ITSM Roles according to ITIL® V3 (2011)

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ITIL® 2011
This glossary of ITSM roles is based upon the well known ITIL® 2011 Process Library from Dipl.-Ing. Walter Abel Management Consulting. This ebook series describes the processes of IT Service Management in the leading process management tool Signavio Process Editor notated in BPMN 2.0. The content results from the experience of nearly 20 years of practice in successful implementing ITSM projects.

The necessary ITSM processes of the ITIL® 2011 you may find

- as immediately implementable process manuals via http://www.itsmprocesses.com
- as editable process management solution adoptable to the requirements of your company via http://bit.ly/sjRppq

And now i wish you fruitfully and interesting reading!

Yours

Dipl.-Ing. Walter Abel

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1 The novelties within ITIL® V3 revision 2011

Since the publication of the ITIL® V3 more than 500 improvement proposals (changes and completion) for the roles, processes and interfaces have been provided from the users and the training organizations as well. This has been major input for the description of the IT service life cycle. Requirements from the Sarbanes - Oxley Act (SOX) have been added thus providing improved transparency of the processes. Outsourcing and cloud strategies have been requiring enhanced security management with tightened control and documentation duties.

Roles, interfaces, inputs and outputs have been harmonized within the five publications, errors and inconsistencies in text and graphics have been removed. Hence the edition 2011 is more easy to read, control, translate, implement and communicate.

The ITIL® 2011 edition is available in English printing since the end of july 2011. A German translation is available since april 2013.

The changes in detail

Service Strategy

Main issue of the update was an increased comprehensibility of this ITIL® discipline. New processes have been added:

- Strategy Management for IT Services (Development and maintenance of the IT service strategy, harmonization with the business strategy)
- Business Relationship Management
- Demand Management

The process Financial Management has been enhanced.

Service Design

Main issue is the clarification of the integration into Service Strategy to ensure the strategic and customer oriented requirements. This is represented within the processes and management activities in the Service Design by the new process of Design Coordination. Another important improvement of the comprehensibility regards the 5 aspects of service quality:

- Design of tools for service management
- Service portfolio and service catalogue
- Architecture for services and tools of service management
- Processes
- Measurements (performance indicators and methods of measurement).
Service Transition

The structure, content and relations of the Configuration Management System (CMS) and the Service Knowledge Management System (SKMS) have been described in more detail. New is the Change Proposal and its usage. The scope of the evaluation process, now renamed to Change Evaluation, has been enhanced. The asset management is now enhanced within Service Asset and Configuration Management. The processes

- Change Management
- Change Evaluation
- Release and Deployment Management

are integrated in more detail.

Service Operation

Most of the processes have been actualized and complemented, especially

- Event Management (especially rules and methods for automated caption and analysis)
- Problem Management (especially proactive Problem Management)
- Access Management
- Request Fulfillment (request models).

Application Management has been distinguished better from Application Development and the correlation has been explained. Further clarifications have been introduced with the techniques of problem analysis, procedures for Incident Matching and escalation of incidents to Problem Management. Furthermore the description of the management of physical infrastructure (Facility Management) has been broadened.

Continual Service Improvement

A special focus was given to the documentation of the interfaces of Continual Service Improvement to the other life cycle phases. The 7 step improvement process

- what has to be measured
- what can be measured
- measurement process
- preparation of data
- analysis of data
- presentation
- deduction of corrective actions

and its relation to the Deming Cycle and the Knowledge Management has been clarified. The CSI Model has been renamed to CSI Approach, the CSI Register as container for all details of all improvement initiatives within the organization has been introduced.
The impacts

All previous ITIL® V3 certifications remain valid as the introduced modifications have no greater impact to the basic concepts of the service life cycle.

Based upon the edition 2011 minor adjustments to the training contents and certification tests have been introduced.
2 Glossary - Roles

1st Level Support
The responsibility of 1st Level Support is to register and classify incoming notifications. In case of incident messages he/she undertakes an immediate effort to restore a failed IT service as quickly as possible in case of foreseeable success. If no ad hoc solution can be achieved, 1st Level Support will transfer the incident to the appropriate technical support groups (2nd Level Support). 1st Level Support also processes service requests of users and keeps users informed about their notifications' status at agreed intervals or status changes.

