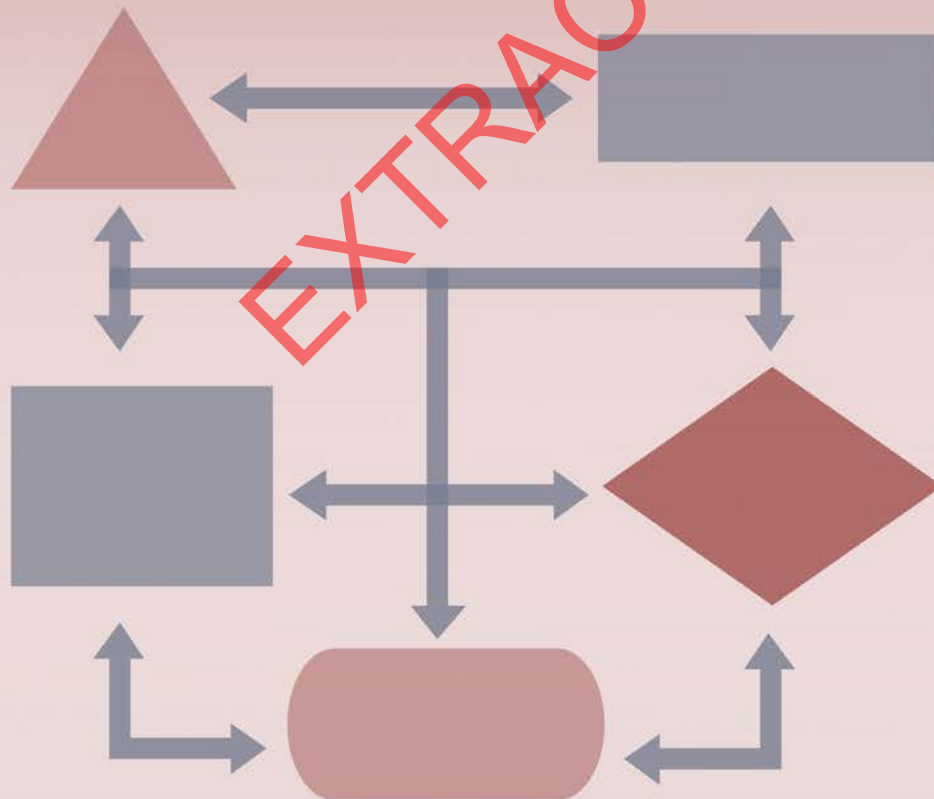# It's All About Relationships

What ITIL® doesn't tell you

S. D. Van Hove, Ed.D.   Kathy S. Mills, MA/OD

It's All About Relationships

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IT Governance Publishing

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Foreword

I have been in the ITSM business as a consultant and instructor for more than 20 years, having achieved Service Manager when it was still ITIL®[1] V1. In my consulting and teaching practice, I could have used this book many, many times.

I have known one of the authors, Dr Suzanne Van Hove for many years and hold her in the highest regard. She is truly an expert in ITSM, not just by certificate but by her knowledge and uncanny sense of how Service Management works. Kathy's reputation speaks for itself. She too has considerable experience in this field and is well-equipped to be part of producing this book.

I graciously provide this foreword for their book.

ITIL is a framework and, as such, lacks the real depth of detail that practitioners often find themselves needing. In our journey to accomplish improvements and achieve the benefits of IT Service Management, we find that we need checklists, guides, process models, and more. If we do not have them, or cannot find them, we set to creating our own and realize there is a great deal of detail about the ITIL lifecycle phases and processes that we do not know.

In version 2 of ITIL, in the Service Manager programs we ran back then, a lot of time was spent with students helping them learn, memorize and internalize the interfaces between processes; the inputs and outputs, the glue that holds it all together. Well, there were only ten processes in that program so it was manageable for candidates to learn and memorize for their Service Manager exams.

ITIL today is considerably more complex (by virtue of being more complete and comprehensive). We also do not have the same exam requirements as before, so, for these two reasons, we no longer can or need to memorize all the relationship details. Still, we need this information and pouring through the ITIL core volumes, making our own lists is one way to approach it, if we have a lot of time on our hands.

Suzanne and Kathy saw that many ITSM practitioners and consultants have a need for one "list" and set about creating this book which documents the inputs and outputs, process to process, phase to phase. Their tables are easy to read and follow, and the whole book is well organized. Functions are covered as well, giving you everything you need; whether for study, personal interest, or an ITSM project. Just assigned as a process manager? This book is for you, to understand what you need and can expect from other functions and processes and what you will need to provide in return.

