 1 3 5</td>
<td>Strategy, functionality, technology, project team, demonstration</td>
<td></td>
</tr>
<tr>
<td>Vendor Y</td>
<td>4 6 1 5 1</td>
<td>References, cost, implementation risk, strategy, functionality, technology, project team, demonstration</td>
<td></td>
</tr>
</tbody>
</table>

Based on this evaluation, we recommend that Client X choose vendor Y for the Underwriting solution.

Next Steps

- Email Vendor Y to indicate interest and schedule call
- Meet with internal project team to review costs, implementation timeline, and proposed vendor team
- Hold call, requesting any revisions to team, pricing, and timeline
- Obtain revised proposal from vendor
- Present final recommendation to CFO for approval