



Service Management

And why not using ITIL





What

- The S in GS stands for SERVICES
- SERVICES: are means of delivering value to customers without exposing these customers to the implementation details (HOW).
- Customers are concerned with the WHAT
 - **Benefit**; fitness for purpose
 - **Quality**; fitness for use
- We are concerned with the HOW
- We are service managers



Why

- Benefits of service management
 - Uniform, defined and agreed services
 - Improved communications
 - Measured value contribution through processes
 - effective (repeatable, measurable, manageable) and
 - efficient (minimal resource usage)
- Why now
 - Only GS has an S in the name
→ GS should lead the way 😊
 - Management requests Dashboard, performance indicators, ..
 - Prerequisite to obtain the resources necessary to provide the services at the accepted/agreed levels.
 - Not doing it will expose us serious problems
 - Etc....





How: Service management standards

- ISO/IEC 20000
 - Useful, but very “high level”, “Specification” only 16 pages, “Code of practice” 33 pages...not of any real practical use other than a checklist.
- ITIL V3 (published in May 2007)
 - comprises five key volumes:
 1. Service Strategy (373 pages)
 2. Service Design (334 pages)
 3. Service Transition (270 pages)
 4. Service Operation (396 pages)
 5. Continual Service Improvement (308 pages)
 - HUGE; but mature, full of practical ideas, widely adopted, supported by tools, and is the “defacto standard”
While ISO/IEC 20000 is a standard to be achieved and maintained, ITIL offers a body of knowledge useful for achieving the standard.

It is suggested to use the ITIL V3 framework, but

- 1. PRAGMATIC** (only take what is useful; leave the rest for later ☺)
- 2. NO BUREAUCRACY**



• **3.1 Management respons...**

- Through leadership and... provide evidence of its... improving its service m... organization’s business...
- Management shall:
 - a) establish the service...
 - b) communicate the imp... objectives and the ne...
 - c) ensure that customer... aim of improving cust...
 - d) appoint a member of... management of all se...
 - e) determine and provid... improve service deliv... manage staff turnove...
 - f) manage risks to the s...
 - g) conduct reviews of se... continuing suitability,

Contents

Page

Foreword	iv
Introduction.....	v
1 Scope.....	1
2 Terms and definitions	2
3 Requirements for a management system.....	3
3.1 Management responsibility	3
3.2 Documentation requirements	4
3.3 Competence, awareness and training.....	4
4 Planning and implementing service management.....	4
4.1 Plan service management (Plan)	5
4.2 Implement service management and provide the services (Do).....	6
4.3 Monitoring, measuring and reviewing (Check)	6
4.4 Continual improvement (Act)	7
4.4.1 Policy	7
4.4.2 Management of improvements	7
4.4.3 Activities.....	7
5 Planning and implementing new or changed services	7
6 Service delivery process	8
6.1 Service level management	8
6.2 Service reporting	9
6.3 Service continuity and availability management	9
6.4 Budgeting and accounting for IT services.....	10
6.5 Capacity management	10
6.6 Information security management.....	10
7 Relationship processes	11
7.1 General	11
7.2 Business relationship management.....	11
7.3 Supplier management.....	12
8 Resolution processes	13
8.1 Background.....	13
8.2 Incident management.....	13
8.3 Problem management.....	13
9 Control processes	14
9.1 Configuration management.....	14
9.2 Change management	14
10 Release process	15
10.1 Release management process.....	15
Bibliography.....	16



2 Service Management as a practice

2.1 What is Service Management?

Service Management is a set of specialized organizational capabilities for providing value to **customers** in the form of services. The capabilities take the form of **functions** and **processes** for managing services over a **lifecycle**, with specializations in **strategy**, **design**, transition, **operation** and continual improvement. The capabilities represent a **service organization's capacity**, competency and confidence for action. The act of transforming **resources** into valuable services is at the core of Service Management. Without these capabilities, a service organization is merely a bundle of resources that by itself has relatively low intrinsic value for customers.

Definition of Service Management

Service Management is a set of specialized organizational capabilities for providing value to customers in the form of services.