I cannot imagine trying to create process documentation or working on a process project without this valuable text. Well, actually, I guess I can because I have had to do it! I wish I had this book long ago.

Suzanne's and Kathy's knowledge and attention to detail shine through in the very high quality of this publication. No doubt you will find it indispensable and in short order, I'm sure your copy will be well used and dog-eared.

Dwight Kayto PMP, ITSM Fellow, ITIL Expert - March 2013.

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[1] ITIL® is a registered trade mark of the Cabinet Office

Preface

When we embarked on writing this information, we came at it with the perspective of giving the Service Manager a view into how all the processes and functions work together. For anyone who has spent time reading the core volumes, the information is useful, but it takes valuable time to connect all the details to then determine what is relevant. We wanted to provide that view, making it easier for the process owners and managers to mature their processes.

We both recognize that, as you look through the lists, you may have some additional ideas of what should be included, as well as some elements you may think are not relevant. Our goal is not to list every possible connection, but to list as many as possible and hopefully assist you in thinking differently about the framework. If you find yourself identifying additional relationships, or seeing the processes as part of a larger relationship rather than a single process, then we have succeeded at what we set out to do.

Suzanne and Kathy

About the Authors

Dr Suzanne D. Van Hove, founder and CEO of SED-IT, is currently managing the consultancy and education programs of the 15-year-old Service Management-based company. Previous life experiences were focused in the educational profession – teaching at all levels, from kindergarten through post-doctoral programs. Working in the educational and sports industries has been a perfect segue to Service Management – it is all about performance! One would be hard pressed to find a professional vertical she has not touched. Dr Van Hove holds degrees from Boston University, Ithaca College, and DePauw University and certifications in ITIL and ISO/IEC 20000.

Dr Van Hove continues to be active in itSMF USA (Knowledge Management portfolio owner, 2009–2012) as well as within the international community. A frequent international speaker and co-writer of priSM® (Professional Recognition for IT Service Management), she is an advocate for professionalism within Service Management and the inclusion of Service Management in higher education programs. An opera aficionado and an avid rosebush gardener, Dr Van Hove currently resides in Louisville, KY.

Kathy S. Mills is currently working for a Fortune 100 company as the Service Planning Manager. With 18 years of experience working in IT, she has served in various customer and service oriented environments. Kathy has been responsible for building and implementing plans for taking the ITIL best practice and identifying a multi-year implementation plan. The combination of her experience, her Masters in Organizational Development (University of Phoenix), and her eight years of corporate training, provides the unique perspective of understanding the technical needs and the human factor of adapting change into the standards and outputs of the company.

Her experience ranges from consulting with the federal government and US military, as well as working in international non-profit and Fortune 100 companies. Kathy, along with her husband and two children have lived in San Diego, San Jose, Seattle, and the DC area. She enjoys playing the piano, hiking, watching good movies, and playing at Disneyland. Kathy and her family live in Northridge, CA.

Contents

Introduction

As the ITIL framework matures and expands the definition of the processes and functions in a best practice organization, the process owners and managers, as well as the leadership, have to shift their discussions and perspectives. In early adopt and adapt initiatives, it was common practice to look at a single process and work towards the implementation and operationalization of that specific process. Typically, as the focus turned to the next process, the connection between the first process and the new one often was minimally defined or, even worse, the new process was designed to correct the "mistakes" of the preceding process. Slowly, our thinking has evolved.

However, with the complexity and number of processes in the current framework, as well as the challenge of implementing change without detrimentally affecting the operational environment, we may be perpetuating the mistakes of old. Today's discussions and plans for improvements are fast and furious, if only to keep up with business demands and technology changes. Enough time to truly understand and manage the relationships between the processes and functions is not typically available or planned. This is a risk that organizational leadership should dedicate serious thought to, and create an environment where the individual process, as well as the community of processes, are assessed, managed, and improved.

As companies mature in how they deploy the framework, they will quickly realize that, to truly achieve the value that is embedded in the framework, the relationships have to be managed and maintained in tandem with the processes. Just as change to the environment is controlled and managed, any change to the supporting processes has to include the same assessment rigor, specifically, what are the downstream and upstream impacts of process change. This "forest" view of the Service Management processes demands an understanding that process output will impact the next activity within the process but it may also impact other the related processes. In any case, this potential impact must be controlled and managed so that the risk of poor service, unachieved goals and objectives, resource waste, and the many other risks associated with Service Management do not arise.

