

# Service Management Model

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*Relationships between processes, allocation of roles, Nde community, suppliers using a customer-oriented approach*

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## Service Management Model

Service Management is a set of best practices closely modeled on the principles of ITIL<sup>1</sup>. These best practices provide process definition and deployment solutions as guidance.

Service Management is composed of Service Support and Services Delivery. Services Support looks at day to day operation and support of services. Service Delivery looks at long term planning and improvement of provisioning.

Key objectives:

- Align services with the current and future needs of the Nde
- Improve the quality of the services
- Reduce the long term provisioning cost of the services

## Implementing a Service Management Program

Management processes can be implemented in sequence or at the same time. Each process can be further described as a series of smaller activities. The larger process steps are components in the overall process improvement activity plan.

Typical process steps and activities:

### Process Improvement Definition

- Review where we are now
- Define the mission statement
- Set goals and objectives
- Define roles and responsibilities

### Communication

- Raise awareness
- Publish and circulate information
- Facilitate seminars, briefings and workshops

### Planning

- Produce statement of requirements
- Design the process improvements
- Produce the plan
- Identify resources and define training
- Complete a cost / benefit analysis
- Obtain Speaker commitment

### Implementation

- Develop and improve the processes
- Implement the plan with reviews and reports
- Develop and customize the tools

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1 "Information Technology Infrastructure Library"

- Train support, infrastructure, users, Nde members and IT
- Produce documentation, procedures and deliverables
- Test
- Identify measurements and reports

### Review and Audit

- Review and compare actual achievements with goals and objectives
- Publish implementation project review
- Identify and publicize the benefits
- Review for effectiveness and efficiency
- Audit for compliance
- Monitor, review and develop future improvements

### Share Analysis with the Speakers

- Summarize analysis of project
- Recommend future change based on “lessons learned”

# Process Improvement Model

# Change Management

## Goal

Ensure standardized methods and procedures are used for efficient and prompt handling of all Changes, in order to minimize the impact of any related Incidents upon service.

## Why Change Management

Changes in the infrastructure may arise reactively in response to Problems or externally imposed requirements, e.g., legislative changes, or proactively from seeking improved efficiency and effectiveness or to enable or reflect business initiatives, or from programs, projects or service improvement initiatives. Change Management can:

- Ensure standardized methods, processes and procedures are used for all Changes
- Facilitate efficient and prompt handling of all Changes
- Maintain the proper balance between the need for Change and the possible negative impact of Changes

## Responsibilities

Change Management is responsible for controlling Change to all CIs within the live environment. It is not responsible for change within ongoing projects, which are controlled by the project change processes. However close liaison between development project managers and the Change Manager is expected. Change Management would typically involve:

- Raise and record Changes
- Assess the impact, cost, benefit, and risk of proposed Changes
- Develop business justification and obtain approval
- Manage and coordinate Change implementation
- Monitor and report on the implementation
- Review and close Requests for Change (RFCs)

## Key Considerations

### Change Advisory Board

The Change Advisory Board (CAB) considers RFCs, and in the light of the business need makes recommendations as to whether they should be accepted and implemented, or rejected. Recommendations are based upon the impact on existing services, the cost of the Change, and other relevant factors. The CAB members are chosen to ensure all Changes can be adequately assessed from both the businesses and technical viewpoint. The CAB members are likely to include

- Change Manager, chairing the process
- Relevant services staff
- Suppliers, maintainers and developers
- Nde or Speakers and Users
- Member services and other supporting services
- Experts and technical consultants

CAB work may take place using regular meetings and electronic communication.

When urgent major problems arise there may not be time to convene the full CAB. For these cases a CAB/ EC (Emergency Committee) should be identified with authority to make emergency decisions. Membership of the CAB/ EC may vary depending upon the different criteria relating to particular problems

## Change Procedures

Flowcharts illustrate the normal and urgent Change processes. Where the business impact justifies it a Change should proceed via the urgent path indicated in the flowcharts. This allows for “fast tracking” the process with respect to approved channels, testing and documentation. Urgent Change procedures must not be viewed as an optimal route to faster implementation since they carry considerably greater risks than normal Change procedures. The urgent procedure is typically used for emergency Problem resolution.

## Standard Changes

A standard change is an accepted solution to an identifiable and relatively common set of requirements, where authority is effectively given in advance of implementation, e.g., setting up access profiles for a new employee.