Organizational capabilities are shaped by the challenges they are expected to overcome. An example of this is how in the 1950s Toyota developed unique capabilities to overcome the challenge of smaller scale and financial capital compared to its American rivals. Toyota developed new capabilities in production engineering, operations management and managing **suppliers** to compensate for its inability to afford large inventories, make **components**, produce raw materials or own the companies that produced them. [Source: Magretta, Joan 2002. *What Management Is: How it works and why it's everyone's business*. The Free Press.] Service Management capabilities are similarly influenced by the following challenges that distinguish services from other **systems** of value-creation, such as manufacturing, mining and agriculture:

- Intangible nature of the output and intermediate products of service processes: Difficult to measure, **control** and validate (or prove).
- Demand is tightly coupled with the customer's **assets**: **Users** and other customer assets such as processes, **applications**, **documents** and **transactions** arrive with demand and stimulate service production.
- High level of contact for producers and consumers of services: Little or no buffer between the customer, the front-office and the back-office.
- The perishable nature of **service** output and service **capacity**: There is value for the **customer** from assurance on the continued supply of consistent **quality**. Providers need to secure a steady supply of demand from customers.

However, **Service Management** is more than just a set of capabilities. It is also a professional **practice** supported by an extensive body of knowledge, experience and skills. A global community of individuals and organizations in the public and

...ing will cover aspects that apply only to the
...tions schedules, changes to local equipment,
...gh these may
...the meeting
...endees from 'hi-
...organizations tend
...ly informal to
...are not directly
...alled on if the
...minutes are
...ed actions and
...seful in
...acked and
...icipation. One
...the 'keep, stop,
...hat they would
...or actions that
...the IT
...ch business day
...re of any issue
...nts,
...aff to raise any
...hat all
...to have a single
...ate the agenda
...ents:
...o the
...fect all regions
...62 de 396
...Service Operation

...ing will cover aspects that apply only to the
...tions schedules, changes to local equipment,
...chaired by the IT Operations Manager or a
...ended by all managers and supervisors
...on duty). It is also helpful to have at least one
...sk at the meeting so that they are aware of
...o incidents.
...or processes should be captured, if raised, and
...for Continual Service Improvement.
...eam meetings
...same as the Operations meeting, but are
...roup or team. Each manager or supervisor
...erations meeting that is relevant to their team.
...so cover the following:
...of incidents, **problems** and changes that are
...formation about:
...still needs to be done
...times
...l **resources**, if required
...al problems or concerns
...ility for roster duties
...chedules.
...ary to hold meetings with **customers**, apart
...few meetings. Examples include:
...ents. The purpose of these meetings is to
...ne customers, but also to ensure that IT has
...o prevent recurrence. Customers also have
...formation about unforeseen business **impacts**.
...in agreeing actions for similar types of incident
...n be used for a range of purposes, including
...es or solutions, or gathering **requirements** for
...cedures. A customer forum is generally a
...ers to discuss areas of common concern.



HOW: Phased

- First results fast ()
- Improve our “mat

BUT we need a c

1. May 2009 Define ro
(Jochen Beuttel) (ord
2. June/July 2009 In p
 - Top down: Define
 - service catalogue
 - service level agre
 - etc....
 - Bottom up: Creat
3. August .. Decembe
 - Implement measu
 - Deploy GS dashb

Initial situation

CERN is planning the introduction of a service catalogue and a management control system for GS services as well as the optimisation of internal workflows and processes. For consistency reasons a long-term roadmap should be developed to define all goals and necessary steps for possible implementation of the planned measures.

Method

In a first step, specific requirements, needs or vulnerabilities are identified by interviewing key players of CERN’s GS organisation.

The results will be integrated in a presentation that contains as well a short overview over possible structures and processes and mainly the different options, methods and steps of an optimization.

Within a management meeting the presentation will be introduced, a discussion about the most important goals, steps and methods moderated and the future course of actions defined.

ncc consultant’s role

In the described workflow the ncc consultant would be responsible for:

- Conducting the interviews
- Preparation of the presentation
- Presentation of the results
- Moderation of the discussion

Scope and costs

ncc offers their consultant services to CERN. The performance includes the following elements:

Description	Effort ncc consultant
Part I: Interviews	1 day
Part II: Preparation	1 day
Part III: Presentation & discussion	1 day
Total	3 days

The costs for the described service are about 3450,00 € plus travel costs covering flight and accommodation.



Questions and Suggestions