This guide provides a view into those relationships, from clear work products and deliverables to less measurable outcomes which are still critical to the success of the processes. By seeing the processes in this fashion, all stakeholders can fully embrace the value of Service Management as described within the ITIL framework.

We would be remiss if we did not point out that there is a set of relationships which are not included. As we built these tables, gleaning information from the core ITIL volumes, from our practical experience, and from other frameworks, there were times, based on our practical experience, when an outcome (either a relationship or decision) did not "fit" in the ITIL-based processes. This is where the ISO/IEC 20000 family of standards enters. ISO/IEC 20000-1:2011 is all about the Service Management System (SMS) where we have a series of processes that govern and manage the familiar Service Management processes (e.g. Service Level Management, Business Relationship Management, Change Management, etc.).

The SMS is the tone, the environment governance that is defined and managed. Even though the ITIL framework stresses the strategic aspects of Service Management in ITIL Service Strategy (which does provide elements of governance), we are still missing the piece where we have unequivocally defined the elements of management responsibility, documentation management, and resource management, to name just a few ISO/IEC

20000 concepts. The most powerful requirement within ISO/IEC 20000 is the fact that top management is defined, documented, and its actions measured – especially its commitment to the Service Management initiative. So, as you look at these relationships, consider looking one layer higher within the SMS. Get a copy of the standard and consider how clearly defining your SMS will further mature your initiative.

How to Use this Information

For each process and function within the ITIL lifecycle, we have listed several points:

- How the process outputs are used by other processes and functions (gives)
  - o Input from *<named process>* to …
- How the process uses outputs from other processes and functions (gets)
  - o Output from … to *<named process>*

    The *"…"* is representing the process listed in the far left column of the tables and *<named* process> is the process being discussed.

Understand that the inputs and outputs from these processes and functions can include reports, data/information, and/or other specific documents.

Because this is an acronym-heavy framework (and professional vertical), we have listed the acronyms used within the tables in the Acronyms chart.

Lastly, we conclude with a master listing of "work products" – anything from specifically named reports and documents to some of the more innocuous outputs – from each process.

Acronyms

Processes and Functions (*italics*)

7S	7-step Improvement Process (CSI)
AcM	Access Management (SO)
AM	Availability Management (SD)
AppM	*Application Management (SO)*
BRM	Business Relationship Management (SS)
CapM	Capacity Management (SD)
ChE	Change Evaluation (ST)
ChM	Change Management (ST)
DC	Design Coordination (SD)
DM	Demand Management (SS)
EM	Event Management (SO)
FM	Financial Management for IT Services (SS)
IM	Incident Management (SO)
ISM	Information Security Management (SD)
ITOM	*IT Operations Management (SO)*
ITSCM	IT Service Continuity Management (SD)
KM	Knowledge Management (ST)

PM	Problem Management (SO)
RDM	Release and Deployment Management (ST)
RF	Request Fulfillment (SO)
SACM	Service Asset and Configuration Management (ST)
SCatM	Service Catalogue Management (SD)
	Service Desk (SO)
SLM	Service Level Management (SD)
SPM	Service Portfolio Management (SS)
StM	Strategy Management for IT Services (SS)
SuppM	Supplier Management (SD)
SVT	Service Validation and Testing (ST)
TM	*Technical Management (SO)*
TPS	Transition Planning and Support (ST)

Note: Service Desk will not be abbreviated owing to possible confusion with Service Design

Terms

AMIS	Availability Management Information System (AM)
AppDev	Application Development
BCM	Business Capacity Management (CapM)
BCP	Business Continuity Plan
BIA	Business Impact Analysis (ITSCM)
CAB	Change Advisory Board (ChM)
CAPEX	Capital Expense (FM)
CFIA	Component Failure Impact Analysis (AM)
CI	Configuration Item (SACM)
CIA	Confidentiality, Integrity, Availability (ISM)
CMDB	Configuration Management Database (SACM)
CMIS	Capacity Management Information System (CapM)
CMS	Configuration Management System (SACM)
CSF	Critical Success Factor (CSI)
CS	Change Schedule (ChM)
CSI	Continual Service Improvement