2nd Level Support
2nd Level Support takes over incidents which cannot be solved immediately by the means of 1st Level Support. If necessary, he/she will request external support, e.g. from software or hardware manufacturers (3rd Level Support). The goal is to restore a failed IT service as quickly as possible, if necessary by implementation of a workaround. If no causal solution can be found, the 2nd Level Support passes on the incident to Problem Management for further processing.

3rd Level Support
3rd Level Support is typically located at external suppliers (hardware or software manufacturers). Its services are requested by 2nd Level Support if their technical expertise is not sufficient respective additional skills are required for solving an incident or problem. The goal is to restore a failed IT service as quickly as possible.

Access Manager
The Access Manager is responsible for approvals of permissions to use an IT service, data and other IT assets for authorized users based upon the specifications of the IT Security Management and cares for the prevention of access for unauthorized users at the same time.

Application Manager
The Application Manager is responsible for operation of, the user support resources in 2nd Level Support for and the support of further development of the applications in his area over their life cycle.

Availability Manager
The Availability Manager is responsible for the definition, analysis, planning, measuring and improvement of all aspects of the availability of IT services in respect to the agreed service levels. He/she is responsible for ensuring that all IT infrastructure, processes, tools, roles and other utilized auxiliary means are appropriate for the agreed service level targets of availability (also in the future based upon known business requirements).

Business Relationship Manager
The Business Relationship Manager is in charge of maintaining the customer relations. He/she
- identifies customer requirements
- ensures that the IT Service Provider is able to fulfill these requirements based upon an appropriate service catalogue.
Capacity Manager
The Capacity Manager is responsible for ensuring that IT Services and IT Infrastructure are able to deliver the agreed service levels from capacity perspective in a cost effective manner. He/she is responsible for ensuring that all IT infrastructure, processes, tools, roles and other utilized auxiliary means are appropriate for the agreed service level targets of capacity (also in the future based upon known business requirements).

Change Advisory Board
The Change Advisory Board is a team from all organizational units of the IT Service Provider, its customers and (as far as necessary) suppliers, advising the Change Management in classifying, evaluating, prioritizing, scheduling and releasing of changes. It meets on a periodical basis.

Change Manager
The Change Manager authorises, documents and controls all changes in the IT services, the IT infrastructure and their components (configuration items (CIs)) over the change lifecycle, in order to maintain a minimum amount of interruptive effects upon the running operation. In the case of further reaching changes, he/she involves the Change Advisory Board (CAB), in emergency cases the Emergency Change Advisory Board (ECAB).

Change Owner
The Change Owner is the authorized requestor of a change.

Compliance Manager
The Compliance Manager’s responsibility is to ensure that standards and guidelines are followed. This covers
- proper and consistent accounting
- obeying of procurement guidelines
- obeying environmental regulations and law
- obeying other statutory provisions
- obeying other company specific regulations.

Configuration Manager
The Configuration Manager provides information about the IT services and IT infrastructure (IT assets) utilized by IT Service Management. For this purpose he/she maintains a logical model containing
- the components of the IT services (configuration items (CIs))
- their associations and dependencies.

This logical model is maintained in one or more databases (configuration management database (CMDB)), being part of the configuration management system.

Continual Service Improvement Manager
The Continual Service Improvement Manager is responsible for managing improvements to the IT services and the IT service management processes over their life cycle regarding the development of business requirements and the IT service strategy. He/she continually measures the performance of the IT Service Provider and designs improvements to IT services, IT infrastructure and IT processes in order to increase efficiency, effectiveness, and profitability of the IT Service Provider.
Control Responsible
The Control Responsible accounts for the
• proper execution
• reporting of the results
of the security controls within his/her responsibility.

Demand Manager
The Demand Manager is in charge of all activities
• for identification and understanding
• for prognosis
• to technically and economically influence
the demands for IT services from business perspective. Together with the Capacity Management he/she ensures that the IT Service Provider is providing sufficient capacity to meet the actual, future and even situative additional capacity requirements.

Emergency Change Advisory Board
The Emergency Change Advisory Board is a team consisting of members of the Change Advisory Board, called by the Change Manager on short notice in emergency cases, who make decisions about high impact emergency changes. Selection of members of the Emergency Change Advisory Board is decided at the time a meeting is called depending on the nature of the emergency change.