## Change Models

Modern tools permit the use of sophisticated Change models that can and should be used to ensure the consistent implementation of common types of changes, both major and minor, e.g., upgrade of a standard product component, process or procedure.

## Integration with Project Management

Change Management should be integrated with the management of large organizational programs or projects through planning, building, testing and implementation.

## Benefits

- Better alignment of services to the actual business need
- Increased visibility and communication of changes to both business and service support staff
- Reduced negative impact of change on the service from improved business and technical impact, and risk assessment
- Better assessment of the cost of proposed Changes before they are incurred
- Improved Problem, Supplier and Availability Management through the use of valuable management information relating to Changes
- Improved productivity of Users through less disruption and higher quality services
- Improved productivity of key operations development and service personnel, due to less distraction to repair faulty Changes
- Greater ability to absorb a large volume of Changes

## Possible Problems

- Scope incorrectly set, e.g. over stretching staff. Changes not aligned to project life cycle, or inability to address all aspects of Change
- Lack of ownership and knowledge of impacted systems making impact assessment impossible
- Staff resistance to a process perceived as too bureaucratic
- Lack of visible management commitment and support to enforce the process
- Lack of control over urgent Changes
- Lack of an accurate CMDB

## Definitions

Key	Definition
CAB	Change Advisory Board; Board A group of people who can give expert advice to Change Management on the implementation of Changes.
Change	The addition, modification or removal of approved, supported or baselined hardware, network, software, application, environment, system, infrastructure product or associated documentation.
Change Management	Ensures that standardized methods and procedures are used for efficient and prompt handling of changes, thus minimizing degradation of service quality due to changes.
CI	Configuration Item; Component of an infrastructure - or an item, such as a Request for Change, associated with an infrastructure - which is (or is to be) under the control of Configuration Management. CIs may vary widely in complexity, size and type - from an entire system (including all hardware, software and documentation) to a single module or a minor hardware component.
Closure	When the Customer is satisfied that an Incident has been resolved.
CMDB	Configuration Management Data Base; A database which contains all relevant details of each CI and details of the important relationships between CIs.
Configuration Management plan	A document setting out the organization and procedures for the Configuration Management of a specific product, project, system, support group or service
Customer	Recipient of a service; usually the Nde membership ultimately have responsibility for the funding authorization of the service
Forward Schedule of Changes	(FSC) Contains details of all the Changes approved for implementation and their proposed implementation dates.
Impact	Measure of the business criticality of an Incident, Problem or Request for Change. Often equal to the extent of a distortion of agreed or expected Service Levels.
Impact Analysis	The identification of critical business processes, and the potential damage or loss that may be caused to the community or organization resulting from a disruption to those processes. Business impact analysis identifies: <ul style="list-style-type: none"> <li>· the form the loss or damage will take</li> <li>· how that degree of damage or loss is likely to escalate with time following an incident</li> <li>· the minimum staffing, facilities and services needed to enable business processes to continue to operate at a minimum acceptable level</li> <li>· the time within which they should be recovered. The time within which full recovery of the business processes is to be achieved is also identified.</li> </ul>
Incident	Any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in, the quality of that service.
Known Error	An Incident or Problem for which the root cause is known and for which a temporary Work-around or a permanent alternative has been identified. If a business case exists, an RFC will be raised, but, in any event, it remains a Known Error unless it is permanently fixed by a Change.
Problem	Unknown underlying cause of one or more Incidents.
Process	A connected series of actions, activities, Changes etc., performed by agents with the intent of satisfying a purpose or achieving a goal.
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Process Control	The process of planning and regulating, with the objective of performing the process in an effective and efficient way.
Program	A collection of activities and projects that collectively implement a new community or corporate requirement or function.
Provider	The Nde contributor responsible for the funding of the service
Request for	Form, or screen, used to record details of a request for a change to any CI within an

Change (RFC)	infrastructure or to procedures and items associated with the infrastructure.
Role	A set of responsibilities, activities and authorizations.
Service	One or more systems which enable a business process.
Service Catalog	Written statement of services, default levels and options.
Service Desk	The service desk provides `a central point of contact` between users and the service organization
Service Desk	The single point of contact within the IT organization for users of IT services.
Service Desk	The single point of contact within the service organization for users of services
Supplier	A third party responsible for supplying or supporting underpinning elements supporting the service to the Nde
User	The person using the service on a regular basis