DIKW	Data-to-Information-to-Knowledge-to-Wisdom (KM)
DML	Definitive Media Library (SACM/RDM)
DR	Disaster Recovery (ITSCM)
ECAB	Emergency Change Advisory Board (ChM)
ELS	Early Life Support (RDM)
FTA	Fault Tolerance Analysis (AM)
ITIL	Information Technology Infrastructure Library
ITSM	IT Service Management
KE	Known Error (PM)
KEDB	Known Error Database (PM)
KPI	Key Performance Indicators (CSI)
MI	Management Information
OLA	Operational Level Agreement (SLM)
OPEX	Operational Expense (FM)
PBA	Patterns of Business Activity (DM)
PIR	Post-Implementation Review (ChM)
PMO	Project Management Office
PSO	Projected Service Outage (ChM, AM, SLM)

RFC	Request for Change (ChM)	RCA	Root Cause Analysis (PM)
ROI	Return on Investment (FM)	SLR	Service Level Requirement (SLM)
SAC	Service Acceptance Criteria (Appendix B, *ITIL Service Design*)	SM	Service Management
		SMIS	Security Management Information System
SCM	Service Capacity Management (CapM)	SO	Service Operation
SCMIS	Supplier and Contract Management Information System (SuppM)	SOA	Service Outage Analysis (AM)
		SPOF	Single Point of Failure (AM)
SD	Service Design	SQP	Service Quality Plan (SLM)
SDP	Service Design Package (DC)	SS	Service Strategy
SFA	Service Failure Analysis (AM)	ST	Service Transition
SIP	Service Improvement Plan (SLM)	TCO	Total Cost of Ownership (FM)
SKMS	Service Knowledge Management System (KM)	TCU	Total Cost Utilization (FM)
		TO	Technical Observation (AM)
SLA	Service Level Agreement (SLM)	UAT	User Acceptance Testing (RDM)
SLAM	Service Level Agreement Monitoring (SLM)	UC	Underpinning Contract (SuppM/SLM)
		UP	User Profiles (DM)
		VOI	Value of Investment (FM/CSI)

Service Strategy (SS)

Purpose

Define the strategic intentions of a Service Provider (what is important, define the plans, how to make decisions, etc.) in order to meet organizational outcomes.

Objectives

- Define and operationalize "strategy."
- From the view of the customer, define and operationalize "service."
- Understand value – its creation and delivery.
- Manage all aspects of service delivery – assets, funding, purpose, etc. – to the benefit of the customer and Service Provider.
- Define the relationships (service, IT, business, etc.) that perpetuate and grow in order to achieve the necessary business outcomes.

Lifecycle stage (…)	Input from SS to …	Output from … to SS
Service Design	- Vision and mission - Service Portfolio - Policies - Strategies and strategic plans - Priorities - Service charters including service packages and details of utility and warranty - Financial information and budgets - Documented patterns of business activity (PBA) and user profiles (UPs) - Service models	- Input to business cases and the Service Portfolio - Service Design Packages (SDPs) - Updated service models - Service Portfolio updates including the Service Catalogue - Financial estimates and reports - Design-related knowledge and information in the Service Knowledge Management System (SKMS) - Designs for Service Strategy processes and procedures
Service Transition	- Vision and mission - Service Portfolio - Policies - Strategies and strategic plans - Priorities - Change proposals, including utility and warranty requirements and expected timescales - Financial information and budgets - Input to Change evaluation and Change Advisory Board (CAB) meetings	- Transitioned Services - Information and feedback for business cases and Service Portfolio - Response to change proposals - Service Portfolio updates - Change schedule - Feedback on strategies and policies - Financial information for input to budgets - Financial reports - Knowledge and information in the SKMS

Lifecycle stage (…)	Input from SS to …	Output from … to SS
Service Operation	• Vision and mission • Service Portfolio • Policies • Strategies and strategic plans • Priorities • Financial information and budgets • Demand forecasts and strategies • Strategic risks	• Operating risks • Operating cost information for Total Cost of Ownership (TCO) calculations • Actual performance data
Continual Service Improvement	• Vision and mission • Service Portfolio • Policies • Strategies and strategic plans • Priorities • Financial information and budgets • PBA • Achievements against metrics, key performance indicators (KPIs) and critical success factors (CSFs) • Improvement opportunities logged in the Continual Service Improvement (CSI) register	• Results of customer and user satisfaction surveys • Input to business cases and the Service Portfolio • Feedback on strategies and policies • Financial information regarding improvement initiatives for input to budgets • Data required for metrics, KPIs, CSFs • Service reports • Requests for change (RFCs) for implementing improvements

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Strategy Management for IT Services (StM)

Purpose

Defines and maintains organizational strategic plans, policies, and perspectives as they relate to service delivery, including the management of those services which enable the achievement of business goals/objectives.