Financial Manager
The Financial Manager is responsible for managing the IT Service Provider's financials containing
• budgeting
• accounting and cost control
• charging of deliverables provided to the customer.

IT Facilities Manager
The IT Facilities Manager is responsible for the physical infrastructure housing the IT infrastructure
• computer rooms
• power supply
• access controls
• cooling
• monitoring the environment.

ITSM Management
The group of leading persons inside the IT who are in charge for the disciplines of IT service management.

IT Manager
Responsible manager of IT according to the organizational structure.
IT Operations Manager

The IT Operations Manager has the overall responsibility for all activities of IT operations:

- definition of the guidelines for routine tasks of IT operation (standard operating procedures)
- ensuring that all operational routine tasks are performed in time and properly.

IT Operator

IT Operators are the staff who performs the ongoing operational activities:

- manual event monitoring
- performing backups
- ensuring that scheduled jobs are performed
- installation of standard equipment
- aso.

IT Service Continuity Manager

The IT Service Continuity Manager cares for the provision of the minimum service levels agreed upon in the service level agreements in cases of disaster. To achieve this he/she

- arranges for risks that could seriously impact IT services
- performs risk minimizing precautions for disaster situations by reducing the risk to an acceptable level
- plans activities for the recovery of IT services in disaster cases.

IT Service Consumer

All (internal and external) persons or organizational units, who consume the services of the IT Service Provider.

IT Steering Committee

The IT Steering Committee is responsible for the IT - Business - Alignment (integration of IT in the company business to fulfill the role as „Enabler“ of the business) and thus consists of decision makers of the operational company organization and the IT. It approves IT projects of defined size and criticality according to internal approval guidelines. It defines and is responsible for

- the IT service strategy
- the priorities of IT Service Development
- the monitoring of realization of the IT service strategy

The IT Steering Committee meets periodically and not only (but also) event driven.

Incident Manager

The Incident Manager is primarily responsible for the fastest possible restoring of a failing IT system in case of incidents. He/she is the first stage of escalation for incidents in case they are not resolvable within the agreed service levels. Furthermore he/she is responsible for the intake and content conforming handover of customer messages of any kind (besides incident messages).
Information Security Manager
The Information Security Manager is responsible for ensuring the confidentiality, integrity and availability of an organization’s IT services, IT infrastructure, IT assets, information and data (in all ways of presentation). He/she is usually involved in an organization wide approach to Security Management.

Knowledge Manager
The Knowledge Manager ensures that the IT organization is always able to collect, analyze, classify, store and provide knowledge and information in an adjusted to the needs manner. His/her primary goal is to improve efficiency by reducing the need to rediscover already existing knowledge.

Major Incident Team
The Major Incident Team is an event driven arranged team of IT executives and technical experts lead by the Incident Manager concentrating on the resolution of a major Incident (grave incident with influence on the company business).

Problem Manager
The Problem Manager is responsible that all problems are handled over their whole lifecycle to
• avoid the occurrence of incidents
• minimize the negative impacts of not avoidable incidents
• provide information about known errors
• document possible and implemented workarounds
• detect possible future problems proactively.

Process Manager
Der Process Manager is responsible for planning and coordination of all operational process related tasks:
• support for process execution
• measurement of process performance indicators
• error detection
• performance reporting.

Process Owner
The Process Owner is responsible for the friction free, economical and goal oriented operation of his/her process(es) (business process, IT process). This includes
• securing the necessary budgetary funding
• goal oriented economic design
• appropriate procedures of process controlling
• change management for the respective process
• continual process improvement.
Project Manager
The Project Manager is responsible for planning and coordination of all resources within his/her projects regarding the project portfolio and the mutual dependencies of projects resulting thereof. He/she manages for reaching the planned project goals within the predicted cost, time and quality estimates.

Project Owner
The Project Owner is the person in charge for a project from the business oriented holistic perspective and the achievement of related project targets.

Prospect
Possible future IT Service Consumer with defined demand for IT services.

Release Manager
The Release Manager is responsible for planning, controlling and execution of rollouts from development to test to the live environments. His/her primary objective is to ensure that the integrity of the live environment is protected and that only beforehand tested components are released.