Objectives

- Understand the internal and external environment and identify opportunities to exploit for the benefit of the organization.
- Identify potential constraints to the achievement of business outcomes and define mitigation actions.
- Clearly define and manage the Service Provider's vision for ongoing relevance.
- Ensure services delivered meet the needs of its customers (current/future perspective).
- Define and manage current (up-to-date) appropriate planning documents.
- Ensure proper dissemination of the plans to tactical and operational plans.
- Ensure all strategic changes are properly reflected in documentation and are appropriate to changes in the internal and external environments.

Process (…)	Input from StM to …	Output from … to StM
Service Strategy		
Service Portfolio Management	- Mission/vision - Service strategies and plans - Policies - Objectives, policies, and limits for the development of the Service Portfolio - Determination of type of service to include based on Strategy - Determines objectives for service investment - Determines ideal market space	- Services in Pipeline/Service Catalogue - Strategic objective(s) fulfilled by Services - Service models - Strategic risks - Return on Investment (ROI) of Services in Service Portfolio
Financial Management	- Mission/vision - Defines ROI necessary from service delivery - Defines investment parameters - Resources used in managing the StM process - Proposed process budget	- Financial information to influence prioritization of actions/plans - Service investment analysis - Service valuation - ROI/Value of Investment (VOI) calculations - Cost of StM activities - Budget for strategic plans - Track/report on achievement of strategic objectives (financial view)
Demand Management	Mission/vision	PBA

Process (...)	Input from StM to ...	Output from ... to StM
Demand Management cont.	• Service strategies • Key business outcomes and business activities (for PBAs/UPs)	• UPs • Confirmation that current mitigation techniques are in line with Strategy
Business Relationship Management	• Mission/vision • Service strategies • Policies • Strategic plans, perspectives, policies • Business outcomes met by various Services	• Information about the customer (e.g. objectives, environment, requirements) • Defined business outcomes • Customer Portfolio • Validates changes of requirements, design, funding, design model or strategy to the Service Strategy
Service Design		
Design Coordination	• Mission/vision • Service Strategy • Defines policies that must be met when designing Services • Defines what design efforts require DC efforts • Defines constraints that must be addressed by designs • Defines specific outcomes Services need to achieve • Service charter • Service models • Governance policies • Legal, regulatory, statutory requirements	• Plans/designs that address (meet) the strategic objectives (SDP)
Service Catalogue Management	• Mission/vision • Service Strategy • Policies	• Up-to-date Service Catalogue
Service Level Management	• Mission/vision • Service Strategy • Policies • Strategy requirements for new/changed Services • Project Portfolio (owned by Project Management Office (PMO)) • Constraints	• Customer Agreement Portfolio • Service reports (achievement of strategic objectives) • Service Quality Plan (SQP) • Results of service reviews/improvements
Availability Management	• Mission/vision • Service Strategy • Policies • Strategy requirements for new/changed Services • Project Portfolio (owned by PMO)	• Availability Plan • Designs meeting strategic requirements • Links of Service Designs to business outcomes • Proactive Availability Management (AM) measures • Risk assessment and countermeasures

Service Strategy: Strategy Management for IT Services (StM)

Process (…)	Input from StM to …	Output from … to StM
Capacity Management	• Mission/vision • Service Strategy • Policies • Strategy requirements for new/changed Services • Project Portfolio (owned by PMO)	• Capacity Plan • Proactive Capacity Management (CapM) measures • Business Capacity Management (BCM) and Service Capacity Management (SCM) activities supporting and enhancing organizational strategy
IT Service Continuity Management	• Mission/vision • Service Strategy • Policies • Business Strategy, plans, risk tolerance • Strategy requirements for new/changed Services • Project Portfolio (owned by PMO) • Provides definition of "disaster"	• IT Service Continuity (ITSCM) policy which meets mission/vision • ITSCM Plans/measures in place to meet Service Strategy • Risk assessment and countermeasures • Review of strategy/plans from a Continuity perspective
Information Security Management	• Mission/vision • Service Strategy • Policies • Strategy requirements for new/changed Services • Project Portfolio (owned by PMO) • Business Strategy policies/plans • Business plans (current/future) • Risks • Change to corporate governance • Business security policy • Corporate risk management • Review/revision of IT Strategy, plans, and policies	• Information Security Management (ISM) policy meeting mission/vision • Security controls to enhance achievement of the Service Strategy • Reports on security breaches
Supplier Management	• Mission/vision • Service Strategy • Policies • Strategy requirements for new/changed Services • New/changed corporate governance • New/changed IT governance	• Supplier/contract performance reports (to meet Strategy)

| Process (...)	Input from StM to ...	Output from ... to StM
Service Transition		
Transition Planning and Support	• Mission/vision • Service Strategy (underpins Transition policies) • Policies • Input to Service Transition protocols	• Actions and plans for cultural, organizational and Service Changes to meet strategic plans • Transition policies
Change Management	• Mission/vision • Service Strategy • Strategic plans • Policies • Defines Changes and the extent of Change (ensure change contributes to the achievement of the overall Strategy) • RFC for process improvements	• Approved strategic plans, policies • Actions/plans for cultural, organizational and Service Changes to meet strategic plans
Service Asset and Configuration Management	• Mission/vision • Service Strategy • Policies • Process artifacts recorded as CIs	• Use/deployment of corporate assets/CIs
Release and Deployment Management	• Mission/vision • Service Strategy • Policies • Application Portfolio (typically owned by AppDev) • Guidance for Release Policy development based on overall strategic view	• Actions and plans for cultural, organizational and Service Changes to meet strategic plans • Service Transition (ST) Report • Release policies
Service Validation and Testing	• Mission/vision • Service Strategy • Policies • Parameters for testing to ensure achievement of strategic objectives • Appropriate recognition, funding, resources, and communication around testing	• Actions and plans for cultural, organizational, and Service Changes to meet strategic plans
Change Evaluation	• Mission/vision • Service Strategy • Policies • Information to prioritize and evaluate Services ensuring they are built to original intent	• Any agreed variation from original intent feed back into Strategy for adjustments and validation
Knowledge Management	• Mission/vision • Service Strategy • Policies • Accurate capture, store, use, and manage process information and data (SKMS)	• Structures information for use in strategic decisions (understand environment, history, dynamics, etc.) • Relevant, timely, required, and accurate knowledge, information and data

Service Strategy: Strategy Management for IT Services (StM)

Process (...)	Input from StM to ...	Output from ... to StM
Service Operation		
Event Management	- Mission/vision - Service Strategy - Policies - Generic guidelines (scope) of operation (within defined Strategy)	- Management information (MI) measuring achievement (or not) of Strategy - Measurements from tools calibrated to indicate if Strategy is effective
Incident Management	- Mission/vision - Service Strategy - Policies - Generic guidelines (scope) of operation (within defined Strategy)	- Execution of strategic priorities - MI measuring achievement (or not) of Strategy
Request Fulfillment	- Mission/vision - Service Strategy - Policies - Generic guidelines (scope) of operation (within defined Strategy)	MI measuring achievement (or not) of Strategy
Problem Management	- Mission/vision - Service Strategy - Policies - Generic guidelines (scope) of operation (within defined Strategy)	MI measuring achievement (or not) of Strategy
Access Management	- Mission/vision - Service Strategy - Policies - Generic guidelines (scope) of operation (within defined Strategy)	MI measuring achievement (or not) of Strategy
Continual Service Improvement		
7-step Improvement Process	- Mission/vision - Service Strategy - Policies - Strategic parameters - Service improvement opportunities - Specific service improvements based on StM events - Corporate, divisional, and departmental goals/objectives - Legislative/regulatory requirements - Governance requirements - Risk assessment - Identify improvement opportunities	- Measurements/reports as to the effective Strategy execution - Evaluate Strategy for effectiveness - Improvements to Strategy (process, service, etc.) - Gap analysis (as-is vs to-be; planned vs actual, etc) - Service improvement opportunities - Improvement possibilities for assessment against the Strategy - Recommendations for improvement implantation plans

Function (...)	Input from StM to ...	Output from ... to StM
Service Desk	• Mission/vision • Service Strategy	• Opportunities to consider (based on caller information/ suggestions) in Strategy review/improvement
Technical Management	• Mission/vision • Service Strategy	
Application Management	• Mission/vision • Service Strategy	
IT Operations Management	• Mission/vision • Service Strategy	

<<< END OF EXTRACT >>>

EXTRACT

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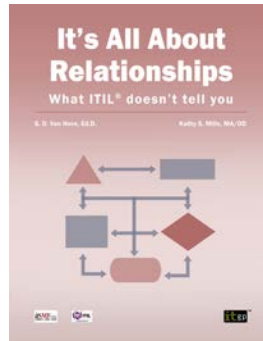
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