Risk Responsible
The Risk Responsible accounts for the implementation and execution of
• defined procedures for risk monitoring and -surveillance
• defined methods of risk minimization
for the risks accounted for.

Risk Manager
The Risk Manager is responsible for identifying, assessing and controlling risks. This includes the
• analysis of criticality of IT assets for the business
• analysis of possible threats for separate IT assets
• evaluation of occurrence probability for different threats
• evaluation of occurrence effects for different threats
• definition of risk monitoring procedures
• definition of risk avoidance activities.

Service Catalogue Manager
The Service Catalogue Manager is responsible for developing and maintaining the service catalogue based upon the service portfolio, ensuring that all information within the service catalogue is accurate, up to date and accessible for all authorized persons.

Service Design Manager
The Service Design Manager is responsible that new respective existing services are designed that
• they are in accordance with the IT service strategy
• they can be provided in an economic way by the IT Service Provider
• all accompanying processes, guidelines and documentations for the operation of these services are existing
all required responsibilities are defined and staffed with appropriately skilled personnel.

**Service Level Manager**

The Service Level Manager is responsible for the setting up executable service level arrangements
- service level agreements (customer oriented)
- operational level agreements (operations oriented)
- underpinning contracts (supplier oriented)

in a way that the goals defined in these arrangements are reachable in economic manner. The achievement of goals is controlled and reported by him/her.

**Service Portfolio Manager**

The Service Portfolio Manager accounts for the development and maintenance of the service portfolio. He/she
- ensures that the service portfolio as a whole supports the achieving of business goals by IT Service Consumers in economic manner (business value)
- provides important requirements for the development of new respective the modification of existing IT services to Service Design regarding the service strategy.

**Service Owner**

The Service Owner is responsible for the management of IT service(s) assigned to him/her over their lifecycle. He/she supports the maintenance of the service strategy and the service portfolio.

**Service Request Fulfillment Group**

The Service Request Fulfillment Group specializes on the fulfilment of certain types of service requests. Typically, 1st Level Support will process simpler requests that can be answered immediately, while all others more extensive or more complex from content perspective are forwarded to the specialized fulfillment group in charge.

**Service Strategy Manager**

The Service Strategy Manager supports the IT Steering Committee in
- definition
- maintaining
- further development

of the IT Service Provider's IT service strategy. He/she is responsible for the
- communication
- implementation

of the IT service strategy.

**Service Transition Manager**

The Service Transition Manager coordinates the subprocesses of Service Transition:
- Transition Planning and Support
- Change Management
• Release and Deployment Management
• Service Validation and Test
• Service Asset and Configuration Management
• End of Service Life Cycle
• Knowledge Management

in a way that the business value of the IT services for the IT Service Consumers planned in the previous phases of the lifecycle
• Service Strategy
• Service Design

can be achieved. He/she informs the other disciplines of IT Service Management about all projects of Service Transition in general.

Solution Architect

The Solutions Architect is responsible for designing IT systems and IT applications required to provide an IT service. This includes the specification of technologies, architectures and data structures as a basis for application development or customization and the technical and organizational realization concept as well.

Solution Developer

The Solution Developer is responsible for providing IT applications and IT systems which grant the required functionality for IT Services. This includes the development and maintenance of custom applications as well as the customization of standard software products, both including all necessary documentation.

Supplier

External suppliers of IT services, IT service contributions and outsourcing services, where the scope of supply is defined in the underpinning contracts, external suppliers of infrastructure and operating supplies.

Supplier Manager

The responsibility of the Supplier Manager covers
• the evaluation of qualified external suppliers
• contract conclusions with external suppliers meeting the business requirements
• lifecycle management of underpinning contracts
• ensuring correct fulfillment of contracts by the external suppliers
• review and valuation of the external suppliers' performance.

Technical Architect

The Technical Architect is responsible for designing IT infrastructure components and IT systems required to provide an IT service.
Test Manager
The Test Manager ensures that systems and system components meet the specified requirements in terms of
- functionality
- integration
- interoperability
- usability
- documentation
- operation.

User
The user of an IT system within the business organization (internal and external). Users are the purely operative subgroup of the IT Service Consumers.